

Verónica V. Montoya

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Password: strategy

Cross-Sector Strategist and Senior Director

Accomplished and inclusive leader with expertise and commitment to equity in higher education and public sector, legislative and policy advocacy through innovative program design, partnership building and cultivation of high-performing teams to accelerate a national equity agenda

Leadership Profile

- **Innovative and highly focused leader** with transferable and broad-range of cross-sector experiences in directing and designing large-scale operations (statewide, regional and campuswide) while aligning outcomes with core mission and goals to leverage far-reaching institutional change informed by data, practice and leadership
- **Leadership – Equity-minded and adaptive change leader** committed to activating student success through an asset-based lens, using culturally relevant interventions that build sense of belonging and aspirational capital while integrating whole family programming
- **Practice – Institutional change agent, change facilitator, and thought partner that promotes equity through inclusive communication, authentic collaboration and strategic planning**, centered on cultivating and empowering equity-minded leaders through facilitation and leadership development and leveraging key collaborators, stakeholders and core partners to activate change
- **Data – Analytical professional skilled in leveraging data and technology to identify and capitalize on best practices** to reimagine student success programming through development of vanguard strategic initiatives, just-in-time interventions, and other data-driven student success initiatives to close equity gaps

Core Proficiencies

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| ▪ Equity-minded leadership & inclusive management style | ▪ Innovative, creative & equity-driven | ▪ Inclusive facilitator & trainer |
| ▪ Data/KPI metrics framed | ▪ Cross-functional team leadership | ▪ Executive administration |
| ▪ Collaborator & innovator | ▪ Strategic planning & HSI institutional change initiatives | ▪ Legislation & policy development |
| ▪ Student & whole family centered | ▪ Marketing & social media strategy | ▪ Bilingual, English & Spanish |
| ▪ Translate vision into practice | ▪ Campaign/outreach designer | ▪ Start-up navigator |

Education

Carnegie Mellon University, Pittsburgh PA
Master of Science, Public Policy and Management (MSPPM)

Focus: Public Policy, Technology and Information Systems, Management

Quantitative Core Curriculum: Management Science, Statistical Reasoning and Analysis, Decision-modeling, Technology, including dataset and predictive analysis, programming, website design, database management, GIS and Organizational design/implementation, financial analysis

San Diego State University, San Diego, CA
Bachelor of Arts in Sociology, cum laude

Professional Experience

Berkeley City College

06/2021 to Present

DIRECTOR OF HSI (Hispanic Serving Institution)

PROJECT DIRECTOR, Conocimiento Los Caminos

Serve on College's Administrative Leadership Team overseeing total campus of 6k+ students

- Serve on Berkeley City College's (BCC) Administrative Leadership Team as part of President's Cabinet for overall administration of BCC, including fiscal and budget operations, enrollment management, curriculum design and review, HSI federal grant administration and other large-scale, campus-wide operations
- Leverages federal, state and grant resources to support, advise and guide the implementation of the College's institutional planning, including the development of the BCC Ed Master Plan, the College Strategic Plan, Comprehensive Program Review, Student Equity Plan and ongoing review of the College's ACCJC Accreditation
- Oversight for start-up and management of Conocimiento Los Caminos, a \$3 million Title V DHSI project that works to improve graduation and retention rates and decreasing equity gaps in specific student populations for students in transition, students in STEM, career, certificate and transfer pathways, and first-generation college students that builds sense of belonging, addresses imposter syndrome, and implements high impact practices through recognition of social, cultural and aspirational capital
- Leverages federal grant resources to impact policy strategies, reduction of administrative barriers and other barriers that limit first generation and historically minoritized student populations, while working to create institutional, data-driven change to address achievement gaps
- Part of 10-person leadership team to review, guide and administer the College's faculty and staff return to campus efforts including establishing timelines, review and support of negotiated contractual agreements and side letters and final implementation
- As the Student Services Administrator Leadership team, leads Student Services Council and other College Governance structures, including College Roundtable, the Integrated and Planning Committee (IPC) and the Institutional Planning and Resources (IPAR) Committee
- Designed and implemented two campus-wide initiatives, the 'Flex Your Vaxx' and 'Upload Your Vaxx' enrollment outreach campaigns resulting in over 3,800 unique student contacts

California State University, Channel Islands
02/2022 to 06/2021
INTERIM DIRECTOR
Student Academic Success and Equity Initiatives (SASEI) Department
Directed \$6.5 million portfolio in Title V grant programming, large-scale student success initiatives

- Developed and directed multiple direct and cooperative Title V HSI grants totaling \$6.5 million in grant programming, large-scale student success initiatives, including overall project management, objectives/performance that advanced equity goals
- Administered the day-to-day management of department's fiscal, operational and programming efforts including the design of infrastructure support for federal data collection and reporting framework for annual performance reporting
- Championed institutional campaigns and messaging to promote data-driven student academic student success including the development of the Channel Your Success, Believe. Belong. Become. campaign, the CARES Summer Grant Program and other GI 2025 efforts to reduce equity gaps, improve time-to-degree, graduation and retention rates in Latinx and other historically underrepresented student populations and Pell eligible students using culturally relevant and aspirational capital messaging
- Led a high performing team using a team-based approach to guide, coach and mentor professional and student staff including training and general onboarding, cultivating ongoing professional development opportunities, and establishing roles, work plans, responsibilities aligned to grant objectives/performance evaluation, including daily supervision and administration of represented staff and student employees involving hiring, hour reporting, performance evaluation and conflict resolution
- Established and developed department policies and protocols and, as part of department's leadership team, provided strategic oversight, vision, and long-term student support services planning for department and campus.

California State University, Channel Islands**02/2018 to 02/2022****TRANSFER STUDENT SUCCESS ACTIVITY (TSSA) DIRECTOR****Strategic Transfer Initiatives, Student Academic Success and Equity Initiatives (SASEI) Department***Administered \$4.7 million portfolio in strategic transfer student success initiatives*

- Managed \$4.7 million in grants programming and events as part of the Department's Transfer Initiatives using culturally relevant student academic success programming and other high impact practices, including peer mentorship and tutoring, outreach, and planning activities to engage and promote a college-going culture and transfer student success for first generation, low-income, Latinx students and other underrepresented students and their families from a lens of equity and inclusion
- Led and oversaw strategic partnerships with statewide organizations, regional leaders, regional community colleges, high schools, and nonprofit organizations to promote a regional approach to student success, academic readiness and achievement, and increase regional educational/college pathways
- Managed day-to-day budget management and operations for transfer initiatives, including budget projections and allocations, event budgets, reporting and compliance, funding allocation and projected spending, expensing and reconciliation, and other budget administration for transfer initiatives
- Conceptualized, designed, and implemented campus-based and regional transfer student programming and events to improve the institution's enrollment and retention rates and decrease equity gaps in student achievement for target student populations using high impact practices and culturally responsive interventions includes the design and development of data-driven, student-centered services focused on mentorship, tutoring, and outreach, based on learning outcomes and activities to engage and promote student support services
- Designed and managed formative/summative program evaluation, performance indicator and evaluation, grant goal tracking, data analysis and research, annual performance reporting, overall project timeline tracking and contingency planning and other project and program administration

Full-Time Training in Anaheim (FTTA)**08/2008 to 02/2018****ADMINISTRATOR, SEVIS DESIGNATED SCHOOL OFFICIAL****Anaheim Campus***Designed, administered and managed start-up M-1 Visa SEVP Program*

- Designed the framework for the organization's formal M-1 International Student Visa program including oversight and review of the intake process, validity checking, ongoing tracking related to visa compliance issues, student advising and support
- Supervised staff of 5 in five areas related to application, student record maintenance, Extension of Stay (EOS), Change of Status (COS) and Optional Training (OPT) procedures, including the onboarding, compliance training and support of student employees
- Managed and maintained key partnerships with federal partners and supervised all federal reporting obligations, review of federal statutes and other administrative advocacy measures
- Part of school's overall Administration Team and facilitated general school programming, including registration, orientation, counseling and advising and other general school administration and events

Latino Coalition for a Healthy California (LCHC)**10/2005 to 1/2008****DEPUTY DIRECTOR***Developed organization's advocacy and communications strategies, built strategic partnerships to move organization's mission and legislative agenda*

- Developed strategic partnerships to move organization's mission and legislative agenda and represented organization in press and media relations, public presentations, formal coalitions, and other collaborative efforts related to regional networks of local and community-based organizations
- Cultivated internal and external partnerships with funders and foundations, organization's Board of Directors, strategic partners, Legislators and legislative staff, advocates and community representatives, other key stakeholders
- Managed and administered day-to-day project and initiative activities including overall budget, project and event data tracking and reporting, internal fiscal reporting related to funded organizational objectives and various initiative budgets, including expense tracking, and reconciliation, reporting to board, funders and other stakeholders

Latino Coalition for a Healthy California (LCHC)**1/2008 to 08/2008****POLICY DIRECTOR**

Championed key legislation to reduce disparities in California's Latinx, low-income and communities of color through coalition building and expanded network of non-profits and healthcare leaders

- Championed key legislation for organization including the development and oversight and sponsorship of organization's annual legislative package, budgetary review, and administrative advocacy for organization's three key areas of access to health care, reduction of health disparities in low-income, people of color, and under-served communities in California
- Supervised organization's policy team related to healthcare workforce development and education issues and other primary health issues, including increasing the number of Latinx in health professions
- Facilitated monthly and quarterly legislative and budgetary updates to stakeholders, general legislative presentations and testimony and provided oversight to legislative advocacy days, annual conference, and other key legislative action day events

CORO Fellows Program in Public Affairs**8/2003 to 05/2004****FPPA FELLOW Portfolio****Pittsburgh, PA****Legislative Aid, Budget Office, City of Pittsburgh**

- Acted on behalf of the Budget Chair to research and support City's structural deficit
- Assembled potential solutions available to City Council resulting in a formal proposal to the Pittsburgh City Council of recommended actions to reduce City's structural budget deficit
- Provided general staff support to City Council and Budget Chair on legislative matters such as filings, preparation for Budget hearings and other weekly materials

Legislative Aid, City Councilwoman Twanda Carlisle, District 9 for the City of Pittsburgh, PA

- Supported the Councilwoman on city resolutions and hearings and other city council matters in coordination with both City and District staff at weekly council hearings
- Provided constituent support and resources to Homewood, Lincoln-Larimer, East Hills, and parts of East Liberty and Garfield

Consultant, The Heinz Endowments, Community College of Allegheny County (CCAC)

- Worked directly with the Heinz Endowments as part of the Endowment's Education portfolio to support grantee needs
- Reviewed and researched demographics to provide recommendations on increasing enrollment rates through outreach and provided a review of disaggregated retention data resulting a final recommendation presented to the CCAC Administration regarding the adoption of recommended outreach, regional enrollment and retention strategies

Consultant, Staff Council, Carnegie Mellon University (CMU)

- A counterpart to Carnegie Mellon University's Faculty Senate, CMU's Staff Council is comprised of elected staff representatives to address issues and develop best solutions for staff at CMU
- Served as a consultant to the CMU Staff Council Chair and Officers to provide a review and recommendations for increasing staff recruitment participation among CMU staff members including additional recommendations to re-structure Staff Council in order to streamline its sub-committees and increase CMU staff participation

Campaign Manager, Judge Christine A. Ward for Allegheny County Court of Common Pleas

- Acted as Campaign Manager for Judge Christine Ward prior to her successful election to a 10-year term on the Court of Common Pleas
- Provided support in design and promotion of marketing materials and distribution, overall campaign strategy, campaign event scheduling, including voter identification and targeted get out the vote campaigning, volunteer support and oversight of final GOTV efforts prior to the election

Grants Manager, Pittsburgh Child Guidance Foundation

- Provided general support to the Foundation and Foundation staff, including the Foundation's Executive Director, Claire Walker on promoting children's mental health
- Worked to formalize the Foundation's marketing materials, grant materials, and website

California State Assembly, California Legislature**1/2001 to 08/2003****DISTRICT DIRECTOR****Assemblymember Simón Salinas, 28th Assembly District**

Designed District's strategy and outreach plan, served as principal advisor to the Assemblymember on district issues and politics

- Forged strong regional partnerships with non-profit leaders, community advocacy groups, local agencies, advocates and other elected officials to advance legislative issues of importance to the region and the Member
- Designed, planned and coordinated all legislative events and media for legislative district including outreach on financial aid, access to higher education via Cal Grant workshops
- In coordination with the Assemblymember and Chief of Staff, held weekly strategy meetings to determine advancement of key legislative and district issues and politics, local issues and other issues of priority including housing and land development, health access and access to education
- Effectively managed staff, including recruitment, hiring, onboarding and training, and management of day-to-day activities including staff support and development of office policies and procedures
- Managed all District public relations in lieu of the Assemblymember

California State Senate, California Legislature**1/2000 to 1/2001****LEGISLATIVE AIDE****Senate Select Committee on Citizen Participation, Senator John Burton, Chair and President Pro Tempore**

Designed, developed, and implemented efforts to provide key resources to underserved communities throughout California including access to financial aid resources

- Designed and developed statewide financial aid campaign to increase access to Cal Grants and other financial resources through the development of key partnerships with local universities, community colleges, education advocates, local financial aid offices, as well as statewide, regional and local agencies
- Monitored legislation, committee review and other external events for specialized districts including preparation of targeted research and outreach strategies

- Provided research and support to Committee staff, legislative staff, community organizations, lobbyists and advocates on primary issues including support and research for the 2000-2001 California electricity crisis and the shortage of electricity supply cause by the market and capped retail electricity prices
- Prepared background materials, talking points, summaries of committee hearings and floor statements for Committee and Legislative staff

Other Fellowships, Internships and Appointments

- Organizer, New Voices Pittsburgh, 2005
- Public Policy Associate, Women & Girls Foundation of Southwest Pennsylvania, 2004
- Legal Intern, El Paso Public Defender's Office, El Paso TX, 2004
- Legislative Intern, Congresswoman Lucille Roybal-Allard, Chair of the Congressional Hispanic Caucus, CHCI Summer Internship Program, Washington DC, 2000
- Legislative Intern, Torres & Torres Policy Consultant, 2000
- Organizer, Union Summer AFL-CIO, ACORN, SEIU Home & Health Care Workers, Chicago, IL, 1999
- Migrant Student Teacher, California Mini-Corp, Santa Ana CA, 1998
- Lead Organizer, '5 Cent for Fairness Campaign' Fasting Campaign, United Farm Worker Support Coalition, San Diego CA, 1998
- Community Organizer, California Faculty Association (CFA), 1998

Leadership, Service and Boards/Committees

- Co-Chair, Berkeley City College Commencement Committee, Spring 2022
- Planning Committee, Peralta Community College District Latinx Raíces Graduation, Spring 2022
- Planning Committee, HSI-LN Spring 2022 Symposium, Spring 2022
- President's Delegate, Uplift Scholarship Design Committee, PepsiCo & Peralta Foundation, Spring 2022
- Planning Co-Chair, Berkeley City College 1st Annual Career Fair, April 2022
- Planning Co-Chair, Welcome Week Berkeley City College, January-February 2022
- Planning Committee, HSI-LN Fall 2021 Symposium, Fall 2021
- Planning Chair, Latinx Heritage Month Berkeley City College, October 2021
- Board Member, Teaching and Learning Center, Berkeley City College, 2021-2022
- Chair, Inclusive Excellence Action Team, Sub-Committee # 3 Inclusive Excellence, CSU Channel Islands, May 2021
- Planning Lead & Team, Transfer Student Summit, CSU Channel Islands, January 2021
- Planning Chair, National Transfer Student Week (NTSW), CSU Channel Islands, October 2020
- Board Member, EOPS & CalWORKS Advisory Board, L.A. Pierce College, 2019-2021,
- Design Team, ASSET (Academic Student Success and Excellence Teams) Scholars, CSU Channel Islands, 2019
- Chair, California Dept of Health Care Services, Medi-Cal Language Access Services (MCLAS) Taskforce, 2006
- Design Team, Senate Redistricting Committee, Senator Deborah Ortiz, Sacramento Latino Leadership Forum, 2001

Grant Writing, Peer Reviewing, Reviewer

- *Principal Grant Writer*, Project PUDO (Peers United and Dedicated to *Oportunidad*) CalVIP (California Violence Intervention and Prevention) Grant Program, ConXión to Community, 2022
- *Reviewer*, PACLA-BCC (Peralta Association of Chicanx/Latinx de Aztlán) Scholarship, 2022
- *Writing Team*, Project AYUDAS (Articulating Your Undergraduate Degree in STEM), Title III Grant, CSU Channel Islands, 2021
- *Writing Team*, Project PROMESAS Supplementary Grant Application, Title III Grant, 2021
- *Writing Team*, Channel Your Success Hispanic Serving Institution Project, Title V DHS Grant, 2019
- *Peer Reviewer*, SSS Grant Competition Cycle 2020, U.S. Department of Education, 2020

- *Peer Reviewer*, PPOHA Grant Competition Cycle, U.S. Department of Education, 2019
- *Peer Reviewer*, DHSI Title V Grant Competition Cycle, U.S. Department of Education, 2019
- *Lead Writer*, “Program to Watch, Project ALAS (Aligning Leadership and Academic Success), Examples of Excelencia Submission, Excelencia in Education 2019
- *Reviewer*, Rodney Fernandez Leadership Scholarship, Cabrillo Economic Development Corporation, 2018-2020
- *Scholarship Reviewer*, Financial Aid Scholarship Recipients, CSU Channel Islands, 2018
- *Reviewer and Judge*, Coro Fellows Program in Public Affairs, 2009-Present
- *Reviewer*, CHCI (Congressional Hispanic Caucus Institute) Public Policy Fellows, SIP (Summer Internship Program), Scholarship Reviewer, 2005-Present

Professional Affiliations, Organizations and Certifications

- Member, ACCCA (Association of California Community Colleges Association), 2021-Present
- Member, HOPE (Hispanas Organized for Political Equality), 2002-Present
- Co-Chair, BCC-PACLA (Peralta Association of Chicano/Latinos de Aztlán), 2021-2022
- Member, HSI-LN (Hispanic Serving Institution Leadership Network), 2021-2022
- Member, LUBE (Latinos Unidos de Berkeley), 2021-2022
- Member, Higher Education Sub-Committee, LUBE (Latinos Unidos de Berkeley), 2021-2022
- Member, Las Chispas de Berkeley, 2021-2022
- Member, Chilfasa (Chicanos and Latino Faculty and Staff Association), CSU Channel Islands 2021-2018

Research, Presentations, Publications, and Media

- Media Interview, Uplift Scholarship, Univision Television Network, PepsiCo Uplift Scholarship, April 2022
- Co-Presenter and Lead, “[Tips for Submitting #NISTS2022 Conference Proposals](#)”, Transfer Nation Talks, Transfer Nation Podcast, Aug 2021
- Writing Team, “[Delivering on CSUCI’s Promise to Transfer Students – A Regional Impact Story, 2020](#)”, CSU Channel Islands, April 2021
- Co-Presenter and Lead, “ALAS En Tu Camino – Clearing the Transfer Pathway”, Not-So-Secret Transfer Agents, NISTS (National Institute for the Study of Transfer Students) 19th Annual Conference, Feb 2021
- Co-Presenter and Lead, “[A Team Approach to Transfer Success: ASSET Scholars Program with CSU Channel Islands](#)”, Transfer Nation Talks, Transfer Nation Podcast, Sept 2020
- Media Interview, “[More than 500 CSUCI Students Continue Studies Thanks to Coronavirus Relief Grant](#)”, News Channel 12, Aug 2020
- Media Interview, “[Colleges Offer Free Summer Courses](#)”, Inside HigherEd, July 2020
- “Peer Mentoring: A High Impact Practice to Support Non-Cognitive Outcomes for Latinx Students in STEM”, SACNAS (Advancing Chicanos/Hispanics & Native Americans in Science), National Diversity in STEM Conference, Oct 2019
- “Building an Equity Revolution Through Peer Engagement” Equity, Diversity and Inclusion: Closing the Achievement Gap, Leadership Alliance Diversity Conference, April 2018
- Writing Team, Medicaid Reimbursement Models for Language Service Reimbursement Recommendations from the MCLAS (Medi-Cal Language Access Services) Taskforce, 2007
- “[Recommendations for Implementing an Inclusive City and County Board Appointment Policy](#)”, Carnegie Mellon University and the Women & Girls Foundation of Southwest Pennsylvania, Aug 2005
- Values-Based Decision Modeling for the Location of Community Correction Centers, Dr. Michael Johnson, Carnegie Mellon University, 2004
- 2000 – 28th Assembly District Campaign for counties of San Benito, Santa Clara, Santa Cruz and Monterey County, target and universe setting for San Benito County

Skills, Data, Training, Workshops

- 2022 – Peer Mentor & Ambassador Leadership Training, Berkeley City College, *Trainer*
- 2020-2018 – Peer Education & Equity Programs Leadership Training, CSU Channel Islands, *Trainer*
- 2020-2018 – University Culture Peer Mentor Leadership Training, CSU Channel Islands, *Trainer*
- 2020-2018 – Embedded Peer Mentor Leadership Training, CSU Channel Islands, *Trainer*
- 2020 – Orientation Leader Training, Transfer Student Services and Demographics, CSU Channel Islands, Student Affairs, *Trainer*
- 2019 – SURF Summer Undergraduate Research Program, Team Values & Agreements, *Facilitator*
- 2019 – Annual Performance Review (APR) Reporting and Framework Training, *Facilitator*
- 2019 – Student Success Network, CSU East Bay, *CSUCI Design Team*
- 2019 – Student Success Through the Lens of Data, Association for Institutional Research, *CSUCI Design Team*
- 2019-2018 – Chicana/Latina Retreat, CSU Channel Islands, *Facilitator*
- 2016 – AHSIE (Alliance of Hispanic Serving Institutions Educators), Partnerships and Institutes Committee, Building Bridges to Access, Equity and Success at HSIs, 8th Annual HSI/Title V Best Practices Conferences, CSU Channel Islands, March 2016, Strategic Partnerships and Institutes Committee, *Facilitator*

Honors, Scholarships, Awards & Distinctions

- 2005 – Marco Delgado Fellowship, Heinz School of Public Policy, Carnegie Mellon University,
- 2005 – Dean's Council Student Representative, Heinz School of Public Policy, Carnegie Mellon University
- 2003 – HOPE Leadership Institute (HLI)
- 2000 – Sacramento Semester Program, California State University, Sacramento
- 2000 – 'Quest for the Best' Vice-Presidential Award, San Diego State University
- 1998-1999 – A.S. Student Government, Senator, College of Arts & Letters, San Diego State University
- 1998-1999 – Phi Kappa Delta, Sociological Honor Society, San Diego State University, *President*
- 1998 – University Affairs Vice-Chair, External Affairs Board - Associated Students, San Diego State University
- 1999 – Order of Omega, Alpha Xi Delta, San Diego State University
- 1997-1999 – Mortar Board, San Diego State University
- 1997-1999 – Golden Key International Honor Society

Technical proficiencies | Google Suite, Microsoft Office (advanced skill all applications, including Excel, Publisher, Access, Project), Statistical and Data Programs (GIS, various simulations and add-ins), Print design & website content development, Adobe Products (Acrobat, Illustrator, Photoshop), leveraging AI Chat Bot technology for social media and texting campaign design. |