



Search for the Provost and Vice President for Academic Affairs
California State Polytechnic University, Pomona
Pomona, CA

California State Polytechnic University, Pomona (Cal Poly Pomona or CPP) seeks a strategic, collaborative, and experienced leader to serve as the next Provost and Vice President for Academic Affairs (Provost). The Provost is the chief academic officer of the University, overseeing all academic programs, including instruction and research. The incoming Provost will join CPP at a time of significant momentum as the campus strategically advances its work as an innovative and inclusive polytechnic institution. Leveraging the University's numerous successes and institutional assets—including robust enrollment demand, affordable, high-quality educational programs rooted in the philosophy of “learning by doing,” and an unwavering dedication to student success, career readiness, and social mobility—the Provost will join President Soraya Coley and a mission-driven leadership team to shape CPP for years to come.

Cal Poly Pomona, one of three polytechnic universities in the 23-campus California State University system and among 11 such institutions nationwide, has offered a unique education steeped in experiential learning since its founding in 1938. With a variety of degree programs spanning arts, humanities, sciences, engineering, and professional disciplines, the University serves over 26,000 students who are taught and mentored by more than 1,700 faculty. The campus offers 56 baccalaureate, 32 master's degree programs, 11 credential and certificate programs, and a doctoral program in educational leadership across nine colleges.

Cal Poly Pomona has consistently ranked as the No. 1 polytechnic university in the nation for promoting social mobility for ten consecutive years. Additionally, the University is a Hispanic-Serving Institution and was placed among the top 25 institutions in the country in awarding bachelor's degrees to underrepresented students by *Diverse Issues in Higher Education*. The University takes pride in its No. 2 position in the *U.S. News and World Report* rankings of top public regional universities in the West and its recognition as the No. 15 best-value college in the nation by *Money Magazine*. While each ranking is a snapshot of achievement, taken collectively, they provide a picture of an institution whose students graduate with the skills needed to succeed in a dynamic and evolving work environment. These successes are similarly marked by CPP's accrediting body, WSCUC, which awarded a maximum 10-year reaffirmation of accreditation in 2020 and a successful mid-cycle review in 2023-24. For more information about the University, please visit www.cpp.edu

Given this context, the successful candidate for the Provost position must demonstrate a strong track record as both a successful faculty member and an experienced institutional leader, possessing the academic, financial, operational, and strategic acumen necessary to provide collaborative and transparent leadership within the University community. The ideal candidate will hold an earned doctorate or terminal degree from an accredited institution and exhibit a distinguished record of teaching and scholarship, warranting appointment at Cal Poly Pomona at the level of full professor with tenure. Moreover, the

candidate should have substantial and progressive academic management experience and a proven track record of success to help develop and advance an institutional plan to move CPP forward. The successful candidate must also demonstrate a steadfast commitment to fostering diversity, equity, and inclusion and have experience in fundraising activities to support the needs of Academic Affairs.

A complete list of the desired qualifications and characteristics may be found at the conclusion of this document, which was produced with the support of Isaacson, Miller, a national executive search firm. All confidential applications, inquiries, and nominations should be directed to the parties listed at the end of this document.

ABOUT CALIFORNIA STATE UNIVERSITY

The California State University (CSU) system spans the entire state of California and has an annual operating budget of more than \$8.1 billion. It is not only the largest four-year university system but also one of the nation's most diverse and affordable university systems. With 23 campuses serving 454,640 students and employing 53,000 faculty and staff, CSU is a leader in high-quality, accessible, student-focused higher education and prepares the majority of California's business executives, community leaders, and policymakers. Ten percent of California's workforce graduated from a CSU campus, and with a living alumni base of over 4 million, nearly one in twenty Americans with a college degree earned it from a CSU campus. The CSU system has produced tens of thousands of graduates who have had an immeasurable impact in fields such as education, health care, agriculture, government, arts and entertainment, medicine, science and engineering, and non-profit leadership.

In 2016, the CSU system announced an ambitious initiative to increase graduation rates while eliminating equity gaps in degree completion and meeting California's workforce needs. Through this initiative, the Graduation Initiative 2025 (GI 2025), the CSU system aims to ensure that all students have the opportunity to graduate in a timely manner, positively impacting their future and producing the graduates needed to power California and the nation. To achieve this, the CSU system is addressing and assessing numerous topics, including Academic Preparation, Enrollment Management, Student Engagement and Well-being, Financial Support, Data-Informed Decision Making, and Administrative Barriers. Graduation rates at the CSU are at record highs due in part to GI 2025's emphasis on equity. To learn more about the initiative, visit <https://www2.calstate.edu/csu-system/why-the-csu-matters/graduation-initiative-2025>.

ABOUT CAL POLY POMONA

Located less than 30 miles east of downtown Los Angeles in the picturesque San Gabriel Valley, Cal Poly Pomona boasts a scenic and historic 1,400-acre campus, once the winter ranch of cereal magnate W.K. Kellogg. The University's proximity to beaches, mountains, and deserts makes it an ideal setting for academic and personal exploration. CPP's history and geography are unlike any other institution in the region. Nowhere else can students ride an Arabian horse, practice on a Steinway piano, bring a new product to market, and build a liquid-fueled rocket.

CPP's mission is to cultivate success through a diverse culture of experiential learning, discovery, and innovation. It aspires to be the model for an inclusive polytechnic university that inspires creativity and innovation, embraces local and global challenges, and transforms lives. It is guided by the core values of Academic Excellence, Experiential Learning, Student Learning and Success, Inclusivity, Community Engagement, and Social and Environmental Responsibility.

The term “polytechnic” derives from the Greek word “polytechnos,” meaning “skilled in many arts.” The University understands this to include eight core elements that are enshrined in the University’s [Institutional Learning Goals](#). For over 80 years, Cal Poly Pomona has embraced this concept to develop a modern and inclusive approach. Its commitment to experiential learning, multi-disciplinary perspectives, collaboration, and professional readiness offers a distinctive educational experience.

Within Academic Affairs, the Provost oversees ten deans representing nine colleges and the University Library:

- [Don B. Huntley College of Agriculture](#)
- [College of Business Administration](#)
- [College of Education and Integrative Studies](#)
- [College of Engineering](#)
- [College of Environmental Design](#)
- [The Collins College of Hospitality Management](#)
- [College of Letters, Arts, and Social Sciences](#)
- [College of Science](#)
- [College of Professional and Global Education](#)

In addition to the diverse undergraduate and graduate academic degrees that span farms and labs, stages and cyberspaces, CPP continues to expand its offerings of career enhancement courses, professional development certificates, and customized training programs with various online learning opportunities for today’s adult learners through the College of Professional and Global Education.

The University celebrates its vibrant and diverse community with a student body mosaic of 55% first-generation students, roughly 53% Latino, 22% Asian, 3% percent Black, and 13% White. Just shy of half the student body transfer in with an associate’s degree, and many out-of-state and international students call Cal Poly Pomona home, fostering a robust global perspective. For the most recent CPP student characteristics, visit <https://www.cpp.edu/data/dashboards/fall-term-characteristics.shtml>

Nearly 70% of CPP students receive financial aid, and a significant number work part-time, many in career-related positions. Enrollment has surged over the past decade, growing from 20,000 in 2010 to over 26,000 today, with 43% of students majoring in STEM fields. While CPP’s highest-populated majors include mechanical and civil engineering, computer science, business, and psychology, CPP also features distinctive and award-winning programs in agriculture, hospitality management, architecture, and more. From sustainability studies to mariachi ensembles, early childhood education to ethnic and women’s studies, CPP’s offerings are as innovative and diverse as its community. CPP graduates are highly sought after as proficient practitioners, integrative thinkers, and exemplary leaders, and CPP is among the top 50 colleges that “pay off the most”.

Cal Poly Pomona boasts 1,724 faculty members, with 699 full-time and 1,025 part-time, fostering a student-to-faculty ratio of 24 to 1. Faculty members are dedicated educators and active scholars in their fields, fostering close relationships with students as advisors and mentors. These relationships are further reinforced by high-impact pedagogies called “Polytechnic experiences” ([PolyX](#)) that break down the barriers between classroom and profession. The campus currently generates more than \$37 million annually in external funding and aspires to grow its research enterprise.

The CPP campus features nearly 300 clubs and organizations catering to a diverse array of interests. Students design and build award-winning floats for the annual Tournament of Roses Parade, clash with peers in a national concrete canoe competition, and root for one of 10 NCAA Division II teams. Additionally, over 3,500 students reside on campus in traditional dormitories, residential suites, and university apartments. The Cal Poly Pomona Foundation also offers affordable off-campus housing options for faculty and staff.

University Leadership and Strategic Plan

Dr. Soraya M. Coley became the sixth president of Cal Poly Pomona in January 2015 after more than twenty years of leadership in higher education. President Coley has strong ties to the California State University; prior to this appointment, she served as the Provost and Vice President for Academic Affairs at California State University, Bakersfield and as the Dean of the College of Human Development and Community Service at California State University, Fullerton. President Coley's career has been marked by efforts to eliminate obstacles that prevent people from reaching their potential and fully participating in society. President Coley is a member of the American Council on Education Women's Network, Los Angeles Area Chamber of Commerce, Pasadena Bioscience Collaborative, and the Los Angeles Coalition for the Economy and Jobs.

The University's [strategic plan](#) articulates a vision for Cal Poly Pomona as a model for an inclusive polytechnic university that inspires creativity, discovery, and innovation; embraces local and global challenges; and transforms lives. Launched in 2017, the strategic plan serves as the cornerstone for current and future initiatives, centering on five strategic initiatives, each clearly defined with specific outcomes and relevant metrics to track progress:

- Deliver quality programs that promote integrative learning, discovery, and creativity
- Enhance student learning, development, and success
- Prepare our students for the Future of Work and civic engagement
- Strengthen our economic vitality and impact
- Advance organizational development and employee excellence

The Division of Academic Affairs is also guided by an [Academic Master Plan](#) that lays out additional guidance for improving student learning and faculty professional development.

Current Context

There are considerable opportunities, as well as some challenges, for the next Provost of Cal Poly Pomona. Recent transitions in leadership at the executive level have raised concerns about the University's progress toward its goals and commitment to transparency and community. These concerns underscore the need for a leader who can adeptly communicate the University's direction and academic mission, cultivate trust across the community to instill confidence and bolster morale, and demonstrate a deep understanding of shared governance and operational excellence to drive collaboration and execution of campus priorities effectively.

Nationally, postsecondary college enrollment is in decline, posing fiscal challenges for institutions within the CSU system, including Cal Poly Pomona. While enrollment struggles have predominantly affected Northern California campuses, the entire system faces shortfalls. Southern California campuses, notably

Cal Poly Pomona, grapple with over-enrollment without receiving additional state funding to support the increased student population. Despite receiving a record number of applications annually, the growing demand surpasses available funding.

To mitigate enrollment trends and address funding issues, the University has initiated several strategic recruitment efforts. These include plans to expand recruitment into new geographic regions, establish pipelines from underrepresented communities, utilize technology to enhance outreach, and cultivate partnerships. The University also organized a Spring Open House for all prospective applicants and their families, which yielded more than 8,000 attendees in its inaugural year, in an effort to promote engagement and application submission. Additionally, the University aims to increase philanthropic support, secure additional grant funding, expand the tenure-track faculty, promote scholarship opportunities, continue to advance GI 2025 goals, and further diversity, equity, and inclusion initiatives.

The incoming Provost will be expected to participate in and lead these efforts but will not do so alone. Five deans have joined CPP within the last year, bringing fresh ideas and experiences both within and outside the CSU system. They join a cohort of deans with tremendous institutional memory and experience navigating the California higher education landscape. Additionally, the Provost will inherit a Provost's Office team with decades of collective experience at CPP. Currently, there are three searches in progress to fill key positions in Academic Affairs, including the Associate Vice President of Faculty Affairs, the Associate Vice President for Research and Innovation, and the dean for the College of Agriculture. Upon assuming the role, the Provost will have the opportunity to build their team, with openings for key positions such as the Associate Provost for Academic Planning and Faculty Excellence and the Associate Vice President of Academic Programs. For the latest organizational chart of the Division of Academic Affairs, please visit <https://www.cpp.edu/academic-affairs/org-chart/index.shtml>

ROLE OF THE PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

With a focus on academic excellence, the Provost provides leadership for academic administrative operations, ensuring the planning, development, implementation, assessment, and improvement of all academic programs and policies.

Working in close collaboration with campus leadership, the Provost plays a pivotal role in the faculty recruitment, retention, and renewal process. As a champion of faculty excellence, the Provost promotes professional growth, advocates for resources, and leads rigorous reviews of faculty appointments, tenure, and promotion to uphold academic standards. Integral to this role is the oversight of the planning, quality, and delivery of education for all Cal Poly Pomona students. The Provost carries out these responsibilities in consultation with appropriate stakeholders, emphasizing transparency and collaboration within the University's shared governance model.

Reporting directly to the President and serving on the Leadership Team, the Provost collaborates closely with Cabinet members, the Academic Senate, Deans, faculty, staff, students, and community stakeholders to advance strategic goals across the University. As Vice President for Academic Affairs, the Provost serves as a principal advisor to the President and actively contributes to campus operations, strategic planning, and decision-making processes. Beyond overseeing Academic Affairs, the Provost at CPP serves as an institutional leader.

The Provost is designated to oversee all contractual matters related to Unit 3 (Faculty, including full-time instructional faculty, lecturers, librarians, coaches, and academic-related counselors) and Unit 11 (Academic Student Employees). Furthermore, the Provost has signature authority on all accounts (state and Foundation) within the Division of Academic Affairs. The annual base general fund university sources are \$383,343,190, with \$140,230,440 residing in Academic Affairs.

KEY OPPORTUNITIES AND CHALLENGES FOR THE PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

The incoming Provost and Vice President for Academic Affairs at Cal Poly Pomona will play a pivotal role in shaping the institution's trajectory, both internally and within the broader community. The following outlines the key opportunities and challenges that the new Provost will address:

Champion operational excellence to empower CPP as an inclusive polytechnic institution

As an integral member of the President's Cabinet, the Provost will serve as a partner to the President and the senior leadership team to drive the University's strategic objectives. With a focus on enhancing the academic environment, fostering innovative pedagogies, and promoting interdisciplinary collaboration, the Provost will forge partnerships across the University. Working alongside other Vice Presidents, the Provost will break down silos across divisions, ensuring alignment between the current infrastructure and the evolving needs of a growing polytechnic institution. Through dynamic leadership and strategic insight, the Provost will facilitate meaningful discussions, leverage expertise, and foster synergies within the senior leadership team. Additionally, the Provost will empower deans to articulate the distinctive strengths of their Colleges, fostering collaboration across the academic enterprise to highlight the unique interconnectedness of Cal Poly Pomona.

Strengthen a sense of community, excitement, and anticipation for the future

The University is ready for a Provost who can provide stable leadership and inspire renewed optimism amidst fiscal challenges, reinforcing the value of higher education to potential students and their families, especially first-generation college students. To begin this important task, the Provost must establish an engaging presence within the campus community, reaching out to strengthen relationships across the administration and with faculty governance, deans, as well as with faculty, students, and staff at all levels. Along with the President, the Provost will play a key role in improving campus morale and serve as a unifying force, galvanizing support for Cal Poly Pomona's mission and vision. The Provost will work collaboratively with other Vice Presidents and engage with the other Provosts within the CSU system.

Foster a diverse, equitable, and inclusive campus culture

In guiding initiatives for diversity, equity, and inclusivity, the Provost will champion a campus culture that embeds DEI values into policies, practices, and curricula. Actively addressing systemic barriers, the Provost will cultivate an inclusive environment where every individual feels valued and supported. Empowering the community through shared governance, the Provost will develop metrics for assessing outcomes and ensuring transparent and equitable accountability, thus fostering a collaborative environment conducive to positive change and progress throughout the institution. By integrating these strategies into their role and through consistent and intentional efforts, the Provost will promote an equitable and inclusive campus environment and help foster a campus culture that values the success and wellness of all members of the University community.

Ensure seamless execution of campus and system-wide student success initiatives

At the heart of the Provost's responsibilities is the commitment to student success and academic excellence. They will work collaboratively with faculty, staff, and administrators to enhance teaching methods, advising programs, and support services to promote student engagement, retention, and achievement. The Provost will also lead efforts to assess and improve the effectiveness of academic programs and services, with a particular focus on Graduation Initiative 2025 and other campus initiatives aimed at improving student outcomes and closing achievement gaps. This includes monitoring the progress of college-specific First-Year Experience Programs, facilitating first-year persistence and graduation rates for freshman and transfer student cohorts, and producing yearly progress reports with specific recommendations for continuous improvement. An essential dimension of student success is the extent to which students are employed in jobs relevant to their academic major or pursuing graduate education following graduation. The Provost will play an important leadership role in implementing a career readiness program for CPP students that begins at enrollment and continues for a year post-graduation. The program includes intentional, sequenced professional and career readiness experiences woven throughout a student's academic journey across all majors and building a modern, industry-connected career center.

Advance instructional technology and online education

Recognizing the transformative role of technology in higher education, the Provost will lead efforts to further integrate instructional technology into teaching and learning practices across the University, as well as support the adoption of new technology for greater operational efficiency. This includes supporting faculty development programs and initiatives aimed at enhancing digital literacy and pedagogical innovation. The Provost will work with the deans, faculty, and staff to identify the optimal blend of in-person and online learning, expanding online program offerings to meet diverse student needs.

Foster research growth and graduate education

With an appreciation for the teacher/scholar model and a balanced approach to teaching and research priorities, the Provost will provide overarching academic leadership while staying aligned with CPP's mission and the CSU system's objectives. Together with the Associate Vice President for Research and Innovation, the Provost will champion undergraduate, graduate, and faculty research and scholarly activities across disciplines, promoting new interdisciplinary research collaborations. This involves partnering with administrative units and monitoring the progress of each College in securing external funding. To that end, acknowledging and celebrating the achievements of principal investigators (PIs) will be integral to fostering a culture of inquiry and discovery.

There exists an opportunity to strengthen graduate education strategically to align with CPP's teacher/scholar model and address the advanced workforce needs of the California economy. Therefore, the Provost will actively support and enhance the quality, educational effectiveness, and administrative structure of graduate programs to attract and retain graduate students to CPP. Striving for a strategic balance of undergraduate and graduate education within each College will be a key objective.

Secure resources and external partnerships for academic aspirations

As steward of the University's academic resources, the Provost will oversee budget allocation, faculty positions, and resource management. This includes collaborating with the incoming Vice President for University Advancement to identify and secure external funding opportunities, cultivate philanthropic support, and strengthen partnerships with industry, government, and other stakeholders. Additionally, serving on the advisory board for the [W.K. Kellogg Arabian Horse Center](#), the Provost will increase opportunities for alignment and integration with academic and co-curricular learning, and cultivate ongoing support for the Center.

QUALIFICATION AND CHARACTERISTICS

The ideal Provost candidate will possess extensive academic leadership experience. The successful candidate will meet the following required qualifications and demonstrate many preferred attributes:

Required Qualifications:

- An earned doctorate/terminal degree from an accredited institution;
- A strong record of academic teaching and active research and scholarship requisite for an appointment as a tenured full professor at CPP;
- Demonstrated progressive academic management experience with successful outcomes;
- A track record of fostering diversity, equity, and inclusivity within academic settings.

Preferred Qualifications:

- Evidence of commitment to innovative student learning experiences and supporting faculty development in teaching, scholarship, and service;
- Measurable success in managing budgetary resources, especially in tight fiscal environments, with a focus on financial strategy;
- Demonstrated strong administrative and organizational skills with a data-informed decision-making approach;
- Demonstrated commitment to shared governance and collaborative leadership;
- Evidence of effective interpersonal and communication skills, emphasizing listening and learning;
- Success in strategic and operational planning, enrollment management, program development, academic student services, and accreditation;
- Demonstrated engagement with current and emerging best practices in digital learning and technology;
- Demonstrated ability to build inclusive relationships with diverse stakeholders;
- Demonstrated fundraising ability and enthusiasm for soliciting institutional investment support;
- History of leadership experience in a unionized environment, navigating complex labor relations with knowledge of collective bargaining processes;
- Demonstrated history of advocacy for University initiatives and academic affairs.

COMPENSATION AND BENEFITS PACKAGE

The salary range for this position is \$310,000 - \$330,000. Cal Poly Pomona also offers a comprehensive benefits package; more information is available at: <https://www.calstate.edu/csu-system/careers/benefits/Documents/employee-benefits-summary.pdf>

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. For best consideration, please apply by **March 22, 2024**. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/california-state-polytechnic-university-pomona/provost-and-vice-president-academic>. Electronic submission of materials is strongly encouraged.

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California State Polytechnic University, Pomona is an Equal Opportunity, Affirmative Action Employer. The university seeks to recruit and retain a diverse workforce as a reflection of our commitment to serve the people of California, to maintain the excellence of the university, and to offer our students richly varied disciplines, perspectives, and ways of knowing. Cal Poly Pomona subscribes to all state and federal regulations and prohibits discrimination based on race, color, religion, national origin, sex, gender identity/gender expression, sexual orientation, marital status, pregnancy, age, disability, genetic information, medical condition, and covered veteran status.

Cal Poly Pomona provides reasonable accommodations to applicants and employees with disabilities. Applicants with questions about access or requiring a reasonable accommodation for any part of the application or hiring process should contact the ADA Coordinator by email at ADACoordinator@cpp.edu.