

South Orange County Community College District

CHANCELLOR

(Salary and non-mandated benefits are negotiated between the Chancellor and Board of Trustees as a separate contract)

Overview

The Chancellor of South Orange County Community College District ("District") is responsible for overseeing all functions, programs, services and operations of the District's two Colleges, Saddleback College and Irvine Valley College, ("Colleges") as well as development of the Advanced Technology and Education Park (ATEP), in accordance with federal and state regulations and policies adopted by the District's seven-member Board of Trustees ("Board"). The Chancellor provides executive direction and leadership to the District's academic and classified administrators and staff in all areas of administration, instruction, student services and other support services. The Chancellor has a primary leadership role for accreditation, ensuring that the District and Colleges meet or exceed eligibility requirements, accreditation standards, and commission policies at all times. The Chancellor assumes overall responsibility for the fiscal health and prudent operation of the District. The Chancellor ensures that the District and its Colleges continually improve to meet the diverse and changing needs of students and are actively engaged in outreach to community stakeholders.

The Chancellor fosters a culture of collaboration, mutual respect, innovation, and continuous improvement throughout the District; leads by example; actively participates in and supports District-wide participatory governance components and activities and other collaborative processes; encourages professional excellence among the staff and promotes an organizational culture of customer service, innovation, and quality services.

As Chief Executive Officer of the District, the Chancellor reports directly to the Board of Trustees and supervises the College Presidents, Vice Chancellors and other departmental staff. Responsibilities and duties include, but are not limited to, the following areas:

Educational Leadership

- Works collaboratively with and provides leadership to the College Presidents to support the Colleges' primary role of teaching and learning, improving academic programs, and providing for optimum student access, success, and completion with wise use of resources.
- Works collaboratively with and provides leadership to District departments to provide centralized, efficient resources to the Colleges and support to the District's communities.
- Provides overall responsibility for the quality of all District programs, services, and activities and seeks opportunities to increase and maximize program funding sources to continually meet the needs of the District and its diverse communities.
- Participates in meetings at the state and national levels, such as CCLC and ACCT, and seeks relevant positions on boards and/or committees of significant educational leadership at the state and national levels. Acquires CEO training offered by CCLC and other professional organizations.
- Seeks opportunities to speak and provide influence at the community, state and national levels to bring visibility to the District, create good will, form partnerships and cultivate resources.
- Proposes and advocates for policy, legislation, fiscal and ancillary resources to sustain, enhance and develop new programs, services and opportunities.
- Expands partnerships with business, government, industry, community organizations, and

educational organizations to meet changing needs and cultivate economic development in the community.

- Provides leadership and guidance for integrated, District-wide planning processes that are inclusive, collaborative, and ensure the highest quality instruction, student services, community services, and overall administration of the District within achievable resources.
- Develops and implements innovative opportunities that allow staff to acquire knowledge and skills for professional growth to enhance the overall quality of services that the District provides.

Management Leadership

- Serves as an inspirational leader for all administrative, academic and classified staff and empowers, motivates and mentors personnel in developing new approaches, methodology and concepts in the field of education.
- Leads, develops, and evaluates the District executive team.
- Strengthens management systems for sound decision-making and effective policy implementation with emphasis on flexibility, accountability, and continuous improvement.
- Develops the District budget, provides oversight of the budget, and is responsible for the overall fiscal integrity of the District.
- Ensures the recruitment, employment, and retention of highly qualified and culturally diverse faculty and staff in accordance with Board policies.
- Builds consensus through collegial consultation and collaboration to cultivate and maintain healthy relationships in a multi-college District.
- Provides experience and leadership in developing long-range planning that frames the budget process, resource allocation, site development and education and facilities master planning of the District.
- Inspires and leads internal constituencies to collaborate on developing a shared District-wide vision that advances the organization while honoring the unique qualities of each entity inside the organizational structure.
- Ensures fiscal stability, student success and completion, student access and student equity through prudent management principles and responsible allocation of resources.
- Advocates for state and federal funding and creatively pursues alternative resource funding to ensure quality of programs and foster growth.
- Provides knowledge and leadership in organizational development, change management, human resources, facilities planning, information systems management, community and legislative relations, short and long term strategic planning, and fiscal management.

Governance and Process Leadership

- Cultivates and inspires a climate of cooperation between the Colleges and the District Office by working with the Presidents and Vice Chancellors to encourage collegiality and unity. Collaborates on strengthening District-wide processes that best serve the organization.
- Values collaborative problem solving as integral to the collegial consultation process, as well as interest-based bargaining as a tool for effective employee-employer relations.

Community Leadership

- Articulates and promotes a strong, innovative vision of the District to educational entities, community groups, business and industry, labor organizations, the California Community Colleges Chancellor's Office, other community colleges, University of California, California State University,

private colleges and universities, city and county agencies, the California Legislature and U.S. governmental entities to advance the interests of the District and ensure quality educational and workforce investment.

- Engages and encourages District and College leaders to dialogue and pursue diverse interests in the community.
- Represents community needs and interests to internal constituencies.
- Provides leadership and support to expand revenue resources through fundraising, including developing strategic partnerships with government agencies, public officials, business and industry, major donors and foundations.
- Provides leadership support to fund development and cultivation efforts of the Saddleback College and Irvine Valley College Foundations.
- Serves as a spokesperson for the District in the local, state and national media.

Board Relations & Development

- Assists the Board in understanding and strengthening the Board's role including setting policy, providing prudent fiscal resource management, serving in various roles as District spokespersons and representatives of the community.
- Establishes a strong and trusting partnership with the Board of Trustees and creates a culture of mutual respect and open communication between the Board and Chancellor. Actively and regularly communicates with the Board as a whole and with individual Board members, and develops and strengthens the Chancellor/Board relationship.
- Guides the Board to continually examine priorities that balance autonomy and accountability for the Colleges; set appropriate District responsibilities and controls; and support policy-making and fiscal oversight from the Board.
- Advises, updates and seeks policy direction and support from the Board on a regular basis. Proactively communicates to the Board regarding the needs and activities of the District and Colleges.
- Executes delegated authority pursuant to Board direction and policy.
- Directs the preparation of all Board agendas in accordance with applicable laws.
- Provides leadership and professional expertise to assist the Board in annual goal setting, professional development, and self-evaluation. Ensures that the Board has a code of ethics and conflict of interest policy and that individual Board members adhere to the code.
- Provides orientation and ongoing training for the Board, and is responsible for the proper conduct and related documentation of Board meetings in compliance with applicable law.
- Guides the Board in developing long-range goals and objectives based on a shared vision of the future of the District and assists the Board in periodic evaluation of the District's success in meeting goals and objectives.
- Implements the Board's goals and objectives through collegial consultation processes and appropriate division of roles and responsibilities.
- Systematically promotes the enhancement of the Board's knowledge of the District's programs, services, and processes.
- Ensures that the Board acts in a manner consistent with its policies and bylaws and that it meets to have a program that regularly assesses its policies and bylaws for effectiveness in fulfilling the District mission and revises them as necessary.
- Ensures that the District and Colleges are accomplishing their goals for student success and completion and that the Board regularly reviews key indicators of student learning and achievement and institutional plans for improving academic quality.

- Provides leadership in evaluation of Board roles and functions in the accreditation process.

Professional Characteristics

- Demonstrated understanding of and commitment to the community college philosophy and an awareness of contemporary issues, trends, and legislation in higher education.
- Experience and leadership skills to form a shared vision in the development and maintenance of a strategic master plan that frames budget processes, resource allocation, site development, and facilities planning.
- Experience advocating and participating in collegial consultation and consensus building and promoting collegiality and respect among all District constituencies.
- Experience maintaining a prudent financial management system, aggressively advocating for state and federal funding, and creatively pursuing alternative resource development activities.
- Demonstrated leadership role in economic development including expanding partnerships with business, industry, government, and other educational institutions.
- Demonstrated leadership in Board stewardship, advising a governing Board as policies are developed and reviewed, and interpreting these policies for staff and community.
- Demonstrated experience in encouraging and recognizing the uniqueness of separate colleges in a multi-college district.
- Substantial experience delivering public speeches to a wide array of educational, academic, community and business audiences.
- Experience in effectively utilizing research-based planning and decision making.
- Demonstrated understanding of development of strong educational programs.
- Experience in a variety of college-related roles in instruction and/or student services.
- Demonstrated productive community involvement and commitment to serving a diverse community and student population.
- Experience in local, state and national legislative advocacy.
- Experience with collective bargaining and laws and regulations in a higher education environment.

Personal Characteristics

- Provides strong, dynamic and energetic leadership to inspire and evoke the respect of students, faculty, staff, the Board and the community.
- Demonstrates outstanding interpersonal, public speaking, and written communication skills.
- Creates a positive environment of cooperation and mutual support among faculty, staff, students, administration and the Board and is able to resolve conflicts skillfully.
- Brings ethical principles to the organization that value integrity, honesty, trustworthiness, open communication, transparency, humility and flexibility.
- Employs specialized skills to build strong, effective teams and create institutional improvement.

QUALIFICATIONS

Minimum Qualifications

Education

An earned master's degree from an accredited college or university in business or public administration or related field.

Experience

At least five years of demonstrated senior level experience in directing major components of a large and complex organization, preferably a multi-campus higher educational institution with a broad variety of instructional and student services programs, technology support services, resources and facilities, including at least three years' experience at the level of Chief Executive Officer, Chancellor, Deputy Chancellor, Vice Chancellor, College President, Superintendent or Assistant Superintendent in a system of comparable complexity.

Desired Qualifications

An earned doctorate from an accredited college or university.

- Experience with working with a diverse board in an effective governance model.
- Experience in teaching, student services and/or support for the roles of faculty, instruction, student services, and a higher educational environment.
- Experience and/or demonstrated ability to understand shared governance and collective bargaining in a collegial environment.
- Experience in and/or demonstrated knowledge of the role of community colleges in economic and workforce development.

Knowledge of:

- Budget preparation, control and administration for a large, multi-faceted public organization.
- A collective bargaining environment and practices of shared governance.
- Contract negotiations and employee grievances at the community college level.
- Community college philosophy and an awareness of contemporary issues, trends and legislation in higher education.
- Current management information systems, functions, operations and equipment, including hardware and software applications.
- Instructional program development and implementation at the community college level.
- Interpersonal skills including tact, patience and diplomacy.
- Local economic conditions, community leaders and service organizations.
- Local, State and federal laws, codes and regulations related to public and community college administration, including the California Education Code and the California Government Code.
- Compliance requirements, including accreditation standards.
- Needs, interests and concerns of various groups of community college students.
- Oral and written communication skills.
- Organizational development theory, strategic change management, human resources, facilities planning, informational systems management, community and legislative relations, short and long term strategic planning, and fiscal management.
- Participatory governance at the community college level.
- Policies, objectives, procedures, organization, operations, guidelines, programs and services

applicable to the administration of a multi-campus California Community College District.

- Principles and practices of community college administration.
- Principles and practices of effective executive leadership.
- Principles and practices of training, supervision and performance evaluation.
- Principles, theories, practices, methods and procedures of public administration specifically related to higher education.
- Progressive discipline procedures and documentation.
- Public speaking techniques.
- Roles of developing technologies in learning and administration.
- Sound fiscal management policies as related to public institutions.
- Student enrollment trends and demographic statistics of the community.
- The role of community colleges in economic development.
- Trends in academic, vocational, community and contract education.

Ability to:

- Establish a strong and trusting partnership with the Board.
- Create an atmosphere of mutual respect, and open communication between the Board and constituencies.
- Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.
- Assure the development, approval and administration of a consolidated and balanced annual District budget according to legal timelines.
- Assure the preparation, maintenance and retention of all required District reports, files and data.
- Assure the timely negotiation of all collective bargaining agreements as mandated for California Community Colleges.
- Use ethical principles that value integrity, honesty, open communication, transparency, humility, evidence-based, and flexibility in all District matters.
- Be goal and results oriented, employ specialized skills required to build strong teams, create institutional improvement and change.
- Be trustworthy, approachable with excellent interpersonal skills.
- Be fiscally responsible, resourceful and creative in ways that will generate new revenue.
- Be politically astute and communicate effectively with local, State, and federal legislators.
- Build a sense of community within the District and establish viable linkages with external communities.
- Build and lead a diverse and highly skilled leadership team, while promoting the development and advancement of all faculty and staff.
- Communicate clearly, concisely and effectively, both orally and in writing, with diverse constituencies within and outside of the District.
- Confer with legislators, community business leaders and others regarding funding sources, cooperative instructional relationships, and other matters.
- Develop and maintain a complex organizational structure that supports effective and efficient results, while encourage collaboration, creativity and innovation in a value added environment.
- Create and maintain administrative and faculty environments that encourage and support innovation.
- Delegate responsibility and authority while maintaining accountability.
- Demonstrate dynamic, well-organized and visionary leadership.

- Demonstrate strong educational leadership skills which evoke the respect of students, faculty, staff, the Board, and the community.
- Demonstrate leadership in advising a Board as policies are developed and reviewed, and interpreting these policies for staff and community.
- Demonstrate creativity, innovation, forward thinking, flexibility, and persistence.
- Demonstrate leadership role in economic development in expanding partnerships with business, industry, government, and other educational institutions.
- Demonstrate sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students.
- Demonstrate a strong understanding of complex fiscal issues facing California Community Colleges and create strategic plans.
- Pursue and successfully obtain government and grant funding, and other fiscal resources.
- Develop and implement policy recommendations which will implement the District's master plan and other goals and objectives in accordance with local, State and federal laws and the needs of the college community.
- Develop and maintain a visible presence on the campuses and in the community.
- Earn the respect and confidence of others.
- Encourage professional excellence among the staff and promote an organizational culture of customer service, innovation, and quality services.
- Envision, plan, develop, organize, coordinate, direct, administer, monitor, control, review and evaluate all functions, programs, services and activities of the District including administration, instruction and student services.
- Establish and maintain a climate of trust and collegiality.
- Establish and maintain cooperative and effective working relationships with those contacted in the course of work.
- Exercise initiative and work independently with little or no direction from the Board.
- Exhibit excellent leadership ability, exceptional interpersonal and communication skills.
- Exhibit a collaborative management style that is consultative and inclusive.
- Exhibit decisiveness, energy, self-confidence, and accountability.
- Identify needs and priorities and make decisions in a climate of competing interests. Listen intently and communicate effectively with others in an inspirational, open and responsive manner.
- Maintain current knowledge of the educational and vocational needs of the community.
- Maintain rapport with faculty and staff of the District's Colleges.
- Make effective public presentations.
- Prepare oral and written reports and recommendations.
- Provide leadership and executive direction to administrators, managers, supervisors, faculty and support staff.
- Relate effectively to people of varied academic, cultural and socio-economic background using tact, diplomacy and courtesy.
- Remain student oriented, listening to and caring about students' needs and concerns.
- Review and analyze complex financial, statistical and narrative data regarding all aspects of the District.
- Select, train, lead, direct, supervise and evaluate the performance of subordinates effectively.
- Support, promote, invest, and nurture the teaching and learning process.
- Understand and effectively and collaboratively work in a complicated multi-college environment, as well as within a system of community college districts.

- Understand and implement mandated participatory governance.
- Understand and support interest-based approaches to problem solving and conflict resolution.
- Work in a complex and large multi-college district with distinct organizational cultures and needs.
- Work effectively with diverse populations, maximizing the benefits of diversity.
- Work productively with an elected seven-member Board of Trustees.

Work Environment and Physical Demands

The work environment and physical demands described here are representative of those required by an employee to perform the essential functions of this job successfully. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Work Environment:

Duties are primarily performed in an office environment or in meetings at a District or community location. The incumbent is subject to frequent interruptions and contact in person and on the telephone with executives, administrators, faculty, members of the Board of Trustees, community and State and federal leaders and the general public. Frequently must travel to other offices or locations to attend meetings and conduct work. Must attend afternoon or evening Board meetings.

Physical Demands:

Typically must sit for long periods, walk short distances on a regular basis, see clearly to read normal and fine print and operate computer keyboard, speak clearly and distinctly to provide information in person or on the telephone, hear and understand voices over telephone and in person to exchange information and make presentations, use hands and fingers to operate an electronic keyboard or other office machines, travel to various locations to attend meetings and conduct work and lift, carry and/or move objects weighing up to 10 pounds. Must remember key information and concentrate for long periods of time.

Compensation

Salary, length of contract, and other terms and conditions of employment are negotiable and will be competitive with those of similar districts in California.