



Moraga, CA

Dean of the Kalmanovitz School of Education

Leadership Profile

WITT / KIEFFER

Leaders Connecting Leaders

CONFIDENTIAL

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This leadership profile is intended to provide information about the Saint Mary's College of California and the position of Dean of the Kalmanovitz School of Education. It is designed to assist qualified individuals in assessing their interest in this position.

The Opportunity

Saint Mary's College of California, one of the oldest and most distinguished colleges in the West, invites inquiries, nominations, and expressions of interest for the position of Dean of the Kalmanovitz School of Education (KSOE).

Renowned for the beauty of its campus, Saint Mary's is located in the heart of the San Francisco Bay Area in Moraga, California, a suburban community about ten miles east of Berkeley and 20 miles east of San Francisco. Saint Mary's College, a Catholic institution inspired by the charism of St. John Baptist de La Salle, has been owned and administered by the De La Salle Christian Brothers since 1868. It is widely recognized for its rigorous liberal arts education and the high quality of its faculty and academic programs.

The KSOE is a unique, distinctive, student-centered learning community. They inspire excellence and innovation through the departments of Counseling, Education, and Leadership. Through practice of shared inquiry, collaborative learning, and community engagement, KSOE empowers students to lead change according to the principles of social justice and the common good. Grounded in the traditions of John Baptist de La Salle, an 18th century educational innovator who brought education to communities in poverty throughout France, the Kalmanovitz School of Education is committed to Lasallian pedagogy, which emphasizes the treatment of students as whole people with complex lives, complex needs, different learning styles, and unique perspectives. Lasallian educators are particularly concerned about making quality education accessible to children who are marginalized and live in poverty. In this way, effective teaching and effective community engagement is social justice in action.

The KSOE seeks a recognized leader with a distinguished academic record; experience leading a complex academic unit in a university or equivalent setting; demonstrated acumen in budgetary and financial affairs; a record of imagining and leading successful innovation; zeal for external engagement and fundraising; a track record of making and implementing decisions in a collaborative and coordinated manner; appreciation of and commitment to shared governance with the faculty; and commitment to excellence in professional education as integral to the educational vision of developing leaders of competence, conscience, and compassion.

Inquiries, nominations, and expressions of interest are invited and should be directed to the Witt/Kieffer consultants assisting the search committee as described in the section near the end of this document entitled *Procedure for Candidacy*.

The Role of the Dean of the Kalmanovitz School of Education

The dean is the chief academic and administrative officer of the Kalmanovitz School of Education. Reporting to the provost and vice president for academic affairs, the dean works in close concert with other academic deans and campus leaders and with the Development Office for matters relating to fundraising. The dean serves as a member of Saint Mary's College Council of Deans.

The dean has the immediate responsibility and oversight of the curricula, programs, courses of instruction, teaching, academic advising, school budget, and certification/accreditation of all programs of the School.

The dean is responsible for evaluating the teaching performance, scholarship, and professional achievements of the faculty; submitting annually a proposed budget to the provost and administering the approved budget; presiding at all regular and special meetings of the faculty; and appointing such faculty committees as may be appropriate and, in cooperation with appropriate faculty committees, recommending to the provost candidates for faculty appointments.

Opportunities and Expectations for Leadership

Cultivate a shared sense of mission for KSOE

The next dean will join a diverse, inclusive, and mission driven faculty. She/he will articulate and continue to cultivate how the mission of the School supports and promotes the Catholic Lasallian mission of the College and focuses on the values of social justice and inclusive excellence, as well as the distinctive elements of Lasallian education, urban education, environmental literacy, and engaged research. As part of these efforts, she/he will stimulate, guide, and support the development of high-quality academic programs and scholarship within the School.

Build on KSOE's momentum

The next dean will be joining a community of ambitious leaders and scholars with many notable accomplishments. She/he will be responsible for harnessing the energy of these individuals and using it to advance curriculum development, faculty recruitment and development, student recruitment, budget management, and outreach programs. The next dean will allocate resources to achieve most effectively the vision and goals of the School and Saint Mary's College.

Review and develop programs to best leverage KSOE resources

The next dean will need to carefully review KSOE's academic programs, prioritize the work of the School, and ensure that KSOE resources are appropriately leveraged. This work will require analysis both within the School and the College to explore opportunities to reduce redundancies and improve efficiency.

Contribute to the institutional strategic plan and build on its goals creatively

The next dean will be joining an institution with an active and vibrant strategic plan. She/he will contribute to the strategic plan, think broadly, and push the boundaries even further within the context of KSOE. The next dean will be responsible for school-based direction setting and policy development within the context of the College's strategic plan and institutional policies.

Build external relationships and partnerships

There are extensive opportunities for the next dean to build partnerships internally and externally, both in the San Francisco region and beyond. The next dean will be cognizant of such opportunities and leverage them appropriately. She/he will also seek opportunities for cross-disciplinary collaborations with other academic units. These efforts will expand KSOE's reach within Saint Mary's College, the community, local school districts, and the state legislature, as well as the national landscape of institutes of higher education.

Steward Alumni of and Donors to KSOE

The next dean will inherit an engaged alumni base and donor base with significant potential. She/he will generate financial support for the School both through stimulating interest in the School's programs and through personal involvement in fundraising as part of institutional fundraising goals. In order to make progress in this area, the next dean will also enhance the external relations and public profile of KSOE.

Professional Qualifications and Personal Qualities

The successful candidate for Dean of the Kalmanovitz School of Education will demonstrate:

- A record of academic and/or professional accomplishments in the fields of education, counseling, or leadership, appropriate for the position of dean;
- An entrepreneurial spirit that will generate and apply resources in ways that help realize the priorities of the School and the College;
- The leadership to build upon the existing strengths of the programs and faculty of the KSOE and articulate these to local, national, and international communities;
- The ability to imagine a future for the KSOE in a way that promotes excellence and enhances flexibility to adapt to changing conditions, particularly leveraging the School's location in the San Francisco Bay Area;
- Comprehension of, and/or experience with, private non-profit institutions of higher learning;
- The ability and desire to advocate for the School both on campus and in the community;
- A commitment to excellence in professional education as integral to the educational vision of developing leaders of professional competence, conscience, and compassion;
- Demonstrated skills in effective communication with both staff and faculty;
- An ability to communicate effectively for the School and the College and engage their diverse and inclusive community in constructive dialogue;
- A familiarity and fluency with professional accreditation standards and expectations;
- A commitment to advancing the School's heritage as a Catholic and Lasallian institution of higher education; and
- Knowledge of and experience working within Catholic higher education is preferred.

The Kalmanovitz School of Education

The Kalmanovitz School of Education and its programs enjoy a stellar reputation for educational excellence and innovation due to its unique student-centered learning environment. Through the practice of shared inquiry, active collaborative learning, and community engagement, students are empowered to lead change according to the principles of social justice and the common good. The School is conveniently located near many of the Bay Area's largest public school districts, colleges and universities, and community-based agencies, providing students enrolled in KSOE programs opportunities to apply their knowledge and new understandings in real classrooms and community settings in both private and public sectors.

KSOE programs include Teacher Education, Educational Leadership, and Counseling, and they range from teaching and counseling licensure to degrees at the master's and doctoral levels. Innovative programming includes the Center for Environmental Literacy, which explores and promotes educational programming and professional development opportunities for educators to integrate nature and the arts into academic curricula designed for elementary, middle and high school students, as well as for Saint Mary's College research and coursework.

Saint Mary's College's commitment to training teachers began in 1967 when coursework and field experiences leading to a secondary teaching credential were established. In 1971, the elementary education program began and master's degree programs formed soon after. Counseling Leadership began in 1978, and the Department of Education became the School of Education in 1985. In 2000, an Education Doctorate (Ed.D.) in Educational Administration, now Educational Leadership, became the first doctoral program at Saint Mary's College; and in 2014, the Graduate Leadership Department, which includes bachelor's and master's degrees in leadership, became part of the KSOE.

The KSOE's faculty are productive scholars actively engaged in research, writing, presenting, and publishing. Research agendas and scholarly pursuits are usually relevant to curriculum, therefore having an impact on both students and the faculty members' professional communities. In 2015, KSOE faculty presented over 50 papers at national and international conferences, and had more than 15 paper and book publications. Most members of the professional staff hold bachelor's degrees, and many hold master's degrees. All have a minimum of five years experience in a higher education setting, including several with over 20 years.

The KSOE prepares over 600 students annually for certificates, credentials and degrees. A bachelor's degree in Leadership and Organizational Studies is offered for working adults. Master's degrees are offered in education, teaching leadership, general counseling, marriage and family therapy and professional clinical counseling, school counseling, school psychology, career counseling, college student services, leadership, and educational leadership. The Teachers for Tomorrow program features a 4+1 program that prepares future teachers beginning in their freshman year and culminating with a multiple subject credential and Master of Arts in education. The Educational Doctorate degree in Educational Leadership features an emphasis on social justice, collaborative learning, and community-based research. Nearly 90 percent of master's level and doctoral research in KSOE is action or community-based, and there are more than 100 students conducting research in local schools and communities.

Credential training is offered in seven areas recognized by the California Commission on Teacher Credentialing: administrative services, teaching leadership, multiple subjects (K-8), single subject (secondary), school counseling, school psychology, and special education.

Two academic centers are housed in KSOE: *The Center for Environmental Literacy (CEL)* and *The Leadership Center*. CEL explores and promotes environmental education in schools and communities worldwide. River of Words, CEL's signature program, provides tools for teaching environmental literacy to children, teens, and teachers through art and poetry. The mission of the *Leadership Center* is to enhance leadership capacity in order to meet the unique challenges and opportunities in the 21st Century. The programs and services integrate contemporary academic theories of leadership and organizational change with proven, practical, action-based approaches to serving communities, organizations, and society.

In addition to the programming provided by its centers, the KSOE also engages in the following programs and partnerships:

LIFT UP!, an early literacy intervention program, has trained coaches in eight schools in the Oakland Diocese and in public schools in Richmond and Union City. Data analyzed by an independent agency showed that "students who were taught by a teacher in the LIFT UP program were three times more likely to be at or above grade level than their peers."

The Distinguished Speaker Series attracts more than 1,000 educators per year from five local counties and over 30 school districts. The annual KSOE Action Research Conference is part of this series where KSOE graduate students present their action research projects in education, counseling, and leadership.

Reading Recovery is an international early literacy intervention for first grade children who are at risk with regard to learning to read and write. Saint Mary's College is the northern California Regional Training Center, offering two programs: one for teacher leaders and one for teachers. In addition, KSOE is one of three universities in the U.S. that provide Spanish Reading Recovery intervention training (Descrubiendo La Lectura).

Better Together: California Teachers Summit brings Pre-K through 12th grade teachers together to learn, collaborate, network, and support classroom innovations. This one-day conference includes nationally renowned keynote speakers and teacher-facilitated sessions to support the implementation of California Standards with cutting edge strategies. Saint Mary's College participates in this free experience as part of a coalition of universities.

KSOE Strategic Plan: A focus on excellence in education, counseling, and leadership

The KSOE Strategic Plan is a two-year rolling plan grounded in the mission of the School. Each year, progress is assessed and tactics are revised while keeping a central focus on mission and vision, known statewide for excellence in preparing counselors, teachers and leaders.

Strategic Goals and Priorities:

Organizational effectiveness

- A. Improve capacity for communication and collaboration
- B. Improve capacity for inclusive excellence
- C. Continue to improve processes around fundraising and alumni relations
- D. Develop capacity for engaging with, and adapting to, evolving higher-education landscape

Educational Effectiveness and Student Success

- A. Improve engagement with program review and learning outcomes assessment
- B. Improve processes to support accreditation
- C. Improve processes that support marketing, student recruitment, and admissions
- D. Develop excellence in innovative pedagogy, including hybrid delivery
- E. Foster and promote faculty research
- F. Improve rates for graduation and time-to-degree

Distinctive Identity

- A. Develop distinctive excellence in engaged research, environmental literacy, Lasallian pedagogy, and urban education

KSOE Programs of Study:

Counseling Department

The Counseling Programs at the KSOE blend both theory and practical experience. Courses are taught by an exceptional faculty who are experts in the counseling profession, and classes are enriched by real-life experiential learning opportunities working in the field in a variety of counseling settings.

The KSOE counseling [specializations](#) are designed for people who aspire to work in K-12 schools, colleges, family service agencies, private practice, or other professional arenas where counselors are in demand.

The School's counseling philosophy is to prepare counselors to competently address the whole person, given an individual's socio-political and cultural context. [Faculty](#) members are committed to a holistic, multicultural approach to counseling, synthesizing physical, intellectual, psychological, emotional, interpersonal, socio-cultural, and spiritual processes, emphasizing systemic interconnection among these dimensions of our lives.

Degrees offered include a general Master of Arts (M.A.) degree in [Counseling](#); and an M.A. in Counseling with a [specialization](#) in one of seven areas.

Teacher Education Department

The KSOE offers a special class of teaching programs for both experienced teachers, who can earn a master's degree, and aspiring teachers, who can earn either a California teaching credential or Montessori credential. Programs are offered in a variety of teaching fields and grade levels with support provided by highly-skilled teaching supervisors. The teacher education programs include an emphasis on effective urban education, real classroom experience, and cutting-edge curriculum and teaching methods intended to prepare teachers to serve the diverse range of K-12 students in California.

The School's teacher education focus is to prepare effective and innovative educators through active and collaborative learning, to put the learner first, and to work toward the elimination of educational inequities based on race, ethnicity, culture, gender, social class, language, or disability.

Leadership Department

The KSOE leadership department is founded on the belief that leadership is based in relationships and influencing others to collaborate, address problems, and adapt to change. Leadership can be practiced by individuals in any position, with or without formal authority. The KSOE programs are unique in their foundation in the mission and traditions of Saint Mary's College, their developmental and transformative goals, and approach to developing leaders. The KSOE prepares graduates who know who they are as people and are prepared to make changes in their world.

The leadership program includes a practical and applicable curriculum that integrates theory and practice as well as the learners' experience and knowledge. Designed specifically for working professionals, the program provides cohort-based learning within peer networks of working professionals from diverse settings, supported by a faculty who integrate real-world experience with academic and teaching excellence combined with engaged scholarship that utilizes community-based action research projects. Degrees are offered at the bachelor and master's levels, as well as a research-based [Doctorate in Educational Leadership \(Ed.D.\)](#) degree for educational leaders in schools, colleges, and community organizations.

KSOE Facts and Figures:

Enrollment

Total Enrollment Fall 2013: 639
Total Enrollment Fall 2014: 609
Total Enrollment Fall 2015: 647
Counseling Department: 170
Leadership Department: 196
Teacher Education Department: 230
Reading Recovery: 51

Degree Programs

Counseling (M.A.), with specializations in
 General Counseling
 Career Counseling
 College Student Services
 Marriage and Family Therapy and
 Professional Clinical Counseling
 School Counseling
 School Psychology
Education (M.A.)
Leadership & Organizational Studies (B.A.)
Leadership (M.A.)
Teaching Leadership (M.A.)
Educational Leadership (M.A.)
Educational Leadership (Ed.D.)
Montessori Education (M.A.)
Special Education (M.A.)
Teaching (M.A.)

Certificate and Credential Preparation Programs

Education Specialist (CTC)
Educational Leadership Tier 1 (CTC)
Montessori Education (AMS)
Multiple Subject Teaching (CTC)
Reading Recovery (Reading Recovery of North America)
Pupil Personnel Services, School Counseling (CTC)
Pupil Personnel Services, School Psychology (CTC)
Single Subject Teaching (CTC)

Faculty

Tenure Track: 32
Full Time Adjunct: 12

Percentage of courses taught by F/T: 53%
Percentage of courses taught by P/T: 47%

Saint Mary's College of California: An Overview

Saint Mary's College of California is one of the oldest and most distinguished colleges in the West. Renowned for the beauty of its campus, [Saint Mary's College](#) is located in the heart of the San Francisco Bay Area in Moraga, California, a suburban community about 10 miles east of Berkeley and 20 miles east of San Francisco. Saint Mary's College, inspired by the Lasallian tradition and charism, has been owned and administered by the De La Salle Christian Brothers since 1868 and is recognized for its rigorous liberal arts education and the high quality of its faculty and academic programs.

Mission Statement

To probe deeply the mystery of existence by cultivating the ways of knowing and the arts of thinking.

To affirm and foster the Christian understanding of the human person which animates the educational mission of the Catholic Church.

To create a student-centered educational community whose members support one another with mutual understanding and respect.

As a Lasallian college, Saint Mary's College holds that students are given to its care by God and that teachers grow spiritually and personally when their work is motivated by faith and zeal. The College seeks students, faculty, administrators and staff from different social, economic, and cultural backgrounds who come together to grow in knowledge, wisdom, and love.

A distinctive mark of a Lasallian school is its awareness of the consequences of economic and social injustice and its commitment to the poor. Its members learn to live "their responsibility to share their goods and their service with those who are in need, a responsibility based on the union of all men and women in the world today and on a clear understanding of the meaning of Christianity." (From: "The Brothers of the Christian Schools in the World Today: A Declaration," 1967).

Colleges That Change Lives

Saint Mary's College was honored in the prestigious 2013 edition of "Colleges That Change Lives: 40 Schools That Will Change the Way You Think About Colleges." The publication is widely recognized as essential reading for college-bound students, and by discerning parents, to identify colleges that offer life-transforming educational experiences. Saint Mary's College is the only Catholic college, and the only California college, in the history of the 40-school list.

Lasallian Heritage

The College's foundation is built on principles promoted by Saint John Baptist de La Salle (1651–1719), founder of the Brothers of the Christian Schools and patron saint of teachers. Today the Lasallian education mission is shared by over 900,000 students, 5,000 Christian Brothers, and 70,000 faculty and staff colleagues in 82 countries around the world.

The College strives to understand and live by the five Lasallian Core Principles: Faith in the Presence of God, Concern for the Poor and Social Justice, Quality Education, Inclusive Community, and Respect for All Persons. The College holds that people can reach greater heights of excellence by learning from a wide range of individuals and viewpoints and by creating a culture in which all are

valued, respected, and supported. As a liberal arts institution, Saint Mary's College is committed to preparing responsible citizens who contribute to the common good. The highest quality of academic achievement can only be realized in communities that are culturally, spiritually, and ethnically diverse—where all voices are heard and all students have equitable opportunities to succeed and to serve.

Strategic Plan

The current Strategic Plan of Saint Mary's College, 2015-2020, challenges the College to think broadly and push the boundaries even farther. The plan is comprised of three core commitments and six strategic themes and key initiatives that will serve as institution-wide priorities for the next five years and provide a strong foundation for realizing the College's bold vision over the next 20 years.

The SMC Strategic Plan (<http://www.stmarys-ca.edu/president/strategic-plan>) is built on the following six strategic initiatives:

1. Raise the Academic Profile and Distinction – "*Discovery in Dialogue*"
2. Support the Student Lifecycle – "*Access to Success*"
3. From De La Salle to Lasallian – "*Expanding Responsibility for Lasallian Higher Education*"
4. Prioritize Facilities and Footprint – "*Defining our 'Place'*"
5. Get the Message Out – "*Claiming Our Competitiveness*"
6. Ensure Saint Mary's Financial Stability – "*Strengthening Foundations in Affordability*"

Finances

As is typical of similar institutions, Saint Mary's College is highly tuition-driven. Revenue from tuition funds more than 74 percent of its \$130 million annual operating budget. It has outstanding debt of approximately \$62 million. The endowment as of June 30, 2015, exceeded \$170 million, and the discount rate for the current academic year is 42.2 percent. Its draw on the endowment is five percent. The comprehensive fee for undergraduate students for 2015-16 totals \$57,270. Saint Mary's College remains committed to its mission of access to education and promoting student success and provides financial support in some form of grant aid to nearly 86 percent of its students.

Saint Mary's Schools and Academic Programs:

Saint Mary's College has recently earned recognition in areas consistent with the College's academic strategic plan, which emphasizes ethical engagement in diverse and global environments, innovation and collaboration in scholarship and pedagogy, leadership for social justice, and student success. For instance, the Institution of International Education's Open Doors Report ranked Saint Mary's College seventh among colleges that grant master's degrees, up from 11th the year before, noting that 55 percent of undergraduates had participated in study abroad programs.

The strategic emphasis on leadership for social justice includes a focus on sustainability; Saint Mary's College was included in the *Princeton Review's Guide to 380 Green Colleges: 2016 Edition*, which profiles institutions of higher education in the U.S. and Canada that demonstrate notable commitments to sustainability in their academic offerings, campus infrastructure, activities, and career preparation.

All degree programs at Saint Mary's College, a rich blend of traditional undergraduate, graduate and professional, and degree completion programs, focus on the world beyond the student and recognize that wisdom is both timeless, as reflected in the curriculum, and iterative, growing in and through shared inquiry. They advance social justice in ways central to Catholic social thought, emphasizing ways to build and sustain community. Finally, they intensify the impact of the Saint Mary's College experience by taking an immersion approach to learning and requiring focus, commitment, and personal responsibility.

In addition to academic programs housed within the schools, the College distinguishes its undergraduate education with two signature programs: Collegiate Seminar and January Term (or "Jan Term," as it is known on campus). The Collegiate Seminar is the heart of the Saint Mary's College core curriculum. It consists of four courses that examine major works of the world's greatest thinkers, including works of literature and philosophy, history and government, and art and science. Jan Term is a month-long session held each January in which every undergraduate explores a single topic in great depth and at an accelerated pace; it features a unique blend of opportunities on and off campus and focuses especially on the creative edge of contemporary scholarship.

Graduate and professional education is similarly distinctive with signature programs that draw on the College's strengths in shared inquiry, ethical engagement with diverse and global communities, and the innovative use of technology for hybrid delivery of advanced degree programs. The recognition that Saint Mary's College received in *USA Today* as a "top 20 college" for community service and "recognition for its dedication to the Lasallian approach to education," extends to graduate programs in business, leadership, and education.

School of Liberal Arts

The essential spirit of the liberal arts as liberating the mind and acquiring the habits and values that lead one to truth animates all programs in the School of Liberal Arts. In addition to completing an undergraduate major or graduate degree in a specific academic department, liberal arts students acquire practical skills in critical thinking, written expression, logical analysis, information gathering, and interpersonal communication.

The School of Liberal Arts includes the following departments and programs: Anthropology, Art and Art History, Classical Languages, Communication, Composition, MFA in Creative Writing, MFA in Dance, English, Ethnic Studies, History, Global and Regional Studies, Kinesiology, MA in Kinesiology, LEAP (Liberal Education for Arts Professionals), Justice, Community, and Leadership, Global Languages and Cultures, Performing Arts (Dance, Music and Theatre), Philosophy, Politics, Sociology, Theology & Religious Studies, and Women's and Gender Studies.

The School of Liberal Arts also includes the Integral Program, which is rooted in the Great Books of the Western tradition. Throughout their four-year liberal arts curriculum, students engage in "great conversations" about classic texts, beginning with *The Iliad* and continuing into the 21st century. The program also has tutorials in math, language and music, along with laboratories in science-related fields. The Integral Program is accredited by the American Academy for Liberal Education (AALE).

School of Science

The School of Science produces teaching that is vibrant, innovative and exciting, and fosters personal contact with students. Faculty members are active scholars and emphasize collaborative

research with students, believing that student research projects are important pedagogical tools that help to convey the excitement (and hands-on nature) of all scientific investigations. The identity of Saint Mary's College as a liberal arts college informs student outcomes at the School. Faculty of the School believe that science is a core component of—rather than separate from—the liberal arts and are committed to preparing students to think critically, apply the scientific method, and complete successfully in nationally-ranked graduate and professional programs.

The School of Science includes the following departments and programs: 3+2 Engineering Program, Biochemistry, Biology, Chemistry, Environmental & Earth Science, Environmental Science & Studies, Health Science, Mathematics & Computer Science, Physics & Astronomy, and Psychology.

School of Economics and Business Administration

The School of Economics and Business Administration offers distinguished undergraduate and graduate degree programs. Undergraduate degrees conferred are the Bachelor of Science in Accounting, the Bachelor of Science in Business Administration, and the choice of a Bachelor of Arts or Bachelor of Science in Economics. Saint Mary's College Business Administration majors have an opportunity to choose a concentration in any of the following areas: Marketing, Finance, Global Business and Entrepreneurship. Business Administration is the most popular undergraduate major at Saint Mary's College.

The School of Economics and Business Administration is also the home to various graduate business degree options tailored to the full-time working professional, including an Executive MBA program, which is the first in Northern California, the 16th oldest in the United States, and 22nd oldest in the world. Graduate degree programs include the Professional MBA, Executive MBA, Hybrid Executive MBA, Trans-Global Executive MBA, the M.S. in Management, and the M.S. in Financial Analysis and Investment Management. Graduate business classes are offered in Moraga, San Ramon, Santa Clara and San Francisco. Saint Mary's College's alumni network is strong, lifelong, and worldwide.

Intercollegiate Athletics

Saint Mary's College provides a rare combination of academic strength, a residential liberal arts college environment and highly competitive NCAA Division I sports. Saint Mary's College fields 16 Division I teams and is a founding member of the West Coast Conference, which includes Brigham Young University, Gonzaga, Pepperdine, Loyola Marymount, Santa Clara, Portland, San Diego and San Francisco, and the University of the Pacific. The Saint Mary's Gaels—a nickname first used in the 1920s by a famous sportswriter—have a long and distinguished history of achievement in athletics. Division I teams include: Baseball, men's basketball, women's basketball, men's and women's track and cross country, women's lacrosse, men's golf, men's soccer, men's tennis, women's rowing, women's soccer, softball, women's tennis, sand volleyball, and volleyball. Men's soccer, men's basketball, and men's golf have all won WCC championships, leading to the West Coast Conference's Men's All-Sports Trophy.

Institutional Accreditation

Saint Mary's College is accredited by the Western Association of Schools and Colleges (WASC). Accreditation was reaffirmed in 2014 for nine years. Saint Mary's College also holds several graduate and professional school accreditations, such as AACSB International—The Association to Advance Collegiate Schools of Business. In 2009, SMC completed its third certification study for NCAA Division 1 Athletics.

The Community and Region

The San Francisco Bay Area is renowned for its natural beauty, bucolic Mediterranean climate, fertile connections between education and industry, the rich diversity of its residents, innovative and artistic culture, progressive politics, and its passion for fine food and drink. The area is affluent; it includes the five California counties with the highest per capita income (Marin, San Mateo, the City & County of San Francisco, Santa Clara and Contra Costa counties) and two of the top 25 wealthiest counties in the United States (Marin and Santa Clara counties).

The Saint Mary's College campus is located in Moraga, a suburban community with some of the finest public schools in California. The town center, a short drive from the Saint Mary's College campus, is sprinkled with modest retail offerings and restaurants. Larger communities nearby include Lafayette, Walnut Creek and Berkeley, and the major cities of Oakland and San Francisco. These communities are accessible via Bay Area Rapid Transit (BART), the area's major rail transit service, which has an extensive route system linking nearly all population areas of the Bay Area, as well as a link to San Francisco. Amtrak California and the Altamont Commuter Express (ACE) also operate rail services in the East Bay.

Nearby cities include:

Berkeley – This city is the site of the University of California-Berkeley, the oldest campus in the UC system, and the Lawrence Berkeley National Laboratory. It is also home to the Graduate Theological Union. The city is noted as one of the most politically liberal in the nation, with one study placing it as the third most liberal city in the United States. The population was 112,580 at the 2010 census.

Oakland – Approximately 20 minutes from Saint Mary's College, Oakland boasts a diverse population, and vibrant arts scene that includes top restaurants and nightlife, beautiful parks, professional sports teams, recreation, and historic architecture. *The New York Times* identified Oakland as one of "The 45 Places to Go in 2012."

Lafayette – As of the 2010 census, the city's population was 23,893. Lafayette is known for its pastoral, rolling hills and wealthy inhabitants. In 2009, estimated median household income in Lafayette was over \$120,000; more than double the statewide average and nearly triple the national average.

Walnut Creek – Three miles east of Saint Mary's College, Walnut Creek has become a significant business, entertainment and cultural center for Contra Costa County and the Bay Area. Its location at the junction of the highways from Sacramento and San Jose (I-680) and San Francisco/Oakland (SR-24), as well as its accessibility to BART, have made it attractive location for industry and culture. The city has a population of approximately 64,173, according to the 2010 U.S. Census. Walnut Creek is also the headquarters of the Pac-12 Conference.

The San Francisco East Bay has a mixed economy of services, manufacturing, and small and large businesses. The region is headquarters to a number of highly notable businesses, including Kaiser Permanente, Chevron and Safeway, among others. The East Bay Economic Development Alliance was founded by Alameda County as the Economic Development Advisory Board in 1990 as a public/private partnership with the mission of promoting the East Bay as an important region for development, with Contra Costa County joining in 1996.

The region is served by a number of public and private educational institutions, including Saint Mary's College of California, the University of California-Berkeley, Mills College and California State University-East Bay.

Procedure for Candidacy

Inquiries, nominations, and applications are invited. Review of applications will begin immediately and will continue until the position is filled. For fullest consideration, applicant materials should be received by **October 30, 2016**.

Candidates should provide three separate documents in PDF/MSWord: a curriculum vitae, a letter of application that addresses the responsibilities and requirements described in the Leadership Statement, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent via e-mail to Saint Mary's College's consultants, Jane Courson and Robert Luke, at:

StMaryCollegeDean@wittkieffer.com

The consultants can be reached by telephone via the office of Robert Luke at 781-564-2620.

Saint Mary's College values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Saint Mary's College documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

Appendix I: Leadership



James A. Donahue became the 29th President of Saint Mary's College on July 1, 2013. He holds a B.A. degree from the College of the Holy Cross, earned his Master of Divinity degree from Princeton Theological Seminary, and a doctorate in religious and social ethics from the Graduate Theological Union (GTU).

From 2000 to 2013, he was president of the GTU, a consortium of nine independent theological schools and Affiliate Centers, in Berkeley, California. Prior he served at Georgetown University as professor of theology and ethics, dean of students and vice president for student affairs. He also held faculty and administrative positions at Boston College and Santa Clara University.

President Donahue has been committed to the public role of ethics and theology throughout his career. His primary research areas include professional ethics, religion in public life, and the issues of organizational and professional ethics. He is the co-author of *Ethics across the Curriculum: A Practice-Based Approach*, and the co-editor of *Religion, Ethics and the Common Good*. He is also completing the manuscript for his third book, *Organizational Character: Studies in the Ethics of Institutions*.

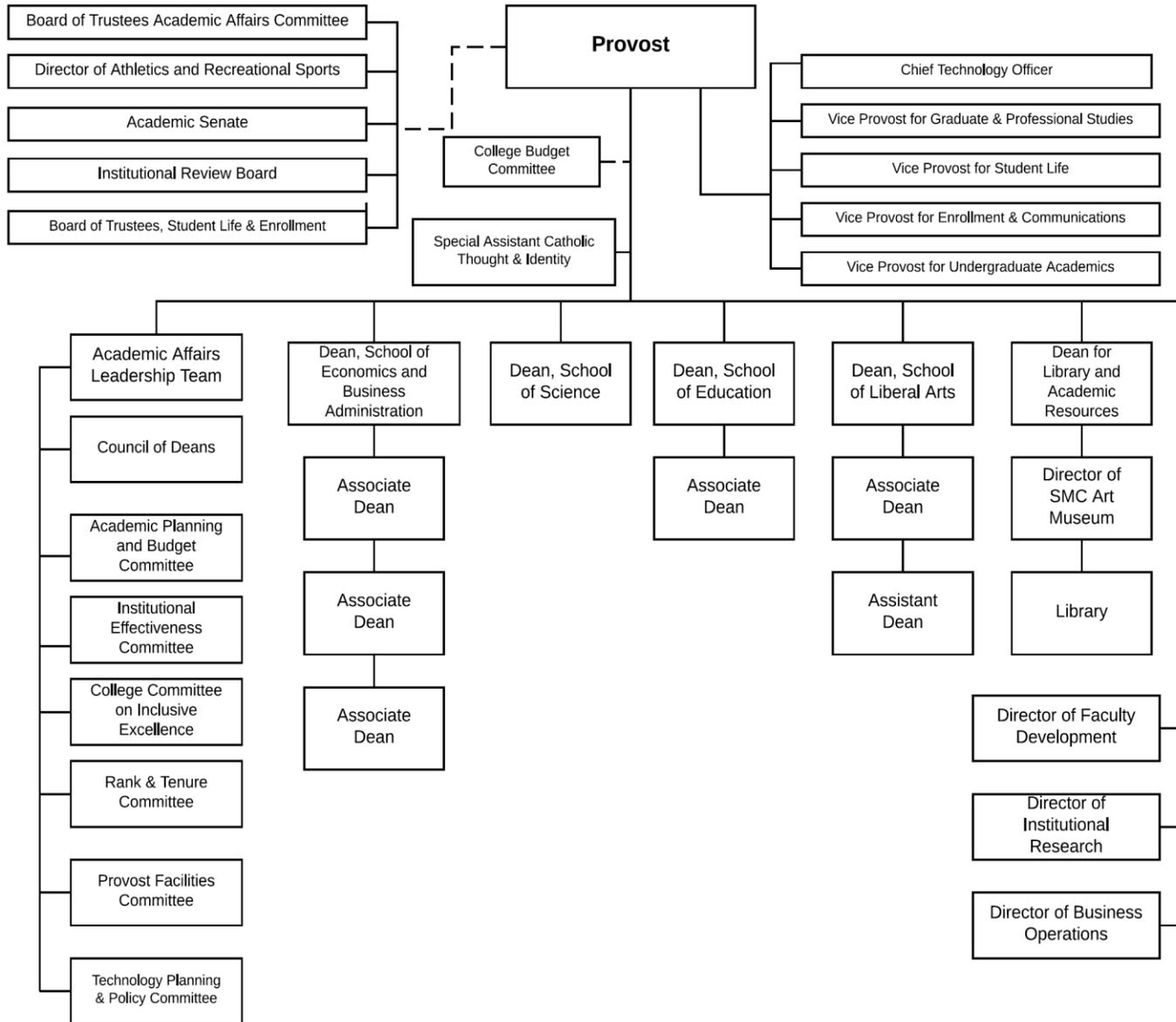


Bethami Dobkin, Ph.D., serves as Provost and VP for Academic Affairs. Dr. Dobkin oversees the operational management of the College, provides strategic and operational leadership, vision and direction for the College's academic programs, student services, and enrollment services; initiates plans for the establishment of a physical environment conducive to teaching, learning and living; and provides academic and administrative leadership to the College's students, faculty, and staff.

Dr. Dobkin previously served as Associate Provost and Professor of Communication Studies at the University of San Diego; directed the UMass Public Debate program; and taught at Hartford University, the University of Connecticut, and the College of Our Lady of the Elms. She has achieved national recognition for her research and teaching in the area of media and conflict, and her honors have included a fellowship in executive leadership with the American Council on Education.

She earned a doctorate in Rhetoric and Social Order and master's in Rhetoric from the UMass and received a bachelor's degree in Speech Communication from Humboldt State University.

Appendix II: Organizational Chart



Appendix III: SMC Student Profile

Number of Undergraduates:

2,853, including 623 freshmen

Number of Adult and Graduate Students:

1,375

Gender Distribution of Fall 2012 Freshmen:

Female: 59%

Male: 41%

Ethnic Diversity of Fall 2012 Freshmen:

White: 45.6%

Latino: 27.0%

Asian-American: 19.7%

African-American: 6.4%

Native American: 2.9%

International: 2.7%

Other/not reported: 2.7%

Geographic Diversity of Fall 2012 Freshmen:

Northern California: 69%

Southern California: 17%

Out of state: 11%

International: 3%

Percent of Undergraduates Living on Campus:

Freshmen and upperclassmen: 54%

Freshmen: 99%

Discount Rate: 42.2%

Six-Year Graduation Rate: 64.9%

One-Year Retention Rate: 88.1%

Two-Year Retention Rate: 79.4%

Three-Year Retention Rate: 76.5%

Total Unrestricted Revenues for FYE 2015: \$129,848,629

Total Educational and General Expenditures for FYE 2015: \$130,797,451

Total Instructional Expenditures for FYE 2015: \$48,208,755

Market Value of the Endowment at the End of FYE 2015: \$170,105,332

Total Philanthropic Contributions in FYE 2015: \$9,424,966

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