



Opportunity and Challenge Profile

*Search for the Vice President for Research
California Polytechnic State University
San Luis Obispo, California*

California Polytechnic State University (Cal Poly), a distinguished public undergraduate and Master's level institution located in San Luis Obispo, California, seeks an innovative and collaborative research leader to serve as the Vice President for Research (VP Research). This role is an opportunity for an experienced, entrepreneurial, and tactical builder to make their mark at the top public masters-level university in California and one of the top 25 public and private universities in the West (*U.S. News & World Report*). Cal Poly is home to an engaged community of students, staff, and faculty committed to robust teaching, scholarship, and service in a "Learn by Doing" environment in which all community members are partners in discovery.

The VP Research is responsible for university-wide advocacy for research, scholarship, and creative activity and promotes the value of a diverse range of scholarly and applied research activities for faculty, staff, and students. The VP Research reports to the Executive Vice President/Provost and works in close partnership with University Development and other administrators, including but not limited to, the CEO of the Cal Poly Corporation, the academic deans, and the Dean of Graduate Education.

Core to the research division is the "Learn by Doing" philosophy that underscores the institution's mission as a polytechnic university where students, staff, and faculty are partners in discovery. Cal Poly provides extensive undergraduate and graduate (master's level) research, scholarship, and creative activity programs, in addition to extensive applied research programs. The VP Research proactively fosters an environment in which the research, scholarly, and creative accomplishments of faculty and students are encouraged and rewarded. Growing such a research unit within a preeminent campus of the California State University system is ultimately of service to the state of California: the VP Research seeks to develop wide-reaching economic support of these research activities and promotes the reputation of Cal Poly's research, scholarship, and creative activities (RSCA) locally, nationally, and internationally.

To achieve the many ambitions of the campus, the next VP Research will address the following opportunities and challenges:

- Develop and execute a unifying vision and strategy to significantly grow the research enterprise in alignment with Cal Poly's "Learn by Doing" mission;
- Further develop a cohesive, supportive, robust administrative infrastructure that enables the effective execution of the research division's important services;
- Ensure sufficient resources are in place to fully support research operations and to incentivize RSCA;
- Build meaningful, productive collaborations across the Cal Poly campus;
- Establish and expand sustainable regional and national partnerships to substantially increase RSCA opportunities and funding for the campus.

A list of the desired qualifications and characteristics of the VP Research can be found at the conclusion of this document, which was prepared by the search advisory committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

Research at Cal Poly

The research enterprise provides leadership to Cal Poly faculty, students, and staff in the pursuit of excellence in their scholarship, research, creative activity, and professional development efforts. The division's goal is to provide opportunities, foster collaboration and innovation, and inform, guide, champion and support faculty, students, and staff as they seek knowledge, change and development.

The units comprising the research division proactively strive to create an inclusive, equitable, and diverse environment in which the professional development, scholarship, research, and creative accomplishments of faculty, students and staff are encouraged, rewarded, and valued both on campus and at the local, state, and national levels. Together, the research enterprise fosters and supports the on-going growth and work of students, teacher-scholars, researchers, and professionals.

The research division is comprised of the following units:

- **Office of Student Research:** The newly formed [Office of Student Research](#) aims to increase student opportunities to Learn by Doing research. The unit will continue to focus on increasing the transparency of access to research opportunities to ensure equity of student participation, support the professional development of both student researchers and research mentors, and increase the submission and success of proposals that include and fund Cal Poly student researchers.
- **Grants Development Office:** The [Grants Development Office](#) (GDO) pre-award team provides proposal preparation, review, and submission services to Cal Poly faculty and staff who are interested in obtaining extramural project funding from federal, state, and local municipality sources, as well as private, non-governmental sponsors.

- **Sponsored Programs Office:** Designated to manage and oversee externally-sponsored projects, the [Sponsored Programs Office](#) assists faculty and staff by providing research administration services to ensure compliance and proper use of funds.
- **Research Integrity and Compliance:** Cal Poly's Research Integrity & Compliance program is designed to support the ethical conduct of research on campus. The office emphasizes providing Learn by Doing opportunities for students to gain expertise in ethical research practices. The office is grounded in the principles of equity, justice, respect for researchers and research participants, and transparency. A major goal of the office is to demystify compliance activities related to Human Subjects, Animal Subjects, Conflict of Interest, Export Control, Research Misconduct, Biosafety, and Environmental Health and Safety.
- **Corporate Engagement and Innovation:** The [Corporate Engagement and Innovation](#) (CEI) unit serves as a single point of contact for all for-profit and nonprofit research and development engagement activities including Industry Sponsored Research, Technology Transfer (IP), and Applied Innovation. CEI also manages [Cal Poly's Technology Park](#).

Sponsored projects from across Cal Poly reflect a wide range of RSCA focusing on areas such as student support and retention, fundamental and applied research, consulting, curriculum design and development, and public service projects. The five-year average of Cal Poly's sponsored project expenditures is \$25M, \$13.6 of which is from federal sources. Sponsored project submissions average \$136.6M in total requested dollars across the last 5-years. The majority of proposals for federal funding are submitted to the National Science Foundation, with U.S. Department of Agriculture and DHHS-National Institutes of Health rounding out the top three federal sponsors in terms of number of proposals and dollar value of submissions and awards.

In early 2020, the division launched the Strategic Research Initiatives (SRI) program in partnership with Academic Affairs and University Development to fund proposals that promise to transform Cal Poly and the surrounding community in California, with the underlying goals:

- Enhance academic and student success
- Create positive economic and social impacts
- Enrich personal wellbeing of faculty, students, staff, and community of Central Coast
- Ensure financial success and sustainability

From the proposals submitted, five broad themes were selected for funding that represent innovative and strategic growth opportunities for Cal Poly: Central Coast Place-Based Research, Community Health, Data Science & Analytics, Environment of California and Beyond, and Technology Workforce. For more information on the projects funded under these themes, please visit the SRI program website at <https://research.calpoly.edu/strategic-research-initiatives>.

ROLE OF THE VICE PRESIDENT

The VP Research is responsible for university-wide advocacy for RSCA and economic development and promotes the value of a diverse range of scholarly and applied research activities and industry relationships for faculty, staff, and students. The VP Research reports to the Executive Vice President/Provost, and has direct oversight of AVP for Research Administration, AVP for Corporate Engagement and Administration, Director of Research Integrity & Compliance, and Director of the Office of Student Research. Finally, the VP Research works in close partnership with University Development and other administrators, including, but not limited to, the CEO of the Cal Poly Corporation, Director of Government Relations, the academic deans, and the Dean of Graduate Education.

Specific responsibilities of the VP Research are as follows:

- Manages the research division, establishes key relationships, and identifies strategic goals
 - Translates and communicates the vision and expectations of the Provost into an actionable and innovative strategy for the University, advancing it on a research growth trajectory.
 - Works closely with the Cal Poly Corporation, Sponsored Programs Office, direct reports within the research division, academic deans, and leadership within Academic Affairs to identify needs, develop achievable goals, and achieve strategic outcomes.
 - Convenes faculty to explore areas of possible collaboration for new funding streams as well as to promote growth of student research.
 - Establishes the identity for the research division, both internally and externally, and fosters a vibrant campus culture of scholarship, innovation, entrepreneurship, and partnership.
 - Supports and promotes a teacher-scholar model that expects quality teaching while enabling professional growth and student success through RSCA opportunities.
 - Collaborates with the Corporate Engagement and Innovation unit, Technology Park, and all Cal Poly Centers and Institutes to ensure continued optimization of research resources.
- Leads and coordinates the growth of successful external partnerships that advance solutions, learning, and applied research related funding
 - Coordinates closely with Provost and academic deans to identify potential partners and to lead proactive outreach.
 - Partners with VP for University Development and Alumni Engagement, academic deans, and faculty to seek industry and foundation funding to enhance the resources and financial support for Cal Poly's Strategic Research Initiatives (SRI) program.
 - Partners with the Director of Government Relations to cultivate RSCA initiatives at the State and National levels.

- Represents Cal Poly to research and educational agencies, business and industry, and the research community.
- Leverages existing relationships with advisory boards for opportunities that would benefit from complementary talent and resources as well as potential sources of funding.
- Facilitates the coordination and infrastructure of the university's work with the private sector, leading a review of current processes, policies, and capacity to identify gaps and create optimal configurations that will provide a seamless and timely response.
- Identifies opportunities to advance local and regional economic development.
- Supports and builds on applied research opportunities for faculty and students
 - Will implement fiscal policies related to Facilities and Administrative (F&A) funds, and seed support and funding for strategic research initiatives and internal grant programs.
 - Facilitates applied and basic research opportunities that support the teacher-scholar model and promote student learning.
 - Responsible for Cal Poly's internal RSCA grant programs.
 - Leads the identification of university strategic research initiatives and develops resources to support faculty in those areas.
 - Works closely with academic deans and faculty to better refine research priorities, screening criteria, and ongoing strategy based upon faculty expertise and student research potential.
 - Supports the comprehensive polytechnic mission by encouraging interdisciplinary collaboration where possible.
 - As appropriate, in coordination with the Office of the Provost, assists in the development and operations of centers and institutes.
 - Ensures that programs and resources are available to support faculty success in grant submissions and formation of effective industry partnerships.
 - Works closely with the academic deans to help recruit and retain research active faculty, especially for major research opportunities, attracting talented faculty and administrators.
 - Monitors progress on research growth and publications and leads the communication strategy, in partnership with University Communications and Marketing, for the University's research story in the community. More broadly, the VP Research will serve as a spokesperson to promote and celebrate RSCA successes.
- Provides leadership for the research organization pre-award and post-award functions to deliver support and service research growth and activities across campus
 - Provides leadership and development of the research organization to increase the university's research visibility and impact, including intellectual property and tech

- transfer, pre-award and post-award administration and compliance, as well as its interfaces across Cal Poly and with the Cal Poly Corporation.
 - Ensures that the pre-award and post-award functions work closely together to ensure an effective compliance process.
 - Supports professional development for staff to enable the continued advancement of the research enterprise.
 - Promotes research services workforce planning by creating opportunities to develop and grow staff and administrators.
 - Provides leadership and management expertise in the supervision of direct reports and oversees relevant planning and fiscal issues.
- Manages export control and research compliance
 - Oversees the university's export control program, including Export Administration Regulations (EAR) and International Traffic in Arms Regulations (ITAR).
 - Provides guidance in reviewing the terms of proposals and agreements and determines whether the activity is export controlled.
 - Partners with faculty and staff on export-controlled activity to ensure that export-controlled material and information are secured, that export licenses and other export authorizations are obtained when necessary, and that export controlled technology is safeguarded through the use of a Technology Control Plan (TCP).
 - Collaborates with campus leaders to set strategies and policies on export compliance issues, including Information Technology Services (ITS), Strategic Business Services (Contracts/Procurement/Risk Management), Academic Personnel, University Personnel, and International Programs.
 - Ensures regulatory compliance for all RSCA activities, in partnership with the Research Integrity and Compliance unit and Cal Poly's IRB.

KEY OPPORTUNITIES AND CHALLENGES FOR THE VICE PRESIDENT

The VP Research will be a transformational builder and leader who will work collaboratively to elevate and grow Cal Poly's RSCA to enhance the student experience, advance knowledge, and serve the region. To achieve these goals, the VP Research will be tasked with a key set of opportunities and challenges:

Develop and execute a unifying vision and strategy to significantly grow the research enterprise in alignment with Cal Poly's "Learn by Doing" mission

The incoming VP Research will continue to develop a cohesive and unified identity, vision, and set of values for the research division in partnership with the university leadership, college deans, faculty, and student partners. The VP Research will help articulate the distinct value of the "Learn by Doing" philosophy and teacher-scholar model, highlighting the value of RSCA for Cal Poly, including engaging and

supporting research at the undergraduate level. The VP Research will serve as a visible and vocal advocate for the division and for the campus research enterprise, effectively articulating that a growing research enterprise will have significant positive impact on the institution.

Further develop a cohesive, supportive, robust administrative infrastructure that enables the effective execution of the research division's important services

In recent years, the research division has made important strides in providing a more comprehensive, supportive structure to better serve faculty, staff, and student RSCA, and the VP Research will be expected to continue these efforts, ensuring a high level of customer service while also building community within the office. There has been turnover in the office in recent years, and there will be some key vacancies to fill. The VP Research will leverage this talented team and support them in their professional development to maintain and enhance the excellent service they provide to the campus.

The VP will evaluate the current administrative structures in the division and find new ways to promote efficient, effective delivery of research support services for training researchers and administrative staff, approving research protocols, research technology, notifying faculty about funding opportunities, compliance, developing grants and grant submission support, and creating a more transparent and efficient post-award process, among other services. The VP Research should be well-versed around state and federal regulations to ensure researchers are in compliance and accountable and to allow for adjustments where possible in support of the research. Researchers at Cal Poly should feel that they are equipped with the tools and resources necessary to move quickly when new opportunities emerge, and they should be well-supported by the research division through completion of the project.

Ensure sufficient resources are in place to fully support research operations and to incentivize RSCA

The VP Research will lead an effort to review the funding structure of the division and the F&A distribution model to ensure that they best support the growth of research and provide incentives for activities that will support the vision for research at Cal Poly. The ideal funding model will allow the VP Research to support and enable strategic allocation of resources and provide incentives to encourage research productivity across all disciplines and reward success and impact. It should also allow the VP Research to support Deans in the recruitment and retention of diverse faculty members.

The VP Research will be transparent around where the money is flowing and why, and will keep the Cal Poly community updated as priorities shift, or resource allocations change. This funding model should also encourage faculty and students to pursue new opportunities, including interdisciplinary collaborations.

Build meaningful, productive collaborations across the Cal Poly campus

The VP Research will be an engaged partner with academic affairs and the broader Cal Poly community to facilitate and support a culture of research and innovation. This leader will be a visible and engaged

presence on campus, facilitating the opportunistic connections that lead to exciting new interdisciplinary collaborations. With the institution's remarkable breadth of excellence across its six colleges, the VP Research will be the champion of a broad and inclusive definition of RSCA that does not rely solely on the extramural funding opportunities most common in the natural sciences. The VP Research will champion, highlight, and promote the interdisciplinary RSCA work happening across the arts, humanities, social sciences, and STEM disciplines.

Establish and expand sustainable regional and national partnerships to substantially increase RSCA opportunities and resources for the campus

The VP Research—in close partnership with other leaders at Cal Poly, including the CEO of the Cal Poly Corporation, the VP of University Development and Alumni Engagement, and the Director of Government Relations—will lead and encourage outreach to sustain, strengthen, and form new relationships with state and federal funding agencies and entities, industry, corporations, foundations, and other universities, identifying translational opportunities and ensuring mutually beneficial collaborations that benefit the region and the state. The VP Research will be expected to build and strengthen relationships in Sacramento and Washington, D.C., showcasing the university, creating connections for the deans and faculty, and making a case for state and federal funding opportunities wherever possible. The VP Research will work closely with leaders across campus to drive innovation and economic development, connecting faculty and students to industry and other funding sources to respond to their needs and bring in new revenue.

During an especially challenging financial time, it will be critically important for the VP to lead institutional efforts to increase revenues through research grants and contracts, negotiation of IDC rates, corporate partnerships, fundraising initiatives, foundation partnerships, legislative support, strategic collaborations between the California State University Office of the Chancellor and other CSU campuses, and all other available means necessary to ensure that faculty, staff, and students have the funds necessary to support their RSCA and further strategic investments. The VP Research will also find new avenues for external support and will resource particularly promising research areas, with the aim of further diversifying and growing funding sources for all researchers at the University.

Qualifications and Characteristics

Required education and experience

- An earned doctorate or equivalent terminal degree and/or demonstrated exceptional scholarly/artistic achievement.
- Ten years of progressively responsible experience managing complex research programs in higher education or industry, including five years of demonstrated success in upper-level management.

Required skills, knowledge, and abilities

- An understanding of the diverse forms of RSCA conducted at a comprehensive polytechnic university, and an informed perspective about federally sponsored programs, intellectual property, technology transfer, compliance, and commercialization in the university environment.
- A working knowledge of Intellectual Property that includes the nuances of higher education as well as the expectations of industry partners.
- Excellent interpersonal and leadership skills, including the demonstrated ability to motivate and influence individuals at all levels and negotiate agreements and partnerships.
- Demonstrated leadership and management experience to integrate the academic and administrative activities in RSCA.
- Demonstrated ability to be a strong advocate for the value of student RSCA.
- Leadership experience in research and grants administration, and the development of cross-disciplinary research ventures in a university setting.
- Working knowledge of the interpretation and management of complex agreements and authorship of successful extramural research initiatives.
- Strong oral, written, problem solving and decision-making skills.
- A commitment to inclusiveness, transparency, and consensus building; willingness to collaborate and communicate effectively with multiple university constituencies, including other research leaders within the California State University system.
- Proven experience in supporting colleges in recruiting, developing, and retaining faculty associates and professional staff with respect to RSCA.
- Significant knowledge in compliance, specifically research, export control, and environmental health and safety regulations.
- Demonstrated experience working productively with external constituencies, such as governing and coordinating boards, legislative bodies, public agencies, funding agencies, community members and local and regional industry.
- A record of working successfully with diverse students, staff, faculty, campus population and external collaborators; demonstrated commitment to diversity in hiring.
- An understanding of and commitment to shared governance.

Preferred skills and experience

- A Ph.D. or terminal degree.
- Track record of success in obtaining external research funding and administering research programs that support faculty, graduate student and undergraduate student RSCA.
- Working knowledge of the variety of sponsor requirements that can impact the review, approval and acceptance of grants and contracts.

Location

Cal Poly, one of 23 universities in the California State University (CSU) System, is located in San Luis Obispo, a coastal city halfway between Los Angeles and San Francisco. The San Luis Obispo community is nestled close to the Pacific Ocean, has a population of over 47,000, and is an area with an extraordinary quality of life. The economy is based largely on agriculture and tourism and the region is known for producing world-class wine. With close proximity to many excellent vineyards on the Central Coast, San Luis Obispo (or “SLO” for short), is the geographic and figurative heart of California. The San Luis Obispo Regional Airport offers commercial air service to eight major airports, and Amtrak offers daily rail service in California and other destinations. More information about Cal Poly, its mission, values and strategic plan can be found in Appendix I.

Applications, Inquiries, and Nominations

The search committee will review nominations and applications until the position is filled. The anticipated starting date for the position is mid-June 2023.

To apply, visit <https://jobs.calpoly.edu/en-us/job/523894/vice-president-for-research> to complete the required online Cal Poly Application. In addition, each applicant must provide as separate attachments to the online application a detailed curriculum vitae or resume, a cover letter, and a diversity statement. The cover letter should address the applicant’s qualifications and experience for this position, including a personal statement of the applicant’s views on academic administration, experiences with and views on leadership, and their management style.

Inquiries, nominations, and referrals may be sent via the Isaacson, Miller website for the search: www.imsearch.com/8771.

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At California Polytechnic State University, San Luis Obispo, we believe that cultivating an environment that embraces and promotes diversity is fundamental to the success of our students, our employees, and our community. Bringing people together from different backgrounds, experiences and value systems fosters the innovative and creative thinking that exemplifies Cal Poly’s values of free inquiry, cultural and intellectual diversity, mutual respect, civic engagement, and social and environmental responsibility.

Cal Poly’s commitment to diversity informs our efforts in recruitment, hiring and retention. California Polytechnic State University is an affirmative action/equal opportunity employer.

Appendix I

CAL POLY

History

The founding of California Polytechnic State University, with its "[Learn by Doing](#)" philosophy, began when local journalist Myron Angel gathered a group of citizens in 1894 to lobby for a state vocational high school in San Luis Obispo. On March 8, 1901, Governor Gage signed legislation to establish the California Polytechnic School. On a visit to San Luis Obispo on May 9, 1903, President Theodore Roosevelt praised the citizens for their support of the state school. The first classes met October 1, 1903 with a total enrollment of 20 students.

In 1940, the State Board of Education granted collegiate status to the California Polytechnic School which was retitled in 1947 as the California State Polytechnic to reflect the higher education offerings. Subsequently in 1949, enrollment increased to 2,909 students at the San Luis Obispo campus and the institution started a graduate program leading to a master's degree in education. By the 1960's Cal Poly and all other state schools became part of the California State University System.

Cal Poly Facts and Figures

Cal Poly is considered one of only five comprehensive polytechnic universities in the nation and is part of the 23-campus CSU system. A primarily undergraduate university, Cal Poly enrolls approximately 22,022 (Fall 2021) undergrads and graduate students. Cal Poly has 1,410 (Fall 2021) faculty including part-time and 1,518 (Fall 2021) staff including part-time, hourly and management. The University's academic focus is combining technical and professional curriculums with the arts and humanities.

Cal Poly is a highly selective public university. The Poly View provides details on Cal Poly applicants and student body. Students are required to declare their majors when they apply to ensure that they enter into their major in the first quarter in order to maximize their experience in their chosen field. Most classes are taught by full-time, regular faculty, many of whom have direct professional experience in the areas they teach. Classes are generally small with on average a 19:1 student to faculty ratio. Most students have opportunities to do meaningful hands-on work with their professors, partnering with them in the pursuit of knowledge.

All Cal Poly students must complete a senior project as a requirement for graduation. The senior project is a capstone experience that is a high-impact educational practice in which students integrate and evaluate the knowledge and skills gained in both the General Education and major curricula and demonstrate career or postgraduate readiness. The result of this experience is that Cal Poly graduates are ready, from day one, to make an immediate impact on the world around them in their careers and throughout the rest of their lives.

Cal Poly graduates are highly sought after in the workforce. 100% are employed or enrolled in grad school within nine months of graduation and 77% are employed before their graduation, with the starting median salary of \$70,000 (2020-2021).

Cal Poly is organized into [six academic colleges](#): Agricultural, Food and Environmental Sciences (CAFES); Architecture and Environmental Design (CAED); Engineering (CENG); Liberal Arts (CLA); Sciences and Mathematics (CSM); and Orfalea College of Business (OCOB). They offer more than 60 undergraduate majors and over 50 graduate programs. Cal Poly is also home to over 25 [centers and institutes](#) to advance RSCA and the Learn by Doing mission. Cal Poly offers a wide array of programs and activities with over 400 student organizations to keep students involved and connected as well as various service opportunities to engage with the Cal Poly community. The University benefits from active and experienced advisory boards at the Presidential, college, and departmental levels, with over 600 industry, community, and educational leaders serving. The institution additionally sponsors 20 NCAA Division I programs.

U.S. News & World Report has ranked Cal Poly # 1 “Best in the West” for 30 consecutive years and *Forbes* has ranked Cal Poly as the best public, master’s level university in California.

In addition, several Cal Poly College of Engineering programs were ranked among the best in the nation for masters-level educational institutions, and the university was ranked as the top school in the West for veterans among public and private institutions that participate in federal initiatives helping veterans and active-duty service members pay for their degrees.

Cal Poly is considered the second largest land-holding university in California, second only to UC Berkeley, and one of the largest land-holding universities in the nation. Cal Poly uses its land holdings in active support of the education of its students. The University is located in historic San Luis Obispo, a city of approximately 47,000, 12 miles from the Pacific Ocean and midway between San Francisco and Los Angeles on California's scenic Central Coast. With excellent public education resources, recreational facilities and an expanding dedication to the arts, the area is known for its scenic landscapes and extraordinarily temperate climate. The Cal Poly Campus is approximately 1,321 acres, of which 155 are the campus core. In addition, Cal Poly owns approximately 9,178 acres total.

Mission Statement

Cal Poly fosters teaching, scholarship, and service in a “Learn by Doing” environment in which students, staff, and faculty are partners in discovery. As a polytechnic university, Cal Poly promotes the application of theory to practice. As a comprehensive institution, Cal Poly provides a balanced education in the arts, sciences, and technology, while encouraging cross-disciplinary and co-curricular experiences. As an academic community, Cal Poly values free inquiry, cultural and intellectual diversity, inclusivity, mutual respect, civic engagement, and social and environmental responsibility.

Vision

Cal Poly will be the nation's premier comprehensive polytechnic university, an innovative institution that develops and inspires whole-system thinkers to serve California and to help solve global challenges.

Graduation Initiative 2025

In 2015, the California State University (CSU) launched Graduation Initiative 2025, its ambitious plan to increase graduation rates, eliminate equity gaps in degree completion and meet California's workforce needs. The CSU identified six operational priorities to effectively implement Graduation Initiative efforts across the system. These areas were identified both through research and practice, as having significant impact on degree completion and student success. Academic Preparation; Enrollment Management; Student Engagement and Well-Being; Financial Support; Data Informed Decision Making; and Administrative Barriers.

Committed to Diversity

Cal Poly is dedicated to fostering a diverse, equitable and inclusive community where all social identities are welcome, and a wide variety of perspectives and viewpoints come together to enhance the learning experience. They work hard to ensure all students truly feel they belong on our campus so they can tackle our world's biggest problems in a global economy. At the same time, Cal Poly is creating an environment where their staff and faculty can thrive on their way to professional success.

Cal Poly continues to value diversity of complex and intersecting identities and strives to maintain an environment that is socially just, equitable, respectful, and inclusive. Cal Poly's classrooms and work environments are places of respectful engagement and informed debate that maintain human dignity. Cal Poly acknowledges that differing perspectives, which arise from our own individual and group experiences and our social positioning, are central to the development of thoughtful and critical thinkers, scholars and change agents.

As a public university, Cal Poly seeks to mirror the diversity and demographics of California by supporting everyone's potential to thrive their learning community, especially historically underrepresented and marginalized individuals. Cal Poly focuses our key initiatives in three areas: recruiting and retaining diverse students, staff, and faculty; enriching curriculum and other learning experiences; and improving campus climate for all. Cal Poly proudly has earned a designation as a minority serving institution, based on the number of Asian American, Native American and Pacific Islander students enrolled, as well as the strength of programs such as Cal Poly Scholars, the BEACoN Mentors Program, and the myriad of initiatives aimed at increasing access, recruitment, and campus climate for students of color.

Accreditation

The University is fully accredited by the WASC Senior College and University Commission (WSCUC). WSCUC is a regional accrediting agency that is recognized by the U.S. Department of Education as certifying institutional eligibility for federal funding, including student access to federal financial aid. During the process of reaffirming its accreditation, last year Cal Poly completed an accreditation review by a WSCUC team representing institutional peers and received a full ten-year extension of its accreditation, i.e., until 2032.

Strategic Plan 2019-2024

The Cal Poly University 2019-2024 Strategic Plan has seven strategic priorities that focus on the themes of our people, our programs, and our support infrastructure. The plan is available at: <https://www.calpoly.edu/strategic-plan>.