

LEADERSHIP PROFILE



VICE CHANCELLOR FOR EXTERNAL RELATIONS AND COMMUNICATIONS 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 External Relations and Communications. Reporting to the Chancellor, the successful candidate for this extraordinary opportunity will oversee a team of more than 58 employees, with five direct reports and a budget of approximately \$11 million.

ABOUT THE CALIFORNIA STATE UNIVERSITY SYSTEM

The CSU's 23 universities span California and collectively enroll some 460,000 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 more than 350 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. The CSU is a vital economic engine for the State 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. Mildred García, most recently the president of the American Association of State Colleges and Universities and formerly president of CSU Dominguez Hills and CSU Fullerton, assumed the role of Chancellor in October 2023. She is the first Latina to be appointed to oversee the CSU system.

Strategic Objectives

The CSU Board of Trustees has identified strategic objectives that are critical to advancing the CSU's mission and furthering its core values. The Vice Chancellor for External Relations and Communications will play a critical role as an advisor and advocate in the development of a multi-faceted communication strategy that furthers the following goals:

- Achieving—or surpassing—the equity and completion goals of the CSU’s flagship student-success effort, Graduation Initiative 2025, and leveraging the lessons learned during the global pandemic to re-imagine the teaching and learning experience.
- Developing and implementing more comprehensive and sustainable systemwide fiscal models, in the face of continuing economic uncertainty and shifting trends in college enrollment.
- Continuing the focus on affordability for CSU students, with special emphasis on the total cost of attendance, addressing food and housing insecurity among CSU students, the reevaluation of the CSU’s financial aid programs in light of recent statutory reforms, and the need to maintain affordable tuition despite insufficient state funding.
- Addressing changing enrollment demand and anticipated demographic trends and their variable impact across the CSU’s 23 universities.
- Continuing the CSU’s commitment to all members of the community—students, faculty, staff, and administrators—that they are equally welcomed and included, and to protect freedom of speech and diversity of viewpoint through respectful discourse.



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 doctoral degrees.
- To prepare students for a global, multi-cultural society.
- To provide public services that enrich the CSU, the 23 CSU universities, and their respective 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 foundational bedrock of the baccalaureate degree.
- Requires of its bachelor’s degree graduates breadth of understanding, depth of knowledge, and the acquisition of skills that 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 CSU system 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 EXTERNAL RELATIONS AND COMMUNICATIONS

The Division of External Relations and Communications promotes the California State University to key stakeholders and constituents by communicating its strengths as a state and national leader in higher education. It achieves this objective by leading the CSU's efforts in advocacy, communications and brand positioning, media relations, advancement, alumni engagement and more—advancing the CSU'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 External Relations and Communications includes the following departments:

- Communications
- Advocacy and State Relations
- Federal Relations
- Systemwide Advancement



DIVISION'S KEY INITIATIVES

- Guide CSU leaders in establishing the CSU as a thought leader in higher education—across California and the nation.
- 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.
- Enhance engagement with state and federal government leaders and legislative members to further the interests of the CSU and support the mission of the system and its 23 universities.
- Provide collaborative support and expertise to campus colleagues who engage in advancing the mission of the CSU system.
- Foster and support alumni outreach activities within California and throughout the world.
- Promote efforts and activities designed to build and strengthen connections with friends of the CSU system to advance philanthropic investment.
- Research, advocate and disseminate information regarding the contributions the CSU makes to the state of California and its citizens.

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 External Relations and Communications 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 External Relations and Communications (VC-ERC) serves as a key policy advisor to the Chancellor for issues concerning state, federal, and tribal relations; public affairs, strategic communications, fundraising campaigns and external relations. This position reports to the Chancellor and 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-ERC are a deputy vice chancellor for communications and assistant vice chancellors for advocacy and state relations, federal relations, and systemwide advancement, as well as a director of operations.

OPPORTUNITIES AND CHALLENGES

Developing a Bold New Vision

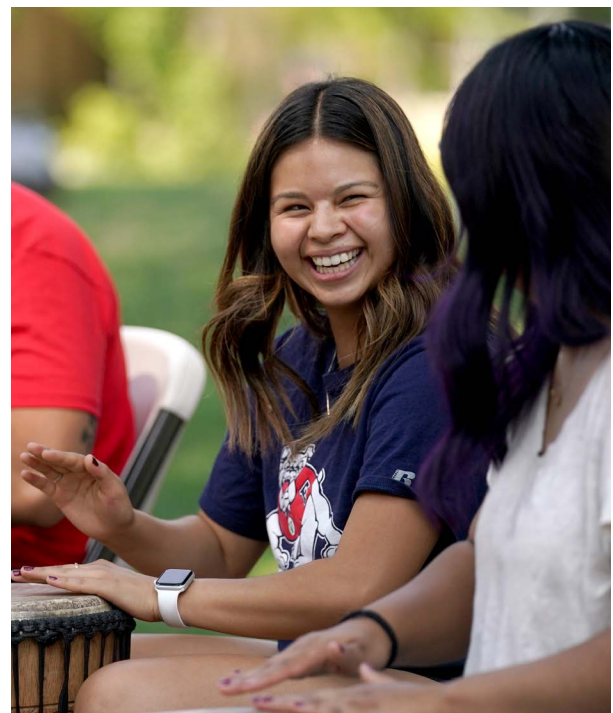
The Vice Chancellor for External Relations and Communications will join the California State University during a period of exciting transition and great promise under the leadership of recently appointed Chancellor Mildred García. In guiding the division, the VC-ERC will be charged with creating a bold 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 VC-ERC will be in the unique and critical role of partnering with key stakeholders across the CSU's 23 universities to capitalize on the System's contributions to the nation's higher education landscape. In particular, the VC-ERC 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 University Identities

The VC-ERC will support the unique identity and culture of each of the 23 universities 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 VC-ERC will have the opportunity to guide the organization toward enhancing partnerships amongst the CSU's 23 universities and across the CSU Chancellor's Office.

As they bolster communication and increase the flow of information at all levels, the VC-ERC 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 individual university levels.

Providing Counsel to CSU Leaders

As a senior-level advisor to the Chancellor and the CSU's 23 university presidents, the VC-ERC is a key participant in uniting the leadership's efforts toward addressing strategic priorities and addressing critical issues. As a central figure in providing advice and counsel to the CSU's senior leaders, the VC-ERC 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, and philanthropic support.

Cultural Transformation

The CSU system is seeking a forward-thinking, collaborative, and strategic mindset. The VC-ERC 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 universities. 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 members of the executive team, the Vice Chancellor for External Relations and Communications will:

- provide strategic counsel to the Chancellor and the Board of Trustees in deliberations about 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;

- advance a proactive culture of collaboration with the other vice chancellors at the system office;
- support and strengthen collaborative relationships with the 23 university presidents;
- support and strengthen collaborative relationships with the vice presidents for University Advancement;
- support and strengthen collaborative relationships with the CSU Foundation Board of Governors, CSU Alumni Council, and system-wide legislative liaisons;
- serve as Chief Executive Officer of the CSU Foundation;
- promote a culture of enabling and facilitative service in helping the CSU's 23 universities overcome obstacles and adopt best practices;
- 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 systemwide 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, as well as tribal and business leaders regarding policy and initiatives; and
- contribute nationally to advance initiatives and/or dialogues regarding current and future trends and issues in higher education.

Key areas of responsibility and leadership include:

- **Communications**

Communications enhances public understanding and the reputational value of the CSU. A key focus is telling the CSU story as social mobility accelerator for its graduates and an economic engine for the state and nation. The Communications team is the systemwide nexus for strategic communication to the public, news media, and internal CSU community. It supports the CSU's 23 universities in amplifying their brand positioning and generating marketing campaigns.

- **Advocacy and State Relations**

Advocacy and State Relations represents and advocates for CSU interests with state government through effective advocacy, comprehensive outreach and communication and relations with the governor's

office, legislature, state agencies, tribal nations, and other external entities with the support of the system office, campuses, alumni, and other supporters.

- **Federal Relations**

Federal Relations works in Washington, D.C., to advance CSU interests by advocating and serving as thought leaders in support of federal policymakers, including the California congressional delegation, federal agencies, and national educational associations. The team promotes CSU federal agenda priorities including support for increased federal financial aid, enhanced funding for Minority Serving Institutions, and providing Dreamers with a pathway to citizenship.

- **Systemwide Advancement**

Systemwide Advancement builds opportunities for students and celebrates the lifelong success of graduates through philanthropy and strategic engagement. It works to empower each university with data, resources, and training to improve fundraising and alumni relations. Systemwide Advancement connects the growing community of four million global CSU alumni by highlighting the impact of graduates in key industries, hosting systemwide alumni events nationally and internationally, and overseeing the CSU Alumni Council which represents the 23 campus alumni associations at the system level.



KEY QUALIFICATIONS AND ATTRIBUTES

Below are the qualifications and characteristics for the VC-ERC position:

- An earned bachelor's degree from an accredited institution;
- 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, Presidents, 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 collaborative partner experienced in understanding and advancing strategic communications in a large complex organization;
- A commitment to and passion for the mission of the CSU and each of its individual universities;
- 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 External Relations and Communications;
- 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 expert advisor;

- The administrative fortitude and resilience to engage key stakeholders in honest and potentially difficult discussions to develop positive solutions to critical issues;
- An appreciation of the unique identity of each of the CSU system's 23 universities coupled with the desire to engage each campus community personally to better understand their specific needs and strengths;
- 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 who 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;
- Experience leading communication teams;
- Knowledge of or effective experience working within unionized environments;
- Knowledge of and experience in advocating to and working with government leaders including key legislators, governors, 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 December 29, 2023. 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 Executive Search's consultants listed below.

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

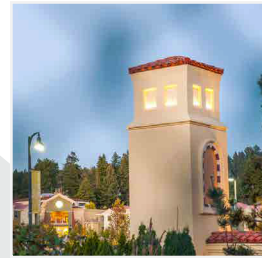
Sal Venegas Jr., Partner
s.venegas@spaexec.com



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 these 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