



Opportunity and Challenge Profile

*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, and executive, and will help Occidental achieve its ambitious goals. The appointment to the presidency is expected to take effect on July 1, 2020.

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 environs 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 moment in its history; the College recently launched an ambitious \$225M comprehensive Campaign and aspires to further grow strategic partnerships and academic programs of distinction, harnessing the creative power and energy of the region. 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:

- *Be a leading advocate for the value of a liberal arts education in an era of economic uncertainty, and champion Occidental's unique position as the liberal arts college of Los Angeles;*
- *Advance the College's recently announced comprehensive Campaign and bring it to a successful conclusion;*
- *Work closely with the Board, campus constituents, and alumni to ensure full alignment around the College's ambitions;*
- *In collaboration with the Dean of the College and existing faculty, champion Occidental's commitment to academic excellence;*
- *Embrace and address climate and culture issues on campus to deliver on Oxy's mission;*
- *Enhance the student experience by focusing on student success, co-curricular opportunities, and career preparedness;*
- *Further guide and support the leadership team to advance the goals of the campus community; and*
- *Further embed Occidental into the fabric of Los Angeles as a dynamic, symbiotic partner to strengthen the civic infrastructure and functioning of the city.*

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 Committee 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 laymen, 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.

The most recent evidence 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 44 voting members. Currently 35 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 on campus 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 eight vice presidents (Academic Affairs; Student Affairs; Enrollment; Institutional Advancement; Marketing and Communications; Finance, Planning & Operations; Equity and Inclusion; 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 all Board committees, actively participating in the governance of the College.

The student body comprises the Associated Students of Occidental College (ASOC), which elects two leadership divisions (Senate and Honor Board), and has a division appointed by ASOC Senate (Renewable Energy & Sustainability Fund). A fourth division (the Diversity and Equity Board) is appointed by its current membership. All branches of ASOC are co-dependent and serve the student body through a system of horizontal leadership.

Accreditation

Occidental is accredited by the Accreditation Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges and is a member of two dozen national and regional organizations of higher education. Occidental has been selected for participation in the Thematic Pathways for Reaffirmation (TPR) streamlined process for its next reaccreditation review, to take place in the 2021-2022 academic year.

Admissions & Enrollment

The past decade has seen significant growth in both the overall number of applications to Occidental and the academic achievement of students who enroll. The admissions 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. Oxy received over 7500 first-year applications for the Class of 2023, the highest number in the history of the College, and admitted 36.6 percent, the lowest acceptance rate in 70 years. And despite national trends of decreasing yield rates, Occidental has seen an *increase* in the percentage of admitted students who accept our offer of admission every year since 2016, indicating a healthy level of interest in Occidental's distinct educational program. Unlike some of our peers in southern California, Occidental students hail from high schools far beyond California -- just 38 percent of incoming students attended high school in the Golden State.

The College seeks to meet 100 percent of demonstrated need for each admitted and enrolled student. In 2018-19, 78 percent of Occidental students received some form of financial assistance, mostly in the form of scholarship support, federal and state grant programs, work/study, and loans. The overall tuition discount rate in 2018-19 was 45.4 percent.

The College's first year retention rate is 91 percent with a four-year graduation rate of 80.3 percent and a six-year graduation rate of 84.4 percent. The College is actively developing new strategies to attract, retain and graduate civically engaged, successful, satisfied students now and in the future.

ACADEMICS

The academic program is the core of the Occidental student 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. It is guided 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 views and 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 difference, global connectedness, and evidence-based reasoning within the curriculum. Core Program 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 2017, the three most popular majors were economics, diplomacy and world affairs, and biology. 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 a liberal arts education. 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.

As of the 2018-19 academic year, the faculty is composed of 150 tenured or tenure-track faculty who teach 5 courses each year, 42 full-time non-tenure-track faculty who teach 6 courses each year, and 96 part-time non-tenure-track faculty (equal to 32 full-time equivalent (FTE)). With this distribution, 67 percent of the faculty FTE are tenured or on the tenure-track. The non-tenure-track faculty unionized in May 2019, electing to join SEIU Local 721. Of the full-time faculty, 32.8 percent are persons of color, 50.5 percent are women, and 96.4 percent possess a doctorate or other terminal degree. The Fall 2018 full-time equivalent student-faculty ratio was 9.5:1.

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

High-Impact Student Learning Experiences

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.

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 abroad 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.

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, 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, 94 percent of alumni are fully employed or enrolled in graduate school.

The 2,055 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 48 states and Washington D.C., the student body consists of 41 percent domestic students of color, 15 percent first generation students, and 7 percent international students representing 56 countries, and is 56.2 percent female. 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.

Residential Education

Occidental is a residential college by design; 81 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 such as Queer House, Food Justice House, the Multicultural Hall, or Women Scholars House (or they may develop their own themed-living community). All residential facilities are supported by students (Resident Advisors) and supervised by 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 21 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 an "always-on-call" College psychologist and a Dean on Call in Student Affairs, and/or 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, culturally sensitive, and high-quality medical care, psychological counseling services, and student-driven wellness education.

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 \$274 million to \$435 million. In March 2018, Moody's reaffirmed Oxy's Aa3 credit rating with a stable outlook, highlighting the College's governance structure 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 10 years. As of June 30, 2018, the College reports \$747M in total assets, \$613M in net assets, and \$84M in fixed-rate debt. Over \$20M in total gift commitments was recorded in 2017-18, and an estimated \$4.5M in annual fund gifts is projected for the current fiscal year (2018-19).

Campaign For Good

Occidental College recently launched the public phase of the Oxy Campaign For Good, a comprehensive fundraising effort to raise \$225 million, the most ambitious goal in the College's history. This public phase builds on the momentum of a quiet phase that has raised more than \$118 million in gifts and pledges—already far exceeding previous campaigns. The Oxy Campaign For Good priorities are:

- *For Access:* With a goal of \$100 million, strengthening Oxy's endowment for financial aid is the Campaign's top priority. Growing the endowment for financial aid will give Occidental the financial flexibility to continue to provide gifted and diverse students access to an Oxy liberal arts education regardless of their circumstances.
- *For Distinction:* The Campaign seeks to raise \$50 million for endowed professorships, academic and co-curricular programs. New endowed professorships will make it possible for Occidental to attract top talent and underwrite compelling teaching and advising, one-on-one research partnerships, and lifelong relationships that shape careers.
- *For Campus:* As Oxy's historic campus continues to thrive, Oxy's goal is to raise \$40 million to support new capital opportunities and to reimagine cherished landmarks for the enjoyment of future generations. Today's opportunities include updating and renovating the mid-century labs that comprise the Norris Hall of Chemistry. Innovations in music and digital media production also require new space and new equipment to support exciting synergies between the College's Media Arts & Culture (MAC) and Music programs.
- *For Today:* Annual unrestricted support for Occidental, or gifts made to what is known as the Oxy Fund, provide critical support for the daily needs of the College. With a Campaign goal of \$35 million, The Oxy Fund provides for scholarships, campus upkeep, growing technology needs, faculty, and academic programming. It allows faculty and students to innovate through curricular,

research, and learning experiences. It also supports athletics, helping to maintain fields and facilities, and to purchase equipment.

THE ROLE OF THE PRESIDENT

The President serves as the chief executive officer and administrative head of the College and reports to the Board of Trustees. 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 Inclusion and Equity and Chief Diversity Officer; Vice President for Institutional Advancement; General Counsel; Vice President for Enrollment and Dean of Admission; 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.

Other direct reports to the President include the Director of the Hameetman Career Center and the Secretary of the College. The President has an office staff of three.

Key Opportunities and Challenges for the new President to address

The next President of Occidental has an 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 comprehensive Campaign, a campus community that is eager to collaborate on new initiatives, and the potential for building further connections across the Los Angeles region, as an active and engaged participant in the wider community. Additionally, the Oxy campus community is quite activist in orientation and seeks a leader who will embrace and engage in salient social and political issues and is capable of channeling this energy and passion in productive ways. In order to be successful, the next President will address the following key opportunities and challenges:

Be a leading advocate for the value of a liberal arts education in an era of economic uncertainty, and champion Occidental's unique position as the liberal arts college of Los Angeles

Occidental has a long-standing tradition and widely-recognized reputation of excellence. The new President will join the community and embrace its history and achievements, while simultaneously working to heighten its visibility and distinctions in the region. The President will coalesce and broadcast Oxy's vision, highlighting the College's unique role of providing an intimate and multidisciplinary liberal arts education in one of the most diverse cities in the nation. In doing so, the President will play an active and sustained role in the ongoing national conversation about the value of a liberal arts education in an era of economic and financial uncertainty.

Advance the College's recently announced comprehensive Campaign and bring it to a successful conclusion

In close partnership with the advancement team, the President will play a leadership role in driving the Campaign For Good, establishing partnerships that bring meaningful philanthropic gifts to the College and will also connect donors to Oxy's ongoing progress to foster long-term giving relationships. The President will champion Oxy's history and potential to current and future donors by connecting with local institutions, friends and neighbors of the College, and alumni. Together with the advancement team, the President will establish and centralize these robust donor relationships to ensure long-term sustainability. The President's efforts will also be crucial in continuing to build up the College's endowment for scholarships and faculty support, contributing to Oxy's long-term financial health.

Work closely with the Board, campus constituents, and alumni to ensure full alignment around the campus' ambitions

As Oxy's chief executive and most visible spokesperson, the President will be charged with collaboratively crafting and implementing a strategic vision for the future. To do so, the President will listen widely and consult comprehensively to understand and address key issues and chart a course for achieving both short- and long-term objectives. In addition to articulating Oxy's strategic goals, the President will provide prudent financial stewardship and fundraising leadership. The President will help determine areas of institutional investment, including allocating resources to ensure appropriate physical plant maintenance and improvement in accordance with Oxy's academic needs and projected growth.

In collaboration with the Dean of the College and existing 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. Key priorities include enhancing faculty recruitment, retention, and promotion, as well as continuing to grow the number of tenured and tenure-track faculty. The President will support efforts to further diversify the faculty with a particular emphasis on recruiting and retaining faculty from underrepresented backgrounds. The President will also support professional development of faculty and staff at all levels.

Embrace and address climate and culture issues on campus to deliver on Oxy's mission

The President will be a proven leader and a careful listener, well versed in building inclusive and diverse environments. This individual will embrace Oxy's spirit and history of activism and will see these expressions as critical to a thriving democracy. In doing so, the President will be expected to turn instances of controversy into instructive learning moments for all. The President will engage with the campus community when instances of controversy arise, with an emphasis on openness and education. The President will serve as a spokesperson and facilitator around issues of social justice and inequity on campus, and will engage students, faculty, and the surrounding LA community in channeling this energy in creative ways.

Oxy's diverse student body reflects national demographics and enriches the community, and the President must capitalize on the heterogeneity of thought and perspectives to help the College continue to evolve. This will include a focus on enrollment strategies that ensure diverse classes and creating a safe and inclusive environment where students, faculty, and staff from all backgrounds can thrive.

Enhance the student experience by focusing on student success, co-curricular opportunities, and career preparedness

The President will help deliver upon Occidental's promise to deliver both an outstanding education and a fulfilling student experience that prepares students for life after college. The President will call upon partners across the College to expand co-curricular opportunities beyond the traditional ones of athletics, internships, and study abroad opportunities. The President will work diligently to reinforce a thriving campus environment, ensuring safety at all times, as well as addressing and solving pressing student issues related to mental health and wellness. The President will also look within and beyond the College

to foster opportunities for enhanced career services and placement, ensuring that students are set up for success post-graduation.

Further guide and support the leadership team to advance the goals of the campus community

The President will join a professional and motivated leadership team who collectively represent a wealth of experience and perspectives. The President will harness this expertise and seek opportunities to further augment their effectiveness. Through effective leadership and management of organizational structures, the President will find ways to optimize faculty and staff work and in turn, the student experience.

The President will provide guidance and mentorship across the administrative team to promote cohesion, provide opportunities for internal and external professional development, and establish inclusive decision-making processes that provide transparency but also decisive courses of action. The President will clearly articulate goals and priorities, drive the team towards those objectives, and provide the leadership and management to meet these important metrics.

Embed Oxy in the fabric of LA as a dynamic, symbiotic partner to strengthen the civic infrastructure and functioning of the city

The President must exhibit an ability to build mutually beneficial partnerships that further advance Oxy's mission and visibility, with an eye toward leveraging the resources and strengths of Los Angeles. This includes expanding on fruitful relationships with external nonprofits, civic leadership, and industry partners which expand academic and co-curricular opportunities and bring programming to campus. Through strategic growth of external partnerships and identification of potential new collaborators, the President has the opportunity to capitalize on particularly vibrant local industries, including entertainment, media, and technology.

QUALIFICATIONS AND CHARACTERISTICS

The successful candidate for President will be an experienced leader with a high level of energy, enthusiasm, and drive. While no one candidate may possess all of them, the successful candidate will bring many of the following qualifications and attributes:

- A deep understanding of and commitment to the liberal arts and the undergraduate liberal arts college; 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 and an increasingly globalized society;
- A strong record of energetic, ambitious, and inspirational leadership; the ability to build, mentor, and delegate to a strong administrative team; a collaborative decision-making style, followed by determined implementation;
- A talent for leading fundraising in an academic environment and an ability to passionately communicate to prospective donors Oxy's vision and contribution to society; a demonstrated record of fundraising success and campaign experience;
- A gifted and effective communicator in diverse settings, ranging from large groups to one-on-one conversations; 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, demonstrated by real experience and engagement in one's own life and work;

- Professional experience within an urban environment, a record of developing and maintaining external relations, and enthusiasm to expand an organization's profile and reputation regionally, nationally, and internationally;
- A demonstrated record of academic achievement; a strong appreciation of the academic world, its scholarly values and professional culture;
- 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;
- Resilience in the face of challenges and a willingness to learn and try again;
- A willingness to live in, or minimally entertain members of the College community at, the Wallis Annenberg President's House on campus.

LOCATION

Occidental is located within the Eagle Rock and Highland Park neighborhoods of Los Angeles, abutting the San Rafael Hills. These neighborhoods of northeast Los Angeles are known for their ethnic diversity, historically significant buildings, and connection to the motion picture industry. L.A. County has the largest population of any county in the United States and is one of the most populous metropolitan areas in the world. Its nearly 10 million residents represent more than 140 cultures and speak an estimated 224 languages. With an average of 292 sunny days per year and home to the largest city park in the country, countless hiking trails 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.

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: www.imsearch.com/7100. Electronic submission of materials is strongly encouraged.



*Recruiting exceptional leaders
for mission-driven organizations*

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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.