



*President
California College of the Arts
San Francisco, CA*

California College of the Arts (CCA) seeks an innovative, strategic, and inclusive leader to serve as its next president. Reporting directly to the Board of Trustees and guided by the College's mission and values, the president will be charged with leading the College academically, administratively, and financially into its exciting next chapter. As a transformational administrator, fierce advocate for the arts, and catalyst for change, the president will capitalize on the current institutional momentum to advance CCA's goals of expanding its visibility, reach, and impact. The next president of CCA will strengthen innovative arts and design education and professional creative practices for years to come.

Established in 1907, CCA is home to a dynamic and energetic community of artists, architects, designers, writers, curators, and scholars. The College offers 32 programs in four core disciplines: architecture, fine arts, design, and humanities and sciences. CCA enrolls approximately 1,145 undergraduate and 350 graduate degree-seeking students, employs more than 400 faculty and 250 staff, and maintains and engages a vibrant community of more than 23,000 alumni. CCA's location in San Francisco and its social and cultural mission to empower creative students attracts exceptional talent to its faculty, staff, and student body. With close ties to Silicon Valley, the Bay Area arts communities, and partnerships globally, CCA is a world-class artistic center for creative engagement. CCA is ranked as one of the best art and design schools in California, the United States, and globally. The College is also committed to making ongoing, substantive changes to foster a more equitable world. CCA is deeply committed to diversity, equity, inclusion, and belonging, and has taken direct action to espouse principles and practices that promote anti-racism and advance racial equity.

This is a propitious time to lead California College of the Arts. CCA has bold plans for the years ahead that will transform the College to support 21st century art and design education while strengthening its connections with the surrounding communities. The transition to a unified, single San Francisco campus is complete, with new student housing projects completed in Fall 2020. A campus expansion designed by award winning architect Jeanne Gang is currently under construction on an adjacent 2.4-acre lot. CCA has nearly completed a \$123 million capital campaign to support the campus unification effort. The next president will possess a strong acumen for budget management and will be a skilled fundraiser. This individual will provide inspirational and intellectual leadership for the advancement of the College's ambitious plans.

To be successful, the president will be expected to address a number of opportunities and challenges, listed below, and outlined in detail beginning on page 7 of this document:

- **Create and advance an inspiring vision and strategic plan that will extend CCA's reach, reputation, and impact and position CCA as a global leader among art institutions**
- **Drive community integration, leveraging CCA's position as a leading art and design college in San Francisco to deepen its impact on the arts and culture identity of the city**
- **Manage and grow resources to enable CCA to realize its full potential and meet its ambitious goals and objectives**
- **Develop and grow academic programs aligning with community needs and industry demands**
- **Serve as a visible leader and fierce advocate for art and design internally and externally**
- **Continue to advance diversity, equity, inclusion, and belonging efforts at CCA**
- **Unify, support, and lead a world-class faculty and staff**
- **Collaborate closely and effectively with the Board of Trustees to secure a promising future for CCA**

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 College of the Arts

In 1907, the School of the California Guild of Arts and Crafts was founded in Berkeley by Frederick Meyer, a leader in the European Arts and Crafts Movement. The school focused on providing an education for artists and designers that integrated theory and practice. In 1922, the school moved to a campus in the Rockridge area of Oakland situated at the intersection of Broadway and College Avenue. The school was renamed California College of Arts and Crafts in 1936 and, in 2003, the name was changed to California College of the Arts to reflect the institution's broader scope and mission. CCA has grown significantly in the past 20 years with the establishment of a permanent San Francisco campus in 1996, the near completion of a \$123 million capital campaign, expansion of its facilities and academic offerings, and considerable increases in student enrollment, faculty, and staff. For a more complete history of California College of the Arts, please see: <http://www.cca.edu/about/history>.

CCA is known for its broad interdisciplinary programs in architecture, fine arts, design, and humanities and sciences. It is one of the premier fine arts and design institutions in the United States and a member of the Association of Independent Colleges of Art and Design (AICAD), a consortium of 38 leading art schools in the United States and Canada. CCA confers a variety of degrees including a Bachelor of Architecture, Bachelor of Arts, Bachelor of Fine Arts, Master of Architecture, Master of Advanced Architectural Design, Master of Business Administration in Design Strategy, Master of Design, Master of Arts, and Master of Fine Arts degrees. In total, the College offers twenty-two undergraduate and ten graduate programs.

Since its founding, CCA has been a premier choice for those who believe that creative work can positively and powerfully affect our world. CCA students, faculty, and alumni understand the role of artists, designers, architects, and writers in solving social, cultural, environmental, and economic issues.

CCA is also home to two notable organizations: the Center for Art and Public Life and the Wattis Institute for Contemporary Arts. The Center for Art and Public Life creates community partnerships based on creative practices that serve the College and the diverse populations of the greater Bay Area, and beyond. The Center focuses on important issues in community development, service learning in arts education, new models of practice in community-based arts, and cultural diversity and youth development through the arts. The Wattis Institute for Contemporary Arts is a forum for the presentation and discussion of international contemporary art and curatorial practice. It offers exhibitions, a residency program, lectures, symposia, and publications, and provides an active site for contemporary culture in the Bay Area.

CCA enrolls more than 1,145 undergraduates and 350 graduate students; nearly half of enrolled students are from outside of California, 36 percent of students are international, and 40 percent of domestic students are students of color. The College also provides generous financial aid opportunities to talented students, and 83 percent of undergraduates receive CCA scholarships. The typical scholarship covers approximately 28 percent of a student's tuition. Tuition is the primary source of revenue for the College.

California College of the Arts is recognized as a vanguard institution within the art and design world. PayScale ranked CCA as the #1 art school in the nation for the best return on investment (ROI), one of the top five best undergraduate art schools by salary potential, and one of the top 20 best value colleges for art majors by salary potential. In addition, CCA's Industrial Design, Architecture, and Fashion Design programs have all been recognized in separate publications as being one of the top programs in their disciplines.

Notable faculty and alumni include painters Nathan Oliveira and Raymond Saunders; ceramicists Robert Arneson, Viola Frey, and Peter Voulkos; filmmaker Wayne Wang; conceptual artists Hank Willis Thomas, David Ireland, and Dennis Oppenheim; designers Lucille Tenazas and Michael Vanderbyl; architects Sean Canty, Cesar Lopez, and Casper Mork Ulnes; author/illustrator Tomie dePaola; and textile artist Lia Cook. Graduates of CCA have gone on to successful careers as independent artists and have been employed by many top organizations including Apple, Microsoft, NBC, Pixar, the San Francisco Museum of Modern Art, Disney Imagineering, and IDEO.

Campus Evolution and Double Ground

In the 1980s, the College began renting out various locations in San Francisco in addition to the campus in Oakland to better accommodate its diverse arts programs, and in 1996 it opened a campus in the city's Design District. In 2011, CCA's Board of Trustees purchased a tract of land behind the San Francisco campus, and this opportunity to expand made the concept of unification for CCA a reality. It was

determined that San Francisco would grow to become the sole CCA campus, and the Oakland location would close.

In 2022, CCA unified its two campuses into a single campus in San Francisco. The San Francisco campus is in the Design District, next to Potrero Hill. The former Oakland campus will be sold and transition to a mixed-use housing.

The unification of the College's academic programs as well as student housing and dining, exhibition spaces, workshops and studios, and other facilities has been a long-term goal for CCA. The College is now a single, residential campus that brings together fine arts and design, craft, and architecture, and writing and making. By fall 2024, Double Ground, CCA's innovative campus expansion project, is set to open phase one of construction.

CCA's academic expansion on an adjacent 2.4-acre lot has been designed by award winning architect Jeanne Gang of Studio Gang and is currently under construction. Studio Gang's innovative design, "Double Ground," is so named because it will have two ground levels. The "lower ground," at street level, will house workshops and studios requiring heavy equipment, such as making facilities and machinery for ceramics, metal, and sculpture. Wide doorways and a continuous floor without steps or thresholds will enable heavy materials to be moved around easily. Many of these ground-floor spaces open into shared "maker yards," flexible outdoor courtyards that serve as extensions of the surrounding shops while encouraging interaction and chance encounters among students working in a wide variety of disciplines and media.

The "upper ground" is a second main level featuring an outdoor plaza and a park-like garden, with views into the maker yards below. Dotted with plants and trees, this welcoming green space brings something of a traditional college-campus feel to the site and provides the opportunity for cross-disciplinary interactions and spontaneous meetings.

Despite pandemic disruptions that delayed the construction of Double Ground, other elements of CCA's campus expansion and unification were able to continue as planned—including the college's transformation to a residential campus with capacity to house about 50 percent of students within blocks of their classrooms, workshops, and studios.

When CCA's Board of Trustees first outlined its vision for an expanded campus more than a decade ago, it identified the development of student housing as a top priority, understanding its importance to building an inclusive creative community. With support from the City, and the generosity of donors who shared the vision for a residential campus, Blattner Hall opened in the fall of 2018 with 30 apartment-style units housing 200 students. In the fall of 2020, Founders Hall opened adjacent to the main building, adding around 500 more beds for first year, second year, and graduate students. Makers Cafe, a full-service dining hall, serves meals to students, faculty, and staff and will eventually be open to the public as well.

CCA as a Nexus for Diversity, Equity, Inclusion, and Belonging

CCA understands that a culturally diverse and inclusive campus is integral to academic and artistic excellence. The College has worked to provide access and opportunities for all of its student, faculty, and staff, with special attention to supporting groups that have been historically underrepresented in higher education. For more than fifty years, CCA has required all undergraduate students to take studio and seminar courses in Critical Ethnic Studies and immerses students in a curriculum that reflects the College's commitment to cultural and social diversity. The College is committed to making ongoing, substantive change for a more equitable world, and recent actions include increasing services and spaces for Black, Indigenous, and People of Color (BIPOC) students, diversifying the Board of Trustees, and expanding anti-racism and anti-bias training for faculty and staff.

The College also has two scholarship funds that have opened doors to art and design education for BIPOC and LGBTQ+ students: the Diversity in Design Scholarship which aims to support BIPOC and LGBTQ+ students; and the Sandra Vivanco Diversity Scholarship, which provides resources for Black and Indigenous women, women of color, and nonbinary, transgender, and DACA/Dreamer students at CCA.

In the summer of 2020, the President's Diversity Steering Group (PDSG) asked the CCA community for input and recommendations on how the College could take steps toward reckoning and change that must take place to promote racial justice and equity throughout CCA. With these recommendations as a foundation, President Beal and Provost Carland announced a commitment to a set of initial actions that will evolve and grow over time to create a comprehensive diversity, equity, inclusion, and belonging strategic plan for CCA. One of those actions included hiring a vice president for diversity, equity, inclusion, and belonging. To view a complete list of actions and progress updates, click the following link:

<https://www.cca.edu/about/action-accountability/#section-actions-updates>.

In 2022, Tricia Brand joined the CCA leadership team as the College's inaugural vice president of diversity, equity, inclusion, and belonging. In addition to her work articulating a vision for DEIB and setting a college-wide agenda for campus-wide impact, Brand has been working to relaunch [the Center for Art and Public Life](#), focusing the Center's efforts around campus climate, culture, and developing programming in support of DEIB values and a vital intellectual community hub.

University Leadership and Governance

Stephen Beal was appointed president of California College of the Arts in May 2008, having served as Provost at the College since 1997. As president, he has championed CCA's academic vision to prepare students as creative citizens who bring to their communities innovative problem-solving skills, an entrepreneurial spirit, and a desire to engage issues. During his tenure as president, Beal has successfully completed major initiatives, including the \$123 million capital campaign to support campus unification; national accreditation visits from WASC (Western Association of Schools and Colleges) and NASAD

(National Association of Schools of Art and Design); and the development and implementation of the 2016–2020 college-wide strategic plan extension.

Beal has played a significant role in the expansion of the College's programs and facilities and the implementation of key academic initiatives. Beal has successfully led the development of the ambitious multi-year plan to strengthen the CCA experience for future generations of students by unifying the academic program on an expanded San Francisco campus, dramatically increasing on-campus student housing, building out and diversifying the CCA Board of Trustees, and leading the largest capital campaign in CCA history. In February 2023, President Beal announced his retirement.

Tammy Rae Carland was appointed as provost in March 2016, after serving as Photography Chair, Faculty Senate President, and Dean of Fine Arts. As provost, she has enhanced and expanded academic affairs through developing the First-Year Program curriculum, enhancing support for students receiving diversity scholarship, supporting hybrid and online learning, developing the [Teaching Lab](#), and increasing support for multilingual learners.

Carland has worked in higher education for twenty-seven years and is also an internationally renowned artist who works with photography, video, sculpture, and small-run publications. Her art and writing have been published in numerous books, collections, and guides. In the 1990s, Carland independently produced a series of influential fanzines. She has collaborated on the record art of underground music releases for such bands as Bikini Kill, The Fakes, and The Butchies. Also, from 1997 to 2005 she managed in partnership Mr. Lady Records and Videos, an independent record label and video art distribution company that was dedicated to the production and distribution of art that celebrated queer and feminist culture. She is represented by Jessica Silverman Gallery in San Francisco.

CCA is governed by a 36-member Board of Trustees consisting of business leaders, civic leaders, educators, artists, and art professionals. The operating budget for the current fiscal year is roughly \$73.5 million. The current endowment is approximately \$40 million. For more information on the Board of Trustees, click here: <https://www.cca.edu/about/board/>

Role of the President

Reporting to the Board of Trustees, the 11th president of CCA has a tremendous opportunity to build on a solid foundation and lead the College academically, administratively, and financially into its exciting next chapter. They will inspire and nurture the next generation of talented and creative artists to become societal leaders and changemakers. The next president will work to unify CCA and its faculty, staff, and students on an innovative, dynamic, and collaborative campus committed to student success. The president will have seven direct reports. For more information on the president's senior leadership team, click here: <https://www.cca.edu/about/#section-leadership>

The president must have a proven track record of advancing diversity, equity, inclusion, and belonging and in holding others accountable to do the same, along with a deep understanding of educational and

social issues facing college students and how those impact the CCA community. The president will have inspiring and authentic leadership qualities and significant administrative experience.

Additionally, the president should be an experienced fundraiser, prepared to engage with donors, alumni, business leaders, and community leaders. The incoming president will join CCA at a time of significant potential with a unified campus and a new building on the horizon. This individual will be expected to advance the following priorities while also guiding the College to creatively and flexibly adapt to the rapidly changing and complex landscape of 21st century art and design education.

Key Opportunities and Challenges for the President

Create and advance an inspiring vision and strategic plan that will extend CCA's reach, reputation, and impact and position CCA as a global leader among art institutions

Working closely with faculty, administration, the Board of Trustees, and other key stakeholders, the president will advance a strategic vision for CCA focusing on academic and creative excellence in service to San Francisco, the broader Bay Area, and globally. The vision will celebrate the accomplishments of the past and inspire the future.

The recent unification of CCA's campuses and the new Double Ground project illustrate great strides in expanding the College's reputation and impact. There remain more opportunities to engage the College's community to support the success of its students, as well as the professional development and wellbeing of faculty and staff. The president will be instrumental in working to advance existing initiatives while collaborating with stakeholders to identify strategic priorities for the College to strengthen CCA's reach and impact.

Drive community integration, leveraging CCA's position as the sole arts college in San Francisco to deepen its impact on the arts and culture identity of the city

The city of San Francisco recently released a new comprehensive plan aimed at reinvigorating the city's downtown and repositioning the city as the region's economic hub and a center for arts and commerce. With its new state-of-the-art campus under construction, CCA is uniquely poised to assist in the effort. While CCA is the students' home base, the entire city has the opportunity to be their extended campus. The incoming president will work to further students' immersive and interdisciplinary exposure utilizing the city and its resources, emphasizing theory and practice. In doing so, students will gain the creative confidence and entrepreneurial skills needed for contemporary creative practice that will assist in the revitalization of San Francisco, the Bay Area community, and beyond.

Manage and grow resources to enable CCA to realize its full potential and meet its ambitious goals and objectives

CCA aspires to advance cutting edge, 21st century arts education; prioritize undergraduate student retention and academic success; enhance graduate student excellence; prioritize diversity, equity, inclusion, and belonging; and advocate for renovations to and expansion of its facilities and academic

programs. As the College emerges from the global pandemic, the president will need to address strategic investments while diligently managing complex fiscal challenges.

CCA is nearing completion of a \$123 million capital campaign to help achieve its objectives. It will be the responsibility of the incoming president to use their financial acumen to manage and grow resources to ensure the College has a healthy and sustainable future. Serving as the external face of the College, the incoming president will work to develop and enhance professional relationships with external stakeholders, philanthropic sources, government officials, and others who can help serve the needs of the College's artistic community.

Develop and grow academic programs aligning with community needs and industry demands

Art and design education and programming has evolved dramatically in recent years. With an emphasis on both individual and collaborative skill building, critical thinking, and project-based learning, CCA provides an interdisciplinary and innovative approach to art and design education in order to prepare students to become productive members of society. This approach is further underscored in educational initiatives that emphasize diversity, sustainability, community engagement, and social impact. CCA also places value on global dialogue, entrepreneurship, and new forms of practice.

An example of this is the development of the MBA Program in Design Strategy, one of the first of its kind in the country, which emphasizes creative thinking and approaches to business management. CCA's next president will work with key partners to discover, develop, and grow academic programs and enrollment aligning with community needs and industry demands.

Serve as a visible leader and fierce advocate for art and design internally and externally

The president is the face of CCA and carries its message. The promotion of the arts is integral to the identity of CCA and the Bay Area. Recent national debates have centered around the value of higher education and the role the arts play in it, so the incoming president will need to serve as the lead ambassador and champion for arts education and will be charged with articulating the value and impact of an arts education from CCA to potential students and other external stakeholders. This individual will be an inspiring and visible figure to CCA and the entire student body. Externally, the next president will build coalitions to ally with key stakeholders in the arts community, and partner with development staff to cultivate and steward philanthropic donors.

Continue to advance diversity, equity, inclusion, and belonging efforts at CCA

More than ever, the arts have a vital role to play in the ongoing social dialogues and racial justice movement against systemic racism and inequity. The president will embrace the vision of the arts as a vehicle for social change and will foster a culture of respect and inclusion that supports creative and critical expression internally and externally. This individual will bring a critical consciousness of inequities within the arts, and work to create an equitable environment for all faculty, staff, and students in alignment with the strategic priorities outlined by the [DEIB Task Force](#). CCA has made great strides in advancing DEIB efforts on its campus including increased services and spaces for BIPOC students, diversifying the Board

of Trustees, and expanding anti-racism and anti-bias training for faculty and staff. Alongside their committed leadership team, the incoming president will maintain and expand these achievements.

Unify, support, and lead a world-class faculty and staff

CCA's committed faculty and staff are indispensable to its mission. As the College continues to integrate into a single campus while further developing its reputation locally, nationally, and globally, the president will oversee the recruitment and retention of talent committed to advancing CCA's reach and impact. The president will invest in employee retention efforts and professional development opportunities for faculty and staff whose work can be both physically and emotionally taxing.

The incoming president will display exceptional interpersonal and management skills and will be an accessible and visible leader. They will inspire loyalty and dedication to CCA's mission and will further boost and enhance morale for faculty and staff at all levels. This individual will be committed to ensuring a healthy workplace environment and will have experience mentoring, managing conflict, and recognizing and rewarding employees for outstanding performance. This individual will also need to be prepared to lead in a unionized environment. This incoming president will seek to create more transparency and equity within CCA and will work to ensure that people are compensated appropriately and feel valued for their contributions.

Collaborate closely and effectively with the Board of Trustees to secure a promising future for CCA

CCA has a large and dynamic Board of Trustees. As this group continues to add new members and diversify the experiences and contributions represented, the president will work to maintain a positive working relationship with the Board, continuing past successes and fostering new opportunities for growth and collaboration. This will require effective relationship-building with individual Board members and the ability to effectively maintain ongoing, informative, and reciprocal communication with the Board as a whole. A close partnership with the Board will help the president to guide CCA's direction in support of the College's strategic priorities. The president will work closely with the chair of the Board of Directors to ensure board governance processes are effective and appropriate to supporting the mission of CCA.

Qualities and Characteristics

CCA seeks a dynamic leader with vision and energy to inspire members of the campus community to fulfill its mission. The College seeks candidates who possess many of the following characteristics and experiences:

- A terminal degree in the arts or an academic field is required;
- Previous experience with an academic or arts organization;
- Deep commitment to and passion for CCA's mission and the value of art, design, and creative thinking;
- A proven commitment to the values of social equity and inclusivity and the willingness to do the work to create an inclusive and equitable community, as evidenced by past accomplishments;

- Demonstrated capacity to represent CCA compellingly to donors and as a thought leader in arts and design education; the ability to energize alumni to support the institution;
- A record of providing inspirational, visible leadership and effective management of a sizable and complex organization;
- A familiarity leading in a labor organized environment;
- Intellectual depth and strategic abilities; the capacity to translate ideas and ideals into actions;
- Perceptive, good listening skills, and receptivity;
- Outstanding oral and written communication skills;
- Exceptional interpersonal skills and capacity to unify, build trust, and heal divisions;
- An inspirational leader with a creative and entrepreneurial spirit;
- The desire to embrace and engage with the greater San Francisco community and beyond;
- A global sensibility and ability to be a convincing advocate of CCA internationally;
- The ability to work on the achievement of a future vision while maintaining the operational and financial excellence needed today.

Location and compensation

This position is located in San Francisco. The anticipated salary range for the position is \$350-500k.

Applications, Inquiries, Referrals, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and resumes with cover letters should be sent via the Isaacson, Miller website for the search:

<https://www.imsearch.com/open-searches/california-college-arts/president>. Electronic submission of materials is required.

Karen Avery, David Bellshaw, Rafa Escobedo, and Julia Hochner
Isaacson, Miller
San Francisco/Los Angeles/Boston/Washington D.C./Philadelphia

As an educational and cultural institution, California College of the Arts has a responsibility to provide access and opportunities for all people, with special attention to supporting groups historically underrepresented in higher education. We believe that a culturally diverse campus is integral to academic excellence, and our student, faculty, staff, and trustee bodies should reflect the diverse world in which we live, with attention to race, ethnicity, religious creed, national origin, age, sex, sexual orientation, gender identity or expression, and ability. California College of the Arts is an equal opportunity employer and encourages applications from individuals who will contribute to its diversity.