



## **Opportunity and Challenge Profile**

*Search for the President  
California State University Channel Islands  
Camarillo, California*

California State University Channel Islands seeks an experienced academic administrator to serve as President. Founded in 2002, California State University Channel Islands (CI) is the newest campus in the 23-campus California State University System. The next president will lead this emerging institution to continue to grow into a leading university for the 21<sup>st</sup> century, a resource for student-centered learning and research dedicated to serving the people of Southern California and beyond.

With an operating budget of roughly \$170 million, CI enrolls approximately 6,167 students, including 249 graduate and post-baccalaureate students, and employs 122 FTEF tenured/tenure-track faculty, including department chairs and librarians, (with an additional 27 lines budgeted for FY 2015-16 with plans to be filled for FY16-17), 186 FTEF lecturers, and 386 non-faculty staff members, as well as 88 administrators. In July 2015, the University received accreditation for another nine years from the Western Association of Schools and Colleges (WASC), and the campus is on track to continue growing in the coming years. At full capacity, CI is expected to serve 15,000 full-time equivalent students. The University has expanded its academic programs since its founding, and today CI offers 24 undergraduate majors, five graduate degrees, a variety of certificate and teaching credential programs, and operates eight centers and institutes. The campus has earned national distinction for its faculty, work environment, diversity and inclusion, community service, and student/faculty research. The mission of the University is reflected in CI's "Four Pillars"— International Perspectives, Integrative/Interdisciplinary Teaching, Multicultural Perspectives, and Community Engagement. CI is a four-time winner of *The Chronicle of Higher Education's* "Great College to Work For" designation and is a Hispanic Serving Institution, eligible for federal Title 5 funding and other support. Students enjoy a high level of engagement, with small class sizes and high impact learning practices.

CI is located in Camarillo, California, just minutes from the Pacific Ocean with panoramic views of the Santa Monica Mountains, surrounded by citrus groves and strawberry and raspberry fields. The campus, located in Ventura County, between Santa Barbara and Los Angeles, was developed on the site of the former Camarillo State Hospital, and features a unique collection of 1930s California Mission and Spanish revival buildings organized around a central mall, formal quads, courtyards, and open spaces. Since its founding 13 years ago, CI has seen remarkable physical growth, doubling in size to more than 1,200 acres and undergoing extensive building and renovation. The site authority – an entity unique to CSUCI within the entire CSU system – has contributed greatly to this expansion. The California State University Channel Islands Site Development Act of 1998 was accepted by the Governor and ultimately

approved by the Senate, creating the California State University Channel Islands Site Authority to provide for the financing and support of the transition of the site for use as a campus of the California State University.

Reporting to the Chancellor of the CSU System, the President serves as the chief executive, academic, and administrative officer for the CI campus. The successful candidate will work across the CI community, as well as with external stakeholders, to forge a vision and carry out the goals outlined in the CI 2025 vision plan<sup>1</sup> to bring this young campus into its next phase. The President will address a set of key opportunities and challenges, including: 1) executing an innovative vision for the next phase of CI's trajectory, 2) championing CI's commitment to student success, 3) expanding and leveraging partnerships within the community and beyond 4) broadening and deepening the base of the University's financial resources, and 5) continuing to promote and support diversity and inclusion.

The successful candidate for the President position will be a visionary academic leader with the proven ability to implement leading-edge programs and systems within a growing public university. A more complete list of the desired characteristics and qualifications can be found at the conclusion of this document, which was produced by the search advisory committee and Isaacson, Miller, a national search firm, to provide candidates with background information and to detail the challenges and opportunities facing the President. Details about how to apply for this position can be found at the conclusion of this document. To learn more about CSU Channel Islands, see <http://www.csuci.edu>.

### **About California State University**

The California State University system spans the state of California and has an annual budget of more than \$5 billion; it is not only the largest four-year university system, but it is also one of the most diverse and affordable university systems in the nation. With 23 campuses, 460,000 students, and 47,000 faculty and staff, CSU is the a leader in high-quality, accessible, student-focused higher education, and trains the majority of California's leaders and policymakers: approximately 64% of Californians with master's degrees in public administration studied at the CSU, as well as 35% of those with bachelor's degrees. In addition, 49% of Californians with bachelor's degrees in city, urban, community, and regional planning studied at the CSU. The CSU System has produced hundreds of thousands of graduates who have had an immeasurable impact in fields such as education, health care, agriculture, government, arts and entertainment, medicine, and non-profit leadership. To learn more about the California State University system, see [www.calstate.edu](http://www.calstate.edu).

### **About California State University Channel Islands**

CSU Channel Islands traces its roots to 1965, when Governor Pat Brown signed a bill to study the need for a four-year, public college in Ventura County. Over the next three decades, the plan drew closer to reality with the establishment of the UC/CSU Ventura Learning Center and CSUN Ventura Campus. In 1996, the CSU Chancellor appointed Planning President J. Handel Evans to lead the acquisition of the site for the 23rd campus of the CSU in Ventura County. Later that year, a community panel adopted the name "CSU Channel Islands," after the natural chain of islands located off the nearby coast. In 1997, the CSU Board of Trustees accepted the site of the former Camarillo State Hospital as the location.

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<sup>1</sup>For more information on CI 2025, please visit: <http://www.csuci.edu/ci-2025/>.

The following year, The California State University Channel Islands Site Development Act (SA) was accepted by the Governor and ultimately approved by the Senate, creating the California State University Channel Islands Site Authority to provide for the financing and support of the transition of the site for use as a campus of the California State University. The primary missions of the SA are to facilitate the transition from the former state hospital to the full build-out of the campus and create revenue sources to augment capital improvement funding. The SA was provided with special authorities that allow it to receive all property tax increment paid by users on SA properties (and sales tax from any CI properties) up to a total of \$250 million and invest those tax revenues in campus-related purposes. A separate but related entity, The Financing Authority, was created to issue bonds for capital improvements. The SA and the Financing Authority are also authorized to issue revenue bonds, develop infrastructure and other campus facilities, borrow funds, and enter into public-private partnership agreements.

CSU Channel Islands opened its doors to the first transfer and post baccalaureate credential students in fall 2002, then welcomed the inaugural freshman class in fall 2003. The University earned rapid accreditation from WASC, which commended the campus for “learning-centered practices that place it far ahead of many much older and better-established universities within the CSU, state, and nation.”

Since June 2001, the CI campus has been led by Founding President Richard Rush, who has deftly overseen the rapid growth of the campus while maintaining a reputation as a supportive, accessible administrator. During its first 10 years, CI doubled in size and underwent more than \$233 million in building and renovation projects. Among the many striking features on the campus are the world-class John Spoor Broome Library, the iconic Bell Tower, the Student Union, modern student residence halls, and cutting-edge laboratories, studios, and classrooms. The University has distinguished itself academically: faculty members have garnered prestigious awards and grants from the National Science Foundation, Mathematical Association of America, California Institute for Regenerative Medicine, and the U.S. Department of Education, among others. According to the *Chronicle of Higher Education*, CI is the fastest-growing public university offering degrees up to a Master’s in the nation. Academic programs offered at CI have been shaped in part by regional workforce needs, with the goal of preparing students for promising jobs of the future; since its founding, CI has awarded more than 10,000 degrees.

In addition to the Camarillo campus, CI also offers academic programming through the Extended University program, operated at three sites, in Thousand Oaks, Santa Barbara, and Goleta. The mission of the Extended University is to develop programs that reflect regional partnerships and offer support in response to local educational needs. To learn more about the Extended University program, visit <http://ext.csuci.edu>.

CI also operates diverse centers, including the Center for Community Engagement, the Center for Integrative Studies, the Center for International Affairs, and the Center for Multicultural Engagement, as well as a number of institutes, including the California Institute for Social Business, the Henry L. “Hank” Lacayo Institute for Workforce and Community Studies, and the Small Business Institute. The University also manages resources such as CI Santa Rosa Island Research Station,<sup>2</sup> which is located on one of the

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<sup>2</sup>On November 1, 2012 Channel Islands National Park granted CI a special use permit to create and develop the CI Santa Rosa Island Research Station (SRIRS). Santa Rosa Island is one of the five islands comprising Channel Islands National Park. The island lies 27 miles (44 km) south of the mainland and is located approximately 46 miles (74 km) from the park headquarters in Ventura. It contains significant natural and cultural resources, which include threatened and endangered plants and animals, fragile and irreplaceable archeological resources (including burials), and important geological and paleontological specimens.

Channel Islands and can accommodate up to 25 people overnight and hundreds of day-use users, supporting an array of research, education, and outreach activities.

The University's values are driven by its mission: "Placing students at the center of the educational experience, California State University Channel Islands provides undergraduate and graduate education that facilitates learning within and across disciplines through integrative approaches, emphasizes experiential and service learning, and graduates students with multicultural and international perspectives." The University mission statement reflects what the CI has defined as its four pillars—international perspectives, integrative/interdisciplinary studies, multicultural perspectives, and community engagement. With a 19:1 faculty-to-student ratio and average class size of 24, students benefit from the University's student-centered approach, as they are challenged to tackle pressing problems in their community and the real world; conduct meaningful discussion, research, and exploration; and work closely with expert faculty on research initiatives.

CI is accredited by the Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges (WASC). CI was granted initial accreditation in 2007, and in July 2015, was successfully reaccredited for nine years. CI maintains strong connections with other nearby academic institutions, including Moorpark College, Oxnard College, Ventura College, and Santa Barbara City College. The University has more than 10,000 alumni, who are organized through Alumni & Friends, an organization that facilitates career mentorship programs and organizes activities for alumni and current students alike. CI alumni share a strong sense of pride that enables them to support the University's fundraising efforts.

### **Student Life**

In keeping with the mission of the CSU, the Channel Islands campus simultaneously provides a student-centered, world-class education, while offering access to many groups traditionally excluded from higher education. CI students are from California (99%), reflecting the richness of its diversity. In the aggregate, the majority matriculate to CI from Ventura (44%) and Los Angeles (26%) counties. While transfer students tend to be local to Ventura (58%), the largest percentage of freshmen (37%) are from Los Angeles. As of Fall 2015, campus enrollment included the following distinctions: Female (65%); First Generation (57%); Low Income (53%); Hispanic/Latino(a) (48%); White (32%); Asian American (6%); African American (2%); Native American/Alaskan (0.4%); Native Hawaiian/Pacific Islander (0.1%); two or more (5%); and 6% of students did not report ethnicity. Veterans and their dependents comprise 4% of CI's student body. Despite the fact that many CI students face disadvantaged or alternative backgrounds, they remain competitive. The average high school GPA of first-time freshmen is 3.22, and the average transfer GPA is 3.03. Similarly, while CI enrolls a significantly higher percentage of students in need of remediation than the CSU average, retention and graduation rates match or exceed those of the CSU.

Undergraduate tuition ranges between \$3,174-\$5,472 per semester, based on credits; graduate tuition ranges from \$3,906-\$6,738 per semester. Approximately 83% of students receive financial aid; the University offers more than \$289,905 in scholarships each year to outstanding undergraduate and credential students based on financial need, academic merit, or both. Scholarships include President's Scholars, a four-year, full-tuition scholarship for outstanding high school seniors; Business & Technology Partnership scholarships, for local community college transfer students in business, math or science; and CSU Channel Islands Foundation general scholarships for qualified students.

Currently, more than 1,300 students are supported by the University's student housing program in three on-campus and one off-campus facility. On the main campus, there are two residence halls; Anacapa Village is CI's apartment community for upper-division and transfer students, and Santa Cruz Village has

two-bedroom suites for four to six students. Housing facilities are equipped with amenities such as pool and spa, community kitchens, game room, computer labs, TV and gaming lounges, quiet study rooms, surfboard storage, and more. Due to the high demand for student housing and growing enrollment, additional accommodations were needed. Since 2013, the University has leased apartments in the University Glen Town Center to accommodate between 105-125 students. In Fall 2014, the University leased a small number of off-campus apartments that now accommodate 80 students. In fall 2016, CI is opening a new freshman community, Santa Rosa Village, and the addition of these 600 new beds in traditional residence hall style accommodations and accompanying common area spaces will allow for significant decompression in room assignments and the closing of our off-campus housing lease. Housing & Residential Education delivers a residential education program and trained staff to support student success, relationship development, and full engagement in the CI experience. Students in residences are able to participate in living-learning communities and enjoy near daily social and educational events such as block parties, movie nights, study groups, tutoring and advising, recreation and intramural sports, diversity, communication, career, and other life-skills workshops.

CI has a mission to place students at the center of their educational experience. Students are encouraged to engage in high impact learning practices, such as undergraduate research, service learning, and community engagement. Through the Center for International Affairs, students can participate in study abroad programs in over 18 countries. The CI campus is also home to more than 100 events per year, including Block Parties, Dodger Day (an outing to an L.A. Dodgers game, organized by Alumni & Friends of CI), Dolphin Days (a celebration named after the mascot, “Ekho the Dolphin”<sup>3</sup>), Dolphinpalooza, and other fun activities. Students participate in more than 20 sports clubs and 70 student organizations. The Associated Students Inc. (ASI) operates many programs, including Student Government, the Student Programming Board, *The CI View* (a student newspaper), and *The Nautical*, a yearbook. Students also support a variety of intercultural clubs, whose activities range from Latina/o Heritage Celebration to National Day of Silence, which brings attention to issues facing the LGBT community. Students participate in intramural sports, outdoor adventures and watersports, honor societies, leadership retreats and workshops, multicultural programs, sports clubs, and more.

Community service and environmental responsibility are hallmarks of the campus; the University has been recognized on the President’s Higher Education Community Service Honor Roll three years in a row, and the *Princeton Review’s* 2014 “Guide to Green Colleges” named CI as one of the nation’s most environmentally responsible “green” universities. In 2015, CI became a signatory of the American College and Universities President’s Climate Commitment.

## **Role of the President**

The President reports to Timothy P. White, Chancellor of the CSU System, and serves as the chief executive, academic, and administrative leader for the CSU Channel Islands campus, overseeing strategic planning, budget management and fundraising, human resources, academic programming, facilities maintenance, and all other areas of operation. CSU Channel Islands has a legacy of respect for academic freedom and strong shared governance, which is also visible in the expectations of the faculty for open and transparent participation in governing the University successfully. Positions reporting to the President

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<sup>3</sup>A petition was presented in 1998 to the University by local Chumash leaders that the dolphin be the University’s official mascot. Simultaneously, the founding student leadership of CSUN-CI petitioned to have the dolphin as CI’s mascot. The request was warmly received by the students, faculty, and staff. The sacred story of why the Chumash cherish the dolphin can be found on the University’s website. To learn more, see <http://www.csuci.edu/about/mascot-and-school-co.htm>.

include the Provost and Vice President for Academic Affairs, Vice President for Business and Financial Affairs, Vice President for Student Affairs, Vice President for Technology and Communication, Vice President for University Advancement, and Chief of Staff.

### **Key Opportunities and Challenges for the President**

As it enters a second decade, CSU Channel Islands is poised to grow in size and renown, while maintaining one of the most thoroughly student-focused learning environments in public higher education. The CI campus has many unique assets, including a highly attractive location with proximity to Los Angeles, as well as small class sizes offered on one of California's most architecturally beautiful campuses. The next President will have an outstanding opportunity to lead this vibrant, young campus as it continues to grow its academic programs and student body while expanding its physical and personnel capacity to eventually meet its plan of enrolling 15,000 full-time equivalent students. In this role, the President will address diverse challenges and opportunities, as detailed below:

#### ***Execute an innovative vision for the next phase of CI's trajectory***

CI is uniquely positioned to become a leader in sustainability, community engagement, undergraduate research, and service learning within the broader public higher education landscape. As one of the country's newest and fastest growing public universities, the next President must unite the campus and surrounding community around the shared vision for CI's future, as outlined in the 2015-20 University vision plan, and the 2025 Physical Master Plan. A targeted strategy must be executed with respect to growing student enrollment, academic programs and initiatives, as well as tenure/tenure-track faculty hiring, and staff hiring; CI currently has the lowest tenure density in the classroom within the CSU system. These elements are essential in supporting and enhancing the student experience.

The President's plan must respond not only to the need to increase student recruitment and retention efforts, but also improve four and six year graduation rates. Personnel and physical infrastructure concerns that correspond to an expanded student body must be addressed, all while building upon the four mission pillars that serve as the foundation for academic rigor and high quality of education for students. The President must be adaptable and ambitious, imbued with an entrepreneurial spirit of creativity and innovation upon which CI was founded.

#### ***Champion CI's commitment to student success***

CI's mission statement clearly states that putting students at the center of the educational experience is paramount. While the University has grown, students still enjoy the benefits of small class sizes and professors who know the students by name—"feels like family" is a motto that is pervasive and must be upheld. Students have opportunities to participate in undergraduate research, working alongside faculty on projects that greatly enhance their learning experience and improve the quality of life in the region. This personalized touch is valued by students and is a source of pride for faculty and staff. In addition to access to outstanding faculty and staff, students are provided with a number of important support services, including career development, counseling and psychological services, and the Educational Opportunity Program, which provides college access to students whose educational and economic circumstances have limited their college opportunities. The President will be challenged with maintaining faculty, staff, and infrastructure growth to maintain the level of engagement students enjoy. The President must be committed to maintaining this ethos while the University continues to grow and respond to new opportunities.

***Expand and leverage partnerships within the community and beyond***

As the only public four-year university in Ventura County, the University and the community have grown up together, and have co-existed in a mutually advantageous manner since CI's inception. The University has woven itself into the fabric of the community, creating public/private partnerships, research opportunities, and services that have been mutually beneficial. It is critical for the President to understand this vital relationship, and continue to respect and engage the external community, with a particular focus on economic development, not only for the benefit of the University, but also for the continued economic health of the region. This strong town and gown relationship has been indispensable for CI's growth and expansion, and the President must ensure that these partnerships are sustained and strengthened.

***Broaden and deepen the base of the University's financial resources***

CI requires additional funding to fulfill its ambitions to expand enrollment, recruit more faculty, and develop academic programs, among other things, and attracting financial resources is critical to carrying out these strategic objectives. The President will be a vigorous and compelling champion for the University's fundraising efforts, leading in the effort to identify, pursue, and steward sources of financial support for the University's aspirations and strategic needs. S/he will work closely with the University's advancement team in a persistent, coordinated effort to build relationships, engage alumni and friends, and communicate the impact that supporting the University will have. The President will also raise funds from institutional donors, and generate corporate sponsorship through partnerships with businesses, foundations, nonprofits, and other civic and public-sector enterprises. Furthermore, the President must be a strong advocate for the University at the CSU system level as well as with state and local government.

***Continue to promote and support diversity and inclusion***

As a federally designated Hispanic-Serving Institution, CI students come from a variety of backgrounds and about 65% of the student body are female. The next President will be expected to lead an ongoing, institution-wide commitment to promoting the value of diversity at CI by engaging faculty, students, and staff in a meaningful way to continue to develop CI's sense of an inclusive community. This will comprise a demonstrated commitment to an increase in the recruitment and retention of high quality faculty, students, and staff from diverse backgrounds, including but not limited to race, ethnicity, gender, sexual orientation, and socio-economic status. Moreover, retention programs should continue to be strengthened to ensure that all students, regardless of background, are properly supported.

**Qualifications and Characteristics**

The successful candidate must have an excellent record of academic accomplishment and administrative experience. The President will also possess many if not all of the following qualifications and characteristics:

- An earned doctoral or appropriate terminal degree.
- Deep commitment to the mission of a public institution of higher education.
- A special, tangible appreciation for and connection to students and a record of support for student success initiatives.
- Demonstrated commitment to diversity in all forms.
- A clear vision of the future of higher education and how it impacts an emerging research campus.
- Capacity to raise philanthropic support along with a record of success generating support from tuition, government, and foundations.

- Entrepreneurial and innovative skills and the proven ability to build public-private partnerships and leverage external alliances.
- A record of active listening and translating knowledge into action; a deep commitment to shared governance.
- Demonstrated excellence in institutional leadership and resource management and development.
- A record of executing a successful tenure-track faculty recruitment and retention strategy.
- Proven appreciation of staff and demonstrable success in staff development.
- Strategic, progressive, and innovative academic program development.
- A record of working successfully in a multi-institution context.
- A demonstrated record of success in enrollment management.
- A strong civic and community orientation and outstanding political skills.
- Commitment to sustainability and environmental responsibility.
- An impeccable reputation for integrity, transparency, and accountability.
- Strong communication, listening, and interpersonal skills.
- A sense of humor and a deep sense of personal humility.

### **Location**

CSU Channel Islands is located in the charming town of Camarillo, California (pop. 65,201 as of 2010), in Ventura County, north of Los Angeles. Camarillo enjoys an ideal combination of a warm Mediterranean climate and ocean breezes throughout the year. Residents enjoy access to an array of urban amenities, such as restaurants, wine tasting, premium outlet shopping, and farmers markets, as well as boundless outdoor recreation, including numerous state beaches and nearby Santa Monica Mountains National Recreation Area. Camarillo also lies about an hour from the vast cultural offerings of greater Los Angeles, including Santa Monica and Hollywood, and is located less than an hour from Santa Barbara. The area's largest employers are in government, science and technology, agriculture, and two nearby military bases. To learn more about Camarillo and Ventura County, see <http://www.venturacountywest.com/explore-ventura-county/visit-camarillo-ca>.

### **Applications, Inquiries, and Nominations**

Screening of complete applications will begin immediately and continue until the completion of the search process. Applicants should send two separate documents: a detailed letter of application and a curriculum vita or resume. Electronic submission of applications and correspondence is strongly preferred. Applications, inquiries, and nominations can be submitted at [www.imsearch.com/5526](http://www.imsearch.com/5526). For timely screening of applications, please submit materials by January 20, 2016.



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*California State University Channel Islands is an Affirmative Action/Equal Opportunity Employer. We consider qualified applicants for employment without regard to race, religion, color, national origin, ancestry, age, sex, gender, gender identity, gender expression, sexual orientation, genetic information, medical condition, disability, marital status or protected veteran status.*