

LEADERSHIP PROFILE



ASSOCIATE VICE CHANCELLOR FOR ENROLLMENT STRATEGY AND TRANSFORMATION THE CALIFORNIA STATE UNIVERSITY SYSTEM OFFICE

The Office of the Chancellor of the California State University System (CSU), the largest, most diverse, and most consequential university system in the United States, seeks a highly skilled and experienced leader to serve as **Associate Vice Chancellor for Enrollment Strategy and Transformation (AVC)**.

The new AVC will join the CSU System following the successful bifurcation of the previous Division of Academic and Student Affairs and creation of a new, more agile Division of Strategic Enrollment Management and Student Success (SEMSS) led by [Dr. Dilcie Perez](#), inaugural Vice Chancellor for Strategic Enrollment Management and Student Success. Reporting directly to Dr. Perez, the AVC will play a pivotal role in supporting the continued transformation of the CSU System's strategic enrollment management endeavors across its 22 campuses.

As part of the SEMSS Division's transformation, the AVC position has been created to enhance the CSU System's strategic enrollment management efforts by aligning systemwide practices and on-campus operations toward achieving the priorities and ambitious goals set forth in the CSU System's [CSU Forward](#) strategic plan and [Student Success Framework](#). To do so, the AVC must be a dynamic, strategic, and mission-driven leader with the vision, courage, and collaborative skills to effectively partner with key leaders across the CSU System in supporting the diverse constituencies the CSU serves and assuring their success.

ABOUT THE CALIFORNIA STATE UNIVERSITY SYSTEM

The CSU's 22 universities across California enroll over 460,000 diverse students, making it the world's largest four-year public higher education system. More than half of CSU students are from traditionally underrepresented backgrounds, and more than one-quarter of undergraduates are first-generation college students. Because the CSU's 22

universities provide a high-quality education at an incredible value, they are rated among the best in the nation for promoting social mobility in [national college rankings](#) from U.S. News & World Report, the Wall Street Journal, and Washington Monthly.

The CSU's scale and reach are unparalleled. Its 63,000 faculty and staff form a powerful educational infrastructure, while its 4.3 million alumni create an impressive network of leaders, innovators, and public servants. Each CSU campus also serves as an anchor institution for its local community by advancing regional growth, equity, and resilience through teaching, service, and applied research.

With campuses stretching from Humboldt in the north to San Diego in the south, the [CSU is woven into the economic and social fabric of the state](#) and provides affordable, high-quality education to meet California's evolving workforce needs. To learn more about the CSU, visit <https://www.calstate.edu/>.

MISSION OF THE CALIFORNIA STATE UNIVERSITY SYSTEM

The mission of the California State University is:

- To advance and extend knowledge, learning, and culture, especially throughout California.
- To provide opportunities for individuals to develop intellectually, personally, and professionally.
- To prepare significant numbers of educated, responsible people to contribute to California's schools, economy, culture, and future.
- To encourage and provide access to an excellent education to all who are prepared for and wish to participate in collegiate study.
- To offer undergraduate and graduate instruction leading to bachelor's and higher degrees in the liberal arts and sciences, the applied fields, and the professions, including the doctoral degree when authorized.
- To prepare students for international, multi-cultural society.
- To provide public services that enrich the university and its communities.

To accomplish its mission over time and under changing conditions, the California State University:

- Emphasizes quality in instruction.
- Provides an environment in which scholarship, research, creative, artistic, and professional activity are valued and supported.
- Stresses the importance of the liberal arts and sciences as the indispensable foundation of the baccalaureate degree.
- Requires of its bachelor's degree graduates breadth of understanding, depth of knowledge, and the acquisition of such skills as will allow them to be responsible citizens in a democracy.
- Requires of its advanced degree and credential recipients a depth of knowledge, completeness of understanding, and appreciation of excellence that enables

them to contribute continuously to the advancement of their fields and professions.

- Seeks out individuals with collegiate promise who face cultural, geographical, physical, educational, financial, or personal barriers to assist them in advancing to the highest educational levels they can reach.
- Works in partnership with other California educational institutions to maximize educational opportunities for students.
- Serves communities as educational, public service, cultural, and artistic centers in ways appropriate to individual campus locations and emphases.
- Encourages campuses to embrace the culture and heritage of their surrounding regions as sources of individuality and strength.
- Recognizes and values the distinctive history, culture, and mission of each campus.
- Promotes an understanding and appreciation of the peoples, natural environment, cultures, economies, and diversity of the world.
- Encourages free scholarly inquiry and protects the University as a forum for the discussion and critical examination of ideas, findings, and conclusions.
- Offers degree programs in academic and applied areas that are responsive to the needs of the citizens of this state and provides for regular review of the nature and extent of these programs.
- Offers or proposes to offer instruction at the doctoral level jointly with the University of California and with private institutions of postsecondary education, or independently in the fields of education, nursing, physical therapy, or audiology, where the need is clearly demonstrated.

ABOUT THE POSITION

Under the general direction of the Vice Chancellor for Strategic Enrollment Management and Student Success, the Associate Vice Chancellor for Enrollment Strategy and Transformation provides innovative vision, thought leadership, and strategic direction to advance high-impact, data-informed strategies that fuel enrollment growth and yield, expand access, and strengthen institutional sustainability and performance across the 22-campus California State University System.

The AVC plays a central role in operationalizing key priorities of CSU Forward and the CSU Strategic Enrollment Management framework by leading systemwide efforts to modernize onboarding and admissions experiences, strengthening affordability through strategic financial aid, supporting the expansion of flexible and workforce-aligned academic pathways, advancing a responsive adult learner model, and scaling efforts for student re-engagement and re-enrollment. This role also supports the implementation of critical infrastructure, including a unified student lifecycle CRM and an integrated data ecosystem that delivers real-time, actionable insights, to support personalized high-tech, high-touch student engagement and success outcomes.

As a key member of the SEMSS Division leadership team, the AVC serves as a strategic partner and senior liaison to campus vice presidents and associate vice presidents of enrollment, advancing systemwide enrollment goals by scaling innovation

and improving outcomes for all student populations, and supporting leadership onboarding. The AVC champions evidence-based approaches that equip universities with predictive analytics, integrated student support models, and regionally responsive strategies that accelerate measurable gains in student retention, persistence, and timely degree completion while strengthening institutional capacity for long-term success. The AVC also provides expert advice to the Chancellor, Board of Trustees, Chancellor's Council and other campus leaders in enrollment strategy and student success, and represents the CSU in engagements with external partners, including but not limited to legislative agencies, national organizations, community partners, and other university leaders.

The AVC provides leadership and oversight of strategic enrollment management, admissions, financial aid, strategic partnerships, and outreach, cultivating a high-performance culture grounded in innovation, accountability, and collaboration. The AVC oversees budget planning and resource allocation to ensure alignment with systemwide priorities, and leads continuous assessment of enrollment related policies, practices, and procedures to drive measurable effectiveness across the CSU system.

MAJOR RESPONSIBILITIES

The AVC will be expected to provide leadership in the following critical areas:

- Provide strategic vision and leadership for enrollment strategy and planning, advance coordinated approaches that expand access opportunities, strengthen student pathways, and support institutional effectiveness. Champion and execute high-impact practices that improve persistence and completion for all students, including traditional, transfer, historically underserved, and the modern learners. Research, evaluate and leverage national models and best practices to inform strategy and drive innovation.
- Lead the implementation of systemwide enrollment priorities aligned with CSU Forward and the SEM framework by guiding cross-functional collaboration across the 22 universities to ensure a seamless and individualized student-centered experience from entry through completion and beyond. Execute efforts that scale re-engagement and re-enrollment pathways for adult and returning learners.
- Shape long-range enrollment direction and policies by establishing forward-looking priorities that position the CSU to respond to changing demographics, workforce needs, and student expectations. Guide systemwide planning efforts, inform executive decision-making, and identify policy opportunities that remove barriers and strengthen student pathways.
- Serve as a strategic partner and senior liaison to campus enrollment leaders, provide strategic guidance on complex issues, deliver tools, and insights that enable campuses to act on data and implement effective, locally responsive strategies. Provide expert advice to the Chancellor, Board of Trustees,

Chancellor's Council and represent the CSU in engagements with external partners, as needed.

- Provide leadership and oversight of the strategic enrollment management functions by advancing initiatives grounded in research, excellence, and service while fostering an inclusive and collaborate work environment. Ensure strong operational performance, align resources with priorities, and effectively manage personnel and outcomes to drive continuous improvement.
- Other leadership duties as assigned in support of CSU and SEMSS priorities and goals.

TASKS AND DUTIES

Partnering closely with the Vice Chancellor for Strategic Enrollment Management and Student Success and other critical divisions, departments, and leaders across the CSU System, the AVC will also:

Lead Systemwide Enrollment Strategy, Innovation, and Planning

- Set vision and strategic direction for enrollment management, ensuring alignment of outreach, recruitment, admissions, financial aid, and student success efforts with long-term institutional goals and statewide needs.
- Provide expert analysis of current and emerging trends affecting enrollment growth, decline, and yield, including demographics, regional shifts, K-12 pipelines, and transfer patterns, to inform strategies that achieve systemwide enrollment targets.
- Establish systemwide yield goals and performance benchmarks, using data and predictive analytics to monitor and inform continuous refinement of recruitment, admission, and financial aid strategies.
- Identify and scale innovative enrollment practices, including technology-enabled solutions, application and CRM systems that expand access and improve the student experience across all populations.
- Leverage systemwide data, predictive analytics, and external research to assess workforce, and educational trends, informing enrollment targets and long-range planning.
- Provide strategic leadership for systemwide enrollment FTE allocation, aligning targets and distribution with campus capacity, student demand, and state priorities.
- In collaboration with the Division of Academic Affairs, ensure alignment of enrollment strategy with academic planning, workforce development, and lifelong learning initiatives, strengthening pathways from entry through completion and post-graduate outcomes.
- Serve as a key member of the divisional leadership team and advise the Vice Chancellor (VC) on strategies related to student success and data-informed innovation. Partner with other AVCs to provide regular advise to the VC ensuring coordinated approaches to improve the effectiveness and impact of SEMSS.

Drive Implementation of Systemwide Initiatives

- Provide leadership and direction by overseeing the planning and implementation of key elements of CSU Forward and the SEM framework, ensuring coordinate approach to access, flexible academic pathways, financial aid optimization, persistence, degree completion, and re-enrollment.
- Lead the development and implementation of centralized financial aid and admissions back-office functions, improving efficiency, consistency, and service delivery while enabling campuses to focus on student-facing engagement and support.
- Oversee the successful execution of major enrollment initiatives led by SEM units, including application systems, outreach and recruitment strategies, financial aid programs, direct admissions and transfer pathways.
- Advance initiatives that support modern learners, adults, working students, and re-engagement of stopped-out populations, aligning system efforts with statewide attainment and workforce goals.
- Champion a high-tech, high-touch model of student engagement, ensuring the effective use of enrollment technologies and personalized support throughout the student lifecycle.
- Ensure strong cross-functional and cross-campus collaboration to deliver a consistent, seamless, and student-centered experience across all CSU institutions.

Shape Long-Range Enrollment Direction and Policy

- Inform the analysis on the return on investment of a CSU degree by aligning enrollment, financial aid, and academic pathways with affordability, timely degree completion, manageable student debt, and strong post-graduation outcomes.
- Oversee policy alignment across admissions, financial aid, outreach, and student records, ensuring consistency, compliance, and responsiveness to legislative and regulatory requirements.
- Define and monitor key performance indicators for enrollment and student success, advancing a culture of accountability, continuous improvement, and data-informed decision-making.
- Provide executive leadership in the development, refinement, and approval of systemwide enrollment policies and practices, ensuring they reduce barriers, support students, and enhance access and success.
- Guide and oversee the translation of strategy into coordinated systemwide policies and practices, building on operational leadership to ensure effective implementation and measurable outcomes.
- Advise executive leadership, the Chancellor's Office, and the Board of Trustees on enrollment trends, policy implications, and emerging issues, including legislative and intersegmental developments.

Strategic Partner to Campuses and Stakeholders

- Serve as a key strategic partner and senior liaison to campus enrollment leaders, supporting the adoption and scaling of systemwide initiatives while enabling campus-level innovation.

- Guide university stakeholders in cutting-edge approaches to achieving equitable student outcomes and provide campuses with actionable data, tools, and guidance to implement evidence-based enrollment strategies.
- Facilitate collaboration across campuses and with external partners, including K-12, California Community Colleges, UC, and community organizations, to strengthen pipelines and student pathways.
- Provide the Chancellor and VC with expert advice and analytical support on complex enrollment issues. Develop thoughtful analysis and strategic recommendations.
- Develop Board of Trustees agenda materials and prepare presentations. Present and follow up on inquiries from key state stakeholders, Trustees, ASCSU, CSSA, and the public.
- Serve as a highly effective internal and external ambassador for the CSU. Represent the CSU in interviews, statewide and national forums while maintaining integrity and delivering accurate and credible messaging aligned with CSU's mission.
- Advise system and campus leaders on enrollment strategy, policy, and performance.

Provide Executive Oversight of Enrollment Functions

- Provide executive oversight of systemwide enrollment management functions, establish a highly motivated work environment, monitor staff performance, and create opportunities for professional growth and development.
- Direct organizational planning, budget development, and resource allocation to maximize impact and efficiency across enrollment operations.
- Foster a culture of innovation, collaboration, belonging, and continuous improvement across all enrollment functions, strengthening organizational effectiveness and long-term impact.

KEY QUALIFICATIONS AND ATTRIBUTES

The successful candidate will be a visionary, collaborative, and resourceful leader with exceptional strategic planning and change management skills, proven experience developing and implementing comprehensive faculty development programs, and demonstrated success in fostering cultures of innovation in complex educational environments.

Required Qualifications

Candidates for the position of AVC at the California State University should possess the following qualifications and experience:

- An earned graduate degree from an accredited university is required. A doctorate or terminal degree is highly preferred.
- Seven (7) years of progressively responsible senior leadership experience in enrollment management, student success, or academic administration, including oversight of admissions, financial aid, or registrar operations.
- Five (5) years of experience working within a public higher education institution.

- Comprehensive knowledge of higher education best practices in enrollment managed and thorough knowledge of federal financial aid policies.
- Proven ability to lead large, diverse teams, with demonstrated skills in organizational change, strategic planning, and continuous improvement.

Additional Qualities and Attributes

In addition, candidates for the position must also demonstrate many of the following qualities and attributes:

Strategic and Operational Experience

- Proven track record of providing visionary, collaborative, trusted, skilled and innovative leadership with exceptional administrative, financial, and managerial skills.
- Breadth and depth of the principles, strategies, and efforts of strategic enrollment management and the administration of its functions.
- Historical and current knowledge of educational, enrollment, and financial aid policies and practices to accurately represent context of policies and procedures to key stakeholders.
- Ability to synthesize information effectively to formulate, analyze, and advocate effective policy.
- Ability to address details, manage multiple responsibilities, organize, and prioritize, work collaboratively, tolerate ambiguity, and exhibit integrity in the furtherance of the CSU's mission.

Leadership and Advocacy

- A skilled, diplomatic leader with an enthusiasm for managing change with a high level of transparency and inclusivity while inspiring stakeholders toward meeting organizational goals.
- A commitment to the highest ethical and professional standards; personal and professional integrity above reproach.
- Exceptional strategic planning and change management abilities.
- A demonstrated commitment and specific experience in advancing equity and inclusion as strategic priorities, particularly for students.
- Ability to problem-solve creatively, consultatively, and strategically.

Collaboration and Partnership

- Familiarity with the dynamics of academic decision-making and policy development experience required for extensive consultation with groups of administrators and user constituents.
- Excellent consultation, relationship building, and strategic thinking skills.
- Ability to interact and negotiate with colleagues having disparate interests while adequately representing the position of the CSU.
- Understanding of the dynamics of a public multi-campus university system.
- Documented competence in both written and oral communication.
- Strong organizational, interpersonal, and public speaking skills.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

The Search Committee will begin reviewing applications immediately and continue until the conclusion of the search process. Applicants must submit a detailed letter of interest that addresses the priorities and responsibilities outlined in this profile and a current curriculum vitae or resume. Nomination letters should include the name and contact information of the nominee. All applications and nominations will be handled with the strictest confidence. Inquiries and nominations can be submitted to the search consultants listed below.

Application materials in MS Word or PDF format should be submitted to:



Alberto Pimentel, Managing Partner
Sal Venegas Jr., Partner

Email: apsearch@spaexec.com

Refer to code "CSU-AVCEST" in the subject line

SP&A Executive Search
6512 Painter Avenue
Whittier, CA 90601

Successful candidates for this position will be offered the position contingent upon a satisfactory criminal record check.

California State University considers qualified applicants for employment without regard to race, religion, color, national origin, ancestry, age, sex, gender, gender identity, gender expression, sexual orientation, genetic information, medical condition, disability, marital status, or protected veteran status.

LOCATION

The Chancellor's Office is located in Long Beach, California, (pop. 465,576) California's seventh-largest city and a major port city that is part of the greater Los Angeles metropolitan area. Residents enjoy easy access to 5.5 miles of sandy beaches and year-round moderate climate, and downtown Long Beach has an array of stores and restaurants within an eight-block area. The city is also home to several eclectic museums including the Long Beach Museum of Art and the Museum of Latin American Art. The city's East Village Arts District includes one-of-a-kind art galleries and shops. In addition, just three miles from downtown is Belmont Shore and 2nd Street, the quintessential beachfront community. Long Beach is located near famed attractions such as the Queen Mary (a one-of-a-kind historic hotel), Disneyland, Aquarium of the Pacific, Catalina Island, the Long Beach Grand Prix and more. To learn more, visit <http://www.visitlongbeach.com>.