



MiraCosta College  
invites applications  
for the position of:



# Superintendent / President

The position is open until filled,  
with first screening on April 10, 2026.



*Transforming Lives  
& Communities*

# DISTRICT BACKGROUND

**FOR OVER 90 YEARS**, MiraCosta College has been at the forefront of transforming lives and communities through education in North San Diego County. Founded in 1934, the college has grown from a small, local institution into a comprehensive community college that serves a diverse and dynamic population across the region. With a mission to provide equitable access to education and foster lifelong learning, MiraCosta College is dedicated to empowering students to achieve their academic, professional, and personal goals.

The District covers North San Diego County, including Oceanside, Carlsbad, Encinitas, Solana Beach, Del Mar, and Rancho Santa Fe. Encompassing approximately 130 square miles, the District serves about 525,000 residents. MiraCosta College offers a robust array of educational opportunities across four main locations:

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## OCEANSIDE CAMPUS

Located at 1 Barnard Drive in Oceanside, the college's first permanent facility opened in 1964. This campus offers most credit classes, including most general education courses required

for associate degrees, certificates, and transfer. Students take credit courses at the Oceanside Campus, the San Elijo Campus in Cardiff, and several off-campus and online locations.



## SAN ELIJO CAMPUS

Situated at 3333 Manchester Avenue in Cardiff, the San Elijo Campus opened in 1988 and is tailored for students seeking transfer and high school students interested in completing dual enrollment. The campus offers general education courses required for associate degrees, certificates, and transfer.



Photo by Stephen Whalen

## COMMUNITY LEARNING CENTER (CLC)

Located at 1831 Mission Avenue in Oceanside, the CLC opened in 2000 and focuses on noncredit programs. It offers comprehensive adult education classes for older adults, GED and high school diploma courses, English as a Second Language (ESL), citizenship, and classes for adults with disabilities.



Photo by Zack Benson

## TECHNOLOGY CAREER INSTITUTE (TCI)

The Technology Career Institute, located at 2075 Las Palmas Drive in Carlsbad, is a specialized facility that offers advanced technical training designed to meet the growing demands of the workforce. TCI provides students with skills in high-demand industries such as advanced manufacturing, engineering, and biomanufacturing. The institute works closely with local industry partners to ensure that the curriculum is aligned with current market needs, facilitating a smooth transition from education to employment. TCI also offers accelerated programs that allow students to complete certifications in significantly less time, addressing the urgent need for skilled professionals in the region.



# MIRACOSTA COLLEGE STRENGTHS

- MiraCosta College is **dedicated to fostering a collegial and inclusive organizational environment** and takes pride in its collaborative labor relations.
- MiraCosta College was named a **semifinalist for the 2025 Aspen Prize for Community College Excellence**, one of only 20 community colleges nationwide to receive this recognition.
- MiraCosta College is **one of Oceanside's largest employers**: among our part-time and full-time employees, the college employs over 2,500 people.
- MiraCosta is recognized as a **state leader in sustainability** and recently received recognition from the Board of Governors.
- MiraCosta College is **committed to becoming a racially just campus**.
- MiraCosta College is a **Hispanic Serving Institution (HSI)** serving our students, 42% identifying as Latinx/Chicanx.
- MiraCosta College is **community-funded**.
- MiraCosta College has been working with local industries to respond to workers' demands in various careers. The college has **received three National Science Foundation, two Department of Labor, and two Title V grants**.
- In 2023–24, the College Foundation has secured revenues of more than **\$2 million in support of the college's students, programs, and priorities**. In 2023–24, **\$828k was awarded in student scholarships and direct student aid**.
- Excellence in teaching and learning, as evidenced by MiraCosta College, has the **highest transfer rate to four-year institutions** in all of southern California.

# MIRACOSTA COLLEGE

## MISSION

**MiraCosta College** fosters the academic and holistic success of its diverse learners within a caring and equitable environment to strengthen the educational, economic, cultural, and social well-being of the communities it serves.

**MiraCosta College** achieves this mission through innovative teaching, learning, and support services, and by offering degree, certificate, career education, adult education, transfer, and life-long learning opportunities.

## VISION

**MiraCosta College** will be a leader and partner in transforming lives and communities through learning.

## COMMITMENT

**MiraCosta College** is committed to creating a racially just campus climate. Individuals and their diverse cultures and identities are welcomed, nurtured, and validated. MiraCosta College takes institutional responsibility for closing the equity gap for disproportionately-impacted populations including Latinx and Chicanx communities, Black and African American communities, Native Hawaiian and Pacific Islander communities, Native American communities, lesbian, gay, bisexual, trans, queer/questioning, intersex, and asexual (LGBTQIA+) communities, veteran communities, former foster youth, adult students, and students from low socioeconomic statuses. MiraCosta will continue to serve all constituents with values rooted in equity, diversity, inclusion, and community.

## INSTITUTIONAL VALUES

**Community / Diversity & Inclusion / Equity / Excellence / Innovation  
Institutional Accountability & Responsibility / Integrity / Mutual Respect  
Student-Centeredness / Sustainability & Stewardship**

## INSTITUTIONAL GOALS

**GOAL 1: MiraCosta College will provide equitable access, enhance student success and close equity gaps** by deploying strategies that meet students where they are, create community, and dismantle systems of inequity.

**GOAL 2: MiraCosta College will meet identified external community needs** by collaborating with community and industry partners to develop strategies that provide workforce solutions, prepare students to be active global citizens, and provide opportunities for cultural educational enrichment.

**GOAL 3: MiraCosta College will foster academic excellence** by strategically developing a culturally competent, adaptive, innovative and relevant teaching and learning environment; co-curricular activities that bridge classroom learning and real world experience; and intentional professional development for the college community that is responsive to a changing world.

**GOAL 4: MiraCosta College will demonstrate responsible stewardship and sustainability of college and community resources** by deploying strategies that invest in our employees to reach their full potential, maintain a sustainable and transparent financial model, and reduce the environmental impact of our physical resources.



# MIRACOSTA COLLEGE PRESIDENTIAL PROFILE

MiraCosta College is poised to build on its many strengths, including strong student outcomes, comprehensive support services, sound fiscal stewardship, and a deeply collaborative campus community, as the college continues to shape equitable and sustainable futures for students, employees, and the broader region.

## KEY INSTITUTIONAL PRIORITIES & VALUES

### **Advance Equity, Belonging & Student Success**

- Uphold and advance MiraCosta College's commitment to equity, diversity, inclusion, and racial justice by cultivating a campus climate where all identities are welcomed, validated, and supported.
- Lead institution-wide strategies that expand equitable access, improve student achievement, and close equity gaps by addressing systemic barriers and fostering a student-centered culture of care, belonging, and accountability.
- Uphold equity-minded practices guide that drive decision-making at every level.
- Prioritize activities and investments through data-informed decision-making that expand opportunity and support for communities that have been historically marginalized.
- Expand support for historically marginalized communities and ensure that identity-focused programs are protected.
- Champion holistic student success by integrating wraparound services (basic needs, counseling, mental health, accessibility, and emergency support) into the academic experience.

## Ensure Educational Excellence & Workforce Relevance

- Lead MiraCosta College with a futures-oriented mindset that actively monitors external industry, workforce, and societal trends to inform long-term vision, planning, and institutional development.
- Align credit, noncredit, and not-for-credit pathways to regional labor-market needs, post-educational economic outcomes, and emerging Workforce Pell opportunities so students experience clear, relevant, and flexible routes to opportunity.
- Foster academic excellence through innovative, culturally responsive, and adaptive teaching and learning environments, including expanded co-curricular and experiential learning. Strengthen interdisciplinary collaboration across academic and workforce programs so students develop both technical competencies and essential skills—communication, ethics, data fluency, design, and applied problem-solving—needed for continued learning, civic engagement, and economic mobility.
- Invest in modern data-infrastructure, instructional environments, current equipment, and faculty professional development to ensure programs remain high-quality, relevant, and aligned with both current and emerging industry expectations.
- Maintain and evolve partnerships with local, regional, and industry stakeholders to support program relevance, experiential learning, and workforce alignment, while leveraging national recognitions, such as Achieving the Dream and the Aspen Prize, to elevate MiraCosta College's academic excellence and student outcomes.

## KEY INSTITUTIONAL PRIORITIES & VALUES

### Lead with Transparent, Mission-Driven Fiscal Stewardship

- Provide transparent, ethical, and strategic leadership of financial, human, and physical resources aligned with the **Mission Statement**.
- Ground budget and staffing decisions in evidence (program review, student outcomes, and equity impact) so resource choices are understandable, defensible, and focused on student success.
- Maintain vigilant attention to fiscal solvency while pursuing new funding, partnerships, philanthropy, and advocacy.
- Align enrollment strategy, program viability, and resource allocation into a coherent, sustainable institutional model.
- Protect instructional quality and essential student support while responsibly navigating fiscal constraints and regulatory requirements.
- Elevates the College's excellence outward while bringing transformational ideas inward, positioning the institution as a regional change agent.

### Strengthen Partnerships, Advocacy & External Engagement

- Maintain and deepen strategic partnerships with K-12 districts, universities, employers, workforce boards, community-based organizations, and philanthropy to create clear pathways and meaningful support for students.
- Serve as a credible, values-driven advocate in local, regional, state, and federal arenas, communicating across political differences while remaining anchored in student dignity and equitable outcomes.
- Act as the College's primary external ambassador and, in partnership with the MiraCosta College Foundation, its chief fundraiser, championing donor cultivation, stewardship, and investment in student success.

## Cultivate Trust, Collegial Governance & Institutional Leadership

- Lead with partnership and strengthen collegial governance through transparent, predictable, and meaningful decision-making processes.
- Foster a culture of trust and accountability by listening without defensiveness, communicating clearly, and following through.
- Be visible, approachable, and present across all campuses and worksites, recognizing that leadership is practiced through relationships.
- Acknowledge current institutional realities with clarity and confidence and mobilize the College toward what is possible.

# INSTITUTIONAL OPPORTUNITIES

The incoming leader has a significant opportunity to strengthen MiraCosta College's mission, culture, and community engagement.

MiraCosta benefits from a strong foundation of unity and shared commitment to students across the District. This moment is especially promising, and warrants intentional focus, as stakeholders express a desire to deepen relationships, strengthen belonging, and restore consistent expectations and follow-through.

Collegial governance remains a central source of alignment and trust. When decision-making is clear, predictable, and transparent, and participation is meaningful, confidence grows across the institution. This is also an important moment to advance equity and inclusion across employee groups by thoughtfully strengthening support for diverse faculty and staff, particularly associate faculty and classified professionals, while responding constructively to labor pressures through authentic partnership. Investing in professional development for all employee groups will reinforce cohesion, leadership capacity, and a culture of continuous growth.

## INSTITUTIONAL OPPORTUNITIES

### Key opportunities for the next leader include:

- Sustaining and strengthening a campus culture centered on student learning, belonging, and success.
- Elevating community awareness around the educational and facilities opportunities at all campus locations.
- Leading advancement efforts that support students on their journey and ensure the financial well-being of the MiraCosta College District.
- Expanding utilization and integration of the San Elijo campus as a vital part of the educational plan and community.
- Advancing inclusive, interdisciplinary professional learning and development across employee groups.
- Modernizing technology infrastructure and strengthening cybersecurity.
- Continuing to build trust and morale among staff and students through visible, consistent leadership.
- Aligning budget priorities to support competitive wages, instructional quality, and essential student services.
- Expanding flexible noncredit, not-for-credit, and lifelong learning pathways that support workforce readiness and economic mobility.

# INSTITUTIONAL CHALLENGES

As state and federal policy environments continue to shift—often bringing new compliance requirements, funding constraints, and heightened scrutiny—equity, belonging, and basic needs at MiraCosta College are increasingly understood not as supplemental services, but as essential conditions for learning and persistence that must be protected and sustained through change. The College's values around equity and inclusion matter deeply to the community, and there is a growing expectation that these commitments translate into measurable results that improve outcomes and daily experience for marginalized students and staff, even when external pressures create uncertainty.

Students' basic needs (food security, emergency support, transportation, counseling, and mental health) remain ongoing realities that directly influence enrollment, retention, and completion, making them mission-critical in any policy climate. At the same time, stakeholders emphasize the importance of connection and community (spaces, schedules, and supports that strengthen belonging) alongside flexible learning options that meet students' complex lives while remaining sustainable for employees. In this context, inclusive excellence must be maintained and expanded as an authentic, institution-wide practice: evident in academic priorities, workforce supports, resource decisions, and the full employment lifecycle, so that the college stays mission-aligned, legally sound, and student-centered while navigating policy shifts with clarity and courage.

## Key challenges for the next leader include:

- Managing growing student demands for non-instructional supports (like housing and food security) while complying with California's 50% law, which requires a certain portion of expenditures to be dedicated to instructional costs.
- Navigating basic needs challenges in a region with an extremely high cost of living.

## INSTITUTIONAL CHALLENGES

- Assessing and meeting the needs of part-time students, many of whom are working adults and caregivers.
- Creating a culture for flexible learning options and wraparound services that are sustainable for the college to provide.
- Navigating evolving federal, state and regional policies to ensure compliance and accountability while exercising creativity in meeting student needs.
- Monitoring the changing federal and regional changes to accreditation and federal student aid.
- Maintaining currency in how breakthrough technologies, such as AI, are reshaping work and learning at an unprecedented speed, which often outpaces traditional academic program cycles.
- Enhancing technology infrastructure to protect the institution against ongoing cybersecurity threats.

## DESIRED LEADERSHIP ATTRIBUTES

### Student-Centered & Equity-Minded

- Measures success through completion, transfer, workforce outcomes, mobility, and student well-being using disaggregated data.
- Values students as capable, resilient, and full of promise.
- Treats equity as an institution-wide operating practice across budgeting, hiring, policy, facilities, scheduling, and technology.

## Strategic, Futures-Thinking & Operationally Strong

- Uses data, scenario planning, and systems awareness to support institutional agility and long-term sustainability.
- Anticipates the impact of emerging technologies, workforce demands, and economic shifts while keeping the institution mission-anchored.
- Demonstrates deep, practical fluency in California Community College governance, compliance, funding, and labor environments.

## Trust-Building, Ethical & Relational

- Leads with integrity, humility, emotional intelligence, and calm decision-making.
- Makes transparent decisions, explains tradeoffs, and holds self and others accountable.

## Authentic Leadership

- Acknowledges current conditions with clarity and confidence, naming realities honestly while mobilizing the institution toward what is possible.
- Leads with steadiness, integrity, and humility, owning mistakes, establishing and maintaining trust, and modeling the professional and relational culture expected across the college.
- Demonstrates high emotional intelligence, listening without defensiveness, communicating with respect, and building psychological safety across a deeply diverse campus community.
- Exercises sound, evidence-based judgment, gathering input, using data, and making timely decisions with transparency about tradeoffs.
- Is visible, approachable, and present across all campuses and worksites, recognizing that leadership is practiced through relationships.

# APPLICATIONS & NOMINATIONS

To ensure full consideration, applications must be received by **11:59 p.m. PST on Thursday, April 9, 2026**. Requested documents include:

- Letter of interest addressed to the Screening and Interview Committee. The letter should highlight the applicant's experience and qualifications identified in the profile, and demonstrate that the applicant meets the minimum qualifications outlined below.
- A curriculum vitae/resumé.
- Contact information for five professional references (to be contacted with the candidate's knowledge at a later date).
- Completion of the voluntary Equal Employment Opportunity Demographics form.

**Minimum Qualifications:** Graduation from an accredited graduate school with a PhD or EdD, and at least ten years of progressively responsible experience in higher education management and administration; or an equivalent combination of training and experience. Experience working in a community college is preferred.

The application materials should be kept to no more than 10 pages.

The above materials are to be submitted in PDF format through the AGB Search Portal here:

**MiraCosta College-Superintendent/President.**

All inquiries, nominations, and applications will be held strictly confidential; references will not be contacted without the applicant's permission. Inquiries and nominations should be sent to **MiraCostaPres@agbsearch.com** or directed to:

**Kim R. Bobby**, Ed.D.

Principal

253.861.7738 (c)

**kim.bobby@agbsearch.com**

**Carlton E. Brown**, Ed.D.

Senior Executive Search Consultant

912.247.8661 (c)

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# TENTATIVE SCHEDULE

Selected applicants will be invited to a panel interview **May 4–6, 2026**. The top candidates will be interviewed and selected by the Board of Trustees the last week of May. Appointment to the position is expected by **August 1, 2026**.

## SALARY & BENEFITS

The expected salary for the Superintendent/President is between **\$335,927 to \$367,077**. Salary placement will be dependent on qualifications and experience. In addition to a competitive salary, the District provides an exceptional benefits package. For detailed information about the benefits offered, please view the **Employee Benefits Overview Video**.

## EQUAL EMPLOYMENT OPPORTUNITY STATEMENT

MiraCosta College is an Equal Opportunity Employer and is committed to providing an educational environment that affirms and supports diversity in its faculty, staff, and administration, and promoting an environment of inclusion. The College provides equal opportunity in education and employment without unlawful discrimination or preferential treatment based on race, sex, color, ethnicity, or national origin. Reasonable accommodations will be provided for qualified applicants with disabilities who self-disclose by contacting the Director of Human Resources, Dr. Jenn Acfalle, at [jacfalle@miracosta.edu](mailto:jacfalle@miracosta.edu).

The MiraCosta Community College District, and each individual who represents the District, shall provide access to its services, classes, and programs without regard to national origin, immigration status, religion, age, gender, gender identity, gender expression, race or ethnicity, color, medical condition, genetic information, ancestry, sexual orientation, marital status, pregnancy, physical or mental disability, or veteran status, or because they are perceived to have one or more of the foregoing characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics. In addition to the aforementioned legally protected characteristics, the District also has an interest in nondiscrimination based on additional factors such as accent, citizenship status, economic status, and ethnic group identification even though students or employees could not make a legal claim of discrimination based on these factors.



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