

Leadership Profile



Dean, College of Arts and Sciences

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and

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The Opportunity

Santa Clara University (SCU), a comprehensive Jesuit, Catholic university located in California's Silicon Valley, is entering an ambitious period of growth and expansion across multiple fronts and has developed a bold new vision and integrated strategic plan, *Santa Clara 2020*. The University is launching new interdisciplinary initiatives, promoting technology-enhanced teaching methods and building facilities that respond to the changing landscape of higher education, our increasingly technological society, and an innovative approach to liberal arts education.

The search committee invites inquiries, nominations, and expressions of interest for the position of Dean of the College of Arts and Sciences. Santa Clara seeks a visionary and creative academic leader with a distinguished reputation as a teaching scholar and a commitment to advancing the University's mission that is dedicated to academic excellence, social justice, and educating the whole person.

Santa Clara's next Dean of Arts and Sciences will succeed Dr. W. Atom Yee, professor of chemistry and biochemistry, who has served two five-year terms as dean and who is returning to the faculty to continue his scholarship and teaching. For the 2014-2015 academic year, Professor of Political Science and former Associate Dean, Terri Peretti, has been appointed Acting Dean.

The College of Arts and Sciences, in which 3,140 undergraduate students are pursuing majors, has nearly 350 faculty members, and approximately 130 full- and part-time staff. It is the largest academic unit and represents the academic core of the University. The College's 24 departments and academic programs offer more than 35 undergraduate degree programs. All undergraduates at the University are provided a common educational experience through the Core Curriculum, whose courses are predominantly offered in the College of Arts and Sciences. More information about Santa Clara University and the College of Arts and Sciences can be found on its website at <http://www.scu.edu/cas/>.

The ideal candidate will be a visionary, goal-oriented, and collaborative leader and have extensive administrative experience as a dean, associate dean, department chair, or a comparable academic administrative position with managerial and fiscal responsibility, a record of leading change, and eagerness to engage in fundraising and in building relationships with the community.

The executive search firm Witt/Kieffer is assisting Santa Clara University in this recruitment. Inquiries, nominations, and expressions of interest are invited and should be directed to Witt/Kieffer consultants assisting the search committee as indicated in the section below entitled *Procedures for Candidacy*.

The Role of the Dean of the College of Arts and Sciences

The Dean is the chief academic and administrative officer of the College and reports to the University Provost, Dr. Dennis Jacobs. The Dean is part of the Provost's Council of Deans and a member of the University's Planning Action Council. The Dean's responsibilities include:

- Leadership: Providing overall academic, administrative, and financial leadership and strategic vision for the College while strengthening programs and infrastructure of all disciplines in Arts and Sciences
- Management and administration: Overseeing the ongoing operations of the College enterprise, including curriculum development and delivery; teaching and learning; assessment and accreditation; faculty recruitment, retention, development, and promotion; student recruitment and advising; budgeting, facility and equipment planning and allocation; fundraising and communication, and the Osher Lifelong Learning Institute
- Faculty development and involvement: Professional development and support of the faculty, and leadership development among department chairs and other personnel; promoting faculty participation in integrated educational initiatives, such as the Center for Arts and Humanities, SCU Presents, Osher Lifelong Learning Institute, as well as University initiatives like residential learning communities and cross-disciplinary Centers of Distinction
- Enhancing quality: Supporting and enriching high quality educational programs, teaching, and service activities of the faculty; providing an environment that fosters faculty commitment to teaching, scholarship or creative activity, and service
- Shared governance: Actively engaging in and promoting shared governance and shared responsibility with faculty, staff, and University leaders
- Diversity and inclusion: Promoting a culture of acceptance, tolerance, and inclusion while also building a more diverse community in all of its forms
- Fundraising and external engagement: Assembling the resources essential to support the academic mission of the College while working closely with the Director of External Relations, the Leadership Board, and community leaders
- University leadership: Serving as a collaborative and transparent member of the University's senior leadership team while effectively representing the College and integrating it within the University and beyond
- Mission and service: Articulating a vision for the College that will build upon the Jesuit tradition of education as a service to society and that will promote the reputation and values of the College of Arts and Sciences and Santa Clara University

Direct Reports to the Dean

The Dean oversees the chairs and directors of 24 academic departments and programs offering 36 majors, as well as the directors of eight interdisciplinary minor programs. The Dean also manages three Associate Deans whose responsibilities generally include the management of the 24 academic departments and programs as well as other initiatives, such as academic integrity, student complaints, program review and assessment. The Dean supervises a Senior Assistant

Dean, an Assistant Dean and a Director of External Relations who is responsible for special projects, fundraising, communications, alumni relations, and donor stewardship.

The College budget for fiscal year 2013-2014 was approximately \$45.7 million, for which nearly \$10 million were dedicated to benefits. Faculty salaries, excluding benefits, are budgeted at \$28.5 million, while staff salaries are approximately \$3 million.

Opportunities and Expectations for Leadership

In collaboration with faculty and other campus leaders, the next Dean will have an exciting opportunity to help shape the future of the College and also integrate the College across other academic disciplines and professions, including engineering, business, and law. The Dean will want to focus attention on the following areas:

Shape the Future of the College

The Dean will provide strategic vision for the future of the liberal arts within a Jesuit institution and make the case for its mission and value on campus, in the Silicon Valley region, and beyond. There are new initiatives and programs that are underway, such as the new Art and Art History Building and a proposed STEM Complex (see below), and the Dean will play a role in re-imagining the liberal arts, such as through the development of the digital humanities and visualization capabilities of the arts and humanities. The next Dean will contribute to advancing experiential, community-based, and technology-enhanced teaching and learning.

Faculty Recruitment, Retention, and Development of Teaching Scholars

The Dean will be responsible for continuing to recruit and retain high quality teaching scholars as well as diversifying the faculty across the arts and sciences. In developing the faculty in all disciplines, the Dean will work with the administration and the faculty to explore ways to find balance among the pedagogical, scholarly and service roles of the faculty. In particular, the Dean will need to find creative ways of mentoring and supporting the scholarship or creative activity of Assistant and Associate Professors in preparation for promotion to Full Professor. The Dean will also need to find the appropriate balance between tenure stream, continuing non-tenure track, and adjunct faculty.

Maintain a Highly Functioning Administrative Team

A strong administrative team is essential to support the work of the Dean and the work of the faculty. A significant share of the Dean's responsibilities will be external, working with the Leadership Board, donors, alumni, and community leaders. As such, the Dean will need to ensure that the College's administrative structure will support faculty teaching, research, and creative activity, while also allowing her or him to attend to the important task of securing philanthropic support to realize the goals of the College. The Dean will develop the leadership potential and administrative skills of the personnel of the Dean's Office as well as department chairs and program directors.

Build Philanthropic Support and External Relations

The Dean will work with the Director of External Relations, the College's Leadership Board, faculty, alumni, and the community to raise resources and to further the strategic goals of the College. The Dean must be imaginative, passionate, and entrepreneurial in engaging the communities of Santa Clara, Silicon Valley, and beyond to understand the value of a liberal arts education and the unique mission of the University. The Dean must ensure that donors are aware of faculty and student accomplishments as well as College priorities as a context for fundraising. The ability to work effectively and collaboratively with boards and community leaders will be essential to success in this role.

Build Shared Governance, Community, and Collaboration

The Dean will work with the faculty to build shared governance and shared responsibility structures that empower faculty participation and creativity in the University's overall leadership. The Dean will help promote a culture of engagement, cooperation, and *esprit de corps*. He or she will build relationships, communication, and trust.

Set Priorities and Manage Resources

The Dean will work with the faculty and staff to identify priorities and to develop and allocate resources to support the mission and success of the College. The Dean must be astute in understanding the University's financial management structures to assure that the College is well positioned to garner the resources it needs. The Dean will be a strategic thinker, able to continue nourishing longstanding elements of the programs and activities of Arts and Sciences, while shifting or allocating resources to nurture emerging projects and programs that hold great promise for the future. Priorities should be developed from broad consultation among the faculty and staff and shepherded with transparency and evenhandedness. The new Dean will need to address the competitiveness of faculty salaries, the cost of housing, and methods to secure start-up support to enable successful recruitment and retention.

Collaborative Relationships with University Leadership and Strategic Planning

The Dean must work closely and effectively with the other Deans and the central administration to fulfill the strategic goals of the University. The Dean will provide leadership in strategic planning, direction setting and policy development for the College within the context of the University's strategic plan, *Santa Clara 2020* (www.scu.edu/santaclara2020/), and Santa Clara's Jesuit and Catholic character and mission. The next Dean will have a unique opportunity to work with faculty and stakeholders to develop a new strategic plan for the College that more fully articulates the College's goals in a manner that complements the University plan.

Professional Qualifications and Personal Qualities

Imagining the future of the College Arts and Sciences requires a leader with many academic credentials, leadership abilities and interpersonal skills. The ideal candidate will possess the following professional qualifications and personal qualities:

- Academic accomplishments: Distinguished scholarly reputation and strong record of academic and teaching accomplishment commensurate with appointment to the deanship, including an earned doctorate (or terminal degree) in a discipline appropriate to the College and holding a tenured professorship in one or more of the departments of within the College of Arts and Sciences or the University
- Quality: Commitment to academic excellence in teaching, scholarship and creative activity
- Administrative talent: Successful experience administering a complex academic unit, including demonstrated ability to articulate a shared academic vision and engage others in its implementation; and the ability to represent and advance the interests of the College and those of the entire University
- Leadership: A mature and responsible leadership style that advances strategic goals while balancing entrepreneurial support for new projects with accountability for resources and results, and that is direct yet diplomatic and respectful
- Management skill: Significant supervisory experience of personnel, including recruitment and retainment of talent, the ability to make difficult decisions with good judgment, and to work effectively and collaboratively in a complex academic setting
- Budgetary experience: ability to work skillfully with the finances of a large and complex academic unit and institution
- Fundraising: Demonstrated ability and readiness to achieve fundraising goals, including the ability to work effectively with alumni, donors, and others to represent the range of activities in the College
- Shared governance: Proven success and experience working with faculty and university leaders within shared governance, shared responsibility and collaborative decision-making
- Progressive strategy: ability to provide creative vision to build the natural sciences, social sciences, the humanities, the arts, and interdisciplinary projects across academic areas of the entire institution; progressive understanding of the current higher education landscape and global trends in the liberal arts
- Jesuit mission: Understanding of and commitment to the University's Catholic and Jesuit mission of pursuing truth and ultimate meaning by educating whole persons to be engaged citizens and leaders of competence, conscience and compassion who continually grow in their commitment to fashioning a more humane, just, and sustainable world. (Candidates of all religious backgrounds are welcome within this highly diverse and inclusive institution.)

- College mission: Ability and desire to be a vigorous advocate for the liberal arts to a variety of audiences and constituencies, and to help set the agenda for the national conversation of advancing a liberal arts education
- Diversity and inclusion: Engagement with, and commitment to, the diversification and inclusiveness of the academic community
- Student success: Understanding of undergraduate student issues and a commitment to students at all levels
- Communication skills: Strong written and persuasive verbal skills, with an eye to using modern communication strategies to accomplish tasks
- Personal: Highest levels of honesty, integrity, and ethical behavior, as well as transparency, diplomacy, imagination, creativity, humor, and strong work ethic

Procedures for Candidacy

Interested individuals should provide a cover letter describing professional background and qualifications for the position as well as a current CV. Compensation for the position is competitive. The Dean will hold a tenured faculty position at the rank of professor. The position is available in summer 2015, but the starting date is negotiable. This search will be conducted with respect for candidate confidentiality, which will be maintained until finalists are invited to campus towards the end of the process. The search will remain open until an appointment is made but to ensure the fullest consideration, materials should be sent as soon as possible or by November 15, 2014 to Witt/Kieffer, SCUASDean@wittkieffer.com (630-575-6936) and consultants to the search committee Brian Bloomfield and Jean Dowdall, Ph.D.

Santa Clara University is an equal opportunity employer.

The College of Arts and Sciences

Home to the humanities, visual and performing arts, and natural and social sciences, the College of Arts and Sciences offers majors, minors, and provides a significant portion of the University core for undergraduate students. The mission of the College of Arts and Sciences is to educate leaders of competence, conscience, and compassion through a humanistic, Jesuit education in the liberal arts and sciences. To achieve this, the College provides core, major, and minor curricular programs in the arts, letters, sciences, and professions. In addition it sponsors a variety of other events, programs, and services to enrich the intellectual, artistic, cultural, and spiritual lives of individuals and of the community.

[Academics](#)

The follow departments and programs constitute the core academic disciplines of the College.

Academic Departments & programs (majors & minors)

- Anthropology
- Art and Art History
- Biology
- Chemistry and Biochemistry
- Classics
- Communication
- Economics (See Leavey School of Business)
- Ethnic Studies Program (companion major)
- English
- Environmental Studies and Sciences
- Graduate Program in Pastoral Ministries
- History
- Liberal Studies Program
- Mathematics and Computer Science
- Military Science (ROTC)
- Modern Languages and Literatures
- Music
- Philosophy
- Physics

- Political Science
- Public Health Science Program
- Psychology (no minor)
- Religious Studies
- Sociology
- Theatre and Dance
- Women's and Gender Studies Program (companion major)

Interdisciplinary Academic Programs & Institutes (interdisciplinary minors or advising programs)

- Arabic, Islamic, and Middle Eastern Studies
- Asian Studies
- Biotechnology
- Catholic Studies
- Creative Writing
- Latin American Studies Program
- Medieval and Renaissance Studies
- Musical theatre
- Pre-Health Program
- Pre-Law Program
- Urban Education

[Graduate Program in Pastoral Ministries](#)

The Graduate Program in Pastoral Ministries is the only graduate program in the College of Arts and Sciences. It offers an M.A. in ministry in five Catholic dioceses: San Jose, Sacramento, Monterey, Fresno and San Bernardino. Classes are delivered in a blended format, using hybrid courses. An emphasis in Hispanic Ministry is offered in conjunction with the Instituto Hispano at the Jesuit School of Theology in Berkeley. The Program presently consists of approximately

seventy-five students. Professors are drawn primarily from the Religious Studies Department in the College and from the Jesuit School of Theology. The next dean will help the program manage a period of rapid growth and outreach to Catholic ministers in dioceses across the western US.

Majors and Minors

All undergraduate students at the University explore the sciences and liberal arts through the University's Core Curriculum that challenges them to develop open and critical thinking, to communicate effectively, to work with complex methods of inquiry, to understand diverse cultures and peoples, and to appreciate the demands of ethical decision-making. The most recent Core Curriculum, adopted in 2009, also places a high premium on engagement with the world, requiring students to complete requirements in civic engagement and experiential learning for social justice. It also requires intentional integration of knowledge via the Pathways. Those who select majors or minors in the College have the opportunity to develop specialized knowledge and skills in areas of concentration that reflect their personal interests and talents. There are more than 35 majors and nearly 40 minors in the College.

The Faculty

The faculty of the College embraces their vocation as teaching scholars at Santa Clara University. At the heart of this calling is a commitment to discovering new truths about the world—whether as students of human cultures or of the natural world.

Their research takes place under the rubrics of a variety of disciplines and, more and more often, at the intersection of two or more disciplines and methods of inquiry. Research and creative expression occur in research labs, in art studios, in archives and libraries, in the field and in human communities. The faculty discover new knowledge and make it accessible not only to their students but to their peers at other universities and to the public at large. They do so in a variety of forms: presentations at academic conferences of national and international learned societies, peer-reviewed books and journal articles, juried shows and exhibits, roundtable discussions and public fora.

As a Catholic university in the Jesuit tradition, Santa Clara embraces wholeheartedly the pursuit of knowledge for the good of all, with all of the rights and privileges assured by the values of academic freedom. As University President Father Michael Engh noted in his 2013 State of the University Address, “[w]e share a passion to educate students to be leaders to change our world, a passion enflashed in classes taught, research undertaken, students counseled, [and] creative arts performed...”

New Initiatives and Capital Improvements

Art and Art History Building

The Edward M. Dowd Art and Art History Building will serve to elevate the arts at Santa Clara University. Today on the north side of the Mission Campus, visitors find the de Saisset Museum, Center of Performing Arts, the Music and Dance Building, and Mayer Theatre. In the near future, Santa Clara will significantly increase the opportunities for scholarship and creativity with a state-of-the-art building for students studying the fine arts and art history, for visiting artists and scholars to share their passion through their work, and for the University and greater community to participate in the exploration and appreciation of art.

This new facility dedicated to the fine arts and art history is the next step on the road to national prominence as a locus of artistic instruction and research for Santa Clara University's undergraduate arts program. A challenging and diverse studio art and art history curriculum is already in place. This includes excellent teaching and mentoring, opportunities to study abroad, internships throughout the Bay Area, and a Core Curriculum requirement in the arts for all undergraduates. An innovative facility will enrich not only Santa Clara's talented fine arts and art history students, but also enhance the learning experience of the many undergraduates who create and interpret art in art and art history courses. More information can be found at: <http://www.scu.edu/give/dowdart/>

STEM Complex

Currently, the School of Engineering, the natural sciences and mathematics in the College, and the Center for Science, Technology, and Society (CSTS) are located in separate buildings that are in need of structural and technological renovation and expansion. The proposed construction of integrated engineering and science facilities will bring the aforementioned units together in a state-of-the-art teaching and learning environment. The co-location of science, engineering, and CSTS in a STEM complex is expected to increase collaboration among units and to develop the theme of convergence as a guiding principle. The visioning and space programming processes are underway.

The multidisciplinary and interdisciplinary STEM complex will bring together an exciting set of science and mathematics programs and position Santa Clara at the cutting edge of scientific teaching and research. Modern facilities and equipment will serve the departments of anthropology, biology, chemistry and biochemistry, physics and engineering physics, mathematics and computer science, Environmental Studies and Sciences, and the Public Health Sciences program, as well as interdisciplinary programs such as biotechnology, sustainability science, bioengineering, neuroscience/psychology, nanotechnology, and biological chemistry.

Technology-Enhanced Teaching and Learning

Santa Clara is in the preliminary stages of articulating a thoughtful approach to technology-enhanced teaching and learning consistent with Santa Clara University's mission and goals. It is a collaborative effort organized by the Provost's Office in consultation with faculty and staff from the Planning Action Council, Media Services, Faculty Development, Assessment, and the Faculty Collaborative for Teaching Innovation.

Santa Clara University advances its institutional mission by leveraging new technologies in creative ways to enhance teaching and learning on the campus and beyond. The University affirms the goal of fashioning creative and technologically-enhanced learning spaces; supporting the design and development of high quality innovative curricula; wisely using new technologies and pedagogies; and taking a leadership role in higher education through effective uses of technology to educate students who can transform the world.

This goal is pursued through a segmented approach that differentiates the University's three primary groups of students: undergraduate students, graduate students, and non-matriculated students.

Santa Clara University

Santa Clara College was founded by Jesuits in 1851 on the site of Mission Santa Clara de Asís, founded by the Franciscans in 1777. Santa Clara grew steadily in its first 60 years, becoming the "University of Santa Clara" in 1912, when the Schools of Engineering and Law were added. The Leavey School of Business was added in 1926, one of the first business schools in the country to receive national accreditation. Women were first admitted as undergraduates in 1961, leading to an explosion in admissions, growing from 1,500 to over 5,000 students. Renamed Santa Clara University in 1985, the University continues today to pursue its primary purpose: to educate the whole person within the Catholic and Jesuit tradition. A history of the institution can be found at <http://www.scu.edu/about/history.cfm>

Organizational Structure and Senior Leadership

President Michael E. Engh, S.J.

The University is led by President Michael E. Engh, S.J. President Engh took office as the 28th president of Santa Clara University on January 5, 2009. Since arriving at Santa Clara, Fr. Engh has led the University in defining the University's vision and setting the course for the future with the 2011 Strategic Plan. Among his priorities as President are attracting diverse and academically gifted students; recruiting and retaining talented faculty and staff; and engaging with the diversity, energy, and entrepreneurial spirit that are the hallmarks of Silicon Valley.

Active in higher education governance and in the local community, Fr. Engh serves on a number of boards, including the Board of Directors of the Silicon Valley Leadership Group; the Board of Directors of the Association of Jesuit Colleges and Universities, Council of Presidents of the Graduate Theological Union, and the Board of Trustees of Bellarmine College Preparatory. He also holds an appointment to the Executive Board of the Association of Independent California Colleges and Universities (AICCU), and is a member of the Association of Governing Boards of Universities and Colleges.

Prior to coming to Santa Clara, Father served as Dean of the Bellarmine College of Liberal Arts and professor of history at Loyola Marymount University in Los Angeles. A teacher and historian of the American West, Fr. Engh has published on the history of Los Angeles and the role of religion in the history of the American West. He entered the Jesuits in 1972 and was ordained a priest in 1981. Father holds a B.A. from Loyola University of Los Angeles, now LMU; an M.A. from Gonzaga University; a Master of Divinity from the Jesuit School of Theology at

Berkeley; and a Doctorate from the University of Wisconsin-Madison. More information about President Engh is available at <http://www.scu.edu/president/>

University Provost and Vice President for Academic Affairs, Dennis C. Jacobs, Ph.D.

Dr. Jacobs is the Chief Academic Officer at Santa Clara and a Professor of Chemistry. He provides leadership and management for all aspects of academics, student life, information services, and athletics, and ensures that the educational programs and offerings are consistent with the University's vision, mission, and values. Dr. Jacobs reports directly to University president Michael Engh, S.J.

Prior to his current appointment, he was at the University of Notre Dame where he joined the faculty as a chemistry professor in 1988 and was appointed Vice President and Associate Provost for Undergraduate Studies in 2004. While serving in the latter capacity, his contributions included enhancing the practice and evaluation of teaching, advancing study abroad opportunities, supporting assessment of student learning, implementing the Academic Code of Honor, and reorganizing the University's enrollment management efforts. He helped recruit a more diverse undergraduate student body through a variety of strategic initiatives, including modifying Notre Dame's financial aid packaging.

He also worked to implement the core curriculum and established the Center for Undergraduate Scholarly Engagement to cultivate scholars and enhance research opportunities for students. He initiated a Residential Scholars program to help bridge the divide between academic and residential life.

He earned his Doctorate in Chemistry from Stanford University after receiving two Bachelor's degrees, in Chemistry and Physics, from the University of California at Irvine. In 2007, UC Irvine recognized him with a Lauds & Laurels Award for distinguished alumni.

Schools of the University

The University is composed of the College and five Schools. The Deans of these schools and the Provost form a strong working partnership, joined by their shared vision for the University and a shared commitment to its mission. In addition to the College of Arts and Sciences, there are:

- **The Leavey School of Business:** enrolls over 2,200 students. Offering professional education in both undergraduate and graduate programs, the school also offers seminars, lectures and programs for professional executives and managers.
- **The School of Engineering:** enrolls approximately 950 undergraduate and 650 matriculating graduate students (primarily working professionals) in Engineering, and a full-time faculty of 40. Headed by a second-term Dean who also holds the title of Professor Emeritus in the Department of Mechanical Engineering at Stanford University, the School of Engineering is bringing Santa Clara into more extensive relations with its Silicon Valley neighbors, building a commitment to technological innovation, and seeking mutually beneficial partnerships while fostering an entrepreneurial mindset.
- **The School of Law:** The Law School enrolls over 650 students. Like many law schools, Santa Clara's School of Law functions relatively independently (e.g., as mandated by the

ABA, it operates on a semester system, while the rest of the University uses a quarter system), but it shares the values of the University and participates in cross-registration of students and in a joint JD/MBA program.

- **The School of Education and Counseling Psychology:** at Santa Clara University ECP educates compassionate, competent, and ethical professionals committed to meaningful and supportive engagement with people, schools, and communities via two academic departments, the department of Education and the department of Counseling Psychology.

The Provost's organization chart can be found at this link:

http://www.scu.edu/provost/office/staff/upload/Provost-Org-Chart_8-5-13.pdf

Centers of Distinction

Santa Clara's three interdisciplinary Centers of Distinction are an expression of Jesuit values, encouraging excellence with consideration for the good of humanity. They create points of interaction, within the University and between the University and the community, to share our values and talents with society: <http://www.scu.edu/academics/centers.cfm>

- Center for Science, Technology, and Society
- Ignatian Center for Jesuit Education
- Markkula Center for Applied Ethics

Undergraduate Studies

The Santa Clara undergraduate program is designed for students who seek an integrated education with a strong humanistic orientation in a primarily residential setting.

Core Curriculum

Santa Clara expresses its most basic values in its Core Curriculum, the set of courses taken by all students. The Core Curriculum, which includes an arts, lab science, and ethics component, seeks to prepare Santa Clara graduates for intelligent, responsible, and creative citizenship.

Honors Program

The University Honors Program recognizes exceptional academic accomplishment, fosters intellectual excellence, an appreciation of ethical context, and an awareness of the spiritual and religious dimensions of human existence.

LEAD Scholars Program

The Leadership Excellence and Academic Development (LEAD) Scholars Program is a four-year program for first generation college students, focused on academics, community engagement, and service.

Residential Learning Communities

Residential Learning Communities are communities of students who take some classes together, live together, and experience college in a way that is so much more than just living in a dorm. Every freshman, most sophomores, and many juniors and seniors are part of an RLC.

Drahmann Advising and Learning Resources Center

The Drahmann Advising Center is home to undergraduate Academic Advising and Learning Resources.

Office of Fellowships

The Office of Fellowships mentors and advises students about their academic, service, and volunteer work in pursuit of the more than 25 named fellowships for which Santa Clara students are eligible, e.g., Rhodes, Marshall, Fulbright, Madison, Truman, and Jack Kent Cooke, for example, as well as provides direct support for potential candidates in the application process.

Peer Educator Program

Created in 1997 as an experiment in enhancing student learning, the Peer Educator Program is designed to facilitate and enrich the learning supported by undergraduate instruction at Santa Clara University.

[Culture and Governance](#)

The University's Jesuit distinctiveness is a prominent element of its culture as described in strategic documents: "*Our tradition is an expression of Christian humanism in which faith and reason together animate the most fundamental human quest – the pursuit of truth and goodness. This pursuit challenges us to counter inhumanity with humanity, to act ethically, and to promote justice with faith.*" The daily life of faculty, staff, and students is influenced by the institution's values.

For example, students and faculty are engaged in community-based learning each quarter, with all these projects fully integrated in individual courses. Administrators are actively engaged in community-based learning as well. These experiences, as well as many others sponsored by the University, are intended to reinforce the institution's commitment to "educate the whole person of solidarity in the real world."

In addition to the administrative structure of department chairs and deans, there are three other significant structures: the Faculty Senate, the Staff Senate, and University Policy Committees. The Senate's role is advocacy on behalf of the faculty, addressing a wide range of issues, from promotion to parking. The Faculty Senate Council is composed of a president, past president, and president elect, as well as a representative from each department. The Faculty and Staff Senates meet periodically with University-level administrators.

A series of University Policy Committees is designed to bring together administrators, faculty, and staff to address policy issues. With the overarching direction of the University Coordinating Council, items are routed to five other committees: Faculty Affairs, Staff Affairs, Student Affairs, Academic Affairs, and the University Planning Committee. These committees make recommendations to the Provost and President on policy matters; normally, if they have

reservations about policy recommendations, there is an exchange of views leading to an agreement regarding policy changes. The Dean is a member of the Planning Action Council, which is composed of the Deans and the Vice Provosts, and of the Council of Deans. The new Dean will need to build a strong relationship of mutual respect with the Provost and fellow Deans in order to provide effective leadership for the College faculty and programs.

[An Integrated Strategic Vision and Plan: *Santa Clara 2020*](#)

Santa Clara 2020 – the University's new integrated strategic plan – articulates the University's bold and ambitious goals, together with the means to achieve them. In pursuing this vision, Santa Clara will take its place among leading universities, earning a distinctive reputation for rigorous and holistic education that uniquely prepares and empowers its graduates to build a more humane, just, and sustainable world.

The strategic vision of *Santa Clara 2020* is expressed through integration of three critically interrelated components, which build on the 2011 strategic priorities and provide clear direction for the future of the University. The full plan can be accessed via the web (www.scu.edu/santaclara2020/) but its basic element can be summarized by the:

Elaborated Strategic Plan

The Elaborated Strategic Plan comprises six strategic goals and twenty-four objectives formulated to advance the five strategic priorities in the 2011 Strategic Plan.

- Goal 1 - Imparting a transformational Jesuit education
- Goal 2 - Fashioning a more humane, just, and sustainable world
- Goal 3 - Fostering innovation and entrepreneurship in service of humanity
- Goal 4 - Advancing contemporary theological studies, education, and ministry
- Goal 5 - Increasing diversity, access, and affordability
- Goal 6 - Enhancing Santa Clara's reputation and national visibility

Appendix 1: Search Committee

- Thomas Plante (chair), Augustin Cardinal Bea, S.J. University Professor and Professor of Psychology
- Marie Barry, alumna and former member of the College Leadership Board
- Alaina Boyle, undergraduate student
- Marie Brancati, Director of External Relations, College of Arts and Sciences
- Julie Chang, Associate Professor of English
- Pancho Jiménez, Senior Lecturer in Art and Art History
- Godfrey Mungal, Dean of Engineering and Sobrato Professor of Mechanical Engineering
- Kathleen Schneider, Senior Assistant Dean, College of Arts and Sciences
- Craig Stephens, Professor of Biology
- Michael Zampelli, S.J., Associate Professor of Theatre and Dance

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