Position Specification

California Institute of Technology
Pasadena, CA
Registrar

Overview of the Position

Mary Morley served as registrar at Caltech from 2005 until her retirement in 2016. Morley was committed to using technology to improve procedures and services, and worked closely with faculty and students to enhance the Caltech experience. Since Morley’s retirement, the associate registrar, Kim Mawhinney, has been serving in an interim role until a new, permanent registrar is hired.

The registrar’s office at Caltech includes the registrar and four additional staff members:
- Gloria Brewster, department assistant
- Tess Legaspi, department assistant
- Kim Mawhinney, associate registrar
- Debbi Tuttle, lead analyst for student information systems

Responsibilities of the Position

The registrar leads the University’s central operation responsible for maintaining academic and student information, supporting an institutional focus on student success and excellence in teaching, learning, and research. The registrar implements academic policies and practices, adapts operations to academic needs, provides information for institutional planning, and evaluates administrative processes to identify opportunities for improvement. The responsibilities of the Office of the Registrar include registration, records, recording grades, producing academic transcripts, certifying student enrollment status and completion of degrees, verifying athletic eligibility, scheduling courses and classroom space, publishing divisional and school catalogs, administering veterans’ benefits, and coordinating all aspects of graduation. The registrar is responsible for oversight and management of information technology and implementation of internal research functions for the office of campus and student life and works to ensure that the registrar’s office fosters the academic mission of the University and offers responsive service to all students, faculty, and staff. The registrar reports to the vice president for student affairs and is a key leader within the division.
Additional responsibilities include:
- Direct and develop a four-person staff with diverse responsibilities;
- Provide proactive, timely, and responsive service to constituents;
- Translate University policies and practices into efficient, timely, and well-coordinated operations;
- Collaborate with a wide range of constituencies to interpret and implement effective administrative practices, and evaluate administrative and academic information policies and processes to continually identify opportunities for improvements;
- Provide effective, comprehensive guidance in curriculum and program development;
- Communicate with faculty, students, deans, and key leaders from across the University to ensure that procedures and deadlines are clear and coordinated with academic requirements;
- Adapt operations to specialized academic needs as appropriate;
- Guide requests for use of academic information to be consistent with user needs and to support institutional planning;
- Define information requirements and ways to access information consistent with FERPA to meet the needs of the division and other campus stakeholders;
- Collect and analyze critical academic data, and promote data-informed strategic planning, decision making, and technology-based solutions;
- Collaborate with department leaders, faculty, University leadership, and campus partners to define needs, set priorities, and achieve departmental, unit, and institutional objectives;
- In conjunction with the University’s Information Management Services and Systems, lead the implementation of new systems and technology changes to improve administrative processes;
- Integrate new systems with extant systems and administrative and academic practices to achieve desired results and meet expectations;
- Set priorities within financial constraints.

Characteristics of the Successful Candidate

Qualifications of a successful candidate include the following:

- master’s degree preferred;
- several years of progressively responsible experience in a comprehensive registrar’s office or a closely related academic services area;
- demonstrated ability to work as a knowledgeable user/client of information technology and systems development, and significant experience with enterprise and student information systems;
- the ability to facilitate change processes and improve service delivery through technology;
- evidence of highly developed analytical, technical, and communication abilities;
- experience successfully evaluating, assessing, implementing, and improving administrative processes;
- directing, leading, and developing departmental staff members;
- an ability to foster a successful service organization;
- experience providing collaborative leadership with faculty, students, and staff to implement policy with judgment, integrity, and flexibility;
• experience working within a complex, elite, academically rigorous university environment;
• ability to strengthen service by adapting successful best practices from other institutions and the field at large;
• sophisticated project/process management skills;
• strong budgetary skills;
• familiarity with undergraduate and graduate programs in research.

In addition to the qualifications noted above, Caltech stakeholders identified the following characteristics, attributes, and experiences of an ideal candidate:

• possess strong interpersonal skills and be comfortable maintaining a highly visible and engaged role, actively working with a wide variety of constituents;
• must be extremely collaborative with regards to decision making and relationship building—be a consensus builder, able to work with many stakeholders throughout the academic enterprise;
• experience working with a renowned and highly respected faculty, and the ability to be both diplomatic and flexible at all times;
• couple vision with strong analytical and data-driven skills; have the ability to measure progress against stated goals and objectives;
• demonstrate strong leadership ability—must truly lead and inspire, not merely manage, others;
• experience evaluating and implementing student information systems;
• bring a wealth of knowledge of current best practices with regards to registrar duties of a complex higher education institution, including policies and protocols for protecting and maintaining the security and integrity of student information; class scheduling and management of classroom space; degree audit systems; assessment of contact and credit hours; issuance of official transcripts and diplomas; compliance issues; and ability to harness available technological resources to assure proper data management and delivery of services to students, faculty, and administrators;
• enjoy the human dimension of creating and building relationships across campus with students, faculty, staff, and campus stakeholders;
• be a facilitator of change with the capacity to build alliances and bring others onboard with new initiatives;
• bring a demonstrated ability to achieve measurable results within complex institutional settings;
• possess excellent communication and active listening skills—able to communicate effectively up, down, and across the institution with ease;
• value open discussion and debate;
• support staff development and demonstrate a record of building successful and resilient teams, as well as valuing professional development for self;
• be adaptable to changing needs, circumstances, and opportunities while remaining committed to continual assessment and process improvement;
• possess a strong customer service orientation and exhibit respect to students, staff, academic leaders, and faculty in the execution of duties;
• be a hard-working, dedicated professional of impeccable integrity and high ethical standards who engenders trust in others;
• possess a combination of big-picture thinking and the ability to manage a critical office operation on a day-to-day basis.

Likely Opportunities, Priorities, and Challenges of the Position

The new registrar will need to have the vision, creativity, and team-building skills to develop a strong and vibrant program, which is essential to meeting institutional objectives. Fully integrating the registrar into the daily and overall operations of the office and, at the same time, ensuring that policies, timelines, and opportunities are consistent with best practices are key priorities. Strong attention must be given to prospects to improve data collection, analysis, and implementation, either through the existing systems or
a new system. The University currently uses the REGIS platform for registration, as well as Exeter, a student information system that was developed internally. The new registrar will be required to work closely with constituent groups to provide information regarding the potential capabilities and costs of implementing any new systems in the future. The registrar will serve as a primary advisor to the vice president for student affairs in all matters relating to academic records, registration, privacy, and academic integrity.

Additional priorities and opportunities include the following:

- recognize that process is important to many campus stakeholders; how issues are approached is frequently as important as the ultimate resolution;
- prioritize any proposed projects and new initiatives, taking into account the human, technological, and other resources that are needed to ensure success;
- appreciate that the Caltech community values debate and discussion on a wide variety of issues and be willing to justify decisions to all constituencies in a transparent, open environment;
- operate effectively as part of the vice president’s leadership team in the division of student affairs and as a key staff member (the registrar at Caltech does not receive a faculty appointment);
- facilitate change through a collaborative process that recognizes the importance of stakeholder buy in and support throughout all phases, from conception to implementation and assessment;
- create and support a sustained culture of collegiality, despite fluctuating demands experienced by the office;
- exercise good management skills and invest in staff by initiating appropriate professional development plans that recognize individuals’ strengths as well as capacity for growth;
- collaborate with members of the campus community to support institution-wide as well as division-specific goals.

**Measures of Success for the Position**

At an appropriate interval after joining the California Institute of Technology, the following items will initially define success for the new registrar:
operations and processes within the office of the registrar continue to be enhanced and a positive reputation as an effective, responsive, and collaborative office has been firmly established among broad constituent groups;

- current technology is being optimized and ongoing work with appropriate stakeholders is enhancing functionality of systems and bringing them in line with strategic priorities;
- key relationships with academic, administrative, and other student affairs units have been developed and/or enhanced;
- an understanding of university policies and an ability to effectively interpret them for faculty, staff, and students;
- staff reporting through the registrar have confidently embraced this new leadership and have established strong and effective working relationships;
- technology is being effectively employed in all areas of the organization to optimize efficiency, enhance student service, and manage essential data necessary for strategic planning;
- there is continued stakeholder satisfaction with proactive communication within the division and with faculty;
- the registrar is regarded as a knowledgeable and resourceful collaborator;
- there is a demonstrated and nuanced understanding of the Caltech academic community and its relative complexities;
- the registrar has established a solid professional reputation as a leader and team player who understands and values collaboration and operates with appropriate political acumen, diplomacy, and dexterity;
- registrar staff are empowered to work to their full potential and continue to grow in their professional skill set and contributions;
- the registrar is uniformly recognized as being accessible and responsive;
- the registrar has earned a positive reputation as an academic leader with regards to developing and refining academic policies and related issues.

Institutional Background

The California Institute of Technology (Caltech) is a private doctorate-granting university located in Pasadena, California. Although founded as a preparatory and vocational school by Amos G. Throop in 1891, the College attracted influential scientists such as George Ellery Hale, Arthur Amos Noyes, and Robert Andrews Millikan in the early 20th century. The vocational and preparatory schools were disbanded and spun off in 1910, and the College assumed its current name in 1921. In 1934, Caltech was elected to the Association of American Universities, and the antecedents of NASA’s Jet Propulsion Laboratory, which Caltech continues to manage and operate, were established between 1936 and 1943 under Theodore von Kármán. The University is one among a small group of institutes of technology in the United States primarily devoted to the instruction of technical arts and applied sciences.

Caltech is a world-renowned science and engineering institute that marshals some of the world’s brightest minds and most innovative tools to address fundamental scientific questions and pressing societal challenges. Caltech’s extraordinary faculty and students are expanding our understanding of the universe
and inventing the technologies of the future, with research interests from quantum science and engineering to bioinformatics and the nature of life itself, from human behavior and economics to energy and sustainability.

Caltech is small but prizes excellence and ambition. The contributions of Caltech’s faculty and alumni have earned national and international recognition, including 35 Nobel Prizes. The Jet Propulsion Laboratory sends probes to explore the planets of our solar system and quantify changes on our home planet; the University owns and operates large-scale research facilities such as the Seismological Laboratory and a global network of astronomical observatories, including the Palomar and W.M. Keck observatories; and Caltech co-founded and co-manages LIGO, which, in 2016, observed gravitational waves for the first time.

Caltech is frequently cited as one of the world’s best universities. Caltech alumni and faculty hold several honors and distinctions, including 34 Nobel Prizes (Linus Pauling being the only individual in history to win two unshared prizes), one Fields Medalist, six Turing Award winners, four Chief Scientists of the U.S. Air Force, and 71 United States National Medal of Science or Technology recipients. There are 112 faculty members who have been elected to the United States National Academies. In addition, numerous faculty members are associated with the Howard Hughes Medical Institute as well as NASA. According to a 2015 Pomona College study, Caltech ranked number one in the U.S. for the percentage of its graduates who go on to earn a Ph.D.

Pasadena, CA

Pasadena is a city in Los Angeles County, California. As of 2013, the estimated population of Pasadena was 139,731, making it the 183rd-largest city in the United States.

The city is known for hosting the annual Rose Bowl football game and Tournament of Roses parade.

Bungalow Heaven is a neighborhood of 800 small Craftsman-style homes built from 1900 to 1930. Much of the area became a landmark district in 1989, and annual historic home tours have been conducted since that designation. Famed architects Greene and Greene built several of their Japanese-inspired bungalows in Pasadena. The Gamble House, an American Craftsman masterpiece, was built in 1908, as an exemplification of their ultimate bungalow. It is open to the public as both an architectural conservancy and museum.

For more on Pasadena, visit www.pasadena-chamber.org.
Mission
The mission of the California Institute of Technology is to expand human knowledge and benefit society through research integrated with education. We investigate the most challenging, fundamental problems in science and technology in a singularly collegial, interdisciplinary atmosphere, while educating outstanding students to become creative members of society.

Leadership

Thomas F. Rosenbaum, President

Thomas F. Rosenbaum is the ninth president of the California Institute of Technology and professor of physics. An expert on the quantum mechanical nature of materials, he has conducted research at Bell Laboratories, IBM Watson Research Center, and the University of Chicago, where he served first as vice president for research and for Argonne National Laboratory and then provost. He joined Caltech in 2014. He received his bachelor's degree in physics with honors from Harvard University and a Ph.D. in physics from Princeton University. Rosenbaum is an elected fellow of the American Physical Society, the American Association for the Advancement of Science, and the American Academy of Arts and Sciences.

The following administrators comprise the direct reports to Dr. Rosenbaum and are the leaders of the institute:

- **Hall P. Daily**, Director of Government Relations
- **Diana Jergovic**, Vice President for Strategy Implementation
- **Brian K. Lee**, Vice President for Development & Institute Relations
- **Scott H. Richland**, Chief Investment Officer, Caltech Investment Office
- **Carol J. Schuil**, Executive Assistant to the President
- **Joseph E. Shepherd**, C. L. “Kelly” Johnson Professor of Aeronautics and Mechanical Engineering; Vice President for Student Affairs
- **Margo Steurbaut**, Vice President of Administration and Chief Financial Officer
- **Edward M. Stolper**, Provost; William E. Leonhard Professor of Geology; Carl and Shirley Larson Provostial Chair
- **Victoria D. Stratman**, General Counsel
- **Michael M. Watkins**, Vice President of Caltech; Director of the Jet Propulsion Laboratory
- **Mary L. Webster**, Secretary, Board of Trustees
**Tuition and Fees**

The estimated nine-month, full-time cost of attendance for Caltech undergraduate students enrolled during the 2016–17 school year and living on campus are listed below. Estimated costs of living off-campus or living at home with parents may vary. With the exception of the orientation fee, all direct charges (i.e., tuition, fees, housing and board) are divided evenly between the fall, winter, and spring terms.

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
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<tbody>
<tr>
<td>Tuition</td>
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</tr>
<tr>
<td>Fees</td>
<td>$1,731</td>
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<tr>
<td>Housing</td>
<td>$7,914</td>
</tr>
<tr>
<td>Board</td>
<td>$6,186</td>
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<tr>
<td>Additional Meal Allowance (est.)</td>
<td>$900</td>
</tr>
<tr>
<td>Books and Supplies (est.)</td>
<td>$1,323</td>
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<tr>
<td>Personal Expenses (est.)</td>
<td>$1,974</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$65,874</strong></td>
</tr>
</tbody>
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**Faculty and Academics**

Caltech’s world-renowned academic environment includes approximately 300 professorial faculty, more than 600 research scholars, and a 3:1 student-faculty ratio. Caltech has six academic divisions:

**Biology & Biological Engineering**
Caltech biologists work to reveal nature’s mechanisms—how tens of thousands of components act in concert in cells, how organisms grow from single cells, how the brain maintains its consciousness, emotions, and superb computational capabilities, and what happens when any of those processes goes awry.

**Chemistry & Chemical Engineering**
Caltech’s chemists and chemical engineers study nature’s most intricate processes on scales from the subatomic to the macroscopic. Their discoveries lead to the creation of revolutionary tools, molecules, and materials for medicine, clean energy, environmental protection, and more.

**Engineering & Applied Science**
Caltech’s engineers and applied scientists invent the future, working across a wide variety of disciplines and at the fundamental boundaries of science to both conceive and design tomorrow’s technologies.

**Geological & Planetary Sciences**
Whether studying the atmospheres of exoplanets, the minerals of Mars, or earthquakes on Earth, Caltech’s geological and planetary scientists use powerful geophysical tools and methods to unravel these phenomenal natural systems and understand the past, present, and future of all our solar system’s planets.

**Humanities & Social Sciences**
The division brings together diverse faculty, from historians to philosophers to economists to neuroscientists, to explore human history and creativity, look at the decisions we make and how we make them, and provide new insights into how we communicate and understand our world.

**Physics, Mathematics & Astronomy**

Caltech’s physicists, mathematicians, and astronomers explore the universe from all perspectives and at all scales. The division brings together experimentalists and theorists, applied and basic scientists, and encourages them to delve into time and space, from today back to the Big Bang, from the cosmos to the subatomic.

**The Student Body**

Caltech’s students excel in one of the world’s most rigorous academic environments. They come to Caltech from all over the United States and across the globe, bringing with them diverse experiences, perspectives, and passions. What they share is an unbridled sense of curiosity and an extraordinary aptitude for and interest in science, engineering, and technology.

- 979 undergraduate students
- 1,261 graduate students
- 34% female; 66% male
- 99% placed in the top 10th of their high school graduating class
- 85% of undergraduate students live in Caltech housing. They choose among eight on-campus houses (with the new Bechtel residence coming online in fall 2018), where they study, socialize, and dine together. Students remain part of the same close-knit community all four years
- Approximately 450 graduate students live in campus apartments
- Caltech students study abroad in cities around the world, including Cambridge, London, Copenhagen, Edinburgh, Paris, and Melbourne

Class of 2020:

- 6,855 applicants
- 235 members of the first-year class
- 44% female; 56% male

**Interesting Facts About Caltech**

- The Caltech mascot is the beaver—an homage to nature’s engineer.
- Caltech’s founding fathers—astronomer George Ellery Hale, physicist Robert Andrews Millikan, and chemist Arthur Amos Noyes—were nicknamed “Tinker, Thinker, and Stinker.”
- Beginning in 2007, the campus hosted fall olive harvest festivals to collect as much as 2,600 pounds of olives from the trees along the famed Olive Walk. The olives yielded anywhere from 50 to 150 gallons of oil depending on the year.
- The annual Pumpkin Drop takes place at midnight on Halloween, when students drop pumpkins frozen in liquid nitrogen from the top of Millikan Library to see if they’ll give off a brief glow as they hit the ground and shatter.
- When the Museum of Hoaxes’ website published a list of the top 10 college pranks of all time, Caltech was the only school to be listed twice.
- Each house at Caltech has a fully stocked kitchen. Whether you’re craving cereal, fresh fruit, pasta, soup, or ice cream, they’ve got it all.
- Millikan Library is one of the most-often-shaken buildings in the world, as Caltech’s seismologists use it to test earthquake detectors and to gather other types of seismological data.
- In 2006, the U.S. Postal Service issued a set of limited-edition stamps featuring photos of snowflakes taken by Caltech physics professor Ken Libbrecht.
• The cannon outside Fleming House is actually fired a handful of times throughout the year. We won’t tell you when; just be prepared!
• Residents of Blacker House are known as “moles”—named for the unit of measurement, not the underground creatures.
• Albert Einstein was a visiting professor for three years, and today Caltech curates his papers.
• Every morning during finals week, at 7 a.m. on the dot, Richard Wagner’s “Ride of the Valkyries” is played at an ear-splitting volume.
• Rumor has it that the largest In-N-Out burger ever prepared was made for Caltech students.
• Caltech’s motto is “The truth shall make you free.”
• The photocopying technique known as xerography was developed by a Caltech alumnus in 1938.
• To celebrate the end of Daylight Saving Time each year, Teachers try to pull a negative-time Tommy’s run: The goal is to drive downtown, eat a burger at the original Tommy’s, and arrive back on campus before they left.
• The Emmy-nominated television series, The Big Bang Theory, which is set at Caltech, taped an episode on campus that featured a cameo appearance by world-renowned astrophysicist Stephen Hawking.
• Over the years, the Caltech campus has made cameo appearances in several well-known TV shows and movies, including The X-Files, The West Wing, Legally Blonde, Entourage, and Mission: Impossible, among others.
• Approved PE classes at Caltech include Ultimate Frisbee, table tennis, and power walking.

Division of Student Affairs

Student affairs at Caltech complements and enhances the institute’s educational mission by ensuring a healthy and supportive environment that enables students to grow academically and personally in preparation for meeting current and future challenges.

Independently and in collaboration with students, faculty, and staff, student affairs serves the Caltech community by responding to the issues, ideas, and needs of all students. Utilizing diverse approaches, student affairs provides programs and services of the highest quality.

The Division of Student Affairs at Caltech includes 18 departments under the leadership of Dr. Joseph E. Shepherd, vice president for student affairs:

• Undergraduate Admissions
• Athletics, Physical Education, and Recreation
• Bookstore
• Card Services
• Career Development Center
• Counseling Center
• Dean of Graduate Studies
• Dean of Undergraduate Students
• Dining Services
• Fellowships, Advising, and Study Abroad
• Financial Aid
• Health Center
The registrar at Caltech is a key staff leader, reporting directly to the vice president, and an integral partner across the other student affairs departments. While no formal enrollment department exists, the departments that typically comprise enrollment (admissions, registrar, financial aid, advising) are each housed within student affairs.

**Vice President for Student Affairs, Dr. Joseph E. Shepherd**

Joseph Shepherd is the C. L. “Kelly” Johnson Professor of Aeronautics and Mechanical Engineering at the California Institute of Technology in Pasadena, CA. He was dean of graduate studies from 2009 to 2015 and is currently vice president of student affairs. He has been on the faculty at Caltech since 1993. Previously, he served on the faculty of Rensselaer Polytechnic Institute from 1986 to 1993. Prior to that, he was a staff member at Sandia National Laboratories from 1980 to 1986. He earned his Ph.D. in applied physics from Caltech in 1981, and his B.S. in physics from the University of South Florida in 1976.

During his career, Shepherd has taught and carried out research on a wide range of topics in fluid dynamics, structural mechanics, and combustion chemistry with an emphasis on explosions and high-speed flow. He has led projects to investigate and improve the safety of nuclear power plants and waste storage or treatment facilities in the United States, Europe and Asia, including the March 2011 events at Fukushima Daiichi Nuclear Power Plant in Japan. He has investigated the causes of aircraft and industrial accidents, including the 1996 crash of TWA Flight 800. He has assisted industrial organizations and government agencies in assessing or mitigating flammability and explosion hazards.

**Benefits Overview**

- Medical insurance
- Dental benefits
- Vision insurance
- Flexible spending account
- MER plan
- Retirement plans
- Long-term care insurance
- Disability insurance

For more information visit [http://benefits.caltech.edu/health](http://benefits.caltech.edu/health)
Application and Nomination

Applications, including a position-specific cover letter and resume, may be submitted online at http://www.spelmanandjohnson.com/. Nominations for this position may be emailed to J. Scott Derrick at jsd@spelmanjohnson.com. Applicants needing reasonable accommodation to participate in the application process should contact Spelman Johnson at 413-529-2895.

Spelman Johnson
Registrar – California Institute of Technology
J. Scott Derrick, Search Associate

Visit the California Institute of Technology website at www.caltech.edu

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