



Opportunity and Challenge Profile

President
Sonoma State University
Rohnert Park, California

Sonoma State University (SSU or Sonoma State), a comprehensive public institution in Rohnert Park, California, seeks a talented, visionary academic leader to serve as President. Located in the heart of Sonoma County, a renowned wine region less than an hour north of San Francisco, Sonoma State has approximately 9,400 students (92% undergraduate). SSU ranks among the most popular schools in California (between 12,000-15,000 students apply for approximately 1,800 spaces each year), and *U.S. News and World Report* consistently names SSU among “America’s Best Colleges.” The next President will have an outstanding opportunity to shape a vision to lead this vital institution toward a new tier of excellence. Working with faculty, staff, and students, the successful candidate will forge bridges across the campus community—and with external partners, including other CSU campuses—and lead SSU to grow its impact and advance its public mission.

Since its founding as a liberal arts college in 1961, SSU has evolved into a diversified university with six schools—Arts and Humanities, Business and Economics, Education, Extended & International Education, Science and Technology and Social Sciences—that provide students with the intellectual framework and hands-on skills to thrive in a variety of professional careers. A major contributor to the North Bay workforce, Sonoma State offers 92 Bachelor's degrees, 19 Master's degrees, and 11 teaching credentials. The university operates as part of the 23-campus California State University (CSU) system, the largest four-year system of higher education in the United States. Sonoma State is one of the smallest CSU institutions, and approximately 34 percent of students live on campus—one of the highest percentages in the CSU System—and roughly 80 percent of freshmen come from outside the North Bay region. Many classes have fewer than 40 students, enabling close interaction between students and faculty. SSU has been recognized nationally as a “Best Value,” “Most Connected,” and “Most Green” college by the *Princeton Review*.

The current president of SSU, Ruben Armiñana, has announced he will retire at the end of the 2015-2016 academic year. Under President Armiñana’s leadership, the university has improved its academic reputation, grown its private donor investment, and established partnerships across the North Bay region and beyond. It has also become more diverse, in part through the creation of the President's Diversity Council and other initiatives, and is on track to become a Hispanic Serving Institution in the next few years. Sonoma State has in recent years renovated and

constructed an array of new facilities, including new student and recreation centers that provide a nexus for campus activity, as well as the Green Music Center, a world-class performing arts complex that is used by faculty and students and hosts outstanding performers throughout the year. SSU has a unique combination of assets, including a beautiful campus and an attractive geographic location, as well as distinctive programs like the Wine Business Institute and Executive MBA program, and has potential to become a destination campus that is renowned regionally, nationally, and internationally.

A list of the desired qualifications and characteristics of the President can be found at the conclusion of this document, which was prepared with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. This document was sourced from diverse institutional documents, including the strategic plan, SSU website, and other background materials provided by the university. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document. To learn more, see www.sonoma.edu.

About California State University

The California State University system spans the entire state of California and has an annual budget of more than \$5 billion; it is not only the largest four-year university system, but it is also one of the most diverse and affordable university systems in the nation. With 23 campuses¹, 460,000 students, and 47,000 faculty and staff, CSU is the a leader in high-quality, accessible, student-focused higher education, and prepares the majority of California's leaders and policymakers: approximately 64 percent of Californians with master's degrees in public administration studied at the CSU, as well as 35 percent of those with bachelor's degrees. In addition, 49 percent of Californians with bachelor's degrees in city, urban, community, and regional planning studied at the CSU. The CSU System has produced tens of thousands of graduates who have had an immeasurable impact in fields such as education, health care, agriculture, government, arts and entertainment, medicine, and non-profit leadership. To learn more about the California State University system, see www.calstate.edu.

About Sonoma State University

Founded in 1960 as a teacher education center for the North Bay, Sonoma State College was approved by the state legislature in 1960; it opened in Fall 1961 with 274 students. Five years later, the nascent college moved to its current, 215-acre campus, which at the time had two buildings. In its first years, Sonoma State was a small, liberal arts college in a rural area, and earned a reputation as "Granola U" and "Frisbee U." SSU was relatively isolated from the local community, and served primarily as a commuter and re-entry student campus. The institution

¹ CSU Bakersfield, CSU Channel Islands, CSU Chico, CSU Dominguez Hills, CSU East Bay, CSU Fresno, CSU Fullerton, Humboldt State University, CSU Long Beach, CSU Los Angeles, CSU Maritime Academy, CSU Monterey Bay, CSU Northridge, California State Polytechnic University, Pomona, CSU Sacramento, CSU San Bernardino, San Diego State University, San Francisco State University, San José State University, California Polytechnic State University, San Luis Obispo, CSU San Marcos, Sonoma State University, and CSU Stanislaus.

grew steadily, however, and in 1978, Sonoma State was officially moved from “college” to “university” status.

Mission and Academic Programs

The academic mission of Sonoma State University is to prepare students to be learned people who have a foundation for life-long learning; have a broad cultural perspective; have a keen appreciation of intellectual and aesthetic achievements; will be active citizens and leaders in society; are capable of pursuing fulfilling careers in a changing world; and are concerned with contributing to the health and well-being of the world at large. To achieve its mission, Sonoma State recognizes that its first obligation is to develop and maintain excellent programs of undergraduate instruction grounded in the liberal arts and sciences. Instructional programs are designed to challenge students not only to acquire knowledge but also to develop the skills of critical analysis, careful reasoning, creativity, and self-expression. Excellence in undergraduate education requires that students participate in a well-planned program that provides both a liberal education and opportunities for specific career preparation.²

Degrees are offered through the six schools in 46 majors and 47 minors at the bachelor's level and 15 at the master's level. Nine credential programs and eight undergraduate and graduate certificate programs are also available. Since 1963, SSU has been fully accredited by the Western Association of Schools and Colleges (WASC), and the university received a seven-year accreditation in 2010; many SSU schools and programs are individually accredited.³ Sonoma State is a member of the prestigious Council of Public Liberal Arts Colleges (COPLAC), whose primary mission is ensuring that a fine undergraduate liberal arts and sciences education is available to students in the public system of higher education.

SSU operates on the semester system with fall, spring, and summer semesters, and offers a short winter term and a short summer term called "intersession". The university's academic and co-curricular programs focus on supporting students across their entire college careers, including through first-year learning communities, Freshmen Interest Group (FIG) program, and programs like MOSAIC, which provides designated living areas focused on diversity, civic engagement, and social responsibility. SSU emphasizes small classes, collaborative classrooms, internships, and ample creative/scholarship opportunities with faculty. The School of Extended Education supports students who seek accelerated progress through their degree, and also provides summer programs and certificates that are valuable to professionals working in the region. Approximately 2,100 students graduate from Sonoma State annually.

² See <https://www.sonoma.edu/about/mission.html>.

³ Individual accreditation has been granted by the American Chemical Society, California Commission on Teacher Credentialing, the National Association of Schools and Music, National League of Nursing National Association for School of Art and Design, Council for Accreditation of Counseling and Related Educational Programs of California Board of Behavioral Science. SSU's School of Business and Economics received initial accreditation status from the highly regarded Association to Advance Collegiate Schools of Business (AACSB) in 2006, joining an elite group of less than 15% of all business schools in the world that meet the standards for accreditation.

Student and Campus Life

The Sonoma State campus community is ethnically diverse⁴, and sixty-four percent of SSU students receive some type of financial aid; SSU awards approximately \$1.1 million in scholarships per year (academic scholarships, athletics, and performing arts). The university has a 60/40 female-to-male ratio. The majority of SSU students come from California, although countries all over the world are represented within the student body. As of Fall 2013, 29% of first-time freshman come from Southern California counties, and 21% of all of SSU's students are from Southern California counties. About 20% of first-time-freshmen and 37% of all students come from Sonoma's service area (Lake, Marin, Mendocino, Solano, and Sonoma Counties).

The campus is home to more than 100 chartered student organizations, including sports, multicultural, arts, and other special interest clubs. There are currently 17 sororities and six fraternities on campus. Led by the Associated Students, the campus offers a wide array of activities, including JUMP (Join Us Making Progress), a community service program; the on-campus Children's School, serving children of SSU students, staff and faculty; Student Government, composed of 15 elected officers; a student-run newspaper and radio station; and more. Home of the Seawolves, Sonoma State is a member of the NCAA Division II and competes in the California Collegiate Athletic Association⁵, the premier intercollegiate Division II athletic association in the country. The Department of Intercollegiate Athletics sponsors 14 sports, five for men (baseball, basketball, golf, soccer and tennis) and nine for women (basketball, cross country, golf, soccer, softball, tennis, track and field, volleyball and water polo). Sonoma State athletic teams have had much success including the 2009 NCAA Division II Men's Golf National Championship and ten CCAA championships since 2005. SSU is regarded as an educational and cultural resource for the region by offering courses, lectures, workshops and programs that are open to the public. To learn more about campus life, visit Seawolfiving.com, a web portal for students and staff, or sonoma.edu.

Campus Growth and Investment

Sonoma State has benefited from the development of an array of facilities, including the recently renovated Darwin Hall, which features state-of-the-art science laboratories and classrooms; the Jean and Charles Schulz Information Center, which houses the library and computing services and is a prototype library and information complex for the 21st century; International Hall, a hub for globally oriented programs; and new recreation and student centers that serve as centers of active student life. Most recently, Sonoma State completed the Donald & Maureen Green Music Center (GMC), a world-class performance and learning facility that includes a 1,400-seat, donor-funded concert hall, a 250-seat recital hall, classrooms, ensemble and practice rooms, and other resources. SSU also has swimming pools, laboratories, production facilities, and centers for education in specialized fields like wine business education. In addition to its main campus, SSU manages three natural preserves that support research and instruction: the 450-acre Fairfield

⁴ American Indian or Alaskan Native: 0.9%; Asian: 5.5%; African American: 3.0%; Hawaiian and Pacific Islander: 0.6%; Hispanic: 21.0%; Two or More Ethnicities: 7.7%; Unknown: 3.0%; White: 58.3%.

⁵ It is also a member and part of the California Collegiate Athletic Association (CCAA) and Western Water Polo Association (WWPA). Eleven of SSU's sports are in the CCAA, water polo is in the WWPA, and men's tennis is a Division II independent.

Osborn Preserve, a 10-minute drive from campus; the 3,200 acre Galbreath Wildlands Preserve, in Mendocino County; and the 40-acre Los Guillicos Preserve, near the Mayacamas Mountain Range.

Approximately 3,200 students, or about 34 percent of students, live on the campus residential halls, one of the highest percentages among CSU institutions. SSU's residences have earned national recognition; they include suites, instead of traditional dormitories, and are designed around residential "villages" of stucco and redwood structures. Most of the residences at Sonoma State offer comfortable suites and apartments that house multiple students; about 90 percent of first-time freshmen and about 20 percent of the incoming transfers live on campus in the Residential Community. The residential experience is enhanced by programs like the Faculty in Residence Program, a popular pilot program that brings one faculty member per year to live within the student residential housing.

Key Differentiating Strengths

As the only California member of COPLAC, SSU's identity as a public university rests in the liberal arts and sciences, combined with professional preparation. Boasting a loyal and committed cadre of faculty and staff, the university has a long history of shared governance, with administration participating regularly in the Academic Senate and several of its standing committees. Faculty and staff have a commitment to community engagement and diversity and are passionately committed to student success and protecting the most vulnerable students.

The University has taken strong strides over the last three years to widen and deepen the University's sustainability capacities as it creates a robust academic environment across all Schools and promotes sustainable behavior in students through Residential and Campus Life. Approved by the Sustainability Executive Committee in September 2014, the University's *Mission, Vision and Goals for Sustainable SSU* set forth the objectives of student engagement, resource stewardship, community partners, and a common purpose to build common cause across campus constituencies to develop a sustainable campus environment.

In recent years, SSU has steadily grown its base of private donors⁶, initiated partnerships with a wide range of public schools and regional businesses, and evolved far beyond its erstwhile identity as a "commuter" college. During 2014-15 alone, the university processed a record number of 20,941 applications; implemented the Seawolf Scholars, a program supporting foster youth; launched a craft beer appreciation certificate program; published more than 65 scholarly works in science and technology; delivered a number of co-curricular lecture series – including the Neves Evans Social Justice Lecture Series and a Holocaust and Genocide Lecture Series - ; and much more.

⁶ Over the past ten years, SSU has secured more than \$87 million in commitments for gifts in support of the academic mission of the university. The market balance of the university's endowment was \$44.6 million, as of 6/30/15. Sonoma State University has units dedicated to University Development (fundraising and alumni relations) and University Affairs (marketing/communications, community/governmental relations), with two different vice presidents.

In 2014, SSU leaders updated a strategic plan⁷ for the organization for 2014-2019, building upon a prior plan developed in 2009. Through this vision, Sonoma State aspires to become a showcase for innovation and a model 21st-century public university. SSU has an array of distinctive strengths, including a location in one of the most beautiful regions of the world, relatively small size, and strong connections to area schools and businesses. The campus has valuable facilities for teaching and research, including the Jean & Charles Schultz Information Center⁸ and the Galbreath, Fairfield-Osborn, and Los Guillicos preserves. Among the campus's other key differentiating strengths:

- *Excellence in the Performing Arts:* Sonoma State has potential to become a leading campus for arts education within the CSU System. SSU is home to a dedicated School of Performing Arts that offers customized and interdisciplinary programs in music theatre, composition, playwriting, choreography, recording, and multi-media technology. It is also home to the Green Music Center (GMC), with the Joan and Sanford I. Weill Hall, a world-class concert venue, and Schroeder Hall, an intimate recital hall with its 1,248-pipe Brombaugh Opus 9 organ.
- *Community Partnerships:* The North Bay region is transitioning from a largely rural economy and community to one that is increasingly more socially and culturally diverse, economically innovative, and globally connected. Looking ahead, the university has an increasingly prominent role to play in this changing local environment. Through its programs in nursing, education, and business, SSU can grow its partnerships with outside institutions in the region. In collaboration with local schools, Sonoma County Office of Education and Maker Ed, SSU was honored by the White House for its efforts in disseminating the Maker Movement locally, in the State and nationally and will host the first Maker Leadership Institute in Spring of 2016. SSU already has relationships with local schools and districts such as Santa Rosa Junior College, Mendocino Community College, Technology High School, Roseland University Preparatory High School, Elsie Allen High School, Santa Rosa City Schools, Sonoma Valley Unified School District, and the Sonoma County Office of Education, and has set up successful initiatives such as the Osher LifeLong Institute, which serves retirees living in the region. SSU also has potential to grow its business education opportunities for students, for example through the Wine Business Institute, the first in the nation to offer an undergraduate degree (since 1998), an MBA (since 2008), and most recently an Executive MBA (since 2012) focused on the business of wine. The university is currently raising money to build a new Wine Spectator Learning Center to house this program. SSU has the potential to expand its Maker Certificate Program.
- *Strengths in Science:* With its proximity to Silicon Valley, Sonoma State has evolved into a major center for engineering and technology education for the North Bay region. The Engineering Science Program offers an undergraduate degree in Electrical Engineering and a graduate degree in Computer Engineering Science, and the Cerent Engineering Science

⁷ See <https://www.sonoma.edu/about/strategic/>.

⁸ The Jean and Charles Schulz Information Center is named after Peanuts cartoon creator Charles Schulz and his wife. It holds one of the largest libraries in the CSU system and the state of California with more than 400,000 volumes. A unique 750,000-volume automated-retrieval system is one of only four in the country. It also houses a valued collection of Jack London's writings, original letters and memorabilia.

Laboratories house state-of-the-art equipment for research and teaching. SSU also has opportunities to grow its programs in biological and environmental studies; the existing Environmental Studies and Planning program is known for its expertise in sustainable practices, and the three natural preserves under university management also represent an opportunity for expanded research and learning. Additionally, the SSU Education and Public Outreach Group (SSU E/PO) develops innovative school curricula for K-12 and college classrooms and, since 1999, has led many different NASA-funded educational programs.

Role of the President

The President reports to Timothy P. White, Chancellor of the CSU System, and serves as the senior academic and administrative leader for the SSU campus, overseeing strategic planning, budget management and fundraising, human resources, academic programming, facilities maintenance, and all other areas of operation. Positions reporting to the President include Provost and Vice President for Academic Affairs; Vice President for Administration and Finance and Chief Financial Officer; Associate Vice President for Administration and Finance and Chief Information Officer; Vice President for Student Affairs/Chief Student Affairs Officer; Vice President for University Affairs; and Vice President for University Development. Academic positions reporting in to the President via the Provost and Vice President for Academic Affairs include Deans of the School of Arts and Humanities; School of Social Sciences; School of Business and Economics; School of Education; School of Extended and International Education; School of Science and Technology; and the University Library.

Opportunities and Challenges for the President

The next President will build upon SSU's many strengths and further advance its mission, providing relevant, compelling educational programs for students from across Northern California and beyond. Serving as a collaborative, supportive, and approachable leader of the campus who models accountability and respect, the President will be a tireless advocate at all levels for support for the university's success. The President will address a number of diverse opportunities and challenges, and will:

Shape a strategic vision for the university that emphasizes academic excellence and student success through a liberal arts mission

As a member of COPLAC, SSU holds a special place within the CSU system. The President will be expected to work with all constituencies to set a strategic vision and plan for the university that focuses on and strengthens its liberal arts mission and the success of its students as versatile and well-educated leaders and citizens.

Key pieces of demonstrating this re-prioritization of the academic mission will be supporting efforts to balance the numbers of tenure track and adjunct faculty, the proportion of the latter group having increased in recent years; ensuring a low student to faculty ratio; and continuing the development and maintenance of infrastructure for direct support of teaching, such as classroom space and teaching technologies. The President should be a visible and supportive leader for students and identify with their needs. The strategic vision should support a culture

that focuses on student success, enabling new high impact opportunities and better support services and smoothing their path through strong retention to graduation, whether entering as freshman or as transfer students. There is an opportunity to seize upon the liberal arts core of the university in examining the role of modern languages in the curriculum and also leading the effort for a more international focus on campus, tying increased international programs and exchange opportunities with the University's mission of inclusion and graduating students that are true global citizens.

Attend to the foundations of student success

Closely integrated with the academic mission of the university is student success, empowerment of the student voice, and a robust student life environment. It will be expected that the President advance the reach and impact of Student Services and academic supports for students. This includes supporting Student Services with effective health and safety programs and giving support to students launching to next phase in life through career counseling, internships, and engagement opportunities that build strong community relationships and leverage the strengths of Sonoma State's education. The President will also lead the university's growth as an emerging Hispanic Serving Institution through support of programs that meet the needs of transfer, first generation, and undocumented students.

Strengthen SSU's increasingly diverse and inclusive campus community

To best represent the state and local region and to support the university's goal of providing an inclusive experience for all members of campus, presidential leadership is needed to diversify the student body, faculty, and staff. The President will be expected to invest in appropriate resources that support students of diverse backgrounds, including efforts that will increase the 4-year graduation rate, see the opening of a Dream Center on campus, and establish programs to support the college transition for vulnerable students. Serving as the key spokesperson for campus-wide diversity efforts, the President will prioritize diversity and inclusion training and support for students, faculty, and staff.

Support the academic mission with focused investment and strong operations

It is expected that the President will provide leadership and set expectations of accountability and transparency in internal operations. S/he will encourage the development of a more effective budgeting model and process, as well as be conscious of cost burdens on campus. The President will advocate for increased funding to academic departments, ensure investment in academic excellence and support services, including advocacy for salaries that keep up with local cost of living both for faculty and staff, without straying from the CSU mission of providing an affordable high quality education for students. The President will advocate for the bolstering of operating expense budgets to departments in order to supplement instruction with crucial supplies, equipment, etc.

While there is some outstanding infrastructure already existing on campus, the President must continue to invest in improved educational technology and the quality of classroom and lab space that benefit the learning environment and academic success, as well as pay attention to deferred

maintenance. Given the recent changes to Capital Planning, Design and Construction within the CSU System, with 10% of all building costs now funded by the universities' operational budgets, the next President will be expected to think creatively and lead key conversations about how to manage and prioritize future capital projects on campus. Additionally, the President must value the efforts and loyalty of staff in managing budgets and services under challenging conditions by ensuring sufficient staffing, inclusion in decision-making processes and governance and additional professional development.

Collaborate with external community institutions to generate value and benefits for the SSU community

A number of SSU programs already hold strong ties with the surrounding community, and more can be done to ensure active and successful community engagement and integration in the region. The President will advocate for and position SSU to serve as a community partner to the six-county area, tying these efforts to the academic mission of the university, enhancing opportunities for students to serve as future community leaders, and positioning SSU as a regional anchor with activities and services that draw from and benefit individuals, alumni, and organizations from throughout the region. The next president will need to continue and expand in building relationships with the various community components to create more opportunities for students and graduates to connect with potential employers and organizations where they can seek experience via internships, special projects, volunteering and future employment. The President will also focus his or her efforts on building and strengthening existing relationships with existing economic and philanthropic partners and alumni in seeking out additional sources of funding to support the academic mission.

Integrate the Green Music Center with the campus community

Quickly becoming an international model for music facilities just four years into its concert season, the Green Music Center (GMC) currently functions more as a satellite institution than as a centerpiece of the academic experience on campus. To properly seize upon the enormous opportunity provided by the GMC, the president will seek ways to integrate this facility with the rest of the campus, leveraging the GMC to support the university's mission and launching unified development efforts to support the full range of SSU's strategic priorities, including taking advantage of this premier music venue to further the liberal arts focus of the University. The GMC is an important asset with significant costs to consider in ongoing maintenance and management. The President will be expected to ensure that the GMC quickly adopts a financially stable model, one that will ultimately bring additional resources to campus.

Qualifications and Characteristics

The successful candidate must have an excellent record of academic accomplishment and administrative experience. The ideal candidate must have a clear vision of the future of higher education; a proven record of achieving community and philanthropic support; a clear understanding and appreciation for shared governance; a demonstrated commitment to ethnic, cultural and socio-economic diversity, and the ability to work effectively with the various constituencies in the Sonoma County region. The President will also possess many if not all of the following qualifications and characteristics:

- A demonstrated commitment to diversity.
- A demonstrated commitment to sustainability and environmental responsibility.
- A record of active listening and translating knowledge into action; a record of meaningful inclusion in decision making processes.
- A track record of allocating university resources to support academic affairs.
- Success in creating effective linkages with diverse external constituencies.
- Ability to relate to a diverse, rural, community.
- A record of executing a successful faculty recruitment strategy.
- A proven appreciation of staff and demonstrable success in staff development.
- Sophisticated, progressive academic program development.
- Record of participating regularly in an academic senate (or its functional equivalent) and appropriate standing committees.
- World-class academic sensibilities and taste.
- A special, tangible appreciation for and connection to students.
- A record of working successfully in a multi-institution context.
- A leadership and academic standing to be considered a worthy peer of other campus presidents.
- An ability to market a campus in appropriate ways.
- A demonstrated record of success in enrollment management.
- Capacity to raise philanthropic support along with a record of success generating support from tuition, government, and foundations.
- A personality and fortitude that would lead one to believe that this person would enjoy raising money and would be successful in such a venture.
- A strong familiarity with the state and federal legislative processes.
- Excellent communication and listening skills.
- An opportunistic and entrepreneurial sensibility.
- A strong civic and community orientation and outstanding political skill.
- An understanding of leading-edge campus administrative systems and structures.
- Excellent financial management and strategic planning.
- An ability to lead through consultation and balance the needs of diverse divisions.
- An impeccable reputation for integrity, transparency, approachability, and accountability.
- Sophisticated, progressive academic program development.
- Experience with a growing institution, and managing the stresses – administrative, academic, and financial – that accompany such rapid expansion.
- Successful leadership and management experience in a relevant executive role in a complex, highly competitive academic institution.
- A clear vision of the future of higher education and how it impacts an emerging liberal arts institution with cutting-edge research.

Compensation and Location

Compensation will be commensurate with experience and qualifications. Sonoma State is located in Rohnert Park (pop. 41,500), in beautiful Sonoma County, a world-famous wine-growing region located north of the San Francisco Bay Area. In addition to SSU, Rohnert Park is home to

the Spreckels Performing Arts Center, and offers access to championship golf courses, parks, tennis courts, and boundless other amenities. The Sonoma County Regional Parks Department affords a variety of options for outdoor recreation, including hiking, cycling, and kayaking. Sonoma County has more than 400 wineries and affords easy access to the Pacific coastline. For more information, visit the website of the [Sonoma Wine Country Tourism Bureau](#).

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Applicants should send two separate documents: a detailed letter of application and a curriculum vita or resume. Electronic submission of applications and correspondence is strongly preferred. Applications, inquiries, and nominations can be submitted at www.imsearch.com/5525.



*Recruiting exceptional leaders
for mission-driven organizations*

Deborah Hodson, Cati Mitchell, and Rebecca Isaacson
Isaacson, Miller
Phone: 415.655.4900

SSU is an Equal Opportunity Employer