director for housing administration
SAN FRANCISCO STATE UNIVERSITY
San Francisco, Ca
A member of the 23-campus California State University system, San Francisco State University is a major public urban university situated in one of the world’s great cities. Building on a century-long history of 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 and reflection. SF State encourages its students, faculty, and staff to engage fully with the community and develop and share knowledge. The University has an ambitious plan to become a residential campus by 2035 by increasing its housing capacity.

Inspired by the diversity of its community that includes many first-generation college students 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.

With about 30,000 students, SF State is nationally recognized for its commitment to the community and toward diversity of ideas. SF State holds the distinction of being one of only 62 colleges and universities nationwide to receive the Carnegie Foundation’s Community Engagement, Outreach and Partnership classification, recognizing SF State’s dedication to engagement.
The Position
ROLE OF DIRECTOR FOR HOUSING ADMINISTRATION AT SAN FRANCISCO STATE UNIVERSITY

The director for housing administration (director) provides leadership, management, and strategic planning for university-owned and/or operated residence halls and apartment housing that serve approximately 5,000 students, employees, and legacy residents at San Francisco State University. Reporting to the executive director of housing, dining & conference services, this senior leader is responsible for creating conditions which foster student and employee engagement and success, while also assuring the department is
contributing to the overall division objectives. The director provides direct oversight of occupancy management and ensures effective marketing and retention efforts to maximize occupancy. The incumbent also provides collaborative oversight of the services provided by the department’s shared partners: Facilities Services, Information Technology Services, Residential Life, University Police, Capital Planning, Design & Construction, and Environment, Health & Safety.

The director is responsible for establishing and implementing short- and long-range department goals, objectives, strategic plans, policies, and operating procedures; monitoring and evaluating programmatic and operational effectiveness; ensuring that programs and services are aligned with the department’s goals for a comprehensive, contemporary, professional, innovative, and service-oriented Housing department; and enacting changes required for continuous improvement. The director will provide leadership to 14 full-time staff members, 10+ student employees and interns, and plans and oversees a total operating budget of $3.5 million dollars.

The successful candidate will:

- Design and implement a vibrant residential environment that supports the University’s purpose and values, while assuring meaningful connections with the academic community, high resident satisfaction, a strong sense of community and self-governance, supportive learning environments, and disciplined focus on access, safety, and security;
- Provide visionary, strategic, innovative, flexible, and change-oriented leadership for the department;
- Champion current and future university housing needs, assure department offerings are inclusive, and that an acceptable educational philosophy supports changes and initiatives;
- Use data and predictive measures to evaluate and supervise programs, services, facilities, and staffing through assessment, best practices, and institutional context to make adjustments as needed;
- Implement protocols to respond to emergency issues on a 24-hour basis and participate in campus emergency planning;
- Ensure compliance with all relevant policies, procedures, standards, and laws, and conduct regular policy reviews to align the department with compliance and other obligations;
• In partnership with Division and University finance colleagues, be accountable for business and financial operations of the Student Housing and Employee & Family Housing departments;
• In partnership with University law enforcement, legal, and other colleagues, be accountable for safety, security, and risk management in campus housing facilities;
• In partnership with Division and University facilities and auxiliary colleagues, be accountable for assuring high quality living spaces; and
• Provide vision and leadership for broad-based diversity, inclusion, and equity initiatives for students and staff.
HISTORY OF THE POSITION

The director for housing administration is a newly created position that brings together the leadership roles of two previous positions: director of student housing and leasing supervisor. The newly created position will in turn supervise the newly restructured positions of associate director for student housing (vacant) and associate director for employee & family housing (held by George Haris).

Jim Bolinger has been serving as the interim director for student housing since March 2019,
on a contract basis and will stay on in a consultant role through the end of the calendar year to assist the new director for housing administration in their transition into the position.

The director reports to Jeny Patino, Executive Director of Housing, Dining and Conference Services who has served in the position since January 2016. Patino has served SF State for eleven years in a variety of progressive roles.

There are 14 full-time staff and between ten and fifteen student/intern staff positions for whom the director provides leadership. The current Student Housing and Employee & Family Housing staff who report directly to the director are the following:

- Director for Housing Administration
  - Associate Director for Student Housing
  - Associate Director for Employee & Family Housing

The director works very closely with other HDCS colleagues who lead the Financial Services, Business Operations, Dining & Event Services, and Marketing & Outreach areas of the division. The current leadership team is comprised of the following:

Jeny Patino, Executive Director of Housing, Dining and Conference Services

- Tiffany Mikami, Director for Business Operations
- Dania Russell, Director for Dining & Event Services
- Marina Shevyakova, Director for Financial Services
- Director for Housing Administration
- Glenda Niven, Marketing & Outreach Specialist
The division of Housing, Dining, and Conference Services is a complex entity with wide-ranging stakeholders and responsibilities. It is imperative that the new director for housing administration fully comprehends and embraces a trifurcated university housing operation (housing operations, residential life, and housing facilities) that relies heavily on shared services agreements with the following key stakeholders:

a) Residential Life
b) Facilities Services

c) Information Technology Services

d) Capital Planning, Design & Construction

e) Environment, Health, and Safety

f) University Police

Within this context, there are several aspects of the role of director in which the successful candidate will need to be prepared to lead after a period of acclimatization and relationship building. These include:

1. Integrating the activities of the currently autonomous offices of Student Housing and
Employee & Family Housing into a coordinated unit and team that provides the highest level of service to students, employees, and their families who live in University housing;

2. Working closely with the executive director to plan for the University’s ambitious strategic goals to grow its student and employee/family housing program;

3. Establishing highly collaborative and mutually beneficial relationships with the Division of Housing, Dining, and Conference Services’ shared services partners, including, but not limited to, staff in Residential Life, Facilities Services, Information Technology Services, and University Police;

4. Conducting a thorough audit of departmental data in StarRez (student housing management system) and OneSite (employee and family housing management system) and reviewing all business processes related to the use and administration of the system;

5. Collaborating with the executive director and key colleagues across the division and the University to support SF State’s plans for the California State University System’s Student Success and Graduation Initiative (SSGI); and

6. Managing both short- and long-term strategic planning and program development, including the assessment of all programs and services.
MEASURES OF SUCCESS

At an appropriate interval after joining San Francisco State University, the following will initially define success for the new director for housing administration:

1. The director has built a collaborative and high-functioning housing administration team, and individual roles and expectations are clarified and understood;

2. The associate directors for Student Housing and Employee & Family Housing have successfully transitioned to their newly defined roles and a strong management team has
been established;
3. The director has worked with her/his counterparts to successfully bridge the gap with Residential Life, Facilities Services, and Enrollment Management, and traditional tensions are beginning to get resolved;
4. Internal and external communication throughout the unit is centralized, consistent, and transparent;
5. SF State’s new 574-bed residence hall has successfully opened in fall 2020; and
6. The director has made substantial contributions to the University’s strategic goal of becoming a residential campus by 2035.
QUALIFICATIONS AND CHARACTERISTICS

A bachelor’s degree or equivalent in higher education, business, real estate, or a related field is required (master’s degree or equivalent preferred), along with a minimum of 10 years of progressively responsible experience in leading college or university housing. Preferred candidates will have demonstrated commitment to social justice and equity as well as experience with fiscal, facility, personnel, and program management; selection, training, supervision, leading, and evaluating department staff; articulating a
comprehensive knowledge of the theories, principles, and practices of student development and of current issues, trends, policies, and laws affecting university housing environments; working with and understanding the needs of diverse populations and skill in developing culturally inclusive working relationships; and collaborative relationship building.

Additional knowledge, experience, and capabilities needed for success in the position include:

- Experience leading significant facilities improvement and capital renewal initiatives;
- Experience leading emergency response planning and preparedness;
- Experience developing and implementing organizational vision, strategy, and goals with and for staff and key stakeholders; and
- Political acumen and skills in navigating complex environments/systems inherent in a large, decentralized, public university structure.

Given the employee/family housing component of the director’s portfolio of duties, prior workforce housing or property management experience is a plus.

In order to succeed in this critical position, campus stakeholders indicated the new director for housing administration should be:

- one who is instinctively collegial and a team player;
- one who is able to lead with both confidence and humility;
- one who has strong business intelligence balanced with high emotional intelligence;
- one who displays a learner mindset and enjoys growing their professional knowledge base;
- one who is an excellent mentor, coach, and trainer for staff at all levels;
- one who has demonstrated collaboration skills with internal and external colleagues, with the ability to understand the importance of interconnectedness and partnerships;
- one who is a polished professional with excellent political acumen;
- one who is a strategic thinker who can develop both short- and long-term plans around the needs of the division, formulate implementation and operational plans, and then effectively implement those plans in tandem with the executive director and other partners;
- one who is adaptable and resilient;
- one who is adept at supporting and managing change and can improve upon existing operations and practices;
• one who has excellent goal-setting skills and can empower the student and employee/family housing staff in achieving those goals;
• one who is comfortable with both receiving and providing constructive feedback to enhance performance and maintain focus on both short- and long-term goals;
• one who has experience with occupancy management in a setting where demand far outweighs supply;
• one who has a sophisticated understanding of financial operations and systems;
• one who is an excellent and transparent advocate, with excellent communication and persuasion skills and the ability to reach all levels of the University, including students, faculty, and upper level administration;
• one who has respect for the student experience and champions a student-centered environment;
• one who has strong managerial and administrative skills;
• one who has demonstrated skills as an advocate and champion for diversity, equity, inclusivity, accessibility, and social justice, along with a willingness to stand up for these values;
• one who is an open and empathetic listener;
• one who has a sense of humor and can build an enjoyable working environment; and
• one who will take time to learn and champion San Francisco State University’s culture, strengths, and unique value
University Housing at San Francisco State began in the 1950s in a converted barracks building as an attempt to provide student families with housing. The program has since grown to offer nearly 5,000 students, faculty, staff, and legacy residents a wide array of housing options to support their educational mission. In addition to housing, HDCS supports dining options for students and guests, summer conference programs, and event management for campus constituents and external clients.
**1950**
Golubke community begins it all - Golubke (formerly a converted barracks) was SF State's first attempt at providing housing for families. Photo is of the current location at 25 near Winston Drive.

**1960**
Mary Ward Hall opens - This building was named after the Dean of Students at San Francisco State, Mary A. Ward, who was instrumental in developing student clubs, the university newspaper, and convincing other members of the campus administration that residence halls were needed at SF State. She died in 1957, after forty-five years of service. This 43-unit building currently houses students in the academic year and hosts residential conferences in the summer.

**1969**
Verdun Hall opens - Named for the late SF State football coach, Joseph Verdun, it is a 703-bed student residence hall that was first occupied in September 1969. After the 1989 Loma Prieta earthquake, the building was deemed structurally unsound and closed.

In May 1998, the University agreed to build student apartments to replace the beds Verdun Hall provided. Verdun Hall was subsequently imploded in 1995. The Village at Centennial Square was built to replace the building.

**1975**
Golubke closes

**1980**
Resident Assistant Program re-introduced

**1989**
Resident Assistant Program re-introduced

**1990**
Resident Assistant Building opens - Towers at Centennial Square: This is a student living residence hall that was completed in 1996 and inhabited in 1997. The 15-story building houses over 250 students in the academic year, contains a learning community, and hosts residential conferences in the summer.

Towers Junior Suites: This student residence hall, formerly known as the Grand Center, was completed in 1996 and inhabited in 1997. It provides 99 beds in the academic year and hosts residential conferences in the summer.
2001
Village of Centennial Square opens under SF State Foundation Management. This building was completed in 2000 after breaking ground on the day Varsity Hall was imploded. The facility is apartment style and houses the exact number of beds lost in Varsity Hall – 763. This building houses students in the academic year and may be host to residential conferences in the summer.

1998
- Village of Centennial Square is completed
- Department is placed under Admin & Financial
  Operations & Residential Services

1997
- University Park South Campus (University Park
  South) becomes student housing
- University Park North (University Park North
  [UPN]) opens as student housing

1991
- University Park South Campus (University Park
  South) opens as student housing
- University Park North (University Park North
  [UPN]) opens as student housing

2000
- SF State Foundation purchases initial 180 (4 blocks)
  apartments from Parkmerced – University Park South
- Facility is townhouse-style housing that was introduced to
  the SF State Community in 2001 by the SF State
  Foundation. Additional blocks were purchased by the
  university in 2004 and 2005. These apartments house
  faculty, staff, students, and non-affiliate residents, and
  their families year-round.

2004
- 2005
- 2010
- 2011
- 2007

2016
- 697 Apartments at University Park North (formerly
  Stonehenge) are purchased – University Park North (UPN)
  is apartment-style housing that was introduced to
  the SF State Community in 2003. These apartments house
  faculty, staff, students, and non-affiliate residents, and
  their families.

SF State Foundation purchases initial 180 (4 blocks) apartments from Parkmerced – University Park South (UPS) is townhouse-style housing that was introduced to the SF State Community in 2001 by the SF State Foundation. Additional blocks were purchased by the university in 2004 and 2005. These apartments house faculty, staff, students, and non-affiliate residents, and their families year-round.

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Housing, Dining & Conference Services contributes to the educational mission of the University by delivering quality housing accommodations and related business services to our students, residents, business partners, and the campus community.
HDCS Vision

A residential campus with quality accommodations and events for the University community.
HDCS Goals

- Prioritization of occupancy, space, and budget to maximize resources without compromising student and campus satisfaction.
- Create a culture that emphasizes customer service and student/client-oriented business processes.
- Unify and enhance high-touch access to information, marketing, and housing strategy campus-wide.
• Provide timely, transparent, and nuanced data-driven information to support business decisions.
• Establish a training and professional development model for housing personnel, including student staff that focuses upon the HDCS Vision.
HDCS Initiatives

- Expand student bed space capacity to satisfy increasing demand.
  - Bed space room tripling in traditional double rooms.
  - Off campus housing opportunities.
- Provide a greater range of accommodations to meet all spectrums of student and parent requests.
  - Tripling offers a lower cost housing option.
• New student housing building will introduce enhanced accommodations and amenities.
• Introduction of program to support off-campus housing needs for students, faculty, and staff.
• Multi-year renovation of dining facility to support increased student bed space.
HDCS Profile

Student Housing:
- 7 Residential Communities
- 3,850 student beds

Employee & Family Housing:
• 2 Residential Communities 
  • 440 apartment units

Conference & Event Services:
  • Seven Hills Conference Center 
  • Towers Conference Center 
  • Other campus facilities

Dining:
  • City Eats (Main Dining Center) 
  • Bricks 
  • Café in the Park

Business Operations:
  • Hiring, Payroll & Training 
  • Assessment, Processes & Compliance 
  • Case Management, Client Relations

Financial Services:
  • Accounts Payable 
  • Accounts Receivable 
  • Budget & Financial Reporting 
  • Purchasing/Procurement

Shared Services:
  • Residential Life 
  • Facilities Services 
  • Information Technology Services 
  • Capital Planning, Design and Construction 
  • Environment, Health and Safety 
  • University Police
Projected Budget FY 19/20

Revenue               $(63,437,916)$
Salaries & Benefits     4,859,246
Operating Expenses      20,549,889
Debt Services           16,994,105
Shared Services 17,195,877
Capital Projects 3,838,799
Projected Beginning Balance (28,335,509)
Projected Ending Balance (28,335,509)
Organizational Chart for Housing, Dining and Conference Services
Jeny Patino has worked for San Francisco State University for 11 years and has been in her current position since 2016. During her time as executive director, housing, dining & conference services (HDCS) has increased its reserves by 30 percent in an effort to support the further transitioning of SF State into a residential campus. HDCS has also focused upon prioritizing long desired capital improvements and building renovations while maintaining fiscal responsibility, sustainability, and resident satisfaction.
Prior to her current position, Patino was director of logistics & facility services for HDCS (formerly University Property Management) and oversaw housing maintenance, housekeeping, grounds, the service center, and the University Park apartment program. She organically became a part of the University after SF State purchased the Stonestown Apartments, now known as University Park North.

Preceding her appointment to SF State, Patino had worked for six years with Kennedy Wilson International, a multifamily residential real estate firm, where she was a property & portfolio manager, directing and assisting with acquisitions, property sales, and transfers throughout California.
Jeff Wilson currently serves as the interim vice president of administration and finance and CFO. He joined San Francisco State in September 2017, as associate vice president of fiscal affairs. Wilson was at Sonoma State from 2006-2017, where he served as senior accountant for the Sonoma State Foundation, deputy controller for sponsored programs administration, and senior director for strategic initiatives and for the Office of Faculty Research and Sponsored Programs.
Prior to joining Sonoma State he worked in audit and advisory services and consulting at Deloitte and held positions in the banking and retail industries. Wilson is a licensed certified public accountant and received his bachelor’s and master’s degrees from the University of Alabama.
Institution & Location
SAN FRANCISCO STATE UNIVERSITY: AN OVERVIEW
San Francisco State University (commonly referred to as San Francisco State, SF State and SFSU) is a public university in San Francisco. As part of the 23-campus California State University system, the university offers 118 different bachelor’s degrees, 94 master’s degrees, 5 doctoral degrees (including two Doctor of Education degrees, a Doctor of Physical Therapy, a PhD in education, and a Doctor of Physical Therapy Science), along with 26 teaching credentials among six academic colleges.
The university was originally founded in 1899 as a state-run normal school for training school teachers, obtaining state college status in 1921, and state university status in 1972. It was the first normal school in the nation to require a high school diploma for admission. The 141-acre campus is located in the southwest part of the city, less than two miles from the Pacific coast. San Francisco State has 12 varsity athletic teams which compete at the NCAA Division II level, most as members of the California Collegiate Athletic Association.
University Milestones

- First graduating class (36 women), 1901
- First man admitted, 1904
- First bachelor of arts degree, 1923
- Four-year program initiated, 1930
- Liberal arts program first offered, 1935
- Master's degree first offered, 1949
SF State becomes part of the California State College system *(now the California State University)*, 1960

University status attained, 1972
Number of Names: 5

- San Francisco State Normal School, 1899-1921
- San Francisco State Teachers College, 1921-1935
- San Francisco State College, 1935-1972
- California State University, San Francisco, 1972-1974
- San Francisco State University, 1974-present
Number of Presidents: 14

**Motto**

“Experientia Docet” (“Experience Teaches”)

**Affiliation**

California State University (CSU)
**Mascot**

The Gator (alligator). Selected by students in 1931, it was originally spelled with an “er” — Golden Gaters — a play on words to emphasize SF State’s location.

**Accreditation**

SF State is accredited by the Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges.

**Academic Calendar**

Two 16-week semesters, late August through December; late January through May; and a summer semester: June through August.

**Extended Learning**

The College of Extended Learning expands the reach of SF State locally and globally. The College offers a wide variety of career-relevant professional development, certificate and degree programs, innovative programming for non-matriculated international students, custom training for organizations and international groups, and conference services and access to SF State through Open University.

**Additional SF State Sites**

- [Downtown Campus](#), 835 Market Street
- [The Estuary & Ocean Science Center](#) at the Romberg Tiburon Campus, Marin County on the San Francisco Bay
- [Sierra Nevada Field Campus](#), Sierra foothills
Leadership
Dr. Lynn Mahoney is the 14th president of San Francisco State University and the first woman appointed to serve in the role in a permanent capacity. She will join the campus in her new capacity on July 15. She leads more than 3,500 faculty and staff as they serve a student population of over 30,000. Mahoney succeeds Leslie E. Wong, who will be retiring in July 2019, after 46 years in higher education, including service as San Francisco State’s president for the past seven years.
“Throughout her career, Dr. Mahoney has been dedicated to student success and has made a profoundly positive impact on the lives of tens of thousands of students across the CSU,” said CSU Trustee Rebecca Eisen, chair of the San Francisco State search committee. “She is the type of bold-thinking leader who will continue to elevate SFSU.”

Dr. Mahoney was provost and vice president for academic affairs for California State University, Los Angeles. As the chief academic officer at Cal State LA, Mahoney’s portfolio of responsibilities included oversight of all eight of the campus’ colleges as well as the library and all academic support units.

From 2008 through early 2015, Mahoney held various roles at California State University, Long Beach including associate vice president for undergraduate studies and interim vice provost and dean of undergraduate studies, where she oversaw enrollment planning and institutional research, among other areas. Her other professional experience in higher education includes leadership positions at Purchase College, State University of New York, where she was associate provost for integrative learning and vice president for students as well as a member of the faculty.

Mahoney earned a bachelor’s degree in American studies from Stanford University, and a PhD in history from Rutgers University.

“San Francisco State is the city’s vibrant and diverse nexus for academics, culture, and advocacy. The transformative education offered at SF State uplifts the lives of those who earn a degree, and graduates go on to become the community’s next generation of leaders,”

–Lynn Mahoney
Jennifer Summit received her PhD in English from Johns Hopkins University in 1995. Before becoming provost, she served as the dean of Undergraduate Education and Academic Planning at San Francisco State since 2013. At San Francisco State, she led the creation of the new Division of Undergraduate Education and Academic Planning, which includes general education, writing in the disciplines and writing across the curriculum, student academic support and advising, curriculum development, student learning assessment, the
Metro College Success Program, and the Institute for Civic and Community Engagement. Summit also co-chaired the campus wide Student Success and Graduation Initiative Task Force, which pulls together administrators, faculty, staff, and students, to monitor and increase the university’s graduation rates.

She was previously at Stanford University from 1995 to 2013, where she was a professor of English and served in multiple administrative and leadership capacities. Summit was Stanford’s director of integrated learning, the chair of the Committee for the Review of the Undergraduate Major, and the chair of the University Writing and Oral Communication Requirements Revision. She also served for three years as the chair of the department of English at Stanford and co-founded and directed the University’s Center for Medieval and Early Modern Studies. In 2012, she served as an American Council on Education Fellow at San Jose State University, where she led the Provost’s Task Force on Student Engagement.

A widely-published scholar of medieval and early modern English Literature, Dr. Summit has received major fellowships and awards from the National Endowment for the Humanities, the American Council of Learned Societies and the Modern Language Association. Summit’s scholarly interests bridge the medieval and early modern periods and focus on the histories of reading, literature, and knowledge, with a special interest in literacy and the disciplines today. Her published work includes *Action vs. Contemplation: Why an Ancient Debate Still Matters*, co-authored with Blakey Vermeule (University of Chicago Press); *Memory’s Library: Medieval Books in Early Modern England* (Chicago: Univ. of Chicago Press, 2008), which was awarded the Roland H. Bainton Book Prize by the Sixteenth Century Society and Conference (SCSC) and the John Ben Snow Foundation Book Prize from the North American Conference on British Studies (NCBS); and *Lost Property: the Woman Writer and English Literary History, 1380-1589* (Chicago: Univ. of Chicago Press, 2000). With Caroline Bicks (Boston College), she is co-editor of the *Palgrave History of British Women’s Writing, Vol 2: 1500-1610* (2010), and with David Wallace (U. Penn) she co-edited a special issue of the *Journal of Medieval and Early Modern Studies* (2008) on “Rethinking Periodization.” She has also published widely on issues of curriculum design, student learning, and innovation in higher education.
Information on the President’s Cabinet:

https://president.sfsu.edu/people
Mission and Vision Statements
Mission

From the heart of a diverse community, San Francisco State University honors roots, stimulates intellectual and personal development, promotes equity, and inspires the courage to lead, create, and innovate.

SF State is a major public urban university, situated in one of the world’s great cities. Building on a century-long history of 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 and reflection. SF State encourages its students, faculty, and staff to engage fully with the community and develop and share knowledge.

Inspired by the diversity of our community that includes many first-generation college students 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.
San Francisco State University aspires to be the nation’s preeminent public urban university. Building on a century-long history of offering broad access to undergraduate and graduate education, the University will provide a learning community in which students can equip themselves to meet the challenges of the 21st century workplace and world. We will become an institution of choice for many by offering comprehensive, rigorous, and integrated academic programs that require students to engage in open-minded inquiry and
reflection in multiple real-world contexts. We will implement this vision in one of the world’s
great cities and its surrounding metropolitan area, making the San Francisco Bay region our
classroom as we prepare our students to become active, ethical citizens of a pluralistic
democracy, possessing a global perspective.

SFSU upholds and embodies the American ideal of *e pluribus unum* – “out of many, one.” It
seeks not only to reflect diversity in its students, faculty, staff, and administrators but also
to build a unified and vibrant community by exploring and affirming the many forms of that
diversity.

The University aspires to these goals in a turbulent environment. The role of public higher
education in modern society is in flux. We face an immediate future of uncertain funding,
increasing competition, changing demands, and a shifting student population. Against these
challenges, we are committed to developing fully the potential of those from around the
state, nation, and world who choose to attend as students or who choose to work at the
University, while benefiting the citizens of California whom it is our mission to serve.

As a complex organization, we are made up of many people and experiences. In order to
encompass that complexity, we have developed visions for the future of SF State from four
perspectives: the Academic Experience, the Student Experience, the Employee Experience,
and the University and Its Environment. These four visions, developed by a cross-section of
the University community and articulated on subsequent pages of this document, represent
our values and aspirations.

Several common themes emerge. Though echoed in different ways in the various sections,
they are key unifying elements in a comprehensive vision of the University’s future. These
themes are:

- **Academic excellence.**
  The University best serves those who choose to study here by creating demanding and
rigorous learning experiences that encourage students to grow. All students will have
experiences that challenge them to integrate the knowledge they are acquiring and to
apply it to solve problems in multiple real-world contexts in collaboration with
colleagues.
- **Improved access and flexibility for diverse communities.**
  The wide range of people coming to San Francisco State University in differing
capacities necessitates a strong commitment to improved access and flexibility. This
commitment will shape the way the University serves its students and delivers its academic programs; the access to resources it provides its employees; and the efforts it makes to meet the needs of the community by providing educational and other services to a wide audience.

- **Engaged and expanded intellectual community.**
  The University encourages its members to engage fully with the community, to share knowledge, to move beyond traditional boundaries, and to develop new knowledge to meet new opportunities and serve the needs of multiple internal and external constituencies.

- **Institutional culture that supports change and innovation.**
  To meet the challenges of a changing environment, SFSU must continue to innovate. We will endeavor to create a University that welcomes innovation, whether it is in delivery of learning opportunities, streamlining of services, building of institutional spirit, or engaging with the community. We will align our processes, procedures, incentives, and evaluation criteria with our central vision and mission.
The new strategic plan is built around five values that reflect SF State’s shared heritage and aspirations – Courage, the Life of the Mind, Equity, Community, and Resilience. In pursuit of these values, the plan identifies a number of initiatives that the campus will undertake over the next several years as we work together to build the future of SF State.
Courage follows from and enables principle. Courage propels our willingness to be different and unique—to establish ourselves as a university with a distinct mission and character, rather than a follower in the pattern of others. Courage allows us to hold difficult conversations in broad forums and undergirds our commitment to social justice, to shared governance, to academic freedom, and to student, faculty, and staff activism. Courage recognizes that innovation involves risk and failure, and it embraces change and adversity.
as opportunities. Courage fortifies our efforts to question conventional wisdom and explore controversial issues in the name of deeper understanding; it energizes our commitment to academic freedom. We celebrate people of intellect and humanity who take positions of principle and stand by them despite academic and social pressure. Courageous scholars form fruitful and respectful partnerships with local and international communities while submitting academic insights to the test of practice, forming new knowledge. The courageous are aware of their vulnerabilities, but they are not resigned to victimization. Courage creates the condition and chief outcome of an education of substance—the ability to “own one’s own mind.”
By definition, the University is an intellectual community that aspires to encompass the richness and breadth of human knowledge. SF State’s academic mission advances a distinct commitment to critical and collaborative thought, intellectual pluralism, and action. SF State’s faculty are both dedicated teachers and engaged professional practitioners and scholars; teaching is enlivened by faculty who create new knowledge in their academic fields, professional practice, and community engagement, while faculty research and
practice are sharpened and their stakes clarified through the privilege of teaching new skills to students at all levels. We embrace a reciprocal relationship between the University and the world and between experience and knowledge that is captured by our motto, “Experientia Docet.” We value learning that is not bounded by the classroom, archive, or campus but takes place in myriad forms and locations. We nourish and recognize intellectual achievement across a range of academic, creative, and professional spheres, both traditional and forward-looking. And we affirm the life of the mind as a continued source of meaning, purpose, and commitment for all members of our intellectual community.
SF State’s distinctive identity is founded on our commitment to equity. The principles of fairness and inclusion guide our educational mission, our institutional practices, and our relations with the community around us. Our commitment to equity fosters an environment of respect, diversity, support, and dignity for all of our members—faculty, staff, and students. A commitment to equity:

- sees educational access and academic quality as reciprocal goals;
• affirms that resources are distributed according to need;
• empowers students who make the world a better place; and
• eliminates barriers to success.
We believe we can teach and support students in educationally purposeful ways when we collaborate with each other and the larger community; we care about and support academic freedom and freedom of speech; we create the space for pluralism and counter stories; we reinforce the tenets of equity and live and learn in ways that are principled and just; we respect the abilities of all students, faculty and staff and provide opportunities for community members to develop a strong sense of self-worth, care, and respect for others;
and we believe in developing strong partnerships that will support the pursuits of our students, faculty, and staff within the local, national, and global communities.
Resilience is the ability to recover and adapt quickly to difficulty or challenges and transform adversity into opportunity. It is a quality enhanced by intentional planning premised on the socio-cultural, environmental, and economic systems of sustainability, and it is magnified by the ability to anticipate challenges that lie ahead. As the pace and unpredictability of change accelerate in the 21st century, resilience is increasingly indispensable. In this climate, a quality higher education that promotes radical and nimble
thinking fosters resilience in people and families. We also recognize that we play a central role in the resilience of our community and the world, not only as the result of the contributions that our graduates make, but through our scholarship, activism, and community-engaged work. As we confront such problems as environmental sustainability and climate change in our classrooms and labs, we recognize our responsibility to help forge resilience in the communities we serve.

To review the entire strategic plan, please visit: [http://planning.sfsu.edu/](http://planning.sfsu.edu/)
Academic Programs and Faculty

Academic Affairs is composed of 15 units that include seven colleges, the library, and an array of administrative offices that support SF State students, staff, and faculty.

Colleges

- College of Business
- Graduate College of Education
- College of Ethnic Studies
- College of Extended Learning
- College of Health and Social Sciences
- College of Liberal and Creative Arts
- College of Science and Engineering

Total Faculty – fall, 2018: 1,826

Tenure/Tenure Track Faculty – fall, 2018: 779

Female Faculty: 416

Male Faculty: 363

For additional demographic details regarding faculty and staff, please visit:

http://puboff.sfsu.edu/sfsufact/archive/1819/facstaff
The Student Body
Enrollment – Fall 2018
<table>
<thead>
<tr>
<th>Enrollment Type</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>26,436</td>
<td>89.4</td>
</tr>
<tr>
<td>Post Baccalaureate/Graduate</td>
<td>3,159</td>
<td>10.6</td>
</tr>
<tr>
<td>Total</td>
<td>29,596</td>
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</table>

<table>
<thead>
<tr>
<th>By Gender</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>16,796</td>
<td>56.8</td>
</tr>
<tr>
<td>Men</td>
<td>12,790</td>
<td>43.2</td>
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</table>

<table>
<thead>
<tr>
<th>By Ethnicity (Undergraduate)</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>African American</td>
<td>1,501</td>
<td>6.0</td>
</tr>
<tr>
<td>American Indian, Alaskan Native</td>
<td>38</td>
<td>0.2</td>
</tr>
<tr>
<td>Asian (including Filipino)</td>
<td>7,563</td>
<td>26.8</td>
</tr>
<tr>
<td>Chicano, Mexican American</td>
<td>6,720</td>
<td>23.8</td>
</tr>
<tr>
<td>Latino</td>
<td>2,878</td>
<td>11.5</td>
</tr>
<tr>
<td>Pacific Islander</td>
<td>126</td>
<td>0.5</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>1,604</td>
<td>6.4</td>
</tr>
<tr>
<td>White Non-Latino</td>
<td>4,610</td>
<td>18.4</td>
</tr>
</tbody>
</table>
San Francisco, officially the City and County of San Francisco, is the cultural, commercial, and financial center of Northern California. One of the world’s most famous cities, it is the 13th-most populous city in the United States and the fourth-most populous in California, with 884,363 residents as of 2017. It covers an area of about 46.89 square miles, mostly at the north end of the San Francisco Peninsula in the San Francisco Bay Area.

San Francisco is the heart of the Bay Area, a nine-county major metropolitan complex with a
population of more than 6.6 million, making it the fifth-largest market in the nation. The San Francisco Bay Area is one of the world’s leading regional economies and centers for international commerce, with an industrial base composed of thousands of technology and professional-services firms, regional and international airports, and seaports. San Francisco’s entrepreneurial and innovative spirit permeates the commercial centers where leading internet and multimedia products are being developed every day.

One of the world’s most ethnically diverse communities, San Francisco enjoys a formidable position in the global marketplace. The Bay Area’s long-standing cultural and commercial ties with Asia and its diverse Asian population are critical components to maintaining San Francisco as the true gateway to the Pacific.

Northern California in general and the San Francisco Peninsula have a world-renowned quality of life. Situated at the core of an area celebrated for its high-tech innovations, the Peninsula includes Daly City, South San Francisco, San Bruno, Burlingame, Millbrae, Hillsborough, San Mateo, Belmont, Half Moon Bay, Redwood City, San Carlos, Atherton, Menlo Park, Palo Alto, Mountain View, Sunnyvale, Los Altos, Santa Clara, and San Jose. This area includes a blend of business and residential communities.

As of 2018, San Francisco is the highest rated American city on world livability rankings.
San Francisco State University offers the following comprehensive and competitive benefits to employees:

- Health, Vision, and Dental Benefits
- Disability Planning & Consultation
- Retirement Services & Financial Planning
- New Employee Orientation
- Training/Workshops
- TSA/Deferred Comp
- Liaison between all State Agencies & Campuses
- COBRA
- Paid & Unpaid Leave Programs
• Fee Waiver
• Appointments & Separations
• Employee Assistance Program
Review of applications will begin immediately, and continue until the position is filled. To apply for this position please click on the Apply button, complete the brief application process, and upload your resume and position-specific cover letter. Nominations for this position may be emailed to Michel Frendian, mrf@spelmanjohnson.com. Applicants needing reasonable accommodation to participate in the application process should contact Spelman Johnson at 413-529-2895.

Visit the San Francisco State University website at https://www.sfsu.edu/ and SF State’s University Housing website at: http://housing.sfsu.edu/

San Francisco State University values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.