



## *Superintendent/President Search*

David Viar, Victoria Simmons, Lisa Sugimoto, and Ben Duran

November 16, 2021

Board of Trustees



# ***Superintendent/President Search***

## **Screening Committee**



# Screening Committee

## **Student Member**

Diana Morales, President, Associated Students of Glendale Community College and Student Trustee

## **Faculty Members**

Richard Cortes - Associate Professor, Counselor; Division Chair, Student Services

Roger Dickes - Instructor, Animation;  
Academic Senate President

Emily Haraldson - Assistant Professor, Art History;  
Guild President

## **Classified Staff Members**

Saodat Aziskhanova - Accountant and Business Operations Specialist, Foundation; Past President CSEA

Narbeh Nazari - College Police Officer; President, CSEA

## **Managers**

Agnes Eguaras - Dean, Instructional Services

Calvin Madlock - Chief Information Services Officer

Paul Schlossman - Vice President, Student Services

## **Foundation Board Member**

Linda Wang - Glendale College Foundation board member, retired Senior Vice President, Human Resources, Warner Bros. Entertainment

## **Chair and EEO Representative (non-voting)**

Victoria Simmons, Vice President, Human Resources



## *Job Profile*

- **Priority issues of importance**
- **Leadership qualities expected**
- **Personal characteristics**
- **Minimum and desirable qualifications**



## Priority Issues of Importance

1. Advancing **equity**, economic, and **social justice**, remedying identified **systemic racism** and bias at GCC, reducing the achievement gaps among **underrepresented** student groups, and implementing strategies to increase the racial and ethnic **diversity** of the GCC workforce and retention of those employees;



## Priority Issues of Importance

2. Addressing COVID-19 **pandemic issues** regarding remote instruction, services, work environment, and operational processes, including a safe return to classroom instruction and in-person support, while assuring a proper mix of in-person and remote instructional options for students and rebuilding a sense of community;



## Priority Issues of Importance

**3. Taking necessary proactive steps to ensure increased enrollment, increased revenues and financial stability in preparation for full implementation of the state **Student Centered Funding Formula** and the elimination of the state funding hold-harmless provision for fiscal year **2025 -2026;****



## Priority Issues of Importance

4. Improving student progress toward **goal completion** through the full implementation of **Guided Pathways**;



## Priority Issues of Importance

5. **Expanding outreach support to increase enrollment post-COVID for **noncredit programs**, providing student services that meet the needs of non-traditional students, and strengthening efforts to assist students in moving from noncredit to credit courses.**



## Priority Issues of Importance

**6. Assisting students in receiving adequate **basic needs** support for food, shelter, technology, and transportation to improve their persistence and completion of educational goals, and successful access to employment in the workforce;**



## Priority Issues of Importance

**7. Increasing the numbers and percentages of students locally and statewide successfully taking and completing **GCC distance education** classes, the numbers and percentages of faculty certified to teach distance education at GCC, and the number of degrees and certificates that can be completed in a 100% distance education environment, and providing adequate services and technology to support DE students;**



## Priority Issues of Importance

8. Expanding and aligning **career technical education** programs to meet the interests of students and the needs of area businesses, and that address the emerging and dominant industry sectors in the Los Angeles region;



## Priority Issues of Importance

9. **Strengthening activities and partnerships** with the college foundation, educational, civic and business entities, and federal and state agencies, that help bring **new revenue sources** to the district, enhance the district's image and reach, and support the Foundation's three-year **\$3 million capital campaign**.



## **Priority Issues of Importance**

**10. Developing an organizational structure and size that reflects the changing enrollment and fiscal realities of the district while retaining outstanding employees in key programmatic areas and hiring high quality, diverse faculty, staff, and administrators necessary to meet the college mission;**



## Leadership Qualities Expected

1. Is **student-centered**, highly committed to closing the achievement gaps of underrepresented students, a champion of student equity initiatives, and values student engagement beyond the classroom;



## Leadership Qualities Expected

2. **Supports the comprehensive community college mission and understands the components of credit instruction, noncredit/adult education, and student services and the competing priorities of transfer, career technical education, college-readiness skills, noncredit/adult education, contract education, and community services offerings;**



## Leadership Qualities Expected

3. Understands the **complex dynamics of a multi-campus district** organization including efficient and streamlined processes and procedures in: fiscal management, budgetary processes, strategic planning, human resources development, collective bargaining, curriculum and instruction, enrollment management, student services, facilities management, and fundraising;



## Leadership Qualities Expected

4. **Has strong cultural competency and successful DEIA experience** providing and guiding responsive services for students, faculty, and staff and those from communities with historically marginalized identities, including, but not limited to: differences in cultural, socio-economic, age, gender, ethnic, religious, sexual orientation, and disability status; and the ability to disrupt prejudice, discrimination, and racism that impacts students and staff at the interpersonal, intergroup, and institutional levels;



## Leadership Qualities Expected

5. **Understands, appreciates, and follows the principles of shared involvement in the decision-making process;** provides bold, visionary, creative solutions to pressing issues with the confidence to facilitate discussions leading to appropriate and acceptable action within the shared decision-making process by effectively **collaborating with stakeholder groups** with transparency and shared inquiry;



## Leadership Qualities Expected

6. **Accesses, assimilates, and analyzes information and uses quantitative and qualitative data for decision-making, planning, mobilizing resources, and motivating individuals to creatively overcome challenges facing the district and to make continuous improvements in operations, programming, procedures, and services;**



## Leadership Qualities Expected

7. Provides leadership, support and guidance for the **elected board** of trustees and assists them in working as a cohesive unit/team;



## Leadership Qualities Expected

8. **Communicates expectations, delegates, and holds accountable the college executive leadership team;**



## Leadership Qualities Expected

9. **Understands the needs of the communities served by GCC and is active and visible in the Glendale community, building strong coalitions and working with leaders of Glendale Unified School District, City of Glendale, non-profits and community service organizations, and increasing philanthropic support and GCC's positive image;**



## Leadership Qualities Expected

10. **Willingness to learn the history, values, and traditions of the college and understand their importance.**



## **Personal Characteristics**

**Inclusive, approachable, and works well with all individuals and values and recognizes their contributions to the college;**

**Fair, empathetic, compassionate, kind, respectful;**

**Ethical, honest, trustworthy**



## **Personal Characteristics**

**Aware of own cultural background and how it influences perceptions, values, and practices and effects and shapes the relationships with students and staff**

**Holds self, and others, accountable, admits mistakes and learns from them**



## **Personal Characteristics**

**Communication skills, including: respectful and effective listening, encouragement of diverse opinions, mediation of conflict, and consensus building**

**Strong, direct, yet open-minded, flexible, rational decision-maker.**



## **Qualifications**

### **Minimum**

**Master's degree from an accredited college or university**

**At least five years of senior administrative experience  
in a large and complex organization**

### **Desirable**

**An earned doctorate from an accredited institution**

**Senior administrative experience in a community college**



# **Timeline Highlights**

## **tentative**

<b>Nov. 16, 2021</b>	<b>Board action on job announcement</b>
<b>Nov. 16 – 19</b>	<b>Recruitment materials prepared</b>
<b>Dec 2021 –</b>	
<b>Jan. 31, 2022</b>	<b>Recruitment underway</b>
<b>Feb. 14 – 23</b>	<b>Screening Committee evaluates candidates</b>
<b>Feb. 28</b>	<b>Screening Committee selects candidates to invite for first-round interviews</b>
<b>Mar. 10 – 11</b>	<b>Screening Committee interviews first-round candidates</b>
<b>Mar. 15</b>	<b>Board receives names of recommended finalists</b>
<b>Mar. 28 – 30</b>	<b>Finalists visit college, forums, Board interviews</b>
<b>April 19, 2022</b>	<b>Board acts to appoint</b>
<b>July 1</b>	<b>Potential start date for new GCC Superintendent/President</b>