



# CSU Bakersfield

Leadership Profile

President



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Prepared by

Zachary A. Smith, Ph.D.

Suzanne Teer

Sophie Stava

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This Leadership Profile is intended to provide information about California State University-Bakersfield and the position of President. It is designed to assist qualified individuals in assessing their interest.



## Opportunity and Summary of Position

California State University, Bakersfield seeks a visionary, student-centered and community-minded leader to join the campus as its president and shape a vision and plan for the future that transforms the lives of its students, inspires excellence across the university and contributes to the success of its community.

Centrally located on a 375-acre site in the southern San Joaquin Valley and founded in 1965, California State University, Bakersfield is one of the 23 campuses of the California State University (CSU) system, the largest public four-year system of higher education in the United States. The university serves more than 10,000 students at the main campus in Bakersfield and its regional center in Antelope Valley. The university offers undergraduate, graduate, post-graduate and credential programs and a doctoral program in Educational Leadership through its four schools: Arts and Humanities; Business and Public Administration; Natural Sciences, Mathematics and Engineering; and Social Sciences and Education. CSUB's Extended University serves the community by offering additional professional development, certificate and degree programs. The university's faculty are top in their fields with nearly 75 percent holding terminal degrees. A NCAA Division I school, CSUB has competed successfully in the Western Athletic Conference (WAC) since 2012. With over 70 percent of its alumni remaining and working within the Central Valley, CSU Bakersfield supports ongoing social, cultural and economic development in the region.

Reporting to the Chancellor of the California State University system, the next president of CSU Bakersfield will partner with the university's faculty, students and staff and community leaders to shape a vision and plan for the future of CSU Bakersfield that supports student success, inspires scholarly excellence and acknowledges and addresses the interconnectedness of the university and the greater Kern County community. The president will nurture a highly student-centered environment and champion, cultivate and support a diverse, equitable and inclusive campus community. The next president will also be a compelling advocate for the university across the CSU system and a highly visible and engaged leader within the community. The president will be an effective and active fundraiser and lead in the creation of a strong, stable financial plan that will increase and diversify revenue.

The president will be an accomplished leader and administrator with experience required to lead an organization of CSU Bakersfield's size and complexity. The president will demonstrate a deep

commitment to students—particularly those who are first-generation college students from low income and diverse backgrounds—and genuine commitment to their success. Likewise, the president will have a track record of championing and nurturing diverse, equitable and inclusive communities for students, faculty and staff and have the courage and conviction to take a stand on issues of importance to the campus. The president will be dedicated to the value and practice of shared governance and committed to the full range of academic programs represented at CSU Bakersfield, from science to the arts and humanities. The president must be a consummate relationship builder and community-minded individual who has a strong desire to become highly visible and active within the greater Kern County community. A strong capacity for fundraising as well as management of large, complex budgets is critical. A record of scholarship and a doctoral degree is preferred.

For information on how to apply or to submit nominations, please refer to the section, “Procedure for Candidacy” at the end of this document.



## Opportunities and Expectations for Leadership

### **Inspire and articulate a shared vision and plan for the future of CSU Bakersfield**

The new president of CSU Bakersfield will be expected to inspire the community and articulate a shared vision and plan for the university’s future. This vision and plan must build on the groundwork that has been laid and much important work that is already in progress—for example, a renewal and update of the general education requirements and shift from the quarter to semester system. The vision and plan will be a beacon for the future—one that fits with this community and builds upon the successes of CSU Bakersfield while elevating the campus reputation and profile and accelerating the university’s emergence as a leading institution in the state and beyond. This will be a unique and important opportunity to solicit input from and involve all university constituents—faculty, students, staff, alumni, community leaders and others—in creating this forward thinking plan.

The vision and plan will leverage the strengths within the university and the surrounding Kern County region and capitalize on opportunities where the interests of the university and community intersect. Those include expanding opportunity and access for students as well as increasing the level of scholarship and research to address issues and needs that are unique and important to the region.

## **Cultivate a student-centered campus that transforms lives**

The president is expected to be highly engaged in the life of students. The president must be student-centered at heart and dedicated to cultivating a campus environment, educational opportunities and student success programs that are truly transformational. The impact of the university on the lives of its students cannot be underestimated. CSU Bakersfield serves a student body that is 73 percent first-generation and primarily low income—a college education is a true game changer for CSU Bakersfield students and their families. The president will meet with students, learn and understand their true needs—often including mental health concerns as well as economic, food and housing insecurity—and be steadfast in supporting them to achieve their educational and personal goals. The president will consistently think about the decisions they make in the context of their impact on students and will be their true champion.

## **Create and champion a diverse, equitable and inclusive campus community**

CSU Bakersfield is a highly diverse community. The president will foster and ensure a safe, inclusive and welcoming environment for all students, faculty and staff. They will have a fundamental understanding of student demographics and a desire to address the unique needs and concerns of underrepresented students, immigrant students and undocumented students. The president must have the courage and conviction to respond to political concerns as they impact students served by CSU Bakersfield.

The president will also support faculty and staff across the university and at all levels—from entry-level administrative staff, to technical employees and senior administrators and faculty at the earliest stages of their academic careers to those who are well established and leaders in their field. The president will ensure they have the support to build productive, long-term and rewarding careers and contribute to an organizational culture of excellence.

## **Engage with and establish a strong presence in the greater Kern County community**

CSU Bakersfield helps shape Kern County and its future through student internships, research, campus programs and community events. And each year CSU Bakersfield contributes more than 2,000 new alumni to the community's educated and skilled workforce. The president will be considered one of the community's top leaders and as such must be willing to take on a highly external, outward-facing role and be truly engaged and accessible. The president will make a true effort to know and understand the community and interact actively with leaders in the K-12 school system, the community colleges, cultural, social and economic organizations and the corporate community and actively engage CSU Bakersfield alumni, 70 percent of which stay in the region and contribute to its well being. The president will be a "boots on the ground" leader who builds bridges and identifies and nurtures opportunities for mutual engagement. The community will expect the president to be highly visible and an active participant in conversations that address issues of importance to the Kern County community including issues related the agriculture, petroleum, aerospace and manufacturing communities and their employees. The president must be a consummate relationship builder. CSU Bakersfield is an anchor in the community and the president will eagerly take on the expected leadership role. The president will be a vocal and strong spokesperson for CSU Bakersfield and the needs of the community it serves.

## Manage and increase resources for the university

The president is responsible for the fiduciary obligations and management of a \$101.27 million budget, of which 67 percent is provided by the state of California. The president must have strong fiscal management skills and ability to understand quickly and deeply the economics of the State of California and their impact on the university as well as the financial complexities of the CSU system. In addition to the state-funding dynamics, the president will have a strong working knowledge of the dynamics of enrollment management, external grant funding and fundraising and their impact on the financial model and plan. The president will work aggressively toward securing and strengthening the university's fiscal health and building a stable and strong financial plan for the future.

The president will work diligently and proactively to increase resources for the university from all sources. The president will be highly engaged in fundraising, increasing private support from individuals, corporations and private foundations and strengthening relationships with alumni. Likewise, the president will inspire and motivate faculty to envision and strengthen their research and scholarly activity and ensure an environment and the structures needed to support a growing base of extramural grant funding for their work which totaled approximately \$15 million in 2016-17.



## Personal Qualifications and Personal Qualities

The ideal candidate is a proven and seasoned administrator and ethical leader with a demonstrated history of leadership success in an academic environment, particularly one that places a high value on access, diversity and student success. It is strongly preferred that the incoming president hold an earned doctoral or terminal degree in a field relevant to the mission of CSU Bakersfield.

Strong candidates will have many of the following personal and professional characteristics:

- Passionate and values-oriented;
- Visionary and inspirational;
- Experience serving an underrepresented, first-generation college student population, responsive to student needs and invested in their success;

- Champion for interdisciplinary learning and research and values a faculty teacher-scholar model; committed to scholarly excellence;
- Highly engaged, accessible and visible in the campus community; develops relationships with students, faculty and staff;
- Outstanding written and verbal communication skills and the ability to communicate in a clear, consistent and transparent manner to create shared goals and understanding;
- Community-minded; able to connect and jointly lead with external constituents, businesses and nonprofits to further economic development and community excellence; good listener; makes people feel heard and acknowledged;
- Familiar with faculty unions and experience within a strong and robust labor relations environment;
- Thick-skinned; resilient and open and responsive to feedback and input;
- Committed to diversity, equity and inclusion;
- Transparent, highly collaborative and committed to shared governance;
- Innovative; out-of-the-box and forward thinker;
- Responsible with a high level of integrity;
- Personable and social, with a good sense of humor and high level of energy;
- Appreciative, receptive, inclusive and collaborative;
- Strong fiscal management experience;
- Knowledgeable about the Bakersfield student body and Kern County community;
- Authentic and sincere;
- Strong level of emotional intelligence; in tune with students and their needs;
- Ability to fundraise; and
- A record of scholarship and a doctoral degree is preferred.



## California State University, Bakersfield: An Overview

Centrally located on a 375-acre site in the southern San Joaquin Valley, California State University, Bakersfield is a continuously growing comprehensive regional university that is committed to transforming the lives of its students and community through its established excellence in academia, diversity, service and community engagement since its founding in 1965. The faculty across the Western Association of Schools and Colleges (WASC) fully accredited University is world-class, with nearly 75 percent holding terminal degrees in their respective fields. A NCAA Division I school, CSUB has competed successfully in the Western Athletic Conference (WAC) since 2012 and is but one important aspect of a growing and vibrant student-life experience.

The University serves more than 10,000 students at either the main campus in Bakersfield or CSUB Antelope Valley and counts over 50,000 alumni from its four schools: Arts and Humanities, Business and Public Administration, Natural Sciences, Mathematics and Engineering and Social Sciences and Education. The University offers undergraduate, graduate, post-graduate and credential programs and a doctoral in Educational Leadership Program (Ed.D). CSUB's Extended University serves the community by offering additional professional development, certificate and degree programs. With over 70 percent of its alumni remaining and working within the Central Valley, CSU Bakersfield supports ongoing social, cultural and economic development in the region.

California State University, Bakersfield is committed to academic excellence and community partnerships. Students considering where to go to college will find that CSUB offers a number of advantages over other universities.

### **Mission**

California State University, Bakersfield is a comprehensive public university committed to offering excellent undergraduate and graduate programs that advance the intellectual and personal development of its students. An emphasis on student learning is enhanced by a commitment to scholarship, diversity, service, global awareness and life-long learning. The University collaborates with partners in the community to increase the region's overall educational attainment, enhance its quality of life, and support its economic development.

## **Vision**

CSU Bakersfield will be the leading campus in the CSU system in terms of faculty and academic excellence and diversity, quality of the student experience and community engagement. Realization of our vision will be advanced by recruitment, development and promotion of excellent and diverse staff within an organizational culture committed to excellence in all areas.

## **Core Values**

In order to honor our purpose and commitment to achieving our vision of excellence in all areas, we are guided by a set of core values that shapes our work with students, with each other and with the region we serve. These core values include the following commitments:

- Developing the intellectual and personal potential of every student
- Supporting the intellectual and professional development of all faculty and staff
- Nurturing a civil and collegial campus environment that values the diversity of persons and ideas
- Engaging one another with respect, trustworthiness, ethical behavior, and self-reflection
- Promoting active and informed engagement of faculty, staff, students, and community stakeholders in shared governance
- Being accountable to the public, alumni, students, and one another for achieving the mission, vision, and goals of the university

## **CSUB History**

It is not too hard to imagine what CSU Bakersfield looked like in its early days when the campus was surrounded by undeveloped land covered in brush. But Ken Secor remembers when the entire space was an agricultural field. "Imagine 375 acres of sugar beets with one dying cottonwood tree out where FACT is. That was the campus when I first saw it in 1967," he said.

As Vice President for Administrative Services until his retirement in 1995, Secor helped design the first complex that included the Classroom Building, Lecture Building, Fine Arts, Performing Arts, Faculty Towers, Student Services and Library (now Administration) and Administration (now University Advancement).

It was a race to build those first 94,000 square feet. When Secor and the first president, Paul Romberg, arrived in Bakersfield in August 1967, all they had was a document from the Chancellor's Office saying they were authorized to start a university. They had to locate office space, equipment and staff. They operated out of an old grocery store on Kentucky Street in Old Town Kern, then relocated to state-leased offices on California Avenue before moving onto campus in 1970.

Kern County Land Company had donated the 375-acre parcel of land along Stockdale Highway to the state of California for the purpose of building a university campus. The Board of Trustees approved the physical plans in spring of 1969, leaving just a year and a half for the first phase to be built in time to open for instruction in fall 1970.

“Romberg wanted to get started as soon as possible,” Secor said. “When we came, the Chancellor’s Office thought we’d open in 1971 or ’72. But Romberg and I talked – could we possibly open in 1970? I was 34 years old and had never done anything like this before. So I told Romberg, ‘Sure, we can do that.’ It was a miracle. But we opened in 1970.”

Since that time, CSUB has filled half of the 375 acres, adding facilities to accommodate academic programs, student life, and the greater community. Residence halls and Science I opened in 1972, followed by the Romberg Nursing Center in 1973. The center was the first university building in California built without state funds, utilizing a grant from the U.S. Health, Education and Welfare Department, as well as local funding from Tenneco, the Ararkelian Foundation and The Mrs. Charles Doré Fund.

Many other buildings have been funded by donations, including the Doré Theatre, Todd Madigan Gallery and the Icardo Center. Originally named the CSUB Activities Center, the building was dedicated in honor of the longtime Roadrunner boosters Jimmie and Marjorie Icardo, who donated more than \$2.5 million to support CSUB athletics.

Between 1994 and 1995, the Walter Stiern Library and the Student Union opened, offering students a state-of-the-art research and media center, as well as a social center for student life. The 2000s saw the addition of the Business Development Center and Science III, which greatly enhanced the student academic experience.

Additionally, after operating classes for five years through Extended University at Antelope Valley College, CSUB opened an off-campus center in Lancaster. In 2004, the city of Lancaster opened the Lancaster University Center as an additional site for instruction for CSUB-AV, and an associate vice president was hired to oversee operations. This year, the campus served more than 600 students. (The main Bakersfield campus serves about 7,500 students.)

More recently, CSUB completed construction of the university’s crown jewel: a state-of-the-art, 75,000 square foot student recreation center that opened in 2009. The university’s athletic programs also moved to NCAA Division I starting in the 2010-11 school year.

All the while, CSUB has shared its grounds with the local community for such activities as the Bakersfield Business Conference, AYSO soccer fields, Southwest Little League fields and many outdoor concerts and festivals at the Amphitheater.

## **Academic Strategy**

The University will develop plans to increase the student enrollment to 18,000 students over the next 15 to 20 years. While continuing its commitment to the enrollment of community college transfers and non-traditional aged students, an increased emphasis will be placed on enrolling more first-time freshmen directly from high school, and more students from other California counties, other states and other nations. We will review our existing academic programs and determine what new academic programs should be added to meet the changing student, community and economic development needs of our region. New faculty will be recruited as the enrollment grows. New facilities and support infrastructure will be planned to accommodate the expansion of academic programs and student enrollment.

## Strategic Goals

1. Extend Faculty and Academic Excellence and Diversity
2. Enhance the Quality of the Student Experience
3. Strengthen Community Engagement
4. Develop an Excellent and Diverse Staff
5. Develop a Campus Culture With a Sense of Community and a Commitment to Organizational Excellence



## Academics

California State University, Bakersfield is proud to offer high-quality undergraduate and graduate programs that advance the intellectual and personal development of its students. The university is committed to scholarship and life-long learning, and currently offers more than 35 undergraduate and 20 graduate degree programs, along with an Ed.D. in Education Leadership, the university's first independent doctoral program.

The academic departments and programs at CSUB are grouped into four schools:

- [Arts and Humanities](#) (AH)
- [Business and Public Administration](#) (BPA)
- [Natural Sciences, Mathematics and Engineering](#) (NSME)
- [Social Sciences & Education](#) (SSE)

CSUB also offers majors and minors in several different [Interdisciplinary Programs](#).

CSUB's [Extended University](#) is open to members of the community and offers courses for personal and professional development as well as degree and credential programs designed with busy professionals in mind.

CSUB's top five bachelor's programs are:

- Business Administration
- Psychology
- Liberal studies
- Criminal justice
- Biology

CSUB's top five graduate degree programs are:

- Social Work
- Education
- Education Counseling
- Public Administration
- Counseling Psychology

## Faculty

California State University, Bakersfield is home to 1,200 employees (1,009.7 FTE; 879 full-time and 321 part-time). Instruction is led by 571 faculty (394.7 FTE). By FTE, approximately 52 percent are tenure-track and 48 percent are non-tenure track. The instructional faculty represent a wide range of diverse backgrounds; 53 percent are female and 47 percent are male, and 35 percent are members of racial and ethnic minority groups. Among tenure-track faculty, 45 percent are female and 55 percent are male and 40 percent are minorities. Ninety-one percent of tenure-track faculty possess a doctorate degree.

## Enrollment

In Fall 2017, CSUB served a total of 10,545 full- and part-time students. Eight-seven percent of CSUB students are undergraduate students, and 13 percent are graduate/post-baccalaureate students. Sixty-one percent are female and 39 percent are male.

In the 2016-2017 academic year, CSUB had its largest graduating class ever with a total of 2,415 graduates (1,973 undergraduates and 442 master's degree students). For the first time ever, CSUB also topped more than 10,000 students enrolled in undergraduate, graduate, and Extended University programs in Spring 2017.

Race/Ethnicity	California State University, Bakersfield
American Indian/Alaskan Native	1%
Asian	7%
African American/Black	7%
Hispanic	54%
International	4%
Native Hawaiian or Other Pacific Islander	0%
Multi Racial	3%
White	20%
Race/Ethnicity Not Reported	4%

## Tuition

In today's economy, CSU Bakersfield is an incredible value. You get all the benefits of a private university — like small class sizes, cutting-edge research, and outstanding faculty — at a public school cost. Local students can get an excellent education within their own community and be ready to succeed anywhere in the world.

2017-18 Costs			California State University, Bakersfield	
Total Estimated Costs	In state		Out of state	
Tuition	\$5,472		\$16,632	
Required fees	\$1,339		\$1,339	
Room & board (on campus)	\$12,561		\$12,561	
Other expenses (books, transportation, etc.)	\$4,698		\$4,698	
<b>Total</b>	<b>\$24,070</b>		<b>\$35,230</b>	

### Points of Distinction

#### *Accolades*

Under President Horace Mitchell’s leadership, CSUB has received a number of accolades, including:

- The Equality of Opportunity Project – #3 for the upward mobility of its students. The study measured students who enrolled in the late 1990s who moved from the bottom fifth of the income distribution to the top three-fifths, 2017.
- Campaign for College Opportunity – Champion for Higher Education for excelling at enrolling and graduating Associate Degree for Transfer earners, 2017.
- The Wall Street Journal – “A Top University for Student Inclusion,” 2017.
- Washington Monthly – #10 for master’s degree programs, 2017.
- California State University system – #4 in stem grant funding, 2016.
- Washington Monthly – Best Bang-for-the-Buck Colleges, 2015, 2016, 2017.
- The Economist – #10 Best Economic Value of Degree, 2015.
- Carnegie Foundation –Community Engagement Classification, 2015 and 2016.
- CollegeAtlas.org – #5 Nursing School in California, 2015.
- Brookings Institute – 95<sup>th</sup> Percentile for Expected Student Earnings, 2015.
- Hispanic Outlook – Publisher’s Picks Top 50 Colleges and Universities, 2015.
- Georgetown University – #6 for schools yielding the highest salaries, 2015.
- TIME magazine – #39 Top Colleges and Universities, 2014.

### *Alumni and Economic Impact*

Sixty-six percent of CSUB's almost 50,000 alumni live and work in Kern County, and the University exerts a \$1.63 billion impact on Kern County's economy, making the University a "major economic player" in the region, according to 2016 CSUB report.

#### *CSUB Fab Lab*

In addition, CSUB is home to the first fully-functioning Fab Lab in the CSU and UC systems. The CSUB Fab Lab, which features digital fabrication tools and prototyping machines, offers K-12 students, CSUB students and the community hands-on, project-based learning opportunities.

### *Geology Degrees*

The Department of Geology awards more geology degrees than any other CSU, a success that is related to major funding from National Science Foundation and support from Chevron.

### *Community Service*

In addition to their academic work, our students are engaged in co-curricular activities that benefit themselves and our communities – more than 31,000 hours of service to community in 2015-16, an increase of about 4,000 hours over the previous year.

## **Student Life**

Students at CSU Bakersfield take school seriously, but there's also plenty of time to enjoy student life on and around campus. CSUB features a state-of-the-art student recreation center, over 85 student organizations and clubs and 11 fraternities and sororities. Students also enjoy Roadrunner NCAA Division I sporting events, on-campus performances and plenty of dining and entertainment options in the city of Bakersfield.

## **Athletics**

The CSU Bakersfield Roadrunners are the intercollegiate athletic teams of the institution. The university is currently a NCAA Division I school, after previously competing at the Division II level. The Roadrunners began the transition process in 2006 and became a full Division I member in July 2010. Following a period as one of a tiny number of Division I independents, CSU Bakersfield joined the Western Athletic Conference in July 2013 for most sports. CSU Bakersfield sponsors teams in seven men's and eleven women's NCAA sanctioned sports.



CSUB student athletes graduate at faster rate than the overall student body. Collectively, student-athletes have achieved a 3.0 GPA or better over the past 7 semesters.

CSUB has had an historic run in men's basketball over the past 2 years. First winning the Western Athletic Conference tournament on a last-second game winning shot and advancing to the NCAA tournament in 2016, then winning the WAC regular season title in 2017, reaching the NIT semi-final in Madison Square Garden.

Since joining the WAC, CSUB has enjoyed success across several teams, winning championships in baseball, volleyball, men's basketball and softball. There have also been many individual champions in men and women's swimming and men's track and field. Wrestling has had 3 Pac-12 conference championships in recent years as well.

## **Antelope Valley Campus**

Welcome to California State University Bakersfield-Antelope Valley (CSUB-AV) is fully accredited by the Western Association of Schools and Colleges (WASC) which is one of the nation's official accreditation bodies and several of the individual degree programs are also accredited by their discipline specific organizations (such as the Business degree: AACSB and the teacher and administrator credential programs: CCTC and NCATE).

CSUB-AV offers 6 undergraduate degrees:

- Business Administration
- Child, Adolescent and Family Studies
- Criminal Justice
- Rn to BSN (online)
- Sociology
- Liberal Studies

CSUB-AV also offers 5 graduate degrees:

- Business Administration (MBA)
- Education Administration (MA)
- Special Education (MA)

Fully online degrees:

- Administration (MSA)
- Curriculum and Instruction (MA)

The CSUB-AV campus provides onsite advising to help students with their choice of major or course selection. There are tutoring services, computer lab, library services, student life, counseling and health services all in easy reach for enrolled students.

## **Alumni**

Representing nearly 50,000 graduates, the CSUB Alumni Association awards student scholarships, hosts annual programs like Party in the Park and Alumni Hall of Fame, supports campus and community events and keeps graduates up to date on University news and events.

The **mission** of the CSUB Alumni Association is to promote the University's mission of educational excellence by engaging and connecting alumni, students, campus partners and the community through membership, mentorship, and scholarship opportunities.

Our **vision** is to be the CSUB Alumnus voice and to develop meaningful programs and events that will motivate all CSUB Alumni to make affiliation with CSUB a lifetime commitment. By providing meaningful and engaging opportunities to volunteer, participate and support the University's advancement, the Alumni Association promotes the educational and career excellence of all alumni and the University.

## Bakersfield, California

The City of Bakersfield is the southern gateway to California's beautiful and fertile San Joaquin Valley. With a population of 370,000, Bakersfield is the ninth most populous city in California (between Oakland and Anaheim) and the 52nd most populous in the nation (between Cleveland and St. Louis). The city and its surrounding area are known as Metro Bakersfield and have more than 500,000 residents. CSU Bakersfield is the only public four-year university in Bakersfield; the opportunity and responsibility to have a significant positive leadership impact on the community is rivaled by few universities nationwide.

The unique benefits of living in Bakersfield are showcased at [www.lifeinbakersfield.com](http://www.lifeinbakersfield.com) and include:

- Attainable, quality lifestyle;
- Open, generous spirit of the community;
- Proximity to the mountains, beach, Los Angeles and ease of getting around town;
- Natural abundance including fresh fruits and vegetables year round; and
- Unique, quirky sophistication with the Bakersfield Symphony, Buck Owens' Crystal Palace, Bakersfield Museum of Art, Stars Dinner Theatre (and others), Kern County Museum.

Bakersfield is home to diverse restaurants, coffee houses, shopping malls, movie theaters, symphony concerts, museums, and many more places to gather with friends. During the year, one can find events and activities ranging from the Bakersfield Jazz Festival at CSUB to the Bakersfield March Meet at Famoso Drag Strip to First Friday art events downtown to world class whitewater rafting on the Kern River and bicycling on the 43-mile bike path along the Kern River, much of which is still pristine.

One of Bakersfield's greatest assets is its location. A short drive in any direction will bring you to myriad areas of interest, such as the giant trees of Sequoia National Park or the panoramic vistas of Yosemite's Half Dome and El Capitan. The city is just a few hours from dozens of California's best beaches, scenic deserts and famed tourist attractions, such as San Francisco, Los Angeles, Hollywood and Disneyland.

CSUB's Antelope Valley Regional Center is located in Lancaster, California, a city of 160,000. Lancaster, and nearby Palmdale, are the hub cities of Antelope Valley and offer the best of California's High Desert.

For additional information about the benefits of life in Bakersfield, visit: [www.visitbakersfield.com](http://www.visitbakersfield.com).

## Procedure for Candidacy

Inquiries, nominations and applications are invited. For fullest consideration, applicant materials should be received by January 18, 2018. Candidates should provide a CV, a letter of application that addresses the responsibilities and requirements described in the leadership profile and the names and contact information of five references. Candidate confidentiality will be respected and references will not be contacted without prior knowledge and approval of candidates. Inquiries and application materials should be sent via email to the search consultants, Zachary A. Smith, Ph.D., Suzanne Teer and Sophie Stava of Witt/Kieffer, at [CSUBakersfieldPresident@wittkieffer.com](mailto:CSUBakersfieldPresident@wittkieffer.com). Questions may also be directed to the consultants through the office of Eden Stroud at 630-575-6154.

Documents that must be mailed may be sent to:

Witt/Kieffer  
c/o Eden Stroud  
2015 Spring Road, Suite 510  
Oak Brook, IL 60523

*The CSU Bakersfield values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.*

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