President Search Profile

Search for the President of California State University, Monterey Bay Seaside, California

The California State University (CSU) Board of Trustees invites nominations and applications for the position of President of California State University, Monterey Bay (CSUMB), a growing, vision-driven, comprehensive state university with an intentional culture of educational innovation and a commitment to its role as a regional steward.

California State University, Monterey Bay
Empowered by an inspiring Founding Vision Statement, CSUMB, as an institution, transforms students’ lives through a focus on student success and engagement in its regional community. CSUMB is a comprehensive, mid-sized, four-year university of 7,500 students and has earned designation as both a Minority-Serving Institution and a Hispanic-Serving Institution. 56% of students live on campus, creating a vibrant campus environment, making CSUMB the most residential university in the CSU system. CSUMB currently has 194 tenure-line faculty and 298 Lecturers, an alumni base of 24,000, and a current annual operating budget of $123 million. While CSUMB serves students from across California and beyond, 41% of the University’s undergraduates come from Monterey, San Benito, and Santa Cruz counties. Given the University’s commitment to the success of every student, the faculty, staff, and administration have successfully increased student retention and completion in comparison to the rest of the CSU. The campus community prides itself on making world-class higher education accessible to traditionally underserved, first-generation, and low-income populations.

CSUMB’s Founding Vision Statement guides the development of the University, which is envisioned as a comprehensive public university that values service through high-quality education. The Founding Vision Statement emphasizes service to the diverse people of California, especially the working class, historically undereducated and low-income populations. The statement further articulates a substantive commitment to multilingual, multicultural, gender-equitable learning. The ethos includes a culture of innovation in its overall conceptual design and organization in service to the economy of the state, the wellbeing of regional communities, and the quality of life and development of its students, faculty, and service areas.

Through this initial vision, CSUMB has striven to become a model pluralistic academic community where everyone learns and teaches one another in an atmosphere of mutual respect and pursuit of excellence with a faculty and staff motivated to excel in their respective fields as well as to contribute to the broadly defined university environment. CSUMB’s graduates develop an understanding of regional interdependence and global competence, distinctive technical and educational skills, transformative experiences and abilities to contribute to California’s high-quality workforce, critical thinking abilities to be productive citizens, and a focus on social responsibility championed with skills to be community builders. Through their efforts, university students and personnel, analytically and creatively, strive to meet critical state and regional needs, and to provide California with responsible and creative leadership.
History
CSUMB was founded on the lands of the Ohlone people, which was usurped for most of the 20th century as federal land used for military training. Fort Ord – located on the shores of the Monterey Bay – served as both a primary training base for U.S. Army troops and as a cornerstone of the Monterey County economy. When the Department of Defense announced in April 1991 that Fort Ord was on the military base closure list, the local community came together behind a bold plan to establish a Cal State University campus on the former base. With strong support from community members, area legislators, and CSU system leaders, the bill establishing Cal State Monterey Bay was signed into law in September 1994.

CSUMB welcomed its first students less than one year later. In the intervening months, the founding faculty members who were attracted by the challenge of starting a new university from scratch helped give life to CSUMB’s innovative Founding Vision Statement.

Monterey Bay and the Campus
Monterey Bay is on the central coast of California, just two hours south of San Francisco. The bay itself is one of the largest marine protected preserves in the world and home to whales, deep sea anglerfish, and the sea otter, CSUMB’s mascot. The CSUMB campus is close to pristine beaches, oak forests, tidepools, and the Fort Ord National Monument. Monterey has ideal weather: Over the course of the year, the temperature typically varies from 44°F to 68°F and is rarely below 37°F or above 77°F.

The campus sits halfway between the Monterey Peninsula, which features the coastal communities of Carmel, Pacific Grove, Monterey, Marina, and Seaside, and the Salinas Valley, known as the “Salad Bowl of the World” for its abundant agricultural production. The city of Salinas is the county seat and served as the setting for many of John Steinbeck’s novels.
The campus straddles the cities of Seaside and Marina, which are small, diverse communities where many students live and work. The history of the former military base is evident across the CSUMB campus. For example, the building housing the Visual and Public Art Department has made a studio and gallery space out of previously existing motor pool buildings.

In addition to CSUMB’s main campus, the University maintains a presence in Salinas and Monterey, providing instruction and community outreach through facilities in North Salinas, downtown Salinas and the Ryan Ranch development in Monterey.

Academics
CSUMB’s academic model is distinctive in its commitment to active, engaged, interdisciplinary approaches to teaching and learning, and to the cultivation of students’ civic learning and literacy. The campus prides itself on having created a multicultural and interdisciplinary academic community committed to academic excellence through the integration of learning, service, and reflection. CSUMB’s academic model has integrated high-impact practices throughout its academic programs, embracing first-year seminars, applied and project-based learning, required service learning, senior capstones, and undergraduate research.

CSUMB is deeply committed to innovative educational practices, employing outcomes-based approaches to student learning and assessment, and to cultivating its faculty’s capacity for engaged, applied research. The University has built strong collaborations with the region’s educational, non-profit, business, research, and other institutions. Within the Academic Affairs administrative division, seven colleges house CSUMB’s academic programs. The University currently offers a total of 25 undergraduate degrees with more than 30 concentrations, 36 minors, nine graduate degrees, and many teacher-credential options. CSUMB’s colleges include:
• **The College of Arts, Humanities, and Social Sciences** empowers students to critically examine their place in the world: to imagine, to communicate, to collaborate, to create, and to transform. Graduates are engaged global citizens ready to apply their values, interdisciplinary knowledge, and skills to provide creative and socially-responsible solutions for the future. Majors in the College include: Cinematic Arts & Technology; Ethnic & Gender Studies (starts Fall 2022); Global Studies; Humanities and Communication; Japanese Language & Culture; Music; Psychology; Social & Behavioral Sciences; Spanish Language & Hispanic Cultures; and Visual & Public Art. In addition, the College offers 21 minors.

• **The College of Business** develops effective, innovative, and ethical managers and entrepreneurs to excel in today’s diverse, global business environment. With a focus on responsible business, the college prepares tomorrow’s leaders to make a positive impact on their local communities and the world. The College’s business area foci include unique and well-known programs in Agribusiness, Sustainable Hospitality Management, Business Entrepreneurship, and Social Entrepreneurship. The College offers two majors (Business Administration and Sustainable Hospitality Management), two minors (Business and Nonprofit Management), and an MBA.

• **The College of Education** prepares highly effective, culturally-sustaining professionals who engage and transform communities and schools to promote equity and social justice. The college’s undergraduate and graduate preparation programs are designed to address the regional, state, and national educational needs and offer students the knowledge, skills, and perspectives to positively impact the lives of children and to contribute to social change within CSUMB’s richly diverse communities. The College offers two undergraduate degree programs: the Bachelor of Arts in Liberal Studies and the Bachelor of Science in Human Development and Family Science. In addition, several state-accredited teaching credentials are offered in Multiple Subjects (elementary education), secondary education, special education (at several levels), and the bilingual-added authorization in addition to integrated programs with the undergraduate program. Graduate degrees are offered with a Master of Arts degree in Education with a specialization in Curriculum and Instruction or in Special Education, a Master of Science degree and credential in School Psychology, a Master’s degree in Speech and Language Pathology, and a Master’s Degree and Credential in Educational Leadership.

• **The College of Extended Education and International Programs** is a self-supported interdisciplinary college that aims to foster entrepreneurship through a more global and interconnected campus by strategically partnering with university, community, educational, business, and international allies. The college broadens access to academic programs and educational resources to regional, national, and international audiences by offering a diverse range of undergraduate and graduate degrees, professional development courses and certificates, offered in person and online, and a breadth of international education programs.

• **The College of Health Sciences and Human Services** provides high-quality, innovative academic programs that meet the educational needs of students, the region, and the state in the fields of education, public policy, health, human services, and human performance and wellness. The College is the academic home of bachelor’s degree programs in Collaborative Health and Human Services, Kinesiology, and Nursing, as well two nationally accredited graduate programs: a Master of Social Work and a Master of Science Physician Assistant.
• **The College of Science** comprises five academic units — the Department of Applied Environmental Science, the Department of Biology and Chemistry, the Department of Marine Science, the Department of Mathematics & Statistics, and the School of Computing and Design. Within these academic units, students learn through hands-on experiences and programs are organized thematically with an emphasis on finding workable solutions to important local, regional, national, and global problems. Through their studies, students gain the knowledge and practical skills necessary to adapt and succeed while making useful contributions in a rapidly changing world.

• **University College** is a multi-disciplinary unit that provides authentic and sustained support to all students in their progress to develop and fulfill their academic and professional goals through high-quality, high-impact programming. UC serves the campus and community through essential programs that foster a sense of belonging amongst students including: the First Year Seminar and General Education program, Communication Across the Disciplines, the Service Learning Institute, the Cooperative Learning Center, and the Center for Advising, Career and Student Success, as well as in the coordination of academic and enrollment matters pertaining to undergraduate, credential, and graduate studies.

---

**Centers & Institutes**

CSUMB’s centers and institutes complement the academic programs of the University, as well as serve the local community.

• The Center for Reading Diagnosis and Instruction provides service to the local community through a range of diagnostic and tutorial services related to reading. It also links with schools and community-based organizations to support ongoing literacy efforts. Training and consultation services are also provided to organizations that are engaged in the promotion of literacy.

• The Small Business Development Center was established to meet the specialized needs of the small business community throughout Monterey and San Benito counties. The center provides high quality education, consulting, support for innovation, and access to the information and tools necessary to build successful sustainable businesses.
• The Institute for Community Collaborative Studies conducts community research and designs innovative program practices and community initiatives that facilitate the development of collaborative partnerships to improve health, human services, and public policy initiatives especially for children, families and communities in the Monterey Bay region, California, and across the United States.

• The Institute for Innovation & Economic Development develops the knowledge, expertise and financial resources needed to create and support a vibrant entrepreneurial community and successful, growing businesses and social ventures in the Tri-County region.

• The Watershed Institute consists of a direct action, community-based coalition of researchers, restoration ecologists, educators, planners, students, and volunteers. These participants all work to promote and employ a systems approach to the management of watersheds around the world.

• The Institute for the Computing Talent Initiative brings together tech companies, nonprofits and institutions of higher ed to design, develop, implement, and test programming, materials, pathways, and supports to prepare computer science students, particularly students from low-income, first-generation, URM backgrounds, to be competitive for opportunities in and to make significant contributions to the tech industry. The Institute recently received $10 million in funding from the Office of the Governor.

_Pride Points_

• CSUMB’s diverse student body brings a level of persistence, determination, and commitment, resulting in academic excellence and community transformation.

• In December 2020, CSUMB concluded its first comprehensive philanthropic campaign. With an original goal of $25 million when the campaign kicked off in FY15, it concluded with more than $100 million in gift commitments for student scholarships, facilities and program expansion, faculty research and endowed professorships. The Foundation endowment has grown to $39 million.
• The CSU Council on Ocean Affairs, Science & Technology (COAST) is the CSU’s systemwide affinity group for marine and coastal research, education and workforce development and is headquartered at CSUMB. COAST integrates CSU expertise and resources to advance our knowledge of ocean and coastal systems and to meet the state of California’s needs for scientific information to support evidence-based decision-making.

• The Center for Black Student Success engages and empowers African Diaspora students at CSUMB by providing academic, professional, and personal/cultural support and enrichment programming. CBSS serves as the central hub and campus home for Black student life, working with campus and local community members to ensure Black collegiate success at CSUMB.

• The Undergraduate Research Opportunities Center promotes scholarly identity, intellectual vibrancy, and the development of social capital by facilitating mentored undergraduate research, scholarship and creative activity that is composed of rigorous, authentic, and calibrated scholarly activities. The Center provides first-hand, transformative experiences through innovative and distinctive programs that enrich and broaden engagement opportunities for the campus and tri-county community.

• Pending CSUMB Engineering program: Approved by the CSU system, the Engineering degree program, expected to launch in Academic year 2023-24, will initially focus on Mechatronics, an interdisciplinary approach to engineering with applications in robotics and automation, and will focus on the agriculture industry.

• The Panetta Institute is housed on the CSUMB campus. Under the direction of former Secretary of Defense and Mrs. Panetta, the Institute provides student opportunities in government, politics and public policy. Serving the entire California State University System, the Institute’s programs include the Congressional Internship program, providing students the opportunity to work in congressional offices in Washington D.C. and the summer Leadership Seminar for student-body officers. The Leon Panetta Lecture Series brings political leaders to the peninsula annually.

• Innovation Awards: In 2015, CSUMB was awarded two California Department of Finance Awards for Innovation in Higher Education for its CS-in-3 program and Developmental Math Program. The CS-in-3 program partners with Hartnell Community College to enable students to complete a Computer Science bachelor’s degree in 3 years. The Developmental Math Program supports the success of students who are required to complete developmental math in their first year of college.

• The Office of Inclusive Excellence and Sustainability is focused on creating a more inclusive, equitable, and sustainable institution. The second priority of the current five-year strategic plan is centered on Inclusive Excellence. This priority is focused on creating a more diverse workforce, ensuring that all the members of the university community feel connected with a sense of belonging, and that the resources are committed to fostering a campus environment that promotes inclusive excellence. As a testament to CSUMB’s dedication to equity, inclusion, and sustainability, the University has established two Presidential Committees specifically tasked with leading CSUMB’s efforts to addressing these areas.
In 2022, the Monterey Bay Football Club, a United Soccer League franchise, will begin using the University’s stadium to host their home games. This partnership is a result of an agreement with CSUMB that involved renovation of a military-base-era stadium.

Local Pathway Programs

- **Teacher Pathways** – Teacher Pathway Program (TPP) is in partnership with three Community Colleges (Hartnell College, Cabrillo College, and Monterey Peninsula College) that aim to “grow our own” future educators to address teacher shortages in the Tri-County region and statewide, by offering a seamless and accessible academic pathway and student success support for students interested in pursuing teaching careers. The collaborative has included joint planning and development, focused outreach and recruitment, developing and implementing student support, and collaborative coordination. Initial findings show graduation rates that are at least three times higher than non-TPP students.

- **Pathway Partnership** – Monterey Bay College Pathways Partnership is a unique agreement between CSUMB and the four California Community Colleges (Cabrillo College, Gavilan College, Hartnell College, and Monterey Peninsula College) located in the University’s service area. The goal of the agreement is to create 4-year articulated transfer pathways to degree completion for all joint majors of CSUMB and participating CCC institutions.
Position Summary
The President is appointed by the CSU Board of Trustees and serves as the University’s chief executive officer responsible for setting the vision, strategy, and related institutional goals and objectives. The President oversees the University’s administration and operations, and implements the policies and procedures adopted by the CSU system. The President, with their strong leadership team, will focus on achieving the University’s core mission to prepare students to contribute responsibly to California and the global community by providing transformative learning experiences in an inclusive environment.

CSUMB’s next president will be an exceptional leader who will foster collaborative and effective relationships with students, faculty, staff, alumni, donors, business and community partners, legislative leaders, and other campus stakeholders. In doing so, the President will actively engage with campus colleagues and the community to spearhead the University’s efforts in setting an ambitious trajectory for CSUMB’s future.

Opportunities and Challenges
Building upon its existing momentum as a dynamic and rapidly growing residential institution, CSUMB’s future holds significant potential for growth and the opportunity to dramatically increase its impact on its students and the communities it serves. The next President will provide bold leadership in a number of critical areas including, but not limited to:

- **Creating a Visionary Future** – CSUMB’s next President will be a collaborative leader who will guide the University’s continued pursuit of academic excellence while maintaining its commitment to a student-centered learning experience and its dedication to student success. The President must possess a deep passion for the University, its mission, and its commitment to its students and community in developing a long-term vision for the future. To do so, and to clearly demonstrate to internal and external stakeholders the important role they will also play in partnership toward fulfilling that vision, the President must be willing to engage CSUMB’s various constituencies and lead these groups toward developing a shared and inspirational vision for the future; one that enhances existing programs, creates new opportunities for academic excellence, and ensures the continued success of students. At this time of rapid global and national change, the President will need to be a transformational leader who embraces technology and engages in bold, future-forward solutions.

- **Serving as an Advocate for CSUMB** – As CSUMB’s most visible champion, the President must possess a high-level of energy and enthusiasm for the University’s mission and a deep commitment to advancing the University’s endeavors in teaching, research and creative activity, professional application, and service. The President must serve as an advocate and spokesperson for the university and promote its role as an academic, social, economic, and cultural driver within the Tri-County region and instill community confidence in CSUMB’s efforts and contributions toward addressing issues of equity and inclusion and improving the lives of its stakeholders. The President must represent the unique needs of the campus to all external and internal stakeholders in a thoughtful, persuasive, and compelling manner that will ultimately result in actions that benefit the University.
Providing Visible and Accessible Leadership on Campus – CSUMB’s next President must be prepared to serve as a leader and innovator in developing and implementing strategies that address the needs of first-generation college students, changes in federal and state legislation, increasing needs for services supporting student success and academic excellence, and a renewed level of student and faculty engagement. To meet this need, the President must be a visible, active, and genuine participant in the campus community and be willing to engage all stakeholders in authentic dialogue and learn about, celebrate, and support their representative communities. As a representative for all CSUMB’s constituencies, the President’s personal knowledge of the needs of these groups will be invaluable in guiding the discussion and actions to be taken to address the issues impacting them.

Enhancing Community Engagement – CSUMB’s next President will join an institution that has earned a positive reputation within the region and is ready to identify new areas for increasing community engagement and developing partnerships with governmental entities, industry, and non-profit organizations that will leverage the University’s intellectual capacity and resources for the benefit of all. The new President will maintain open avenues of communication between the university and key external stakeholders in the Tri-County region and capitalize on CSUMB’s existing strengths and create new programs and offerings to further elevate the University’s stature locally, regionally, and internationally.

Strengthening CSUMB’s Residential Identity – Given that CSUMB is home to more than 50% of its student body, CSUMB’s next President will lead a highly residential institution, which is unique within the CSU system. A large number of faculty, staff, and administrators also reside in campus housing. The President will be entrusted with guiding CSUMB’s efforts to explore innovative ways to continue the University’s growth in this area while working to support the physical infrastructure and support services required to ensure student success. In doing so, the President will be in a position to showcase CSUMB’s shared sense of mission and culture as a residential university as key components of the student experience in recruitment efforts and securing resources to achieve its future goals. Given CSUMB’s large residential population, it is imperative that the President recognize this asset of a vibrant residential community.

Qualities and Characteristics
To advance CSUMB and prepare the next generation of leaders in the Tri-County region and beyond, the President must possess and demonstrate the following qualities and characteristics:

Visionary Leadership
- A well-grounded and visionary leader who will become part of and appreciate the community being served;
- Leadership risk-taking to distinguish CSUMB from the other CSUs, when opportunities, budgetary funding, and successful planning align;
- The ability to promote and strengthen CSUMB’s identity by fostering a shared sense of mission and culture among all university constituents;
- A personal commitment to upholding and uplifting CSUMB’s commitment to social responsibility in the Administration and amongst its students, faculty, and staff;
- Skills and a record of fostering a culture of innovation and collegiality;
Demonstrated record to navigate successfully the current and future trends impacting higher education through reflection, building current assets, and innovative, entrepreneurial thought in order to better position CSUMB as an educational leader and socioeconomic driver in the Tri-County region;

**Strategic and Tactical Leadership Experience**
- A deep commitment to and expectation of accountability for clear strategic and tactical goals and meaningful metrics of progress;
- Experience leading an organization through a period of change, institutional growth, and cultural change;

**Administrative Competencies**
- Knowledge and experience optimizing budget resources, leading an organization in an environment of limited financial resources, and making fiscal decisions consistent with campus values, strategic planning, and unexpected opportunities;
- Experience valuing unionized employees and the relationships delineated in collective bargaining agreements;
- Exceptional interpersonal and communication skills including the ability to listen to differing opinions and viewpoints, and lead collaborative problem-solving efforts to develop effective solutions;

**Participatory and Inclusive Leadership**
- A visible and accessible leadership style that encourages and welcomes personal engagement with students, faculty, and staff;
- A leader who prioritizes input from across campus constituencies as well as transparency in decision making;
- A high level of integrity, fact-based, data-guided, ethical decision making;
- A record of earning the respect and trust among internal and external stakeholders;
- A forward-thinking leader with the ability to strategically align CSUMB’s organizational development with proven strategies for enhancing the student experience and student success;
- A willingness to put people first;
- A compassionate leadership style with evidence of a commitment to the development of faculty, staff, and students;
- A commitment to student, staff, and faculty safety and well-being with sensitivity to issues related to campus culture;
- An understanding of the importance of creating and fostering a culture that promotes, rewards, and enhances academic excellence;
- Advocacy skills to ascertain financial resources and policies for the interests of CSUMB;
- The ability to motivate a strong and effective leadership team with a collaborative and inclusive leadership style;
- A management style prioritizing shared governance, recognizing the role of faculty, as experts in their academic disciplines and with specific understanding of the University, supporting efforts of the academic senate in making academic policies, and empowering faculty, students, and staff as they strive for increased effectiveness through a process of assessment and accountability;
- A strong commitment to shared governance between the administration and the faculty and staff and between the administration and the students and an appreciation for the university community’s role in creating and fostering a campus environment that advances academic excellence, student success, and community partnership;
Diversity/Equity/Inclusion
- A demonstrated record of advancing issues of diversity, equity, and inclusion in all the University does and tackling issues of affordability, access, and opportunity for students, staff, and faculty;
- An understanding and appreciation of the variety of backgrounds and experiences represented by CSUMB’s student body, ranging from first-generation college students to lifelong learners;
- A demonstrated passion for working with diverse student groups and enhancing CSUMB’s student-centric learning environment;
- A deep understanding of the culture, opportunities, and challenges that come with being a Hispanic- and Minority-serving institution;
- Respect and celebration of the diversity of faculty and staff as it contributes to the campus community;
- Demonstrated support of Title IX anti-discrimination efforts;

Technology/Data/Innovation
- Advancing effective use of technology on a university campus and its effects on faculty teaching methods and student learning outcomes;
- Embracing the use of technology to increase efficiency of campus processes;
- Supporting fiscal planning to maintain campus technology resources
- Solicitation of strong data when data use would affect decision-making;

Community/Regional Relations
- A highly relational, community-oriented approach that supports and promotes a campus culture and environment focused on caring for each of the University’s stakeholder groups;
- The ability to build caring, mutually beneficial relationships that better serve the region and its constituents and capitalize on CSUMB’s strong reputation within the Tri-County area for doing so;
- A firm understanding of the region and the diverse populations CSUMB serves coupled with the ability to strengthen existing and develop new partnerships that will significantly enhance the University’s impact;
- The ability to establish new and enhance existing relationships with community leaders in education, alumni, government, corporations, nonprofits, foundations, and cultural organizations;
- The ability to play a pivotal and high-profile role in the region, guiding the University’s efforts in contributing to the area’s economic, civic, and cultural development;

Fundraising
- A track record of securing high wealth gifts and targeted giving, and the ability to foster a culture of high-impact philanthropy across the University and Tri-County region.

Qualifications
Leading candidates for the CSUMB Presidency will be visionary and inspirational leaders who possess the passion and determination to lead CSUMB toward achieving greater levels of excellence. This leader will require a personal commitment to the mission, values, and culture of the University and an appreciation for the Central Coast community, and the rest of California, the University serves.
CSUMB seeks a President with exceptional communication and leadership skills coupled with the ability to develop highly effective teams and foster a culture of innovation and collegiality. The next President will exemplify superb oral and written communication skills that address and speak directly to the dynamic context of the 21st century. The next president will possess a record of success driving a complex and dynamic organization that embraces excellence, community engagement, collaboration and creative problem solving.

Although a doctoral degree and exceptional academic and administrative experience are highly preferred, the CSU Board of Trustees is open to candidates who have achieved noteworthy success in their respective fields outside higher education to apply. These candidates must have demonstrated experience and a track-record of success working in a complex organization where success is achieved in partnership and collaboration rather than solely through direct authority.

Application / Nomination Process
The Search Committee will begin reviewing applications immediately. Applicants must submit a current curriculum vitae and a letter of interest describing relevant experience. Nomination letters should include the name and contact information of the nominee. All nominations and applications will be handled in confidence.

Applications and letters of nomination should be submitted by email to:

Alberto Pimentel, Managing Partner
Emy Cruz, Partner
Sal Venegas Jr., Principal
Email: apsearch@spaexec.com
Refer to code “CSUMB-President” in the subject line

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

California State University, Monterey Bay is an Affirmative Action/Equal Opportunity Employer. We consider 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.