ABOUT THE CALIFORNIA STATE UNIVERSITY SYSTEM

The 23 CSU campuses span California and collectively enroll some 486,000 students, making it the largest four-year comprehensive public higher education system in the world. The CSU employs approximately 56,000 faculty and staff, who work together to deliver more than 4,100 undergraduate and graduate degree programs in some 360 subject areas. The CSU confers approximately 130,000 degrees annually, and its global alumni base is more than four million strong. The CSU provides high-quality, affordable education to meet the ever-changing needs of the people of California; in fact, roughly one out of 10 employees in California attended a CSU institution. To learn more, visit www.calstate.edu.

The CSU stands at an exciting moment: Dr. Joseph I. Castro, formerly president of California State University, Fresno, was named the eighth chancellor of the CSU in September 2020. He is the first California native and first Mexican American to be appointed to oversee the 23-campus university. Six years ago, the CSU launched Graduation Initiative 2025 as a bold and ambitious signature student success program created to elevate a generation of students and place a CSU degree within their reach. Through the collective and unwavering efforts of the CSU’s 23 campuses, and notable investment by California, this initiative has achieved significant progress as it reaches its midway point in 2021. In 2019-20, despite the challenges imposed by the COVID-19 pandemic, nearly 110,000 CSU students earned a bachelor’s degree and joined the ranks of almost four million CSU alumni worldwide. This record number of degrees represents 23,000 additional graduates compared to 2015, the year before the initiative was launched.

VICE CHANCELLOR FOR UNIVERSITY RELATIONS AND ADVANCEMENT
THE CALIFORNIA STATE UNIVERSITY | LONG BEACH, CALIFORNIA

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 Vice Chancellor for University Relations and Advancement (VC-URA). Reporting to the Chancellor, the successful candidate for this extraordinary opportunity will oversee a team of more than 55 employees, with eight direct reports and a budget of approximately $11 million.
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 welcoming and supportive 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 technology and the professions, including the doctoral degree when authorized.
- To prepare students for a global, 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 and learning outcomes.
- 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 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.
- Promotes and integrates contemporary technologies in the learning, academic advising, business operations and research environments.
- 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 limited instruction at the independent doctoral level and jointly with the University of California and with private institutions of postsecondary education.
• Partners with campus leaders who support shared decision-making and collaborative strategies to enhance campus academic goals.

ABOUT THE DIVISION OF UNIVERSITY RELATIONS AND ADVANCEMENT
The Division of University Relations and Advancement (UR&A) promotes the California State University to key stakeholders and constituents by communicating its strengths as a state and national leader in higher education. UR&A achieves this objective by leading the CSU’s efforts in advocacy, communications and branding, media relations, advancement, alumni engagement and more — advancing the university’s mission to provide high-quality, accessible and affordable education that transforms lives and contributes to the economic and societal success of California.

The Division of University Relations and Advancement includes the following departments:
• Advocacy and State Relations
• Federal Relations
• Marketing Communications
• Strategic Communications and Public Affairs
• Systemwide Advancement

DIVISION’S KEY INITIATIVES
• Enhance engagement with state and federal government leaders and legislative members to further the interests of the CSU and support the mission of the university.
• Establish and implement ongoing communication strategies that effectively tell the story of the California State University as the key to California’s most prosperous future.
ABOUT THE POSITION

This position marks an exceptional opportunity for a dynamic, strategic and mission-driven leader to direct a complex, multi-unit organization. The Division of University Relations and Advancement is at the helm of strategically promoting the CSU’s mission and advocating for the CSU as it seeks to achieve greater heights of academic excellence, access and success to the citizens of California.

The Vice Chancellor for University Relations and Advancement (VC-URA) serves as a key policy advisor to the Chancellor for issues concerning state and federal relations, public affairs, strategic communications, fundraising campaigns and external relations. This position reports to the Chancellor. The VC-URA serves as a member of the Chancellor’s senior leadership council, both of the system and within the Office of the Chancellor.

Reporting to the VC-URA are assistant vice chancellors for advocacy and state relations, federal relations, marketing communications, strategic communications and public affairs, and systemwide advancement. The director of operations and the senior advisor of campus advancement and executive assistant also are direct reports.

OPPORTUNITIES AND CHALLENGES

Developing a New Vision

The new Vice Chancellor for University Relations and Advancement will join the California State University during a period of exciting transition and great promise under the leadership of recently appointed Chancellor Joseph I. Castro. In guiding the division, the VC-URA will be charged with creating a bold new vision for the future that leverages the CSU’s strengths toward better serving its constituents, the State of California, and the nation.

Amplifying the CSU’s Impact

The next VC-URA will be in the unique and critical role of partnering with key stakeholders across the CSU’s 23 campuses to capitalize on the System’s contributions to the nation’s higher education landscape. In particular, the VC-URA will serve as a highly engaged advocate for the CSU’s ability to impact policy statewide and as a steward of the national conversation regarding issues important to the System and the students it serves.

Respecting and Leveraging Campus Identities

Promoting the CSU System While Leveraging Campus Identities – The VC-URA will promote the CSU’s current branding efforts: “23 campuses, one university,” but will also work enthusiastically across the System to support the unique identity and culture of each campus to set an agenda that embraces the storied history and makeup of each institution while showcasing their common interests, strengths, and contributions.
Maximizing the CSU’s Assets

In their role, the new VC-URA will have the opportunity to guide the organization toward enhancing partnerships amongst the CSU’s 23 campuses, across the CSU Chancellor’s Office, and within the Division. As they bolster communication and increase the flow of information at all levels, the VC-URA will foster a working environment dedicated to customer service and supporting the CSU’s mission and maximizing the impact of the CSU’s resources and personnel at both the System and campus levels.

Providing Counsel to CSU Leaders

As a senior-level advisor to the Chancellor and the CSU’s 23 campus presidents, the next VC-URA must be an active participant in uniling the leadership’s efforts toward addressing strategic priorities and addressing critical issues impacting the System and its campuses. As a central figure in providing advice and counsel to the CSU’s senior leaders, the VC-URA will be a crucial partner in navigating immediate and emerging issues as well as creating mid- and long-term strategies for enhancing the CSU’s position on issues of policy, advocacy, strategic communications, alumni relations, etc.

Cultural Transformation

The Division of University Relations and Advancement has had stable and long-term leadership for many decades and is now in a position to embrace a more forward-thinking, collaborative, and strategic mindset. The next VC-URA will join a team that is poised to embrace an organizational structure that streamlines processes, reduces redundancy, increases cross-unit collaboration, and works in closer collaboration with the CSU’s 23 campuses. This rare opportunity for transformational change is in alignment with the bold vision set forth by the new Chancellor.

Partnering closely with the Chancellor and the members of his executive team, the VC-URA will:

• provide strategic counsel to the Chancellor and the Board of Trustees in deliberations about University Relations and Advancement needs and the implications associated with major institutional choices, including re-envisioning higher education in the post-pandemic era;
• serve as senior liaison to the Board of Trustees’ Committee on Governmental Relations and Committee on Institutional Advancement in the development of policies related to University Relations and Advancement;
• advance a proactive culture of collaboration with the other vice chancellors at the system office;
• support and strengthen collaborative relationships with the campus presidents;
• support and strengthen collaborative relationships with the vice presidents for University Relations;
• support and strengthen collaborative relationships with the CSU Foundation Board of Governors, CSU Alumni Council and university-wide student legislative liaisons;
• serve as CEO of the CSU Foundation;
• promote a culture of enabling and facilitative service by the division to the CSU campuses regarding University Relations and Advancement initiatives and policy implementation;
• lead and foster a culture of responsiveness, collaboration and excellence;
• lead and inspire others and foster innovation;
• embrace and advance the culture of inclusivity, equity and commitment to the power of diversity;
• lead and inspire partners across the CSU campuses to lead innovation and develop and share, at university-wide scale, campus-based best practices;
• at the direction of the Chancellor, represent the CSU and advocate for higher education as a public good with state government and related agencies;
• work collaboratively with the other higher education segments and other educational organizations;
• represent the CSU with local, state and national legislators and business leaders regarding University Relations and Advancement policy and initiatives; and
• contribute nationally on initiatives and/or dialogues regarding current and future trends and issues in higher education.

Key areas of responsibility and leadership include:

• Advocacy and State Relations
  The Office of Advocacy and State Relations (ASR) represents and advocates for California State University interests with state government through effective advocacy, outreach and communication and relations with the governor’s office, legislature, state agencies and other external entities with the support of the system office, campuses, alumni and other supporters.

• Alumni Relations
  Alumni Relations connects the growing community of four million global CSU alumni by highlighting the impact of graduates in key industries, hosting systemwide alumni events on the East Coast and internationally, and managing systemwide alumni networks in several geographic regions. The area also includes the CSU Alumni Council which represents the 23 campus alumni associations at the system level.

• Executive Writing
  Executive Writing is responsible for a wide variety of executive communications functions, working primarily in support of the Chancellor, but also performing communications tasks for vice chancellors, trustees and other leadership within the Office of the Chancellor.

• Federal Relations
  The CSU Office of Federal Relations (OFR) works in Washington, D.C., to advance the interests of the nation’s largest and most diverse university system. OFR serves as a resource to Washington-based policymakers, including the California congressional delegation, as well as to educational associations and media. OFR also leads system efforts each year to formulate and coordinate the federal priorities of the CSU’s 23 campuses.

• Marketing Communications
  The Marketing Communications team provides marketing direction, from digital and print communications to brand management, graphic identity and messaging. In concert with peers within University Relations and Advancement, the marketing team helps frame and promote the unique attributes that distinguish the California State University and works with campus colleagues to bring the story of the CSU to light.

• Strategic Communications and Public Affairs
  Using innovate strategies to share the CSU story, Strategic Communications and Public Affairs staff help illuminate the ways the university benefits CSU alumni and all Californians. The team works with local and national news media, and helps with communications planning, crisis communications, media training and more.
• **Systemwide Advancement**
  Systemwide Advancement facilitates private support to help the university carry out its mission and achieve its goals by providing support services for the university community to engage alumni and build fundraising capacity. To advance the university’s philanthropic mission, systemwide advancement promotes model practices, coordinates professional development programs, troubleshoots issues, develops policy and produces accountability reports.

**KEY QUALIFICATIONS AND ATTRIBUTES**
Below are the qualifications and characteristics for the VC-URA position:

- An earned bachelor’s degree in political science, public policy, communications or a related field;
- A proven history of building relationships with diverse constituencies and facilitating effective partnerships amongst academic divisions and administrative units;
- A skilled, diplomatic communicator with the demonstrated ability to develop and nurture excellent working relationships with internal and external constituencies, including Trustees, Foundation Board members, alumni, faculty, deans, staff, students, donors, and corporate, foundation, and community, and government leaders;
- An innovative and inspiring leader who will serve as a catalyst for new programmatic ideas and the development of long-term strategies that advance the CSU’s mission and influence critical decisionmakers at the highest levels;
- A commitment to and passion for the mission of the CSU and each of its individual campuses;
- High-level, comprehensive strategic planning skills; experience developing, articulating, and implementing a strategic vision within a complex institutional environment and the ability to advocate throughout the system fairly and earnestly;
- The ability to think analytically and utilize data to make data-informed decisions;
- A demonstrated capacity to build strategic partnerships and support key stakeholders across the CSU’s distributed organizational landscape;
- High emotional intelligence with the ability to inspire and empower collaborative relationships among staff and stakeholders within and beyond the Division of University Relations and Advancement;
- Proven experience working to advance and support diversity, equity, inclusion, and social justice;
- Exceptional communication and interpersonal skills; the ability to serve as an active, authentic and engaged listener and advisor;
- A record of success in building highly effective teams and developing and retaining exceptional staff; and
- A transformative leader with a highly accessible and approachable management style; a visible leader that values collegiality and collaboration in the development of new ideas.

In addition, the following qualifications and characteristics are preferred:

- Experience in a public higher education institution or System;
- Knowledge of or effective experience working within collective bargaining environments;
- Knowledge of and experience in advocating to and working with government leaders including key legislators, the Governor, and other senior-level officials.
COMPENSATION AND LOCATION

Compensation will be commensurate with experience. 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.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

For fullest consideration, applicants are advised to submit their materials by January 27, 2022. Review of complete applications will begin 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, position, address, and telephone number of the nominee. All applications and nominations will be handled with the strictest confidence.

Application materials in MS Word or PDF format should be submitted to apsearch@spaexec.com

Inquiries and nominations can be submitted to the same e-mail address or directed to SP&A Search’s consultants listed below.

Alberto Pimentel, Managing Partner
a.pimentel@spaexec.com

Sal Venegas Jr., Principal
s.venegas@spaexec.com

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

The California State University (CSU) is committed to maintaining and implementing employment policies and procedures in compliance with applicable state and federal equal employment opportunity laws and regulations. Executive Order 883 prohibits discrimination, and Executive Order 927 prohibits harassment, on the basis of a protected status: race, color, religion, national origin, ancestry, age, sex (including gender identity, per HR 2004-12), sexual orientation, marital status, pregnancy, mental disability, physical disability, medical condition and covered veteran status. Retaliation against individuals for complaining about this proscribed conduct, opposing such conduct, or participating in an investigation or proceeding involving such conduct is prohibited by both executive orders.
THE 23 CAMPUSES
OF THE CALIFORNIA STATE UNIVERSITY

www.calstate.edu/attend/campuses