



Opportunity and Challenge Profile

*Sonoma State University
Search for the Dean of the School of Social Sciences
Sonoma County, California*

Sonoma State is a regionally serving public university committed to educational access and excellence. Guided by our core values and driven by a commitment to the liberal arts and sciences, Sonoma State delivers high-quality education through innovative programs that leverage the economic, cultural, and natural resources of the North Bay. The university seeks a visionary and collaborative scholar leader to serve as Dean of the School of Social Sciences (SSS or the School). This is a distinctive opportunity to provide essential leadership at a public institution poised to become a national model for student success. SSU is located north of San Francisco in the heart of wine country and is the only public four-year university in the North Bay.

Working with faculty, students, staff, alumni, and external stakeholders, the Dean will have the opportunity to shape and execute the vision for the School's next chapter of growth aligned with the university's new strategic plan. Building Our Future @ SSU has four priorities at its core: student success; academic excellence and innovation; leadership cultivation; and transformative impact. The Dean will join a leadership team that is working to build the future of Sonoma State and deliver on its vision to embrace innovation in the institution's quest to be a national model for public higher education by 2025.

Founded as a liberal arts college in 1961, Sonoma State has evolved into a diversified university that provides students with the intellectual framework and academic preparation to thrive in a variety of professional careers. *U.S. News and World Report* consistently names SSU among "America's Best Colleges." The University enrolls approximately 9,400 students (92 percent undergraduate) and operates as part of the 23-campus California State University (CSU) system, the largest four-year system of higher education in the United States. Sonoma State has a long tradition of promoting intellectual and personal growth and contributing significantly to the region. The institution embraces its core values of diversity, sustainability, community engagement, and adaptability. The campus is in a phase of growth and excitement that started with the arrival of President Judy Sakaki in 2016 and Provost Lisa Vollendorf in 2017, who both are committed to a collaborative vision supporting and promoting student, faculty, and staff success.

The School of Social Sciences plays a distinctive role on campus. It is the largest school at SSU, with approximately 2,500 undergraduate students, 130 graduate students, and 131 faculty members. It encompasses 9 departments that offer 10 bachelor's degrees, 10 minors, and 5 master's degrees. Disciplines range from core social science fields, to various cross-disciplinary programs and programs with a professional emphasis. The School contributes to the political, economic, and cultural vibrancy of the university and the broader community through academic coursework, research, and community engagement. The School has a reputation as a regional center for active social change and human betterment, advocacy, and planning.

In support of the enduring legacy and mission of Sonoma State and the School of Social Sciences, the Dean will address a set of key opportunities and challenges, which are detailed further in this profile:

- Provide intellectual and academic leadership, both internally and externally, for the social sciences and the institution.
- Develop and articulate a compelling vision for the School that aligns with the SSU strategic plan;
- Recruit, retain, and empower faculty and staff in support of student success and academic excellence;
- Support student success and enrollment management to ensure SSU meets its graduation and retention goals for the Graduation Initiative 2025;
- Manage and diversify revenue streams to grow resources and capacity;
- Leverage the strengths of the School in prioritizing, embracing, and promoting diversity and inclusion

A list of the desired qualifications and characteristics of the Dean can be found at the conclusion of this document, which was prepared 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.

About California State University

The California State University system spans the entire state of California and has an annual budget of more than \$5 billion; it is not only the largest four-year university system, but it is also one of the most diverse and affordable university systems in the nation. With 23 campuses¹, 460,000 students, and 47,000 faculty and staff, CSU is a leader in high-quality, accessible, student-focused higher education, and prepares the majority of California's leaders and policymakers: approximately 64 percent of Californians with master's degrees in public administration studied at the CSU, as well as 35 percent of those with bachelor's degrees. In addition, 49 percent of Californians with bachelor's degrees in city, urban, community, and regional planning studied at the CSU. 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, and non-profit leadership. To learn more about the California State University system, please visit www.calstate.edu.

About Sonoma State University

Founded as a teacher education center for the North Bay, Sonoma State College was approved by the state legislature in 1960; it opened in the fall of 1961 with 274 students. Five years later, the nascent college moved to its current, 269-acre campus, which at the time had two buildings. In its first years, Sonoma State was a small, liberal arts college that served primarily as a commuter and re-entry student campus. The institution grew steadily over the years and, in 1978, Sonoma State officially received university status. SSU currently has 9,400 students, 600 faculty, 900 staff, an endowment of \$44 million, and an operating budget of over \$100 million. It is a federally designated Hispanic Serving Institution.

¹ CSU Bakersfield, CSU Channel Islands, CSU Chico, CSU Dominguez Hills, CSU East Bay, CSU Fresno, CSU Fullerton, Humboldt State University, CSU Long Beach, CSU Los Angeles, CSU Maritime Academy, CSU Monterey Bay, CSU Northridge, California State Polytechnic University, Pomona, CSU Sacramento, CSU San Bernardino, San Diego State University, San Francisco State University, San José State University, California Polytechnic State University, San Luis Obispo, CSU San Marcos, Sonoma State University, and CSU Stanislaus.

Sonoma State University has six schools—Arts and Humanities, Business and Economics, Education, Extended & International Education, Science and Technology, and Social Sciences—that provide students with a high-quality education featuring close interactions with faculty, research, and internship opportunities. A major contributor to the North Bay workforce, Sonoma State offers degrees in 46 majors and 49 minors at the bachelor's level and 15 at the master's level, as well as nine credential programs and eight undergraduate and graduate certificate programs.

The University operates as part of the 23-campus California State University (CSU) system, the largest four-year system of higher education in the United States. Sonoma State is one of the smaller CSU institutions and approximately 34 percent of students live on campus—one of the highest percentages in the CSU System—and roughly 80 percent of first year students come from outside the North Bay region. Many classes have fewer than 40 students, enabling close interaction between students and faculty. SSU has been recognized nationally as a “Best Value,” “Most Connected,” and “Most Green” college by the Princeton Review.

Leadership at Sonoma State University

Dr. Judy Sakaki joined Sonoma State University as its seventh president in July 2016 and is the first Japanese-American woman to lead a four-year university in the U.S. Dr. Sakaki previously served a nine-year tenure as Vice President of Student Affairs for the University of California system. Previously, Dr. Sakaki served as Vice Chancellor of Student Affairs at UC Davis, and Vice President and Dean of Student Affairs at Fresno State. Dr. Sakaki has devoted her career to issues of student inclusion, educational opportunities and achievement. She has a strong commitment to undocumented students, veterans, and LGBTQ+ students, faculty, and staff communities. Dr. Sakaki is a former American Council on Education Fellow, an Executive Fellow of the California State University, and a senior Fellow of the American Leadership Forum. Sakaki earned an M.A. in Educational Psychology and B.A. in Human Development from California State University, East Bay and a Ph.D. in Education from UC Berkeley.

In 2017, Lisa Vollendorf, formerly Dean of San José State University's College of Humanities and the Arts, joined SSU as the Provost and Executive Vice President for Academic Affairs. Prior to her work at San José State, Dr. Vollendorf was a professor of Spanish at California State University, Long Beach from 2005 to 2012. She is a strong proponent of shared governance and was elected to three terms as Academic Senate chair. Dr. Vollendorf's research has centered on women's cultural history in Iberia and Latin America, with a focus on the sixteenth and seventeenth centuries. She has published two monographs, six edited books, and 35 chapters and articles. She earned her Ph.D. in Romance Languages at the University of Pennsylvania and a B.A. in English and Spanish at Colorado State University.

Mission

Sonoma State is a regionally serving public university committed to educational access and excellence. Guided by our core values and driven by a commitment to the liberal arts and sciences, Sonoma State delivers high-quality education through innovative programs that leverage the economic, cultural, and natural resources of the North Bay. As a member of the 23-campus California State University system, Sonoma State is proud to serve a diverse student population on our beautiful campus, at our environmental preserves, and at satellite centers throughout the region. Located north of San Francisco in California's wine country, Sonoma State drives the economic, cultural, and educational engines of the North Bay. Sonoma State University prepares students for meaningful citizenship in a complex world.

Vision

Sonoma State University embraces innovation in our quest to be a national model for public higher education by 2025. Our students graduate prepared to meet the challenges of the 21st century and to make an impact in the community and the world.

Core Values

SSU's core values are an expression of who we are at Sonoma State. We proudly embrace integrity, respect, excellence, and responsibility as part of our Seawolf Commitment. Our core values include:

1. Diversity and social justice
2. Sustainability and environmental inquiry
3. Connectivity and community engagement
4. Adaptability and responsiveness

Student and Campus Life

The Sonoma State campus community is ethnically diverse² and 64 percent of SSU students receive some type of financial aid; SSU awards approximately \$1.1 million in scholarships per year (academic scholarships, athletics, and performing arts). The University has a 60 to 40 female-to-male ratio. The majority of SSU students come from California (99 percent), although countries all over the world are represented within the student body. The University is also proud to have received its designation as a Hispanic Serving Institution (HSI) in 2017 as 33 percent of the university's 8,600 undergraduates identify as Hispanic.

Strategic Plan

In 2017-2018, Sonoma State University engaged in a comprehensive process to share, shape, and unite around one strategic plan that will set the direction for the University for years to come. With the participation of nearly 4,000 individuals, including faculty, staff, students, alumni, and community members, a proposed plan has been put in place that will help Sonoma State achieve its vision of becoming a national model for higher education by 2025.

Below are four strategic priorities, guided by Sonoma State's core values that will provide a road map for the University's strategic plan implementation in the coming years:

1. Student Success: Sonoma State aspires to be a national model for student success, which includes all aspects of the student experience, from academics to campus life to graduation. All members of our campus community have the responsibility to serve students with integrity and to provide the support services students need to succeed.
2. Academic Excellence and Innovation: Sonoma State has high-quality, innovative academic programs that prepare students to flourish in a changing workforce and world. By educating beyond classroom walls and across disciplines, Sonoma State promotes synergy and creativity in a dynamic educational environment that responds to regional workforce and community needs.

² American Indian or Alaskan Native: 0.5%; Asian: 4.9%; African American: 2.2%; Hawaiian and Pacific Islander: 0.2%; Hispanic: 27.6%; Two or More Ethnicities: 6.6%; Unknown: 7.3%; Caucasian: 48.6%.

3. **Leadership Cultivation:** As the region's only public four-year university, Sonoma State embraces its leadership role in the North Bay and beyond. We prepare the next generation of leaders by providing students with opportunities to learn the knowledge and skills needed to build a better society both locally and globally.
4. **Transformative Impact:** Sonoma State transforms the lives of students, families, and communities by providing educational access and opportunity to help all students succeed. Our faculty and staff work to transform our region, our communities, and our academic disciplines through service, research, programming, and outreach.

To learn more, see: <https://www.sonoma.edu/strategicplan>.

About the School of Social Sciences

The School of Social Sciences at Sonoma State offers undergraduate and graduate degrees that are united by the study of human society and social relationships that play an integral role in a well-rounded liberal arts education. The School encompasses a diverse array of departments and programs. Students can choose from a variety of opportunities, ranging from the core of traditional social science fields (Anthropology, History, Political Science, Psychology, and Sociology), to various cross-disciplinary programs (Geography, Environment, and Planning; Global Studies; Human Development; and Women's and Gender Studies), to programs with a professional emphasis (Counseling, Criminology and Criminal Justice Studies, and Public Administration). The School of Social Sciences is the largest school on campus with 2,500 undergraduates and 130 graduate students studying across 9 departments offering 10 bachelor's degrees, 10 minors, 5 master's degrees, and a total of 286 courses.

Students in the social sciences have opportunities to study with 131 faculty members (70 lecturers and 61 tenure track) who are working in a wide spectrum of interests, including areas such as human services, political activities, multi-cultural education, and energy studies, as well as academic research. Faculty boast many accomplishments including a prestigious presidential award from the American Psychological Association, a Soundscapes to Landscapes award from NASA, and National Endowment for the Humanities fellowships. The department of Sociology, which graduates approximately 200 students per year, was recently ranked No. 1 in the U.S. among similar programs, according to *schools.com* in 2018. The School's Counseling Master's Degree has also enjoyed national recognition with a No. 1 ranking by *TopCounselingSchools.org* in 2016.

The School is a center in the community for active social change and human betterment, advocacy, and planning. The School enjoys deep connections to the surrounding community with many students engaging in service learning, internships and other forms of community action. For example, students in the School's national accredited Masters in Counseling program contribute 28,000 hours annually of supervised counseling field experience in local community's schools and mental health agencies. The Criminology and Criminal Justice Studies program offers a vibrant internship program to 80 students annually. The School of Social Sciences also houses several respected centers and institutes ranging in topic areas from anthropological studies to environmental technology. To read more about these centers and institutes, please see the Appendix.

Role of the Dean

Reporting to the Provost and Vice President for Academic Affairs, the Dean of the School of Social Sciences serves as the chief academic and administrative officer of the School, and provides academic, intellectual and administrative leadership. Working closely with students, faculty, and staff in a tradition of collegial shared governance within a collective bargaining system, the Dean develops and articulates the vision for the School within Sonoma State University's mission and goals, and creates new opportunities for the School and the University. The Dean is responsible for promoting and improving the

quality and effectiveness of the School's programs, including all aspects of teaching and learning; research, scholarship, and creative activity; and community engagement. The Dean provides leadership for enrollment management, strategic budgeting, assessment, accreditation, and metrics related to graduation and retention. The Dean is also responsible for fund diversification, including fundraising and development as well as extended education programs in alignment with the goals of the School of Social Sciences. The Dean will lead efforts to hire diverse faculty and staff and develop and articulate the School's role in supporting the broader strategic direction of the University.

The Dean also represents the School in the broader community through active leadership in the development of activities that further the mission of the School and the University. The Dean may be called upon to serve on boards of community and business organizations to engage with supporting the economic and cultural vitality of the region. The Dean also has oversight responsibility for Centers and Institutes operating within the School, and for grant and contract activity undertaken by such Centers or conducted independently by faculty. In addition, the Dean often represents the School and the University at the California State University system level.

The Dean plays a critically important role as a leader in Academic Affairs. The incumbent serves on University academic leadership teams, representing the School in all University matters, including planning and budgeting. As a member of the Provost's Leadership Council, the Dean has the responsibility to work collaboratively and collegially with all stakeholders to advance the goals and mission of the Division of Academic Affairs and the broader University.

Key Opportunities and Challenges for the Dean

The incoming Dean will be a collaborative organizational manager and builder who is fully aligned with and embraces the University's core values, which include: diversity and social justice; sustainability and environmental inquiry; connectivity and community engagement; adaptability and responsiveness. With these values at the center of the work, the Dean will be tasked with the following key opportunities and challenges:

Provide intellectual and academic leadership, both internally and externally, for the social sciences and the institution

At the University level, the Dean will be a proponent of interdisciplinary relationships and activity, encouraging faculty to advance new thinking across academic units that incorporates the value of social sciences. The Dean will lead by example in this regard and will collaborate with other deans and their faculty to identify opportunities for innovative joint initiatives and programs, and leverage the University's unique venues and spaces.

Externally, maintaining excellent community, agency and corporate relationships is imperative to the success, visibility and connectedness of the School. The next Dean will ensure that the School is embedded in the external community as a partner and promoter for the overall social and economic health of the region. This individual will be a connector between employer needs and talented students and graduates during and after their time at the University, and support effective career services collaborations to ensure that students will have strong, pre-professional internship opportunities in addition to job placement support.

Develop and articulate a compelling vision for the School that aligns with the University's strategic plan

In 2017-18, the University developed a strategic plan centered on the values of student success, academic excellence and innovation, leadership cultivation, and transformative impact. Collaborating with the faculty and staff in SSS and other leaders on campus and in the community, the Dean will create and execute the next strategic vision for the School that is aligned with this larger University plan. The Dean will lead this process by promoting strong and engaged leadership, providing clear direction, and fostering a consultative culture of shared governance and open communication. The next Dean will elevate the School by continuing to prioritize and define academic excellence, particularly with respect to the impact on student experience, graduation rates, and faculty and staff development. The Dean is responsible for helping the university meet the graduation and retention goals set by the larger CSU Graduation Initiative 2025.

Recruit, retain, and empower faculty and staff in support of student success and academic excellence

Outstanding faculty and staff are critical to fulfilling the School's academic mission and student experience. To this end, the next Dean will be expected to not only attract and hire high-quality and diverse faculty, but also to retain them by leveraging experienced colleagues in mentoring, developing, and supporting them in becoming broadly engaged and innovative teachers and scholars. The Dean will lead the faculty and staff in creating relevant and supportive experiences for students at different stages of their progress through the School. Overseeing all staff, the Dean will provide mentorship and professional development opportunities to ensure the continued success of all staff members. Furthermore, the Dean should strive to be accessible, inclusive, and consultative, advocating for more faculty and staff involvement and recognition institution-wide. The Dean will have the opportunity to oversee the important remodeling and space reassignment of Stevenson Hall and ensure that the community and environment of the School is well served and strengthened.

Support student success and enrollment management to ensure SSU meets its graduation and retention goals for the Graduation Initiative 2025

The Dean has an important role to play in ensuring that the institution meets its graduation and retention goals for Graduation Initiative 2025. Many of SSU's impacted programs are housed within the School, so this places an additional responsibility on the Dean to help lead SSU toward effective enrollment management throughout the entire pipeline of admissions to academic offerings to graduation. The Graduation Initiative 2025 goals are ambitious: they call for elimination of equity gaps for under-represented students, as well as for Pell-eligible students. SSU has made great strides in the arena of enrollment management and student academic support services, but more work needs to be done. All academic deans play a critically important role in leading this initiative to support all students with integrity.

Manage and diversify revenue streams and grow resources and capacity

In order to carry out the goals in the next strategic vision, the Dean will be expected to grow and diversify new sources of funding and to ensure strong financial resources management, leading the planning and advocacy that cultivates new opportunities aligned with the strategic plan priorities. This will include overseeing the creation of self-support programs and leveraging relationships with existing donors, foundations, corporate sponsors, agencies and other partners. Annual fundraising goals are part of the Dean's portfolio. The Dean will use existing resources prudently, will optimize internal financial and administrative management, and will seek to leverage opportunities for shared resources with internal and external partners. The Dean will be adept with budgets and also look to empower others in those skills.

Leverage the strengths of the School in prioritizing, embracing, and promoting diversity and inclusion

In 2017, Sonoma State University received its Hispanic Serving Institution designation, reaffirming its commitment to diversity and student success. Personally demonstrating a commitment to diversity, equity and inclusion, the next Dean will continue to enhance the SSS's important role in the broader diversity and inclusion initiatives at the University, particularly with respect to social impact programs and scholarships, and will work to sustain and expand the School's current portfolio to create additional opportunities for students. The Dean must be proactive and thoughtful about addressing the academic and social needs of the diverse student population to ensure a safe, welcoming, and inclusive environment for all SSS students, faculty, and staff. Furthermore, the Dean leads the efforts to diversify, support, and develop faculty and staff.

Qualifications and Characteristics

The ideal candidate would bring all or most of the following professional experiences and personal qualities:

- An earned doctorate and an academic record to support appointment at the rank of professor in the School of Social Sciences;
- At least five (5) years of successful administrative experience such as serving as a dean, associate dean, department chair, or similar position;
- A broad understanding of the disciplines within the school (Anthropology, Counseling, Criminology and Criminal Justice Studies, Geography, Environment, and Planning, Global Studies, History, Human Development, Liberal Studies Ukiah Program, Political Science, Psychology, Sociology and Women's and Gender Studies) and their importance for higher education and in society;
- A commitment to maintaining and developing strong undergraduate and graduate programs;
- Experience, knowledge, and commitment to strategic budgeting and strategic enrollment management rooted in evidence-based decision-making;
- Demonstrated excellence in higher education leadership;
- Strong communication, interpersonal, and managerial skills;
- Ability to work successfully and inclusively with diverse students, faculty, staff, administrators, and community members;
- Commitment to effective, collegial decision-making within the context of shared governance and collective bargaining;
- Experience and vision for fundraising, grant diversification, and fostering community relationships.

Location

Sonoma State University is located in Rohnert Park, California, in beautiful Sonoma County. Situated in San Francisco's North Bay, the region is famed for its extraordinary wines, farm-to-table cuisine, and a strong sense of dedication to our tremendous natural resources. From local beaches to an incredible system of regional and state parks within reach, Sonoma County provides access to the benefits of urban life within the context of beautiful natural surroundings and many thriving local communities. For more information, see <https://www.sonomacounty.com/>.

*Dean of the School of Social Sciences
Sonoma State University*

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: www.imsearch.com/6802. Electronic submission of materials is strongly encouraged.



*Recruiting exceptional leaders
for mission-driven organizations*

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Sonoma State University is an Equal Opportunity Employer.

Appendix: Centers and Institutes

The School oversees several academic centers and institutes, among them:

- The Anthropological Studies Center (ASC) was established to provide practical experience in Cultural Resources Management and has been helping private companies and government agency clients with archaeological sites, Native American concerns, and historic buildings since 1974.
- The Center for the Study of the Holocaust and Genocide was formally constituted in February 1987 for the purpose of providing education about the origins, nature and consequences of the Holocaust. In recent years, the Center has broadened and expanded its focus to include the study of issues surrounding other historical and modern genocides. The primary activities of the Center have been weekly, public Holocaust Lectures throughout the Spring Semester each year; the development of Holocaust resource materials (publications, videotapes, etc.) for campus, school, and public use; and cooperative efforts with a community-based group, the Alliance for the Study of the Holocaust, to provide Holocaust education in the SSU service area schools.
- The Environmental Technology Center (ETC) is a dynamic, interactive and integrative facility where faculty, students, and community members can work together in education, applied research, and collaborative projects on energy and environment. Incorporating sustainable building techniques and a wide range of design features that minimize energy use, the ETC is projected to consume only 20% of the energy allowed by state code for similar buildings. These “Green Building” features include environmentally responsible building materials, passive solar heating and cooling, daylighting and shading, advanced window systems, “smart building” control technologies, photovoltaic electricity, and energy and water-efficient landscaping.
- The Center for Interdisciplinary Geospatial Analysis (CIGA)’s mission is to enable and promote the application of geospatial technology to social and environmental problems through research, education and community service. The lab seeks interdisciplinary collaboration among campus and external researchers, students and other organizations in projects that involve geographic information and spatial analysis at local to global scales. To accomplish these goals, the CIGA provides: computer, software and data resources; Geographic Information System (GIS) and remote sensing expertise and consulting services; educational courses; and community outreach.
- The Center for Sustainable Communities (CSC) specializes in preparing and implementing climate-friendly, sustainable community strategies. The Center draws upon the expertise of recently "recycled" governmental officials and faculty who mentor and work with several carefully selected students on real world projects. The Center and its predecessor organization, the Institute for Community Planning Assistance, have prepared planning documents and research for many local City and County governments.
- The North Bay International Studies Project (NBISP) is a grant-funded, statewide subject-matter project that provides pedagogical and curriculum resources in both History/Social Science and International Studies to the University and K-12 educational community. The Project offers workshops, seminars, lectures, and summer institutes aligned with the California State Standards for History/Social Science, including content programs in International Studies, World and American History, teaching methodologies, and leadership development.
- The Northwest Information Center (NWIC) is part of the California Historical Resources Information System, designated by the State Office of Historic Preservation as an official regional

repository for that portion of the statewide inventory of historic resource information. The three main functions: to archive historical resource records and reports; to provide access to the historical resource information through either staff-generated assessments with accompanying recommendations to private and public agencies, cultural resource consulting companies, and the general public, or to provide direct access to qualified individuals; to provide public education by offering student internships and tours as well as through formal and informal presentations to members of the general public regarding historical resources and the various regulatory context under which these resources are considered.

To learn more about the School of Social Sciences, please visit, <http://web.sonoma.edu/socsci/>.