

HUMBOLDT STATE UNIVERSITY

Dean of the College of Arts, Humanities, and Social Sciences

Leadership Profile
Fall 2021



WittKieffer

Executive Summary

Humboldt State University's purpose is "to provide the highest quality and affordable college education built on the contributions of diverse students, staff, and faculty who are committed to a just and sustainable world."

Future Forward: 2021-2026

Humboldt State University seeks a creative and inspiring dean of the College of Arts, Humanities, and Social Sciences (CAHSS) with the energy and experience to lead the College according to the University's strategic plan. The dean will join the Humboldt community at a time when they are seeking a California State University polytechnic designation and whose academic vision is "to be a future-oriented university that focuses on academic excellence and access by providing rich hands-on learning and developing sustainability-focused, socially and environmentally just, and workforce-ready graduates." Humboldt will be launching a number of innovative new programs designed to provide students with the skills and nuanced understanding of society's complex issues so they can make the world a better place.

Designated a Hispanic-Serving Institution (HSI) in 2013, Humboldt State University is also a Minority-Serving Institution (MSI) with a thriving community composed of 500 faculty and over 5,800 students at this northern-most campus of the 23-campus California State University system. The campus is nestled in Arcata along the redwood coast of Northern California, 275 miles north of San Francisco. Humboldt State is surrounded by one of the most beautiful natural environments in the world — with ancient redwood forests, pristine coastline, and wild rivers. Humboldt State sits in the northwestern portion of Wiyot ancestral territory. In Wiyot, Arcata is known as Goudi'ni, meaning "over in the woods." Wiyot territory is surrounded by the traditional, ancestral and present homeland of several indigenous nations including the Hupa, Karuk, Mattole, Tolowa, Wailaki, and Yurok that make up what we now call Northern California.

Humboldt State offers a wide array of academic opportunities with three colleges, 54 majors, 12 graduate programs, and five credential programs and enjoys a student-to-faculty ratio of 18:1. Teaching excellence is prioritized and meaningful engagement of students in externally funded faculty research is widespread and highly valued. Academic offerings encompass nationally known programs and popular areas of study in natural resources and sciences, arts, humanities, social sciences, and professional studies. Throughout the curriculum, students find a long-standing commitment to social and environmental responsibility and justice.

Reporting to the provost and vice president for academic affairs, the dean is the senior administrative officer of the College of Arts, Humanities, and Social Sciences and provides strategic direction, vision, and leadership for its academic departments and programs. The dean promotes excellence in curricula; teaching and learning; academic advising;

scholarship and creative activities; international, regional and interdisciplinary initiatives; professional development; staffing; and the stewardship of fiscal and other resources. The dean serves as a strong advocate for the College, both within the University and with external business and civic and academic communities.

The College of Arts, Humanities, and Social Sciences is one of three colleges at HSU and offers study in the humanities, visual and performing arts, and the social sciences. The College is home to 82 tenure-line faculty members and 102 lecturers in 19 departments and 27 programs and is represented in collective bargaining by the California Faculty Association. Fifty-five percent of faculty are non-tenured/non-tenure track.

Its community includes award-winning filmmakers; nationally and internationally exhibited visual artists; active and recognized scholars, practitioners, and leaders in their disciplines; and world-class musicians. The College is the campus hub for national and international field and study-abroad programs. In addition, it prioritizes service learning, faculty-student research projects, and the integration of career development topics in the classroom. The College's faculty and students lead annual social justice and diversity conferences on campus that complement classroom learning experiences. Specifically, CAHSS is also known for many unique initiatives. Some of these include:

- World Language and Culture's study-abroad programs in Spain, France, Ecuador, Mexico, and Senegal.
- International Education Week at Humboldt State is a week of 50 hours of programming showcasing campus international engagement with over 1,000 attendees from campus and community, which is now in its 22nd year.
- Student-led publications such as Toyon and the Humboldt Geographic.



The College community works to sustain a learning environment that recognizes the value of diversity and encourages intellectual growth, personal expression, mutual respect, and social responsibility. Through the General Education program and elective courses, it contributes to a liberal arts base for all Humboldt State University students as well as more than 20 undergraduate and four graduate programs. Distinct from other California State Universities, Humboldt State has a stand-alone Native American Studies department and leading programs including the Indian Tribal Education and Personnel Program (ITEPP) and the Indian Natural Resource, Science and Engineering Program (INRSEP). HSU will now be home to Rou Dalagurr, the first and only Food Sovereignty Lab & Cultural Workshop space housed in the Native American Studies department. Currently, the largest percentage of Native American students in the CSU system call Humboldt home, as do over 30 Native American faculty and staff.

Successful candidates will demonstrate the ability to advocate for the arts, humanities, and social sciences; a history and commitment to shared governance and the ability to earn the trust of faculty, students, staff, and administration; evidence of their commitment to diversity, equity, and inclusion — such as building partnerships that foster inclusive excellence and initiatives that create pathways to access and success for underrepresented groups — and success in strategic planning, fiscal management, and personnel management.



The College of Arts, Humanities, and Social Sciences is an artistic, creative, and intellectual community. It is conceived as an equitable partnership of staff, faculty, and students devoted to teaching, learning, and creative endeavors. The many fields within the College provide the greatest breadth for service, creative engagement, and professional opportunity within a diverse and changing society. The faculty is committed to [hands-on and active learning](#) that expands the classroom and contributes to students' personal and professional development. They engage students with field, lab, and studio-based learning, service learning, [internships](#), leadership development through regional and national conferences and competitions, research and creative partnerships with faculty, cultural immersion, and [study abroad](#). Humboldt State is also known for its innovative first-year learning communities.

The incoming dean will continue to advance this purpose as well as the vision and values of the College, adjusting and modifying these elements as the 21st century affords and requires. As an experienced advocate for the arts, humanities, and social sciences fields, the dean will continually evaluate existing programs and identify areas of continued growth while developing a keen understanding of the regional needs to ensure CAHSS remains an innovative leader and is supportive of the larger University strategic priorities. All these efforts will be conducted in a transparent manner with the full cooperation of an engaged faculty, invested staff, students, and key stakeholders.

For information on how to apply or to submit nominations, please refer to the "Procedure for Candidacy" at the end of this document.



Role of the Dean of the College of Arts, Humanities, and Social Sciences

Reporting to the provost and vice president for academic affairs and serving as a member of the Provost's Leadership Team, the dean of the [College of Arts, Humanities, and Social Sciences](#) (CAHSS) is its senior administrative officer and provides strategic direction, vision, and leadership for its academic departments. The dean promotes excellence in curricula; teaching and learning; academic advising; scholarship and creative activities; international, regional, and interdisciplinary initiatives; professional development; staffing; and the stewardship of fiscal and other resources. The dean serves as a strong advocate for the College, both within the University and with external businesses and indigenous, civic, and academic communities.

The dean is a forward-thinking leader of CAHSS, supervising the associate dean, the chairs of the academic departments, the multiple facilities and the collections associated with the College for a total of 15 full-time department staff and six full-time technical and stockroom staff. The dean manages a budget of approximately \$21.4 million and provides leadership to the College of 184 faculty, of which 55% are non-tenured/non-tenure track.

Additional essential functions and associated tasks for the dean of CAHSS include:

Administration of the College:

- Works with department chairs and administrative staff to develop a vision for the future of the programs of CAHSS consistent with the strategic plan of the University; leads the long-range planning of the College.
- Develops and maintains policies/procedures guiding budgetary and facilities allocation, curricular development, professional development activities, and personnel management that are consistent with University policy, CSU policy, collective bargaining agreements (CBAs), and MOUs.
- Ensures adequate enrollments for program vitality.
- Reviews CAHSS organizational structure to maximize efficiency and opportunity.
- Prepares and implements the CAHSS budget.
- Completes annual reports in a timely manner.
- Acts as liaison between CAHSS and other University offices and officials and provides strong advocacy for the College.

Faculty/Staff Support and Evaluation:

- Reviews personnel files in Retention, Tenure, and Promotion (RTP) for periodic review and makes recommendations to the provost and vice president for academic affairs.
- Encourages and promotes professional development for faculty and staff.
- Works with department chairs and search committees to evaluate candidates for faculty and staff positions to ensure the highest-quality personnel for students.
- Evaluates staff performance and makes recommendations for advancement.
- Works with California Faculty Association (CFA) representatives, faculty, and department chairs to resolve faculty grievances.
- As the appropriate administrator, holds the responsibility and shares governance for hearing and responding to staff grievances.
- Reviews position requests from departments and makes recommendations to the provost and vice president for academic affairs.
- Assists departments in mentoring new faculty and staff to maintain the sense of public stewardship, community, and purpose that characterizes Humboldt State University.

**Department Development and Support:**

- Provides effective representation for CAHSS and its departments to interested groups outside the University community, including indigenous nations.
- Works with department chairs, administrative staff, and the CAHSS Curriculum Committee to develop assessment measures that monitor the quality and effectiveness of the curriculum.
- Works with department chairs and program directors to develop new curricular offerings that respond to changing student interests and career opportunities.
- Fosters partnerships with other colleges and with arts, humanities, and social sciences stakeholders to provide new opportunities to students and faculty and to increase the resource base for the CAHSS.

- Assists departments in defining and meeting their accreditation goals.
- Assists departments in securing and maintaining adequate resources/facilities to support instructional programs and professional development.
- Assists departments in maintaining and enhancing alumni support.
- Reviews, edits, and recommends department resource reviews.

Opportunities and Expectations for Leadership

To continue to articulate and champion a compelling vision of CAHSS, the next dean will:

Provide leadership in diversity, equity, and inclusion for CAHSS

A Hispanic-Serving Institution (HSI) and Minority-Serving Institution (MSI), CAHSS is fully committed to enhancing diversity, equity, and inclusion efforts for students, faculty, and staff in arts, humanities, and social sciences fields. This includes transforming from a Hispanic- and Minority-serving institution to a Hispanic- and Minority-*thriving* institution. Recognizing the systemic biases inherent in higher education, the new dean will be experienced in introducing strategies, systems, and initiatives that work to make the College's programs and offerings accessible on all levels. The dean will also serve as a strategic partner to the campus community as well as the broader regional community in relation to justice, equity, diversity, and inclusion (JEDI) work. In particular, they will engage and partner with indigenous nations present in the area to ensure that research, scholarship, and College activities honor, recognize, and are meaningful for these communities.

Enhance an environment supportive of student success

Humboldt State is committed to student learning-centered research at the undergraduate and master's levels, and CAHSS strives for the highest levels of teaching excellence that is rooted in scholarship and pedagogical innovation. The dean of CAHSS must proactively support the growth and success of all students in the College and effectively lead the College to provide the support necessary for all students to achieve academic excellence. This requires that the next dean understand a broad range of students and their experiences while addressing ways to remove institutional barriers that impact underserved student groups and providing resources to support them.



The dean will champion creative thinking around the development of academic programs while promoting cutting-edge curriculum and infrastructure; develop effective plans and supports to continually bolster retention and graduation rates; and utilize mentorship, internships, fieldwork, service learning, and other high-impact practices to promote student engagement, learning, and professional success.

Recruit, develop and retain exceptional faculty and staff

The dean is responsible for CAHSS's effective recruitment and evaluation of faculty and staff, providing direction and support to departments to assure goals, programs, activities, and personnel practices are consistent with and contribute to College and University goals and strategies. Working in partnership with department chairs and other College leaders, the dean will develop strategies to recruit and retain a diverse, exceptional faculty and staff, investing appropriately in mentorship and professional development to facilitate individual excellence and success.



Provide exceptional leadership

In order to support the strategic direction of the University that encompasses the polytechnic vision, the dean will continue to build on CAHSS's culture of engagement, transparency, and relational partnerships — within, across, and external to the University. The dean will develop trust with stakeholders, including indigenous nations, engaging them in a consultative way, listening carefully, making thoughtful decisions in a timely manner, clearly communicating those decisions and their rationale, and putting those decisions into action. The incoming dean should be well-versed in managing resources strategically, fairly, and effectively. They will lead the College by supporting shared governance and collaborative decision-making, demonstrating effectiveness in a collective-bargaining environment, and being an approachable and supportive advocate for students.

Develop strategies and implementations for strong resource stewardship within the College of Arts, Humanities and Social Sciences

In keeping with the University's [strategic plan](#) and its statement of academic vision, the next dean CAHSS will demonstrate capabilities in the concrete tasks that ensure that this vision is fulfilled. They will provide critical student-centered strategic scheduling, fiscal leadership in the cost analysis of instruction, effective and innovative fundraising, and strong resource management that supports departmental goals. They will provide forward-thinking plans and specific strategies that advance the College, its students and faculty, and the University's purpose.

Enhance research and philanthropic giving

The next dean will support the expansion of research funding for CAHSS and will encourage a culture of scholarship amongst the faculty. This will include making key strategic hires that enhance and build upon the College's strengths. In addition to extramural funding through grants and contracts, the new dean will provide creative, entrepreneurial leadership to develop additional sources for research funding.

The dean serves as the external face of CAHSS and plays a key role in attracting philanthropic giving, seeking out and generating external financial support in the form of faculty endowments and enhancements, student scholarships, and other efforts to enrich the quality of academic programs in the College. The dean will be a partner with University advancement entities to engage constituencies and continue to cultivate a culture of giving within and to the College.

Professional Qualifications and Personal Qualities

The dean of CAHSS will need to engender trust among the faculty through leadership characterized by respect, integrity, and transparency. They must possess a balance of self-assuredness, self-awareness, and a deep sense of service to the institution. The preferred candidate must have an earned doctorate or comparable terminal degree in one of the disciplines of the College and credentials suitable for a tenured appointment at the rank of professor within the College of Arts, Humanities, and Social Sciences. They will also demonstrate the following:

- Progressively responsible, substantial, and successful experience in academic administration (or similar fields) including but not limited to strategic planning, fiscal management, and personnel management (particularly in a collective-bargaining agreement environment).
- Ability to holistically conceptualize, advocate for, and empower the arts, humanities, and social sciences on campus, particularly in light of HSU's future as a polytechnic.
- Experiences in and commitment to building partnerships and fostering relationships to support inclusive excellence inside and outside of the College and University.
- History of an open, collaborative, and collegial administrative style that demonstrates commitment to shared governance, consultation, and the ability to earn the trust of faculty, students, staff, and administrators.
- Evidence of a commitment to diversity, equity, and inclusion and experience with creating pathways to access and success for underrepresented groups.
- Illustrated commitment to HSU's designations as a Hispanic-Serving Institution (HSI) and a Minority-Serving Institution (MSI).
- Manifested experience with anti-racist and social justice work.

- Evidence of a strong commitment to excellent teaching and scholarship.
- A proven record of building partnerships and nurturing relationships that generate extramural support for the mission and vision of the University.

About Humboldt State University

Humboldt State is a public institution and part of the 23-campus California State University system. The main campus, situated on a hillside at the edge of a coastal redwood forest, has commanding views overlooking Arcata, much of Humboldt Bay, and the Pacific Ocean. The college town setting on the California North Coast, eight miles north of Eureka and 275 miles north of San Francisco, is notable for its natural beauty.

Founded as a teacher's college in 1913, over the last century Humboldt State has grown from an institution focused solely on teacher education to an accredited university with extensive research facilities.

Humboldt State is comprised of 5,800 students and 500 faculty members. A wide array of academic opportunities are offered with three colleges, 54 majors, 12 graduate programs, and five credential programs encompassing nationally known programs and popular areas of study in natural resources and sciences, arts, humanities, social sciences, and professional studies. Faculty members are among the top teachers and researchers in their fields. Throughout the curriculum, students find a long-standing commitment to social and environmental responsibility.

Recent Rankings

- *U.S. News & World Report* — "A Top Western University"
- *Princeton Review* — "Best in the West" College
- *Princeton Review* — "Green College"
- STARS Gold rating for sustainability
- President's Higher Education Community Service Honor Roll
- *G.I. Jobs* magazine — Military Friendly School
- PETA — A Top Vegan-Friendly School
- Campus Pride — A Top LGBT-Friendly School
- No. 8 Peace Corps Volunteer-Producing School (among medium-sized universities)

Purpose

To provide the highest quality, affordable college education built on the contributions of diverse students, staff, and faculty who are committed to a just and sustainable world.

Vision

- We will be the premier center for the interdisciplinary study of the environment, climate crisis and resilience to climate change, and the conservation of ecological systems and natural resources. Our focus will continue to be on sustainability through environmental, economic, and socially responsible action.
- We will be a center for the interdisciplinary study of just, global societies. We will approach our work with an equity mindset and continue to emphasize inclusion across multiple dimensions of our university, modeling what we want to see in the world.
- We will serve as a regional center for the arts inclusive of diverse arts traditions and contributions and will fully engage with community arts partners and employers on behalf of our students.
- As a designated Hispanic-Serving Institution (HSI) and as a Minority-Serving Institution (MSI) we will be an institution in which Black, Indigenous, and Persons of Color (BIPOC) students thrive.
- We will partner with indigenous communities to address the legacy of colonialism and create space nurturing of traditional ecological knowledge (TEK), pedagogies, and curricula responsive to their identified needs.
- We will be exemplary partners across our region and state by integrating community engagement and contributing to workforce development in our academic enterprise and beyond.

Core Values and Beliefs

The following values and beliefs serve as our guiding “north stars” for accomplishing our collective purpose and goals:

Connection to Place: We value place-based teaching, learning, and scholarship, taking our educational enterprise outside and into our communities.

Creativity: We believe creativity is central to human and organizational growth and responsible collective action.

Decolonized Knowledge: We value diverse systems of knowledge and ways of knowing. We believe in centering stories and knowledge that have been marginalized in oppressive social arrangements.

Human Dignity: We believe in the dignity of all and in equitable treatment, opportunities, and outcomes.

Free and Critical Inquiry: We value academic freedom, reflexivity, and serving as a repository of accumulated knowledge that is accessible to the broader community.

Shared Governance and Participatory Planning: We believe that our collective processes and outcomes will be strongest when they emerge from shared governance and collaboration.

Social Responsibility and Civic Engagement: We value contributions in the public interest and environmental, economic, and social responsibility in our work toward viable and sustainable communities.

Academics

Humboldt State offers students personal attention from their professors in a small, residential community. There are plenty of academic choices with 54 majors, 12 graduate programs, and five credential programs in three colleges, encompassing nationally known programs and popular areas of study in natural resources and sciences, arts, humanities, social sciences, and professional studies. Hands-on experiences often supplement classroom instruction, and students take part in hundreds of volunteer projects and internships in the surrounding area.



College of Arts, Humanities, and Social Sciences

The College of Arts, Humanities, and Social Sciences is an artistic, creative, and intellectual community. It is conceived as an equitable partnership of staff, faculty, and students devoted to teaching, learning, and creative endeavors. The many fields within the College provide the greatest breadth for service, creative engagement, and professional opportunity within a diverse and changing society.



College of Extended Education & Global Engagement

HSU Extended Education has been offering learning opportunities and professional development for people of all ages for more than 50 years. Extended Education is self-supporting. The funds from course enrollment pay faculty salaries and other expenses. The Osher Lifelong Learning Institute is an innovative program of specially designed short courses with no exams or grades and a focus on learners who are aged 50 or better. Membership entitles a person to help choose the topics for courses while also receiving HSU student privileges and benefits. The College plays an integral role in domestic students studying abroad and international students studying at HSU, as well as developing international partnerships for research and exchanges.

College of Natural Resources & Sciences

The College of Natural Resources & Sciences provides high-quality education through student-centered, hands-on learning in inclusive learning environments, collaborates with campus and community partners, serves the region and the state of California, prepares students to be scientifically literate global citizens who incorporate diverse cultural and

cross-disciplinary knowledge systems into their work, and carries out transformative research that advances scientific understanding and benefits all members of society.

College of Professional Studies

The College of Professional Studies is committed to providing interdisciplinary liberal arts education and preparation for the profession so that graduates can positively contribute to the human condition; be outstanding leaders in their profession and community; and share a powerful commitment to social, economic, and environmental justice.

Leadership



Dr. Tom Jackson Jr., president, is the eighth president of Humboldt State University. He began his tenure at HSU in June 2019, bringing [strong leadership experience and a proven commitment to supporting student success.](#)

President Jackson previously served as president of Black Hills State University in South Dakota. He has held other leadership roles within higher education including vice president for student affairs at both the University of Louisville and Texas A&M University-Kingsville. He has held administrative positions at McMurry University, University of Texas at El Paso, Cal Poly San Luis Obispo, the University of Southern California, and St.

Mary's University.

Jackson earned an associate's degree from Highline Community College, a bachelor's degree in business management/personnel from Southwest Minnesota State University, a master's in counseling/student personnel from Shippensburg University, and a doctorate of education from the University of La Verne. A first-generation student, Jackson is also a veteran of the U.S. Coast Guard Reserve, Army National Guard, Texas State Guard, and Indiana Guard Reserve.

Dr. Jenn Capps, Provost



Dr. Jenn Capps, provost and vice president for academic affairs, oversees the academic affairs of HSU's individual colleges; the faculty; curriculum; library; Information Technology Services; Office of Research; Economic and Community Development; College of Extended Education and Global Engagement; Diversity, Equity & Inclusion; and Institutional Effectiveness.

Capps joined Humboldt State in August 2020 from the Metropolitan State University of Denver where she was dean of the College of Professional Studies. She was drawn to HSU

by the "extraordinary faculty; excellent academic programs; and the focus on diversity, equity, and inclusivity," Capps says. "HSU is well positioned to continue to capitalize on its strengths in areas like equity, social justice, sustainability, and environmental awareness. In addition there appears to be great possibilities in exploring ways to further engage the local community and indigenous nations, reaching rural students and working adults through online platforms and collaborating with local industries to strengthen our workforce partnerships."

Student Life

Outside of academics, students can join more than 170 academic, career, cultural, sports, and lifestyle clubs. Art exhibits and lectures take place throughout the year, and the University's [Center Arts](#) brings in nationally recognized performers and speakers. The campus has a student recreational



facility with a state-of-the-art fitness/wellness center. A physical education facility features kinesiology labs and gym space. Students can participate in 11 Humboldt State Jacks (short for lumberjacks) varsity sports teams which compete in the NCAA Division II California Collegiate Athletic Association (CCAA) as full members. The Jacks' women's rowing team is an associate member of the Great Northwest Athletic Conference (GNAC).

Arcata, California

Humboldt State is surrounded by one of the most beautiful natural environments in the world — with ancient redwood forests, pristine coastline, and wild rivers. Humboldt State sits in the northwestern portion of Wiyot ancestral territory. In Wiyot, Arcata is known as Goudi'ni, meaning "over in the woods." Wiyot territory is surrounded by the traditional, ancestral, and present homeland of several indigenous nations including the Hupa, Karuk, Mattole, Tolowa, Wailaki, and Yurok that make up what we now call Northern California.

Arcata, previously called Union Town or Union, is a city adjacent to the Arcata Bay (northern) portion of Humboldt Bay in Humboldt County, California. In 2019, the United States Census Bureau estimated Arcata's population to be 18,178. The Natural environment around campus is an outdoor adventurer's paradise highlighted by ancient redwood forests and wild coastline. Within just a few minutes of campus, one can bike, camp, canoe, climb, hike, kayak, surf, and much more. National Geographic Adventure magazine named Arcata one of its "50 next great adventure towns." Arcata is a great college town and nearby

Eureka also offers small-town charm. They both have excellent coffee houses, clubs, arts galleries, restaurants, and bookstore. The area also has a wide array of fun annual festivals and events.

Procedure for Candidacy

WittKieffer is proud to be assisting Humboldt State University in this search.

All applications, nominations, and inquiries are invited. Applications should include, as two separate documents, a CV or resume and a letter of interest addressing the themes in this profile. Professional references are not requested at this time. For fullest consideration, candidate materials should be received by the October 25, 2021 priority deadline.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

Charlene Aguilar, Ed.M., Jen Meyers Pickard, Ph.D. and Sandra Chu
HSUDeanCAHSS@wittkieffer.com

Humboldt State University is a Title IX/Affirmative Action/Equal Opportunity Employer. We consider qualified applicants for employment without regard to race, religion, color, national origin, ancestry, age, sex, gender, gender identity, gender expression, sexual orientation, genetic information, medical condition, disability, marital status, protected veteran status, or any other legally protected status. If accommodations need to be made during the recruitment and interview process, please contact Human Resources at (707) 826-3626 or hsuhr@humboldt.edu.

