The California State University (CSU) Board of Trustees invites nominations and applications for the position of President of California State University, Los Angeles (Cal State LA). The University’s next President must be a visionary leader and a passionate and empathetic advocate for Cal State LA who will build upon the University’s storied history within Los Angeles and the Eastside to advance its commitment to student success and community impact.

**Cal State LA**

Cal State LA was founded in 1947 in response to a growing need for public education, joining as the 8th campus of the 23-campus CSU System. Today, the University serves as the premier comprehensive public university in the heart of Los Angeles dedicated to engagement, service, and the public good. In 2022, Cal State LA celebrated its 75th anniversary and maintains a pivotal role at the center of the LA metropolitan area—distinguished by its long-standing relationships with public sector, industry, and community partners. As a testament to the University’s commitment to supporting Los Angeles’ diverse community and serving as a force for positive change, the University is ranked #1 in the United States for upward mobility and has proudly earned federal designations as a Hispanic-Serving Institution (HSI, 70%), a Minority-Serving Institution (MSI), and an Asian American and Native American Pacific Islander-Serving Institution (AANAPISI).

Situated just east of Downtown Los Angeles, between the communities of East Los Angeles and Monterey Park, CA, Cal State LA offers its more than 27,000 students nationally recognized programs in the sciences, the arts, business, criminal justice, engineering, nursing, education and the humanities taught by award-winning faculty who are cutting-edge researchers and dedicated mentors. Its nine colleges are home to more than 100 undergraduate, graduate, pre-professional and certificate programs that attract students not only from the Los Angeles metropolitan area, but all areas of the United States and the world. Cal State LA’s colleges include the: College of Arts & Letters; College of Business and Economics; College of Education; College of Engineering, Computer Science and Technology; College of Ethnic Studies; Rongxiang Xu College of Health and Human Services; College of Natural and Social Sciences; Honors College; and College of Professional and Global Education. In addition, approximately 14% of the campus’ students are engaged in post baccalaureate study in programs leading to masters and doctoral degrees; teaching and specialist credentials; certificates; and programs that lead to professional advancement.
Cal State LA’s teacher-scholar model has been instrumental in attracting high quality faculty. Students are well supported by more than 1,700 faculty dedicated to creating a welcoming environment for all students, reflecting the University’s commitment to diversity and student success, and boasting a student to faculty ratio of 21:1. Furthermore, at a time when funding of externally sponsored programs has become more limited, Cal State LA faculty continue to win significant grants and contracts and in FY2020 the University received nearly $15 million in research funding. Cal State LA’s recent award of a $5 million grant from the National Science Foundation’s Centers of Research Excellence in Science and Technology exemplifies the research and academic excellence that is the University’s hallmark—advancing energy and water research and expanding opportunities for students to engage in intensive STEM education and training in an interdisciplinary environment. In addition, as a testament to Cal State LA’s vibrant community and strength in the arts and humanities, the University recently secured a transformational $10 million dollar gift to establish the Mary Levin School of the Arts, the first named school within the College of Arts and Letters.

Cal State LA’s student body reflects the diversity of Los Angeles with 74% of students identifying as Latinx, over 15% Asian American, 17.2% White, nearly 6% African American, and just under 6% non-resident. In addition, commensurate with the University’s dedication to providing access to a high quality education for all, over 57% of students are first-generation students and 87% receive financial aid. As part of its vibrant campus culture, the University is also home to over 100 student organizations and Cal State LA’s Golden Eagles are represented in 14 teams that compete across 9 different sports with its men’s soccer team securing the national championship trophy in 2021. Students can also make the most out of their college experience by living in the University’s new residence halls for freshmen and sophomores. The three-tower housing complex hugs the north side of campus and includes a state-of-the-art dining commons, a learning center, and a wellness center featuring a weight room and spin studio.

With an understanding that a Cal State LA degree changes the lives of students and their families, the University’s highly engaged community strives to cultivate students’ passions and prepare them to meet the challenges of today’s world in a supportive campus environment. For more information about the University, please visit https://www.calstatela.edu/.

Cal State LA Downtown
In January 2016, the University opened Cal State LA Downtown (DTLA) as part of its continued efforts to respond to the needs of the region. Located in the Financial District of Los Angeles, DTLA offers in-demand, flexible degree programs designed to help working professionals achieve their educational and career goals. DTLA offers bachelor’s degree programs in Communication, Psychology, Business Administration, and Hospitality, Wellness, and Leisure Services as well as master’s degrees in business administration, social work, and public health.
Key Initiatives
Cal State LA is home to a number of significant university initiatives that not only complement the University’s academic offerings, but create tremendous opportunities for faculty and students while enriching the campus and community it serves:

- **Cal State LA BioSpace** is a critical component of the region’s collective effort to grow and develop the bioscience industry and is leading the University’s mission to promote a thriving bioscience ecosystem in the heart of Los Angeles by providing facilities, resources, training, and knowledge to help emerging entrepreneurs turn their scientific discoveries into job-creating businesses. As part of this initiative, the Rongxiang Xu Bioscience Innovation Center is a new incubator that can house up to 25 startup firms and features wet lab and dry lab space, coworking space, multi-use classrooms and other lab options to accommodate needs ranging from desks to single lab benches to secured and walled-off lab suites.

- The **WellBeingU initiative** offers resources, programs, and events to support the mental and physical well-being of students, to increase access to mental health services, and to promote the holistic wellness of the entire Cal State LA community. WellBeingU was created in 2014 to promote a welcoming and inclusive environment for learning, interaction, and engagement, and to reduce the stigma around conversations about mental health. The initiative brings notable leaders and experts to the University to share insights about important topics through a speaker series, students de-stress during midterms and finals with the help of therapy dogs, and more than 1,000 faculty, staff, and students have been certified in Mental Health First Aid, learning skills necessary to identify and assist those in need of mental health resources.

- The **We Are Healthy LA initiative**, launched during the COVID-19 pandemic, is a collaboration with government and community partners to provide basic needs and help promote the health and safety of students and the community beyond the university’s campus. Cal State LA’s efforts have included hosting one of the first federal COVID-19 community vaccination sites, numerous community food distributions, flu shot clinics, COVID-19 testing, and free COVID-19 vaccination and booster clinics for students, faculty, staff, and the community.

- Cal State LA’s **Prison B.A. Graduation Initiative** is the first in-person bachelor’s degree completion program for incarcerated students in California—and the program is transforming
lives. More than 35 incarcerated and formerly incarcerated men have earned bachelor’s degrees in Communication Studies through the program, which is run out of California State Prison, Los Angeles County in Lancaster. Graduates have gone on to start businesses, join nonprofits, and begin graduate degree programs. Cal State LA has launched the state’s first in-person bachelor’s degree program for incarcerated women at the California Institute for Women in Chino, in partnership with Chaffey College.

- In the College of Natural and Social Sciences, the Minority Opportunities in Research (MORE) programs enhance the development of minority students who wish to pursue research careers in natural science disciplines, mathematics, and engineering through intensive student development and research opportunities. Cal State LA is a leader in graduating students of color who go on to earn a Ph.D. in STEM fields (220 thus far).

**Points of Pride**

Cal State LA’s Presidency presents a unique and compelling higher education leadership opportunity within the region and across the entire CSU System. Cal State LA possesses a rich tradition of service to and partnership with its local community and is avidly supported by a passionate and distinguished alumni base of more than 250,000 that call the University their alma mater. Attractive features of the University and this Presidency include:

- #1 in the nation for upward mobility – Cal State LA is ranked number one in the U.S. for the upward mobility of its graduates.
- Ranked #3 in Best Bang for the Buck in the West by *Washington Monthly*
- Ranked #3 in Best Master’s Universities by *Washington Monthly*
- Ranked #5 in Most Innovative Schools—Regional Universities West by *U.S. News and World Report*
- Ranked #8 in Top Public Schools—Regional Universities West by *U.S. News and World Report*
- The business program in the College of Business and Economics continues to rank in the top 10 in California among public institutions, according to *U.S. News & World Report*.
- The engineering program in the College of Engineering, Computer Science, and Technology is one of the top 5 in the nation among public, master’s awarding institutions, excluding military academies, according to *U.S. News & World Report*.
• The nursing master’s degree program in the Patricia A. Chin School of Nursing in the Rongxiang Xu College of Health and Human Services continues to rank among the best in the nation, according to U.S. News & World Report.
• The College of Ethnic Studies at Cal State LA is the first such college to be established at a university in the U.S. in 50 years.
• The Pat Brown Institute for Public Affairs is a nonpartisan, public policy institute that promotes social justice, equity, civic engagement, and an enhanced quality of life for all Californians through research and programming.
• The Hertzberg-Davis Forensic Science Center is home to Cal State LA’s renowned criminalistics program and the crime laboratories of the Los Angeles Police and Los Angeles County Sheriff’s departments.
• Cal State LA is home to 14 athletics teams—13 in NCAA Division II—that compete across nine sports, including baseball, basketball, beach volleyball, cross country, golf, soccer, tennis, track and field, and volleyball. The Golden Eagles men’s soccer team took home the national championship trophy in 2021.
• Cal State LA completed the first comprehensive fundraising campaign in the history of the University, surpassing the goal of raising $75 million by the University’s 75th anniversary. The University raised more than $101 million from 16,000 donors to support students, programs, faculty, research, and community services. The funds raised will support Cal State LA’s continued academic distinction and efforts to propel our students to greater prosperity.
• Cal State LA’s more than 250,000 alumni include leaders from across industries, including government, public health, the sciences, nonprofits, social justice organizations, the sports world, and more.
• Cal State LA’s Hydrogen Research and Fueling Facility was the first in the world to sell hydrogen fuel by the kilogram directly to retail customers and is the largest university-located self-producing hydrogen station.

Los Angeles, CA
Given its fundamental commitment to civic engagement as a public university, Cal State LA is dedicated to engagement, service, and the public good and uniquely positioned in a locale that presents boundless opportunities for partnership. Located in one of the world’s most diverse and vibrant cities, Cal State LA reaches beyond campus boundaries to establish partnerships that enrich Los Angeles, the region, the state, and the world. While known for its status as the entertainment capital of the world, Los Angeles County’s economy ranks among the largest globally with an annual output of $807 billion. With existing strengths in manufacturing, entertainment, and international trade, greater Los Angeles’ status as a global megacity is further exemplified by its position as a major tech center with more than 700,000 people working in health services and biomedical activities and another 190,000 in aerospace.
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 cultivate and amplify students’ unique talents, diverse life experiences, and intellect through engaged teaching, learning, scholarship, research, and public service that support their overall success, well-being, and the greater good.

Cal State LA’s next president will be a community-oriented 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 Cal State LA’s future.

Opportunities and Challenges
Cal State LA’s next President will have the extraordinary opportunity to lead an ambitious institution dedicated to academic excellence, student success, and community engagement that is prepared to embrace intelligent risk taking, entrepreneurial thinking, and an openness to strategic change. Cal State LA seeks a leader with the energy and ability to craft a bold vision for the University’s future in partnership with campus constituents while enhancing its commitment to serving its community stakeholders. With this in mind, the President will provide leadership in a number of critical areas including, but not limited to:

• Creating a Compelling Vision — Cal State LA’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. To do so, the President must partner with the University’s various constituencies and stakeholders in developing a shared and inspirational vision for the future that enhances existing programs, creates new opportunities for academic distinction, and ensures the continued success of all of Cal State LA’s students.

• Communication and Transparency – The President will be expected to foster a culture committed to effectively and proactively communicating with the wide range of internal and external constituents the University serves. Moreover, the President will be in a position to take advantage of the full breadth of the
University’s academic enterprise and the perspectives provided by faculty within these areas in creating an environment that recognizes and appreciates its unique blend of programs and opportunities for impact. Therefore, the President must possess strong listening skills that lead to measured action, the ability to engage stakeholders in meaningful discussions, and openness in providing information about the decision-making process and how decisions will affect University stakeholders as it strives to fulfill its mission and achieve its goals.

- **Fostering a Dynamic and Collaborative Environment** – The President will be charged with assessing Cal State LA’s goals for the future and building and enhancing the University’s leadership team to meet these needs while fostering an institutional culture built on trust, collaboration, accountability, and transparency. To be successful, the next President must be an individual who values collegiality and diversity of thought and must be adept at empowering others and effectively delegating responsibility to senior leadership team members. By fostering an environment that promotes open communication and collaboration in addressing the University’s needs and pursuing its goals, the President will be a visible and highly interactive figure in setting a new standard for leadership and collegiality that leads to Cal State LA’s continued success.

- **Addressing Student Academic Needs** – As an institution deeply dedicated to the success of its students, Cal State LA has strived to meet the challenge of addressing the diverse academic needs of all students. Historically, the University has been able to combine major-university benefits and small-school advantages. The next President will provide focused leadership in the following areas: enhancing the University’s academic quality and strengthening its portfolio of research, scholarship, and creative activity; protecting the University’s student-focused identity and environment; and promoting its commitment to access and community partnership.

- **Building Upon Cal State LA’s Position in the Community** – Cal State LA is located in one of the world’s most diverse, vibrant, and culturally rich cities. Cal State LA’s next President will be a passionate advocate for partnerships that advance the University’s endeavors in addressing critical student needs and regional issues. The President must be prepared to capitalize upon Cal State LA’s existing strengths and relationships to develop new opportunities that advance the University’s efforts in serving as a force for societal good in the region and on behalf of its community.
• **Enhancing Cal State LA’s Visibility and Reputation** – In serving as the University’s most ardent champion, the new President must understand, value, and embody Cal State LA’s mission. They must promote and strengthen Cal State LA’s identity and reputation by fostering a shared sense of mission, culture, and spirit among all internal and external constituents to further distinguish Cal State LA within the CSU, the larger higher education community, and nationally. The President will be expected to articulate what is core to the institution and its needs and how the University can further engage and serve the region and its citizens. This individual must be prepared to lead energetic and inspirational efforts to promote Cal State LA and make well-known its offerings, achievements, and ability to make a significant impact.

• **Serving as Spokesperson for Higher Education in the Region** – Cal State LA’s President will not only serve as the leader of the University but also as a visible and significant spokesperson for higher education in Los Angeles and on the Eastside. The President will be an influential leader among the state’s various education stakeholders and will act as a catalyst for creativity and innovation—working with the CSU Board of Trustees, local and state legislators, and the region’s PK-12 schools and community colleges to further enhance higher education in the region.

• **Developing and Enhancing Community Relationships** – Serving as a highly-visible and influential leader within Los Angeles and the Eastside community, Cal State LA’s next President will step into a role that will provide a significant platform for engaging stakeholders in the region, including PK-12 and community college administrators, community leaders, elected officials, and executives from nonprofit organizations and industry. The President must be prepared to participate actively in discussions with these entities to identify strategies and opportunities for engagement that bring Cal State LA’s strengths to bear in developing programs and offerings that address their needs.

• **Identifying and Developing New Revenue Streams** – Cal State LA’s next President will play a pivotal and high-profile role in securing resources that will support the University’s mission and vision for the future. The President must have the talent necessary to develop new and strengthen existing revenue streams (e.g., advocating for resources, private fundraising, solicitation of grants and contracts, etc.). It is clear that to adapt, remain competitive, and ascend in the ever-changing higher education landscape, the next President will need to be an
energetic, enthusiastic, and strategic advocate and fundraiser for the University. The President will have the opportunity to engage and excite others about Cal State LA’s mission, vision, and trajectory and will stimulate enthusiasm among stakeholders in the collective effort to achieve new heights and provide a high-quality Cal State LA experience to its constituents.

- **Recruiting, Retaining, and Developing Faculty and Staff** – Cal State LA’s next President will lead an academic enterprise encompassing multiple and complex academic and administrative units. The success of these units relies heavily on the University’s deeply dedicated and talented faculty and staff. Therefore, the President must foster an institutional culture that supports the well-being and professional development of all and committed to the active recruitment, retention, and development of Cal State LA’s faculty and staff during a period of significant societal change. In addition, the President will foster a relationship with all bargaining unions that represent faculty and staff (CFA, CSUEU, APC and Teamsters) that promotes communication and remains transparent. As competition for talent becomes more intense and faculty and staff re-evaluate their priorities, the President must promote an environment that establishes Cal State LA as a caring academic community and employer.

- **Advancing Diversity, Equity, and Inclusion** – Cal State LA’s President must be experienced, deeply committed to, and have a proven track record of promoting and addressing diversity, equity, and inclusion issues in higher education. The President must embrace and be prepared to leverage Cal State LA’s status as a Hispanic-Serving Institution, a Minority-Serving Institution, and an Asian American and Native American Pacific Islander-Serving Institution in supporting members of underrepresented populations from all groups to achieve their personal and professional goals while creating the opportunity to further intellectual and emotional growth, community empowerment, and social justice.

- **Adapting to a Shifting Social and Higher Education Landscape** – Cal State LA’s next President must lead the institution as it strives to meet the needs and expectations of an increasingly diverse student body while preparing students for success beyond graduation. Cal State LA must adapt to changes in student demographics, students’ expectations of college, and societal and professional expectations for college graduates. To do so, the President must collaborate with the campus community to develop a thoughtful and comprehensive plan for ensuring Cal State LA’s continued success as it leads its community into the new post-COVID-19 world.

**Qualities and Characteristics**

Cal State LA seeks a President who is an experienced leader, excited by the challenge of helping to move the University forward as it continues its journey toward increased impact in student success, research, scholarship and creative activity, and community engagement. Cal State LA’s next President will be charged with guiding the campus community in the development of a shared vision for the future that maximizes the University’s social and intellectual strength on behalf of Los Angeles, the Eastside, and its communities.

The successful candidate must be able to recognize and act upon the unique characteristics of Cal State LA, its region, environment, and various stakeholders. In addition, the President will possess the ability to articulate the University’s vision to its broad constituency and provide leadership in pursuing this vision in close partnership with faculty, staff, students, and the senior leadership team. Furthermore, it is desired that the President possess a number of the following experiences, abilities, and skills, as well as a willingness to discuss and develop strategies to address any areas in which the candidate needs to develop:
• an understanding of and sincere appreciation for Cal State LA’s unique history, traditions, and role within Los Angeles, the Eastside, and the region;
• the ability to promote and strengthen Cal State LA’s identity by fostering a shared sense of mission and culture among all university constituents;
• the ability to earn the respect and trust of all campus constituents and deeply value the contribution of all faculty, staff, and students and their feedback;
• a deep and genuine passion for and depth of experience in serving first-generation college students and a diverse undergraduate and graduate student body;
• an authentic, collaborative, and inspirational leadership style that values shared governance and transparency that empowers faculty and staff;
• an active management style coupled with the desire and administrative fortitude to engage key stakeholders in honest and potentially difficult discussions to develop positive solutions to critical issues;
• a dedication to creating an inclusive environment that embraces and promotes belonging and enhances Cal State LA’s relationship with the diverse population of Los Angeles and the communities it serves;
• a leadership style that is open and accessible to faculty, staff, students, and members of the Cal State LA community;
• superior diplomatic and interpersonal skills, including an ability to listen, solve problems, handle conflict and ambiguity, and make and explain difficult decisions;
• the ability to relate effectively to diverse internal and external University stakeholders;
• an understanding and appreciation of the variety of backgrounds and experiences represented by Cal State LA’s student body;
• a demonstrated passion for enhancing Cal State LA’s student-centric learning environment;
• a deep understanding of the culture, opportunities, and challenges that come with being a Hispanic-Serving Institution (HSI; 70%), a Minority-Serving Institution (MSI), and an Asian American and Native American Pacific Islander-Serving Institution (AANAPISI);
• experience working with a broad range of constituents in developing a compelling vision for a complex organization in an environment of shared governance, coupled with the ability to inspire the leadership team in implementing a strategic plan to achieve that vision;
• the ability to inspire and empower the campus community to pursue a shared and ambitious vision for the future of the University;
• The ability to envision, articulate, and implement strategic goals; establish assessment mechanisms, and re-align resources as necessary;
• an appreciation for the university community’s role in creating and fostering a campus environment that advances academic excellence, student success, and community partnership;
• an appreciation for the role that scholarship, research, and creative activity play in enhancing the quality of a university, creating educational opportunities for students, and as an economic driver in the region;
• a demonstrated appreciation and understanding of the University’s numerous academic disciplines and fields;
• demonstrated experience building and mentoring strong leadership teams;
• successful experience establishing clear strategic and tactical goals and meaningful metrics of progress;
• a proven track record of effectively delegating to others and holding them accountable;
• the ability to be a collegial, effective, and supportive developer of talent that promotes and supports innovation across the University.
• a commitment to making a difference in providing quality education for students, specifically students of color, and aggressively addressing issues related to student success and student access;
• a commitment to supporting and advancing innovative uses of instructional technology to improve student access and learning outcomes;
• the ability to provide guidance and support for existing areas of achieved excellence as well as emerging academic opportunities and initiatives;
• demonstrated experience making difficult but appropriate decisions when and where necessary;
• possess a high level of energy and enthusiasm for representing the University throughout Los Angeles and serving as an active leader in the region;
• experience cultivating donor relationships and developing a culture of philanthropy within and outside of the traditional alumni base;
• the ability to integrate various university strengths and resources to determine creative strategies for increasing Cal State LA’s impact, profile, and academic standing within the CSU, the region, statewide, and nationally.

Cal State LA 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 demonstrate the skills needed to 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. Submission of materials via e-mail is strongly encouraged. 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
Sal Venegas Jr., Partner
Email: apsearch@spaexec.com
Refer to code “CalStateLA-President” in the subject line

SP&A Executive Search
6512 Painter Avenue
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