

**Monday, July 24, 2017**

I am pleased to announce Jennifer Williams as Chief of Staff and Associate Vice President of Campus Climate effective Wednesday, July 26, 2017. This decision was made in consultation with Executive Council, who unanimously agreed that Jennifer's skills, experience and reputation as a collaborative leader would bring well-rounded leadership and continuity to the position.

For the last three years, Jennifer has served as a key member of the Office of the President management team in the dual role of Deputy Chief of Staff and Director of Campus Climate. Prior to that, Jennifer served in various roles in the Office of the Vice President of Finance and Administrative Services' office since 2006 with increasing responsibility. Furthermore, Jennifer is a proud Cal State San Marcos alumna.

As chief of staff, Jennifer will oversee operations for the Office of the President and Office of Institutional Planning & Analysis; provide strategic support for advancing special and high-priority projects and initiatives; and liaise to a variety of internal and external constituencies. As AVP of Campus Climate, she will strengthen our strategic priority of Campus Climate by fostering, advocating and advancing CSUSM's culture efforts to promote a positive work environment through initiatives such as Campus Connect, the University Onboarding Program, and the Great Colleges to Work For Survey.

Jennifer has over 12 years of experience in organizational development, quality improvement and strategic planning, with a heavy focus on organizational culture and employee engagement. She is both MBTI (Meyers-Briggs Type Indicator) and DISC certified, as well as a Gallup Strengths Coach and a "Carrot a Day" Recognition Facilitator. Finally, Jennifer has served as a California Baldrige Examiner for the California Council of Excellence and has played an instrumental role in attaining statewide recognition for performance excellence for the Finance and Administrative Service's division, receiving both the California Challenge Award in 2010 and the California Prospector Award in 2013.

Please join me in congratulating Jennifer.

Sincerely,  
Karen S. Haynes, Ph.D.  
President