California State University, Fresno
President
Leadership Profile

The California State University (CSU) Board of Trustees invites nominations and applications for the position of President of California State University, Fresno (Fresno State), to succeed Dr. Joseph I. Castro, who now serves as the Chancellor of the CSU.

Fresno State
As one of 23 campuses comprising the California State University system, Fresno State is the premier regional university serving Central California’s diverse and growing community. The University, as an anchor institution, plays a pivotal role in shaping and strengthening the Central Valley economy. Nestled in the center of California, in one of the richest agricultural valleys in the world and one of the most culturally-diverse regions in the country, Fresno State is a place where students grow from high-impact practices and unique community partnerships. The University’s roots date back to 1911, when the doors of the then-Fresno State Normal School, opened to 150 hopeful students. Today, Fresno State has come a long way from its modest beginning and is a minority-serving institution with a federal designation as a Hispanic-serving institution (HSI) and Asian American and Native American Pacific Islander-serving (AANAPISI) institution, reflecting the ethnic and cultural richness of Central California. The University is home to nearly 1,500 faculty that serve a student population of over 25,000 pursuing degrees in 70 bachelor’s, 44 master’s, and three doctoral subject areas housed within its eight schools and colleges.

Each year, academics at Fresno State steadily garners more attention with the release of national rankings. Recent reports from Washington Monthly Magazine, placing the University among its top 25 national universities, and Money Magazine, ranking the University 35th on its Best Public Colleges list, put Fresno State in league with University of California campuses and Ivy League institutions. Additionally, Fresno State has recently won five national awards from the American Association of State Colleges and Universities (AASCU) for: Leadership Development and Diversity (2014), the Christa McAuliffe Excellence in Teacher Education (2014), International Education (2015), Student Success and College Completion (2017), and Civic Learning and Community Engagement (2019). Fresno State is the only university in the country to have earned AASCU’s Civic Learning and Community Engagement distinction for five consecutive years. The University has also been recognized as an engine of social mobility due to its success in educating diverse students with Money Magazine recently placing Fresno State among its Best Colleges for Your Money and Top 50 Best Public Colleges listings. In addition, as a testament to Fresno State’s outstanding commitment to diversity and inclusion, the University was recently awarded the 2020 Higher Education Excellence in
Diversity (HEED) Award by INSIGHT Into Diversity Magazine, the oldest and largest diversity-focused publication in higher education, for the seventh year in a row.

Deeply committed to the success of its students, Fresno State admits, enrolls, and graduates in larger numbers than ever before and the hard-working student body comes from families of all income levels. Nearly 65% of Fresno State students are the first generation in their families to earn a college degree, changing the future trajectory of their families and a statistic virtually unparalleled among doctoral universities in the United States. Over 80% of Fresno State students receive assistance through grants and scholarships and Fresno State has improved its first-year student retention to over 82.5% with the goal of increasing the 6-year graduation rate to 70% by 2025. While 80% of recent Fresno State graduates remain in the San Joaquin Valley to become the next generation of leaders, to date, more than 180,000 alumni have migrated to every state in the nation and across the globe. They are prominent leaders, innovators, and critical thinkers in every industry, transforming our region and communities across the world.

Service to the region is an important part of Fresno State’s mission and “learning by serving” is at the core of the University’s identity. Community service, coordinated by the Jan and Bud Richter Center for Community Engagement and Service-Learning, is a hallmark at Fresno State. Students, faculty, and staff have contributed over a million hours of volunteer service per year for the past 11 years, enriching the area and driving approximately $40 million of economic impact annually. The prestigious Carnegie Foundation for the Advancement of Teaching awarded the University its Community Engagement classification, acknowledging its extensive partnership with the region. Through transformational applied research, technical assistance, training and other related public service activities, the University builds meaningful partnerships and linkages with community benefit organizations, arts programs, business, education, industry, and government. For more information about Fresno State, please visit http://www.fresnostate.edu/.

**Colleges and Schools**

Fresno State’s eight schools and colleges offer a wide variety of undergraduate, masters and doctoral programs and include:

- **College of Arts and Humanities** – The College of Arts and Humanities provides the finest cultural education in the San Joaquin Valley. Through transformative intellectual engagement with the written and spoken word, as well as the production of the visual and performing arts, the College’s diverse students courageously forge their own identity by grappling collaboratively with ambiguity, complexity, and ethics, while communicating empathy for others. The College’s 136 professors are joined by lecturers to teach more than 1,100 courses. They work to preserve the Central Valley’s multicultural heritage and enrich students’ lives with thoughtful dialogue. Graduates of the College of Arts
and Humanities benefit the community and wider world with the application of their creative talents to the greater good.

The College of Arts and Humanities trains over 2,300 students to become life-long learners and complex thinkers who are culturally competent and civically engaged. They study in more than 50 graduate, major, minor and certificate programs, and nurture effective communication skills through 24 student organizations.

- **College of Health and Human Services** – The College of Health and Human Services has been educating health care leaders for almost 40 years. The College is home to two of the three doctoral programs on campus and more than 4,300 students and 275 faculty and staff members. Faculty dedicate themselves to addressing urgent regional health challenges and are recognized nationally and internationally for their excellence in teaching, scholarship, research, and community service. Through high-impact practices and innovative teaching methods, students learn how to take a holistic approach to the practice of health care, transforming the quality of life of the Central Valley.

  Students with a heart for helping others and a passion for making a difference come to the college to prepare for careers in the ever-changing health and human services industry. Upon graduation, 80% of students stay and serve the region as highly skilled health care practitioners, educators, advocates, and leaders.

- **College of Science and Mathematics** – The College of Science and Mathematics graduates the next generation of STEM leaders to collaboratively solve complex regional and global challenges that include food, water, energy, health, and the environment. Faculty offer cutting-edge research opportunities for students and support groundbreaking instruction across interdisciplinary curriculum and through the implementation of CUREs (course-based undergraduate research experiences). In the 2019-2020 academic year, faculty published 207 publications, of which 136 students co-authored and made 603 conference presentations at local, national, and international conferences. Some of the critical areas of research include: biomedical health and disease; environmental science and sustainability; astronomy, condensed matter, and theoretical physics; bioinformatics and big data; STEM education; topology and knot theory; materials and synthetic chemistry; cognition and human behavior; and the grand challenges of the 21st century.

  The College provides abundant opportunities for innovative laboratory research, fieldwork, and community-based learning experiences to over 4,300 students. College faculty and staff are dedicated to preparing scientists, mathematicians, teachers, technicians, health care professionals, and researchers to solve the challenges facing the Central Valley and beyond.
• **College of Social Sciences** – From the study of history, political, social and cultural issues, to projections for the future, the College of Social Sciences’ degree programs are designed to develop essential skills necessary to adapt to a constantly changing society and to provide leadership for the new millennium. The College of Social Sciences seeks to instill a concern for human values and civic responsibility, and its students graduate to become judges, teachers, city planners, elected officials, researchers, businesspeople, lawyers, law enforcement officers and government officials.

Over 3,600 students in the social sciences are learning through groundbreaking research and practical experience led by the College’s 88 faculty members. They study anthropology by conducting archeological fieldwork and engage in sociological data analysis by working in student computing labs. Cultural diversity is embraced through the folkloric dance group Los Danzantes de Aztlan as well as projects through the African American and Chicano research centers. Whatever road they travel toward their degrees, students graduate with a broader understanding of the world.

• **Craig School of Business** – Established in 1928 as the Department of Commerce—now, the Craig School of Business is a highly-esteemed business school, with its real estate program and MBA program recently ranked among the top in the nation. The Craig School’s respected undergraduate and graduate programs, highly-skilled faculty, forward-thinking students and loyal community partners are taking innovation to a new level. The Craig School of Business degree retains its reputation in large part due to over 120 distinguished faculty with diverse and prestigious backgrounds.

Home to more than 3,000 undergraduate and graduate students, the Craig School of Business attracts the most talented, highly-competitive students in the state who have demonstrated academic excellence and proven capability for leadership and service. The majority of undergraduate students are the first in their families to earn a four-year college degree and over 88 percent of Craig School students have full-time positions within three months of graduating.

• **Jordan College of Agricultural Sciences and Technology** – The Jordan College stays true to Fresno State’s agrarian roots by providing hands-on courses where students manage and work on 22 campus crop, livestock, vineyard, and food processing enterprises on a 1,000-acre farm. Industry partnerships are essential to the development of the Jordan College’s students—the agricultural and technology leaders of the future. Campus facilities such as the Jordan Agricultural Research Center (JARC), a 30,000 square foot interdisciplinary research center focused on research on agriculture, food, and natural resources, the Bee Sweet Citrus Fresh Fruit Packing Line, the Foster Farms Poultry Education and Research Facility, and the soon-to-open Tree Nut Processing Laboratory prepare students for the ever-expanding agricultural job market.

The Jordan College’s 53 full-time faculty members work with 35 part-time lecturers to teach 645 classes and 112 laboratories that prepare students to improve the quality of life across the Central Valley and beyond, shaping the future of efficient and sustainable agriculture and
natural resource management. The Jordan College’s nearly 2,000 students are encouraged to present their innovative research at professional conferences and have won national awards in agricultural business, animal science and plant science competitions that showcase their analytical and communication skills. Jordan College graduates receive real-world education and are ready to be productive contributors in their chosen fields.

- **Kremen School of Education and Human Development** – The Kremen School of Education and Human Development is committed to recruiting and preparing students who can function effectively as leaders in culturally and linguistically diverse settings throughout the Central Valley. The Kremen School’s emphasis on leadership for diverse communities provides a foundation for transformative programs, partnerships, and residencies across urban and rural areas that are integrated as part of applied student research, training, and preparation. Holding various national and state accreditation, the Kremen School of Education and Human Development is proudly dedicated to educating our next generation of leaders.

  The Kremen School uses innovative models to produce the second highest number of K-12 schoolteachers of any public university in California, leads in the preparation of counselors, rehabilitation professionals, and higher education leaders, and provides research-informed doctoral-level preparation for educational administrators driven by a social justice framework. With a bold vision to close the achievement gap of all learners and focus on developmentally and culturally appropriate practices, the Kremen School’s 123 faculty and staff are committed to transforming the educational landscape of the region through its nearly 3,000 students enrolled in the School’s undergraduate, credential, master’s, and doctoral programs who are utilizing their skills in school districts, colleges, and counseling clinics across the region.

- **Lyles College of Engineering** – As the oldest publicly-supported engineering college in the San Joaquin Valley, engineering at Fresno State was established in 1922 with just 35 students. In 1979, geomatics became the first program of its kind in the United States and continues to be the only four-year, nationally-accredited program in California. Lyles College graduates have succeeded in both public and private sectors, as presidents and CEOs, engineers, constructors, astronauts, innovators, researchers, entrepreneurs and more.

  Lyles College faculty serve over 1,500 students and are at the forefront of innovation in the Central Valley and are making significant contributions in teaching, research, and scholarship. Known for enrolling and graduating historically underrepresented students in science, technology, engineering, and mathematics (STEM) fields, the Lyles College supports students through tutoring, mentoring, research opportunities, scholarships, internships, professional development and approximately 30 student organizations which foster innovation, collaboration, and design.

- **The Smittcamp Family Honors College** – Recognized as one of the top programs of its kind in the western United States, was established in 1998 with a generous $1 million gift from the late Earl and Muriel Smittcamp, founders of a prominent Fresno area agribusiness and longtime supporters of Fresno State. The Honors College, which admitted its first cohort of 50 President’s Honors Scholars in August 1999, is unique in the 23-campus California State University system.
Fresno State Points of Pride
As an institution focused on opportunity and student success, Fresno State is proud of its achievements including:

- Ranking No. 3 in the 2020 Social Mobility Index among public and private universities and colleges for advancing economic opportunity for low-income students;
- Ranking No. 3 in the 2021 U.S. News and World Report among the best public national universities in graduation-rate performance;
- Increased total philanthropic giving by 19% with an 11% increase in the number of gifts with total gift commitments of nearly $33 million;
- Consistently ranking among the top five highest award recipients of grants and contract dollars received annually in the CSU. Last fiscal year, the University increased research funding by 22% with 393 awards totaling about $45 million. Impactful funding sources include the National Science Foundation, the U.S. Department of Agriculture, and the U.S. Department of Education;
- Recognized as the San Joaquin Valley’s premiere University, with an average of 6,000 graduates per year;
- 90% of the nearly 25,000 students enrolled hail from the San Joaquin Valley where, upon graduation, 80% stay to live, work, and contribute back to the region;
- 65% of enrollees are first-generation in their families to attend college;
- Offers three doctoral degrees (Educational Leadership, Physical Therapy, Nursing), 48 graduate degrees and 13 certificates.
- Produces the second most K-12 school teachers in California;
- Equips engineers to secure lucrative full-time jobs upon graduation;
- Yields agricultural leaders prepared for day-one due to hands-on courses enabling students to manage and work on 22 crop, livestock, vineyard, and food processing enterprises on a 1,000-acre campus farm;
- Prepares hundreds of health care professionals and nurses serving on the frontlines - 100% of whom find employment or job placements before graduating, with a majority staying and serving local populations;
- Boasts that 60% of administrators across the region (superintendents, principals, etc.) are alumni leading our schools and shaping the future of our youth;
- Contributes over 1 million hours of community service annually, providing an economic impact of more than $40 million each year for the past 11 years;
- Received a $10 million investment to transform the University and deepen a sense of belonging for students through the new Lynda and Stewart Resnick Student Union;
- Boasts the largest academic library in California between Los Angeles and San Francisco and one of the busiest in all of inland California with 1.76 million visitors annually;
- Participates in the United Nations Global Compact helping to drive business awareness for a more sustainable future while broadening the world perspective of our students;
- Recently received a STARS (Sustainability Tracking, Assessment and Rating System) Bronze rating in recognition of its sustainability achievements from the Association for the Advancement of Sustainability in Higher Education.
Athletics
In support of the University’s values of excellence of discovery, diversity and distinction, Fresno State Athletics is committed to providing a comprehensive program to ensure student-athletes are successful athletically, academically and in their future endeavors. Fresno State Athletics will compete for championships, graduate student-athletes, foster a culture of compliance and maintain fiscal integrity thereby serving as a source of pride to those in the Central Valley and beyond.

Athletics Pride Points

- 113 Fresno State student-athletes earned Mountain West Scholar-Athlete honors for 2019-20, breaking the institution’s previous record of 84.
- Fresno State student-athletes have combined to achieve a 3.0 grade point average in 16 consecutive semesters.
- As a department, Fresno State posted a 981 Academic Progress Rate for 2019-20 which was the highest in its history.
- Fresno State posted an 85 percent Graduation Success Rate.
- The Bulldog Foundation reported the second-highest fiscal year total in Fresno State history in 2019-20.
- The department created the Pride of the Valley marketing campaign which generated school record engagement numbers on social media, led to a school record retail royalty year, and unified and inspired Bulldog fans everywhere.
- Athletics secured a six-year partnership with adidas, which more than doubled the department’s previous apparel partnership.
- Athletics launched the Bulldog Built program in 2018-19 which supports the holistic development of student-athletes with career and life skills programming. Athletics also launched the Bulldog Brave Bulldog Strong web site to help address the issue of mental health in collegiate sports.
- Fresno State has won two national championships in its history: softball (1998) and baseball (2008).
- Four former student-athletes are currently among the best in their respective sports at the professional level. The group includes:
  - Davante Adams, Wide Receiver, Green Bay Packers; 3 consecutive Pro Bowls, leads NFL in receiving touchdowns since 2016
  - Derek Carr, Quarterback, Las Vegas Raiders, 3 Pro Bowl appearances, 7-year starter at QB for Raiders
  - Paul George, NBA’s Los Angeles Clippers, 5 time All-NBA, 4-time All-Defensive Team; Olympic Gold Medalist
  - Aaron Judge, MLB’s New York Yankees, Defensive Player of Year, 2019; 2-time All Star, 2017 AL Rookie of Year, Silver Slugger and winner of Homerun Derby
- Fresno State student-athletes have won 18 medals in the Olympics with 13 being won by female student-athletes. Seven softball student-athletes have won 12 medals led by Laura Berg who was a four-time medalist, winning Gold medals in 1996, 2000, 2004 and a silver in 2008. In volleyball, Ruth Lawanson won a Bronze medal as part of Team USA in 1992.
Fresno and the Central Valley
Boasting approximately 300 days of sunshine a year, Fresno is the fifth largest city in California, and the 10th most diverse city in the United States. The Central Valley is one of the most fertile agricultural areas in the world. The University is within a one- to two-hour drive of three national parks – Yosemite, Sequoia, and Kings Canyon and Fresno is within easy driving distance of San Francisco, Los Angeles, the Monterey Peninsula, and Lake Tahoe. Beaches, sailing, lakes, camping, fishing, hiking, and ski resorts are nearby. Fresno itself offers a wealth of cultural arts events, shopping and restaurant destinations; parks and bike/running trails that promote a healthy lifestyle. And, unlike other major metropolitan areas within California, Fresno and the Valley offer some of the most affordable housing markets in the entire state.

Fresno State is located in California’s Central Valley—home to breathtaking natural scenery, including the San Joaquin River and Shaver and Huntington Lakes within the Sierra Nevada Mountains; a vast agricultural bounty with nearly 8.9 million acres of the world’s most productive farmland; fresh farm-to-table experiences and ample dining cuisine from all around the world; a vibrant art scene alive with the creative talent of local artists who showcase a wide array of art forms and styles of expressions; and the amenities of a large city as well as the charms of nearby small towns.

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 boldly educate and empower students for success in a culture that champions discovery, diversity, and distinction.

Fresno State’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 Fresno State’s future.

Opportunities and Challenges
Fresno State’s next President will provide leadership in a number of critical areas including, but not limited to:

Increasing Community Engagement – As Fresno State’s most ardent champion, the President will bring to the position a resonance with and understanding of its mission and a deep commitment to advancing the university’s endeavors in teaching, access, and service. The President must serve as an effective advocate and spokesperson for the University in further defining its role as an academic, social, and economic driver in the Central Valley; leveraging its existing relationships and history of service to the community and serving as a guiding light in inspiring enthusiasm and confidence in Fresno State’s efforts and contributions toward improving the lives of the citizens of the region and California.
Serving as a Passionate Advocate for Diversity, Equity, and Inclusion – Fresno State’s next President must be a passionate advocate for addressing issues of diversity, equity, and inclusion in the Central Valley and beyond. The President must be a skilled and articulate communicator with the ability to translate the University’s commitment to and efforts toward supporting underrepresented populations into a compelling narrative that inspires internal and external stakeholders including local community leaders, state and federal legislators, not-for-profit organizations, governmental agencies, and private industry to action. The new President must be a visible and vocal leader within the local community, statewide, and nationally and must serve as an influential voice in the national discussion surrounding these issues and work toward effecting positive change on- and off-campus.

Supporting Student Success and First-Generation College Students – Fresno State’s President will inherit an institution whose commitment to student success has led to a university environment that is well-known for its commitment to supporting a diverse student body that includes many first-generation college students, DACA students, Hmong students, and children of migrant farm workers in the Central Valley. As an advocate for all of Fresno State’s students, the President must possess a deep, personal dedication to ensuring the success of students and endeavor to foster an environment that is positive, supportive, and engaging for all.

Inspiring Excitement for the University’s Future – Fresno State’s next President must bring a high level of enthusiasm and passion for the University’s work in serving the Central Valley and its constituents and an ability to inspire excitement for the institution’s future and upward trajectory. In supporting Fresno State’s commitment to educating and empowering students for success, the President will guide the University’s efforts in developing a new Strategic Plan focused on the future. The President will also serve as a catalyst, inspiring university and external stakeholders to focus their collective energy on a shared vision for excellence and maximizing their contributions in realizing the University’s full potential.

Increasing Scholarly and Research Productivity – In this role, the new President will lead Fresno State toward increasing scholarly and research productivity across the University. The President must foster an environment that drives interdisciplinary dialogue and partnerships amongst academic units and beyond to ensure the faculty’s and students’ continued success in scholarly and research endeavors.

Enhancing Fresno State’s Teaching Mission – Fresno State possesses a strong history and tradition of creating effective and welcoming teaching and learning environments for students. The next President must be dedicated to upholding this commitment to all students and in collaboration with the faculty, guide the University’s efforts in: improving academic services, recruitment, and retention; prioritizing future program development; and exploring new methods to promote teaching excellence and distinction that will further elevate the student experience in meaningful ways.

Transitioning to a Post-COVID-19 Educational Landscape – The new President will work in collaboration with faculty, staff, students, and the University’s administrative team in developing a thoughtful and comprehensive plan for ensuring a successful transition to a post-COVID-19 learning environment. Specifically, the next President will guide the University’s efforts in determining the
appropriate health and safety guidelines, uses of technology, and the processes for supporting faculty, staff, and students in achieving their respective goals.

**Qualities and Characteristics**
To advance Fresno State and prepare the next generation of leaders in the Central Valley and beyond, the President must possess the following qualities and characteristics:

- A visionary, compassionate, and humble leadership style with a commitment to the development of faculty, staff, and students;
- A high level of energy, enthusiasm, and a passion for the University’s mission, vision, and values as demonstrated through an authentic leadership style;
- A servant-leader who values input and transparency;
- A high level of integrity and fact-based, ethical decision making;
- A deep personal resonance with Fresno State’s Principles of Community and the ability to foster a University environment that exemplifies respect, kindness, collaboration, and shared accountability.
- A strong commitment to academic freedom, diversity, tenure, and shared governance and an understanding of their importance to sustaining the quality of the University;
- A deep commitment and demonstrated record of addressing issues of diversity, equity, and inclusion in all the University does and tackling issues of affordability, access, and opportunity for students, staff, and faculty;
- A demonstrated passion for working with diverse student groups and enhancing Fresno State’s student-centric learning environment;
- A proven commitment to promoting sustainability efforts, both in improving campus sustainable practices and leveraging Fresno State’s intellectual strength toward addressing this broad societal issue of increasing and proportional importance;
- The ability to motivate a strong and effective leadership team with a collaborative and inclusive leadership style;
- The ability to foster a culture of innovation and collegiality;
- A commitment to student, staff, and faculty safety and well-being and a strong sensitivity to issues related to campus culture;
- Knowledge and experience managing budgets and leading an organization in an environment of limited financial resources;
- An understanding of the importance of creating and fostering a culture that promotes, rewards, and enhances academic excellence and an appropriate array of research and scholarly activity that is focused on real-world problems;
- A commitment to promoting interdisciplinary programs as well as identifying and eliminating impediments to effective interdisciplinary efforts;
- A commitment to student, staff, and faculty safety and well-being and a strong sensitivity to issues related to campus culture;
- A deep commitment to and expectation of accountability for clear strategic and tactical goals and meaningful metrics of progress;
- The ability to lead a complex and multi-faceted institution, including a strong Division 1 athletics program, with a track record of success;
- Superior interpersonal skills, including an ability and commitment to listening and problem solving;
- An ability to earn respect and trust among internal and external stakeholders;
- 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;
• The ability to establish new and enhance existing relationships with community leaders in education, government, corporations, nonprofits, foundations, and cultural organizations;

• The ability to serve as an effective advocate on behalf of Fresno State;

• An energetic and proven fundraiser with the ability to foster a culture of high-impact philanthropy across the University and Central Valley;

• The ability to promote and strengthen Fresno State’s identity by fostering a shared sense of mission and culture among all university constituents;

• Experience working within a higher education system and with collective bargaining units;

• The insight to successfully navigate the current and future trends impacting higher education through innovative, entrepreneurial thought in order to better position Fresno State as an educational leader and socioeconomic driver in the Central Valley;

• A management style that strongly values shared governance, recognizing the primary role of faculty, as experts in their academic disciplines, in the making of university policy through its academic senate, and empowers faculty, students, and staff as they strive for increased effectiveness through a process of continual assessment and accountability;

• Demonstrated success in developing creative strategies to raise the profile and academic standing of a University.

Qualifications

Leading candidates for the Fresno State Presidency will be visionary and inspirational leaders who possess the passion and determination to lead Fresno State toward achieving new levels of excellence. This will require a personal commitment to the mission, values, and culture of the university and an appreciation for the Central California community the University serves.

Fresno State 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 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, Principal  
Email: apsearch@spaexec.com  
Refer to code "FresnoState-President" in the subject line

SP&A Executive Search  
6512 Painter Avenue  
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