This position profile is intended to provide information about CSUCI and the position of Provost and Vice President for Academic Affairs. It is designed to assist qualified individuals in assessing their interest.
THE HISTORY OF CSUCI

California State University Channel Islands (CSUCI) is the newest of the 23 campuses in the CSU system having welcomed its first class of junior transfers in fall 2002 and will enroll its first freshmen in fall 2003. The opportunity to be part of creating this new institution of higher education has been enormously attractive. More than 7,500 people have applied for 50 faculty positions over the past three years. Thousands have also applied to be among the first students. The campus, with its historic Mission-style architecture on 670 acres nestled among the hills and farms of Camarillo, is located near the Pacific coast in Ventura County, halfway between Los Angeles and Santa Barbara. The new and growing campus draws on the strengths of the CSU system – the largest public-education system in the nation – while focusing on individual students who, along with their faculty, see themselves as pioneers blazing a trail.

Minutes from the Pacific Ocean, the main entrance to the campus winds through farmland, orchards, and rocky foothills leading to dramatic Spanish-revival architecture, built beginning in the 1930s as part of FDR’s Works Project Administration program. The sprawling structures with their red-tiled roofs reflect California’s past, from the landmark Bell Tower, to the Catalina and Malibu tile work on the fountains that decorate many of the 40-odd courtyards. The early 20th-century structures have been updated to house a state-of-the-art 21st-century University. Work on the John Spoor Broome Library and Media Center, designed to be a campus landmark by Pritzker Prize winning architect, Lord Norman Foster, will begin in 2004. A new Science and Technology Building will open in fall 2003, and freshman residence halls designed to emulate Spanish-style architecture are slated for completion a year later.

The origins of the Channel Islands campus can be traced back to the mid-1970s, when the Ventura Learning Center was established, initially offering mostly evening classes through both CSU Northridge and UC Santa Barbara. The vision of a free-standing campus began to emerge in the 1980’s. In 1996, instead of building a new campus, the Governor of California decided to convert the Camarillo State Hospital into a university campus. Although the founding process continued to be challenging, the efforts of elected officials, community leaders and university administrators finally bore fruit in the dedication of the new campus on August 16, 2002. Community members today feel that they contributed significantly to the establishment of the campus, and in fact they did.
In fall 1999, the branch campus moved to the Camarillo site. About 70 CSU Northridge faculty are based on the Channel Islands campus in connection with this program, providing undergraduate and graduate programs for about 800 students. These programs are being phased out over time.

MISSION

All 23 campuses of the CSU system share the same mission: “To provide high-quality, affordable higher education to meet the ever-changing needs of the people of California.”

Within that context, the mission statement of CSUCI states that:

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.

ACADEMIC PROGRAMS AND ENROLLMENT

As of fall 2003, CSUCI will offer 10 majors and 3 post-baccalaureate teaching credentials. The curriculum has been developed and offered by a rapidly expanding, world-class faculty. More than 1,500 people applied for the 25 faculty positions available for fall 2003. Those chosen will join the 30 faculty members who taught the inaugural classes at the University.

Disciplines

Art
Biology
Business
Computer Science
English
Environmental Science and Resource Management
History
Liberal Studies
Mathematics
Disciplines are headed by elected Chairs. A Multiple Programs unit, in which smaller programs are housed, is also headed by an elected Chair.

The curriculum at CSUCI is innovative and reflects the campus’ mission. It has an interdisciplinary focus. Faculty are appointed in disciplines, and the lower-division curriculum has a disciplinary focus because of the CSU expectation that general education courses transfer easily from community colleges. However, students from all majors are required to complete 3 upper-division interdisciplinary general education courses that connect their majors to other disciplines. In addition, learning communities are forming among lower division general education offerings, and students will have the opportunity for involvement in service learning in capstone projects.

The first freshman class of approximately 220 students will enter the University when the fall semester begins on August 25, 2003. When this class graduates in 2007, an enrollment of more than 4,000 undergraduate students is expected. By 2025 or before, enrollment is expected to reach capacity and serve more than 15,000 full-time equivalent students.

The first student housing is scheduled to open in fall 2004. The suite-style apartments will house about 350 students in Spanish-style structures that mirror other campus architecture. Future housing will accommodate another 1,650 students.

The Division of Academic Affairs also oversees other programs, activities and offices including:

California Mini-Corps
Certificate in Business Management
Extended Education
Funded Programs
Institutional Research
Library
University Preparation School
GOVERNANCE AND ADMINISTRATION OF CSUCI

Governance of the CSUCI campus is defined in part by membership in the CSU system. As such, it is a unionized campus. All full-time and part-time faculty in the CSU system are represented by a collective bargaining agent, the California Faculty Association (CFA). Contract negotiations occur at the System level; the current contract expires in 2004.

CSUCI’s governing structure includes an Academic Senate. For 2003-2004, as for the past two years, the Academic Senate is a “senate of the whole,” of which all tenure-track faculty are voting members, with lecturers and students allocated representation. Non-voting ex-officio members include the President, Vice Presidents, Associate Vice Presidents for Academic Affairs and the Dean of the Faculty. The role of the Academic Senate has been to recommend policies and academic programs to the President. Standing Senate committees include Curriculum, General Education, Technology Advisory, Strategic and Tactical Planning, and Student Academic Policies. The Senate Chair meets weekly with the Interim VPAA and serves as a member of the Academic Council, which includes all the Academic Affairs administrators.

Administratively, the Provost will work in close collaboration with the President and the Vice President for Finance and Administration, the Vice President for Student Affairs, and the Chief Information Officer.

The Provost and Vice President for Academic Affairs reports to the President and is responsible for providing leadership in the development and implementation of academic programs and policies for the University. Several key offices and individuals report to the Provost; all the following positions are filled:

- Associate Vice President and Dean of the Faculty: responsibilities include supporting academic program planning and implementation, student enrollment and academic support. The Dean of the Faculty also serves as the Director of the CSU Northridge branch campus.
- Associate Vice President for Faculty Affairs and Academic Resources: responsibilities include faculty personnel and human resources matters, including faculty appointments, collective bargaining administration, and faculty recruitment, selection, orientation, development and retention. In addition, this office oversees budget and academic resources for the Division of Academic Affairs, and supports web-based instructional efforts.
- Associate Vice President for Academic Programs: responsibilities include program development and review, extended education, academic program relations with the Chancellor’s Office and promotion of initiatives including experiential learning, service learning, learning communities, community and business outreach, grants and contracts, and the Institutional Review Board.

Six administrative staff support the professional staff in Academic Affairs. The annual budget of Academic Affairs is $12 million, and the institutional budget is $33 million. The endowment stands at just under $6.3 million.
CURRENT INSTITUTIONAL ISSUES

There are several key areas in which the Provost’s leadership will be important:

- **Shaping an academic vision and the programs that support that vision:** Development of the academic master plan is the single most important current responsibility for the new Provost. The time horizon of the current plan must be extended five years from the current 2004 plan. Faculty and administrators have been so consumed with addressing pressing daily and short-term issues that they look forward to having an opportunity to reflect on mission and meaning and to give them shape in the emerging curriculum and pedagogy of CSUCI. The tone of academic planning is expected to be one of cooperation and shared leadership, with the Provost providing a context in which faculty can fulfill their responsibility for creating curriculum.

- **Addressing the many areas of ambiguity in this institution that are in the process of creation:** In a new institution, everything must be created, including many things that a mature institution takes for granted. Although enormous progress has been made thus far, much remains to be done: infrastructure must be built and maintained, policies and procedures must be defined and implemented, a student-centered culture of civility and collegiality must be fostered.

- **Conveying and nurturing the shared academic vision and mission of the university with the campus and the community:** Due to the rapid growth of the university, communication with new colleagues among the faculty, staff, and administration across all university divisions is crucial. Cultivating and maintaining relationships with the local community continues to be a focus. Thus, the Provost must consider local community needs and demographics in developing the campus and its programs.

- **Working in an environment of fiscal constraint:** The state of California is in a period of serious fiscal constraint, and the CSU system is absorbing significant budget cuts. The Provost must address the needs of a growing campus given the current fiscal realities.

- **Completing the process of achieving accreditation from the Western Association of Schools and Colleges (WASC):** Progress toward accreditation for CSUCI has been rapid. A preparatory internal review has been completed and an initial visit by a WASC team occurred in 2003. The CSUCI Educational Effectiveness Review is under preparation for submission in July 2004 with the next WASC team visit scheduled for fall 2004.

QUALIFICATIONS

The ideal candidate will have the following professional qualifications and personal characteristics:
• **Mission, vision and leadership:** Evidence of activities that are consistent with the vision and mission of CSUCI; capacity to articulate a shared academic vision and to engage others in its implementation

• **Commitment to students:** Evidence of commitment to student learning and success, and of responsiveness to and support for student curricular and co-curricular needs;

• **Commitment to diversity:** A deep understanding of and enthusiasm about the diversity that is such a prominent demographic and cultural feature of California and the CSU;

• **Communication:** Strong communication skills that will enhance the process of engaging all participants in the critical decisions of the coming years, and an approachable personal style;

• **Collaboration and teamwork:** The ability to work collaboratively with multiple and diverse constituencies inside and outside the university, and to work effectively with the President and the CSUCI senior leadership team;

• **Academic accomplishment:** A strong record of academic accomplishment, including a doctorate or equivalent terminal degree; qualifications should preferably be appropriate to appointment at the rank of tenured professor and should reflect both traditional expectations of excellence and a creative view of how academic success might be defined in this emerging institution;

• **Academic excellence and growth:** Evidence of support for excellence in teaching and scholarly and creative activities, ability to mentor faculty and staff growth, and experience in planning, building, and growing new academic programs;

• **Management experience:** Evidence of successful experience in academic administration, preferably in a multi-campus system; experience will normally include at least three years in the office of dean or provost, with experience working on issues such as accreditation, information technology, and resource management;

• **Governance:** Evidence of commitment to shared governance, with a demonstrated commitment to consensus-building and a style that encourages civility and collegiality;

• **Decision-making:** The ability to make wise and equitable decisions in an entrepreneurial and inclusive environment, taking reasoned risks while guiding the growth that will extend into the foreseeable future;

• **Personal qualities:** Personal qualities including a high capacity for the ambiguity associated with institutional creation, a strong sense of integrity, and a work ethic equal to the demands of this position.

**PROCEDURES FOR CANDIDATES**

CSUCI invites nominations, applications, and inquiries about the position of Provost. The salary range is competitive. Individual salary is dependent upon qualifications. The University offers an excellent benefits package. Attractive on-campus housing is also available. Following successful academic review, the Provost will be appointed to a tenured position.
The position will be filled in January 2004, or as soon thereafter as possible. Preliminary interviews are tentatively scheduled for November 6 and 7 in Los Angeles; candidates are encouraged to hold time on those dates in case they are invited to participate in this phase of the search process.

Candidates should provide a cover letter describing their interest and qualifications for the position, a current resume, and the names of five professional references. References will not be contacted until candidates have been notified. Review of applications begins October 1, and will continue until the position is filled. Candidates are strongly urged to review the CSUCI web site at www.csuci.edu before preparing their materials.

The University is being assisted in this search by Jean Dowdall, Ph.D., and Jane Courson, of EMN/Witt/Kieffer. Submission of all materials as attachments in MS Word is strongly encouraged; please address them to CSUCIprovost@wittkieffer.com. Items that cannot be sent by e-mail may be mailed to EMN/Witt/Kieffer, 98 Old South Road, Nantucket, MA 02554.

The university is an Equal Opportunity Employer and does not discriminate against persons on the basis of age, disability, sex, marital status, national origin, race, religion, or sexual orientation.