

# SEARCH PROSPECTUS:

## PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS



SAN FRANCISCO  
STATE UNIVERSITY

# TABLE OF CONTENTS

SAN FRANCISCO STATE UNIVERSITY	3
OUR MISSION AND COMMITMENT TO INCLUSIVE EXCELLENCE AND STUDENT SUCCESS	4
UNIVERSITY LEADERSHIP	5
STRATEGIC PLANNING	5
CAMPUS AND STUDENT LIFE	6
STUDENT DEMOGRAPHIC PROFILE	6
THE DIVISION OF ACADEMIC AFFAIRS	7
THE LEADERSHIP OPPORTUNITY	9
REQUIRED QUALIFICATIONS	10
PREFERRED QUALIFICATIONS	10
NOMINATIONS AND APPLICATIONS	12





## SAN FRANCISCO STATE UNIVERSITY

Located in one of the world's most vibrant and beautiful cities, San Francisco State University is a recognized leader in higher education globally and regionally. San Francisco State, home to the nation's first College of Ethnic Studies and many innovative academic programs, has a longstanding commitment to academic distinction, inclusiveness and social justice as expressed every day through university programs, initiatives, and services.

Nearly 28,000 students enroll at the University each year, and its more than 253,000 graduates have contributed to the economic, cultural, and civic fabric of San Francisco and beyond. Through them — and more than 3,900 dedicated and talented faculty and staff — SF State proudly embraces its mission of academic excellence, community engagement and commitment to social justice.



# OUR MISSION AND COMMITMENT TO INCLUSIVE EXCELLENCE AND STUDENT SUCCESS

San Francisco State University is one of 23 campuses in the California State University (CSU) system, the largest comprehensive public system in the U.S. Recognized as one of the most diverse universities in the U.S., SF State stimulates intellectual and personal development, promotes equity, and inspires the courage to lead, create, and innovate. Building on a decades-long commitment to quality teaching and broad access to undergraduate and graduate education, the University offers comprehensive, rigorous, and integrated academic programs that require students to engage in open-minded inquiry, reflection, and hands-on learning. SF State encourages its students, faculty, and staff to engage fully with the community and develop knowledge-based reciprocal relationships with community and educational partners.

Inspired by the diversity of our community and the courage of an academic community that strives to break down traditional boundaries, SF State equips its students to meet the challenges of the 21st century. With the unwavering commitment to social justice that is central to the work of the University, SF State prepares its students to become productive, ethical, active citizens with a global perspective.

The University has been the launchpad for thousands of successful, world-changing alumni, including Black Lives Matter co-creator Alicia Garza; nationally recognized educator Virginia Marshall; physician and NASA astronaut Yvonne Cagle; Academy Award winner animator and producer Jonas Rivera; National Book Award novelist Rebecca Solnit; and, tech pioneer Chris Larsen. At last count, San Francisco State graduates had won 21 Pulitzers, 16 Oscars, 49 Emmys, 10 Grammys, and 12 Tonys. And the University itself has won top honors while encouraging innovations that put it at the forefront of academia.

Home to the nation's first College of Ethnic Studies, SF State was rated #7 for ethnic diversity among national universities in the 2019 U.S. News & World Report Best Colleges rankings. Both Variety and The Hollywood Reporter have named SF State's School of Cinema one of the top film programs in the country. The College of Science and Engineering is widely recognized for its work in building diverse pipelines in STEM with successful programs funded by the National Institutes of Health and biotech giant Genentech.

Wall Street Journal recently released its [2021 Best Colleges list](#), ranking San Francisco State University in the top five nationwide for the "Environment" category. This category measures the diversity of a university's community based on the racial and ethnic makeup of students and employees, the proportion of students who come from abroad and the percentage of students who receive Pell Grants. In the global arena, SF State enrolls one of the largest number of international students in the California State University. With a diverse range of students from almost every state and nearly 100 countries, the University community is a perfect setting for learning to succeed in a pluralistic society and global economy.

SF State's motto is *Experientia Docet* — *Experience Teaches*. SF State's pioneering commitment to community, civic engagement and hands-on learning is prevalent throughout the curriculum. Nearly 300 courses combine academic study with community involvement, and its location in a center of business, technology and culture provides a laboratory for community-service projects, work-study opportunities, and internship prospects. The College of Science and Engineering is home to many grant-funded programs focused on student research opportunities and lab-based learning. SF State graduates consistently say that hands-on learning was what helped them most when beginning their careers.



## UNIVERSITY LEADERSHIP

Dr. Lynn Mahoney serves as the 14th president of San Francisco State University and leads more than 3,900 faculty and staff as they serve a student population of nearly 28,000. She is the first woman appointed to serve as the University's president in a permanent capacity and took office in July 2019. President Mahoney has been recognized for her meaningful work in support of student success and academic excellence. Most recently, in 2021, the California State Student Association (CSSA), the single

recognized voice for more than 425,000 students in the CSU system, named her the Robert C. Maxson President of the Year, an award reflecting commitment to the mission of the CSSA, exceptional inclusion of students within the context of shared governance, and assistance to the CSSA in advancing its statewide policy agenda. Prior to her appointment at SF State, Mahoney served as provost and vice president for academic affairs at California State University Los Angeles.

## STRATEGIC PLANNING

The University is currently engaged in a new strategic planning process. The Strategic Planning Committee (SPC) is coordinating the strategic planning process and engaging stakeholders across campus and the broader San Francisco State community. The process will include a comprehensive review of already-existing data, qualitative and quantitative—including, but not limited to, existing survey data, the Academic Master Plan, the Strategic Enrollment Management Plan, the Strategic Marketing Plan and the WASC self-

study. Diversity, equity and inclusion and collaboration are critical principles to be embedded throughout the planning process. The Strategic Planning Committee expects to conclude the process by May 2022, and the University will launch a new plan in Fall 2022. The new Provost will play a key leadership role in implementing and refining the plan. Details about the process may be found at the [Strategic Planning website](#).



## CAMPUS AND STUDENT LIFE

The San Francisco State campus is situated on more than 144 acres in a quiet corner of southwestern San Francisco, just one mile from the Pacific Ocean. Renowned for its vibrant arts, history and cuisine, the Bay Area is also a hub of international commerce serving as the home of some of the nation's most famous and flourishing companies including Genentech, Twitter, Pixar, Facebook, and Salesforce.

Life at SF State is vast and robust. From the moment a student is accepted, they are warmly welcomed into the SF State community, attending new student orientation where they meet with peer mentors, work with academic advisors, and even introduce their family to support staff and programs. During the academic year, students can choose to join one of our nearly 300 recognized student organizations, learn about health and wellness with Campus Recreation staff at the Mashouf Wellness Center, and make memories at some of our Gator traditions, like GatorFest!, grateful Gator, and more. SF State also offers opportunities for students to grow personally and professionally through student leader roles such as Orientation Leaders, Resident Assistants, Student Organization Officers, Campus Recreation's trip leaders, or Mashouf Wellness Center Staff. The campus also has a vibrant Greek life and athletics program. Intercollegiate sports for women are basketball, cross-country, indoor and outdoor track and field, soccer, softball and volleyball. For men, SF State offers baseball, basketball, cross-country, soccer and wrestling. Intramural leagues, tournaments

and recreational activities include basketball, volleyball, indoor soccer, swimming, bowling, ultimate frisbee, water polo, softball, badminton, tennis, and flag football.

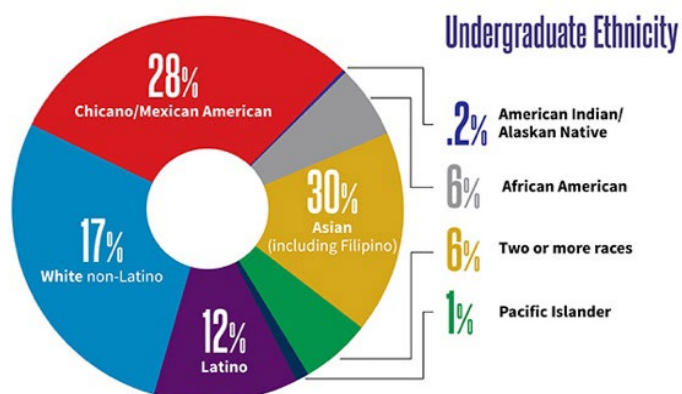
The campus is an arts and culture center, with hundreds of workshops, guest lectures and exhibits held throughout the year. Events and exhibits feature the work of students, staff and faculty members as well as professionals from outside the University community. The University also has research sites in Tiburon and the Sierras.



## STUDENT DEMOGRAPHIC PROFILE

One of the strengths of the University is the rich diversity of its students. The College's commitment to serving first generation students from diverse socio-economic backgrounds is critical to its mission. For Fall 2020, 83% of undergraduate students are from diverse communities/backgrounds.

In addition to the over 25,000 undergraduate students, SF State enrolls over 3,000 graduate students.







## THE DIVISION OF ACADEMIC AFFAIRS

Academic Affairs is one of the largest units on the campus and is committed to providing leadership, oversight, and technical assistance to enhance all academic areas within the six colleges. The University's general fund budget (state support and tuition) in 2020-21 was \$348 million, of which \$233 million was allocated to Academic Affairs Division. Academic Affairs encompasses the breadth and depth of the academic enterprise including 811 tenured/tenure-track faculty, more than 1000 lecturer faculty and several hundred staff members who provide instruction and support to over 23,300 undergraduate students enrolled in 81 majors and over 3,300 graduate students across all six colleges. In addition to the academic colleges, Academic Affairs is home to J. Paul Leonard Library, Academic Technology, Faculty Affairs and Professional Development, Research and Sponsored Programs, Undergraduate Education and Academic Planning, and the Division of Graduate Studies.

### SF State Awards:

- Bachelor's degrees in 72 academic areas with an additional 39 areas of concentration
- Master's degrees in 62 academic areas with an additional 28 areas of concentration
- Doctor of Education (Ed.D.) in Educational Leadership with 2 concentrations
- Ph.D. in Education with a concentration in special education
- Clinical doctorate of physical therapy (D.P.T.), jointly with UC San Francisco
- 16 credential programs and 41 certificate programs

### DESCRIPTION OF COLLEGES

- [College of Ethnic Studies](#)

Founded on the principle of liberation via self-determination, the College of Ethnic Studies emerged from a collective struggle begun over 50 years ago by the Third World Liberation Front and the Black Student Union during the 1968 Strike. The College foregrounds healing and transformative justice work. It educates, creates, and seeks wisdom and knowledge in order to critically assess legacies of colonization and empire. It empowers students to become ethical, effective, social justice artist-activist-scholars and empathetic leaders who speak truth to power. In collaboration, students, colleagues, and communities work to liberate themselves and create conditions for the liberation of others from systemic, intersectional, and hierarchical oppressions.

- [College of Extending Learning](#)

The College of Extended Learning at San Francisco State University offers a wide variety of continuing adult education courses and programs to prepare students for career advancement, career change or personal growth. CEL partners with all academic colleges to develop academic programs to increase students' upward mobility, especially for the underserved populations. We focus on creating educational pathways for all non-matriculated populations for both professional and international learners. We offer nationally acclaimed curricula and faculty; weekend, evening, and online courses; as well as access to thousands of transferable degree-credit University classes.

## THE DIVISION OF ACADEMIC AFFAIRS (CONT.)

- [College of Health and Social Sciences](#)

The College of Health & Social Sciences is a community of healers and change agents. Whether in the classroom, in hospitals, schools, social service organizations, or governmental agencies, CHSS is committed to positive social change that promotes health, well-being and quality of life, based on principles of equity and social justice. The hallmark of the College is also its belief in the potential of scholarship to right a wrong — an act of intellectual advocacy to serve the public good, to wrestle with critical social problems, and to transform how individuals, communities and institutions function by advancing and disseminating the knowledge and practice of specific disciplines.

- [College of Liberal & Creative Arts](#)

In the College of Liberal & Creative Arts, our mission is to inspire the next generation of thinkers, makers and doers. Our disciplines span the creative arts, humanities and social sciences, as well as the interstices between them and play a major role in supporting general education at the university. The college supports production and performance facilities in the fine, media, and performing arts, design labs, a museum, galleries, an undergraduate research program and an advising center. As scholars and artists, advocates and practitioners, our faculty work at the intersection of education and community; they engage diverse bodies of knowledge, connecting learning and application to the broader society. Our students develop the ability to find patterns in data, to speak confidently in public settings, to write effectively and to think critically and ethically. Students in the College of Liberal & Creative Arts listen to the world, find their voices and envision a just future.

- [College of Science and Engineering](#)

The College of Science & Engineering (CoSE) is committed to excellence in teaching, research, and service. CoSE offers students supportive academic experiences of thinking, learning, and doing by providing them with engaging instructional programs, research-enriched experiences and inspiration to participate in and lead the workforce of the future. Faculty in the College have an outstanding record for garnering external funding for their research and student training programs. CoSE is nationally known for its innovative student training programs geared towards increasing diversity in STEM. In addition to a range of undergraduate and master's degrees the College includes two field stations,

the Estuary and Ocean Science Center in Tiburon and the Sierra Nevada Field campus, as well as the Institute for Geographic Information Science.

- [Graduate College of Education](#)

The Graduate College of Education (GCOE) is home to a dedicated group of faculty, staff, and students whose focus is on serving the students and families of the Bay Area, California, and beyond, and whose commitments are to social justice and change for good. The GCOE prepares the professionals who consistently make a positive difference in education and in students' lives. The oldest college on the campus, the GCOE was founded in 1899 as the San Francisco State Normal School and became San Francisco State Teachers College in 1921. Those deep roots ground the college in long-standing relationships with districts, clinics, agencies, and schools where alumni have long careers, and where clinical practice is well supported. The GCOE's programs include 11 credential programs accredited by the CA Commission on Teacher Credentialing; an Ed.D. in Educational Leadership; a Joint Doctoral Program (Ph.D.) in Special Education with UC Berkeley; and six Masters degrees.

- [Lam Family College of Business](#)

The Lam Family College of Business has been accredited by the AACSB since 1964 and is listed as a Best Business School by Princeton Review. The college was named in recognition of a generous gift from alumnus Chris Larsen (B.S., '84), his wife Lyna Lam and Rippleworks Foundation. LFCoB offers a variety of undergraduate degrees and five Masters degrees. The College has its own dedicated Career Services Center and offers various fellows programs in Innovation and Entrepreneurship, Fintech, and Commercial Real Estate. In addition to the Center for Ethical and Sustainable Business, the college has significant emphasis through its initiatives on community engagement, student engagement, fintech, innovation & entrepreneurship, DEI, Emerging and Developing Economies, and Education in Business Technologies. Our faculty have been trained at the leading doctoral programs in the world and have published their research in leading journals in their field and have authored widely used textbooks.





## THE LEADERSHIP OPPORTUNITY

SF State seeks a visionary Provost and VPAA with extensive experience as a successful faculty member and academic leader, who is prepared to further advance SF State's mission and commitment to academic distinction, student success, inclusive excellence, and social justice. The next Provost will be able to advance innovation while embracing the rich heritage and values of the institution.

The university seeks a transformational leader who possesses the academic, financial, and strategic acumen to offer strong, collaborative, and transparent academic leadership to the University and all its stakeholders. The new Provost must possess an earned terminal degree, a record of senior leadership with demonstrated ability to lead across multiple disciplines and departments and a deep commitment to the principles of shared governance. The provost is expected to serve as a leader who supports diversity, inclusion, and equity and promotes innovative approaches to teaching and learning, student success, and faculty and staff excellence. The successful candidate will be a collaborative leader who acts with integrity and fosters collegiality, clarity, and accountability in decision-making and results.

The provost, a key member of the president's senior leadership team, will be a trusted partner with the President.

The Provost/VPAA will lead faculty, staff, and administrators to pursue focused goals in a clear, purposeful way, and boldly champion academic innovation, diversity, equity and inclusion, student success, and fiscal sustainability within academic affairs. Working directly with the Deans, senior provost

team, faculty, and staff, the new Provost/VPAA must engage the entire community in reflecting, visioning, and planning for the future of the institution.

In alignment with the strategic planning process, the new Provost will be expected to provide leadership to address the following key priorities and challenges.

- Creating a strong and unified vision for academic affairs that is mission consistent, innovative, strategically aligned, and financially sustainable.
- Curriculum development that includes support for interdisciplinary collaboration, experiential learning, and global education; and fosters cooperative relationships and initiatives across colleges and departments.
- Developing and implementing strategies to improve student success and eradicate equity gaps in graduation rates with fidelity to the university community's belief that excellence and equity are fundamental and interlinking values.
- Supporting teaching and learning experiences centered in inclusive excellence and social justice.
- Providing innovative leadership and support for faculty development efforts that strengthen the *Teacher-Scholar* model in ways that ensure faculty excellence and promote student learning.
- Fostering an atmosphere of empowerment and collaboration in budget planning, including co-chairing the University Budget Committee and partnering with Administration & Finance to develop a culture of transparency and budget literacy.

## THE LEADERSHIP OPPORTUNITY (CONT.)

- Working with faculty and administrators to develop metrics that assess critical outcomes for academic programs and policies and seek transparent, equitable accountability.
- Working with staff to create a positive work culture that values and supports the role of staff in student and institutional success.
- Exploring opportunities to increase self-support academic programs offering to support adult learners to meet the bay-area region workforce demand.

### REQUIRED QUALIFICATIONS:

- An earned doctorate from a regionally accredited institution.
- A record of teaching and scholarship to merit appointment at the level of full professor with tenure.
- Substantial and progressive academic management experience and demonstrated success in supporting teaching, learning and research.

- Demonstrated commitment to social justice and a history of successful activities to foster diversity, equity, and an inclusive environment for students, faculty members, and staff members.
- Demonstrated commitment to eliminating equity gaps among all groups of students.
- Significant experience managing budgetary resources, with skill as an equitable and strategic manager of substantial financial resources and operations, especially in tight fiscal environments.

### PREFERRED QUALIFICATIONS:

- A history of championing liberal arts education and professional education, with a deep and abiding passion for the University's mission.
- Strong advocacy for academic innovation related to new and emerging trends in higher education and market demand, including strategic use of technology across the curriculum.
- Proven effectiveness as a facilitator with exceptional communication and interpersonal skills, and the ability to listen, build trust, and inspire.





## THE LEADERSHIP OPPORTUNITY (CONT.)

- Demonstrated ability to create a spirit of teamwork and foster shared governance among both faculty and administration; and to promote information-sharing, mutual respect, and collaboration within a diverse community.
- Integrity and the ability to demonstrate grace under pressure.
- Demonstrated expertise in crafting successful faculty development programs, including innovative approaches to hiring, promotion, tenure, teaching load, and faculty retention.
- Extensive knowledge of accreditation standards and assessment practices.
- Leadership experience in a unionized environment.
- Demonstrated transparent and equity-minded leadership in designing collaborative partnerships and accountability structures to ensure equitable, inclusive, non-discriminatory and just policies, practices, and programs.
- A record of successful resource and partnership development through attracting philanthropic support, securing grants and contracts, and building innovative partnerships with other institutions and with businesses and foundations.
- Demonstrated capacity to lead a team in identifying and exploiting external funding sources that may be needed for faculty and student research, student fellowships, and other appropriate sources of support.

### DUTIES AND RESPONSIBILITIES INCLUDE:

- Providing consultation and guidance to university vice presidents and other administrators in support of the university's mission and day-to-day operations.
- Facilitating the success and accountability of the associate/assistant vice presidents and administrative staff, academic deans, and department chairs/directors who comprise the Division of Academic Affairs.
- Supervising personnel and employee relations within the Division of Academic Affairs, with particular responsibility for reappointments, tenure, promotions, grievances, and disciplinary actions.
- Supervising the Division's analysis of academic programs and assessment of student learning and ongoing accreditation of the university and its academic programs.
- Providing budgetary leadership for the Division of Academic Affairs, with particular emphasis on the equitable management of human resources and oversight of capital planning.
- Encouraging and facilitating faculty professional development, research, scholarship, and creative activities.
- Using innovative practices to lead the Division of Academic Affairs in continuously strengthening a rigorous academic environment supportive of opportunity and success for all faculty and students.
- Representing the university within the California State University system and in other public and private sector forums.





## NOMINATIONS AND APPLICATIONS

The Search Committee will begin reviewing candidates immediately and will continue until the position is filled. Priority consideration will be given to materials received by **FEBRUARY 4, 2022**. To apply a candidate should submit 1) a letter of intent addressing how the candidate's experiences match the position requirements; 2) a current CV/resume; and 3) contact information for at least five professional references, including email addresses and a brief note of the candidate's working relationship with each. References will not be contacted without the prior knowledge and approval of the candidate and at a later stage in the search. If you have any questions or if you have a disability and need accommodation with pre-employment processes (applications, interviews, etc.), please email Marianne Papa at [mmango@sfsu.edu](mailto:mmango@sfsu.edu).

Academic Search is assisting San Francisco State in this search. To ensure full consideration, inquiries, nominations, and applications (PDF preferred) should be submitted electronically, in confidence, to: [SFSUPROVOST@academicsearch.org](mailto:SFSUPROVOST@academicsearch.org).

Nominators and prospective candidates may arrange a confidential conversation about this opportunity by contacting the senior consultant leading this search: Cynthia M. Patterson at [Cynthia.Patterson@academicsearch.org](mailto:Cynthia.Patterson@academicsearch.org); or the consultant who is assisting, Lisa Rosenberg, at [Lisa.Rosenberg@academicsearch.org](mailto:Lisa.Rosenberg@academicsearch.org).

*San Francisco State is an Equal Opportunity Employer and does not discriminate against persons on the basis of race, religion, color, ancestry, age, disability, genetic information, gender, gender identity, gender expression, marital status, medical condition, National origin, sex, sexual orientation, covered veteran status, or any other protected status. Reasonable accommodations will be provided for qualified applicants with disabilities who self-disclose by contacting the Senior Human Resources Manager. Applicants may visit [titleix.sfsu.edu](http://titleix.sfsu.edu) for more information on SF State's policy prohibiting discrimination, and how to file an online report using the procedures under Executive Order 1096 Revised. Inquiries can be directed to the campus Title IX Coordinator and Discrimination, Harassment, and Retaliation Administrator by calling (415) 338-2032 or emailing [vpsaem@sfsu.edu](mailto:vpsaem@sfsu.edu).*



# ABOUT ACADEMIC SEARCH

Academic Search is assisting the San Francisco State University in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. For more information, visit [www.academicsearch.org](http://www.academicsearch.org).



Committed to IDENTIFYING  
AND DEVELOPING LEADERS  
by providing the highest  
level of EXECUTIVE  
SEARCH to our  
higher education  
partners.