Sacramento, California

Associate Vice President for Faculty Advancement
Leadership Profile

CONFIDENTIAL
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This leadership profile is intended to provide information about California State University, Sacramento, and the position of Associate Vice President for Faculty Advancement. It is designed to assist qualified individuals in assessing their interest in this position.
California State University, Sacramento (Sacramento State), is seeking a talented, energetic and experienced professional to join the campus community as its associate vice president (AVP) for faculty advancement.

As California’s capital university, Sacramento State transforms lives by preparing students for leadership, service and success. Sacramento State is located on a beautiful 300-acre, tree-lined campus adjacent to the American River, about five miles east of the State Capitol. Established in 1947, it is the seventh-largest of the 23 campuses in the California State University system.

With faculty, students and staff working at the confluence of knowledge, passion, innovation and real-world learning, Sacramento State offers a truly transformative educational experience to its over 30,000 students—an experience enriched at every turn by the arts, culture, altruism, diversity, natural campus beauty and a community committed to educational excellence. As a top regional four-year comprehensive public university offering programs in arts, business, education, engineering, health, the humanities, public policy and science, Sacramento State is the place to “Redefine the Possible,” the University’s tagline. Sacramento State alumni—one out of every 20 area residents—make up the heart of the region’s workforce and some of its finest leaders who are driven to make a difference in their communities.

Academic Affairs at Sacramento State is the largest administrative unit in the University. It encompasses the seven academic colleges, the University Library, and the College of Continuing Education. Sac State’s program centers include: the Office of Graduate Studies; the Office of Undergraduate Studies; Offices for Academic Excellence; Research, Innovation and Economic Development; International Affairs; Faculty Advancement; the Community Engagement Center; the Center for Teaching and Learning; Academic Technology & Creative Services; and the Center for College & Career Readiness. Collectively, Academic Affairs ensures quality academic programs for all students and supports well qualified faculty to provide excellent teaching and learning for the University’s students. Academic Affairs does so by: building a dynamic learning environment dedicated to student success; recruiting, retaining and supporting faculty and staff in a culture of excellence and innovation; and promoting leadership, integrity, social equity, global understanding and civic engagement among other core imperatives for a vibrant university.

The primary responsibility of the associate vice president for faculty advancement is to assist the provost and vice provost in providing leadership for faculty affairs personnel related issues, including the management of faculty recruitment, orientation, development, mentorship and advancement for the division of Academic Affairs. Under the general direction of the provost, the AVP for faculty advancement implements, interprets and ensures compliance with the Unit 3 (CFA) and Unit 11 Collective Bargaining Agreements and provides leadership and assistance to the director of the Center for Teaching and Learning on matters pertaining to opportunities for faculty to identify and achieve their desired level of teaching excellence and to share experiences and expertise with their colleagues.
For information on how to apply or to submit nominations, please refer to the section, “Procedure for Candidacy” at the end of this document.

Opportunities and Expectations for Leadership

The associate vice president for faculty advancement is a new position at Sac State, reflecting the leadership’s desire to enhance a faculty culture that is supportive, collaborative and cohesive. As the inaugural AVP for faculty advancement, this new leader will be presented with a significant opportunity to bring about change and further establish a proactive culture of faculty engagement.

The new associate vice president for faculty advancement will be asked to provide leadership on the following inter-related areas, among others:

**Promote cohesion, collaboration and continuous improvement among faculty while furthering the goals of the institution**

The associate vice president for faculty advancement will be a seasoned administrator with the leadership, skill and drive to elevate faculty engagement at Sac State. Upon coming to the University, the new leader will devote considerable time to establishing partnerships across campus, fostering an effective dialogue among all members of faculty. The associate vice president will create an environment of collaboration that leads to better understanding of faculty needs. This dialogue will inform the AVP’s strategic vision, goals and initiatives in support of the highest possible aspirations for an operation that will continue to evolve as faculty needs emerge. This will include the creation of an integrated set of services and programs to break down silos and introduce opportunities for enhanced faculty collaboration, communication and alignment. The associate vice president will ensure a strong emphasis on roles of advocacy and engagement and a commitment to the continuous improvement of the quality of services delivered to faculty.

**Facilitate and support faculty succession planning**

The AVP for faculty advancement will work closely and collaboratively with the faculty to develop an academic talent pool and pipeline with an emphasis on robust succession planning. The successful candidate will serve as a strategic partner, advising the provost about competitive and inclusive recruitment practices, compensation trends and the effective allocation of resources. Of significant importance is the AVP’s ability to work with faculty to establish and enact a cohesive set of clear and consistent guidelines for recruitment, promotion and tenure. As changes and new policies are considered, he or she will work with the president and provost to craft an approach that can be embraced by faculty while fulfilling the goals for the institution. Recognizing change is a complex process, the AVP for faculty advancement will be a key partner with faculty to promote and sustain a positive, productive and forward-thinking working environment.

**Further engage both new and long-serving faculty**

Like many institutions, the faculty at Sac State comprises of both long-serving and junior faculty, as well as those in between. As more new faculty join the institution, it will be essential for the AVP for faculty advancement to consider the needs of faculty at all points in their careers, with particular attention to those who are less established and in need of enhanced
professional guidance. He or she will partner with all faculty in developing continued support for the three primary domains of faculty work: teaching, scholarship and service. This will be critical to fostering the professional development of the faculty to ensure that they have the resources and support required to build a fair, consistent and accountable process for faculty evaluation across the University.

Professional Qualifications and Personal Qualities

The associate vice president for faculty advancement will possess the following professional qualifications and personal qualities:

**Minimum Qualifications**

**Education**
- Doctorate or equivalent from an accredited university in an academic discipline.

**Experience**
- Prior experience as a dean, associate dean, department chair, or administrative equivalent.
- Experience with and knowledge of, basic faculty personnel processes (e.g., recruitments and appointments, orientation, Review/Tenure/Promotion (RTP), leaves, etc.).
- Extensive experience with shared governance and collective bargaining.
- Experience interacting and collaborating with administrators, faculty, staff and students from diverse backgrounds.

**Knowledge, Skills, Abilities**
- Excellent leadership skills.
- Ability to work collegially and collaboratively to meet the academic goals/mission of the University.
- Good working knowledge of faculty policies and its relationship to the Faculty Collective Bargaining Agreement.
- Excellent communication skills.
- Ability to handle sensitive personnel issues with confidentiality.
- Excellent organization and time management skills.
- Demonstrated commitment to promoting the success of all, and to reducing the barriers to success related to differences in areas such as race, ethnicity, culture, and disability.

Possession of the Following Qualifications are Preferred and Highly Desirable
- Possession of an earned doctorate and eligibility for senior faculty appointment within one of the colleges in the University.
- Commitment to faculty success and excellent faculty development and mentorship programs.
- Demonstrated ability to supervise a professional staff of at least three human resources specialists.
- Experience in recruitment, orientation and evaluation of faculty and staff.
- Knowledge of investigatory procedures related to complaints of discrimination, harassment and/or retaliation.
Experience in receiving student, staff, or faculty complaints; knowledge of the appropriate administrative disposition of such complaints.

Demonstrated understanding of personnel-related laws like Americans with Disability Act (ADA), Whistleblower, and Conflict of Interest, Higher Education Employer-Employee Relations Act (HEERA), Title VII, Title IX, etc.

California State University-Sacramento: An Overview

California State University, Sacramento, is located on a 300-acre campus adjacent to the American River, about five miles east of the State Capitol. Sacramento State, the preferred campus name, was established in 1947 and with over 30,000 students today is the seventh-largest of the 23 campuses in the California State University. Classrooms, labs, offices and other facilities are nestled in a 3,500-tree urban forest alongside the American River. In addition to the bustling university life, all that Sacramento has to offer is moments away. As a top regional four-year comprehensive public university offering programs in arts, business, education, engineering, health, the humanities, public policy and science, Sacramento State is the place to “Redefine the Possible,” the University’s tagline.

There are eight colleges, as follows: Arts and Letters; Business Administration; Education; Engineering and Computer Science; Health and Human Services; Natural Sciences and Mathematics; Social Sciences and Interdisciplinary Studies; and Continuing Education. In all, Sacramento State offers 58 undergraduate majors; 44 master’s degrees; 20 credential programs; a General Education Honors Program and honors programs in three majors – Biology, Business and Philosophy; one research doctorate (in public history, in partnership with the University of California); and two independent doctorates, the Ed.D. in Educational Leadership and the Doctorate in Physical Therapy. A doctorate in Audiology will be launched in the coming year.

At the start of the fall 2016 semester, Sacramento State’s headcount enrollment was a record-breaking 30,531 students, with an enrollment of first-time freshmen of 3,700 and a transfer enrollment of 4,000. In regard to regional workforce development, Sacramento State prides itself on “keeping local talent local.” Roughly two-thirds of Sacramento State students come from the immediate six-county Sacramento region, while about one-fifth of all students come from the greater San Francisco Bay Area. And one in 22 area residents is a graduate of Sacramento State. In the 2016-17 academic year Sacramento State graduated approximately 6,848 graduates across all degree levels, bachelor, master and doctoral degrees (not inclusive of summer 2017 graduates).

The goals and aspirations of our graduates are realized, and even exceeded, through first-rate academic programs delivered by engaged, caring faculty members who challenge students and also nurture them. For example, our faculty and student successes include the following achievements:
• The Capital Fellows Programs of the Center for California Studies are consistently recognized among the top 10 internships in the nation.

• Sacramento State’s MBA program is ranked second among CSU campuses by U.S. News & World Report.

• The Construction Management Program is a national award-winning department and achieved 100 percent job placement for its graduates in 2011 and 2012.

• Top honors were earned three years in a row (2012-14) at the prestigious CSU Idea-to-Product (I2P) biotechnology competition.

• The School of Nursing graduates nearly 500 skilled nurses annually, most recently achieving a 100 percent pass rate on the nursing license examination.

• The Physical Therapy program has a 100 percent pass rate on the national exam and a 100 percent employment rate.

• The Department of Biological Sciences offers a Professional Science Master’s (PSM) degree program in collaboration with the UC Davis Stem Cell Program to prepare graduates for careers as stem-cell professionals. Students from across campus conduct faculty mentored research in a cutting-edge shared molecular biology facility, known as CIMERA (Center for Interdisciplinary Molecular Biology Education, Research and Advancement).

• The Information Assurance and Security Education program was designated in 2007 as a National Center of Academic Excellence by the Department of Homeland Security and the National Security Agency.

• The Office of Water Programs is an international leader in training professionals in water and wastewater operations.

• All 21 Sacramento State intercollegiate teams play at the Div. I level, while football is Div. I-AA. Sixteen programs play in the Big Sky Conference with 61 conference championships overall. Sac State has seen national championships in softball, women’s golf and twice in women’s volleyball.

The academic journey at Sacramento State is invigorating, challenging and fulfilling, and the focus is on learning. Faculty members are committed to teaching, providing excellence in education and real-world experience, as well as giving back to students and the community.

Thanks to the educational programs that emphasize practical applications in their fields, Sacramento State graduates are well prepared for success beyond the classroom.
Outside the classroom, the University is widely recognized for community engagement and service to the region. It has been selected several times for the president’s Higher Education Community Service Honor Roll and was one of only 121 institutions in the nation to receive the Carnegie Community Engagement Classification.

**History**

In 1947, a determined State Senator Earl Desmond of Sacramento fathered the legislation that established Sacramento State College. He persuaded the California State Senate’s Finance Committee to withhold funding for the University of California until he had a commitment for an accredited four-year college in Sacramento. Today, a residence hall on campus is named in Desmond’s honor, and over the years, 11 of his children and grandchildren have graduated from Sacramento State.

Sacramento State has humble beginnings. It occupied rented quarters at a local junior college for five years as Sacramento State College before establishing itself in 1953 on the banks of the historic American River. A Native American tribe, the Nisenan Maidu, had occupied a village called Kadema (for which the Department of Art’s building is named) on the site for thousands of years. The State of California paid $1,650 to $1,800 an acre for the White & Terry Tract and cleared its hops fields and peach orchard to make way for the campus. The fledgling Sacramento State College offered just 44 classes in 1947. In February 1953, Sacramento State left its temporary quarters at Sacramento Junior College (now Sacramento City College). President Guy West, the University’s first president (serving in that capacity until his retirement in 1965), led a parade of 150 decorated vehicles carrying students, faculty, staff, textbooks and furniture to the new campus. Somewhere along the parade route, Gov. Earl Warren abandoned his chauffeured limousine and climbed into West’s car.

What they found when they arrived at 6000 J St. were new campus buildings (what are now called Sacramento, Lassen and Douglass halls) outfitted with furniture built at San Quentin State Prison and a greenhouse near the American River levee. They also found 300 bare acres that would turn into “a sea of mud” during that winter’s rainstorms.

Sacramento State’s grounds crews installed sod and planted 3,000 saplings during fall 1953 and spring 1954, creating the heart of today’s magnificent urban forest. More than 3,500 trees shade the main campus, the University Arboretum and Alumni Grove. Today, the University boasts more than 400 species of trees. The most common are coast redwoods and Zelkova elms, with some 20 species of oak and pine scattered across 170 landscaped acres. In 2012 and 2013, the Arbor Day Foundation designated Sacramento State as a Tree Campus USA, making it just the sixth California university to be so honored.

Sacramento State College’s enrollment grew 47 percent following the end of the Korean War, with hundreds of former soldiers attending college on the GI Bill. The college officially became California State University, Sacramento, in 1972, by which time enrollment had reached 18,202.
Mission and Vision

In 2004, the University launched a bold initiative, Destination 2010, which had four basic tenets: develop excellent academic and student programs; create a welcoming campus; build a dynamic physical environment; and cultivate strong community support. Among its results were the creation of a General Education Honors Program, an Educational Leadership Doctorate, additional modernized classrooms, and the construction in 2010 of The WELL, a $72 million state-of-the-art recreation and wellness center. A new, greatly expanded and modernized Hornet Bookstore opened in 2007.

In 2009, the campus opened the American River Courtyard, a 600-bed, suite-style residence hall that increased the number of students living on campus to 1,600. The WELL and the American River Courtyard were built with sustainability in mind and are certified LEED Gold by the U.S. Green Building Council. In addition, the Eli and Edythe Broad Fieldhouse for Hornet athletics opened in 2008.

In 2007, Sacramento State purchased the former California State Teachers’ Retirement System (CalSTRS) building on Folsom Boulevard south of the main campus. It’s the home of the School of Nursing and the doctoral program in the Department of Physical Therapy. Plans are to relocate the Department of Speech Pathology and Audiology to the building in the near future, transforming Folsom Hall into the College of Health and Human Services’ Center for Health Profession, Policy and Planning Professionals. These programs, together with others, will serve as a central location for the clinical services offered to the public by the University.

The University’s 2012 initiative, Redefine the Possible, is dedicated to transforming Sacramento State into a university for the 21st century, with an emphasis on progress, innovation and the marshaling of intellectual resources. Guiding those efforts has been the development of two foundational documents: the adoption of a new university Strategic Plan in 2014 and the adoption of a new Campus Master Plan, which will serve as a blueprint for campus growth over the next 20 years.

The new Strategic Plan created a framework to take Sacramento State to the next level as the region’s higher education anchor institution with these six major goals:

- Enhance student learning and success.
- Foster innovative teaching, scholarship and research.
- Commit to engaging the community by building enduring partnerships that strengthen and enrich the region.
- Excel as a place to learn, work, live and visit.
- Engage students in a comprehensive university experience.
• Promote a strong university identity.

The CSU Board of Trustees approved the construction of Science II, a state-of-the-art education building with cutting-edge teaching labs for the Biology and Chemistry departments; furthermore, the Campus Master Plan includes a new residence hall with views of the American River. The Campus Master Plan also includes proposals for an event center; a parking garage and an expansion of the Student Union which is currently underway.

Inside Sacramento State

Sacramento State is made up of seven state-supported academic colleges, the University Library, the College of Continuing Education and many centers and institutes that focus on problems of regional, national and international interest.

College of Arts and Letters
College of Business Administration
College of Education
College of Engineering and Computer Science
College of Health and Human Services
College of Natural Sciences and Mathematics
College of Social Sciences and Interdisciplinary Studies
College of Continuing Education
University Library
Center for California Studies

Overview of Other Centers. Sacramento State has more than 30 other centers and institutes, including the Center for Collaborative Policy (building the capacity of agencies to use collaborative strategies to improve public policy outcomes), the Office of Water Programs (providing training for water systems operators as well as research in water quality), the Center for Small Business (which provides consulting on most aspects of business), the Center for Mathematics and Science Education (whose mission is to improve the quality of math and science teaching and learning in the schools of the Sacramento region), and the Center for Interdisciplinary Molecular Biology (providing a state-of-the-art facility for molecular biology and genetics research at Sacramento State).

Student Life at Sacramento State

With approximately 30,531 students, Sacramento State is one of the most diverse universities in the country. The campus is classified as both an Asian American Native American Pacific Islander (AANAPISI) Serving Institution (AANAPISI) as well as a Hispanic-Serving Institution (HSI). The vast majority of undergraduate students are traditional ages (18-24). More than 1,400 veterans and dependents are enrolled, adding to the diversity of the campus.

Currently, approximately 1,700 students live on-campus with plans to expand to 2,100 by fall 2017. An additional 400 students live in the Upper Eastside Lofts, the University’s off-campus affiliate housing community. In fact, more than 10,000 students live within five miles of the University. With so many students living on or in close proximity to the campus, Sacramento State provides an active campus life for students. A few highlights include:

• Nearly 300 active student clubs and organizations.
• A thriving recreation sports program with more than 3,000 students participating each year.

• A family of educational equity and academic support programs serving the University’s large population of students traditionally categorized as underrepresented.

• About 40 performances and events put on each year by UNIQUE, an organization of student volunteers promoting events on-campus since 1978.

• More than 23,000 students regularly utilizing The WELL, the campus’s health, recreation and fitness center.

Sacramento State competes in NCAA Division I with 20 intercollegiate athletic teams and about 450 student-athletes. Most teams compete in the Big Sky Conference, including football, basketball (men and women), women's volleyball and track and field. Student-athletes at Sacramento State academically outperform the rest of the student body, regularly achieving a higher average GPA and increased retention and graduation rates.

Facilities

Sacramento State, the only four-year comprehensive university in California’s capital city, is in the heart of Northern California, one of the most beautiful, diverse and rapidly growing areas in the country. The campus is situated along the American River Parkway. With nearly 3 million square feet of building space, the University has embarked on an ambitious master plan (http://www.csus.edu/masterplan/), with numerous construction projects planned over the next 15-20 years.

Recently completed/renovated buildings and facilities on the Sacramento State campus include:

• The WELL: A recreation and wellness facility that houses the student health clinic and fitness center under one roof. Built in 2010, it has 150,845 square feet of space and is LEED Gold certified.

• The Bookstore: Centrally located on campus, the 93,170-square-foot Bookstore houses both retail and administrative space. It was built in 2007.

• The American River Courtyard: The newest residence hall on campus. Based on suite-style living, it has raised the total number of students living on campus to approximately 1,700.

• Folsom Hall: Located off-campus on Folsom Boulevard, it houses the University Transportation and Parking Services department as well as the School of Nursing and the Department of Physical Therapy. Renovations to Folsom Hall have allowed for the development of state-of-the-art lab spaces for the academic units housed in the building.

• Science II: The CSU Board of Trustees approved $91 million for a state-of-the-art education building with cutting-edge teaching labs for the Biology and Chemistry departments.
Alumni and Community Engagement

The Sacramento State Alumni Association recently celebrated its 60th anniversary, which gave the association time to reflect not only on its past, but also the vast opportunities for the future. The campus has changed dramatically, and our body of alumni is more than 220,000 strong. The opportunities for alumni involvement are endless: One in 22 Sacramento residents is a Sacramento State alumnus/a. Governed by a 25 member Board of Directors, the Alumni Association offers its members various opportunities to volunteer and participate in social and fundraising activities. The Distinguished Alumni Awards, established in 1972, are among its most prominent programs recognizing alumni and faculty for their professional achievements and community service. (Read more about the Alumni Association: http://www.csus.edu/alum/aboutus/index.)

Sacramento State alumni represent the leadership and pride that come from a Sacramento State education. All around the region, Sacramento State graduates are protecting our safety, teaching our children and leading our communities. They’re nurses, engineers and artists, judges and other criminal justice leaders, journalists and entrepreneurs, all with a common Hornet heritage.

Sacramento State counts among its prominent community alumni leaders: Cheryl Dell, retired president and publisher of The Sacramento Bee; Garry Maisel, president and CEO of Western Health Advantage; Dale Carlsen, CEO, Sleep Train Mattress Centers; Kit Miyamoto, CEO of Miyamoto International, an internationally recognized expert in earthquake damage and mitigation; Cristina Mendonsa, News 10 anchor; Kitty O’Neal, KFBK news anchor; Jan Scully, Sacramento County district attorney; and Mark Otero, CEO and co-founder of KlickNation.

Prominent and well-known alumni include Lester Holt of NBC News; Sundance Film Festival award-winning film director and screenwriter Ryan Coogler; former television anchors Giselle Fernandez, Joan Lunden and Rene Syler; film director and screenwriter Joe Carnahan; singer and conductor Bobby McFerrin; trombone player Steve Turre, a longtime member of the Saturday Night Live Band; actor and filmmaker Tom Hanks; and world-renowned painter Wayne Thiebaud. Thiebaud earned his undergraduate (1951) and master’s (1953) degrees in art at Sacramento State. The University later awarded him an honorary doctorate in fine arts.

Situated on the southern end of the Sacramento State campus, the Leslie and Anita Harper Alumni Center is owned and operated by the Alumni Association, a unique nonprofit corporation that offers use of the facility to the public. The Harper Alumni Center is host to numerous conferences, special events, private parties and weddings. Its collegiate setting, Tuscan colonnades, lavish windows, lighting and sound system make it a venue unique in ambiance and suited for every occasion, large or small.

Private Support

At Sacramento State, philanthropic support includes gifts (both cash and in-kind), pledges, grants from private foundations and testamentary commitments through estate plans. Over
6,700 alumni, business and community supporters and other friends of Sacramento State demonstrated their support for the University over the past year. In 2015-16, University Advancement raised $18.3 million – the highest ever in the University’s philanthropic production and they are projected to raise more than $24 million this year. The University’s recent signature black-tie fundraising event, the Green and Gold Gala, raised more than $373,000 for the Green and Gold Scholarship and Student Emergency Grant Funds. Overall, gifts from alumni and friends provide lifetimes of opportunity for our students, engagement with our community and inspiration for the future.

For more than 25 years, The University Foundation at Sacramento State has served as the University’s primary philanthropic auxiliary, actively supporting the University’s mission of teaching, learning and service by acquiring and managing financial and other resources for the University. It is a tax-exempt, 501(c)(3) organization and a recognized auxiliary of Sacramento State. (Read more about The University Foundation at Sacramento State: http://www.csus.edu/universityfoundation/.)

Torchlight is the Division of University Advancement’s biannual publication that celebrates the impact of philanthropy, highlights opportunities for alumni and friends to connect with the University and provides updates about student and campus successes. (Read more about the impact of philanthropy: http://www.csus.edu/giving/impact-of-your-gift/torchlight/.)

University Enterprises Inc. is the University’s commercial services auxiliary and the largest of five auxiliaries serving the campus. Annual revenues of $68 million for 2014 were received from administering food services, grants and contracts, the bookstore, property services and other university support programs. The president or his designee chairs the 15-member board of directors.

President Robert S. Nelsen

Dr. Robert S. Nelsen, Sacramento State’s eighth permanent president, comes to Sacramento with his wife, Jody Hawkins Nelsen. Nelsen’s experience in public higher education spans nearly three decades, most of it spent in the University of Texas system. He was president of UT-Pan American from 2010 to 2014 and most recently served as special advisor to UT’s executive vice chancellor for Academic Affairs.

Nelsen was born Jan. 21, 1952, in Brigham City, Utah, and grew up on a ranch in Montana. He earned his bachelor’s and master’s degrees in political science from Brigham Young University, and his doctorate from the University of Chicago’s Committee on Social Thought, where his fields of study were modern literature, modern philosophy and modern political theory.

In 1989-90, Nelsen taught English at the University of Illinois at Chicago before joining the faculty of the University of Texas-Dallas, where he founded the creative writing program and served as its director. During his 18 years at UT-Dallas, he also was a professor of Literary and Aesthetic Studies and served as vice provost.

In 2008-09, Nelsen was a professor of English and associate vice president for academic affairs at Texas A&M University-Corpus Christi. In 2010, he returned to the University of Texas system as the president of UT-Pan American in Edinburg. Among his proudest achievements was...
leading the effort to merge the University with the University of Texas-Brownsville to create the new University of Texas-Rio Grande Valley, which has a medical school.

He is a prolific and award-winning short-story writer. His play "We Bums" had a three-week run at Dallas’ Deep Ellum Theater in 1995.

Among his many awards and honors, Nelsen was named the 2014 Man of the Year by the Rio Grande Valley Hispanic Chamber of Commerce and received a Literacy Champion award from the South Texas Literacy Coalition in 2012. This spring, the Edinburg City Council unanimously voted to rename a city street "Dr. Robert Nelsen Drive."

**Provost Ching-Hua Wang**

Ching-Hua Wang received her medical degree from Beijing Medical College, an MS in Immunology from Beijing University, and a PhD in Immunology from Cornell University. In February 2017, she was appointed as the provost and vice president for Academic Affairs at California State University, Sacramento. From 2012 to January 2017, she served as dean of School of Health and Natural Sciences at Dominican University of California. She led institutional change and managed the largest personnel, budget, and facilities on campus. She was instrumental in leading the efforts in developing and implementing eight new academic programs, including the MS in Physician Assistant Studies and the Internationally Educated Nurses programs as well as establishing ties with international educational institutions. She led the health science building renovation project after successfully raising $8.5M from a private donor to support the project. She also led strategic planning and accreditation efforts for the school. She worked on the risk management team and with the board of trustees.

From 2009 to 2012, she served as special assistant to the provost at California State University (CSU) Channel Islands. She managed the budget planning process for Academic Affairs and the University, established community partnerships, facilitated the University strategic initiatives, secured and managed institutional grants, raised funds from private sources, corporations, and federal agencies, led campus emergency management, and developed international relations. She was the Director of two professional science master’s programs from 2005 to 2012. From 2001-2009, she was appointed as chair of multiple science/health science programs.

In 2001, she became one of 13 founding faculty members and one of six tenured professors to start CSU Channel Islands. She worked closely with colleagues in starting, advancing and growing the University. In addition to teaching and research, she played important leadership roles in strategic planning, university/academic program planning, budget planning, program assessment, and accreditation, recruitment and evaluation of senior administrators, cohorts of faculty, staff, and students, development of university policies and procedures, enrollment management, science building project and community engagement. She led the development and implementation of eight science and health science programs. From 1990 to 2001, she was a tenure-track assistant professor and later a tenured associate professor and professor at CSU, San Bernardino.

Dr. Wang has led collective efforts in development and implementation of a total of 16 new academic programs and effectively managed human, fiscal and physical resources for a total of 21 academic programs from 2001 to 2017. She has been tenured at CSU San Bernardino, CSU Channel Islands, and Dominican University of California. She is an author of over 50 peer-
reviewed publications and has obtained over $11.3M funds from private sources and corporations and $15M in grants. She served on national and regional boards and has received many awards from the CSU System and regional and national organizations.

Life in the Sacramento Region

Sacramento State’s sustainability program is comprehensive, encompassing initiatives focused not only on campus operations, but also on academics. Long-standing programs are in place for recycling, energy conservation, water and waste management, purchasing and transportation and planning for new construction and building renewal. Environmental health and campus safety, including food production safety, also focus on sustainable practices.

In 2016, Sacramento State was named the most sustainable CSU campus and the no. 3 overall among master’s institutions by the 2016 Sustainable Campus Index. Sacramento State is the only California school recognized as a top performer by the Association for the Advancement of Sustainability in Higher Education (AASHE). The University was singled out for the ongoing maintenance and operations of existing campus buildings – many at Sac State date to the 1950s – and the design and construction of new buildings (including the LEED-certified American River Courtyard and The WELL).

Sacramento State’s mission and values support leadership with an emphasis on education for an informed and engaged citizenry, partnerships with the community to solve problems and enhance the quality of life in the region and educational activities and strategies focused on economic development and social organization. Creating a culture of sustainability at Sacramento State demands the involvement of students, faculty and staff alike; we purposefully integrate sustainability in all aspects of campus activities. Sacramento State has a significant impact on the surrounding community; therefore it must be a strong sustainability advocate.

- In 2010, Sacramento State was honored as the Sacramento Sustainable Business of the Year by the Business Environmental Resource Center.

- Sacramento State was awarded $8.6 million through the American Recovery and Reinvestment Act as part of the Smart Grid project. The Smart Grid improves campus energy management through the upgrade of systems in over 45 buildings. The project included installation of a new HVAC control system, electronic metering, switches to reroute power during outages and plug-in hybrid electric vehicle charging stations.

- Sacramento State received a $2.84 million grant, funded by California Proposition 84, to design, construct and monitor low-impact development strategies that reduce the impact of stormwater runoff into the American River.

- Campus water-saving measures include the installation of new water fixtures in restrooms and the adoption of sustainable landscaping practices.
• Sacramento State boasts two buildings on campus (The WELL and the American River Courtyard) that are LEED (Leadership in Energy and Environmental Design) Gold certified.

• Committed to alternative energy, Sacramento State has installed 2,000 solar panels on two different campus buildings.

• Committed to sustainable transportation practices, Sacramento State has completed a network of bicycle paths marked in bright green paint for bicycle commuters. The clearly marked bike paths encourage the use of alternative transportation.

• The Hornet Shuttle Bus fleet is fueled exclusively with biogas from food waste.

• The Sustainable Technology Outdoor/Optimization Research Center (STORC) is an example of Sacramento State’s commitment in furthering sustainability research and education. STORC research projects promote up-cycling for the reuse of discarded materials to reduce the amount of waste sent off campus for disposal, and integration of academic research with operational improvements at the University.
Procedure for Candidacy

Inquiries, nominations and applications are invited. For fullest consideration, applicant materials should be received by October 2, 2017. Candidates should provide a CV, a letter of application that addresses the responsibilities and requirements described in the leadership profile and the names and contact information of five references. Candidate confidentiality will be respected and references will not be contacted without prior knowledge and approval of candidates. Inquiries and application materials should be sent via email to the search consultants, Zachary A. Smith, Ph.D., Amy Crutchfield and Patricia Coleman of Witt/Kieffer, at SacStateAVPFaculty@wittkieffer.com. Questions may also be directed to the consultants through the office of Laura Novak at 630-575-6943.

Documents that must be mailed may be sent to:

Witt/Kieffer

c/o Laura Novak

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