



*Search for the President
Occidental College
Los Angeles, California*

The Board of Trustees of Occidental College invites nominations and applications for the position of President of the College. The President is the chief executive officer of the College and serves ex officio on the College's Board of Trustees. Occidental (Oxy) is a nationally recognized, independent liberal arts institution with approximately 2,000 students, located in Los Angeles. The Board seeks an experienced and accomplished academic leader who has gained distinction as a teacher, scholar, fundraiser, and executive, and will help Occidental achieve its ambitious goals. The appointment to the presidency is expected to take effect on July 1, 2024.

Occidental has distinguished itself as one of two top 40 ranked liberal arts institutions embedded in the heart of one of the nation's major cities, and the only one in the West. In part because of its desirable location, the College attracts an exceptionally talented and diverse student body, who are served by an equally lauded faculty and staff committed to providing a superb education in an intimate setting. The College provides its students meaningful curricular and co-curricular experiences rooted in the complex, urban environment of Los Angeles, with the ultimate goal of preparing alumni who will solve society's most pressing social, political, and technical challenges through engaged and committed leadership.

The next President will join the Oxy community at a critical and exciting moment in its history; the College recently completed an ambitious comprehensive Campaign in June 2023 (exceeding the \$225M goal by \$27M) and aspires to further grow strategic partnerships and academic programs of distinction, harnessing the creative power and energy of the region. The College now turns its attention to the [Occidental Promise](#), Oxy's integrated strategic plan through 2030. The plan, developed through community-wide collaboration, articulates College priorities that guide current philanthropic activity and will provide the framework for a future comprehensive campaign. With this strategic framework, the President will continue to build upon Oxy's unique community and institutional assets, and further solidify its position as the most impactful urban liberal arts college in the nation. In doing so, the President will address the following key opportunities and challenges:

- *Advance the **Occidental Promise** – A bold, strategic vision that furthers the College's local, national, and global visibility, reach, and impact;*

- *In collaboration with the Dean of the College and faculty, champion the College's commitment to academic excellence;*
- *Ensure the College has the resources to fully achieve its aspirations;*
- *Articulate and amplify Occidental's position as the liberal arts college in the city of Los Angeles;*
- *Further strengthen diversity, equity, and inclusion efforts for all members of the Occidental community;*
- *Recruit and retain a diverse, world-class faculty and staff;*
- *Collaborate closely and effectively with the Board of Trustees to secure a promising future for Oxy.*

A list of the desired qualifications and characteristics of the President can be found at the conclusion of this document, which was prepared by the Presidential Search Advisory Committee in consultation with numerous constituencies and with the assistance of Isaacson, Miller, a national executive search firm. This document provides background information and details the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

ABOUT OCCIDENTAL COLLEGE

Founded in 1887 by a group of Presbyterian ministers and laypeople, Occidental College has been nonsectarian since 1910, and co-educational from its inception. In 1914, Occidental moved to its present site about seven miles northeast of downtown Los Angeles, nestled between the city's Highland Park and Eagle Rock neighborhoods, where it occupies a 120-acre hillside campus originally designed by the noted Beaux Arts architect Myron Hunt. One of very few liberal arts colleges located in a major metropolitan area, Occidental today takes full advantage of being situated in a major urban setting and considers its location to be one of its signature assets. Across the academic disciplines – the humanities, the performing and creative arts, and the social and natural sciences – the curriculum connects to Los Angeles and its remarkable array of educational and cultural institutions, its natural and built environments, its professional expertise, and even its vexing problems.

The Mission of Occidental College

Occidental College's mission is to provide a gifted and diverse group of students with a total educational experience of the highest quality in the liberal arts – one that prepares them for leadership in an increasingly complex, interdependent, and pluralistic world. The distinctive interdisciplinary and multicultural focus of the College's academic program seeks to foster both the fulfillment of individual aspirations and a deeply-rooted commitment to the public good.

Occidental's mission as a liberal arts college is anchored by four cornerstones: excellence, equity, community, and service. Over the past two decades, the mission has energized and shaped the development of the College's programs and curriculum and its approach to access and opportunity. Its ongoing articulation has allowed Occidental to develop a number of institutional goals, including commitments to academic and intellectual *excellence*, to the practice of *equity* in all forms, to the creation of vital *community*, and to the valuing of *service* for the public good.

These four building blocks have long been the basis for the College's commitment to providing responsible leaders and citizens for a democratic society and for helping to ensure that the College remains true to its mission while adapting to a changing world.

A potent example of the College living its mission is the creation of the Obama Scholars Program, established in 2017, which empowers the next generation of leaders to actively pursue the public good. The fully-funded program provides a comprehensive experience for exceptional students of all backgrounds who seek the opportunity to create lasting and meaningful change. Obama Scholars benefit from the same educational mission — excellence, equity, community, and service — that President Obama, perhaps the College's most renowned alumnus, has cited as crucial to his own development.

Governance

Occidental College is governed by a Board of Trustees consisting of 45 voting members. Currently 40 of the trustees are alumni, with the President of the College and the President of the Alumni Board of Governors serving *ex officio*. The Board meets quarterly and conducts its work through a range of committees. The President works with trustee leadership in a synergistic partnership to set goals and direction for the College's governing board.

The College's leadership team includes seven vice presidents (Academic Affairs; Student Affairs; Enrollment; Institutional Advancement; Marketing and Communications; Finance, Planning & Operations; Information Technology), the Chief of Staff and General Counsel. Each of these senior leaders works with the President to develop key strategic priorities within their areas that help to support and advance the College's core academic mission.

Faculty have oversight of the academic program, under the leadership of the Vice President for Academic Affairs and Dean of the College. They elect from their own membership the Faculty Council and its President, the Advisory Council to the President (the promotion/tenure committee); and representatives to the Academic Planning Committee. The Faculty Council assigns faculty to some 18 standing faculty committees; faculty members also sit on almost all Board committees, actively participating in the governance of the College.

Oxy's student government, the Associated Students of Occidental College (ASOC), is composed of two elected branches, the Senate, and the Honor Board, and two appointed branches, Sustainability Fund, and the Diversity & Equity Board. Like faculty, students sit on almost all Board committees so that trustees obtain the benefit of their perspectives.

Accreditation

Occidental successfully completed the process for reaffirmation of accreditation by its institutional accrediting agency, the WASC Senior College and University Commission (WSCUC), in 2022 through participation in the Thematic Pathways for Reaffirmation (TPR) streamlined process. Oxy is a member of

two dozen national and regional organizations of higher education.

Admissions & Enrollment

For the past decade, Occidental has seen a robust number of students applying to the College. The admission team employs a holistic review process to identify students from a wide range of socioeconomic, ethnic, and geographic backgrounds who demonstrate strong academic achievement and the potential for meaningful community engagement. Occidental received nearly 7,000 first-year and transfer applicants for the fall 2023. The first-year class was among the most diverse in the College's recent history, with 48 percent students of color, 25 percent from underrepresented backgrounds, 14 percent first-generation, and 16 percent Pell-eligible. Despite the challenges brought on by the pandemic, interest in Occidental has increased over the years, with a growing number of students choosing to apply early decision. Occidental students hail from high schools far beyond California – just 36 percent of incoming students attended high school in the Golden State and nearly 10 percent completed high school abroad.

The College meets 100 percent of demonstrated need for domestically admitted and enrolled students. For the 2023-24 school year, 78 percent of Occidental students received some form of financial assistance, primarily in need-based grants, merit scholarships, federal and state grant programs, work/study, and loans. The overall tuition discount rate for 2023-24 is 40 percent.

The College's first-year retention rate last year was 87 percent and the six-year graduation rate is 84.8 percent. The College is actively developing new strategies to attract, retain, and graduate civically engaged, successful, and satisfied students now and in the future.

ACADEMICS

The academic program is the core of the Occidental experience, and unquestionably the most important aspect of its institutional identity. The College provides a transformational liberal arts education with a distinct approach that is anchored by exceptional faculty and the resources of one of the world's great urban centers. The curriculum is animated by the following principles:

- The Educational Virtues of Equity, Diversity, Inclusion, and Social Justice;
- The Mastery of Disciplinary Knowledge and Methodologies;
- Complex Problems Can Best Be Solved by Employing Interdisciplinary and Multidisciplinary Approaches;
- Connecting the Curriculum to Los Angeles and the World;
- The Value of Undergraduate Research in Advancing the Goals of a Liberal Arts Education.

These principles ensure that the academic program develops students as critical thinkers who are steeped in disciplinary knowledge and skills, yet also flexible thinkers able to call upon multiple disciplines to construct sophisticated and nuanced views, to solve complex problems, and advance the public good.

The Curriculum

Occidental's approach to the liberal arts is embodied in its Core Program, a set of courses required of all students. Core courses provide the intellectual foundation for Oxy's commitment to its mission and invite students to participate fully in their college education, vocations, and lives. In addition to writing, math/science, foreign language, pre-modern history, US diversity, regional and global culture, and fine arts requirements, all students explore questions of diversity and difference, global connectedness, and evidence-based reasoning within the curriculum. Occidental courses encourage critical thinking, problem solving, effective communication, and productive engagement. The intent of the program is to produce culturally and scientifically competent individuals who are civically engaged, both locally and globally.

Students develop disciplinary mastery of knowledge and methods by choosing from among 46 majors, minors, and programs across the arts, humanities, social sciences, and sciences. Each student's education culminates in a capstone senior comprehensive project or an exam. Departments across the College also aim to integrate the values of equity, diversity, inclusion, and social justice into the curriculum by offering individual courses on these subjects from their unique disciplinary perspective. Both within and between departments, the curriculum regularly crosses disciplinary boundaries and draws on multiple types of expertise. A wide range of team-taught courses introduce students to the benefits of exploring common questions from different disciplinary perspectives. The College offers programs of study that are intentionally interdisciplinary, with curricula that draw on faculty from various disciplines.

As of Spring 2023, the three most popular majors were economics, psychology, and diplomacy and world affairs. For a complete list of academic programs, visit: <https://www.oxy.edu/academics/areas-study>.

The Faculty

The Occidental faculty are nationally and internationally recognized scholars, dedicated to the liberal arts enterprise. Scholarly and creative inquiry shapes the curriculum in ways that advance the educational values of the liberal arts as well as Occidental's mission. The strength of the faculty arises from inclusive hiring processes, comprehensive mentoring for untenured faculty, commitment to shared governance, and a tenure/promotion process that emphasizes excellence in teaching and scholarship.

The faculty is undergoing a period of expansion. Following a generational turnover in which a large proportion of the faculty has retired in recent years, coupled with years of lean hiring, the College has committed to growing the size of the tenured and tenure-track (T3) faculty, with a goal of reaching 170 T3 lines (up from ~140) well within the next decade. The College is also working with the faculty to manage their workload through developing course equivalencies that will provide additional teaching credit (towards the nominal 5-course load) for certain types of time-consuming pedagogical approaches that are so valued by faculty and students. The initiative is also considering expanding the course reassignment time provided for faculty governance activities and other faculty work that makes the 5-course load a challenge to manage. Currently the College's non-tenure track faculty are represented by SEIU Local 721. Of the full-time faculty in Fall 2022, 36.6 percent are persons of color, 50.5 percent are women, and 94.8

percent possess a doctorate or other terminal degree. The Fall 2022 full-time equivalent student-faculty ratio was 8.9:1.

The faculty-student relationship is a hallmark of the Occidental experience. Oxy faculty serve as mentors, advisors, and guides to students and alumni. As a residential liberal arts college, students expect to interact informally and serendipitously with faculty. Faculty consistently maintain relationships with students beyond their college years, whether as formal recommenders, informal professional advisors, or lifelong friends.

Occidental's faculty include Fulbright Scholars, Guggenheim Fellows, Woodrow Wilson Fellows, elected members of the American Association for the Advancement of Science and the National Academy of Sciences, winners of grants from the National Endowment for the Humanities, National Institute of Health, and the National Science Foundation, and a former US ambassador. For a complete list of faculty accolades, please visit: <https://www.oxy.edu/academics/faculty/resources-faculty/center-research-scholarship/faculty-accomplishments/fellowships>

High-Impact Student Learning Experiences

The recently completed strategic plan, The Occidental Promise, proposes to enhance the already rich curricular and co-curricular experience of an Occidental education, by further infusing the high-impact practices that are known to advance student learning and success. Occidental students *learn through doing* both in and out of the classroom and on or off campus in our vibrant and richly diverse local community. This form of “immersive” education takes many forms, and is the foundation on which we continue to develop the Occidental curriculum to serve our students, today and in the future. Some examples of hands-on learning are described here:

Learning in the Local Community: The Center for Community Based Learning (CCBL) supports students and faculty engaging Los Angeles directly in academic work, and community-based learning is broadly integrated across the curriculum. In addition, the College leverages its location in a truly global city to provide unparalleled access and experiences for students to become citizens of the world.

Learning in the Global Community: Students at Oxy are afforded many opportunities to connect their learning to the wider world. Whether through the study of a foreign language, a semester spent at the United Nations, or international study programs, students gain an appreciation for the global context of their educational experiences. In fact, over two-thirds of Oxy students pursue one of Occidental's various routes to global citizenship: traditional study abroad, faculty-led courses abroad, or international research, fellowships, and internships.

Learning through Research: Undergraduate research is a hallmark of an Occidental education. Students take research-rich courses that provide them with hands-on experience in the lab, archives, community organizations, and out in the field. Many students also participate in the Summer Undergraduate Research Program, where they work closely with faculty mentors on original research that is presented

to the campus community as well as at regional and national conferences. It is not uncommon for students to earn co-authorship on research conducted in collaboration with Occidental's faculty.

STUDENTS

The College fosters students' ability to think for themselves and gives them considerable autonomy to shape their Oxy experience. The goal is to support students in these endeavors in and out of the classroom, on- and off-campus. Occidental sees the whole student and is committed to creating an environment that is inclusive and that pushes students to become the best and fullest version of themselves.

Students regularly participate in internships, community engagement, cultural, social, and community service, intercollegiate athletics, club and intramural sports, leadership opportunities, professional and career-building workshops and opportunities. They are also recipients of national awards and fellowships, including Fulbright, Rhodes, Marshall, Truman, and others. One year following graduation, 92 percent of alumni are fully employed or enrolled in graduate school.

The nearly 2,000 individuals who comprise the student body of Occidental College stem from a wide range of cultural, socioeconomic, gender, ethnic and racial backgrounds and identities. Currently representing 47 states and Washington D.C., the student body consists of 46 percent domestic students of color, 14 percent first generation students, and 4 percent international students representing 29 countries. This diverse student body brings numerous interests, activities, and beliefs that enrich and shape the campus community. Student organizations and clubs include many culturally focused groups that enhance the student experience and the College as a whole.

The College's Intercultural Community Center (ICC) is a space for students to meet, take part in discussions, or simply study. The ICC offers trainings and events related to the principles of equity, inclusion, and diversity. The ICC is committed to engaging broadly with the College community to support the College's value of Equity found in Oxy's mission statement. Collaborating with all members of the Occidental community, the ICC helps to ensure that programming and policies are supporting a campus climate that embodies inclusive excellence.

The value of an Occidental education extends well beyond the years the student spends on campus. Generations of grateful alumni have made a statement with their philanthropy: an Oxy education is transformative and worthwhile. Alums of the College enjoy many great ways to stay connected to Oxy, including attending events on campus and around the country, joining various alumni organizations, and making connections through the Oxy Switchboard, a community networking platform exclusively for Oxy students, alumni, parents, faculty, and staff.

Residential Education

Occidental is a residential college by design; 81.5 percent of students live in one of 13 co-educational

residence halls. The office of Residential Education and Housing Services (REHS) is student-centered, providing students with many choices in the residence hall room selection process, including traditional dormitory settings or themed-living residences. All residential facilities are supported by students (Resident Advisors) and supervised by professional live-in, staff members, which highlights the Occidental community's commitment to cooperation, dialogue, and responsibility. REHS offers student housing options that are not constrained by traditional limitations of the gender binary. In doing so, Occidental strives to create inclusive and supportive communities within residence halls, while ensuring the safety and success of all students.

Student Leadership and Civic Engagement

As a small liberal arts college, Occidental strives for an education that empowers the multiple identities of the student body and develops strong connections among community members. Oxy students are resilient community organizers, environmental activists, athletic leaders, and social justice advocates. Their enthusiasm for these values is appreciated by the College, which supports multiple student-led organizations that actively engage in discussion related to issues that impact the community, on and off campus.

Athletics

Oxy values fostering the liberal arts student-athlete experience. The College believes that athletic involvement contributes to the development of self-confidence and leadership – and contributes to the development of a holistic liberal arts education. Further, for student-athletes, the athletic experience is one of the deepest personal attachments students experience while at Oxy. This connection is one of the most vital elements in the development of a committed and engaged alumni base. Approximately 40% of Oxy students participate in NCAA Division III, club, or intramural sports. Oxy's varsity student-athletes comprise about 25% of the student body, and participate across 20 varsity sports, with conference involvement in the Southern California Intercollegiate Athletic Conference (SCIAC).

Health and Safety

Oxy's Campus Safety department is composed of non-sworn campus safety officers. Campus Safety is open 24/7/365 and provides the primary safety and security function at the College. The College has a memorandum of understanding with the Los Angeles Police Department, which provides support and assistance to the College when necessary. Further, the College's emergency response functions include a Dean on Call in Student Affairs, and the College's sexual assault survivor advocate.

The College's Emmons Wellness Center is an integrated medical and psychological services facility that provides holistic care for students. The Wellness Center is committed to providing students with accessible, trauma informed, culturally sensitive, and high-quality medical care, psychological counseling services, and student-driven wellness education.

The Culture of Care refers to a community in which faculty, staff, students, administrators, and all those connected to the college, pay close attention to the individual needs of students, and are proactive in connecting with students who appear to be struggling. It is designed to encourage administrators, faculty, staff, students, and even the Board of Trustees to be part of a College-wide support network that identifies and assists students who are struggling to cope with the myriad complex challenges of college life

STAFF

The Occidental community is supported and served by over 700 talented and diverse staff members, including full-time, casual/temporary, exempt, non-exempt and represented employees who are deeply committed to the College, working to improve and enhance the student experience and to support the faculty in their research and instructional roles. Staff employees across Oxy are passionate about and dedicated to ensuring the Oxy experience transcends to the entire student body.

FINANCES

The College's financial position is strong and has continued to strengthen. In the last 10 years, the Occidental College endowment has increased from \$330 million to \$610 million. In May 2023, Moody's Investors Service reaffirmed Oxy's Aa3 credit rating and upgraded the outlook from negative to stable, highlighting the College's governance structure, sound financial reserves, and strong financial management. The College maintains solid spendable cash and investments relative to debt and expenses. Oxy has experienced operating surpluses in each of the last 13 years. As of June 30, 2022, the College reports \$900M in total assets, \$770M in net assets, and \$97M in fixed-rate debt. Over \$35M in total gift commitments was recorded in 2021-22, and an estimated \$5M in annual fund gifts is projected for the current fiscal year (2023-24).

The Oxy Campaign For Good

The [Oxy Campaign for Good](#), the College's first comprehensive campaign in more than 20 years, launched publicly in 2019 and concluded in June 2023, exceeding the initial goal of \$225 million to raise \$252 million. With a strong partnership from campaign co-chairs and steering committee members, more than 15,000 alumni, parents, staff, faculty, students, foundations, and friends of the College contributed to the Campaign through outright, planned and multi-year commitments. Donations ranged from small personal gifts to transformative commitments to the endowment, and the campaign created a greater sense of community and connection to the College.

Campaign highlights include:

- Sixty-nine new endowed scholarships.
- More than \$150 million committed to the College's endowment.
- Seven new endowed professorships and department chairs, including in the recently established

departments of Black Studies (2018) and Computer Science (2017).

- New immersive student experiences, including the [Barack Obama Scholars Program](#), the [Humanities for Just Communities](#) initiative, and the Immigration and Social Justice summer internship.
- A revitalized [athletics complex](#), anchored by the De Mandel Aquatics Center, McKinnon Family Tennis Center and Robinson Family Terrace.
- The [Anderson Center for Environmental Sciences](#), which includes a renovated Moore Lab of Zoology and a renewed portion of the adjacent Bioscience building, providing enhanced interdisciplinary teaching, research and exhibition spaces.
- The transformation of Taylor Pool into [Cannon Plaza](#), a multipurpose outdoor space for the Oxy community.
- A new home and expanded support for [Oxy Arts](#), the College's community arts center.
- Establishment of the [Choi Family Music Production Center](#), a state-of-the-art recording studio, a control room and a 16-student music computer lab.
- Investments in student wellness, including the new campus-wide student health promotion program.
- \$37 million in gifts to the [Oxy Fund](#), which serves the immediate and most urgent needs of the College from financial aid and academics to student life and athletics.

With the conclusion of the campaign, Institutional Advancement turns its attention to the [Occidental Promise](#), the College's integrated strategic plan through 2030. The plan articulates College priorities that guide current philanthropic activity and will provide the framework for a future comprehensive campaign.

THE ROLE OF THE PRESIDENT

The President is responsible for Occidental College's strategic, research, academic, and financial affairs. Reporting to the Board of Trustees, the President serves as the chief executive officer and administrative head of the College. At present, the senior staff is composed of the Vice President for Academic Affairs and Dean of the College; Vice President for Finance, Planning, and Operations and Chief Operating Officer; Vice President for Institutional Advancement; General Counsel; Vice President for Enrollment; Vice President for Student Affairs & Dean of Students; Vice President of Marketing and Communications; Vice President for Information Technology and Chief Information Officer; and the Chief of Staff. Additionally, the President has an office staff of three, who report directly to the Chief of Staff.

The President will be responsible for ensuring the vitality and long-term success of the College, both being visible in and engaging with the campus community and beyond to advance an agenda of exceptional scholarly and teaching excellence. This individual is expected to lead and inspire a talented faculty to foster academic and research excellence, expand and strengthen connections and collaborations across the campus, the greater Los Angeles community, and beyond, and actively pursue opportunities that bring in additional financial resources.

Key Opportunities and Challenges for the next President

The next President of Occidental has a unique opportunity to advance the College's reputation of outstanding education in and of Los Angeles, one of the most diverse, vibrant, and dynamic cities in the world. The President will arrive at Oxy amidst great excitement surrounding the success and promise of the comprehensive Campaign. The President will be greeted by a campus community that is eager to collaborate on new initiatives, and which has the potential for more actively engaging with and participating in the wider community of the Los Angeles region. Additionally, as a community with a strong activist history and culture, Oxy seeks a leader who will welcome dialogue and engagement with students, faculty, and staff about the issues, on campus and beyond, that are most important to them and who is capable of both embracing and channeling this energy and passion in productive ways. In order to be successful, the next President will address the following key opportunities and challenges:

Advance the **Occidental Promise** – A bold, strategic vision that furthers the College's local, national, and global visibility, reach, and impact.

In 2021, the College embarked on an 18 month collaborative process, led by a Steering Committee (made up of senior administrators, faculty, staff, and students) and a Board of Trustees Integrated Strategic Plan Working Group appointed by President Harry Elam, to develop the Occidental Promise: a strategic plan consisting of three animating and interdependent objectives, or promises, that will define Oxy's strategic approach to achieving its vision as the principal destination for the urban liberal arts experience. The three promises build on Oxy's existing strengths and chart new opportunity, each advanced by a series of strategies that will both fortify its foundations and realize new distinction for the college: the promise of ensuring academic excellence; the promise of forging a unique and mutually beneficial partnership with the city of Los Angeles; and the promise of educating the whole student and renewing campus community.

The incoming President will join the community and embrace its history and achievements, while simultaneously engaging faculty, staff, students, and other key leaders from across the College to maintain this shared vision and continue to shape the strategic framework to successfully guide Occidental into its next chapter. The President will coalesce and broadcast Oxy's vision, highlighting the College's unique role of providing an intimate and interdisciplinary liberal arts education in one of the most diverse, global cities in the nation. In doing so, the President will have the opportunity to play an active and sustained role in the ongoing national conversation about the value of a liberal arts education in an era of economic uncertainty.

In collaboration with the Dean of the College and faculty, champion the College's commitment to academic excellence

Oxy seeks to enhance academic excellence, providing opportunities for exceptional scholarship, teaching, and learning. The President will be charged with partnering with all academic personnel to deliver on that goal. Working closely with the Dean of the College and faculty leadership, the President will identify areas

of academic growth and move proactively to build on Oxy's excellent academic programs through the support of faculty teaching, research, and service across the academic disciplines. The President will have a keen understanding of what a 21st century liberal arts education should look like, and will be prepared to support additional educational programming to meet evolving community needs and industry demands.

Ensure the College has the resources to fully achieve its aspirations

Occidental College is in a strong financial position due to responsible fiscal management and the successful completion of the Oxy Campaign for Good. However, like other liberal arts institutions, the College faces a challenging funding landscape and will require funds beyond those it currently possesses to realize the ambitious objectives laid out in the Occidental Promise.

Occidental College is located in a resource-rich environment, and the incoming President is well-positioned to take advantage of Los Angeles' local industries, philanthropic sources, government officials, a growing alumni base who can be further invigorated, and others who can help serve the needs of the College. This individual will be skilled in stewarding donors and securing resources from a wide range of sources. The incoming President will take the reins of the fundraising and development efforts to fully support its needs, ranging from growing the endowment to funding campus renovations, student scholarships, and other key initiatives. They will use their financial acumen to effectively manage resources to ensure the College has a healthy and sustainable future.

Articulate and amplify Occidental's position as the liberal arts college in Los Angeles

As Los Angeles works to recover from the pandemic, Occidental College is uniquely poised to assist in the city's revitalization story. The President must exhibit an ability to build mutually beneficial partnerships that further advance Oxy's mission and visibility, leveraging and contributing to the resources and strengths of Los Angeles. By expanding fruitful relationships with external nonprofits, civic leadership, and industry partners, the President has the opportunity to strengthen Oxy's relationships and engagement in and with Los Angeles while also contributing meaningfully to developing sustainable solutions to the city's most pressing economic and social challenges. Through strategic growth of external partnerships and identification of potential new collaborators, the President will capitalize on particularly vibrant local industries in order to make a real impact on the community it serves.

Further strengthen diversity, equity, and inclusion efforts for all members of the Occidental community

Occidental is among the most diverse liberal arts colleges in the nation; nearly half of its student body self-identify as domestic students of color or international students. The next President will work with the senior staff to ensure that Occidental's curriculum and co-curricular opportunities embody a commitment to equity, inclusion, and social justice. In doing so, students will develop a capacity to learn from and about difference, to understand inequality, and to apply these values in the global context.

This individual will simultaneously work with leadership to support its community of faculty, staff, and learners from diverse backgrounds. By bringing an awareness of and critical consciousness to inequities within higher education, the incoming President will work to break down barriers to success in an effort to foster a diverse and inclusive learning environment where students want to learn, and faculty and staff want to teach and work.

Recruit and retain a diverse, world-class faculty and staff

Occidental's faculty and staff are indispensable to its mission. The President will drive the recruitment, promotion, and retention of a faculty and staff who are highly qualified and committed to the College's mission. This individual will lead this endeavor with a focus on diversity, equity, and inclusion--championing practices and policies to ensure that faculty and staff reflect and are trained to effectively support the diversity of its student body, while creating an inclusive environment where all community members feel well-supported and empowered in their work.

The incoming President will inspire loyalty and dedication to Oxy's mission and will further boost and enhance morale for faculty and staff at all levels. This individual will have experience mentoring, managing conflict, and recognizing and rewarding employees for outstanding performance. This individual will also need to be prepared to lead in a unionized environment. The President will work to examine what drives faculty and staff satisfaction, including but not limited to compensation, increasing efficiencies while limiting burnout, and other key policies and procedures.

Collaborate closely and effectively with the Board of Trustees to secure a promising future for Occidental

Occidental has a large, collegial, and dynamic Board of Trustees. As this group continues to add new members and diversify the experiences and contributions represented, the President will work to maintain a positive working relationship with the Board, continuing past successes and fostering new opportunities for growth and collaboration. This will require effective relationship-building with individual Board members and the ability to effectively maintain ongoing, informative, and reciprocal communication with the Board as a whole. A close partnership with the Board will help the President to guide Oxy's direction in support of the College's strategic priorities. The President will work closely with the chair of the Board of Trustees to ensure board governance processes are effective and appropriate to supporting the mission of Oxy.

QUALIFICATIONS AND CHARACTERISTICS

The successful candidate for President will be an experienced leader with a high level of energy, enthusiasm, and drive. The President must thrive in engaging with all cohorts of the College community, including but not limited to students, faculty, staff, parents, trustees, and alumni across many generations. While no individual will possess all qualifications in equal measure, the successful candidate will bring many of the following experiences and values to the role:

- A demonstrated record of academic achievement; a strong appreciation of the academic world, its scholarly values and professional culture. PhD, Doctorate, or other terminal degree preferred;
- A deep understanding of and commitment to the liberal arts; an ability and desire to lead a discussion—both within the College and externally on a national and global platform— about the role of the liberal arts and the challenges facing higher education in an evolving national context;
- A strong record of successful and visible leadership in a complex environment; the ability to build, mentor, and retain a strong administrative team; a collaborative decision-making style, followed by accountability, determined implementation and transparent communication;
- A talent for and demonstrated record of leading fundraising, preferably in an academic environment, and an ability to passionately communicate Oxy’s vision and contribution to society to prospective donors;
- A gifted, relational, and effective communicator in diverse settings; a capacity to connect with and relate to members of the Oxy community on a personal level; an excellent listener who can build strong relationships and trust, and maintain open and accessible lines of communication with students, faculty, staff members, alumni/ae, and parents;
- A commitment to the College’s mission, including social justice and diversity, and the willingness to do the work to create an inclusive and equitable community;
- A record of developing and maintaining external relations, and enthusiasm to expand an organization’s profile and reputation regionally, nationally, and internationally; the desire to embrace and engage with the greater Los Angeles community and beyond;
- Respect for shared governance and active engagement, valuing transparency in decision-making; demonstrated success in making decisions based on input from all constituencies, bringing together various elements of a diverse campus community, and openly communicating priorities; exceptional interpersonal skills and capacity to unify, build trust, and heal divisions;
- A willingness to live in, and minimally entertain members of the College community at, the Wallis Annenberg President’s House on campus.

LOCATION AND COMPENSATION

Occidental is centrally located within the neighborhoods of Eagle Rock and Highland Park in Los Angeles, just a short distance from Pasadena. These neighborhoods of northeast Los Angeles are known for their vibrant and diverse history and culture, where some of L.A.’s best restaurants, cozy coffeehouses, and vintage boutiques keep company with longstanding family-owned businesses, cultural sites, and historical buildings.

The area is known for its deep connections to both the civic life of the city and its creative industries. L.A. County has the largest population of any county in the United States and is one of the most populous and diverse metropolitan areas in the world. Its nearly 10 million residents represent more than 140 cultures and speak over 200 languages. With an average of 292 sunny days per year and home to the largest city park in the country, countless hiking trails, cycling paths and some of the nation's best museums, restaurants, and music, Los Angeles is internationally recognized as one of the most vibrant and livable cities in the world. For a virtual tour of Oxy, use the following link: <https://www.oxy.edu/virtual-tour>.

The anticipated salary range for the position is \$400-700K. The president is provided with, and required to live in, the President's home on-campus.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/occidental-college/president>. Electronic submission of materials is required.

ISAACSON, MILLER
imsearch.com

David Bellshaw, Jaime Morgen, and Rafa Escobedo
Isaacson, Miller
Los Angeles/San Francisco/Boston/Washington, DC
Phone: 415.655.4900

In addition to its commitment to a harassment-free educational and working environment, Occidental College is an equal employment opportunity employer. The College is committed to a policy of equal employment opportunities for all applicants and employees and complies with all applicable state and federal laws on the matter. The College does not unlawfully discriminate on the basis of race, color, religion, sex, sexual orientation, gender identity, gender expression, pregnancy, breastfeeding or related medical condition, national origin, ancestry, citizenship, age, marital status, physical disability, mental disability, medical condition, genetic characteristic or information, sexual orientation, military and veteran status, or any other characteristic protected by state or federal law. Equal employment opportunity will be extended to all persons in all aspects of the employer-employee relationship, including recruitment, hiring, training, promotion, compensation, benefits, transfer, discipline, layoff, rehire, termination and social and recreational programs.