SEARCH PROSPECTUS:

Dean of the Graduate College of Education

SAN FRANCISCO STATE UNIVERSITY
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THE SEARCH

San Francisco State University invites inquiries, nominations, and applications for the position of Dean of the Graduate College of Education (GCOE). Reporting to the Provost/Vice President for Academic Affairs, the Dean of the GCOE is the chief academic, fiscal, and administrative officer of the College. The Dean oversees five academic departments and a doctoral program in Educational Leadership, as well as the University’s Credential Services and Teacher Preparation Center.

The Graduate College of Education embodies the founding commitment of San Francisco State to excellence in preparing outstanding educators, leaders and clinicians who transform lives in schools and communities. In addition to its historic focus on graduate education, the College offers a growing number of undergraduate and credential programs.

The new dean is expected to take office by July 2018 or as soon thereafter as possible.
San Francisco State University is a public, urban university in a diverse community. Founded in 1899 as San Francisco State Normal School, a two-year teacher-training college, the institution graduated its first class of 36 women in 1901, admitted men in 1904, and expanded to include four-year programs and master's degrees over subsequent decades. In addition to the main campus located on 144 acres, the University comprises a downtown location, The Romberg Tiburon Campus, located on the San Francisco Bay in Marin County, and the Sierra Nevada Field Campus in the Sierra foothills. San Francisco State became part of the California State College system (now the California State University) in 1960 and attained university status in 1972. The University lives its commitment to social justice and its opposition to oppression in the ongoing application of its core values of Courage, Life of the Mind, Equity, Community, and Resilience, creating educational and personal development environments that provide inclusion, opportunity, and support for realization of individual and collective potential. Please visit SF State’s new Strategic Plan for more information.

The University’s enrollment in Fall 2016 counted 29,045, including 3,154 (11%) post-baccalaureate/graduate students. Just over 90% of students hail from California and less than 6% come from abroad. The student population is 57% female and racially and ethnically diverse, with almost 80% self-identifying as other than White Non-Latino: 5% African American, 0.2% American Indian/Alaskan Native, 33% Asian (including Filipino), 23% Chicano/Mexican American, 11% Latino, 0.5% Pacific Islander, and 6% Two or More Races.

Among the 786 full-time tenured/tenure track faculty, 5% are African American, 1% American Indian, 21% Asian American, 2% Filipino, 7% Mexican American, and 57% White, with 7% not stated and other Non-White.

San Francisco State takes pride in a culture of innovation, creativity, and challenging the status quo. Committed to a process of continuous improvement and evolution, the University identifies itself as: Firmly connected with its innovative home city; Strongly committed to creating opportunities for students to discover their unique path in life; Deeply engaged with the world’s economies, cultures and politics; and Uniquely focused on excellence in teaching and research that can be actively applied toward improving the world in which we live.

SF State is accredited by the Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges.
The Graduate College of Education is home to a student body of 1,114 FTES, as well as 50 full- and part-time faculty and 24 staff members. As a primarily graduate college in a comprehensive university, the GCOE is distinctive among the six colleges that comprise the University. The College offers master’s degrees, two doctoral degrees and credential programs, as well as one undergraduate major and two undergraduate minor programs.

The GCOE participates actively in an extensive and diverse array of community outreach projects, research projects, and collaborative projects funded through the U.S. Department of Education, private foundations, and other funding sources. The College is also active in international education. The GCOE is home to the SF State’s Credential Services and Teacher Preparation Center, an administrative unit responsible for coordinating the process for 23 credentials across the University.

As the embodiment of SF State’s founding commitment to excellence in preparing outstanding educators, leaders and clinicians who transform lives in schools and communities, the GCOE’s impact is notable, with the College counting among its alumni 80% of the teachers as well as the Superintendent in the San Francisco Unified School District. With a long history of working in and with urban schools and placing teachers throughout the greater San Francisco Bay Area, the GCOE knows urban schools and is committed to the local communities and beyond. Additionally, there is an intricate connection with a full range of community and social service delivery systems: mental health, health care, child protective services, and emergence of innovative collaborative environments in schools such as Wellness Centers.

GCOE MISSION

The Graduate College of Education prepares reflective, transformative educators, clinicians, leaders and scholars who advance the professions within education. Our graduates deliver education programs across the life span, demonstrating excellence in the art and science of teaching and learning, research on critical issues in education and communicative disorders, integration of new technologies and commitment to equity and social justice. Professional preparation programs are designed to meet global challenges, through authentic learning experiences in academic and clinical environments that are guided by our commitment to inclusiveness, integrity, community, social action and evidence-based practice.

GCOE VISION

Our vision is to be the premier institution of higher education to prepare professionals who transform lives in schools and communities through our commitment to access, equity, quality and innovation in teaching, scholarship and service.
The graduate, undergraduate and credential programs of the Graduate College of Education are offered through five departments and the Ed.D. Educational Leadership Program:

**Department of Elementary Education (EED)**
The Department of Elementary Education prepares educators to teach and become leaders in culturally and linguistically diverse schools. The Department’s vision is to create and advocate for educators to develop their pedagogy with caring, critical and culturally responsive lenses. The Department’s educational approach applies theories that guide practices on the principles of teaching for equity and breaking barriers that exclude under-represented communities.

The Department offers:
- certificate programs in Reading and Literacy Added Authorization
- credential programs in Bilingual Authorization in Spanish, Cantonese, and Mandarin (with Multiple Subject Teaching); Multiple Subject (Elementary School) Teaching; Reading and Literacy Leadership Specialist
- master's degrees in Early Childhood Education; Elementary Education; Language and Literacy Education; Mathematics Education

**Department of Secondary Education (SED)**
The Department of Secondary Education prepares reflective practitioners and leaders with strong grounding in equity and social justice to work in public schools to inspire all students to learn. The SED engages single subject teachers, present and future, in studying and supporting the learning of all students, and provides clinical opportunities for learning and practice research-based methods for teaching adolescents growing up in urban communities.

The Department offers:
- the Single Subject Credential + M.A. in Education
- the Single Subject Credential Internship for employed teachers in CA public schools
- the M.A. in Education, Secondary Education
- the M.A. in Education, Math Education
DEPARTMENTS AND PROGRAMS (CONT.)

**Department of Equity, Leadership Studies, and Instructional Technologies (ELSIT)**
The Department of Equity, Leadership Studies, and Instructional Technologies addresses some of the oldest, most complex, and persistent challenges in education and society—power, inequality, leadership, technology, and learning.

The Department offers the M.A. in Education with concentrations in:

- Adult Education
- Educational Administration and Preliminary Administrative Services Credential Program (Tier I)
- Equity and Social Justice
- Instructional Technologies
- Special Interest (allows students to design and complete a program of specialized study)

The program’s commitment to equity in education is illustrated by its foundation of innovative programs such as the Step to College Program, designed to promote higher education among underrepresented minorities and low-income high school students, and the Transfer Articulation Bridge Program, which allows City College of San Francisco students to concurrently enroll in a San Francisco State University class in order to ease their transition to the University.

**Department of Special Education (SPED)**
The Department of Special Education at San Francisco State University offers programs that prepare special educators to enter professional practice in today’s increasingly multicultural and multilingual society. The programs offer a range of options for candidates seeking careers in programs for people with disabilities in schools. The Department offers:

- the undergraduate minor in Special Education
- the M.A. in Special Education
- the Ph.D. in Special Education, which is offered jointly with Graduate School of Education at the University of California, Berkeley

The SPED also offers credentials for the Special Education Intern Program, Preliminary Education Specialist; Clinical Rehabilitative Specialist (CRS) in Orientation & Mobility; and Added Authorizations in Special Education. Graduate Certificates are offered in Autism Spectrum (ASD) and Early Childhood Inclusive Practices.

**Department of Communicative Disorders (CD)**
The Communicative Disorders Department at San Francisco State is the newest department in the College, having been a program in Special Education from the 1940s through 2017. The Communicative Disorders department prepares students to enter the field of orientation and mobility specialists with a range of options for careers in a variety of settings such as schools, medical settings, private practices, and community agencies. The department prides itself on a focus toward collaboration and multicultural sensitivity when working with individuals throughout the lifespan.

The Department offers:

- the B.S. in Communicative Disorders
- the M.S. in Speech-Language Pathology

In addition, the CD also offers Graduate Certificates in Autism (ASD) and in Augmentative and Alternative Communication (AAC) through SF State Graduate Studies.

**Ed.D. Program in Educational Leadership**
The Ed.D. program at San Francisco State focuses on transformative leadership, social justice, and equity with a goal of developing leaders who work to close the opportunity gap and make learning accessible to all. With an accelerated three-year timeline and weekend class schedule, this cohort-based program integrates theory and practice, quantitative and qualitative analysis, and evaluation of promising practices to inform evidence-based decision making.
About the Deanship

Reporting to the Provost/Vice President for Academic Affairs, the Dean of the Graduate College of Education is the chief academic, fiscal, and administrative officer of the College. The Dean sets College priorities and policies; develops and manages College budgets; promotes collaboration and cooperation among academic units; and works closely with students, faculty, staff and administrators to foster and sustain an environment of academic excellence through a strong commitment to teaching, research, scholarship, community service, and interdisciplinary endeavors. In addition, the Dean is expected to lead, support and ensure ongoing development of academic and administrative college initiatives; to promote relationships with alumni; to play a leadership role in the College’s fundraising and relationship-building with the external community; and to embrace the opportunities on- and off-campus for collaborative innovation.

As the College prepares for new leadership, they are looking to advance several strategic directions:

1. Expand educational access, equity, and student success for a larger and more diverse student body at all program levels
2. Strengthen internal and external community connections
3. Enhance support for faculty and student scholarly activities
4. Increase faculty and staff participation in shared governance
5. Enhance the role of the GCOE in the SFSU Comprehensive Campaign
6. Recruit and credential more teachers P-12
7. Strengthen existing MA programs
8. Position the GCOE as a fully collaborative partner in the CSU’s and SF State’s Student Success and Graduation Initiative, promoting equity, access and education across all six colleges focused on recruitment, retention, persistence and effective practice
THE LEADERSHIP AGENDA FOR THE NEXT DEAN OF THE GRADUATE COLLEGE OF EDUCATION

Embody visible, accessible and engaged leadership and advocacy
As the public face of the Graduate College of Education, the Dean is the lead advocate for the College and for expectations of the discipline. Engaging in the University, the community, and the region, the Dean must be able to communicate passion for public education and its social value as a foundation for building collaboration and partnerships across the University and the CSU, as well as with local schools, corporations and other friends of education in the community. Under the leadership of the Dean, the GCOE will be recognized for its excellence and impact in teacher preparation in the state.

Leverage teacher education as central to the identity of the University
As the leader of the GCOE, the Dean will foster development of a College that is community oriented and engaged with the broader University and the larger community. Building on the founding mission of the University as a normal school, the Dean will promote and operationalize a vision to lead all colleges in embracing the importance of their role in teacher education. Under the leadership of the Dean, the College will model effective pedagogy and be recognized among the colleges as a leader in quality classroom experience and culturally-responsive approaches to teaching and learning.

Bring vision and creativity in working with the complexity of the College
The Dean will understand the role and opportunities for graduate programs, creating opportunities to fortify the pipeline from undergraduate majors through credential, master’s and doctoral programs and ensuring program development. S/he will embrace and advance innovative approaches, including technology to enhance teaching and learning. The Dean’s leadership will help implement the vision of the strategic initiatives; address the challenges of limited resources through advocacy, as well as revenue generation; grow enrollment and strengthen retention; foster synergies between department-based advising and credentialing and an understanding of the impact of credentialing on curriculum; and increase the diversity of teacher candidates/teacher workforce in the Bay area and CA more broadly.

Ensure effective management and operation and a positive College climate through communication and infrastructure
In order to maximize the effectiveness and impact of the Graduate College of Education, the Dean will balance skilled management of a complex enterprise with the human orientation of the discipline.

The Dean will ensure that policies and procedures are in place, transparent, and effectively and equitably administered and that systems are appropriate to the complex credentialing and other administrative processes that are central to the work of the College. The Dean will manage resources strategically, balancing resources with the realities of the curriculum, infrastructure and personnel needs. S/he will be knowledgeable about CSU personnel and budget processes.

The Dean will be both decisive and inclusive, making decisions based on data and input. To ensure that policies, procedures and initiatives are informed by University and system expectations as well as College needs and priorities, the Dean participates in the Deans Council, the Academic Affairs Council, and in regular convenings of education deans in the CSU, which is led by the associate vice chancellor. In turn, the Dean convenes the College’s Faculty Council, Chairs Council, Staff Council, College Council, and the Administrative Team as vehicles both to ensure they have the information they need to inform their work and to tap into the experience and expertise they bring to the GCOE. In addition, the development of an advisory council or
similar structure comprised of representatives from area schools will ensure that the voice of practitioners in partner schools will also be considered.

**Work with external constituencies and the Chancellor’s office to identify new revenue streams and develop partnerships with area industries committed to education**

Building on prior experience and/or a willingness to pursue new revenues through partnerships, collaborations, fundraising and grantsmanship, the Dean will capitalize on the resources and support of San Francisco State’s Advancement Office and the CSU system to identify and secure diverse revenue streams to advance the work of the GCOE. This work will also elevate the visibility of the College in the region, featuring the expertise and accomplishments of faculty and graduates.
REQUIRED QUALIFICATIONS

The successful candidate for the position of Dean of the Graduate College of Education will hold an earned doctorate in a discipline relevant to the GCOE and will bring experience in positions of increasing responsibility within academic administration in higher education. The next Dean will also bring a deep understanding of teacher education, knowledge of the landscape of teacher education and educational leadership.

DESIRED EXPERIENCE AND ATTRIBUTES

The search committee will highly value:

An outstanding record of academic accomplishment, including university teaching, research, external funding, and service

A demonstrated breadth of experience in education, including:
• knowledge of the varied disciplines of the College as well as of issues and trends in full spectrum of Pre-K through doctoral education
• the ability to offer expertise in these areas in the community
• knowledge of accreditation and credentialing in California or a similarly complex system
• experience “on the ground” in K-12 education
• knowledge of educational curriculum

A demonstrated record of providing vision and leadership in a complex organization, including:
• the ability to articulate a clear vision and communicate the path toward achieving that vision
• a record of leadership that incorporates input, collaboration and teamwork in a shared governance environment
• demonstrated ability to lead and develop a department and department staff members
• experience building partnerships within the University and in the larger community
• strong and effective interpersonal and communication skills, including authentic listening as well as speaking and writing
• savvy and skill in navigating the intricacies of a large, complex university and system

A demonstrated record of advancing a mission of inclusion, social justice and equity, such as:
• demonstrated effectiveness working in a multicultural educational setting including culturally responsive education and service to the urban community, and inclusive education for special education students
• the willingness and capacity to foster discussion around race, culture, and language
• effectiveness in recruiting and retaining diverse faculty and staff
• a record of promotion of and advocacy for public education
• a record of speaking out against injustice

A demonstrated record and experience with fiscal planning and oversight, including:
• strategic management of budget and resource allocation
• transparency in decision-making, including budget management

Experience with and an affinity for fundraising, including openness to training offered to deans

Experience with working in a complex educational unionized environment, such as:
• familiarity with the CSU Infrastructure or experience in a university system and a demonstrated capacity to work constructively with a system office
• experience with unionized faculty, staff and labor relations, and collective bargaining
PROCEDURES FOR NOMINATION AND APPLICATION

This search is being assisted by Academic Search, Inc. Applications should consist of: (1) a detailed cover letter addressing the expectations of the position; (2) a current curriculum vitae (CV); (3) a one-page statement addressing how the candidate’s experience and leadership style align with the commitment of the Graduate College of Education to fostering an inclusive and diverse academic community; and (4) a list of five professional references with contact information and a note explaining the candidate’s working relationship with each. References will not be contacted without explicit permission from the candidate. Nominations and applications should be sent electronically to SFSUDean@academic-search.com.

The position will remain open until filled, but only applications received by Sunday, March 25, 2018 can be assured full consideration. Nominators and prospective candidates may also arrange a confidential discussion about this opportunity with Senior Consultant Andrea Warren Hamos at awh@academic-search.com.

San Francisco State University is an Equal Opportunity Employer with a strong commitment to diversity. We welcome applicants of all ethnic, racial and gender identities, sexual orientations as well as people with disabilities. We particularly encourage those who may be from historically underrepresented groups.
ABOUT ACADEMIC SEARCH

Academic Search, Inc. is assisting San Francisco State University in this work. For more than four decades, Academic Search has offered executive search services exclusively to institutions of higher education. Academic Search was founded on the principle of strengthening higher education leadership through professional search services. We are the only search firm in the nation with a formal relationship to a premier leadership development program. As the subsidiary of the American Academic Leadership Institute (AALI), Academic Search provides substantial financial support to a number of leadership identification, development, and support programs across all sectors of public and private higher education. For more information, visit http://www.academic-search.com/.

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