



Superintendent/President

Santa Monica College: Changing Lives in the
Global Community Through Excellence in Education





THE POSITION

The Superintendent/President is the Chief Executive Officer of the Santa Monica Community College District and President of Santa Monica College. Responsibilities are carried out in keeping with the policies and expectations of the seven-member elected Board of Trustees and a Student Trustee, the California Community Colleges Board of Governors, and state law in a collegial manner. The Superintendent/President is responsible for assessing, planning, organizing, and evaluating the resources, programs, and services of the College to meet the educational needs of the students and the community. As the educational and administrative leader of the College, the Superintendent/President represents the District to community groups, business and industry, the public school district, the California Community Colleges, public and private colleges and universities, city and county agencies, and state government.

THE DISTRICT

Santa Monica Community College District is a single-college district governed by a seven-member Board of Trustees, elected at large by the residents of the cities of Santa Monica and Malibu and by a student-elected representative with an advisory vote. The District is a model for community colleges around the country with its policy of open access and its dedication to providing quality higher education, drawing students to its programs from throughout the Southern California region, from out-of-state, and internationally.

THE COLLEGE

Founded in 1929, Santa Monica College (SMC) is a two-year community college accredited by the Accrediting Commission for Community and Junior Colleges. SMC is the leader in California's 116 community college system in transfers to the University of California, serving over 26,370 students and offering 200+ academic and career preparation programs spread over 65 disciplines. Its primary missions include transfer, career technical education, basic skills training, continuing education, and lifelong learning. SMC enriches the community with arts and culture through its public radio station KCRW (89.9 FM), the Broad Stage at the SMC Performing Arts Center, and distinctive programs such as its Emeritus program for older adults. The 43-acre main campus and six satellite campuses include a world-class performing arts campus, one in the heart of Silicon Beach devoted to media content development and design, and a downtown

Santa Monica location for its pioneering Emeritus program. SMC is committed to diversity and seeks to offer students everything they need to succeed. Academic excellence at SMC is driven by its world-class faculty who are here because they believe in the power of the student-teacher connection, a belief reflected in the achievements of its students. Additionally, the College has one of the most robust counseling and student support systems in the state.

Mission

Santa Monica College offers robust educational programs and support services that assist students in the development of skills needed to succeed in college, prepare for careers and transfer, and nurture a lifetime commitment to learning. The College provides an inclusive and dynamic learning environment that supports intellectual exploration and helps students achieve their educational goals. As a proud minority-serving institution, the College works to eliminate racial equity gaps and recognizes the critical importance of each individual's contribution, ensuring that each person feels seen, affirmed, and valued.

Vision

Santa Monica College will be a leader and innovator in college transfer, career preparation, upward mobility, and lifelong learning. We will provide an inclusive, equitable, and high-quality education designed to transform the lives of our students, their families, and the community.



Values Statement

As an institution committed to the free exchange of ideas, Santa Monica College will foster its core values: knowledge, intellectual inquiry, research-based planning and evaluation, integrity, accountability, ethical behavior, democratic processes, communication and collaboration, civic engagement, global citizenship, and sustainability.

Enrollment

Santa Monica College has an annual enrollment of approximately 26,370 students that reflect the ethnic and cultural diversity of the area. Of those identified, the student body is over 37 percent Latinx, 30 percent white, over 8 percent Black and over 8 percent Asian/Pacific Islander. In gender breakdown, 57.7 percent of the student body were women. Additionally, more than 1,750 international students from approximately 101 countries enrich the College's global culture.

Faculty & Staff

Santa Monica College has been able to attract and retain outstanding faculty, administrative personnel, and staff. The College has approximately 320 full-time faculty, 852 part-time faculty, 518 classified staff and managers, and 44 academic administrators.

District Budget

The College has an annual General Fund budget in excess of \$326 million and an annual budget for capital construction and other restricted activities in excess of \$393 million. Unexpended capital funds are reappropriated annually.

DESIRED QUALITIES, QUALIFICATIONS, AND EXPERIENCES

Santa Monica College seeks a bold, creative, transformational visionary who will embrace the task of revitalizing the College following a period of enrollment and budgetary challenges. The next Superintendent/President will be a superb communicator

in all forms, including deep listening, and possess the emotional intelligence and empathy to improve morale in the face of these challenges. Successful leadership experience in community colleges and a terminal degree are preferred. Candidacies from fields other than higher education are welcomed, provided such individuals exhibit an exceptional track record in leading complex organizations.

The new Superintendent/President will:

Fiscal Matters

- Become an expert on the College's fiscal position.
- Have experience managing a large and complex budget with skill.
- Have a successful track record in revitalization and will work with the Board and colleagues to balance the budget.
- Collaborate with colleagues to implement strategies that will stabilize and ultimately increase recruitment and retention, whether the context is online or on ground.

Leadership

- Be an advocate for academic freedom and shared governance.
- Foster high standards of academic achievement and rigor in the classroom.
- Lead the effort to ensure that the College's culture is consistent with the mission and vision.
- Be an advocate for underrepresented groups and work with colleagues to close equity gaps and foster dialogue about diversity and inclusion.
- Model servant leadership and humility, with a focus on the success of colleagues.
- Form an effective working relationship with the Board of Trustees that exhibits candor and respect.
- Solicit input from all stakeholders and welcome feedback on the issues facing the College.



- Model lifelong learning and use data that may point the need to adapt and change course from prior decisions.
- Hold self and colleagues accountable for high levels of performance, and practice effective delegation.
- Stress mentoring and sharing credit with colleagues, keys to building strong, high functioning teams and bench strength.
- Be a strong, naturally confident diplomat who is a skilled negotiator.
- Possess a curious, proactive, timely decision-making style grounded in wisdom that carefully considers major decisions through collaboration and does not shy away from tough choices.
- Prioritize all students in decision making, whether they are degree seeking or career education learners.
- Break down silos and foster a culture of working together.
- Understand the transformative power of artificial intelligence in learning and the world of work.

Strategic Management

- Articulate a compelling, shared vision for the future that galvanizes support for the new path forward.
- Be an astute observer of higher education trends.
- Demonstrate past success in leading aspirational strategic planning efforts, including implementation over the short and long term.

External Affairs

- Have the skills to navigate the rapid change in higher education policy at the federal level.
- Master the state funding model and be an effective advocate for Santa Monica College with policy makers.
- Have a past record of success in private fundraising or the potential to succeed in this vital area.
- Be active in the broader community and seek partnerships that benefit the College.

Personal Characteristics

- Model the highest standard of trust, integrity, and transparency.
- Have a good sense of humor and an optimistic outlook.
- Be a visible presence on campus and have a charismatic personality that engages with all stakeholders.

KEY CHALLENGES, PRIORITIES, AND OPPORTUNITIES

Fiscal Stability and Long-Term Sustainability

Santa Monica College is navigating an important period in its financial life, one that calls for careful stewardship, thoughtful planning, and a steady focus on restructuring and long-term sustainability. Questions about spending priorities and resource alignment have heightened the importance of a clear and disciplined financial framework. A central priority for the institution is to strengthen fiscal stability in ways that are transparent, equitable, and attentive to the college's educational mission. This work will require balancing immediate realities with longer-term goals, while keeping students, employees, and institutional resilience at the center.

Enrollment Strength, Access, and Responsiveness to Student Needs

Enrollment remains a significant institutional priority and an essential part of the college's future strength. The campus is being called to respond to changing demographics, evolving student expectations, and new workforce realities in ways that broaden access and reinforce relevance. This includes ensuring that academic pathways, course schedules, student supports, and outreach efforts are well aligned with the needs of transfer students, adult learners, part-time students, career-focused students, and other populations seeking flexible, high-quality opportunities. Sustained attention to enrollment growth and student retention will be critical to the college's vitality and public mission.

Communication, Transparency, and Confidence Across the Institution

The current moment also presents an opportunity to strengthen communication practices and rebuild broad confidence in institutional processes. Across the campus, there is a desire for more consistent, timely, and transparent communication, particularly around complex issues such as budgeting, staffing, restructuring, and planning. Clearer communication can help reduce uncertainty, improve understanding, and foster a stronger sense of shared purpose. A key priority for the college is to create a culture in which information is communicated openly and respectfully and in which members of the community feel informed, acknowledged, and meaningfully connected to the life of the institution.

Campus Climate, Community, and Morale

Santa Monica College is working through a period in which



morale and campus climate require thoughtful attention. Like many institutions facing change, it is experiencing the effects of uncertainty, transition, and the cumulative weight of difficult decisions. An important priority moving forward will be to strengthen a sense of community, reinforce mutual respect across the institution, and create conditions in which faculty, staff, administrators, and students feel reconnected to shared purpose. Supporting a healthy campus climate will be essential to restoring momentum, strengthening collaboration, and renewing confidence in the college's future.

Leadership Coordination and Institutional Alignment

Strengthening leadership alignment and ensuring greater coherence in how institutional goals are advanced is a priority for the next Superintendent/President. As the campus manages complexity across multiple areas, there is a need for clear roles, consistent follow-through, and strong collaboration across divisions and leadership levels. Greater alignment can help the institution move forward with more clarity and effectiveness, while reinforcing confidence that decisions are being made and implemented in service of the mission and common priorities. This challenge is closely tied to the college's broader need for coordination, trust, and operational steadiness.

Organizational Effectiveness and Resource Alignment

Santa Monica College is also at a point where it may benefit from carefully examining aspects of its organizational structure and operational model. As conditions change, institutions are often called to revisit how responsibilities are organized, how resources are deployed, and whether current structures best support student needs and institutional priorities. The challenge here is to ensure that the college's organization is efficient, mission-aligned, and responsive to present realities, while preserving the values and relationships that are essential to effective educational work. Any future adjustments will need to be thoughtful, well-communicated, and grounded in service to the institution as a whole.

Shared Governance and Broad-Based Engagement

A continued priority for Santa Monica College will be to strengthen shared governance and reinforce confidence in inclusive decision-making. There is a meaningful opportunity to deepen participation, enhance consultation, and ensure that faculty, classified professionals, staff, managers, and students feel their perspectives are welcomed and valued in shaping the institution's direction. Shared governance is most effective when it is both principled and practical, when

it supports sound decisions, broad understanding, and a stronger sense of collective responsibility. Reaffirming this commitment will be important to the college's culture, trust, and long-term effectiveness.

Board Mission-Aligned Governance

A further priority will be providing guidance to the Board on the college's most pressing institutional issues, including fiscal sustainability, enrollment recovery, student success, equity, and long-term planning. In times of challenge, the effectiveness of the board is strengthened when members operate from a shared understanding of institutional realities and a clear commitment to mission-aligned governance. Santa Monica College will benefit from a governance environment in which the board is able to engage difficult questions constructively, maintain focus on the institution's highest priorities, and support steady, coherent leadership. Building and sustaining knowledge and understanding will be important not only for effective decision-making but also for reinforcing institutional confidence during a period that calls for clarity, discipline, and collective resolve.

Governance Relationships and Institutional Stewardship

The college's governance environment also calls for steadiness, clarity, and strong institutional stewardship. In periods of challenge and transition, the relationship among leadership, governance, and institutional priorities becomes especially important. One of the college's ongoing priorities will be to ensure that governance relationships support thoughtful decision-making, mission-centered leadership, and the long-term well-being of the institution. Sustaining a productive and forward-looking governance environment will be essential to maintaining focus, stability, and public confidence.

Student-Centered Alignment of Programs, Services, and Support

A central institutional priority is to ensure that the college's decisions remain firmly centered on students and their success. This includes ongoing attention to course availability, academic pathways, student services, and the broader systems that help students persist, complete, transfer, and achieve their goals. As Santa Monica College works through financial, organizational, and enrollment questions, it will be important to maintain close alignment between institutional choices and the lived realities of students. This is especially true for students who may face multiple barriers and who rely on the college not only for instruction, but also for guidance, support, and opportunity.

Equity, Inclusion, Fairness, and Institutional Accountability

Equity and inclusion remain vital priorities for Santa Monica College and are closely connected to both student success and institutional culture. The campus continues to be called to strengthen equitable outcomes, reinforce fairness in practice, and ensure that people across roles, identities, and lived experiences experience the institution as respectful, inclusive, and supportive. This work includes attention to both policy and practice: how decisions are made, how resources are allocated, how people are treated, and how accountability is understood. The priority is not only to articulate values, but to ensure they are reflected consistently in the daily life of the college.

Clarity of Direction and Institutional Renewal

Underlying many of these priorities is the broader need for clarity, alignment, and a renewed sense of institutional direction. Santa Monica College is at an important juncture, with an opportunity to connect present challenges to a longer-term vision for academic strength, student success, financial health, and community impact. A key priority moving forward will be to develop a more coherent and widely understood path ahead, one that brings together fiscal planning, enrollment strategy, educational quality, equity, and institutional identity in a way that helps the campus move forward with confidence and shared purpose.

OPPORTUNITIES FOR THE NEXT SUPERINTENDENT/PRESIDENT

Renewing Trust, Morale, and Shared Purpose

The next Superintendent/President will step into a moment of uncommon possibility. While Santa Monica College is navigating significant change, it also possesses many of the assets needed to shape a strong and more vibrant future: a talented and committed community, a respected reputation, a diverse student body, valuable physical and regional assets, and a shared desire to move forward with greater clarity, trust, and purpose. This is an opportunity to help Santa Monica College define its next chapter in ways that are student-centered, future-focused, and grounded in inclusion, innovation, and human dignity.

Repositioning the College for Future Student and Curricular Success

There is a significant opportunity to align academic offerings, student supports, and operational priorities with the needs of today's learners and tomorrow's economy. This includes expanding and elevating pathways in transfer, career education, baccalaureate innovation, online and hybrid learning, and programs responsive to working adults, returning learners, and students seeking clear connections to meaningful employment. With thoughtful leadership, Santa Monica College can strengthen curricular relevance while preserving its longstanding commitment to academic excellence and student opportunity.

Advancing Inclusive and Holistic Student Success

Santa Monica College is well-positioned to deepen support for first-generation students, historically underserved students, international students, and others whose educational journeys require flexible, well-designed systems of access and care. By aligning instruction, student services, technology, and advising more intentionally, the institution can create a student experience that is more coherent, inclusive, and responsive to the realities of students' lives. This is an opportunity to move beyond fragmented supports and build a more integrated, equity-minded model of student success.

Leading Innovation with Care and Responsibility

Santa Monica College can become more intentional in how it engages artificial intelligence, digital tools, and new educational models to improve teaching, learning, and institutional effectiveness. This is not simply a technological question, but a human one: how to use innovation in ways that expand access, strengthen learning, support faculty and staff, and prepare students for a changing world. A thoughtful leader can help Santa Monica College become a model for responsible, future-facing innovation that is both practical and values-driven.

Expanding Partnerships and Regional Impact

Santa Monica College is positioned to deepen its impact through stronger partnerships and more visible regional leadership. Its location, reputation, and programmatic breadth create opportunities to build meaningful connections with K-12 partners, universities, employers, industry leaders, and community organizations. Those partnerships can strengthen enrollment, enrich curriculum, expand internships and career pathways, and support workforce development in emerging sectors, including technology, sustainability, healthcare, and the creative economy. In this way, the next Superintendent/President has the opportunity not only to strengthen the college internally, but also to elevate its role as a trusted educational and civic partner for the broader community.

Strengthening Institutional Identity and Long-Term Possibility

More broadly, this is a moment to help Santa Monica College reclaim and rearticulate who it is and what it aspires to become. The institution has the opportunity to build on its history of excellence while shaping a more connected, inclusive, and future-ready identity. By bringing people together around a clear and compelling direction, the next Superintendent/President can help transform a period of transition into one of renewal, one that restores confidence, strengthens belonging, and positions Santa Monica College to thrive in service of its students and community.

NOMINATIONS AND APPLICATIONS

The Search Consultants' review of applications will begin immediately. Candidates are strongly encouraged to submit early in the process. Applications will be accepted until the position is filled; however, to ensure full consideration, applications should be received by **July 22, 2026**.

Application materials should be submitted in PDF format through the AGB Search portal at: Superintendent/President – Santa Monica College and must include the following:

- **Letter of Interest:** A letter (seven pages or less) addressing why they are interested in the position, how they meet the qualifications identified in the profile, and how they would address the major challenges and opportunities facing Santa Monica College identified in the profile;
- **Curriculum Vitae/Resume:** A current curriculum vitae or resume of professional experience, accomplishments, and educational background;
- **References:** The contact information for five professional references, including email address, phone number, and relationship to the candidate. *No references will be contacted without prior explicit approval.*

Please direct nominations, confidential inquiries or any questions regarding the application process to **SMCSuperPres@agbsearch.com** or one of the AGB Search consultants listed below.

Kim Bobby, Ed.D., Principal

kim.bobby@agbsearch.com / 253-861-7738

**Frederick V. Moore, J.D./M.B.A.,
Senior Executive Search Consultant**

fred.moore@agbsearch.com / 712-299-2544

The Board of Trustees supports the intent set forth by the California Legislature to assure that effort is made to build a community in which opportunity is equalized, and community colleges foster a climate of acceptance, with the inclusion of faculty and staff from a wide variety of backgrounds. It agrees that diversity in the academic environment fosters cultural awareness, mutual understanding and respect, harmony and respect, and suitable role models for all students. The Board therefore commits itself to promote the total realization of equal employment through a continuing equal employment opportunity program.

The District is committed to the principles of equal employment opportunity. The District will provide equal employment opportunity in accordance with all applicable federal, state, and local laws, and will implement a comprehensive program to put those principles into practice.

The Board commits the District to vigorous equal employment opportunity in all aspects of its academic and classified employment programs, including recruitment, selection, assignment, retention, promotion, and transfer. The District will strive to achieve a workforce that reflects and welcomes diversity to ensure an inclusive educational environment. Such an environment fosters cooperation, acceptance, democracy, and free expression of ideas.

The Superintendent/President shall develop, for review and adoption by the Board, a plan for equal employment opportunity that complies with the Education Code and Title 5 requirements as from time to time modified or clarified by judicial interpretation.

The Board of Trustees shall approve the Equal Employment Opportunity Plan and assumes overall responsibility for the success or failure of the Plan. The Board delegates to the Superintendent/President the responsibility for implementing this policy consistent with all applicable provisions of the Education Code and Title 5. The Equal Employment Opportunity Plan will be maintained to ensure principles that conform to all applicable federal, state, and local laws.

SALARY & BENEFITS

Starting salary is \$360,000 – \$420,000. The District pays 100% of the medical, dental, and vision premiums for the employee and eligible dependents; this may be subject to changes per the benefit plan year. A District-paid Life and AD&D Insurance covers the employee only. The total compensation package for the Superintendent/President is negotiable.

ADDITIONAL INFORMATION

The Immigration Reform & Control Act of 1987, Public Law 99-603 requires that employers obtain documentation from every new employee which authorizes that individual to accept employment in this country. This requirement applies to both United States citizens and aliens. Any employee who is unwilling/unable to fulfill this requirement will not be employed. **Santa Monica College does not sponsor applicants for visas.**

If accommodations are needed for the application process in compliance with the Americans with Disabilities Act, please contact Karen Monzon at 310-434-4942 or **monzon_karen@smc.edu**.

It is the policy of the SMCCD that all candidates for employment need to be cleared for employment through the process of background check and verification of prior employment, references, and credentials.

Crime awareness and campus security information are available from Campus Police and Safety. (Public Law 101-542)

The Santa Monica Community College District does not discriminate in the educational programs and activities operated by the District, or in employment procedures and practices of the District.

The Board of Trustees reserves the right to extend time limits or to reinstate the search process at any time. Moreover, the Board of Trustees may choose to pursue an external appointment pursuant to the guidelines set forth in Title 5 regulations. SMCCD is an equal opportunity employer and encourages applications from underrepresented minorities and the disabled.

SANTA MONICA COMMUNITY COLLEGE DISTRICT –

Equal Opportunity, Title IX, Section 504 Employer.

Recruitment Services Provided by AGB Search

Check us out online at **www.smc.edu**



SANTA MONICA COLLEGE

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04-28-26

