SEARCH PROFILE:

PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

CALIFORNIA STATE UNIVERSITY SAN BERNARDINO
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California State University, San Bernardino (CSUSB) announces a national search for the Provost and Vice President for Academic Affairs (provost). The provost reports to President Tomás D. Morales (appointed the University’s fourth president in 2012) and serves on the president’s leadership team. The new provost is expected to take office in the summer of 2023.

ABOUT THE UNIVERSITY

California State University, San Bernardino (CSUSB) – a preeminent center of intellectual and cultural activity in the Inland Empire region of Southern California – is part of the California State University system (CSU), the largest system of higher education in the country.

California State University, San Bernardino has grown from its founding in 1965 as a state college with an inaugural class of 293 students to a major metropolitan, R2 Research University with more than 19,000 students and 115,000 alumni. Over 2,000 employees (1,098 faculty and 1,092 staff) are dedicated to helping students succeed. The student-to-faculty ratio is 1:25.

A designated Minority and Hispanic-Serving Institution, CSUSB graduates more than 4,000 students annually. The university offers more than 70 traditional baccalaureate and master’s degree programs, education credential and certificate programs, and a doctorate program in educational leadership within five academic colleges: the College of Arts and Letters, Jack H. Brown College of Business and Public Administration, College of Education, College of Natural Sciences, and the College of Social and Behavioral Sciences.

ACCOLADES

CSUSB’s commitment to diversity, access, value, and excellence are reflected in numerous national and international recognitions, awards, and rankings at all levels of the University. It is regularly listed among the best colleges and universities in the western United States, according to The Princeton Review, Forbes, and U.S. News & World Report in their respective annual rankings.

It is also part of the President’s Higher Education Community Service Honor Roll, With Distinction – the highest federal recognition a college or university can receive for its commitment to service-learning and civic engagement.

Out of more than 1,500 universities in the nation, CSUSB was ranked sixth on the annual 2021 Social Mobility Index (SMI) published by CollegeNET, recognizing CSUSB’s “value added” contribution and competitiveness. SMI measures the extent to which a four-year college or university educates more economically disadvantaged students (with family incomes below the national median) at lower tuition and graduates them into good paying jobs. According to the Collegiate Learning Assessment, a CSUSB education ranks in the top four percent in the nation for ‘value-added’, based on the organization’s measurements for student learning in the freshman and then in the senior year.

For a comprehensive list of awards and rankings, please visit the Rankings web page.
ABOUT THE UNIVERSITY (CONT.)

ACCREDITATIONS
Accredited by the Western Association of State Schools and Colleges/Senior College and University Commission, the university recently earned reaffirmation of accreditation for 10 years. The teaching credential programs are approved by the California State Board of Education, California Commission on Teacher Credentialing, and the National Council for Accreditation of Teacher Education.

CSUSB has developed highly respected programs in business, computer science and engineering, geographic information, visual arts, creative writing, psychology, health sciences, criminal justice, social work, public administration, accounting, and finance. Every one of its academic programs that is eligible has earned specialized approval or accreditation. Please see the Accreditations web page for a full listing.

FACILITIES AND CONSERVATION EFFORTS
Under the leadership of President Morales, the campus has been in a period of growth that began in 2016. At that time CSUSB underwent a physical master planning effort that resulted in the board approved San Bernardino Campus Master Plan and a separate board approved Palm Desert Campus Master Plan. The 2016 Master plans serve as the roadmap to guide the growth of the university to support 25,000 FTE students in San Bernardino and 8,000 FTE students in the Coachella Valley in a collaborative, engaging and comprehensive setting.

Recent development of the San Bernardino campus includes the Coyote Village that opened in 2018 and features a 400-bed residential community with a designated wing for the University Honors Program as well as two apartments for faculty-in-residence. The Center for Global Innovation was opened in 2019 and is a 71,000 square foot building at the heart of campus that is home to the College of Extended and Global Education and provides services to all international students and scholars, English language learners, study abroad programs, Open University students, and students in Extension and Special Session programs. The most recent development on campus is the expansion of the Santos Manuel Student Union, a $90 million project that opened its doors in January 2022, providing student engagement spaces as well as a multi-purpose conference center.

The campus will be breaking ground this fall on an expansion to the Performing Arts Building, which will provide a 500-seat state-of-the-art Performing Arts Theater. Also, this fall, the College of Education will be celebrating its renaming as the James R. Watson and Judy Rodriguez Watson College of Education. The campus is currently working to re-design existing space on the San Bernardino campus to create dedicated space for the new Physician’s Assistant Program.

Growth at the Palm Desert campus has focused on adding additional programs including Hospitality Management, Entrepreneurship, and Cybersecurity. In 2021 the campus celebrated a collaboration between the Coachella Valley Economic Partnership, the City of Palm Desert, and the Palm Desert campus in opening the iHUB, a business incubator designed to attract technology-based entrepreneurial start-up business to the region. The campus completed a feasibility study in 2022 for a student services building, the next development planned for that campus that will include an expansion of the library and study space for students at that campus.

CSUSB was listed among the nation’s top green colleges for its sustainability-related policies, practices, and programs in 2022 by the Princeton Review. Campus-wide efforts include the campus Sustainability Taskforce, which is co-chaired by a faculty representative and the Office of Energy and Sustainability. In 2019 the campus established a sustainability general education pathway in addition to other sustainability course offerings to ensure that sustainability is incorporated throughout the academic curriculum. Sustainability continues to be a core value of the institution and a focus of campus Strategic Planning efforts.
SEARCH PROFILE: Provost and Vice President for Academic Affairs

ABOUT THE UNIVERSITY (CONT.)

STRATEGIC PLANNING
Originally envisioned to cover five years, CSUSB extended the prior Strategic Plan through 2022 due to the campus conversion from quarters to semesters, the CSU Graduation Initiative 2025 (GI 2025), and subsequently the pandemic. The planning process included broad-based campus consultation. A plan for 2022 through 2025 is presently being developed. The provost plays a leading role in all planning processes. Planning includes not only the overall CSUSB strategic plan, but the strategic enrollment plan, GI 2025, and a Diversity/Equity/Inclusion Plan.

FINANCES AND BUDGET
The all-university budget is comprised of state operating funds (general fund, tuition, fee revenue), as well as auxiliary and enterprise (self-support) revenue. For the fiscal year 2021-22, the total university-wide revenue was $298.4 million. State-side operating funds totaled $247.7 million. Auxiliary and enterprise revenue was budgeted at $50.7 million. Additionally, the current value of CSUSB’s endowment was $52.5 million as of March 31, 2022. The spendable return from the endowment is the primary funding source for student scholarships and programs for faculty and student success. For 22/23, the CSUSB endowment will have a payout of $1.9 million of which 54% is directed towards student scholarships and 46% supports faculty and student programmatic initiatives. A vibrant research agenda is pursued by faculty and other professionals. In 2021, CSUSB received $41.2 million in research and grant awards.

CAPITAL CAMPAIGN
As an anchor university, CSUSB inspires the region’s expansive pool of talented individuals to fulfill their dreams through higher education. It is therefore essential that CSUSB reinforce its mission with the resources and investment required for world class teaching, research, and public service through a comprehensive campaign that preserves this promise for future generations.

To further build on the university's vital role in enhancing the educational, cultural, and economic development of the region, CSUSB has launched a $200 million fundraising initiative, the most ambitious fundraising campaign in the University’s history. Our Defining Moment: The Campaign for CSUSB will seek support from a variety of investors: alumni, friends, corporate and foundation partners, as well as government agencies and tribal nations. The provost is an essential member of the campaign team, shaping the academic priorities of the campaign, providing critical support in the development and strengthening of campus/community partnerships, and participating in campaign events.

Additional information about the University may be found at www.csusb.edu.

VISION STATEMENT
CSUSB aspires to be a model for transforming lives.

MISSION STATEMENT
CSUSB ensures student learning and success, conducts research, scholarly and creative activities, and is actively engaged in the vitality of our region. We cultivate the professional, ethical, and intellectual development of our students, faculty and staff so they thrive and contribute to a globally connected society.

CORE VALUES
As a university community, these core values are the driving force that moves us to accomplish our mission and goals:

INCLUSIVITY
We affirm and are committed to the value of all kinds of differences among students, faculty and staff. Inclusivity that is broad and deep makes us a healthier and more productive organization and builds a culture that fosters engagement and diverse perspectives.

INNOVATION
We support and believe in an innovative culture and attitude that fosters the creative and deliberate application of teaching, research, scholarship and service for effective education.

INTEGRITY
We affirm and are committed to the truth. We demonstrate our integrity by being ethical, matching what we say with what we do, and by ultimately taking responsibility for our actions.

RESPECT
We believe in and are committed to the virtue of respect and will treat everyone with courtesy and kindness.

SOCIAL JUSTICE AND EQUITY
We believe in, affirm, and are committed to the equal value and dignity of all people. Fairness and equity are more than equality. We actively seek to eliminate barriers for those who are disadvantaged and disempowered so they may participate fully in university life.

SUSTAINABILITY
We affirm and are committed to the sustainability of our university by forward thinking, learning from both successes and mistakes, being proactive in moving our university forward, and by providing opportunities for continued growth and development.

TRANSPARENCY
We affirm and are committed to the importance of transparency both internally and externally. We believe in honesty and openness in our decisions and processes, subject to legal and ethical confidentiality. Understanding we are a public institution, we are also up front and open to the community and residents that we serve about the decisions we make and the actions we take.

WELLNESS AND SAFETY
We affirm and are committed to protecting and enhancing the health, wellness and safety of ourselves, our colleagues, our students and our stakeholders. We believe a healthy university is one in which there is collegial collaboration and uses continuous improvement processes that ensure a safe and healthy workplace for all.
STUDENTS

CSUSB reflects the dynamic diversity of the region and has the most diverse student population of any university in the Inland Empire, with 71% members of underrepresented groups, 81% first-generation students, and 78% receiving grants and scholarships. CSUSB has the second highest African American and Hispanic enrollments in the CSU system. Most students (86%) come from the Inland Empire counties of San Bernardino and Riverside, eight percent from other California counties, five percent from other countries, and less than one percent from out-of-state. Unique within the CSU and enrollment trends nationally, CSUSB attracts higher numbers of transfer than first year students as new enrollees each year.

As a student-focused university, CSUSB has been careful to address student needs during the pandemic and identify impacts and causes. Overall student enrollment declined during this period by approximately 1,000 students (Fall 2019 to Fall 2021). On-going strategic enrollment management efforts as well as intentional programs to address student personal needs and academic success are continuing.

CSUSB strives to provide students with opportunities to learn and connect with others outside the classroom. Abundant co-curricular activities are supported. Most students live off-campus, with the on-campus population of 1,500 residing in four different villages that offer a variety of traditional and apartment-style living. CSUSB has a strong community engagement and service program with students, faculty and staff providing thousands of hours of volunteer service to the Inland Empire and Coachella Valley communities annually.

The school mascot is Cody the Coyote. The Coyotes (or Yotes) compete in the California Collegiate Athletic Association—the preeminent Division II athletic conference in the country. There are 10 teams (four men’s and six women’s).

Graduate and undergraduate students are encouraged to engage in project-based learning and mentoring from top faculty. A strong undergraduate research program sends students to state and national research conferences. The university can boast of an award-winning Model UN program. Both undergraduate research competition and the UN program are faculty-led endeavors. Faculty are proud of their work with and for students and innovate to support student success utilizing institutional and grant resources.
THE COMMUNITY

The Inland Empire is a vast and culturally rich region spanning 27,000 square miles with a population of 4.5 million residents. Located equidistant between Los Angeles (60 miles east of LA) and the Palm Springs area and set at the foothills of the beautiful San Bernardino Mountains, CSUSB is conveniently situated in the region of California known as the Inland Empire. Shopping, entertainment, sports, and dining are within local distance, and the campus is very close to Los Angeles, Orange County, and Southern California’s beaches. The area is filled with major shopping malls, shows, amusement parks, and sporting events, and is minutes from mountain and desert relaxation.

San Bernardino has a wide variety of recreational attractions. From playing golf at one of the city’s many public and private golf courses, to a 30- to 60-minute drive to the mountains, skiing, deserts, beaches, resorts, and world-class cultural and sporting events. San Bernardino is home to the Inland Empire 66ers, a minor-league baseball team that in 2006 became part of the Los Angeles Dodgers organization. It is also home to the California Theater, opened in 1928, which serves as a venue for star-studded Broadway plays and musicals as well as concerts performed by the San Bernardino Symphony Orchestra.

For further information, about the student population, please see data provided by the Office of Institutional Research & Analytics.
The provost serves as the academic leader and visionary overseeing academic and support programs, resources, and personnel. Direct oversight includes the following:

- Academic Programs
- Academic Budget and Planning
- Academic Success and Undergraduate Advising
- Academic Research
- Enrollment Management (with a full complement of admissions, financial aid, and registrar professionals)
- Community Engagement
- Graduate Studies
- Faculty Affairs and Development
- University libraries (Pfau Library and Palm Desert campus library)
- The Palm Desert Campus (PDC)
- The Colleges:
  - College of Arts and Letters
  - Jack H. Brown College of Business and Public Administration
  - College of Education
  - College of Natural Sciences
  - College of Social and Behavioral Sciences
  - College of Extended and Global Education
LEADERSHIP AGENDA

CSUSB seeks a Provost and Vice President for Academic Affairs who will provide leadership and inspiration to help the university continue its success in ensuring an innovative, sustainable, and impactful future. Underpinning all the items below is the importance of creating a culture of care and belonging that is focused on helping students succeed and uplifting the region.

**STUDENT SUCCESS**
The next provost will be a passionate advocate for student success in academics and the overall student experience. Working with campus partners, the provost will assess, analyze, support, and deliver high-quality and relevant programs for a diverse student population. The provost is a critical leader in delivering strong retention and graduation performance, consistent with initiatives articulated in GI 2025.

**FACULTY AND STAFF SUPPORT AND DEVELOPMENT**
As the chief academic officer, the provost has significant responsibility for ensuring that faculty and staff can be effective, innovative, and productive. This includes ensuring a supportive campus culture that respects the role of shared governance and celebrates achievement.

**DIVERSITY, EQUITY, AND INCLUSION**
The provost will lead and support strategic efforts to develop a robust culture of equity and inclusion on campus that acknowledges the diversity of students, staff, faculty, and community. This includes (but is not limited to) advocacy and leadership in areas such as enrollment outreach, student success, faculty and staff development, curriculum, and human resources.

**PLANNING, ASSESSMENT, AND CONTINUOUS IMPROVEMENT**
The provost plays a critical role in strategic planning and campus master planning. An organized, data-informed, and transparent approach to assessment will assist the provost in continuing positive momentum. Important to this agenda will be the provost’s involvement in enrollment management for CSUSB—work that spans the entire continuum of the enrollment landscape.

**COMMUNITY RELATIONS AND PHILANTHROPY**
The provost supports and promotes strategic community partnerships that advance the university mission. In addition, the provost will engage in fundraising and support research/grant activity that reinforce CSUSB’s role as a higher education leader in delivering student-centered, high-quality, and innovative programs.
QUALIFICATIONS

REQUIRED

- Terminal academic degree
- Distinguished record of teaching, research, and service that supports appointment as a tenured full professor in one of the University's academic departments
- A record of leadership in academic administrative positions and the proven ability to plan and implement strategic initiatives
- Strong evidence of leadership resulting in improvement of student success outcomes
- Successful experience in leading academic programs at an institution with students from underrepresented groups
- Commitment to faculty and staff development and success
- Commitment to diversity and inclusion in all forms

PREFERRED

- Experience with a collective bargaining environment
- Experience with Minority or Hispanic-Serving Institutions (HSIs)
- Experience (as both faculty and administrator) with all phases of the retention, tenure, and promotion process for faculty
- A deep commitment to shared governance
- Understanding of the role of a national R2 comprehensive university
- Understanding of the role of librarian and counselor faculty
- Familiarity with innovative and evidence-based pedagogies, including technology in the classroom
- Familiarity with enrollment management strategies
- Recognition of research and creative activities as a core mission of higher education
- Understanding of the role of faculty senate, academic department chairs and deans
- Successful experience with strategic planning, policy development, program implementation, disciplinary and regional accrediting bodies
- Successful experience with personnel and budgetary management
- Effective community involvement and leadership
- Fundraising and development experience
- Thorough knowledge of best practices and the changing landscape of higher education
APPLICATION AND NOMINATION PROCESS

The University is being assisted by Academic Search. Applications should consist of the following:

• A cover letter addressing the priorities and qualifications.
• A curriculum vitae.
• Names and contact information for five references with a note indicating the relationship to the applicant. (References will not be contacted without your permission.)
• A diversity statement (no more than 600 words) that addresses your philosophy, commitment, and experiences in creating a safe and welcoming environment. This statement may address personal and professional experiences, lessons learned, and anticipated projects. Concrete examples are encouraged.

The position will remain open until filled, but only applications received by September 26, 2022 will be assured full consideration.

Applications and nominations may be submitted in confidence to CSUSBProvost@academicsearch.org.

Confidential discussions about this opportunity may be arranged by contacting Senior Consultant Stacey Morgan Foster, JD at stacey.foster@academicsearch.org or Associate Consultant Carolyn Kelly at carolyn.kelly@academicsearch.org.

OTHER

A background check (including a criminal records check) must be completed satisfactorily before any candidate can be appointed to a position with the CSU. Failure to satisfactorily complete the background check may affect the application status of applicants or continued employment of current CSU employees who apply for the position.

The person holding this position is considered a ‘mandated reporter’ under the California Child Abuse and Neglect Reporting Act and is required to comply with the requirements set forth in CSU Executive Order 1083 as a condition of employment.

California State University, San Bernardino is an Affirmative Action/Equal Opportunity Employer. We consider qualified applicants for employment without regard to race, religion, color, national origin, ancestry, age, sex, gender, gender identity, gender expression, sexual orientation, genetic information, medical condition, disability, marital status, or protected veteran status. This position adheres to CSU policies against Sex Discrimination, Sexual Harassment, and Sexual Violence, including Domestic Violence, Dating Violence, and Stalking. This requires completion of Sexual Violence Prevention Training within 6 months of assuming employment and on a two-year basis thereafter. (Executive Order 1096)

This position may be “Designated” under California State University’s Conflict of Interest Code. This would require the filing of a Statement of Economic Interest on an annual basis and the completion of training within 6 months of assuming office and every 2 years thereafter. Visit the Human Resources Conflict of Interest webpage link for additional information.
ABOUT ACADEMIC SEARCH

Academic Search is assisting California State University, San Bernardino in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. For more information, visit www.academicsearch.org.