

School of Leadership and  
Education Sciences

2015-2016

FACULTY & PERSONNEL  
HANDBOOK



## SECTION 1: **SOLES General Information**

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# University Calendar 2015-2016

|                          |   |
|--------------------------|---|
| Tuesday, September 1     | SOLES Orientation and Welcome for New Students                        |
| Wednesday, September 2   | Fall Semester Classes Begin   |
| Monday, September 7      | Labor Day Holiday (no classes, offices closed)                        |
| Thursday, September 10   | Mass of the Holy Spirit   |
| Friday, October 23       | Fall Holiday (no classes)   |
| Wednesday, November 25 – | Thanksgiving Holiday (no classes; offices closed Thursday and Friday) |
| Friday, November 27      |   |
| Monday, December 14      | Last Day of Classes   |
| Wednesday, December 16 – | Final Examinations  |
| Tuesday, December 22     |   |
| Monday, January 4        | Final Grades Due  |
|                          | First Day of Intersession   |
| Monday, January 18       | Martin Luther King Jr. Holiday (no classes; offices closed)           |
| Friday, January 22       | Last Day of Intersession  |
| Monday, January 25       | Spring Semester Classes Begin   |
| Thursday, January 28     | All Faith Service   |
| Monday, March 21 –       | Spring Break (no classes; offices closed Friday, March 25)            |
| Monday, March 28         |   |
| Monday, May 9            | Last Day of Classes   |
| Thursday, May 12 –       | Final Examinations  |
| Wednesday, May 18        |   |
| Saturday, May 21         | Graduate Commencement   |
| Sunday, May 22           | Undergraduate Commencement  |
| Tuesday, May 24          | Final Grades Due  |

To access the full calendar: <http://www.sandiego.edu/documents/main/2graduate-2015-2016.pdf>

# Office of the Dean Meeting Dates

SCHOOL OF LEADERSHIP AND EDUCATION SCIENCES

## Office of the Dean 2015-2016 Meeting Dates



### DEAN'S ADVISORY CABINET (DAC)

- ◆ **Day:** Tuesday
- ◆ **Time:** 10:00am-12:00pm
- ◆ **Location:** MRH 209

#### Fall 2015

September 8 (\*EDAC, MRH 102)  
October 6  
November 3  
December 1

#### Spring 2016

February 2 (\*EDAC, MRH 127)  
March 1  
April 5  
May 3

*If you are ever unable to attend a DAC/EDAC Meeting,  
please notify Sonya Mohamed: [smohamed@san Diego.edu](mailto:smohamed@san Diego.edu)*

### SOLES MONTHLY MEETINGS

- ◆ **Day:** Wednesday
- ◆ **Time:** 10:00am-12:00pm
- ◆ **Location:** MRH 102

#### Fall 2015

September 16  
October 14  
November 11  
December 9

#### Spring 2016

February 10  
March 9  
April 13  
May 11

*If you are ever unable to attend a SOLES Monthly Meeting,  
please notify Elaine Poen-En: [epoen-en@san Diego.edu](mailto:epoen-en@san Diego.edu)*

#### DEAN'S ADVISORY CABINET

Tim Council, Linda Dews, Devon Foster, Ann Garland,  
Lea Hubbard, Capt. Mark Johnson, Heather Lattimer, Karen Lee,  
Afsaneh Nahavandi, Emily Rankin, Rondi Stein

#### \* EXTENDED DEAN'S ADVISORY CABINET

(DAC +), Janice Cook, Kathleen Coughlan, Julie Cramer, Laura Deitrick,  
Todd Edwards, Beth Garofalo, Cheryl Getz, Peggy Hetherington,  
Scott Himelstein, Jacquie Kennedy, Helene Mandell, Sergio Rodriguez,  
Mary Jo Schumann, Lorri Sulpizio, Teresa VanHorn, Jennifer Yebba

# SOLES Personnel 2015-2016

## Roster by Program Area

Fall 2015

| SOLES MAIN RECEPTION  |        |      |                             |
|---|--------|------|-----------------------------|
| Name/Position   | Office | Ext. | Email                       |
|   | 101M   | 4538 | solesstudentstaff@gmail.com |
| DEAN'S OFFICE   |        |      |                             |
| Name/Position   | Office | Ext. | Email                       |
| Cash, Andrea, <i>Credential Analyst</i>   | 224A   | 4821 | andreacash@sandiego.edu     |
| Coughlan, Kathleen, <i>Assistant Director of Alumni and External Relations</i>                                | 205G   | 4539 | kcoughlan@sandiego.edu      |
| Council, Timothy, <i>Director of Admissions and Outreach</i>  | 149B   | 2952 | tcouncil@sandiego.edu       |
| Dews, Linda, <i>Assistant Dean</i>  | 205C   | 7585 | ldews@sandiego.edu          |
| Foster, Devon, <i>Associate Director of Marketing and Communication</i>                                       | 205F   | 4283 | dfoster@sandiego.edu        |
| Hoagland, William, <i>AV Technician and Support Specialist</i>  | 105    | 7576 | whoagland@sandiego.edu      |
| Ladany, Nicholas, <i>Dean</i>   | 205H   | 4540 | nladany@sandiego.edu        |
| Lattimer, Heather, <i>Associate Dean &amp; Professor</i>  | 205E   | 7616 | hlattimer@sandiego.edu      |
| Lee, Karen, <i>Assistant Dean of Accreditation and Assessment</i>   | 205D   | 4270 | kmlee@sandiego.edu          |
| Lentz, Casey, <i>Web Developer</i>  | 205    | 7589 | clentz@sandiego.edu         |
| Mitcham, Melissa, <i>Academic Scheduler</i>   | 101B   | 2201 | mitcham@sandiego.edu        |
| Mohamed, Sonya, <i>Executive Assistant to the Dean</i>  | 205M   | 4540 | smohamed@sandiego.edu       |
| Mohan, Bharat, <i>Research Assistant, SOLES Assessment</i>  | 205Q   | 2592 | bmohan@sandiego.edu         |
| Poeu-En, Elaine, <i>Executive Assistant</i>   | 205M   | 7475 | epoeu-en@sandiego.edu       |
| Rankin, Emily, <i>Director of Development</i>   | 205A   | 7783 | erankin@sandiego.edu        |
| Stein, Rondi, <i>Budget &amp; Operations Manager</i>  | 205B   | 6803 | rstein@sandiego.edu         |
| Stein, Laura, <i>Interim Operations Coordinator and Events Scheduler</i>                                      | 101A   | 7915 | lbstein@sandiego.edu        |
| Sterk, Peter, <i>Admissions Coordinator</i>   | 149    | 7988 | petesterk@sandiego.edu      |
| Ta, Teresa, <i>Graduate Assistant, SOLES Admissions</i>   | 149    | 6647 | tta@sandiego.edu            |
| COUNSELING & MARITAL AND FAMILY THERAPY   |        |      |                             |
| Name/Position   | Office | Ext. | Email                       |
| Cameron, Erika, <i>Professor</i>  | 215G   | 4288 | ecameron@sandiego.edu       |
| Dyer, Lindsay, <i>Executive Assistant</i>   | 215M   | 7441 | ldyer@sandiego.edu          |
| Edwards, Todd, <i>MFT Program Director &amp; Professor</i>  | 225F   | 5963 | tedwards@sandiego.edu       |
| Estrada, Ana, <i>Professor</i>  | 215B   | 7547 | estradaa@sandiego.edu       |
| Garland, Ann, <i>Department Chair</i>   | 215A   | 7879 | agarland@sandiego.edu       |
| Hall, Kristopher, <i>Professor</i>  | 215H   | 2680 | kghall@sandiego.edu         |
| Hetherington, Peggy, <i>Director of Field Experiences</i>   | 215F   | 8804 | peggyh@sandiego.edu         |
| Johnson, Ronn, <i>Professor</i>   | 233    | 4702 | ronjohn@sandiego.edu        |
| Lebensohn-Chialvo, Florencia, <i>Professor</i>  | 215E   |      | flebensohn@sandiego.edu     |
| Martin, Ian, <i>Professor</i>   | 229    | 7612 | imartin@sandiego.edu        |
| Patterson, JoEllen, <i>Professor (Sabbatical S'16)</i>  | 225D   | 2273 | joellen@sandiego.edu        |
| Rowell, Lonnie, , <i>Professor</i>  | 231    | 4212 | lrowell@sandiego.edu        |
| Vistica, Lily, <i>MFT Program Specialist</i>  |        |      | lilydancis@sandiego.edu     |
| Williams, Lee, <i>Professor (Sabbatical F'15)</i>   | 227    | 6889 | williams@sandiego.edu       |
| Williams, Jessica, <i>Graduate Assistant</i>  | 215C   | 2670 | jjwilliams@sandiego.edu     |
| Zgliczynski, Susan, <i>Professor</i>  | 215D   | 4287 | zglnski@sandiego.edu        |
| LEADERSHIP STUDIES  |        |      |                             |
| Name/Position   | Office | Ext. | Email                       |
| Bae, Bo, <i>Graduate Assistant, Leadership Minor</i>  | 275    | 2567 | bbae@sandiego.edu           |
| Bagnu, Grace, <i>Graduate Assistant, SASC Coordinator</i>   |        |      | gracebagunu@sandiego.edu    |
| Cordeiro, Paula, <i>Dammeyer Distinguished Professor of Global Leadership and Education (Sabbatical F'15)</i> | 129B   | 4282 | cordeiro@sandiego.edu       |
| Corona, Amanda, <i>Executive Assistant, Nonprofit Institute</i>   | 263    | 7442 | amandacorona@sandiego.edu   |
| Deitrick, Laura, <i>Interim Director of the Nonprofit Institute</i>   | 265A   | 2903 | lauradeitrick@sandiego.edu  |
| Donmoyer, Robert, <i>Professor</i>  | 275F   | 7445 | donmoyer@sandiego.edu       |

|   |      |      |                              |
|---|------|------|------------------------------|
| Edberg, Tara, <i>Graduate Assistant, Leadership Minor</i>   | 275  | 2567 | taraedberg@sandiego.edu      |
| Galloway, Fred, <i>Professor</i>  | 275H | 7435 | galloway@sandiego.edu        |
| Garofalo, Beth, <i>Associate Director of Leadership Programming</i>                               | 273A | 7790 | bethg@sandiego.edu           |
| Getz, Cheryl, <i>Director of Leadership Minor &amp; Professor</i>                                 | 275K | 4289 | cgetz@sandiego.edu           |
| Green, Zachary, <i>Associate Director of the Leadership Institute &amp; Professor of Practice</i> | 275C | 7670 | zgreen@sandiego.edu          |
| Gibb, Heather, <i>Executive Assistant</i>   | 273  | 4637 | heatherg@sandiego.edu        |
| Kemerer, Frank, <i>Professor-in-Residence</i>   | 275E | 7789 | fkemerer@sandiego.edu        |
| Hodgdon, Scott, <i>Lieutenant Colonel, Army ROTC</i>  | 101C | 7920 | scot.r.hodgdon.mil@mail.mil  |
| Nahavandi, Afsaneh, <b>Department Chair</b>   | 275L | 4181 | anahavandi@sandiego.edu      |
| Meschen, Connelly, <i>Interim Coordinator of the Nonprofit Institute</i>                          | 263  | 7442 | cmeschen-09@sandiego.edu     |
| Monroe, Terri, <i>Professor</i>   | 273B | 4291 | tmonroe@sandiego.edu         |
| Newman, Christopher, <i>Professor</i>   | 275D | 8896 | cnewman@sandiego.edu         |
| Peshon, Mariko, <i>Graduate Assistant</i>   | 273  | 2120 | marikopeshon@sandiego.edu    |
| Schumann, Mary Jo, <i>Interim Director of the Caster Center</i>                                   | 269  | 7649 | mjschumann@sandiego.edu      |
| Schible, David, <i>Sergeant First Class, Army ROTC</i>  | 101C | 7920 | david.w.schible.mil@mail.mil |
| Simmons, Nicole, <i>Clinical Assistant Professor</i>  | 271  | 6782 | -                            |
| Schmitz, Hans Peter, <i>Professor</i>   | 275J | 2747 | schmitz@sandiego.edu         |
| VanHorn, Teresa, <i>Director of the Nonprofit Leadership Alliance &amp; Professor</i>             | 275G | 4760 | tvanhorn@sandiego.edu        |
| Witenstein, Matthew, <i>Clinical Assistant Professor</i>  | 271  | 6782 | -                            |
| Yebba, Jennifer, <i>Assistant Director of the Nonprofit Institute</i>                             | 261  | 2918 | jyebba@sandiego.edu          |
| Stidum, Ryan, <i>Major, Officer in Charge, Army ROTC</i>  | 101C | 7920 | rstidum@sandiego.edu         |

### LEARNING & TEACHING

| Name/Position   | Office | Ext. | Email                    |
|---|--------|------|--------------------------|
| Alexandrowicz, Viviana, <i>Professor</i>                          | 243    | 4121 | vivianaa@sandiego.edu    |
| Ammer, Jerome, <i>Professor</i>                                   | 234    | 4292 | ammer@sandiego.edu       |
| Buczynski, Sandy, <i>Professor</i>                                | 249    | 7991 | sandyb@sandiego.edu      |
| Hansen, C. Bobbi, <i>Professor</i>                                | 255    | 2381 | chansen@sandiego.edu     |
| Hanssen, Nancy, <i>Undergraduate Programs Coordinator</i>         | 238    | 4159 | nhanssen@sandiego.edu    |
| Hubbard, Lea, <b>Department Chair</b>                             | 257    | 7818 | lhubbard@sandiego.edu    |
| Inoue, Noriyuki, <i>Professor</i>                                 | 235    | 7669 | inoue@sandiego.edu       |
| Kalyanpur, Maya, <i>Professor</i>                                 | 241    | 7655 | mkalyanpur@sandiego.edu  |
| Lattimer, Heather, <i>Associate Dean &amp; Professor</i>          | 205E   | 7616 | hlattimer@sandiego.edu   |
| Mandell, Helene, <i>Director of Field Experiences</i>             | 245    | 7817 | hmandell@sandiego.edu    |
| Mantovani, Katherine, <i>Executive Assistant, Online M.Ed.</i>    | 253    | 8801 | kmantovani@sandiego.edu  |
| McConnell, Michele, <i>Assistant Director of Field Experience</i> | 224B   | 5913 | mmcconnell1@sandiego.edu |
| Menezes, Maria, <i>Executive Assistant</i>                        | 257A   | 5938 | mmenezes@sandiego.edu    |
| Molina, Sarina, <i>Professor</i>                                  | 239    | 4685 | sarina@sandiego.edu      |
| Quezada, Reyes, <i>Professor</i>                                  | 247    | 7453 | rquezada@sandiego.edu    |
| Rodriguez, Sergio, <i>Assistant Director of Programming</i>       | 237    | 7452 | srodriguez@sandiego.edu  |
| Spencer, Joi, <i>Professor</i>                                    | 251    | 7819 | joi.spencer@sandiego.edu |
| Stolz, Suzanne, <i>Online M.Ed. Coordinator</i>                   | 253    | 2707 | sstolz@sandiego.edu      |
| True, Mariam, <i>MCC Coordinator</i>                              | 240    | 7713 | mtrue@sandiego.edu       |

### NAVAL RESERVE OFFICER TRAINING CORPS (NROTC)

| Name/Position   | Office   | Ext. | Email                     |
|---|----------|------|---------------------------|
| Dickerson, Steve, <i>Commander, Executive Officer</i> | SHH 113  | 2283 | sdickerson@sandiego.edu   |
| Johnson, Mark, <i>Captain, Commanding Officer</i>     | SHH 114  | 8891 | markjohnson@sandiego.edu  |
| Saragosa, Sara, <i>Executive Assistant</i>            | SHH 112A | 2284 | sarasaragosa@sandiego.edu |
| Weegar, Sally, <i>Supply Clerk</i>                    | SHH 126  | 2960 | sweegar@sandiego.edu      |

### SOLES OFFICES & CENTERS

| Name/Position         | Office | Ext. | Email |
|-----------------------|--------|------|-------|
| <b>Camp Adventure</b> |        |      |       |

|  |                 |      |                             |
|--|-----------------|------|-----------------------------|
| Fuller, Kasee  | 101D            | 7854 | kaseefuller@sandiego.edu    |
| <b>Character Development Center</b>  |                 |      |                             |
| DeRoche, Edward, <b>Director</b>   | 236             | 2250 | deroche@sandiego.edu        |
| <b>Desktop Support</b>   |                 |      |                             |
| TBD  |                 | 7900 | help@sandiego.edu           |
| <b>Educational Leadership Development Academy (ELDA)</b>                       |                 |      |                             |
| Basom, Peg, <i>Associate Director</i>  | 271B            | 8711 | mrb@sandiego.edu            |
| Cook, Janice, <b>Director</b>  | 271B            | 8711 | janicecook@sandiego.edu     |
| Cornell, Andrea, <i>Executive Assistant</i>                                    | 271             | 8839 | andrea.cornell@sandiego.edu |
| <b>Hansen Summer Institute</b>   |                 |      |                             |
| Bee, Ronald, <b>Managing Director</b>  | 129B            | 7546 | rbee@sandiego.edu           |
| Lamb, Bonnie, <i>Program Coordinator</i>                                       | 129B            | 7546 | blamb@sandiego.edu          |
| <b>Institute for Entrepreneurship in Education</b>                             |                 |      |                             |
| Cawkwell, Kimberly, <i>Professional Learning Specialist, MTL</i>               | 259             | 7593 | kcawkwell@sandiego.edu      |
| Cramer, Julie Zoellin, <i>Deputy Director, IEE</i>                             | 143D            | 4285 | jazcramer@sandiego.edu      |
| Drew, Teresa, <i>Project &amp; Personnel Manager, IEE</i>                      | 143A            | 4344 | teresaldrew@sandiego.edu    |
| Flewelling, Kay, <i>Doctoral Research Assistant, MTL</i>                       | 246B            | 6745 |                             |
| Foster, Devon, <i>Associate Director of Marketing &amp; Communication, IEE</i> | 205F            | 4283 | dfoster@sandiego.edu        |
| Garza, Veronica, <i>Assistant Director of Research, CEPAL &amp; MTL</i>        | 259             | 6602 | vgarza@sandiego.edu         |
| Gross, Shawn, <i>Director of Technology &amp; Innovation</i>                   | Remote Location |      | shawngross@sandiego.edu     |
| Himelstein, Scott, <b>Executive Director, IEE</b>                              | 143C            | 7852 | shimelstein@sandiego.edu    |
| Horsley, Maria Kelly, <i>Doctoral Research Assistant</i>                       | 246B            | 6745 | mariaKelly@sandiego.edu     |
| Jiang, Yang, <i>Doctoral Research Assistant, MTL</i>                           | 246B            | 6745 |                             |
| Keicher, Anne, <i>Project and Research Assistant</i>                           | 143A            | 4355 | annekeicher@sandiego.edu    |
| Martin, Kathryn, <i>Director of Professional Learning, MTL</i>                 | 259             | 6609 | martin@sandiego.edu         |
| Ottinger, Ron, <i>Noyce Foundation - CEPAL Affiliate</i>                       | 134             | 2665 | rlottinger@sandiego.edu     |
| Popov, Vitaliy, <i>Post Doctoral Scholar, MTL</i>                              | 132             | 4460 | vpopov@sandiego.edu         |
| Quandt, Elizabeth, <i>Executive Assistant, IEE</i>                             | 143             | 7418 | elizabethq@sandiego.edu     |
| Ruzic, Roxanne, <i>Director of Research, IEE</i>                               | 225E            | 2540 | ruzic@sandiego.edu          |
| Sanchez, Diana Cornejo, <i>Professional Learning Specialist</i>                | 259             | 7593 | dcsanchez@sandiego.edu      |
| Shook, Andria, <i>Research Associate</i>                                       | Remote Location |      | ashook@sandiego.edu         |
| Simko, JoHanna, <i>Professional Learning Specialist</i>                        | 259             | 7593 | johannasimko@sandiego.edu   |
| Thome, Richard, <i>Director of Leadership Development, IEE</i>                 | 271A            | 7839 | thomer@sandiego.edu         |
| Tinkler, Tessa, <i>Research Associate</i>                                      | 132             | 2560 | ttinkler@sandiego.edu       |
| Traylor, Polly, <i>Operations &amp; Marketing Coordinator</i>                  | 143             | 7418 | pollyt@sandiego.edu         |
| Tremble, Angela, <i>Professional Learning Specialist, MTL</i>                  |                 | 7593 | atremble@sandiego.edu       |
| Whitaker, Warren, <i>Doctoral Research Assistant, MTL</i>                      | 246B            | 6745 | wwhitaker@sandiego.edu      |
| <b>Institute for Nonprofit Education and Research</b>                          |                 |      |                             |
| Ahearne, Michelle, <i>Doctoral Research Assistant, Caster Center</i>           | 265             | 2684 |                             |
| Bukalova, Dominika, <i>Doctoral Research Assistant</i>                         | 265             | 4312 | dbukalova@sandiego.edu      |
| Corona, Amanda, <i>Executive Assistant, Nonprofit Institute</i>                | 263             | 7442 | amandacorona@sandiego.edu   |
| Deitrick, Laura, <b>Interim Director of the Nonprofit Institute</b>            | 265A            | 2903 | lauradeitrick@sandiego.edu  |
| Hunt, Kim, <i>Doctoral Research Assistant, Caster Center</i>                   | 265             | 2603 | kdhunt@sandiego.edu         |
| Meschen, Connelly, <i>Interim Coordinator, Nonprofit Institute</i>             | 263             | 7442 | cmeschen-09@sandiego.edu    |
| Schumann, Mary Jo, <b>Interim Director of the Caster Center</b>                | 267             | 7649 | mjschumann@sandiego.edu     |
| Trull, Crystal, <i>Doctoral Research Assistant, Caster Center</i>              | 265             | 2642 | crystaltrull@sandiego.edu   |
| Yebba, Jennifer, <i>Assistant Director of the Nonprofit Institute</i>          | 261             | 2918 | jyebba@sandiego.edu         |
| <b>Leadership Institute</b>  |                 |      |                             |
| Castillo, Elizabeth, <i>Graduate Assistant</i>                                 | 271             | 4379 | eac@sandiego.edu            |
| Garafalo, Beth, <i>Associate Director of Leadership Programming</i>            | 273A            | 7790 | bethg@sandiego.edu          |
| Green, Zachary, <i>Associate Director</i>                                      | 275C            | 7670 | zgreen@sandiego.edu         |

|  |              |             |  |
|--|--------------|-------------|--|
| Polonia, Adriano, <i>Graduate Assistant</i>                      | 271          | 4379        | <a href="mailto:adrianopolonia@sandiego.edu">adrianopolonia@sandiego.edu</a> |
| Sulpizio, Lorri, <b>Director</b>                                 | 275B         | 4593        | <a href="mailto:sulpizio@sandiego.edu">sulpizio@sandiego.edu</a>             |
| <b>Manchester Family Child Development Center (MFCDC)</b>        |              |             |  |
| Kennedy, Jacqueline, <b>Director</b>                             | MFCDC        | 6819        | <a href="mailto:kennedyj@sandiego.edu">kennedyj@sandiego.edu</a>             |
| <b>NCCHC Leadership Fellows Program</b>                          |              |             |  |
| Martinez, Ted, <b>Executive Director</b>                         | 122B         | 7708        | <a href="mailto:tmartinezjr@sandiego.edu">tmartinezjr@sandiego.edu</a>       |
| <b>SOLES Global Center</b>                                       |              | <b>5901</b> |  |
| Brion, Corinne, <i>Graduate Assistant, Assistant Coordinator</i> | 129          | 5901        | <a href="mailto:corinnebrion@sandiego.edu">corinnebrion@sandiego.edu</a>     |
| Maribei, Peter, <i>Graduate Assistant, Assistant Coordinator</i> | 129          | 5901        | <a href="mailto:pmaribei@sandiego.edu">pmaribei@sandiego.edu</a>             |
| Van Dellen, Stephanie, <i>Graduate Assistant, Coordinator</i>    | 129          | 5901        | <a href="mailto:svandellen@sandiego.edu">svandellen@sandiego.edu</a>         |
| <b>SOLES Graduate Student Association</b>                        |              |             |  |
| Davis, Emily, <b>President</b>                                   | 101E         | 2615        | <a href="mailto:eadavis@sandiego.edu">eadavis@sandiego.edu</a>               |
| <b>SOLES Librarian</b>   |              |             |  |
| Burgert, Lisa  | 122B         | 4695        | <a href="mailto:lburgert@sandiego.edu">lburgert@sandiego.edu</a>             |
| <b>SOLES Student Staff</b>                                       |              |             |  |
| Alim, Vanessa, <i>Student Employee</i>                           | 101M         | 4538        | <a href="mailto:vdalim@sandiego.edu">vdalim@sandiego.edu</a>                 |
| Kim, David, <i>Student Employee</i>                              | 101M         | 4538        | <a href="mailto:davidkim@sandiego.edu">davidkim@sandiego.edu</a>             |
| Mitchell, Christina, <i>Student Employee</i>                     | 101M         | 4538        | <a href="mailto:cmitchell@sandiego.edu">cmitchell@sandiego.edu</a>           |
| <b>SOLES Fax Numbers</b>   |              |             |  |
| Dean's Office  | 619-849-8195 |             |  |
| Institute for Nonprofit Education and Research                   | 619-849-8165 |             |  |
| Center for Education Policy and Law (CEPAL)                      | 619-849-8149 |             |  |
| Educational Leadership Development Academy (ELDA)                | 619-849-8171 |             |  |
| Leadership Studies   | 619-849-8175 |             |  |
| Learning & Teaching  | 619-849-8159 |             |  |
| Counseling & Marital Family Therapy                              | 619-849-8125 |             |  |

Date of last revision: 8/17/15 sm

# SOLES Job Descriptions

## *Dean*

### Job Description

- Provide general oversight of all programs and personnel in the School of Leadership and Education Sciences.
- Provide vision, leadership, and accountability with regard to programming and faculty development.
- Ensure compliance with all state, federal and accreditation requirements.
- Work with the Development office in fundraising for SOLES projects (centers, endowed chairs and scholarships, etc.).
- Represent SOLES in the community and state, as well as nationally and internationally.
- Create and provide oversight for all SOLES budgets.
- Ensure that SOLES is well integrated in, and connected to, campus programs, initiatives and/or schools.
- Maintain a level of scholarship appropriate for the role of dean and professor.
- Supervise the following positions: Department Chairs, Budget and Facilities Manager, Associate Dean, Assistant Dean, Director of Development
- Perform other duties as assigned by the Provost or President.



## *Associate Dean*

### Job Description

- Oversee the implementation of graduate policies and procedures: Monitor IRB, doctoral and masters administrative procedures.
- Oversee the student course evaluation process each semester. Ensure accurate and timely tabulation and reporting of evaluation results. Develop and implement policies and procedures to improve the evaluation process based on faculty and staff feedback as needed.
- Work with the Dean and Department Chairs in faculty professional development particularly with regard to scholarship. Works with the Dean in determining merit pay increases for faculty in designated programs.
- Ensure, with the support of the appropriate USD's offices, university policy is followed with regard to faculty and administrator leaves and that USD and SOLES policies are followed with regard to the hiring of faculty and administrators (Sabbaticals, visa requirements, etc.).
- Handle student academic appeals.
- In collaboration with the Director of Assessment Support, Chairs and Program Directors, facilitate the organizing of the National and State Accreditations (NCATE, COAMFTE, CACREP, and all CCTC credential documents) and USD Program Reviews.
- Interface with and provide guidance to SOLES Faculty committees: ARRT, Faculty Status Committee, University Professorship, and other appropriate faculty committees.
- Works with Academic Publications to update undergraduate and graduate bulletins, and development of additional publications.
- Chair the SOLES Academic Integrity Committee.
- Chair the SOLES Curriculum Committee.
- Supervise the Assistant Dean of Accreditation and Assessment, Center Directors and Director of Admissions and Outreach.
- Participate in various campus committees when appropriate.
- Represent the Dean's Office in meetings and events.
- Teach two classes per year.
- Maintain scholarship agenda.
- Other duties as assigned by the Dean.

## ***Assistant Dean***

### **Job Description**

- Serve as a member of the senior management team in the School of Leadership and Education Sciences.
- Assist the Dean with a wide range of activities supporting faculty and students: interpret and apply student-related policies, draft correspondence, maintain and produce reports from a wide variety of data, resolve crises, and other duties as assigned.
- Develop and implement student service programs for graduate students.
- Provide leadership and guidance to SOLES student organizations and serve as the advisor for the School of Leadership and Education Sciences (SOLES) Graduate Student Association including the approval of budget requests.
- Coordinates special student-related events.
- Make final decisions in the selection of student scholarships and loan recipients. Administer all financial aid for School of Leadership and Education Sciences programs including the leadership of committees that awards grants and scholarship funds.
- Serves as a liaison with the Office of Financial Aid and meets with students regarding financial aid needs and processes.
- Oversee operations of SOLES Global Center. Work with Global Committee faculty to develop consistent and appropriate options for students to fulfill international requirement and enhance their academic experience.
- Manage the student loans and scholarships budget lines.
- Coordinate New Student Orientation, and other special student-related events as assigned by the Dean.
- Responsible for representing the vision of the Dean's Office through presentations to university students, faculty, staff, administrators, and the general public.
- Participates in various university committees as requested or assigned.
- Oversees the coordination of the SOLES website with the Web Developer, ITS and SOLES web maintainers.
- Supervise the SOLES academic program and Dean's Office staff, the Manchester Family Child Development Center director, the SOLES Global Center graduate assistants and the SOLES web developer.

## ***Director of Development***

### **Job Description**

- With the Dean of SOLES, develop a comprehensive fundraising program for private support from faculty, staff, alumni, friends of SOLES, other individuals, corporations, and foundations to solicit donors at all levels to SOLES, but with particular emphasis on major gifts.
- As directed, identify and cultivate Advisory Board members to assist SOLES' fundraising efforts.
- Develop strategies for identification, cultivation, solicitation and stewardship of donors for all approved fundraising priorities at SOLES and other areas at USD when appropriate.
- Identify priority prospects for annual, special, and major gifts and implements fundraising strategies.
- Develop cultivation and solicitation strategies for assigned prospects.
- Cultivate, solicit and steward all assigned and major gift prospects for all approved fundraising priorities for SOLES and other areas at USD where appropriate.
- Work with the Assistant Director of Alumni and External Relations to develop relationships with alumni leading to solicitation of gifts that will result in increasing both the number and amount of contributions.
- Work closely with Advancement Services, Foundation Relations, Alumni Relations, Parent Relations and Annual Giving to identify new qualified prospects.
- Work closely with Planned Giving to help secure deferred and estate gifts.
- Work closely with SOLES Associate Director of Communications and Marketing as well as University Communications and Advancement Marketing and Strategic Partnerships to plan and coordinate fundraising communications, publications, brochures and special events.
- Oversee the management of key special/signature events such as the Remarkable Leaders for Education event.
- Achieve fundraising goals as established by the Dean and the Associate Vice President of Development.
- Write proposals for major gift requests, including naming opportunities for the building, scholarship donations, support for Centers and Institutes, and special projects.
- Plan and co-host with the Dean visits by prospects, donors or their representatives.
- Identify and coordinate the efforts of volunteers and other staff members to be involved in the solicitation process, as appropriate.
- Maintain responsibility for oversight and compliance for assigned prospects under the university's prospect management system.
- Oversee the day to day administration of the SOLES Development office, including gift processing, writing and sending thank you letters, etc.
- Work cooperatively with all fundraising staff at the university.
- Develop relationships with colleagues at peer institutions.
- Attend conferences and seminars to stay current with fundraising policies and procedures.
- Supervise the Assistant Director of Alumni and External Relations and the Associate Director of Communications and Marketing.

## ***Assistant Director of Alumni and External Relations***

### **Job Description**

- Develop and manage a comprehensive Alumni Relations campaign designed to engage alumni with SOLES that strengthens alumni to school, alumni to university, and alumni to alumni and alumni to student networks.
- Create, schedule, budget and implement annual alumni related events.
- Develop and implement social networking strategies to connect with alumni.
- Develop and implement comprehensive alumni communications strategy including supervision of e-newsletter, alumni web site and online community.
- Collect, write and edit content for SOLES' alumni newsletter and Dean's Report, in coordination with Associate Director for Communications and Marketing.
- Assists in distributing SOLES' print and electronic publications.
- Oversee SOLES alumni record keeping, ensuring accurate, complete and comprehensive alumni records.
- Staff the SOLES Alumni Board of Directors and its standing committees by identifying potential members, soliciting their participation and commitment to serving on the Alumni Board of Directors.
- Develop an annual operating plan for the activities of the Alumni Board and Association.
- Continuously monitor, evaluate, and report progress to-date on a continuing basis.
- Support the Alumni Board and its standing committees by planning and scheduling committee meetings, and providing agendas, meeting minutes and pertinent data.
- Plan and coordinate events for donors, SOLES Advisory Board and other constituents.
- Interact and communicate with donors, SOLES Advisory Board and other constituents.
- Regularly report on donor activity within SOLES.
- Coordinate donor outreach contact including print and online marketing and social media
- Supervise donor correspondence, gift processing.
- Develop, recommend and analyze strategies to increase alumni giving and participation.
- At the Dean's discretion and in conjunction with University Relations, assist in implementing the overall strategic plan for SOLES Development and Alumni Relations.
- Create systems and procedures to enhance and streamline the event planning and execution process.

# ***Associate Director of Communications and Marketing***

## **Job Description**

### **Researching, Writing and Editing for Websites and Print/E-Publications**

- Actively manages and oversees SOLES' communications including, but not limited to researching, writing and editing content for feature stories and website panel content; coordinating photo shoots with subjects, photographer and art director; updating daily event and news listings; posting School or Center specific content from other outlets; working with the School's web developer to post new content on website; actively participates in School's social media outreach efforts.
- In conjunction with the Assistant Director for Alumni and External Relations, directs research, writing, editing and distribution of all School and Center specific publications including print and e-newsletters, the annual Dean's Report, and other print and e-publications. Works with Advancement Services to coordinate and regularly update distribution lists.
- Creates and distributes special event fliers, posters, certificates, and other collateral materials for SOLES events.

### **Establishing, Integrating and Managing the Brand**

- Leads and implements an agenda for messaging, content and branding.
- Develops and implements a comprehensive communications strategy and social media marketing plan that enhances the reputation of, increases the visibility of and drives traffic to the website as well as social media sites (Facebook, Twitter, LinkedIn).
- Maintains an active and vibrant presence on, drives participation to, and respond timely to posts on the School's and Centers' Facebook, Twitter, LinkedIn, and other sites.
- Tracks the social reach and reputation using available online analytics tools. Reports on trends and traffic and benchmark the report against similar and aspirational institutions.

### **Enhancing the Reputation, Promotion and Visibility of the School and Centers**

- Continually works with the Dean and Center Directors to enhance and extend the brand through all media to promote core values and attributes.
- Serve as the liaison to the Office of Public Relations for the purpose of enhancing the reputation and creating greater visibility and promotion of faculty, student and alumni achievements as well as events. In addition, actively promote the Centers in internal and external outlets (national publications). Prepare, edit and post press releases, media advisories, campus announcements, etc. Post pertinent announcements to the School's website. Schedules annual faculty photo shoots.
- Serves as the liaison between faculty and the Division of University Relations.

### **Other Duties as Assigned:**

- Provides marketing support to the dean and center directors as needed.
- Tracks the payment of expenses associated with marketing and communications efforts.
- All other duties and responsibilities as assigned by the dean.

## ***Director of Admissions and Outreach***

### **Job Description**

- The Director of Admissions and Outreach is responsible for developing and implementing student outreach and recruitment initiatives for the School of Leadership and Education Sciences (SOLES).
- The Director works closely with academic department chairs, program directors, program coordinators, and other members of the Dean's Advisory Cabinet in ongoing efforts to increase the awareness of and identify and recruit highly qualified students into the undergraduate and graduate programs of SOLES
  - Report regularly to faculty and administration on recruitment and enrollment for SOLES programs.
    - Identify target market for each academic program and integrate outreach and recruitment efforts with the department/program.
    - Oversee department/program information sessions and open house events for prospective students.
    - Collaboratively develop formalized partnerships with organizations in order to increase the number of applicants to graduate programs.
    - Arrange campus and building tours, and classroom visits with departments and programs.
    - Represent SOLES at local, regional, national and international events (e.g., graduate school fairs, conferences, institutes and workshops) and promote SOLES academic programs.
    - Coordinate undergraduate group presentations about SOLES academic programs with department chairs, program directors and program coordinators
    - Work with Department of Public Affairs to publicize academic programs, news and events.
    - Serve as a brand ambassador and liaison with the Marketing Department to develop and revise program brochures, fliers and promotional materials.
- Commit to inclusion and diversity in recruitment and retention efforts and address issues that affect that commitment.
  - Identify, understand and meet the needs of all students.
  - Ensure that all marketing materials and information on the Web site is culturally appropriate.
  - Support underrepresented students with professional development activities.
- Assist prospective students by providing information about academic programs, scholarships and financial aid, and the application and admissions process.
  - Establish and maintain relationships with prospective students.
  - Respond to program, admissions, and scholarship and financial aid questions via phone, e-mail and one-on-one and group meetings.
  - Conduct large and small group presentations about how to apply for graduate school and its importance.
  - Maintain the SOLES Admissions section of the Web site, serve on the SOLES Web Site Committee, and work closely with the Web Developer to identify, meet and address the needs of prospective students.
- Work collaboratively with the Office of Graduate Admissions.
  - Act as liaison between prospective applicants, department chairs, program directors and program coordinators, and Office of Graduate Admissions.
- Maintain prospective student database to ensure that applicant contact information is up-to-date and to increase effectiveness of outreach and recruitment efforts.

- Produce graduate application reports for each program, including the number of applications, confirmations, deferrals, cancellations, denials, incomplete applications.
- Committee work
  - Represent SOLES on various University committees and outside organizations.
- Supervises Executive Assistant I and Graduate Assistant.

# ***Budget and Operations Manager***

## **Job Description**

### **Budgetary Administration**

- Responsible for the development, administration, maintenance and reconciliation of SOLES operating budgets and year-end fiscal reporting.
- Conduct cost/benefit analysis for SOLES projects and budget categories.
- Represent SOLES at university-wide budget committee meetings.
- Signature authority for all budget lines in the SOLES,.
- Develop and assists with the implementation of new SOLES fiscal policies and procedures for all regular and special programs.
- Oversee the initial budget preparation for new grants. In collaboration with the principal investigators and the Office of Sponsored Programs, monitors, reconciles, and assists with the post-award fiscal administration of grants.

### **Faculty Administration**

- Generate and manage all full and part-time faculty teaching contracts and monitors faculty salary budgets.

### **SOLES Operations Administration**

- Oversee SOLES facilities. Initiates and oversees facility improvements. Coordinates office relocations.
- Address staffing issues and coordinates hiring of full time and temporary staff.
- Serve as a liaison to Human Resources for staffing matters.
- Set policies for overall building usage and pricing for use by outside constituents for special events. Oversees program courses and special events scheduling, Reviews and interprets building usage reports.
- Serve on the USD Building Managers and Schedulers Committees,
- Serve as chair of the SOLES Space Committee and serves on the USD Space Committee, USD Parking Committee as well as other committees as assigned.
- Serve as a liaison for special programs to USD departments, including the Student Financial Services office, Financial Aid, Registrars, Budget and Treasury, and Information Technology Services.
- Oversee and approve SOLES supplies and equipment orders.
- Supervise media technician, event scheduler, academic scheduler and executive assistant for budget and credential support.



## ***Assistant Dean for Accreditation & Assessment***

### **Job Description**

#### **Assessment of Learning Outcomes:**

- Provide leadership and oversight of assessment activities for the purposes of program development and evaluation, accreditation, and institutional effectiveness.
- Leads accreditation activities including Academic Program Reviews and preparation/submission of required reports.
- Works with administration and faculty to develop policies and procedures.
- Fosters a “culture of assessment” by working with school constituencies, including but not limited to chairs and directors, faculty, and university officials such as the Office of Institutional Research and Planning.
- Ensures program assessment activities are properly designed, implemented, analyzed, and reported in a manner that is useful for curricular and program improvement.
- Analyzes trends and outcomes, and provide information and analysis impacting students, budgets, strategic planning, policy formulation and enrollment management.
- Supervises fellowship and graduate students as assigned and provides direction to the credential analyst.

#### **Data Collection, Storage and Reporting:**

- Lead the collection and ongoing maintenance of an integrated assessment system for the School of Leadership and Education Sciences, ensuring accuracy of the data.
- Develop and maintain the data-tool for storing student demographic, assessment, and progress information, including development of additional web-based forms for data collection.
- Provide leadership and supervision of training and support conducted by the Instructional Support Analyst to SOLES faculty, administration, and staff on the use of a standardized data collection system. Oversee the accuracy and completeness of data collected by the system.
- Lead efforts to compile and submit data required for state and federal reporting as well as external surveys (for example, AACTE ,PEDS, Title II, US News & World Report.)
- Lead the planning and coordination of all accreditation reporting (CAEP, CTC, CACREP, COAMFTE, CEC, etc.).
- Serve on school and university committees as assigned to communicate/document assessment plans and guidelines. Interface with the institutional research and assessment offices.
- Research and analyze trends and outcomes for strategic purposes and make recommendations as appropriate.

#### **Research:**

- Supervise doctoral students and advise faculty on assessment research aimed at deepening understanding of institutional initiatives and making a contribution to generalizable knowledge.

## ***Department Chairs***

### **Job Description**

**Contract:** The Department Chair has a ten-month contract. Appointments are typically for three years, and a formal evaluation of the chair occurs the second year of the three-year appointment. Terms are renewable.

**Appointment of Department Chairs:** After securing recommendations from individual faculty members in the department, the Dean will appoint the Chair.

When necessary, the Dean appoints **Acting Chairs**, after consultation with the affected chair. An acting department chair may also be appointed for prolonged absences from campus (more than two weeks) by the Chair or during short absences when key recommendations are required.

**Teaching:** The Chair's teaching responsibilities are usually two courses per year. This may vary depending on accreditation needs and program approval responsibilities. The Chair may delegate some duties, and sharing of service responsibilities, which will vary according to workload.

Program areas within the department may have lead faculty appointed by the Dean on the recommendation of the chair.

**Job Description:** See the specific Department Chair job description for specific duties.

## ***Department Chair: Learning and Teaching***

### **Job Description**

Duties of chair include the following:

#### **Faculty**

- Organize the recruitment of new faculty and select part-time faculty after consultation with members of the department;
- Orient new faculty to the curriculum and practices of the department;
- Promote effective communication both within the department (including mediation of conflicts) and also with the Dean;
- Assign teaching responsibilities and teaching schedules after consultation with department faculty;
- Advise, support, and explain ARRT policies and procedures for non-tenured faculty;
- Review and monitor course evaluations and discuss with faculty as needed
- Promote faculty discussion and consensus regarding the appropriate balance of teaching, scholarship, and service;
- Maintain up-to-date curriculum vitae of faculty; and,
- Facilitate faculty development and growth.

#### **Curriculum**

- Provide leadership to full and part-time faculty and staff related to curriculum development;
- Promote regular faculty discussion, reviews, and assessment of curriculum;
- Coordinate course offerings and curricular changes with affected programs;
- Provide leadership in the preparation of accreditation documentation as needed;
- Coordinate, with the appropriate groups in the College of Arts and Sciences, for the writing of state program documents;
- Maintain a current file of syllabi for all departmental offerings;
- Support faculty in program development; and,
- Promote high standards and common departmental practices regarding grading.

#### **Students**

- Monitor admission processes
- Maintain advising record systems;
- Monitor and support quality maintenance of advisement;
- Assign academic advisors;
- Examine transfer of credit petitions and petitions for graduation;
- Mediate grievances between students and faculty members;
- Promote academic integrity, student achievement, and student planning for further graduate work; and,
- Assist in tracking student educational and professional attainments after graduation.

#### **Assessment**

- Coordinate evaluation of master's degree completion requirements;
- Ensure action research and thesis guidelines are followed; and,
- Ensure compliance with the various student assessment stages.

**Budget**

- Make decisions as to the proper use of departmental funds;
- Monitor budget lines to keep expenditures at or below budgeted levels;
- Notify the Dean in a timely fashion of unusual needs (e.g., additional sections required because of unexpected enrollment trends);
- Prepare annual budget requests which carefully prioritize departmental needs;
- Identify short and long-term space needs; and,
- Assist the Dean in preparing budget priorities that affect the School of Leadership and Education Sciences as a whole.

**General administration**

- Provide leadership in setting departmental goals and future visions
- Set meeting dates and create agendas for department and faculty meetings
- Supervise the Director of Field Experiences, the Assistant Director of Programming, and the Program Specialists, MCC coordinator, Undergraduate Program Coordinator;
- Refer faculty and students needing assistance to appropriate administrative offices;
- Report maintenance and safety problems to the Business Manager
- Provide oversight for department events
- Provide oversight for partnerships with schools, districts or other organizations; and,
- Represent the department at campus or off-campus functions.

# ***Department Chair: Leadership Studies***

## **Job Description**

Duties of chair include the following:

### **Faculty**

- Organize the recruitment of new faculty and select part-time faculty after consultation with members of the department;
- Orient new faculty to the curriculum and practices of the department;
- Promote effective communication both within the department (including mediation of conflicts) and also with the Dean;
- Review yearly faculty planning documents and provide guidance to faculty on setting goals and outcomes for teaching, scholarship and service;
- Assign teaching responsibilities and teaching schedules after consultation with department faculty;
- Advise, support, and explain ARRT policies and procedures for non-tenured faculty;
- Review and monitor course evaluations and discuss with faculty as needed
- Promote faculty discussion and consensus regarding the appropriate balance of teaching, scholarship, and service;
- Maintain up-to-date curriculum vitae of faculty; and,
- Facilitate faculty development and growth.

### **Curriculum**

- Provide leadership to full and part-time faculty and staff related to curriculum development
- Promote faculty discussion, reviews, and assessment of curriculum;
- Coordinate course offerings and curricular changes with affected programs;
- Provide leadership in the preparation of accreditation documentation as needed;
- Maintain a current electronic file of syllabi for all departmental offerings; ensure these are listed on department website
- Support faculty in program development; and,
- Promote high standards and common departmental practices regarding grading.

### **Students**

- Monitor admission processes
- Maintain advising record systems;
- Monitor and support quality maintenance of advisement;
- Assign academic advisors;
- Examine transfer of credit petitions and petitions for graduation;
- Mediate grievances between students and faculty members;
- Promote academic integrity, student achievement, and student planning for further graduate work;
- Assist in tracking student educational and professional attainments after graduation.
- Coordinate evaluation of masters portfolios;
- Ensure dissertation and thesis guidelines are followed;

### **Budget**

- Make decisions as to the proper use of departmental funds;
- Monitor budget lines to keep expenditures at or below budgeted levels;

- Notify Dean in a timely fashion of unusual needs (e.g., additional sections required because of unexpected enrollment trends);
- Prepare annual budget requests which carefully prioritize departmental needs;
- Identify short and long-term space needs; and,
- Assist the Dean in preparing budget priorities that affect the School of Leadership and Education Sciences as a whole.

### **General leadership and administration**

- Provide leadership in setting departmental goals and future visions
- Set meeting dates and create agendas for department and faculty meetings
- Supervises the Associate Director of Leadership Programming.
- Provide leadership and oversight for program coordinators, directors and faculty to ensure that program reviews are completed and accreditation timelines followed.
- Refer faculty and students needing assistance to appropriate administrative offices;
- Report maintenance and safety problems to the Business Manager
- Provide oversight for department events
- Provide oversight for partnerships with outside organizations; and,
- Represent the department at campus or off-campus functions.

## ***Department Chair: Counseling & Marital and Family Therapy***

### **Job Description**

Duties of chair include the following:

#### **Faculty**

- Organize the recruitment of new faculty and select part-time faculty after consultation with members of the department;
- Orient new faculty to the curriculum and practices of the department;
- Promote effective communication both within the department (including mediation of conflicts) and also with the Dean;
- Review yearly faculty planning documents and provide guidance to faculty on setting goals and outcomes for teaching, scholarship and service;
- Assign teaching responsibilities and teaching schedules after consultation with department faculty;
- Advise, support, and explain ARRT policies and procedures for non-tenured faculty;
- Review and monitor course evaluations and discuss with faculty as needed;
- Promote faculty discussion and consensus regarding the appropriate balance of teaching, scholarship, and service;
- Maintain up-to-date curriculum vitae of faculty; and,
- Facilitate faculty development and growth.

#### **Curriculum**

- Provide leadership to full and part-time faculty and staff related to curriculum development;
- Promote faculty discussion, reviews, and assessment of curriculum;
- Coordinate course offerings and curricular changes with affected programs;
- Provide leadership in the preparation of accreditation documentation as needed;
- Maintain a current electronic file of syllabi for all departmental offerings; ensure these are listed on department website;
- Support faculty in program development; and,
- Promote high standards and common departmental practices regarding grading.

#### **Students**

- Monitor admission processes
- Maintain advising record systems;
- Monitor and support quality maintenance of advisement;
- Assign academic advisors;
- Examine transfer of credit petitions and petitions for graduation;
- Mediate grievances between students and faculty members;
- Promote academic integrity, student achievement, and student planning for further graduate work;
- Assist in tracking student educational and professional attainments after graduation;
- Coordinate evaluation of masters portfolios; and,
- Ensure dissertation and thesis guidelines are followed.

#### **Budget**

- Make decisions as to the proper use of departmental funds;
- Monitor budget lines to keep expenditures at or below budgeted levels;

- Notify Dean in a timely fashion of unusual needs (e.g., additional sections required because of unexpected enrollment trends);
- Prepare annual budget requests which carefully prioritize departmental needs;
- Identify short and long-term space needs; and,
- Assist the Dean in preparing budget priorities that affect the School of Leadership and Education Sciences as a whole.

#### **General leadership and administration**

- Provide leadership in setting departmental goals and future visions;
- Set meeting dates and create agendas for department and faculty meetings;
- Provide leadership and oversight for program coordinators, directors and faculty to ensure that program reviews are completed and accreditation timelines followed;
- Refer faculty and students needing assistance to appropriate administrative offices;
- Report maintenance and safety problems to the Business Manager;
- Provide oversight for department events;
- Provide oversight for partnerships with outside organizations; and,
- Represent the department at campus or off-campus functions.



## ***Program Directors***

### **Job Description**

- Two course releases per year.
- Coordinate program related activities with the Department Chair and program faculty. This includes: holding regularly scheduled meetings (with agendas and minutes), providing leadership with regard to program development, admissions and student advisement.
- Recommend part-time faculty to the Department Chair and ensure that part-time faculty are provided orientation, support and feedback regarding their courses.
- Work with the Department Chair with regard to faculty load assignments.
- Help resolve student issues and be accessible to students with concerns.
- Work with appropriate personnel to maintain and update web site.
- Respond to all correspondence, written and oral, about the program.
- Monitor and manage in collaboration with the Department Chair the program's admissions processes and procedures as well as accreditation procedures.
- Provide monthly updates in program events for marketing.
- Turn in an annual budget request to the Department Chair.

# Professional Education Unit

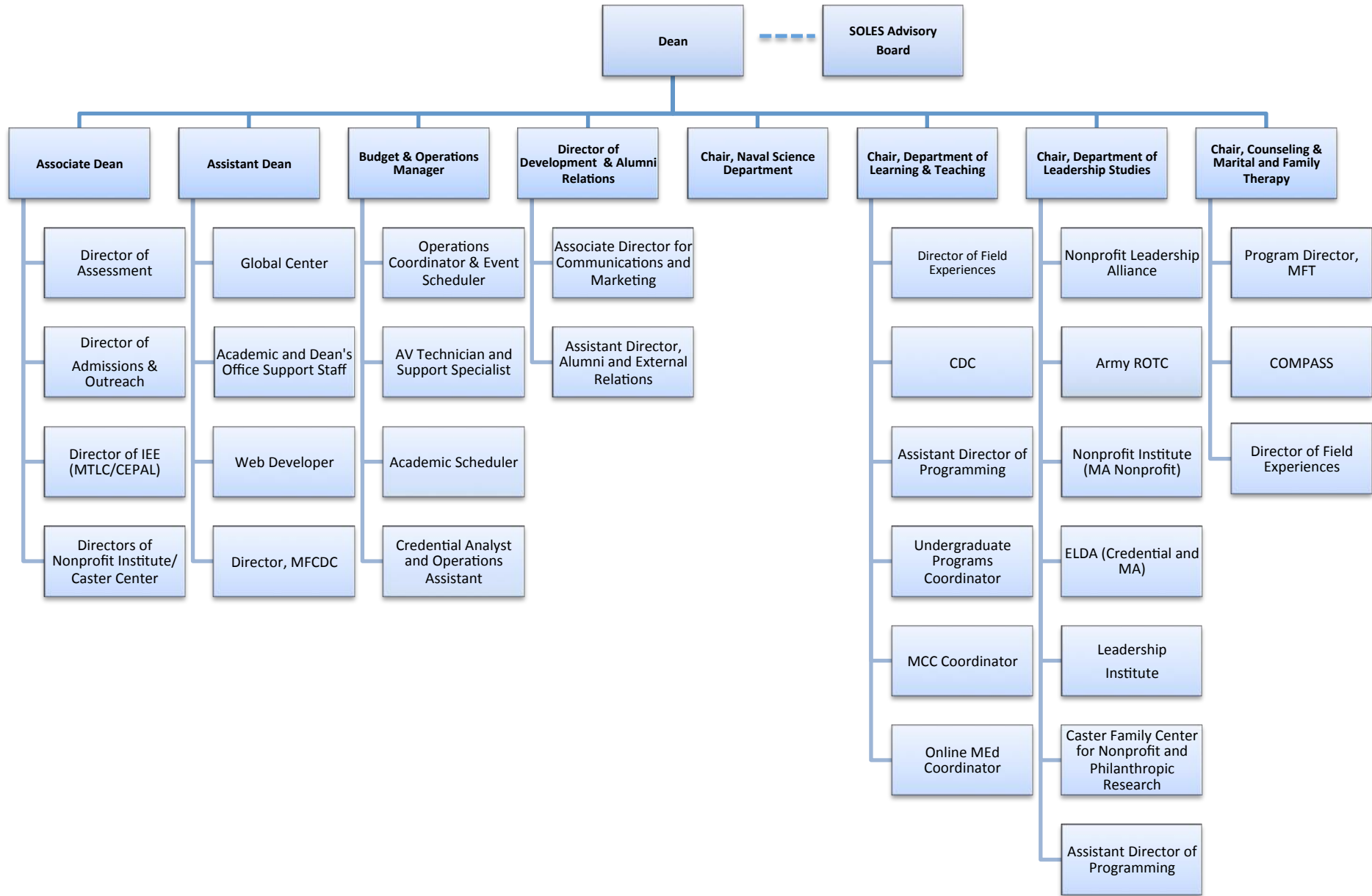


**The Professional Education Unit** within the School of Leadership and Education Sciences is a learning community collaboratively engaged in the pursuit of professional competence. It is comprised of the Learning and Teaching Department, the School Counseling Specialization, and the Educational Leadership Development Academy (ELDA). Faculty in the School of Leadership and Education Sciences Professional Education Unit are committed to the pursuit of truth, the attainment of academic excellence, and the advancement of knowledge, as they prepare educational leaders. Candidates in these programs seek licensure and certification in their areas of expertise. They demonstrate their capabilities as collaborators, agents of change, and leaders who positively impact the communities they serve.

## *Professional Education Unit – Expected Outcomes*

1. Candidates place value in academic excellence, as demonstrated through their persistence and by following through on commitments.
2. Candidates demonstrate through verbal and non-verbal observable behavior, the belief that all individuals can learn and succeed.
3. Candidates place value in self-reflection, as evidenced by active engagement in reflective activities or critical analysis of one's practice.
4. Candidate place value in critical inquiry, as demonstrated by the use of higher order thinking skills applied to a wide array of investigative pursuits.
5. Candidates demonstrate community values, as evidence by the use of theory and practice to effectively collaborate with students, family members, community members, and colleagues.
6. Candidates demonstrate belief in service, as evidence by engagement in professional and community related service activities.
7. Candidates place value in diversity, as evidenced by interactions with or decisions made relating to students, family members, community members, and colleagues.
8. Candidates advocate for social justice, as evidenced by verbal or non-verbal observable behavior.
9. Candidates adhere to the professional code of ethics for their field, as evidenced by verbal or non-verbal observable behavior.
10. Candidates apply fairness in decision-making to meet the educational needs of all students in a caring, non-discriminatory, and equitable manner, as evidenced in observable behavior of the candidate.

# SOLES 2015-2016 Organizational Chart



# SOLES Vision and Mission Statement

SOLES aspires to be a vibrant and diverse community for innovation, cultivating academic excellence and developing socially responsible global learners and leaders.

## **Vision Statement**

We believe that education for human service must have as its foundation a vision of enhancing human dignity and the quality of life. To do so, human service professionals must focus on moral perspectives in their professional and community lives. The faculty and staff of the School of Leadership and Education Sciences seek to impart this vision to our students.

## **Mission Statement**

It is our responsibility to prepare students with the professional knowledge, skills, and ethical perspectives they will need for effective leadership and practice in a diverse society. We seek to become, and encourage our students to become, life-long learners engaged in scholarly inquiry, research, and professional development. We value professional and community service and encourage such service by our students.

To implement our mission, the faculty enriches all programs and course offerings with the values, concepts, and themes that we believe will help students become ethical, civic-minded and committed leaders in their chosen fields.

## **Tag Line**

**“SOLES...Where leaders are made.”**

# Strategic Directions

2012-2015

8/12

## INITIATIVE #1: ADDRESSING SOCIETAL CHALLENGES

As a prominent education and human services school we must confront important human challenges. Through our Centers and Departments, we marshal academic expertise from across the disciplinary spectrum to produce research and programming of contemporary social relevance. Using evidence-based practices SOLES is uniquely positioned to contribute to the dialogue surrounding the challenges of: educating our citizenry for the workplace of the 21st century, meeting the leadership and management needs of the nonprofit and public sectors, addressing the social-emotional needs of our community through clinical work, and addressing teaching and learning issues locally, nationally and globally.

**Expand the Reach and Impact of SOLES' Centers and Institutes:** the Institute for Nonprofit Education and Research's (INER) Caster Center for Nonprofit and Philanthropic Research, the Center for Education Policy and Law (CEPAL), the Global Center, the Educational Leadership Development Academy (ELDA), the Leadership Institute (LI), and the Mobile Technology Learning Center (MTLC)

- Create collaborative solutions to societal challenges.
- Drive debate and bring media attention to policy issues in our respective sectors.
- Serve as a community resource for information and research services connecting the community to SOLES.
- Elevate collaboration between faculty and students across SOLES' disciplines and across
- USD.
- Train doctoral students in research and evaluation methods to address important community needs.
- Global Center: Connections and Impact
  - Expand connections with existing partnerships, Ashoka campuses, and NGOs (e.g., Edify, Save the Children).
  - In collaboration with USD, establish at least one SOLES initiative in a strategic location abroad.
  - Expand research opportunities abroad for students and faculty.
- Engage and Influence the Greater San Diego Community
  - Strengthen our high profile annual conferences, speaker series and symposia in order to enhance the vibrancy of our environment and to stimulate debate in the community.
  - Provide services to the community through symposia, workshops, projects, events, and continuing education.
  - Provide additional opportunities for influential scholars to visit SOLES for extended stays.

## INITIATIVE #2: TEACHING EXCELLENCE

Innovation is in the DNA of SOLES. For example, we created the first Leadership Studies doctoral program in the nation; we were the first education school in the nation to require that all students have an international experience; and, we have students from all three departments conducting Action Research

projects annually. SOLES and USD are nimble and thus we are able to be highly responsive to our community and stakeholders in offering new programs, courses and certificates.

Our ability to assume a more influential leadership role in the sectors we serve, is directly related to the quality of our teaching efforts, which have a direct impact on all of our programs and certificates – undergraduate, graduate, doctoral and continuing professional education.

**Expand Experiential Learning and Reflective Practice:** In particular, we offer experiential learning opportunities to students through our practicum and fieldwork courses, internships, the Leadership Institute, the Leadership Conversation Project, action research projects and our work with pedagogies such as PBL and lesson study. The substantial international research and study opportunities available to our students are also evidence of our leadership in experiential education. Going forward, we will:

- Deepen commitment to extending and creating additional opportunities; further integrating them in all our academic programs.
- Promote us, both internally and externally, as a laboratory for innovative pedagogies that highlight the connection between theory and practice and emphasize experiential learning.

**Increase Teaching Excellence:** All of our programs are well regarded, and our intent is to increase their stature. In recognition of the pivotal role that faculty will play in achieving that goal, we will:

- Increase support and incentives for developing excellent courses and teaching materials.
- Provide incentives and opportunities for faculty to innovate and incubate new ideas in their respective disciplines and professions.

**Attract Top Faculty and Students:** The quality of our pedagogic efforts depends on our ability to bring together innovative teachers and highly qualified students, both of whom have a wide range of experiences, languages and cultural perspectives. Therefore, achieving teaching excellence at SOLES requires that we:

- Attract and retain a diverse faculty.
- Attract and retain a diverse student body.
- Prepare students to work in diverse communities.
- Increase our endowment in order to support recurring scholarships and additional assistantships.

### **INITIATIVE #3: INTELLECTUAL INFLUENCE**

A vibrant intellectual environment is essential for any prominent school within a university. One of our key roles is to expand our influence in the local, regional, national and international community. The core intellectual capital of SOLES is nurtured within our academic departments. Our ability to assume a leadership role in education, the nonprofit and public sectors and mental health community is directly related to the quality and influence of our scholarship. This scholarship, in turn, directly affects the school's intellectual environment.

The current intellectual environment at SOLES is strong. Our research output is increasing and becoming nationally and internationally recognized. Some faculty support and incentives for research accomplishments are institutionalized. Building upon this foundation, more can now be done to strengthen the intellectual environment in SOLES.

#### **Increase Faculty and Student Scholarship**

- Increase the number of professorships, chairs, fellowships, and additional research support.

- Increase support to students to attend professional conferences, and be involved in research projects, and professional associations.
- Support cross-departmental research seminars in, for example, action research or quantitative analysis that will deepen the impact and generality of our research.

### **Increase Faculty Grants from Private Foundations**

- Develop strong and purposeful connections to private foundations that fund in SOLES' program areas.
- Provide grant-writing support to faculty.
- Offer focused, timely professional development on grant writing particularly targeting foundation grants.

## **INITIATIVE #4: PROMOTE SUSTAINABILITY**

In our role as Higher Education professionals, it is our responsibility to advance sustainability and sustainable practices in our business operations and the education of our students. In collaboration with the University-wide sustainability efforts, we, in SOLES, are committed to developing practices and policies to reduce the carbon footprint of SOLES' students, faculty, staff, and facilities. We support curriculum and pedagogy on the topic of sustainability.

### **Goal 1: Increase awareness of sustainability practices by SOLES staff, students, and faculty. Actions and Metrics:**

- Announce sustainable best practices and regional efforts at each SOLES faculty meeting.
- Post sustainability tips on SOLES' Sala screens monthly or more often.
- Maintain mixed recycling posters at recycling bins. Replace as needed at the time of each committee meeting.

### **Goal 2: Identify and suggest best practices to incorporate sustainability topics across the curriculum.**

Actions and Metrics:

- The committee will add a sustainability statement to the SOLES syllabus template.
  - Each year, the number of syllabi that reflect an emphasis on sustainable practices and/or topics will increase.
- The committee will highlight best practices and post them on our website.
  - Each year, the percent of syllabi including a statement on sustainability will increase.
- Faculty will decrease the distribution of paper syllabi.
  - The number of syllabi available electronically will increase each year.
  - The Sustainability Committee will conduct an annual survey of practices across SOLES that will include an item related to distribution of paper syllabi.

### **Goal 3: Advance sustainable practices in SOLES' operations.**

Actions and Metrics

- SOLES will increase paperless practices and electronic forms processing.
  - The Sustainability Committee will conduct an annual survey of practices across SOLES.
- SOLES will support and engage in university and community Earth Month activities.

The Sustainability Committee will sponsor one or more specific events each year related to increasing sustainable practices.