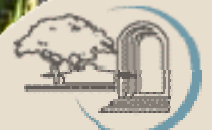


Chancellor Search

Foothill-De Anza Community College District



FOOTHILL-DE ANZA
Community College District

Foothill-De Anza Community College District Chancellor Search

THE POSITION

The Board of Trustees of the Foothill-De Anza Community College District invites nominations and applications for the position of Chancellor of the District. The successful candidate in this national search will succeed Dr. Martha J. Kanter, who was recently confirmed as U.S. Under Secretary of Education, the nation's top higher education post.

One of the largest community college districts in the U.S. and seventh in size among California's 72 districts, Foothill-De Anza includes Foothill College in Los Altos Hills and De Anza College in Cupertino. Publicly supported and locally oriented, the District fills an essential role in workforce development, continuing education, and skills preparation to meet the changing demands of surrounding high-tech communities. More than 43,000 students and 2,000 faculty and staff enjoy an unparalleled quality of life in an ideal climate, with physically pristine and fiscally sound campuses that have earned a global reputation for excellence.

Occupying more than 100 buildings on 200 acres in the heart of Silicon Valley, the Foothill-De Anza District is uniquely positioned to partner successfully with companies, government agencies, and non-profit organizations in Santa Clara County and beyond. As chief executive officer of the District, the next Chancellor will work with Presidents of the two colleges on an ambitious agenda to take the District to its next pinnacle of excellence and innovation.

By every measure, this is a phenomenal career opportunity.

DISTRICT OVERVIEW

The Foothill-De Anza Community College District consists of two colleges located in the high-tech heart of Northern California's Silicon Valley, just four miles from Stanford University and 30 miles south of San Francisco. The district is part of the California Community Colleges system, which has 110 colleges in 72 districts serving over 2.6 million students and is the largest system of higher education in the world. The California Community Colleges' mission is to provide transfer, vocational and basic skills education.

Foothill-De Anza's mission is to provide "a dynamic learning environment that fosters excellence, opportunity and innovation in meeting the educational needs of our diverse students and community." The district is governed by a seven member board of trustees: five members are elected by the voters of the communities served by the district and two student trustees serve in an advisory capacity. The district has a long history of electing professional, policy driven board members. Encompassing the Santa Clara County communities of Cupertino, Los Altos, Los Altos Hills, Mountain View, Palo Alto, Stanford, Sunnyvale, and west San Jose, the district has a population of approximately 500,000 residents. More than 1 million students have attended the colleges since the opening of Foothill College in 1958 and De Anza College in 1967.

The district's 43,000+ students, 515 full- and 1,000 part-time faculty members make up a dynamic and successful community of scholars supported by nearly 700 dedicated classified professional staff and 80 talented administrators. Academic excellence thrives in a vibrant multicultural community created by students, faculty and staff from a diverse mix of racial, ethnic and cultural backgrounds. Foothill-De Anza has a long and productive tradition of shared governance. The Chancellor's Advisory Council, comprised of faculty, staff and student leaders, is the main participatory governance group that advises the chancellor on district policy and procedures.

Foothill-De Anza enjoys strong support from a community that values and respects quality education. In 1999 and 2006, voters overwhelmingly approved district bond measures that have raised approximately \$750 million for new construction, modernization and other capital improvements, including new technology, resulting in significant upgrades to the campuses. Local citizens also serve on the district's finance and bond oversight committees and are active participants in its non-profit foundation, which contributes discretionary funds to the campuses and awards \$1 million a year in student scholarships.

FOOTHILL COLLEGE

Foothill College has a long-standing national reputation for teaching excellence and innovation. As the first community college in California to offer an online credit course, Foothill College now offers 12 online associate degree programs and more than 160 online courses. Foothill College has also achieved state, regional and national acclaim for its numerous academic programs, including health care careers, bioinformatics, child development, computer programming, interactive and multimedia design, nanoscience and theatre arts. The serene campus in Los Altos Hills rests on 122 acres of rolling foothills and has been called “the most beautiful community college ever built” by the *San Francisco Chronicle*.

Foothill College faculty are nationally recognized for their excellence in the classroom and educate more than 19,000 day, evening and online students each quarter. In keeping with its philosophy of educational opportunity for all, Foothill College offers 36 professional and technical programs and more than 70 university transfer majors. Foothill offers more than 1,000 course sections of university transfer, career training and basic skills instruction each 12-week quarter.

Foothill faculty and staff embrace the institution’s core values of honesty, integrity, trust, openness, transparency, forgiveness and sustainability, and are dedicated to the college’s mission of providing access to outstanding educational opportunities for all students. Whether through basic skills, career preparation, lifelong learning or transfer, the Foothill community is dedicated to the achievement of learning and student success. Foothill College is a multicultural institution that is committed to meeting the evolving higher education, economic and cultural needs of an increasingly technology-based global community.



DE ANZA COLLEGE

De Anza College offers a broad range of academic and career programs, cultural activities, sports and social events each quarter to about 24,000 students. Students can earn associate degrees in 63 fields of study and 102 certificates of achievement. Each year about 40,000 friends and neighbors participate in Community Education programs based at De Anza. They enjoy noncredit, fee-based Short Courses and the Extended Year Summer Enrichment Program for youth.

Students attending De Anza enjoy the full college experience. They can join a club or start a new one; walk through time at the California History Center; visit the stars at the Fujitsu Planetarium; explore the diversified ecosystems of the Cheeseman Environmental Study Area; exercise in the Lifetime Fitness and Wellness Center between classes; or participate on a sports team. An education at De Anza isn't just about books and tests; students also discover a diversity of people representing cultures from around the world, and learn how to become fully engaged, politically aware citizens. The college's Institute of Community and Civic Engagement (ICCE) helps advance these goals.

Learning at De Anza College happens in state-of-the-art facilities. The college is committed to designing and constructing new buildings using green building materials and methods, and four buildings have been certified as meeting national LEED® building standards for environmental sustainability. De Anza's much-anticipated Visual and Performing Arts Center opened for classes this year featuring a 400-seat theater, art museum, adaptable classroom space and an outdoor smart classroom.

The De Anza campus community is united behind strategic initiatives that focus on outreach, individualized attention to student success, cultural competence and community collaborations.



COMMITMENT TO DIVERSITY

The district's Board of Trustees has underscored its commitment to diversity by adopting a diversity vision statement. That statement reads in part: "We are building upon our rich history of innovation and student success to become a truly democratic, culturally pluralistic organization. We believe that culturally diverse teams yield more creative, synergistic and effective outcomes."

To ensure that its actions live up to its words, the district regularly conducts a diversity climate survey.

INSTITUTIONAL EXCELLENCE AND INNOVATION

Foothill-De Anza is nationally recognized for its contributions to research about community college students and best educational practices. The district has been a leader in creating models of collaborative learning and recently produced what is believed to be the first study in the nation to examine professional development for community college faculty.

The district is a leader among the nation's community colleges in environmental sustainability. Its sustainability plan commits Foothill-De Anza to build to national Leadership in Energy and Environmental Design (LEED®) standards. The Kirsch Center for Environmental Studies at De Anza was the first community college building in the nation to receive platinum certification—the highest LEED® rating.

With the support of outside foundation grants, Foothill-De Anza established the Community College Consortium for Open Educational Resources to encourage and support the use of open educational resources, including digital textbooks. The consortium now includes more than 90 colleges and universities in 10 states and Ontario, Canada.

Foothill-De Anza has entered into a partnership with the NASA Ames Research Center and the University of California, Santa Cruz, to develop a sustainable community for education and research at the nearby NASA Research Park in Mountain View. The partnership envisions a unique community that would give Foothill-De Anza students new opportunities to learn in a world-class research environment, prepare for Silicon Valley's clean-tech, green-tech workforce or pursue advanced study in science, technology, engineering and emerging career fields.

The Krause Center for Innovation at Foothill College is a regional center that empowers Silicon Valley educators and students to improve learning through technology and scholarship. Since it opened in 2000, the center has trained more than 10,000 local elementary, middle and high school teachers from more than 25 school districts to use technology in the classroom to increase student success.

The district is one year into a three-year rollout of a new \$12 million educational information system (EIS) for centralized management of business, human resources and student services. The new SunGard Banner system will provide greater capacity and flexibility in managing critical information.

Among its innovative partnerships is Foothill-De Anza's collaboration with other area community college districts, economic development agencies and private industry on the Silicon Valley Solar Industry-Driven Regional Collaborative to train workers for the high-demand field of solar panel design and installation. The district plays a leadership role in the collaborative.



EDUCATIONAL OPPORTUNITY LEADING TO STUDENT SUCCESS

Currently the fourth largest in full-time equivalent students (FTES) among California community college districts, Foothill-De Anza projects that FTES enrollment demand will grow by nearly 9 percent, and headcount by 14 percent, between 2010-11 and 2015. However, due to the state's budget deficit, funded growth will not keep pace. Distance learning through a variety of methods—including online and television courses—is a key element in maintaining student access in the district. In addition, Foothill College operates a full-service satellite campus in Palo Alto, which provides additional access to the community.

In 2007-08 Foothill-De Anza ranked fourth among California's 72 districts in the number of transfer students to the University of California (UC) and California State University (CSU) systems, and was second in California for UC transfers. Over the past 10 years, Foothill-De Anza increased its total number of transfers to the University of California by 48 percent. In addition to being a national leader in transferring students to top public and private four-year institutions, both Foothill and De Anza colleges offer a variety of certificate programs in career and technical education as well as educational opportunities for thousands of life-long learners.

An early entrant into international education, Foothill-De Anza attracts students from more than 100 countries. Ten percent of its enrollment is now comprised of international and out-of-state students.

Both colleges have formed mutually beneficial educational alliances with neighboring public school districts to collaborate on curricular issues. Foothill-De Anza has been a leader in the Silicon Valley Higher Education Roundtable, which brings together chancellors, presidents and superintendents of higher education institutions and K-12 schools to focus on increasing student graduation, college-going and transfer rates.

Foothill and De Anza offer students a variety of federal, state and institutional financial aid options, including waivers, grants and scholarships, loans and work-study employment.

Foothill-De Anza's Economic and Workforce Development Program serves students through programs such as Professional and Workforce Development and the Occupational Training Institute (OTI), which provide vital services, including worker training and business partnerships. The district had total course enrollment last year of almost 70,000 students in specific career training programs, including more than 9,000 in health-related courses, an area facing critical shortages in Silicon Valley and the nation.

Foothill-De Anza has been a leader in the statewide initiative to help community colleges in California improve the teaching of basic skills and English as a Second Language. The Basic Skills Initiative, funded by a grant through the California Community Colleges Chancellor's Office, is intended to increase equity for students, particularly students of color, by enabling them to achieve their academic goals.

DISTRICT BUDGET

The Foothill-De Anza Community College District has a long history of fiscal strength. It has had a balanced budget for many years, although the last two years have presented challenges to balancing the budget because of expenses rising faster than revenues. The operating deficits experienced in the last two years were covered primarily with the use of unrestricted ending fund balances.

For 2009-10, Foothill-De Anza identified a \$6.7 million deficit that needed correction. Through a thorough process of budget examination conducted through the participatory governance system, the district identified ongoing expense reductions in the General Fund to close its budget gap. At this time, the district is preparing for additional state funding reductions for the 2009-10 fiscal year. Plans for these additional reductions are now being formulated pending action by the state Legislature.

The district is planning for another tight budget year in 2010-11 and will be making decisions on use of fund balance and operating reductions this year to position itself to enter 2010-11 with fiscal strength. While it is always difficult to reduce operating expenses, Foothill-De Anza will have more than \$350 million in operating revenues to serve students, in addition to the large capital outlay improvement programs made possible by community approval of two bond measures.



OPPORTUNITIES AND CHALLENGES

The Chancellor of the Foothill-De Anza Community College District must provide strong, consistent, and visionary leadership in the following major areas:

EDUCATIONAL LEADERSHIP

Foothill-De Anza, a national leader in educational innovation provides a dynamic learning environment that fosters excellence, opportunity and innovation in meeting the educational needs of our diverse students and community. The District offers a variety of programs and services including programs for transfer, career education, programs for students who lack a strong educational background, continuing education courses and programs that foster cultural growth, life enrichment, and skills improvement. The district advances California's economic growth and global competitiveness through education, training, and services that contribute to continuous work force improvement, a particular concern in the high-tech communities served by the district.

At the direction of the Board of Trustees, the Chancellor provides leadership to fulfill this mission, responding to the changing demographics and needs of Silicon Valley by:

- guiding an effective long-range planning process that is inclusive, and ensures the highest quality of instruction, student services, community services, and overall management and administration within available resources; this includes the facilities master plan, which is supported by over \$700 million in bonds passed in 1998 (\$248 million) and 2006 (\$488 million);
- working with the Presidents of Foothill and De Anza Colleges in focusing on the Colleges' primary roles of teaching and learning, improving academic programs, and providing for optimum student access and success consistent with resources;
- providing leadership for the role of technology in higher education, including resource allocation and support of innovative uses of technology to expand service to students;
- advancing the District's commitment to diversity and cultural pluralism through appropriate hiring policies, curriculum development, extracurricular activities, and affiliation with community organizations;
- developing and implementing innovative programs and opportunities that allow all staff to acquire knowledge and skills for professional growth.

FISCAL LEADERSHIP

As chief executive officer of the District, the Chancellor will:

- manage the District's resources with a keen understanding of how the colleges are funded to guide wise decisions when allocating scarce resources and developing multi-year analyses of policies and trends affecting revenues and expenses;
- strengthen the District's financial systems, anticipate fiscal uncertainties, and effectively guide the District during times of fiscal crisis to make sound student-centered decisions;
- develop new sources of external funding, promote income-generating ventures and partnerships with business and industry, and serve as an effective spokesperson for increased funding at the local, state and national levels;
- oversee District and College budgets including input from representatives of all constituencies.



MANAGEMENT LEADERSHIP

As the chief executive officer of the District, the Chancellor will

- supervise and evaluate the two College Presidents and three Vice Chancellors and oversee Central Services;
- strengthen management systems for sound decision-making and effective policy implementation, with emphasis on flexibility, accountability, and continuous improvement;
- ensure the recruitment, hiring, and retention of highly qualified and culturally diverse faculty, administrators, and classified staff in accordance with board policies;
- provide leadership related to District-led initiatives and campus priorities.
- champion the District's environmental sustainability plan that commits the district to build to national "green building" standards;
- oversee the multi-year implementation and evaluation of the district's new \$12 million educational information system for centralized management of business, human resources and student services that will provide greater capacity and flexibility in managing critical information.

GOVERNANCE LEADERSHIP

As a leader who values the contributions of all employees and students, the Chancellor will:

- respect, empower and encourage the contribution of students and employees at all levels in the District;
- support the District's commitment to participatory governance and the role of all constituents including faculty, administrators, classified staff and students; these constituents participate in the decision making process and in the development of recommendations to the Board of Trustees;
- respect the role of the faculty in curriculum, academic and professional matters;
- strengthen cooperative relationships between and among the Colleges and Central Services.

COMMUNITY LEADERSHIP

Through effective communication with the community the Chancellor will:

- articulate and promote a strong, innovative vision of the District to the educational, political, business and civic leaders of the community, the state, and the nation;
- advocate for the educational and financial needs of the District to local, state and federal governments;
- strengthen existing ties and develop new sustainable partnerships with business, industry, local communities, other colleges and universities, K-12 schools and other entities;
- inspire community leaders and organizations to support and participate in district programs and services;
- work with the Foothill-De Anza Foundation to raise funds from the private sector, and inspire and motivate members of the community to assist in these efforts;
- encourage Foothill-De Anza leaders to engage with the community, respond to the diverse interests in the community, and represent community needs to the District and the Colleges.



MINIMUM QUALIFICATIONS AND DESIRED ATTRIBUTES

Required:

- Understanding of, sensitivity to, and respect for the diverse academic, socio-economic, ethnic, religious, and cultural backgrounds, disability, and sexual orientation of community college students, faculty and staff.
- Master's degree required; earned doctorate preferred.
- Experience working with Boards of Trustees or comparable governance structures.
- Five to ten years experience in progressively responsible positions in educational administration. Comparable experience in business or non-profit entities will be considered.

In addition the District seeks a leader with the following qualities, skills and characteristics:

- visionary, passionate, inspirational and thoughtful leadership with an understanding of the mission of a multi-college district in a diverse and educationally complex community;
- demonstrated commitment to quality instruction, student success, and academic excellence; teaching and/or student service experience preferred;
- ability to work with the Board of Trustees and assist Board members in their roles as policy-makers, District spokespersons, and representatives of the community;
- evidence of a commitment to, and appreciation of, diversity in faculty, staff, students, and the community;
- demonstrated skill in both strategic and operational planning and financial management through collaborative budgeting processes;
- ability to champion the District to local, state, and federal legislators and successful experience in building partnerships, resource development and fund-raising with both public and private sectors;
- understanding and respect for collective bargaining, with a commitment to mutual gains bargaining coupled with well developed interpersonal skills that support productive working relationships between and among various constituents;
- understanding of the educational and administrative uses of technology, and willingness to pursue technological opportunities available for education in the Silicon Valley;
- understanding of, and commitment to, participatory governance as practiced in the California Community Colleges;
- ability to solve problems creatively, make decisions in a fair and consistent manner; and to work in environments that are organizationally complex with differing points of view;
- an honest and ethical person who leads with enthusiasm, confidence, integrity, vitality, and a sense of humor, thus creating an environment that encourages mutual respect for individuals and their opinions and accomplishments in a climate of accessibility, trust, and collegiality; and with respect for institutional traditions.



APPLICATION PROCESS

In order to assure full consideration, completed applications, including a thoughtful letter of interest, curriculum vitae, and a list of at least five professional references with e-mail addresses and telephone numbers must be received by September 21, 2009. Nominations, inquiries, and applications are treated confidentially and should be submitted electronically (MS Word or Adobe PDF) to:

FoothillChancellor@academic-search.com

The search is being assisted by:

John Hicks

Senior Consultant

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For more information on Foothill-De Anza: <http://www.fhda.edu/>