

SEARCH PROSPECTUS:

Presidential Search



California Lutheran

UNIVERSITY

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THE SEARCH

The California Lutheran University Board of Regents, through its Presidential Search Committee, invites inquiries, nominations, and applications for the position of President. The Board seeks an engaging and effective leader who will bring demonstrated

success managing a complex organization, along with a deep understanding and appreciation for the culture and distinctive values of Lutheran higher education in today's increasingly diverse and complicated higher education landscape.

OVERVIEW

Located in the community of Thousand Oaks, halfway between Los Angeles and Santa Barbara and fifteen miles from the Southern California coast, [California Lutheran University](#) is a growing, Hispanic-Serving, liberal arts university serving 3,000 undergraduates and nearly 1,300 graduate students. Cal Lutheran provides a challenging academic environment with emphasis on high achievement. All aspects of the University—a distinguished faculty, a talented and diverse student body, a student-centered staff, value-centered education, personalized learning, strong reputation in the region, a beautiful campus, and an ideal location—contribute to a vibrant learning community.

Cal Lutheran welcomed its first students in the fall of 1961, following the institution's formal founding and incorporation in 1959 as California Lutheran College. It is a private, co-educational institution that is dedicated to excellence both in the liberal arts and in professional studies. In 1986, the name was changed to California Lutheran University to better reflect the breadth of its undergraduate, graduate, and professional programs. In 2016, Cal Lutheran was designated a Hispanic-Serving Institution based on its growing Latina/o student population, and in 2017, it was also designated a McNair Institution.

In addition to the main campus in Thousand Oaks, which houses both undergraduate and graduate programs, Cal Lutheran offers courses in its graduate and professional programs at centers located in Woodland Hills, Oxnard, Westlake Village, and Santa Maria. Cal Lutheran's seminary, Pacific Lutheran Theological Seminary (PLTS), is located in Berkeley, California.

Cal Lutheran is one of 26 universities and colleges affiliated with the Evangelical Lutheran Church in America (ELCA) and is the newest in this group. It is also a member of the National Association of Independent Colleges and Universities, the Association of Independent California Colleges and Universities, the Council of Independent Colleges, and the Hispanic Association of Colleges & Universities. The University is accredited by the Accrediting Commission of Senior Colleges and Universities of the Western Association of Schools and Colleges.

THE REGION

A significant strength of Cal Lutheran is the location of the 225-acre main campus in [Thousand Oaks](#), in the [Conejo Valley](#) of Ventura County, a community of nearly 130,000. Only 40 miles from Los Angeles, it is situated at the heart of one of the country's fastest growing regions for biotechnology, business, and technology, known as the Route 101 Technology Corridor. The vibrant, growing, and progressive business community includes major employers, such as Amgen, Sage Publications, Skyworks Solutions, UPS, and more.

Thousand Oaks has been noted as one of the safest cities in the nation, and this combined with temperate climates, a civic arts center, and close proximity to beaches and mountains for year-round outdoor activity, add to the region's attractiveness. The City of Thousand Oaks prides itself on its 15,000 acres of natural publicly-owned open space within the city's boundaries. Cal Lutheran has an opportunity for engaged participation in development of the new Downtown Core Master Plan to help re-imagine a mixed-use residential hub for downtown Thousand Oaks.

As a member of the Network of ELCA Colleges and Universities (NECU), Cal Lutheran shares a common institutional calling that is deeply *rooted* in the Lutheran intellectual tradition and boldly *open* to insights from other religious and secular traditions. Although their mission statements vary, NECU institutions have adopted a common calling, [Rooted and Open](#), to train graduates who are *called and empowered to serve thy neighbor so that all may flourish*.

Identity

California Lutheran is a diverse scholarly community dedicated to excellence in the liberal arts and professional studies. Rooted in the Lutheran tradition of Christian faith, the University encourages critical inquiry into matters of both faith and reason.

OVERVIEW (cont.)

Mission

The mission of the University is to educate leaders for a global society who are strong in character and judgment, confident in their identity and vocation, and committed to service and justice.

Core Values

- As a university, we are committed above all to academic excellence and the rigorous pursuit of truth.
- As a church-related university, we are nourished by the Christian heritage, encourage active faith, and seek to serve our neighbors.
- As a community, we embrace people of all faiths, value diversity and inclusiveness, practice tolerance and acceptance, and treat one another with respect, civility, and compassion.
- As an employer, we expect a high level of performance and nurture the professional and personal growth of our faculty, administration, and staff.
- As a civic organization, we actively promote the social, cultural, economic and environmental health of our community.

Strategic Plan

The [2017-2022 Strategic Plan](#) sets out a vision focused on academic excellence and student success grounded in core commitments to inclusion, innovation, and investment. The plan has three primary goals:

- Inclusion: To be a campus community that reflects the demographic composition of the state of California and is committed to inclusive excellence.
- Innovation: To foster a culture of innovation that encourages the revision of existing programs and the building of new programs to expand the mission while reaching new markets.
- Investment: To complete the physical master plan of the main campus, enhance off-campus centers, and increase the endowment.



Faculty & Staff

The University's 197 full-time and 283 adjunct faculty members are committed to helping students pursue their passions to discover their purpose, and follow that purpose to transform their community and the world. Of the full-time faculty, 52% are tenured and 84% have earned their doctorate or terminal degree. 51% of full-time faculty are female and 28% are from underserved and minoritized populations. The average class size for all programs is 15.

The faculty are joined by an equally dedicated staff of 387 full-time and 62 part-time members who are devoted to serving the needs of Cal Lutheran's students. 62% of full-time staff are female and 40.7% are from underserved and minoritized groups.

HSI Status

In February 2016, Cal Lutheran was designated a [Hispanic-Serving Institution](#) (HSI) by the U.S. Department of Education. This designation requires that Latina/o students make up at least 25 percent of full-time undergraduates, a benchmark the University first reached in the 2013-2014 academic year. Cal Lutheran's Latina/o population reached 37% in 2019. As an HSI, Cal Lutheran joins over 500 other institutions nationwide in providing greater higher education opportunities for underserved students and is one of only a small number of private, faith-based institutions with this designation. Since becoming an HSI, the University has been able to add four major projects with nearly a dozen initiatives, supported through approximately \$14 million in Title III and Title V funding. Cal Lutheran also added a successful McNair program in 2017.



ACADEMIC PROGRAMS

Cal Lutheran has six academic units that comprise its educational programs. Forty majors and 41 minors are offered in the traditional undergraduate program. The Bachelor's Degree for Professionals program offers degrees in nine majors. Graduate programs include doctorates in educational leadership, higher education leadership, clinical psychology and theology; and master's degrees in education, psychology, business, economics, information technology, public policy and administration, divinity, and theological studies.

The [College of Arts and Sciences](#) serves as the academic hub and provides the historical and intellectual foundation of the undergraduate, liberal arts education. The College offers 31 majors and 31 minors in the creative arts, natural sciences, technology, humanities, and social sciences. The College is home to the University Honors Program, Center for Equality and Justice, the Kingsmen Shakespeare Festival, and more.

The [School of Management](#) offers four undergraduate majors (Accounting, Business Administration, Economics, and Hospitality & Tourism Management) and graduate programs, including an Executive Master in Business Administration (EMBA), a Master of Business Administration (MBA), Master

of Public Policy Administration, and four specialized master's degrees, as well as certificate programs. The School of Management is home to three centers: the Center for Economic Research & Forecasting, the Center for Entrepreneurship (HUB101), and the Center for Economics and Social Issues.

The [Graduate School of Education](#) offers more than 20 expertly-designed graduate programs to prepare teachers, counselors, and administrators for careers in education. Accredited by the California Commission on Teacher Credentialing, the GSOE assists in the initial and advanced preparation of teachers and counselors and offers doctoral programs in Educational Leadership for K-12 and Higher Education.

The [Graduate School of Psychology](#) is comprised of three academic graduate programs – Doctorate in Clinical Psychology (Psy.D.), Master of Science in Counseling Psychology (Marital and Family Therapy), and a Master of Science in Clinical Psychology – and two community counseling centers. The Community Counseling Centers offer quality counseling services to individuals, couples, families, adolescents, and children while providing intensive clinical training for Cal Lutheran students.

ACADEMIC PROGRAMS (cont.)

Located in Berkeley, California, [Pacific Lutheran Theological Seminary \(PLTS\)](#), is one of seven seminaries of the Evangelical Lutheran Church in America (ELCA) and a founding member of the Graduate Theological Union. Cal Lutheran and PLTS completed a legal merger in January 2014. The Seminary provides theological education for the training of clergy and lay leaders and offers ordination, non-ordination, and research-level degrees and certificates. PLTS offers Master of Divinity (M.Div.) – soon to be offered fully online – and Master of Theological Studies (M.T.S.) degrees and is developing a new M.A. degree focused on spirituality and social change. PLTS also offers a number of certificates including the “Theological Education for Emerging Ministries” (TEEM) aimed

at preparing women and men for ordained ministry in the ELCA and the Episcopal Church USA. A joint M.A. is offered through the Graduate Theological Union, and PLTS provides core doctoral faculty for the Ph.D. program which is granted through the Graduate Theological Union.

The [Bachelor’s Degree for Professionals Program](#) offers accelerated, part-time bachelor’s degrees with evening classes, well-suited for adults with family or occupational commitments. Students may earn a degree in one of nine majors: accounting, business management, communication, computer information systems, computer science, criminology & criminal justice, organizational leadership, psychology, or interdisciplinary.

STUDENTS & STUDENT LIFE

Cal Lutheran’s 4,303 students (Fall 2019 headcount) are comprised of 2,826 traditional undergraduates, 1,225 graduate students, and 252 students in the Bachelor’s Degree for Professionals Program. Applications and enrollment for the undergraduate programs have been strong, and in Fall 2019 Cal Lutheran welcomed 647 new freshmen and 227 transfer students. While 85% of the talented undergraduate student body hails from California, the University draws from 42 states and 49 countries. 52% of traditional undergraduate students live on campus.

Across the student body, 90% of students are full-time, 59% are female, and approximately 47% of students come from underserved and minoritized groups.

The University has an active [student life program](#) with over 100 student clubs and organizations, including honor societies, intramural programs, religious and spiritual groups, and interest clubs ranging from politics to media, fitness, cultural, and community service. Student government groups for both undergraduate and graduate/professional students are active on campus, implementing programs and representing the interests of all students. Campus ministry provides worship, learning, service

and fellowship opportunities for students of all faiths. Students have leadership opportunities to serve as peer mentors, resident assistants, career and student ambassadors, and admission tour guides, as well as gain leadership development skills through service learning, cultural events, and leadership retreats.



STUDENTS & STUDENT LIFE (cont.)

Cal Lutheran offers 22 NCAA Division III [intercollegiate sports](#) and is a member of the Southern California Intercollegiate Athletic Conference (SCIAC). Approximately 20% of the students participate in 13 different sports. Men's teams (Kingsmen) include baseball, basketball, cross country, football, golf, soccer, swimming & diving, tennis, track & field, volleyball, and water polo. Women's teams (Regals) include basketball, cross country, golf, lacrosse (starting 2020), soccer, softball, swimming & diving, tennis, track & field, volleyball, and water polo. Over the last decade, Cal Lutheran teams have won 60+ SCIAC championships.

Notable recent successes include the University's first-ever NCAA Division III team championship in women's volleyball in 2015, followed by men's baseball with a NCAA Division III College World Series championship in 2017.

Intramural and club sports are plentiful. Intramural leagues include basketball, indoor and outdoor soccer, flag football, and volleyball, while club sports include hockey, golf, dance, rugby, mixed martial arts, surfing, wrestling, and ultimate frisbee. Students have access to state-of-the-art equipment in the Forrest Fitness Center and Samuelson Aquatic Center for weights, cardio, fitness classes, and lap swimming.

THE MAIN CAMPUS

The main campus of Cal Lutheran in Thousand Oaks consists of 225 acres set against scenic Mt. Clef Ridge and the rolling hills surrounding Conejo Valley. At its center is Kingsmen Park, an attractively landscaped and wooded area that serves as a hub for the campus, providing an expansive intersection among academic and administration buildings, Ullman Commons, and several residence halls, and serving as the venue for the popular summer productions of the Kingsmen Shakespeare Company.

Set to open in Fall 2020, the University's newest campus building is the [Swenson Science Center](#). This state-of-the-art 50,000 square foot building will house multiple research and teaching laboratories, conference rooms, study areas, and faculty office space, and will transform education in the STEM fields at Cal Lutheran. It will join three other recent additions with LEED Silver certification: the William Rolland Art Center (2017), Ullman Dining Commons (2014), and Swenson Center for the Social and Behavioral Sciences (2010).

In conjunction with the largest one-time gift in Cal Lutheran's history, a capital campaign is now underway for the Steven D. Dorfman Center, a new home for the School of Management, to be located in the center of campus.



SERVING THE COMMUNITY

Cal Lutheran is an engaged and active member of the local community:

- [KCLU](#), the area's only National Public Radio station, was established by the university in 1994. The award-winning station broadcasts as a community service to 130,000 weekly listeners in Ventura County, southern Santa Barbara County, on the Central Coast, in San Luis Obispo, and online.
- The [Community Counseling](#) centers in Oxnard and Westlake Village provide affordable counseling services to the community, serving an average of 450 individuals and families each week.
- The [Autism and Communication Center](#) offers resources to P-20 students with autism and those who support them.
- The [Fredrickson Family Early Childhood Center](#) provides a nationally accredited "Outdoor Adventure" program for children up to kindergarten age.
- The Center for Entrepreneurship in the Westlake Center, [HUB101](#), serves as a hub for the local startup community and sponsors a monthly entrepreneur speaker series.
- The Center for Economic Forecasting and Research (CERF) and the Center for Economics of Social Issues offer information and resources to the community.
- The Community Service Center engages students in sustainable service opportunities locally and abroad.
- The Center for Nonprofit Leadership offers practical and affordable professional development opportunities for nonprofit leaders.
- Areté, an innovative professional vocal ensemble, performs and records a wide repertoire of choral music.
- The nonprofit [Kingsmen Shakespeare Company](#) has presented the Kingsmen Shakespeare Festival every summer since 1997. The company coordinates apprentice programs for professional and aspiring actors, an educational tour program in local schools, and summer theater camps for youth.
- The Cal Lutheran campus currently hosts the Los Angeles Rams' year-round practice, coaching, and training facilities.

FINANCIAL RESOURCES

The [annual operating budget](#) of Cal Lutheran is about \$119 million with assets totaling \$362 million as of the most recent fiscal year-end. Net tuition revenue is \$82 million, providing a significant portion of the University's total net revenue. The University operates with fiscal prudence and has maintained a balanced budget and strong fiscal health despite economic downturns.

The endowment is currently valued at \$107 million. Donor contributions are a significant factor in the continued financial strengthening of Cal Lutheran, and charitable gifts for the most recent year stood at approximately \$8 million. The University also received its greatest-ever round of federal grant awards in 2018 of nearly \$6.5 million under its recent designation as a Hispanic-Serving Institution.



LEADERSHIP AND GOVERNANCE

The [Board of Regents](#) is the governing body of the University with all corporate powers in support of its mission and strategic plan. The Board delegates authority for enterprise management to the President, as chief executive officer of the corporation. Regents consist of up to 27 members elected to three-year terms, plus eight ex-officio members whose terms are defined by their respective positions. Ex-officio members include the President, Faculty Chair, undergraduate and graduate student representatives, Convocation Chair, PLTS Advisory Board Chair, the Bishop representing Region II of the ELCA, and an Alumni Board representative.

The [Convocation](#) is a group of 85 people intended to serve as a link between the University, the Church, and the greater community, and represent the corporation of California Lutheran University. It consists of representatives from synods of the Evangelical Lutheran Church in America (ELCA),

from the faculty and from the student body, and 10 members elected at large, including the President of the University. The Convocation makes recommendations to the Board of Regents and elects the majority of the members of the Board of Regents.

The [President's administrative Cabinet](#) currently includes the Provost and Vice President for Academic Affairs and Vice Presidents for Administration & Finance, Mission & Identity, Student Affairs, Enrollment Management & Marketing, and University Advancement.

The [Faculty](#) recently revised its governance structure, moving from an Assembly of the Whole to a representative Faculty Senate during the 2019-2020 academic year. Through the work of its various committees, the Cal Lutheran faculty oversees all aspects of academic programs, requirements, and curriculum.

LEADERSHIP AGENDA

The next president has an opportunity to build upon the impressive expansion and transformation of the University over the past decade. To fully take advantage of the exciting opportunities available to Cal Lutheran in the years to come will require strong leadership in the following areas:

Providing Transformative Leadership

The Cal Lutheran presidency is a rich opportunity for a leader who can leverage the institution's resources and momentum. The community is seeking an individual who can listen, set ambitious goals, be decisive, and inspire the community into action.

Clarifying, Articulating, and Communicating Strategic Directions and Priorities

The next president will lead an inclusive process that further defines and shapes the University's identity and sets strategies for future growth and directions; communicate the goals and priorities to the campus and external constituencies; and inspire faculty, staff, and students to support clearly articulated priorities, and engage donors to invest in exciting initiatives.

Expanding the University's Resource Base

Successful fundraising will be critical to realize the University's potential. Immediate needs are to complete funding for key academic facilities and to build the endowment for operations and financial aid. The next president will drive a comprehensive fundraising campaign that expands Cal Lutheran's donor base. The University will remain tuition-dependent for the foreseeable future, so effective use of resources and growth in net tuition revenue are essential to enhance support for students, faculty, and staff.

Promoting and Enhancing Academic Quality

Attention to Cal Lutheran's first core value, Academic Excellence, will require recognition of existing faculty strengths; ensuring that the University can attract and retain an outstanding faculty; championing an effective shared governance model that supports and empowers faculty; providing sufficient resources to enable faculty and staff to deliver an outstanding academic experience to both graduate and undergraduate students; and developing a clear, mission-driven process for pursuing new academic programs and initiatives. At the same time the president must understand the important role that

opportunities for performance in the arts, music, athletics, and co-curricular activities play in enriching the student experience and enhancing campus life.

Communication and Transparency

The next president of Cal Lutheran must ensure that goals and strategic directions are well-articulated and widely understood; articulate a compelling case for investing in Cal Lutheran with alumni, friends and donors; and inspire the University community in support of a clear and positive vision for the future.

Promoting a Sustainable Environment

Cal Lutheran students, faculty, staff and alumni are committed to promoting environmental sustainability in the region, nation and world. The next president will have an opportunity to position the University in becoming a leading resource in the region for study, research, and implementation of positive environmental solutions. Engaging in environment and climate change policy is an opportunity for raising the visibility of the University while living out its Lutheran value of stewardship.

Maintaining a Campus Presence while Expanding External Visibility

The Cal Lutheran community expects the president to be approachable and available. At the same time, carrying out fundraising campaigns and raising the University's external profile will require a significant investment of time away from campus. The new president must balance these competing demands and communicate priorities to students, faculty, and staff. Superior time and calendar management will be essential.

Passion and Advocacy for Diversity and Inclusion

Inclusion is one of three primary goals of the University's strategic plan and is consistent with its Lutheran values. Achieving this goal, especially in faculty, staff, and administrative composition, will require the next president to understand the challenges faced by minoritized groups at all levels in higher education. The next president must understand the need for and lead the campus in embracing and carrying out diversity and equity initiatives across the University.

LEADERSHIP AGENDA (cont.)

Understanding and Building Upon the Cal Lutheran Culture

The next President must understand and support a campus culture which reflects the University's roots as a small, faith-based residential campus, while promoting innovation and change. The president must understand and embrace the dynamics of shared governance and be comfortable in an environment that is student-focused, rooted in Lutheran values, and where there is a strong sense of community among faculty, staff, and students. Administrative systems and decision-making must reflect Cal Lutheran's considerable growth in size and diversity, and evolution into a comprehensive university, while respecting the traditional campus culture.

Supporting an Effective Leadership Team

The President must empower and hold accountable an administrative team that will allow her or him to set the tone and direction for the University and provide for a focus on external relations and fundraising. Support for academic and co-curricular programming and the pursuit of new initiatives will require decisiveness and an emphasis on transparent communications to the campus community. The President and leadership team must promote efficiency and positive change through thoughtful, data-driven resource allocation.



EXPECTATIONS AND DESIRED QUALIFICATIONS

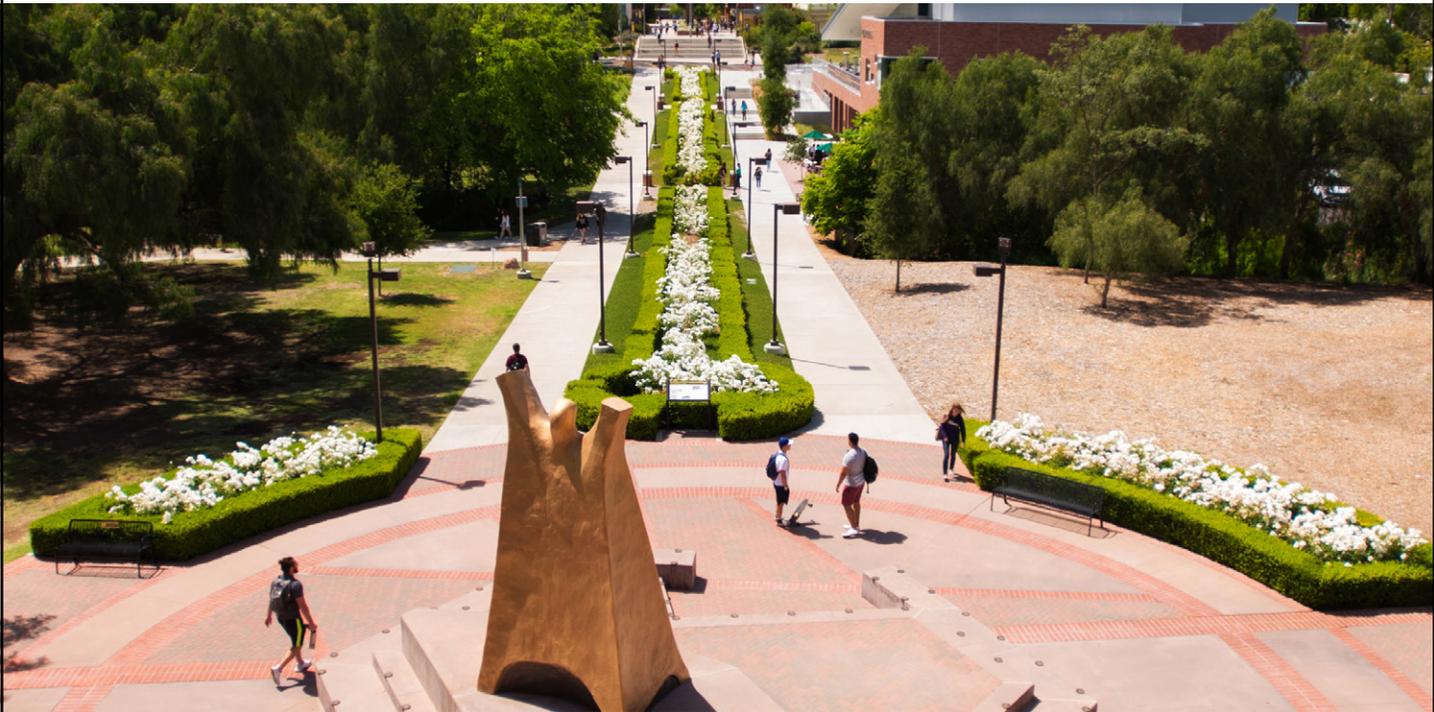
Required Qualifications:

The next president of California Lutheran University must possess an earned advanced degree, and at least seven years' significant and successful leadership experience.

Highly Desired Qualifications:

- An appreciation for the culture and values of California Lutheran University, its liberal arts core, Lutheran values and the work of the church, and focus on supporting student success;
- An understanding of the challenges and headwinds facing higher education institutions nationally;
- Demonstrated success at leading complex organizations, preferably in higher education, with a record of leading growth, managing change and achieving sound fiscal management;
- Experience as a successful fundraiser, or clear evidence of enthusiasm for fundraising, an ability to communicate the case for supporting the University, and personal attributes necessary for building relationships with friends and donors;
- Previous experience leading equity and inclusion initiatives;
- An open, engaging personality with the ability and desire to build relationships with students, faculty, staff, alumni, and other institutional stakeholders;
- A transparent leader, who is data-driven and decisive; and
- An effective communicator within the campus community, alumni, donors and other external stakeholders, and the ability to inspire others to action.





APPLICATIONS AND NOMINATIONS

Academic Search is assisting California Lutheran University in this national search. Confidential discussions about this opportunity may be arranged by contacting consultants:

Jay Lemons

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stuart.dorsey@academicsearch.org

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Applications, inquiries, and nominations may be sent to CLUPresident@academicsearch.org. Applications should consist of a cover letter, a curriculum vitae, and a list of five professional references with contact information and a notation of the working relationship. No references will be contacted without the explicit permission of the candidate. Best consideration will be given to applications received by **February 14, 2020**.

California Lutheran University is committed to providing equal opportunity in employment for all persons, regardless of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, sexual orientation, genetic information, gender, gender identity or expression, or any other basis protected by applicable law. No person shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination in any program, activity or facility of the University on the basis of these factors in a manner consistent with applicable federal and state laws, regulations, ordinances, orders and rules, and University's policies, procedures, and processes.

ABOUT ACADEMIC SEARCH

Academic Search, Inc. is assisting California Lutheran University in this work. For more than four decades, Academic Search has offered executive search services exclusively to institutions of higher education. Academic Search was founded on the principle of strengthening higher education leadership through professional search services. We are the only search firm in the nation with a formal relationship to a premier leadership development program. As the subsidiary of the American Academic Leadership Institute (AALI), Academic Search provides substantial financial support to a number of leadership identification, development, and support programs across all sectors of public and private higher education. For more information, visit <http://www.academicsearch.org/>.



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DEVELOPING LEADERSHIP by
providing the highest level
of search to our clients and
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THE PIPELINE
of potential leaders
in higher
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