San Francisco State University (SF State), a thriving public institution, seeks an inspiring, innovative, and collaborative leader to serve as Dean of the College of Business (CoB).

Position Summary

Reporting to the Provost and working in partnership with faculty, students, and staff, the Dean will build upon the many strengths of the College of Business – including its exceptional commitment to equity and community involvement, rich array of programs, talented faculty, internationally recognized emphasis on social responsibility and environmental sustainability, and direct access to industry – to ensure that SF State continues to develop outstanding business leaders for the 21st century.

SF State is a comprehensive urban university located in a vibrant and beautiful city with a rich intellectual and cultural life. The University has distinguished itself as an active center of academic teaching, scholarship, and civic engagement. Through its six academic Colleges, SF State offers undergraduate and graduate instruction. SF State is a culturally diverse campus that is part of the 23-campus California State University (CSU) system and currently serves 26,561 undergraduates and 3,046 graduate and professional students. To learn more about San Francisco State University and the CSU, visit Appendices I and II.

The College of Business (CoB) is dedicated to celebrating the rich diversity and global perspective of dynamic and entrepreneurial spirit of the Bay Area, and aspires to be the college of choice for students seeking to apply sustainability and ethical perspectives to understandings of business practice, global leadership, innovation, the economy and society.

The AACSB-accredited College of Business serves over 5,800 undergraduate and graduate students and is one of the largest business schools both within, and outside of, the CSU system. With 127 tenured and tenure-track faculty and 104 lecturers, the CoB is comprised of ten academic departments: Accounting, Decision Sciences, Economics, Finance, Hospitality and Tourism Management, Information Systems, International Business, Labor and Employment Studies, Management, and Marketing.

Role of the Dean of the College of Business

The Dean of the College of Business is the chief academic, fiscal, and administrative officer of the College and reports to the Provost and Vice President for Academic Affairs. The Dean develops and articulates the vision for the College within San Francisco’s strategic plan framework, including its mission, vision, core values, and strategic priorities.

In collaboration with faculty, staff, students, and industry partners, the Dean will set a clear vision for the future and develop strategic steps and execute a plan to achieve that vision. The vision must prioritize advancing the College’s reputation for academic excellence, driving student success, and creating innovative business learning opportunities. The incoming Dean will join the University at a time of
tremendous opportunity as the College is poised to execute on one of the largest gifts SF State has received by a single donor. SF State seeks a successful senior administrative leader with experience as a champion of equity, an inspiring and effective manager, and a responsible steward of revenue and resource development. To that end, the Dean will address a set of key opportunities, which are detailed further in this profile:

- Lead the College in developing a compelling and distinctive identity and long-term vision to position SFSU as a competitive business program in the crowded SF market;
- Strengthen the undergraduate educational experience by enhancing academic excellence and student success for both undergraduate and graduate students, with particular consideration for underrepresented minorities;
- Assess and grow graduate and certificate programs to meet the evolving needs of the business community;
- Cultivate interconnectedness and trust among students, staff, and faculty, creating an inclusive and vibrant intellectual community;
- Grow and diversify resource streams for the College;
- Establish strong relationships with local businesses to create a strong recruiting pipeline at SFSU at both the undergraduate and graduate levels; foster engagement between SFSU and the local community more broadly; and extend the reputation and impact of the College across the University, the region, and beyond.

The Dean creates new opportunities for the College and the University and directs the College’s growth and development through shared governance. The Dean is responsible for promoting and improving the quality and effectiveness of the College’s programs, including: all aspects of undergraduate and graduate teaching and learning; research and scholarship; and industry engagement. The Dean provides leadership for assessment, accreditation, and student success initiatives including increased graduation rates and retention. This individual is also responsible for maximizing non-state revenue, including fundraising and development as well as extended education programs in alignment with the goals of the College.

The Dean also advocates for the College within the University and among external constituents, including business partners, prospective students, and alumni. The Dean consults with the CoB Advisory Council, which includes individuals with significant experience and expertise in a variety of business and professional disciplines.

Positions reporting to the Dean include an Associate Dean (currently filled by an Interim Associate Dean), Assistant Dean, Executive Director of Business Development and Marketing, Faculty Director of Graduate Business Programs, Director of Finance and Operations, Executive Director of Development and Operations, Senior Director of Development, and ten departmental chairs. The Dean will oversee a budget of approximately $19 million.

About the College of Business

“We are San Francisco’s public business school. We embrace the area’s rich diversity and provide access to higher education. Our mission is to prepare students for professional success through high quality teaching, innovative and relevant courses, discipline-based and pedagogical scholarship, and engagement with the academic and business communities.”

- Mission of the College of Business

For more than 60 years, the College of Business (CoB) has served as a regional catalyst for educating and preparing students to succeed in a global economy. The CoB has a strong commitment to sustainable
business, diversity, social justice, and global partnerships that echoes its core philosophy of responsible leadership. The College has structured its priorities and goals by developing five key strategic initiatives: investing in faculty and academic excellence; investing in students through scholarships and careers; investing in and leverage the CoB brand to sustain competitive advantages; building corporate connections; and cultivating friend-raising and fundraising.

The CoB confers approximately 1,200 undergraduate degrees and 225 graduate degrees annually; business administration is the largest undergraduate major at SF State, representing approximately 20 percent of undergraduate enrollment. The College’s curriculum balances the art and sciences of management so that students gain an understanding of both the theoretical backdrop for business, and learn to apply theory in diverse management situations. The CoB maintains extensive ties across the San Francisco Bay Area and Silicon Valley and serves as a leading educational center for thousands of Bay Area professionals.

Achieving initial AACSB accreditation in 1964, the College is one of just five percent of all business schools in the world that meet the standards for accreditation. In 2014, the CoB underwent a successful accreditation visit, granting them accreditation through 2019.

**Students and Academic Programs**

The College offers a range of degree programs for undergraduate, graduate, and executive students; they are highly accessible, offered on a part-time or full-time basis, and most courses are offered on weekday afternoons and evenings. Undergraduate students may earn a Bachelor of Science in Business Administration (BSBA) with a concentration in Accounting, Decision Sciences, Finance, Information Systems, International Business, Management, and Marketing; a Bachelor of Science in Hospitality and Tourism Management (BSHTM); a Bachelor of Arts in Economics; or a Bachelor of Arts in Labor and Employment Studies. Emphasis is placed on business ethics and sustainability throughout the curriculums.

For graduate and executive students, the College offers six in-person programs. These are the Master of Business Administration (MBA), MBA for Executives, Master of Science in Accountancy (MSA), MBA for Biotech Professionals, a Master of Science in Business Analytics, and a Master of Arts in Economics. Finally, geared towards working professionals looking to update or obtain new skills in specific business areas, students can elect to pursue advanced professional programs ranging from full-day workshops to online certificates. These programs are administered through the College of Extended Learning. A number of graduate and certificate programs take place at SF State’s Downtown Campus at the Westfield San Francisco Centre, located adjacent to the city’s financial district.

To learn more about the College of Business, please visit: [https://cob.sfsu.edu](https://cob.sfsu.edu).

**Key Opportunities for the Dean of the College of Business**

To be successful, the Dean will address a set of key opportunities, which are detailed as follows.

*Lead the College in developing a compelling and distinctive identity and long-term vision to position SFSU as a competitive business program in the crowded SF market*

The Dean will work closely with faculty, staff, students and the College community to craft a compelling vision and identity that will help unify and coalesce the CoB. Creating this identity and vision should include building an equitable community via inclusive practices as well as a greater sense of shared purpose and community, encouraging collaborative activity at all levels. Furthermore, the Dean will help
further a vision that leverages SFSU’s tremendous diversity and history of progressive, activist education while looking ahead to the future. In concert with College stakeholders, the Dean will be tasked with redefining business education for the 21st century and the changing workforce. This will entail leveraging the innovation of the Bay Area and Silicon Valley, and building a model of training for business leaders at the nexus of business education and research. This vision will also outline steps to promote the academic success and personal development of all students. The Dean, in concert with faculty, staff, students and the broader community will also be responsible for the development and execution of the College’s next strategic plan which will outline areas of prioritization in the short and long term.

**Strengthen the undergraduate educational experience by enhancing academic excellence and student success for both undergraduate and graduate students, with particular consideration for underrepresented minorities**

Student access and success is at the center of SF State’s identity and the Dean will build a supportive culture for students, including ensuring robust curricular and co-curricular offerings and quality instruction, opportunities for experiential learning and research, and strong educational preparation leading to more well-prepared and more responsible leadership as well as enhanced career placement and success. The Dean will start with assessing and elevating the academic program – focusing upon the centrality of undergraduate education and research and the development of new teaching and learning models. The Dean will also work to advance more interdisciplinary and creative approaches to problem solving, ensuring a strong educational foundation for graduates. As many of the CoB’s students are first-generation and/or come from underrepresented backgrounds, transfer, or place-bound, the Dean must also enhance student support services, investing in student advising and student financial aid with a focus upon increasing student retention and graduation rates. This challenge aligns with the CSU’s Graduation Initiative 2025; an ambitious initiative to increase graduation rates for all CSU students while eliminating opportunity and achievement gaps. To learn more about the Graduation Initiative 2025, visit [https://www2.calstate.edu/csu-system/why-the-csu-matters/graduation-initiative-2025](https://www2.calstate.edu/csu-system/why-the-csu-matters/graduation-initiative-2025).

The Dean will also be especially mindful of the opportunities presented by the CoB’s physical location. With facilities in downtown San Francisco, as well as its main campus located in the southwestern part of the city, the College has an opportunity to further cultivate relationships with industry and the surrounding community. The Dean will be expected to identify and grow additional learning and career opportunities for students including internships, community-based projects, business competitions, and other ventures.

**Assess and grow the portfolio of graduate and certificate programs to align with the evolving needs of the business community**

The CoB is committed to integrating a business education with meaningful and relevant real-world experiences. To that end, the College has made changes to its offerings by adding specialized master's programs, yet there is opportunity to do more. The MBA program has also seen a decline in enrollment in recent years. The Dean should develop a robust vision to reinvigorate graduate education in the College of Business. The Dean will also be tasked with growing graduate enrollments and building centers of excellence, as well as other earned revenue programs. In efforts to reach more students, the College aims to explore additional hybrid (in class/online) delivery models where possible.

**Cultivate interconnectedness and trust among students, staff, and faculty, creating an inclusive and vibrant intellectual community**

The College of Business is served by a talented and engaged faculty and staff who are vital to ensuring students have a positive experience inside and outside the classroom. The Dean will provide inspiring and
robust leadership and intellectual breadth to this group, building consensus and good operational process, bringing the community together around the Dean’s vision and a shared sense of purpose. S/he will set a tone for decision making, prioritization, and strategic resource allocation that is collaborative, respectful of shared governance, and transparent. The Dean must have an evaluative eye and be able to facilitate meaningful and significant initiatives – academic and administrative, large and small, tactical and strategic – across the College.

The Dean will strive to support faculty members across departments in further developing their teaching and research while enhancing and diversifying the College’s strengths. The Dean will lead efforts to support faculty in developing and executing their research initiatives while maintaining the priority of teaching that is core to the institution’s identity and mission. By example and by influence, the Dean will draw an exceptionally talented faculty and staff to the CoB from across the University and the country, and will work with University leadership to provide the support needed to attract and retain them. S/he will do this while maintaining a laser focus on the University’s deeply held values of courage, life of the mind, equity, community, and resilience.

In addition, the Dean will be expected to hire and enhance training at the staff level. S/he will also be expected to build career professional development opportunities for staff, oversee improvements in performance evaluations and career tracking, and explore incentives and recognition programs to support high performance.

Grow and diversify resource streams for the College

As state funding for higher education is declining nationally, and in California, the College must look more seriously at diversifying its resources. To that end, the Dean will grow and diversify revenue streams to ensure a sustainable path forward. The Dean will be tasked with both strategic and creative management of existing resources and new resource development. This includes savvy budget management with an eye to enrollment and program growth, including the growth of earned revenue programs, fundraising, enhancing research and contracts where possible, and the development of mutually beneficial industry and/or educational partnerships.

Establish strong relationships with local businesses to create a strong recruiting pipeline at SFSU at both the undergraduate and graduate levels; foster engagement between SFSU and the local community more broadly; and extend the reputation and impact of the College across the University, the region, and beyond

Given its location, SF State’s College of Business is surrounded by a large number of public, private, and for-profit institutions. The Dean, in collaboration with University leadership, faculty, and external partners, will endeavor to strengthen the CoB’s reputation, articulate its distinctiveness, and broaden its visibility. Internal to the University, the Dean will be tasked with encouraging more joint collaboration and shared activity with other colleges, while simultaneously advocating for increased investments where necessary. The College also aims to expand the scope and impact of its work across the greater Bay Area; the Dean will be expected to build external partnerships and connections with industry and outside entities wherever possible.

Qualifications and Characteristics

The ideal candidate brings:

- An earned postgraduate degree in a business or management field from an accredited institution. A PhD is strongly preferred.
Dean of the College of Business
San Francisco State University

- A record as a visionary organizational leader with the proven ability to promote research, service, and instructional excellence in a variety of disciplines.
- A reputation for leading and inspiring a diverse community of faculty, students, administrative staff, administrators, and community members.
- An equity-minded leadership style with a commitment to inclusion.
- Experience with maintaining and developing strong undergraduate and graduate programs.
- A record as a consensus builder with a demonstrated history of successfully bridging internal and external stakeholders and forging interconnectedness across multiple divisions.
- Experience with and knowledge of evidence-based decision-making.
- Exemplary communication, interpersonal, and managerial skills.
- Effective marketing and brand building skills; experience in successfully growing an organization.
- Financial acumen and experience in the development of new resources, including fundraising, program revenue growth, grant support and corporate relationship development.
- A proven record of building mutually beneficial professional partnerships within a variety of public-private organizations, nationally and internationally.
- Collegial decision-making experience within the context of shared governance and collective bargaining.
- Integrity, imagination, honesty, and a progressive management style built upon respect, two-way communication, collaboration, and fairness.

Compensation and Location

The salary for this position is competitive, commensurate with experience and qualifications. A benefits package is provided. The position is included in the CSU Management Plan. This position is located in San Francisco, California, a city with an ideal climate, exceptionally diverse population, and easy access to countless cultural and recreational opportunities.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: www.imsearch.com/6659. Electronic submission of materials is strongly encouraged.

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The University is an Equal Opportunity employer with a strong commitment to diversity and encourages applications from women, members of all ethnic groups, veterans, and people with disabilities.
Appendix I: About San Francisco State University

Originally founded in 1899 as the San Francisco State Normal School, SF State is one of California’s oldest public universities. The institution moved to its current main campus near Lake Merced in 1953; in 1972, the University was re-designated as the California State University, San Francisco; and in 1974, it was renamed San Francisco State University. In the ensuing years, SF State has grown into a leading public state university accredited by the Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges. SF State offers: bachelor’s degrees in 77 academic areas with an additional 48 areas of concentration, master’s degrees in 63 academic areas with an additional 41 areas of concentration, along with 16 credential programs and 41 certificate programs. In addition, SF State offers a Ph.D. in education, with a concentration in special education jointly with UC Berkeley, and a clinical doctorate, Doctor of Physical Therapy with UC San Francisco.

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 is closely embedded within the city and has a legacy of social activism: in the 1960s, the University was home to protests that led to the creation of the first College of Ethnic Studies in the U.S. SF State’s pioneering commitment to community and civic engagement is prevalent throughout the curriculum. More than 500 courses combine academic study with community involvement, and the University’s location in a center of business, technology, and culture provides a laboratory for community-service projects, work-study opportunities, and internships. The University has been named by Princeton Review a "College with a Conscience," classified as one of the Carnegie Foundation’s "Community Engagement" institutions; and consistently receives the Presidential Award in the President’s Higher Education Community Service Honor Roll, the highest federal recognition a college or university can receive for its commitment to community service.

SF State is home to a vibrant university culture with nearly 220 student organizations. It is the home of the “Gators” (a derivation of “Golden Gaters”) and fields eleven sports for men and women. SF State’s motto is “Experientia Docet” – Experience Teaches. Graduates consistently cite the hands-on learning as a key part of what prepared them for beginning their careers. Students apply their talents and classroom learning to real-world challenges through community-service learning, credit-earning internships, and participation with community-focused centers and institutes that address issues relating to health, education, the environment, business, child care and underserved communities.

SF State is a leading educational resource for the San Francisco Bay Area and serves as a major economic engine for the Bay Area and the State of California. The University serves a highly diverse population of thousands of students every year; approximately 38 percent of first-time freshmen are first in their family to attend college. SF State also ranks fourth in the nation among master’s degree-granting institutions in the United States that host international students.

To learn more about San Francisco State University, visit [http://sfsu.edu](http://sfsu.edu).
Appendix II: About California State University

The California State University (CSU) system has an annual budget of more than $5 billion. CSU is not only the largest four-year university system in the United States, but it is also one of the most diverse and affordable university systems in the nation. With 23 campuses, serving 460,000 students, and employing 47,000 faculty and staff, CSU is a leader in high-quality, accessible, student-focused higher education, and prepares the majority of California’s leaders and policymakers. Approximately 64 percent of Californians with master’s degrees in public administration studied at the CSU, as well as 35 percent of those with bachelor's degrees. In addition, 49 percent of Californians with bachelor's degrees in city, urban, community, and regional planning studied at the CSU. The CSU System has produced tens of thousands of graduates who have had an immeasurable impact. To learn more about the California State University system, see www.calstate.edu.