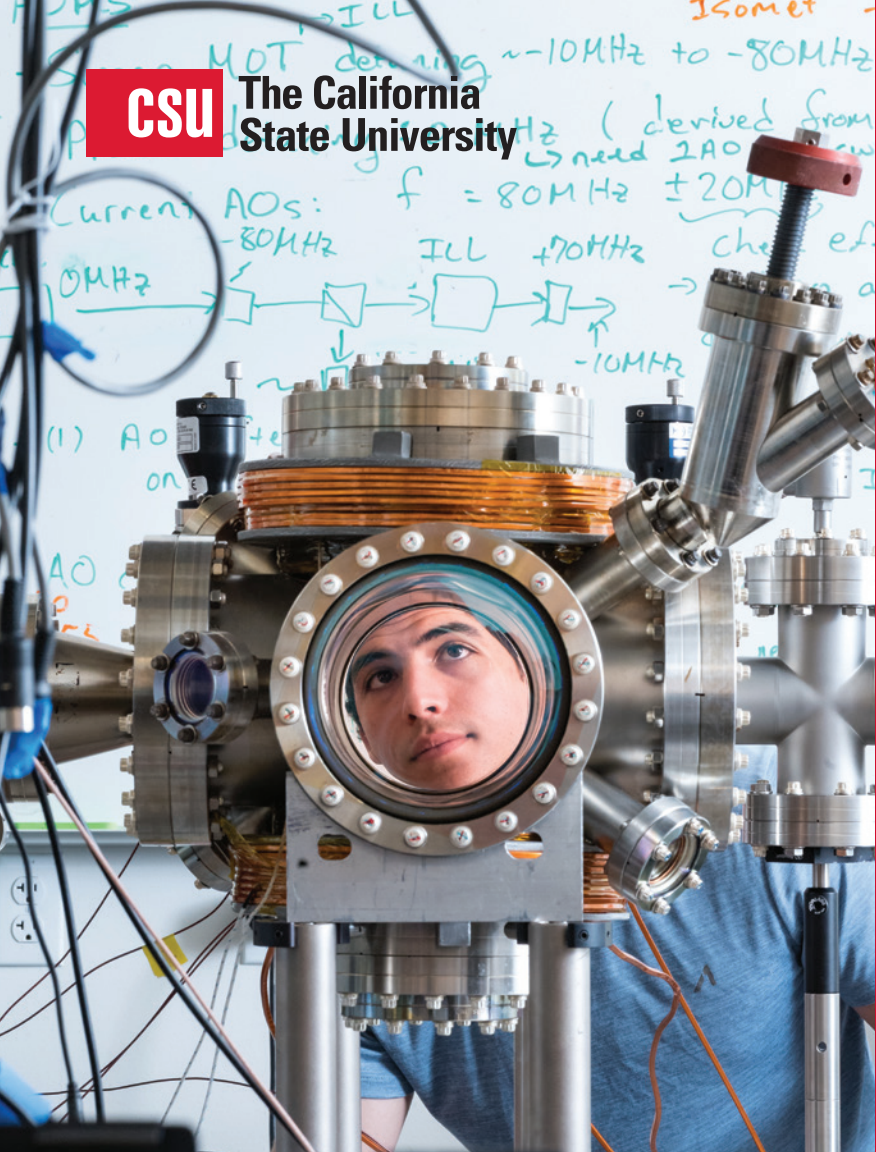


CSU

**The California
State University**



FACT BOOK

2024

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“The California State University is the nation’s largest, most diverse and most impactful public university system. It is a model for inclusive excellence, social mobility and educational equity. By transforming the lives of its students, elevating families and communities, and preparing the dynamically diverse educated workforce of today and tomorrow, the CSU is driving California’s social and economic prosperity.”

Mildred García
Chancellor, The California State University



INTRODUCTION

The California State University is the country's largest four-year public university system, providing opportunities for upward mobility to a broadly diverse student body and empowering those students to become leaders in the changing workforce.



**NATION'S
LARGEST**
four-year public
university system



23
UNIVERSITIES
and eight
off-campus centers



MORE THAN
450,000
students

THE CSU

- educates one of the most ethnically, economically and academically diverse student bodies in the country.
- is consistently recognized for providing opportunities for social mobility.
- provides degree opportunities at one of the most affordable rates nationwide.
- enrolls more than 450,000 students.
- employs more than 63,000 faculty and staff.
- serves each of California's regions, from Humboldt to San Diego.
- offers more than 4,000 degree programs that align with workforce demands.
- has a robust and supportive community of more than 4 million alumni.



Awards
NEARLY HALF
of the state's
bachelor's degrees



Confers nearly
127,000
degrees
annually



Returns nearly
\$7 FOR EVERY \$1
invested by CA



Stretches
800 MILES
from Humboldt
to San Diego



Helps create
209,400
jobs annually



Generates
\$26.9 BILLION
in industry activity

MASTER PLAN FOR HIGHER EDUCATION

The CSU was created in 1960 under the California Master Plan for Higher Education. The university system draws its students from the top third of the state's high school graduates and is California's primary undergraduate teaching institution. In continuing to expand its educational scope and help meet the state's workforce demands for skilled professionals, the CSU offers independent doctorates in audiology, education, nursing practice, occupational therapy, physical therapy and public health.

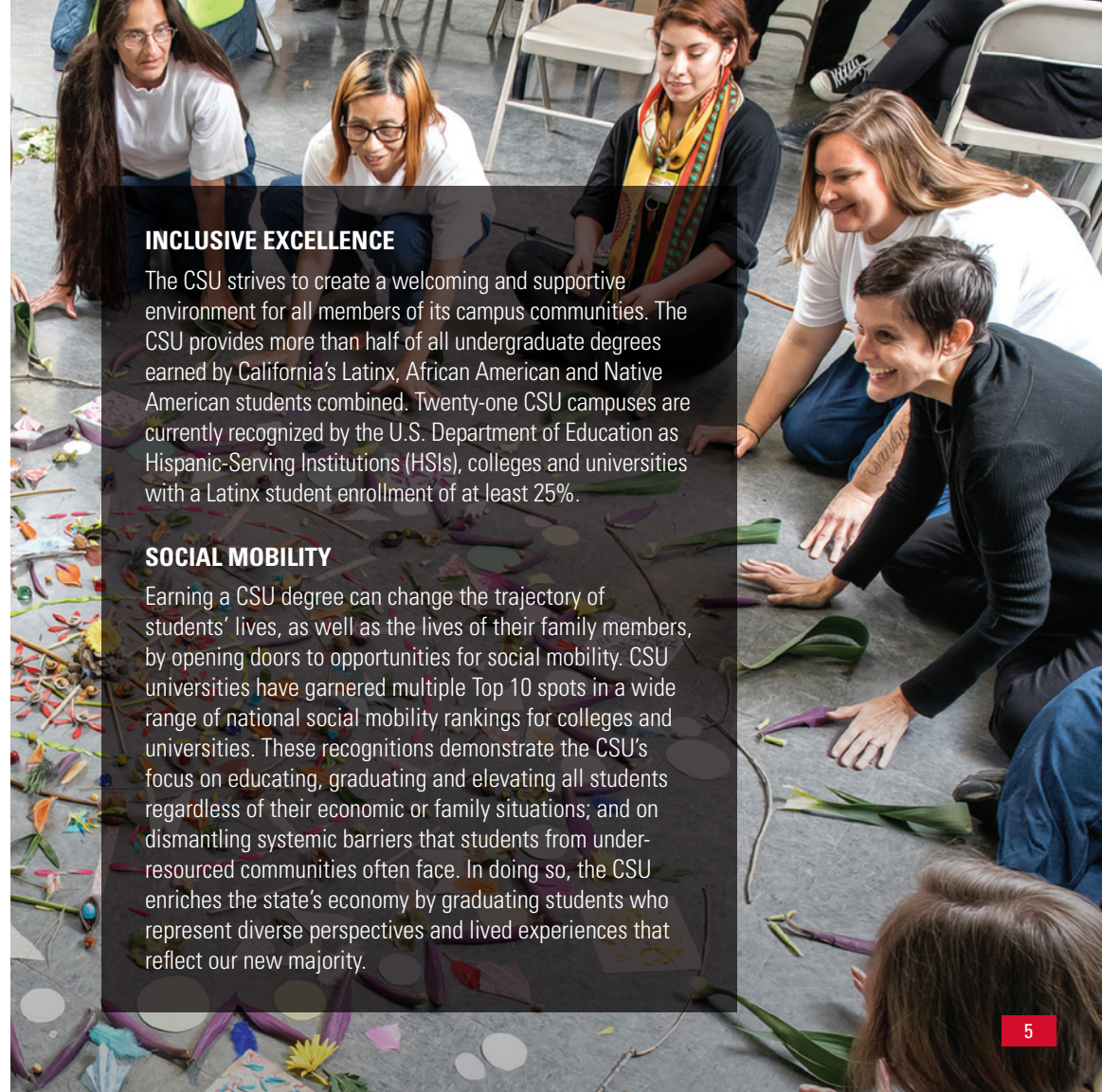
THE VALUE OF A CSU DEGREE

The California State University offers a life-changing education at one of the most affordable tuition rates in the country. Students learn from world-class faculty, gain valuable hands-on experiences and receive strong career advisory support to ensure they graduate job-ready.

The CSU plays a critical role in providing future leaders with the skills and knowledge they will need to thrive in the workforce and help drive California's economy. More than 4,000 degree programs align with the state's workforce demands in fields such as business management, engineering and health care.

At \$6,084 per academic year for full-time undergraduates, the CSU's tuition is among the lowest in the country. In 2023, all 23 campuses ranked among the top 100 "Best Bang for the Buck" universities in the West, according to Washington Monthly magazine.

To help students turn their dream of college into reality, the university offers a variety of financial aid options including grants, loans, scholarships, fellowships, veterans aid and work study. During the 2022-23 school year, 78% of students received some form of aid, and more than half of the CSU's bachelor's degree recipients graduated with zero student debt.



INCLUSIVE EXCELLENCE

The CSU strives to create a welcoming and supportive environment for all members of its campus communities. The CSU provides more than half of all undergraduate degrees earned by California's Latinx, African American and Native American students combined. Twenty-one CSU campuses are currently recognized by the U.S. Department of Education as Hispanic-Serving Institutions (HSIs), colleges and universities with a Latinx student enrollment of at least 25%.

SOCIAL MOBILITY

Earning a CSU degree can change the trajectory of students' lives, as well as the lives of their family members, by opening doors to opportunities for social mobility. CSU universities have garnered multiple Top 10 spots in a wide range of national social mobility rankings for colleges and universities. These recognitions demonstrate the CSU's focus on educating, graduating and elevating all students regardless of their economic or family situations; and on dismantling systemic barriers that students from under-resourced communities often face. In doing so, the CSU enriches the state's economy by graduating students who represent diverse perspectives and lived experiences that reflect our new majority.



STUDENT-FOCUSED INITIATIVES

The CSU's student-focused initiatives aim to ensure that all students regardless of racial, ethnic or financial background have the same opportunities to benefit from the transformative power of a CSU degree. Those initiatives include both Graduation Initiative 2025, a long-term plan to increase graduation rates, and the Black Student Success Initiative, an effort to stem statewide declines in Black student enrollment through bolstered outreach and support.



GRADUATION INITIATIVE 2025

Graduation Initiative 2025 aims to increase graduation rates for all CSU students while eliminating opportunity and achievement gaps. Since its launch in 2015, the initiative has brought completion rates to all-time highs and continues to focus on narrowing equity gaps between underserved students and their peers.

The CSU has redoubled efforts to eliminate equity gaps by launching an action plan that includes implementing reenrollment campaigns, expanding credit opportunities and providing digital degree planners for all students.

DEGREES CONFERRED IN 2022-23		
Bachelor's Degrees	105,841	83.4%
Master's Degrees	20,405	16.1%
Doctoral Degrees	614	0.5%
Total	126,860	100%

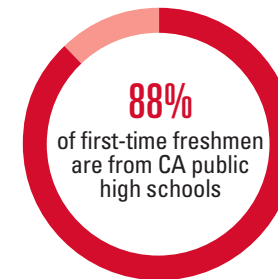
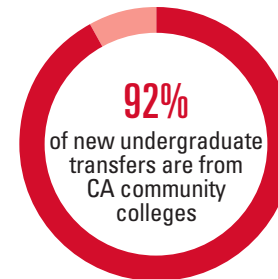
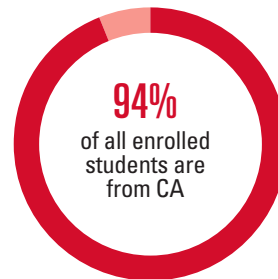
BLACK STUDENT SUCCESS INITIATIVE

Reflecting national trends, the CSU has experienced a decline in Black student enrollment as well as retention. In response, the CSU formed a strategic workgroup within Graduation Initiative 2025 to redouble its efforts in supporting and advancing Black student success. The workgroup developed a series of 13 systemwide recommendations designed to serve as an action-oriented path forward with multiple ongoing outreach efforts and on-campus programs.



STUDENTS

CSU students are largely from California, and most remain in the state after graduation, applying the skills and knowledge they have learned to help the Golden State's economy thrive.





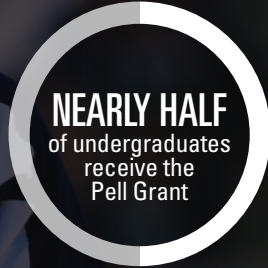
454,640

students enrolled in the CSU in fall 2023



MORE THAN ONE-QUARTER

of undergraduates are the first in their families to attend college



*Actual total is 52.6%.

ENROLLMENT BY CAMPUS

FALL 2023	
Bakersfield	9,399
Channel Islands	5,127
Chico	13,999
Dominguez Hills	14,299
East Bay	11,771
Fresno	23,832
Fullerton	41,326
Humboldt	5,976
Long Beach	39,530
Los Angeles	24,673
Maritime Academy	761
Monterey Bay	6,271
Northridge	36,368
Pomona	26,415
Sacramento	30,193
San Bernardino	18,510
San Diego	37,538
San Francisco	23,700
San José	32,229
San Luis Obispo	22,279
San Marcos	13,932
Sonoma	5,865
Stanislaus	9,440
CalState TEACH	869
International Programs	338
Total	454,640

FALL 2023 ENROLLMENT (TOTAL 454,640)

BY GRADE		
Freshman	86,370	19.0%
Sophomore	56,362	12.4%
Junior	107,809	23.7%
Senior	151,744	33.4%
Graduate	41,679	9.2%
Teaching Credential Postbaccalaureate	7,795	1.7%
Other Postbaccalaureate	2,881	0.6%
BY AGE*		
Under 18	8,335	1.8%
18-24	341,452	75.1%
25-29	56,903	12.5%
30-34	22,341	4.9%
35-39	10,931	2.4%
40-49	10,214	2.2%
Over 49	4,464	1.0%
BY ETHNICITY*		
Hispanic/Latinx	219,747	48.3%
White, Non-Latinx	92,648	20.4%
Asian American	71,571	15.7%
Two or More Races	20,163	4.4%
Black/African American	18,343	4.0%
International Student	14,882	3.3%
Race and Ethnicity Unknown	15,102	3.3%
Native Hawaiian/Pacific Islander	1,351	0.3%
American Indian	833	0.2%
BY GENDER**		
Female	256,200	56.4%
Male	198,440	43.6%

*Totals may not add up to 100% due to rounding.

**According to federal reporting standards.

GRADUATE STUDIES

- In fall 2023, the CSU enrolled 52,355 postbaccalaureate/graduate students.
- 20,405 master's degrees were awarded in 2022-23.
- Doctor of Audiology, Doctor of Education, Doctor of Nursing Practice, Doctor of Occupational Therapy, Doctor of Physical Therapy, Doctor of Public Health programs and other doctoral programs serve 2,500 students from diverse backgrounds, preparing them for top leadership roles.

APPLYING

With 23 universities and thousands of degrees to choose from, the CSU offers more choices and connections than any other public higher education institution in the nation. Students planning to enter the CSU can apply through the online application tool, Cal State Apply, at calstate.edu/apply.

Due to the large number of applicants, some universities have additional admissions criteria for particular majors or for students who live outside the local campus area. Universities utilize local admission guarantee policies for students who graduate or transfer from high schools and community colleges that are historically served by a CSU in that region.

ADMISSION REQUIREMENTS

Freshmen Applicants

First-time freshmen applicants must meet the standards in each of the following areas:

- Graduate from high school or equivalent
- Complete required college preparatory coursework
- Earn suitable grades in college preparatory coursework
- Achieve a qualifying GPA

Transfer Applicants

There are many paths to attending the CSU, including the guaranteed Transfer Success Pathway program for recent high school graduates seeking to continue their education after no more than three years at a community college. Many transfer students enter as upper-division transfers and must complete at least 60 semester or 90 quarter units and required general education (GE) before transferring.

Students who have earned an Associate Degree for Transfer (ADT) and are accepted to a similar degree program will be admitted to the CSU with junior status. Students can explore and plan for a successful transfer to any of the 23 California State Universities using the free online CSU Transfer Planner tool.

Graduate Applicants

To apply for admission to graduate or postbaccalaureate studies, a student must:

- Earn a baccalaureate degree from an accredited institution with at least a 2.5 GPA.
- Be in good academic standing while satisfactorily meeting the professional, personal, scholastic and other standards for graduate study.

Learn more at calstate.edu/apply



CSU TUITION AND FEES—2024-25*

- Undergraduate: \$6,084
- Credential: \$7,062
- Graduate/Postbaccalaureate: \$7,608
- Audiology Doctorate: \$15,624
- Education Doctorate: \$12,546
- Nursing Practice Doctorate: \$16,188
- Occupational Therapy Doctorate: \$18,228
- Physical Therapy Doctorate: \$18,228
- Public Health Doctorate: \$18,900

(Campus mandatory fees add an average of \$1,880 to student costs.)

Graduate Business Professional Fee

State university tuition fee plus \$285 per semester unit or \$190 per quarter unit.

Non-Resident Tuition

State university tuition fee plus \$420 per semester unit or \$280 per quarter unit.

*Rates are for the 2024-25 academic year.

FINANCIAL AID

In 2022-23, nearly \$4.7 billion was distributed to more than 379,000 students, with an average aid award of \$12,300. Presidential Scholars programs, which provide full scholarships to National Merit scholars and high school valedictorians, are also available at many CSU campuses.

Learn more at calstate.edu/financial-aid



ALUMNI

CSU alumni make up a global network that is over 4 million strong. As ambassadors to the nation and world, our alumni demonstrate the power of possibility that comes with a CSU degree.

MADE
— in the —
CSU



Raji Kaur Brar | CSU Bakersfield
Member, CSU Board of Trustees
COO, Countryside Market & Restaurants



Thomas Butler | Chico State
CEO
Biomea Fusion Inc.



Caitlin Dickerson | Cal State Long Beach
Pulitzer Prize-Winning Journalist
The Atlantic



Ahmed Al-Khatib | Cal Poly Pomona
Chairman and CEO
AGILINE Software, Inc.



Alberto Jasso | Cal State San Bernardino
Director of Strategic Philanthropy
San Manuel Band of Mission Indians



Sarah B. Marsh-Rebello | San Diego State
Author and Honorary Life Director
San Diego Opera



Huy Tran | San José State
Director of Aeronautics
NASA Ames Research Center

OUR ALUMNI WORK ACROSS A VARIETY OF INDUSTRIES INCLUDING:

- Agriculture
- Business
- Entertainment
- Education
- Engineering
- Health Care
- Hospitality
- Technology



MORE THAN 4 MILLION
alumni and counting



ONE IN 20

Americans with a college degree earned it at the CSU



ONE IN 10

employees in California is a CSU graduate



ALUMNI

network is larger than the population of 23 U.S. states



ALUMNI COUNCIL

As the representative voice of alumni, the CSU Alumni Council meets regularly to discuss alumni support of the university. Using the power of our alumni network, the council supports student success by engaging alumni as volunteers, mentors and donors.

ALUMNI NETWORKS

While most CSU alumni live in California, our reach goes far beyond. Domestically, our alumni networks operate in New York and Washington, D.C.

Learn more at calstate.edu/alumni



EMPLOYEES

Much like the students we serve every day, the CSU's faculty and staff are exceptionally diverse and talented, making the CSU a special place to both work and learn. Their unparalleled commitment to quality instruction and provision of services is shaping the future of California.

HEADCOUNT OF EMPLOYEES BY EMPLOYEE GROUP, FALL 2023

Description*	Full Time	Part Time	Total	% of Total
Instructional Faculty	13,624	14,203	27,827	43.9%
Non-Instructional Faculty	1,069	321	1,390	2.2%
Staff	19,575	665	20,240	31.9%
Executive and Management	4,764	21	4,785	7.6%
Represented Student Employees	43	9,072	9,115	14.4%
Total	39,075	24,282	63,357	100%

INSTRUCTIONAL FACULTY BY TIME BASE, FALL 2023

Time Base	Count	% of Total
Full Time	13,624	49.0%
Part Time	14,203	51.0%
Total	27,800	100%

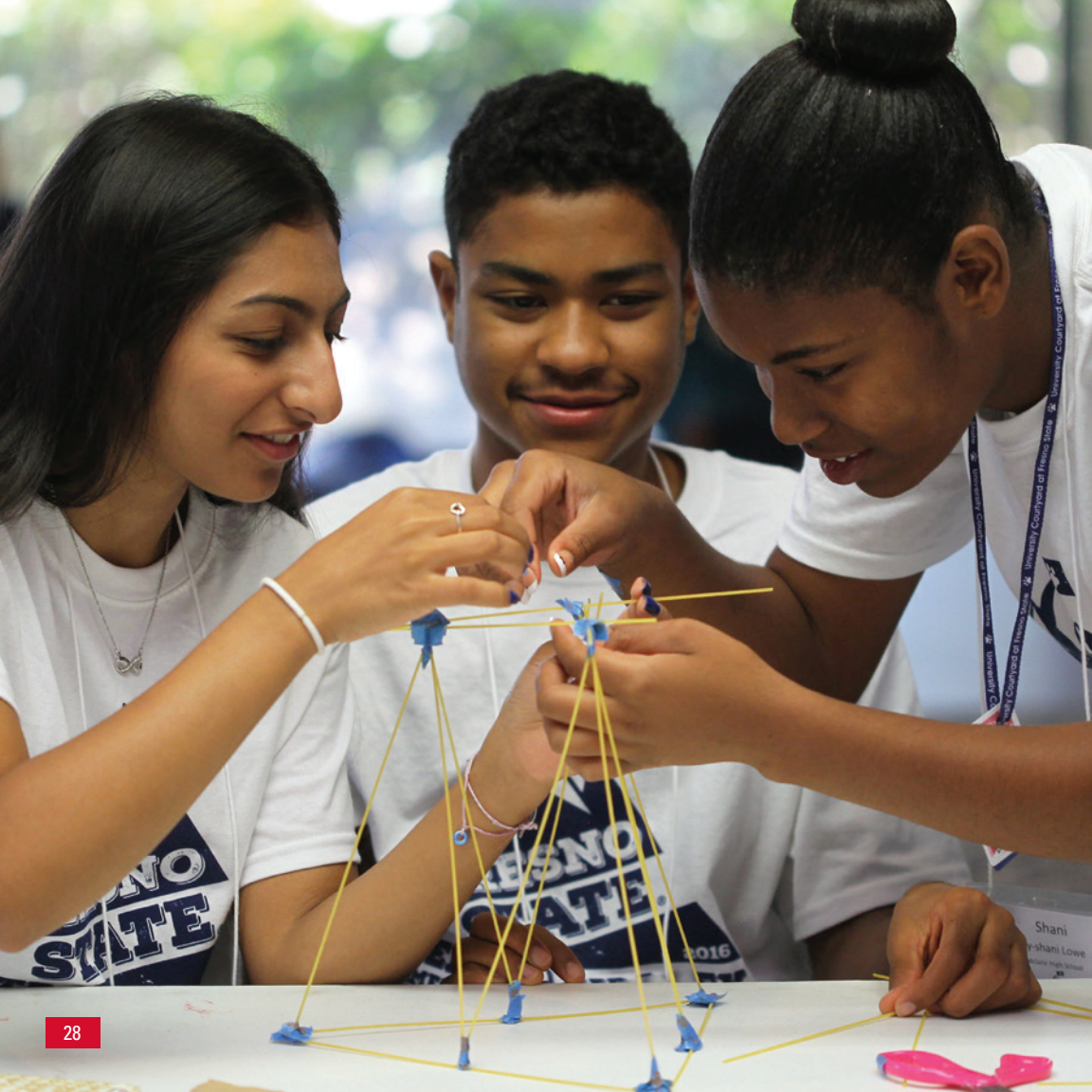
FULL-TIME INSTRUCTIONAL FACULTY BY ACADEMIC RANK, FALL 2023

Academic Rank	Full-Time Count	% of Total
Professor	4,575	33.6%
Associate Professor	3,137	23.0%
Assistant Professor	2,789	20.5%
Lecturer	3,123	22.9%
Total	13,624	100%

Learn more at calstate.edu/csu-system/faculty-staff/employee-profile

*Data includes all employees except for non-represented student employees, other intermittent or casual employees and faculty teaching in extension, special sessions and summer sessions.





RESEARCH AND COMMUNITY IMPACT

CSU students apply the knowledge gained in the classroom to find solutions to real-world problems through involvement in applied research and service learning. Under the guidance of world-renowned faculty who are experts in their fields, students develop leadership skills while benefiting their communities.



RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITY

A hallmark of CSU research is immersive student learning and discovery that addresses California's most urgent challenges, including those in agriculture, water, fire prevention and cybersecurity. Undergraduate students who participate in faculty-mentored research are better prepared for future careers, graduate education and leadership roles that contribute to their respective communities.

CSU and Climate Action

The CSU seeks to create lasting partnerships with California communities, government agencies, nonprofit organizations, the private sector and philanthropists to enhance the application of climate change adaptation and climate action research and education.

The California Climate Action Seed Grants and Matching Grants, for example, is administered by the University of California system with \$22 million in competitive funding going to 11 CSU campuses in 2023-24: Chico, East Bay, Humboldt, Long Beach, Monterey Bay, Northridge, Sacramento, San Diego, San Francisco, San José and San Luis Obispo.

Student-Led Projects

Undergraduate and graduate students compete on their campuses and systemwide with presentations of their research, scholarship and creative activity at the CSU Student Research Competition. Additionally, graduate students present three-minute pitches of their theses at CSU Grad Slam, and student entrepreneurs participate in the Sunstone CSU Startup Launch Competition.

Multi-Campus Research Consortia

The CSU has 10 multi-campus research consortia that provide experiential learning opportunities for students, prepare them for the workforce and address California's vital needs. They conduct research on a breadth of topics including agriculture, biotechnology, desert studies, and water resources and policy.

The CSU's Agricultural Research Institute, for example, supports students and faculty who are adapting cropping systems to climate change by utilizing remote sensing to manage water and fertilizers, detect disease and insect damage, and breed crops to withstand heat and use less water and fertilizers.

Another CSU consortium, STEM-NET, has supported faculty throughout the system by hosting webcasts on topics such as climate change, inquiry-based learning, virtual and augmented reality, makerspaces, and the diversification of the professoriate. Over the last four years, STEM-NET has catalyzed and facilitated the development of projects generating over \$50 million in extramural funding to support research at 17 CSU campuses.

Learn more at calstate.edu/impact-of-the-csu/research

COMMUNITY ENGAGEMENT AT THE CSU

For 26 years, the CSU Center for Community Engagement has amplified campus efforts to immerse students in a range of community-based learning and service experiences that foster belonging, civic commitment and academic knowledge.

During the 2022-23 academic year, campus centers for community engagement and service, in partnership with 1,100 faculty and 3,700 community organizations, have:

- Offered more than 2,700 service-learning sections to nearly 34,000 students who contributed more than 650,000 hours of service connected to their coursework.
- Engaged nearly 20,000 students to provide an additional 1.6 million hours of direct service through a range of programs like AmeriCorps, days of service, alternative breaks and other civic engagement opportunities.
- Raised a groundbreaking \$30 million to support community engagement, a return of \$30 for every dollar invested by the state.

Learn more at calstate.edu/cce



4,800
partners



54,000
student volunteers



2.25 MILLION
hours of service



\$30 MILLION
raised



CSU FUNDING

The CSU's operating budget has two main funding sources: the state General Fund and student tuition and fees. State funding covers 60% of the CSU's operating costs, with tuition and fees making up the remainder. Auxiliaries and philanthropic support generate additional revenue needed for essential services that supplement state-supported activities.

CAMPUS BUDGETS 2023-24

(General Fund and Gross Tuition Fee & Other Fee Revenue)	
Bakersfield	\$164,644,000
Channel Islands	\$132,289,000
Chico	\$245,627,000
Dominguez Hills	\$236,421,000
East Bay	\$217,108,000
Fresno	\$366,612,000
Fullerton	\$545,846,000
Humboldt	\$154,748,000
Long Beach	\$560,068,000
Los Angeles	\$376,386,000
Maritime Academy	\$49,351,000
Monterey Bay	\$143,141,000
Northridge	\$541,614,000
Pomona	\$371,161,000
Sacramento	\$437,540,000
San Bernardino	\$286,489,000
San Diego	\$579,034,000
San Francisco	\$407,002,000
San José	\$471,553,000
San Luis Obispo	\$464,140,000
San Marcos	\$212,010,000
Sonoma	\$124,883,000
Stanislaus	\$163,040,000
Campus Total	\$7,250,707,000
Chancellor's Office	\$207,990,000
Systemwide Provisions	\$696,804,000
Total	\$8,155,501,000

CSU 2023-24 STATE SUPPORT

General Fund Appropriations	\$4,988,674,000
Gross Tuition Fees and Other Fee Revenue	\$3,166,827,000
Total General Fund and Student Fees	\$8,155,501,000
Support to CSU Dominguez Hills ¹	\$15,000,000
CA Council on Science and Technology ¹	\$10,000,000
CSUN Basic Needs Suite ¹	\$6,000,000
CalFresh Outreach Resource Hub at the Center for Healthy Communities at Chico State ¹	\$3,000,000
Title IX and Discrimination, Harassment and Retaliation (DHR) programs at CSU ¹	\$1,000,000
CSU Dominguez Hills Mervyn M. Dymally African American Political & Economic Institute ¹	\$500,000
Total State Support	\$8,191,001,000

Learn more at calstate.edu/budget

¹Fiscal year 2023-24 one-time budget allocations appropriated by the 2023 Budget Act (AB 102).

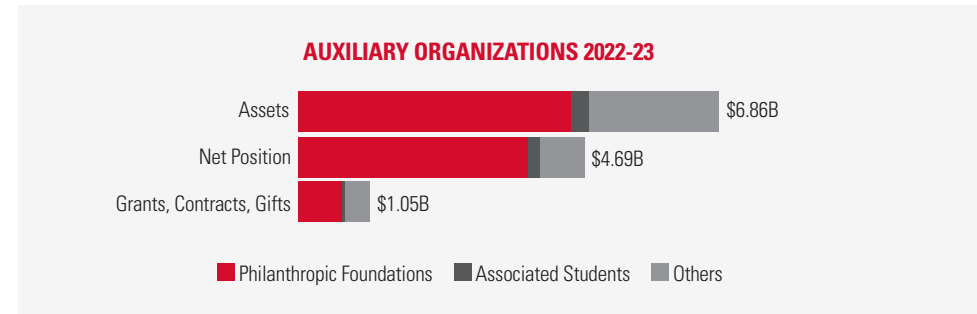
AUXILIARY ORGANIZATIONS*

Auxiliary organizations¹ provide a wide array of support services, programs and facilities that further the educational mission of the CSU. Funds are used to facilitate students' cocurricular activities, administer research programs, operate student unions, support recreational programs, coordinate commercial enterprises and develop public-private partnerships on behalf of the university. The 93 self-supporting auxiliary organizations operate without state General Fund money and are organized on each campus as separate legal entities.

In 2022-23:

- The CSU's auxiliary organizations reported \$6.86 billion in aggregate assets—24% of the CSU's total combined assets. Most of these assets were held by philanthropic foundations with \$4.48 billion of total assets mainly from endowment investments.
- Auxiliary organizations' net position (i.e., equity) was \$4.69 billion, of which \$3.29 billion is restricted by external parties (i.e., donor endowments). This represents 96% of CSU's combined restricted net position.
- The aggregate revenue from grants, contracts and gifts was \$1.05 billion, which represents 27% of CSU's combined total grant, contract and gift revenues.

Learn more at auxiliary.calstate.edu



¹Also called discretely presented component units.

*Data is most recent as of March 2024.



PHILANTHROPIC SUPPORT

The CSU is grateful for the philanthropic support of its donors. Their support underscores their enduring confidence in the university's ability to elevate the lives of students, families and communities through the transformative power of higher education.

In 2022-23, the university received more than \$557 million in gift commitments and almost \$466 million in gift receipts. This support enriches campus communities and allows the CSU to remain a leader in creating social mobility.

Highlights of giving in 2022-23:

- Gifts from 230,246 individual donors totaled more than \$222 million.
- Gifts from alumni accounted for 38% of individual giving, with \$84 million in contributions.
- Gifts from organizations totaled \$243 million, including \$75 million from foundations and more than \$93 million from corporations.
- The total endowment market value hit an all-time high at \$2.5 billion systemwide, providing support for programs and students in perpetuity.

Learn more at calstate.edu/donorsupport



\$557 MILLION
in charitable
gift commitments



230,246
individual
donors



\$2.5 BILLION
endowment
market value



CSU LEADERSHIP

Responsibility for the CSU is vested in a 25-member Board of Trustees, the majority of whom are appointed by the governor to eight-year terms.

Faculty, alumni and two student trustees serve two-year terms. The trustees appoint the chancellor, who is the university's chief executive officer, and the presidents, who are the chief executive officers of their respective campuses and report to the chancellor. The trustees, chancellor and presidents develop systemwide policies.



BOARD OF TRUSTEES **(ex officio members)**

Governor Gavin Newsom
Lieutenant Governor Eleni Kounalakis
Speaker of the Assembly Robert Rivas
State Superintendent of Public Instruction Tony K. Thurmond
Chancellor Mildred García

APPOINTED MEMBERS **(term ends during the year shown)**

Larry L. Adamson (alumni trustee) (2026)
Diana Aguilar-Cruz (student trustee) (2024)
Diego Arambula (2028)
Raji Kaur Brar (2029)
Jack B. Clarke Jr., Vice Chair (2027)
Douglas Faigin (2025)
Jean Picker Firstenberg (2026)
Wenda Fong, Chair (2024)
Mark Ghilarducci (2031)
Leslie Gilbert-Lurie (2030)
Lillian Kimbell (2024)
Julia I. Lopez (2028)
Jonathan Molina Mancio (student trustee) (2025)
Jack McGrory (2031)
Anna Ortiz-Morfit (2025)
Yammilette “Yami” Rodriguez (2029)
Lateefah Simon (2027)
Christopher Steinhauser (2026)
Jose Antonio Vargas (2030)
Darlene Yee-Melichar (faculty trustee) (2025)

CAMPUS PRESIDENTS **(date is the appointment year)**

Bakersfield	Vernon B. Harper Jr. (Interim) (2023)
Channel Islands	Richard Yao (2022)
Chico	Stephen Perez (2023)
Dominguez Hills	Thomas A. Parham (2018)
East Bay	Cathy A. Sandeen (2020)
Fresno	Saúl Jiménez-Sandoval (2021)
Fullerton	Sylvia A. Alva (Interim) (2023)
Humboldt	Tom Jackson Jr. (2019)
Long Beach	Jane Close Conoley (2014)
Los Angeles	Berenecea Johnson Eanes (2023)
Maritime Academy	Michael J. Dumont (Interim) (2023)
Monterey Bay	Vanya Quiñones (2022)
Northridge	Erika D. Beck (2020)
Pomona	Soraya M. Coley (2015)
Sacramento	Luke Wood (2023)
San Bernardino	Tomás D. Morales (2012)
San Diego	Adela de la Torre (2018)
San Francisco	Lynn Mahoney (2019)
San José	Cynthia Teniente-Matson (2022)
San Luis Obispo	Jeffrey D. Armstrong (2011)
San Marcos	Ellen J. Neufeldt (2019)
Sonoma	Ming-Tung “Mike” Lee (2022)
Stanislaus	Susan Borrego (Interim) (2023)

Note: Leadership is current as of March 2024.
Learn more at calstate.edu/leadership

CHANCELLOR'S COUNCIL

Mildred García
Chancellor

Andrew Jones
Executive Vice Chancellor and General Counsel

Steve Relyea
Executive Vice Chancellor and Chief Financial Officer

Leora D. Freeman
Vice Chancellor, Human Resources

Vlad Marinescu
Vice Chancellor and Chief Audit Officer

Greg Saks
Vice Chancellor, External Relations and Communications

Nathan S. Evans
Deputy Vice Chancellor, Academic and Student Affairs,
Chief Academic Officer

Dilcie D. Perez
Deputy Vice Chancellor, Academic and Student Affairs,
Chief Student Affairs Officer

Danielle Garcia
Associate Vice Chancellor and Chief of Staff

Michelle Kiss
Associate Vice Chancellor and Chief of Staff,
Board of Trustees

Jessica Darin
Associate Vice Chancellor, Strategic Executive Initiatives



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