



COLLEGE OF

MARIN

invites interest in the position of

Superintendent/President





Outstanding Career Opportunity

College of Marin is a premier community college in California with a stellar reputation for transfer education, career preparation, lifelong learning, and cultural enrichment. In addition, College of Marin is a leading community college in the area of emerging sustainability and partnership initiatives, with an award winning organic farm, solar installation programs, and a groundbreaking simulated hospital laboratory.

The Board is seeking a visionary leader to sustain and improve the quality of education being provided by the College's outstanding faculty, committed staff, and strong management team.

Eva Long, Ph.D. Board President's Message

On behalf of the Board of Trustees, you are invited as a prospective candidate to consider this wonderful leadership opportunity to join our team in advancing College of Marin's mission of providing quality higher education for all students. We are seeking a visionary Superintendent/President (Chief Executive Officer) to join our college education community team, and continue our 84 year tradition of education excellence in Marin County. We are seeking a leader who will take the College to the next level of excellence where priorities will always be Students First!! We encourage you to consider College of Marin as your next professional destination. If you are looking for an ideal setting to live and work, College of Marin is the place for you. It is nestled in one of the greatest communities in the country. The successful applicant will be joining a talented team of professionals dedicated to making a positive difference in the lives and added value of students and to the larger community that views College of Marin as a great community asset.

It is our hope that you will seriously consider being part of our team and making a positive difference in the lives of our students.

College of Marin

College of Marin has been the community's major center for higher learning for 84 years. It plays a vital role as an educational, economic, social, and cultural resource for the entire community.

The College's Kentfield campus is located in a beautiful natural setting among redwoods and is seen by students as an ideal location, just across the Golden Gate Bridge from San Francisco, and within close proximity to Point Reyes National Seashore, Mt. Tamalpais, and Golden Gate National Recreation Area.

The Indian Valley Campus is located on a spectacular 333 acre oak-studded site in Novato.

The College is governed by an elected Board of seven Marin County residents and a student representative. The District employs approximately 108 full-time faculty, 343 part-time faculty, and 125 support staff employees. The operating budget is approximately \$58 million. The District is also in the midst of implementing a \$250 million construction/facility bond passed by the County of Marin voters in 2004. As a "basic aid" institution, College of Marin is funded predominately by local property taxes, with additional funding from student fees, and categorical funds obtained from federal, state, and private sources. The College maintains prudent financial management practices, including a reasonable reserve fund for contingencies.

College of Marin enrolls over 9,700 students in its credit and noncredit programs each semester, with nearly 2,000 students participating in a number of lively community education offerings each semester on the Kentfield and Indian Valley campuses. Each semester, the credit program provides approximately 800 classes at Kentfield, 170 classes at Indian Valley, and nearly 50 non-credit classes. More than 400 short-term workshops, seminars, and classes are offered through the Community Education and Lifelong Learning Department, covering a diverse range of subjects in self-enrichment and professional growth.

Many students transfer to the University of California and California State University campuses or complete their education at other prestigious four-year universities.

The College offers more than 45 degree programs leading to an A.A. or A.S. degree. Forty-one career and technical program Certificates of Achievement and Skill Certificates are offered.

Education and Experience

The College of Marin Board of Trustees will consider educational background, professional experience, accomplishments, reputation, and characteristics in its search for the Superintendent/President of College of Marin.

Minimum Qualifications:

- A Master's degree from an accredited institution;
- Senior administrative-level experience in a reasonably related executive position (e.g., education, business industry, government, non-profit, etc.); and



- ☛ Demonstrated sensitivity to and understanding of the diverse academic, socioeconomic, cultural, gender, disability, and ethnic/racial backgrounds of community college students.

Preferred Qualifications:

- ☛ At least five (5) years of responsibility in managing major segments of an educational institution, including instruction and/or student services;
- ☛ Equivalent to an earned doctorate from an accredited institution;
- ☛ Experience as a faculty member or student services officer in a community college or other sectors of higher education;
- ☛ Demonstrated technology leadership of campus-wide innovation and improvements for operations and instruction;
- ☛ Demonstrated leadership success with accreditation standards, limited budgets, and institutional growth;
- ☛ Effective fundraising skills and fiscal oversight experience;
- ☛ Demonstrated history of innovation and visionary planning;
- ☛ High professional standards and a personal code of ethics characterized by honesty, integrity, open communication, and fairness;
- ☛ Experience and understanding of facility planning, construction, and modernization;
- ☛ Successful experience with participatory governance;
- ☛ Commitment to student-centered learning in a climate that embraces diversity; and
- ☛ A positive outlook with effective critical thinking, problem-solving, and strong team-building skills.

Expected Personal Characteristics

The successful candidate will be an educational leader who:

1. Values teaching and learning as the College's primary purpose.
2. Communicates openly and effectively with faculty, staff, students, and the community.
3. Works cooperatively to strengthen relationships within the College and the community to continually maintain and develop a cross-culture of trust.
4. Recognizes and supports the value of diversity.
5. Advocates for the best interests of the College persuasively and, through an active and visible community presence, inspires support for the College.

6. Demonstrates an ability to bring people together to build consensus.
7. Inspires and motivates faculty, staff, and administrators.
8. Exhibits honesty, integrity, flexibility, a sense of humor, and decisiveness.
9. Cultivates the support of the College by the County's political, civic, and business establishments.

The successful candidate will be a manager who:

1. Demonstrates an ability to work effectively with elected Board Members in their roles as policymakers, spokespersons, and representatives of the community.
2. Establishes high standards of performance, delegates when appropriate, and requires accountability from all segments of the organization.
3. Demonstrates high ethical standards and resolves conflict in an honest and fair-minded way.
4. Understands, respects, and acknowledges the importance of collective bargaining agreements and the participatory governance processes.
5. Solicits community input and works collaboratively with local constituent groups and agencies, including the College of Marin Foundation and local towns/cities.
6. Shapes institutional change effectively.
7. Communicates effectively with both external and internal audiences, including sharing unpopular messages when necessary.
8. Brings successful experience in planning, organizational development, fundraising, and resource development.
9. Attends to the day-to-day operations of the organization, using appropriate processes, and working collaboratively with individuals and groups.
10. Exhibits strength and sensitivity in decision-making, takes charge, and moves forward to implement decisions in a timely manner.
11. Understands and promotes the appropriate use of educational and administrative technology.
12. Works to develop strong lines of communication and collaboration with the K-12 schools in the community.
13. Demonstrates the ability to work with the college community to develop the annual budget.

Challenges and Opportunities

1. Maintain and build upon existing quality educational programs for all residents of Marin County.



2. Continue the implementation of the Program Review, Educational Master Plan, Strategic Plan, and Integrated Planning and Resource Allocation Process.
3. Maintain the College's accreditation status.
4. Involve faculty, staff, and the community in effective and timely decision making.
5. Continue to grow, monitor, and sustain successful partnerships with the College and community.
6. Increase student enrollment and retention through creative programs and services.
7. Promote the College as a community center through programs and services attuned to the needs of the community.
8. Seek creative ways to improve revenue.
9. Build a strong reputation and image of the College with communities in Marin and neighboring counties.
10. Increase the accessibility and attractiveness of the campuses.
11. Inspire confidence and trust, on and off campus, through professional leadership while addressing issues effectively.
12. Continue and enhance the College's transfer program pathways, career/technical training, and cultural enrichment opportunities.
13. Recruit faculty and staff to a beautiful but expensive area.

Compensation

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

Application Procedures

Individuals interested in this position will state in a brief (five pages or less) letter of application specifically why they are interested in the position, how they will meet the desired characteristics, and how they will address the challenges and opportunities outlined in this brochure. Applicants will submit college transcripts (unofficial transcripts will be accepted at the time of application),

a current resume and the names of nine references (including business and home telephone numbers): two supervisors, two subordinates (including one classified or support staff), two faculty members, one student, and two business or community leaders. (Applicants from sectors other than education will submit comparable references.) **References will not be contacted without the applicant's permission.** Candidates will be required to sign a release form to authorize reference checking. Employment history, degrees obtained, and other certifications/accomplishments will also be verified.

Nominations and application letters will continue to be accepted until the position is filled. However, since the application letters will be reviewed beginning on May 28, 2010, submissions are encouraged prior to that time.

Interested candidates will submit their application materials to Ralph Andersen & Associates via email to apply@ralphandersen.com, or fax to (916) 630-4911. **Electronic submittals are strongly encouraged.** Submittals not containing all of the required documentation will be deemed incomplete. Due to the high level of importance placed on candidates' presentation of qualifications and submittal, Ralph Andersen & Associates is under no obligation to assess, comment, or inform individuals as to the completeness of submittals.

The College Presidential Search Committee will determine the most highly qualified candidates to be invited for initial interviews. The Search Committee will conduct initial interviews and the finalists will be interviewed by the Board of Trustees. The expected starting date will be negotiated by the Board of Trustees with the selected candidate with a possible start date of July 1, 2010.

Should you have any questions regarding this position or the recruitment process, please call Ralph Andersen & Associates' representatives Stan Arterberry at (707) 567-4402 or Heather Renschler at (916) 630-4900. Confidential inquiries are welcomed.

For more information about College of Marin, visit www.MARIN.edu. An electronic version of this brochure can be found under the Career Opportunities tab on Ralph Andersen & Associates' website, www.ralphandersen.com, or on the College of Marin website, www.MARIN.edu.

College of Marin is committed to equal opportunity/equal access in all its employment, programs, and services. It is dedicated to a policy of nondiscrimination and as such, is an equal opportunity employer.

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