



HUMBOLDT STATE UNIVERSITY

Opportunity and Challenge Profile

Humboldt State University President Search

Humboldt State University, a comprehensive public university located in the North Coast region of California, seeks an exceptional leader to serve as President. Uniquely shaped by its environs, Humboldt State is nationally recognized for its contributions to social mobility, research, and service, and its faculty, staff, and students uphold a long-standing commitment to social and environmental responsibility. The new President joining Humboldt State will not only hold a place at the heart of the university, but also within Arcata and the regional community it serves.

Standing on 161 acres nestled between ancient redwood forests, rivers, and mountains, the university was originally founded as a teacher's college in 1913 and has grown into an accredited university with extensive research facilities. Today, with nearly 600 faculty members and over 8,500 students, Humboldt State boasts an intimate student experience centered in experiential, place-based learning, as well as one of the best higher education values in the nation. The university offers 51 majors and 12 graduate programs across three colleges, and faculty members are among the top teachers and researchers in their fields. Students are involved in over 190 campus clubs and 12 NCAA Division II athletic teams, and CenterArts brings nationally recognized performers and speakers to campus each year. Humboldt State offers the state's only undergraduate oceanography program, a state-of-the-art fire lab with few peers across the nation, and personal mentoring by professors through an emphasis on hands-on learning.

Humboldt State is the northernmost of the 23 California State University (CSU) campuses. It serves the highest proportion of Native American students in the system and is a designated Hispanic Serving Institution. The CSU system is the largest and most diverse university system in the country and one of the most affordable. Reporting to the Chancellor of the CSU System, the President serves as the chief executive officer for the Humboldt State campus. The successful candidate for this position will leverage Humboldt State's many strengths – including its verdant natural surroundings, sustainable practices, and vibrant community – and lead this vital institution in fulfilling its mission to provide affordable, high-quality education that is responsive to the needs of a fast-changing world and regional economic and workforce needs. In doing so, the President will face a set of key opportunities and challenges, including:

- Establish a shared vision for the university which draws upon its historical, programmatic, geographic, and community assets and drives the development of the campus and its programs;
- Provide inspirational leadership that catalyzes a dynamic and productive relationship between campus and community;
- Enhance programs and services and embrace campus diversity to support the success of a multifaceted student population;
- Develop robust, data-driven, and transparent financial processes that provide the university with resources to realize its goals;
- Strengthen academic excellence by recruiting, training, and retaining exceptional faculty and staff;
- Ensure a strong senior leadership team and robust, effective management systems.

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 search committee with the assistance of Isaacson, Miller, a

national executive search firm, to provide background information and detail 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 California State University

The California State University is the largest four-year university system in the United States and is also proudly one of the most diverse and affordable university systems in the nation. With 23 campuses serving 487,000 students and employing 52,000 faculty and staff, the CSU is a leader in high-quality, accessible, student-focused higher education, and prepares the majority of California's business executives, community leaders and policymakers. Cal State annually graduates thousands of alumni who have an immeasurable impact in fields as diverse and interconnected as education, health care, agriculture, government, arts and entertainment, medicine, finance, technology and non-profit leadership. To learn more about the California State University system, visit www.calstate.edu.

In 2016, the California State University system announced an ambitious initiative to increase graduation rates for all CSU students while eliminating opportunity and achievement gaps. Through this initiative, the Graduation Initiative 2025, the CSU system will ensure that all students have the opportunity to graduate in a timely manner positively impacting their future and producing the graduates needed to power California and the nation. To achieve this, the CSU system is addressing and assessing numerous topics including: Academic Preparation, Enrollment Management, Student Engagement and Well-Being, Financial Aid, Data-Driven Decision Making, and Administrative Barriers. To learn more about the Graduation Initiative 2025, visit <https://www2.calstate.edu/csu-system/why-the-csu-matters/graduation-initiative-2025>

About Humboldt State University

Originally founded as a teacher's college in 1913, the university has undergone many name changes over the past century which reflected its evolving identity: Humboldt State Normal School, Humboldt State Teacher's College, Humboldt State College, CSU Humboldt and, since 1974, Humboldt State University (HSU).

As a comprehensive, residential campus, HSU welcomes students from across campus and around the world, providing them with a wide array of programs and activities that promote understanding of social, economic and environmental issues, and preparing them to be responsible members of diverse societies. The university is nationally recognized for its graduates' contributions to creating a better world. Washington Monthly Magazine recently ranked HSU in the top 20 master's-level universities in the U.S. for social mobility, research, and service. The university also ranks in the top 10 medium-sized universities in the number of alumni who join the Peace Corps (and is ranked #1 in California). The Princeton Review calls HSU a top "Green College," the best small college for nature lovers.

Humboldt State has established a vision as a campus of choice for individuals who seek above all else to improve the human condition and the environment. To do so, the university has laid out the following aspirations:

- We will be the premier center for the interdisciplinary study of the environment and its natural resources.
- We will be a regional center for the arts.
- We will be renowned for social and environmental responsibility and action.
- We believe the key to our common future will be the individual citizen who acts in good conscience and engages in informed action.

- We will commit to increasing our diversity of people and perspectives.
- We will be exemplary partners with our communities, including tribal nations.
- We will be stewards of learning to make a positive difference.

Academic Life

Humboldt State offers 51 baccalaureate degree majors, of which there are 86 options/concentrations. There are also 73 minors, 12 graduate programs, and 14 credential programs including 6 single-subject credentials and several certificates of study. These programs are divided among three colleges:

- The [College of Arts, Humanities, and Social Sciences](#) is an artistic, creative, and intellectual community. It is conceived as an equitable partnership of staff, faculty, and students devoted to teaching, learning, and creative endeavors. The many fields within the College provide the greatest breadth for service, creative engagement, and professional opportunity within a diverse and changing society. The College serves about 25% of the majors of the university and is home to approximately 140 full-time equivalent faculty.
- The [College of Natural Resources & Sciences](#) provides high quality education through student-centered, hands-on learning in inclusive learning environments; collaborates with campus and community partners; serves the region and the State of California; prepares students to be scientifically literate global citizens who incorporate diverse cultural and cross-disciplinary knowledge systems into their work; and carries out transformative research that advances scientific understanding and benefits all members of society. The College serves about 38% of the majors of the university and is home to approximately 150 full-time equivalent faculty.
- The [College of Professional Studies](#) is committed to providing interdisciplinary liberal arts education and preparation for the profession so graduates can positively contribute to the human condition, be outstanding leaders in their profession and community, and share a powerful commitment to social, economic, and environmental justice. The College serves about 27% of the majors of the university and is home to approximately 90 full-time equivalent faculty.

HSU employed 574 faculty in Fall 2017: 258 tenured or tenure-track faculty and 316 lecturers. 54% of the faculty identify as female and 46% identify as male. The ethnic distribution was 3% American Indian/Alaska Native, 4% Asian, 1.6% Black, 4.5% Hispanic, 0.1% Native Hawaiian/Other Pacific Islander, 73% White, 3.8% Two or more, and 10.1% Unknown.

HSU boasts a variety of research labs and special facilities which promote scholarly activity and are available to students for hands-on experiential learning. A full list of these research and public facilities may be found at <https://www.humboldt.edu/programs/facilities>.

The Office of Research, Economic, and Community Development is home to various centers and institutes which encourage and pursue research and other creative activities that are consistent with the mission and character of the University. For a list of current centers and institutes, please visit <http://www2.humboldt.edu/orecd/centers/current.html>.

Student Life

As of Fall 2017, Humboldt State enrolled 8,347 students: 7774 undergraduates and 573 post-baccalaureate students. 25% of students were living in campus housing. 53% of students identified as female and 43% identified as male. The ethnic distribution was 3.4% Black, 1.2% American Indian, 2.9% Asian, 33.7% Hispanic/Latino, 1.8% Non-Resident Alien, 0.2% Pacific Islander, 6.9% Two or more,

*President
Humboldt State University*

7.1% Unknown, and 42.8% White. 6.9% of students were local, 87.3% students came from the rest of California, 5.6% of students came from other U.S. states, and 0.4% were foreign students.

Students enjoy rich extracurricular lives through their participation in over 190 clubs which promote involvement and engagement. Please visit <https://clubs.humboldt.edu/categories/all-clubs> for a full list of student clubs.

Athletics

The Humboldt State Intercollegiate Athletics program functions as an integral part of the academic and social environment of the university and the community in which it resides. The Lumberjacks represent the university on 12 Varsity teams, 5 men's and 7 women's, in intercollegiate competitions, the earliest of which date back to 1923. Together with intramural sports, student-athletes utilize a variety of facilities, including the Redwood Bowl, Lumberjack Arena, College Creek Field, HSU Softball Field, Humboldt Bay Aquatic Center, Fieldhouse Indoor Training Facility, and the Student Recreation Center.

Strategic Plan

The university continues to evolve as an institution known for high quality academic programs, strong values related to sustainability and social justice, hands-on learning, and a strong connection with its unique location. In 2014, the University undertook a strategic planning process where it gathered broad input through community discussions, large planning sessions, small-group meetings, online submission of ideas, gatherings that involved communities off campus, and more. The current Strategic Plan (2015-2020) identifies four key goals focused on Student Success, Supporting Diversity, Partnerships & Community, and Resources & Sustainability. The full strategic plan, as well as the Strategic Plan Project Board, which show the status of projects across campus which support its ongoing implementation, is available at <https://strategicplan.humboldt.edu/>.

Finances

Humboldt State University has a budget of over \$200 million. Approximately 2/3 comprises the General Operating Fund Budget made up primarily of tuition and state funding. The University is currently addressing a structural budget deficit, and the 2018-2019 budget helped address projected ongoing shortfalls by reducing \$9 million in spending. Through proactively implementing spending reductions, HSU has made significant progress in addressing its structural budget issues and has even grown its reserves over the past few fiscal years as reflected on HSU's financial statements. Budget challenges are likely to continue, at least in the short term, as the University works to rebound from declining enrollments. The remaining 1/3 of the budget is comprised of self-support operations, such as Housing and Residency Life along with other auxiliary operations. Our Sponsored Programs Foundation continues to grow with \$25 million in annual grant activity. Charitable gifts to the University total \$5-\$6 million annually, usually designated to support specific programs, and the endowment of just over \$30 million distributes earnings of about \$1.2 million each year for scholarships and programs. Additional information about the budget can be found at <http://budget.humboldt.edu/>.

Facilities

The campus's 90 buildings cover an area of 963,127 square feet. In addition to the 144-acre main campus, Humboldt State owns, leases, or has use agreements to an addition 591 acres which include the marine lab, observatory, natural history museum, saltwater marsh, freshwater marsh, small lakes and ponds, forest lands, sand dune preserve, research vessel, and the Wildlife Care Facility.

The Humboldt County and Arcata communities

Humboldt County is a densely forested mountainous and rural county with about 110 miles (180 km) of coastline and a population of about 120,000 centered around Eureka and Arcata. There are 16 tribes affiliated with the Northern California Tribal Chairman's Association, and the three largest tribes in California (Karuk, Yurok and Hoopa) and 9 of the 16 tribes are located within approximately a 100-mile radius of HSU. Tribes in this area have fisheries, forestry, eco-friendly, climate change, and Natural Resources programs (such as the Karuk TREX program that reduces fuels for forest fires) that are known all across America. There is a vibrant and creative cultural mix and ecosystem in the county that has developed through its varied history and a population that is committed to the region.

With nearly 1,500,000 acres of combined public and private forest in production, Humboldt County alone has produced twenty percent of total volume and thirty percent of the total value of all forest products produced in California. At the same time, the county contains over forty percent of all remaining old growth Coast Redwood forests, the vast majority of which is protected or strictly conserved within dozens of national, state, and local forests and parks. The region is known for its environmental innovation and interests in environmental protection, and Arcata is the location of the Arcata Field Office of the Federal Bureau of Land Management, which is responsible for the administration of natural resources, lands and mineral programs. With the HSU student body equaling nearly half the city's total population, Arcata is a classic example of a traditional college town.

Role of the President

The President of Humboldt State reports to Dr. Timothy White, Chancellor of the CSU System, and serves as the senior academic and administrative leader for the campus, overseeing strategic planning, financial management and fundraising, human resources, academic programming, facilities maintenance, and all other areas of operation. Positions reporting to the President include the Provost and Vice President for Academic Affairs; Vice President for Administration and Finance; Vice President for University Advancement; Vice President of Student Affairs; as well as the areas of Faculty Affairs & Human Resources, California Council for Rural Policy, and Intercollegiate Athletics.

Key Opportunities and Challenges for the President

The new President will embrace Humboldt State's historical, cultural, and community assets, its unwavering commitment to access and diversity, and its important community ties, bringing the enthusiasm and energy that catalyze ideas for growth. Serving as a visibly engaged, collaborative, and supportive leader, the President will be a tireless champion at all levels for support for the University's success, setting aspirational expectations and establishing accountability. In order to achieve this, the President will need to address the following key opportunities and challenges:

Establish a shared vision for the university which draws upon its historical, programmatic, geographic, and community assets and drives the development of the campus and its programs

Located in an area with a rich history of indigenous peoples, the timber and mining industries, environmental innovation, and the creative and performing arts, the next President of Humboldt State will join a community where the fates and future of the university and local residents and industries are closely intertwined. By understanding the place-based uniqueness and strength of the university, the natural resource bounty of the region, and the strengths and challenges afforded by its rural location, the President will actively listen to the needs and hopes of the community and fully engage in building bridges to meet those needs as a servant leader. The President will recognize the importance of HSU as a primary employer, educator, and commercial driver within the region and work collaboratively to

leverage the university's strengths and its relationships. With a mindset of being a co-leader of the Arcata community beyond the campus, the President will engage and incorporate the voices of the community in seeking creative solutions which highlight the potential of the partnership, address socioeconomic challenges facing the region, and develop the regional workforce and support economic growth.

Provide inspirational leadership that catalyzes a dynamic and productive relationship between campus and community

By authentically joining the local and regional community, the President can best understand and represent its needs. The President will capitalize on the vibrancy of Humboldt State's culture and its intellectual assets, and as a visible, positive, and effective representative in every venue, will be the university's fiercest advocate and most enthusiastic cheerleader on campus and beyond. The President will utilize every interaction as an opportunity to listen and learn in order to better understand the needs, desires, and dreams of constituents. Through strengthened outreach and effective communications and marketing, the President will highlight avenues for improvement, development, and change which showcase the university's accomplishments and potential.

Enhance programs and services and embrace campus diversity to support the success of a multifaceted student population

Serving a significant population of underrepresented, first-generation, and indigenous college students, the President will enter a unique environment where higher education can be truly transformational. For students entering the Humboldt State University campus, depending on where they are coming from, it may seem large and confusing or an intimate and much more small-town setting than home, but the diverse perspectives and variety of student backgrounds deepen and broaden the holistic experience for all. The President will contribute to the development of effective and innovative student success programs that meet the needs of a truly diverse student body, including addressing pressing concerns such as food and housing insecurity and student safety. Working closely with academic and non-academic units across campus and within the community, the President will direct attention and resources to track, implement, and adapt measures which support the holistic student experience and ensure success for students from all backgrounds.

The President will lead HSU in recognizing and broadcasting the strengths and accomplishments of the Humboldt State student body while continually striving to make the university more welcoming, equitable, and inclusive for all. Bringing deep cultural awareness, energy and commitment, the President will seek and provide resources for sustaining services and centers which support these efforts and combat racial and socioeconomic inequity. The President will lead the charge in fostering engagement across the university and strengthening bridges to the local community to initiate dialogue and constructive change around these issues.

Develop robust, data-driven, and transparent financial processes that provide the university with resources to realize its goals

In close partnership with leaders across the university, the President will develop an overarching vision for economic stability for Humboldt State, identifying strategic priorities for the university and help clarify and plow the pathways for their success. Understanding that strengthened enrollment management is crucial, allied with effective student recruitment and retention strategies, the President will ensure processes are in place to welcome all students, supports their academic success, and graduates alumni who are eager and well-prepared to engage in industries locally, nationally, and beyond.

The President will be a thoughtful and compelling champion for the University's fundraising efforts, working to build key relationships with alumni and community members and encouraging key grant applications. In addition to inspiring and securing philanthropic support, the President will bring a track record in robust, data-driven, and transparent financial management. The President will ensure that processes are developed in collaboration with faculty and academic leadership to maximize efficiency of resources and obtain long-term fiscal sustainability.

Strengthen academic excellence by recruiting, training, and retaining exceptional faculty and staff

The intimate, student-centered learning environment, provided by faculty and staff who are outstanding in their fields, sets Humboldt State apart. It will be integral that the President embody this commitment to excellence in teaching, research and scholarship, and attentiveness to student success. The President will spearhead efforts for hiring, supporting, developing, and retaining passionate and talented faculty members, fostering a culture of enhanced transparency, respect, and collaboration. The President will also be an accessible resource to faculty and staff, providing support for faculty research and scholarship, grant and contract procurement, and avenues for creative professional development opportunities, as well as innovative and effective leadership and management training. Accessible and embodying accountability, the President will craft a culture of empowerment, trust, and respect that ensures all faculty and staff members thrive and are supported and appreciated. Throughout all recruitment and retention efforts, the President will enhance efforts to diversify the faculty and staff. The new President will promote and support initiatives and programs, to provide proper support for a diverse community, ensuring that HSU is a place where people of all backgrounds can be positioned to thrive academically, professionally, and personally.

Ensure a strong senior leadership team and robust, effective management systems

The President will be a visible and active presence on campus, working to communicate broadly across the institution, seeking input from stakeholders, sharing information, and involving key constituents in the decision-making process. The President will bring a track record of hiring strong leadership teams and effective staff who are aligned with ambitious university goals and engaged in implementing high-functioning management systems with accountability. The President will model collaborative, transparent, and resilient leadership and serve as a model for other leaders on campus, deliberately enhancing campus culture through resonant communications that invite participation and contribution. The President will ensure that hiring and promotion across campus is based on measurable performance toward organizational goals. The President will galvanize the university community around opportunities on campus and with the surrounding community, harnessing the deep commitment of constituents and building engagement in its future.

Qualifications and Characteristics

The next President of Humboldt State will also possess many, if not all, of the following qualifications and characteristics:

- An earned doctoral or appropriate terminal degree;
- Deep commitment to the mission of and a clear vision for the future of a public institution of higher education;
- Strategic, progressive, and innovative academic program development;
- A strong civic and community orientation, with an understanding of place-based identity;
- Outstanding communication, listening, and interpersonal skills;
- Demonstrated ability to work effectively with a full range of external constituents, including alumni, donors, media, and leaders in the private sector;

- Experience fundraising and proven ability to build public-private partnerships and leverage external alliances;
- Demonstrated excellence in institutional leadership and resource management and development;
- Record of leadership in promoting equity and inclusion and successfully building a strong campus community, increasing diversity in all its forms;
- Comfort talking openly about race and experience handling race-based incidents with courage and conviction;
- A special, tangible appreciation for and connection to students and a record of support for student success initiatives; a deep understanding of the experience of and the challenges facing underrepresented, first-generation, and indigenous students;
- A demonstrated record of success in enrollment management and leading initiatives to improve recruitment and retention;
- A record of active listening and translating knowledge into action; a deep commitment to shared governance and collaborative leadership;
- Experience working with faculty and staff governed by collective bargaining agreements;
- Record of recruiting and developing high-quality academic administrators, faculty, and staff;
- Commitment to social justice, sustainability, and environmental responsibility;
- An impeccable reputation for integrity, transparency, and accountability.

Location

Humboldt State University is located in Arcata, 270 miles north of San Francisco and 95 miles south of the Oregon border, on 144 acres of land, nestled in a spectacular setting of redwood forests, rushing rivers, ocean beaches, and mountain ranges. The natural environment around campus is an outdoor adventurer's paradise, highlighted by ancient redwood forests and wild coastline. Summer temperatures average 63 degrees in Arcata and 92 degrees just 40 miles inland in Willow Creek. Year round temperature averages 57 degrees. Overall, Humboldt County receives an average of 37.5 inches of rain per year.

Arcata is a great college town, and nearby Eureka also offers small-town charm. They both have excellent coffee houses, clubs, art galleries, restaurants and book stores, and the area is also home to a slew of fun annual festivals and events. Within just a few minutes of campus, one can bike, camp, canoe, climb, hike, kayak, surf and much more. National Geographic Adventure magazine calls Arcata one of its "50 next great adventure towns."

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. For best consideration, please apply by March 22, 2019. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: www.imsearch.com/6840. Electronic submission of materials is strongly encouraged.



*Recruiting exceptional leaders
for mission-driven organizations*

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