



## Opportunity and Challenge Profile

### *San Francisco State University President Search*

San Francisco State University (SF State), a comprehensive public university located in the heart of San Francisco, seeks an exceptional leader to serve as President. SF State is an iconic campus of the California State University system, serving as an intellectual and cultural hub for the Bay Area and driver of social mobility, workforce and economic development, and progressive political change.

At the heart of civil rights, marriage equality, and HIV/AIDS advocacy movements, the city of San Francisco has continually been at the forefront of making social change. SF State reflects these values with a deep commitment to activism, social justice, and advocacy, while preparing its students to be leaders of conviction and impact. Serving approximately 30,000 students including 42 percent who are Pell Grant-eligible, 37 percent first generation college students, and 8 percent international students, the University is a gateway for many, providing tremendous opportunity for those that need it most.

The University seeks a President who will tirelessly promote SF State with great authenticity, by rallying, inspiring, and engaging all who can further the vision and mission of the institution. The President will embrace the challenges presented by a changing student body and the needs of faculty and staff who serve them. Central to SF State's mission is to develop the next generations of scholars, change makers, artists, teachers, healers, activists, builders, inventors, scientists, and entrepreneurs in a time of unprecedented change.

The University lives its commitment to scholarship, teaching, and service: SF State is the second most productive CSU campus in terms of published articles and also has the second most active service learning program in the system. Working with an inspiring student population, in addition to a dedicated staff and faculty, the next President will embrace SF State's core mission and history; promote the remarkable work currently being done by faculty, staff, and students; cultivate further research, scholarship, and creative work from the campus community; and guide the University to its next level of excellence and distinction.

The successful candidate will leverage SF State's many strengths – including its tradition of strong teaching, research, and creative works; exceptional campus diversity; strength in academic programs; location; legacy; and values – and lead this vital institution in service of its important public mission. In doing so, the President will face a set of key opportunities and challenges, including:

- Consistently engage the entire community and build a sense of trust, cohesion, and collaboration to address academic, social, and political issues, aspirations, and actions
- Embrace and enhance the role SF State plays as “The City’s University”
- Engage and invest in the academic enterprise, looking for opportunities to distinguish and ignite all programs and initiatives on campus and support the work of faculty and staff

- Understand and invest in the development of effective and proactive support systems that ensure success for all students, particularly students from first generation and/or historically underrepresented groups
- Make innovative, prudent, and transparent financial decisions that engender trust and ensure a sustainable economic foundation that allows for academic excellence
- Develop a mission driven leadership culture and executive team that exhibits management and decision-making practices consistent with the ideals of shared governance and collaboration
- Position the campus as a leader in and positive example for the CSU System, the State, and beyond
- Take pride in a dynamic university community and actively support students' further development as engaged and effective citizens and participants in our democracy

A list of the desired qualifications and characteristics of the President can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm. This profile provides background information and details the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

### **About California State University**

The California State University (CSU) is the largest four-year university system in the United States and is also proudly one of the most diverse and affordable university systems in the nation. With 23 campuses serving 487,000 students and employing 52,000 faculty and staff, the CSU is a leader in high-quality, accessible, student-focused higher education, and prepares the majority of California's business executives, community leaders, and policymakers. Cal State annually graduates thousands of alumni who have an immeasurable impact in a variety of fields including education, health care, agriculture, government, arts and entertainment, medicine, finance, technology, and non-profit leadership. To learn more about the California State University system, visit [www.calstate.edu](http://www.calstate.edu).

In 2016, the California State University system announced an ambitious initiative to increase graduation rates for all CSU students while eliminating opportunity and achievement gaps. Through this initiative, the Graduation Initiative 2025, the CSU system will ensure that all students have the opportunity to graduate in a timely manner, positively impacting their future and producing the graduates needed to power California and the nation. To achieve this, the CSU system is addressing and assessing numerous topics including: Academic Preparation, Enrollment Management, Student Engagement and Well-Being, Financial Aid, Data-Driven Decision Making, and Administrative Barriers. To learn more about the Graduation Initiative 2025, visit <https://www2.calstate.edu/csu-system/why-the-csu-matters/graduation-initiative-2025>.

### **About San Francisco State University**

Originally founded in 1899 as the San Francisco State Normal School, SF State is one of California's oldest public universities. The institution moved to its current main campus near Lake Merced in 1953; in 1972, the University was re-designated as the California State University, San Francisco; and in 1974, it was renamed San Francisco State University. In the ensuing years, SF State has grown into a leading public state university accredited by the Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges.

SF State is a major public urban university, situated in one of the world's great cities. Building on a century-long history of commitment to quality teaching and broad access to undergraduate and graduate

education, the University offers comprehensive, rigorous, and integrated academic programs that require students to engage in open-minded inquiry and reflection. SF State encourages its students, faculty, and staff to engage fully with the community and develop and share knowledge.

Inspired by the diversity of its community that includes many first-generation college students, and the courage of an academic community that strives to break down traditional boundaries, SF State equips its students to meet the challenges of the 21st century. With the unwavering commitment to social justice that is central to the work of the University, SF State prepares its students to become productive, ethical, active citizens with a global perspective.

SF State's pioneering commitment to community and civic engagement is prevalent throughout the curriculum. More than 500 courses combine academic study with community involvement, and its location in a center of business, technology, and culture provides a laboratory for community-service projects, work-study opportunities, and internships. The University has been named by Princeton Review as a "College with a Conscience," classified as one of the Carnegie Foundation's "Community Engagement" institutions; and consistently receives the Presidential Award in the President's Higher Education Community Service Honor Roll, the highest federal recognition a college or university can receive for its commitment to community service.

In the global arena, SF State ranks fourth in the nation among master's institutions that host international students and ranks first among U.S. universities for the number of students who study abroad for an academic year. With a diverse range of students from almost every state and nearly 100 countries, the University community is a perfect setting for learning to succeed in a pluralistic society and global economy. In fact, the campus was ranked third among all U.S. universities for diversity by the Wall Street Journal.

### *Academic Life*

SF State is home to approximately 30,000 students and nearly 3,400 faculty and staff. It awards bachelor's degrees in 77 academic areas with an additional 48 areas of concentration, master's degrees in 63 academic areas with an additional 41 areas of concentration, and a doctorate degree in educational leadership. Programs offered jointly with University of California campuses include a Ph.D. in education with a concentration in special education with UC Berkeley, and a clinical doctorate, Doctor of Physical Therapy (D.P.T.) with UC San Francisco. In addition, SF State offers 16 credential programs and 41 certificate programs. For more information on the University's colleges and programs, please see the appendix at the end of this document.

### *Student Life*

Of the approximately 30,000 students enrolled at SF State, about 42 percent are Pell Grant eligible and 37 percent are first generation college students. SF State students graduate with the lowest average student debt of any university in the nation. The majority of students come from the Bay Area (57 percent). However, SF State continues to attract students from Southern California and San Diego (23 percent). The ethnic distribution of students in the fall of 2018 was Hispanic/Latino, 32 percent; Asian, 25 percent; White, 19 percent; International, 8%; Multiracial, 6 percent; African American, 5 percent; Unknown, 4 percent; Hawaiian/Pacific Islander, .5 percent; and American Native/Alaskan Native, .2 percent.

Student life is continually growing at SF State with various ways for students to get involved on campus. Nearly 220 student organizations, including fraternities and sororities, help students explore their interests and network with student peers, faculty, staff and the University's over 300,000 alumni. Associated Students, SF State's student government, is the officially recognized voice for all SF State students. The

organization offers leadership opportunities, programs, and services to enhance the student experience both in and out of the classroom. Students can get involved in Campus Recreation by forming an intramural team, joining a sports club, or participating in open rec. SF State is an arts and culture center, with hundreds of workshops, guest lectures, and exhibits held throughout the year. Events and exhibits feature the work of students and faculty members as well as professionals from outside the University community.

Campus residence halls and apartments offer proximity to computer labs and study rooms, study and support groups, cultural activities, and social events. Two residence halls, Mary Ward and Mary Park, the Towers at Centennial Square Apartments, and the Towers Jr. Suites provide housing for first-year freshmen in the heart of campus. Construction recently began on a new 230,000 square-foot, 160-unit student housing facility.

### *Faculty and Staff*

Central to the effectiveness of any institution of higher learning is the quality and dedication of its faculty and staff members. In the fall of 2017, SF State was home to 785 tenured and tenure-track faculty members and 1,003 lecturers. The University employed nearly 1,600 full and part-time staff members. [Collective bargaining agreements](#) cover over 95 percent of SF State employees; the President is expected to develop productive and collaborative relationships with these groups. Approximately 1,425 faculty and staff members are SF State alumni, a testament to their commitment to the University.

SF State faculty members and lecturers have won prestigious teaching awards; obtained research funding from NSF, NIH, and many other funding agencies; won Academy Awards, Pulitzer Prizes, and Grammy Awards. They are productive scholars; SF State is the second most productive CSU campus in terms of published articles. This accomplishment is all the more remarkable given the fact that the faculty is dedicated to a 3-3 teaching load. The President will celebrate faculty accomplishments in research, teaching, and service, while also partnering with them to further develop an environment that promotes these mission areas. The President will recognize and address the unique needs and challenges facing tenured and tenure-track faculty members and lecturers, promoting an environment that fosters a balanced workload and professional success. Students consistently report meaningful experiences with faculty in the classroom, partnering in research opportunities, and engaging in service learning opportunities as enhancing their SF State experience.

Staff members serve SF State and its mission in a variety of roles from technical support, academic support, service and maintenance, health care, and public safety. Their work contributes to student success, both in and out of the classroom. They lead and support critical and socially conscious programs including [Project Rebound](#), a program that supports the formerly incarcerated on their journey through successful reintegration in a college setting; the [Metro College Success Program](#), which uses targeted outreach to support first-generation, low-income, and/or historically underrepresented students in their success at SF State; the [Guardian Scholars Program](#), which creates a vibrant community to engage current and former foster youth to attain college degrees, stable housing, and career path employment; and many more. The President must lead and encourage conversations around critical issues faced by staff, including pay inequities, career advancement, professional development, representation in governance, and equipment and resource needs. Staff provide critical support to both the mission and day-to-day operations of the campus, and the successful President will harness the incredible talent, dedication, and energy of this important campus constituent group to advance the University.

The [University Corporation, San Francisco State](#) was incorporated in 1946 as a not-for-profit public benefit corporation devoted to furthering the educational mission of SF State. It aims to provide resources to the University as means to enrich the SF State experience for our students, faculty, and staff.

The [SF State Foundation](#) is dedicated to raising funds and advocating on behalf of SF State. Comprised of dedicated volunteers, the Foundation furnishes scholarships, evangelizes on behalf of the University, and raises funds to support programs that help create promising futures for students.

### *Athletics*

Intercollegiate sports for women are basketball, cross country, indoor and outdoor track and field, soccer, softball, and volleyball. For men, SF State offers baseball, basketball, cross country, soccer, and wrestling. The University is a member of the California Collegiate Athletic Association, an NCAA Division II conference, for all sports except wrestling which is in the Rocky Mountain Athletic Conference.

### *Strategic Plan*

Emerging from the University's long-standing commitments to teaching, learning and social justice, the strategic plan is anchored by five core University values: Courage, Life of the Mind, Equity, Community and Resilience. The plan highlights aspirations and objectives within each of those core value areas, and it offers initiatives to deliver on the objectives. The strategic plan and all of its components should be read within the ongoing context of SF State's institutional commitment to shared governance. Learn more about the strategic plan here, <http://planning.sfsu.edu/>.

### *Finances*

The [operating budget](#) for 2018-19 academic year is \$364 million. In 2017-18 the University received \$18.7 million in philanthropic gifts and \$29.6 million in grants and contracts.

In November 2018, distinguished alumni George and Judy Marcus gave the University a \$25 million gift – the largest in its history – to establish the George and Judy Marcus Funds for Excellence in the Liberal Arts. The funds will support student and faculty research across the college, as well as four endowed chairs and major programmatic enhancements in the department of Creative Writing and the school of Cinema.

As of February 2019, \$135 million (90 percent of the \$150 million campaign goal) has been raised for "[Bold Thinking: The Campaign for San Francisco State University](#)."

## **Role of the President**

The President of San Francisco State University reports to Dr. Timothy White, Chancellor of the CSU System, and serves as the senior academic and administrative leader for the SF State 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 the Provost and Vice President for Academic Affairs; Vice President for Administration and Finance; Vice President for University Advancement; Vice President of Student Affairs and Enrollment Management; University Counsel; Vice President, University Enterprises; Chief of Staff; and Deputy Chief of Staff.

## **Key Opportunities and Challenges for the President**

The next President will build upon SF State's many strengths and further advance its mission, providing high-quality, relevant, compelling educational programs for students from the Bay Area and beyond. Serving as a compassionate, humanistic, collaborative leader who models accountability and respect, the

President will be a tireless advocate at all levels for enhancing the University's success. In so doing, the President will address the following opportunities and challenges:

***Consistently engage the entire community and build a sense of trust, cohesion, and collaboration to address academic, social, and political issues, aspirations, and actions***

The President will be charged with preserving SF State's distinctive qualities by developing trust, communicating transparently, and cultivating collaborative relationships with students, staff, faculty, alumni, and community members while simultaneously moving the institution forward. The President will help to ensure a bright future for the institution that continues to build toward the highest possible levels of academic excellence and student success.

The incoming president will be a fierce advocate of San Francisco State's unique mission, program offerings, history, and its continued campus development and evolution. The campus has a heritage of academic excellence as well as engaged social and political action fostered by social justice education. The President will value that culture and actively engage the campus' diverse and often divergent voices and approaches to scholarship and community engagement. The President is expected to engage in consistent, respectful, and authentic dialogue with the campus' many stakeholders. The President will recognize that the campus' culture of engagement and activism is a valuable asset, not an obstacle, and will meaningfully engage with students, staff, and faculty accordingly.

***Embrace and enhance the role SF State plays as "The City's University"***

San Francisco State University is a university in and of San Francisco; its physical location is a distinguishing feature that positions the institution to play a critical role in the development of the city and the region. The President will serve as the campus' primary ambassador and community leader, actively cultivating a network of local partners, supporters, and advisors to engage with the school and build relationships with city, county, regional, and statewide entities. The President will move easily and effectively across the many sectors of our diverse and productive region developing strategic partnerships and opportunities for the faculty and students at SF State. As a compelling orator and tireless advocate for both the strengths and needs of the campus community, the President will be recognized as an important thought leader and will help SF State fulfill its mission as the City's University. The President will secure internal and external stakeholders to tackle the challenges of access and affordability facing students, staff, and faculty, particularly first generation students and people from historically marginalized groups. They will lead the fight against the myriad forms of inequality prevalent in the city, the Bay Area, and the country.

***Engage and invest in the academic enterprise, looking for opportunities to distinguish and ignite all programs and initiatives on campus and support the work of faculty and staff***

The next President of San Francisco State University will provide strong support for faculty in their pivotal role as scholars and teachers, and for staff in their foundational work across all areas of the campus. The President will cultivate a community in which positive staff and faculty contributions, leadership, and development are adequately supported, recognized, and rewarded. Only with adequate financial, research, and career development support are faculty able to fulfill their mission as educators, scholars, researchers, and creative artists.

The President will ensure that all administrative structures focus on enabling faculty to excel as teachers, researchers, and leaders in their field. It is expected that the President will understand the work and value of faculty—including the unique needs and challenges for both tenured and tenure-track faculty and lecturers—and provide adequate and appropriate incentives for faculty to remain current in their chosen

academic endeavors, to seek new methods for educating students, and to develop as academic leaders in research and creative activities. The President will both celebrate teaching and increase the visibility of faculty work. In addition, the President shall foster a system in which faculty are fully engaged in collegial decision-making and leadership, and in which curricular decisions are governed by faculty.

The President must fully acknowledge, celebrate, and support the critical role that staff serve at SF State. They will work with leaders across campus to ensure that staff have ample opportunities for professional development, management and leadership training, and access to resources necessary to serve their role at the University. The President will actively engage in meaningful discussions with staff members around their needs, priorities, and goals. Additionally, the President will support and implement initiatives and programs, among other interventions, to provide proper support for a diverse workforce, ensuring that SF State continues to be a place where people of all backgrounds can be positioned to thrive academically, professionally, and personally.

***Understand and invest in the development of effective and proactive support systems that ensure success for all students, particularly students from first generation and/or historically underrepresented groups***

Closely integrated with the academic mission of the University is student success, empowerment of the student voice, students' physical and mental health, and a robust student life environment. The President should be a visible and supportive leader for students. They will endeavor to be accessible to students, open to hearing and working with their needs and helping to empower the student voice. The President will build upon current student success initiatives, working on increasing access and building support for diverse students' success as well as promoting student academic achievement, professional opportunities, and social engagement regionally and globally. The President will also support programs that meet the needs of veterans, transfer, first generation, commuter, and undocumented students. The next President will be expected to lead an ongoing, institution-wide commitment to promoting the value of diversity at San Francisco State by engaging faculty, students, and staff in a meaningful way to continue to develop SF State's sense of an inclusive community. Moreover, retention programs should continue to be strengthened to ensure that all students, regardless of background, are properly supported.

***Make innovative, prudent, and transparent financial decisions that engender trust and ensure a sustainable economic foundation that allows for academic excellence***

The President is responsible for ensuring sustainable funding for the academic enterprise while working to close the equity gap and ensuring the necessary physical infrastructure for a vibrant academic community. They should have a history of sound financial management and understanding of thoughtful budgeting to help steward and expand the financial backbone of San Francisco State. In the spirit of shared governance, the President is expected to work transparently in collaboration with the senior leadership team as well as with leaders across campus. The President will be tasked with managing the resources of the institution discerningly. The President will possess an in-depth understanding of the changing landscape of state funding for higher education in California and the need for private funding to support the University's mission. Fundraising will be a critical piece of the President's job and should involve engaging with traditional development activities and—perhaps more importantly—developing innovative methods to further engage alumni and potential donors. The President will work to create a culture of philanthropy around San Francisco State as well as consider creative means, such as industry-university partnerships, to increase revenue while remaining true to the University's public mission.

***Develop a mission driven leadership culture and executive team that exhibits management and decision-making practices consistent with the ideals of shared governance and collaboration***

The President is expected to practice collaborative, transparent, and egalitarian leadership and serve as a model for other leaders on campus, deliberately enhancing campus culture. They will work with faculty, staff, students, alumni, and community members in real, collaborative, and deep ways, expressing value and appreciation of others by engaging them as appropriate in the work of the University. The President will seek to galvanize the SF State community around the opportunities on campus, harnessing the deep commitment of constituents to the University and generating ideas and excitement and building engagement in its future. The President will be a visible and active presence on campus, effectively communicating with and inspiring the work of faculty, students, and staff. The President will consistently seek input from stakeholders, share information, and involve key participants in the decision-making process.

***Position the campus as a leader in and positive example for the CSU System, the State, and beyond***

The President will exemplify leadership grounded in the principles of shared governance, understanding, fairness, and respect in order to add strength to decisions and leadership, and to ensure united collaboration for the success of San Francisco State and the CSU system. They will recognize the importance of this particular platform in this particular geography, and the rich history that serves as a strong foundation for the future of the campus. The next President will work within and across the system to collaborate with system leadership and all the other 22 CSU campuses to create collective impact to benefit students and the state. The President will also serve as an advocate for the campus at the highest levels of the system and with local, state, and federal entities. They will tirelessly promote the University's economic and academic contributions to San Francisco and the region.

***Take pride in a dynamic university community and actively support students' further development as engaged and effective citizens and participants in our democracy***

Activism is a defining factor of the University's past and present. The successful President will have personal and professional literacy and comfort with activism and issues of social justice. Further, they will understand and value the role the academy can and should play in addressing the pressing issues of our time. The President will critically engage with the ways pedagogy and practice can shape peoples' lives and will push the University community beyond the status quo in developing well rounded individuals ready to join the ranks of SF State's celebrated alumni.

**Qualifications and Characteristics**

The next President of San Francisco State University will also possess many, if not all, of the following qualifications and characteristics:

- An earned doctoral or appropriate terminal degree
- Deep commitment to the mission of a public institution of higher education and specifically to the mission of SF State
- A track record of academic experience and achievement
- Commitment to shared governance and collaborative leadership
- Record of leadership in promoting equity and increasing diversity in all its forms
- Impeccable integrity, ethics, and values
- History of institutional advocacy and activism as well as effective coalition-building across communities

- Exemplary communication and active listening skills, including the ability to communicate effectively across difference
- Experience in the academic administration of large and complex educational organizations
- Demonstrated excellence in institutional leadership and resource management
- Demonstrated ability to work effectively with a full range of external constituents, including alumni, donors, media, and leaders in the private sector
- Ability to lead improvement of academic performance, particularly for retention and graduation
- Record of recruiting and developing high-quality academic administrators, faculty, and staff
- Ability to plan, develop, advance, and implement complex strategic goals, policies, and program initiatives that require management of financial, human, and capital resources
- Experience working collaboratively with faculty and staff governed by collective bargaining agreements
- Demonstrated record of efficiently and effectively solving problems
- Experience with and an affinity for fundraising
- Ability to foster critical thinking and productive conversations around difficult issues that impact the campus community
- A clear vision for the future of higher education and the 21<sup>st</sup> century roles SF State can play in the national/international dialogue.

## Location

The position is located in San Francisco, California. San Francisco is one of the top tourist destinations in the world, ranking 35th out of the 100 most visited cities worldwide. It is renowned for its cool summers, year round fog, steep rolling hills, eclectic mix of architecture, and landmarks including the Golden Gate Bridge, Alcatraz Island, and Chinatown, among many other attractions. The city is also a primary banking and finance center, with more than 30 international financial institutions. San Francisco ranks 18th in the world's top-producing cities and 12th in the top twenty global financial centers. Since the University's founding, the city has provided SF State students with an extended classroom – students have interned and volunteered at a range of institutions from City Hall to Fortune 500 companies to Silicon Valley startups; they have served schools and nonprofits and immersed themselves in the art, culture, and rich history of activism and social justice, adventure, and natural beauty of the city.

## Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. For best consideration, please apply by March 22, 2019. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: [www.imsearch.com/6827](http://www.imsearch.com/6827). Electronic submission of materials is strongly encouraged.



*Recruiting exceptional leaders  
for mission-driven organizations*

Regan Gough, David Bellshaw, and Brett Barbour  
Isaacson, Miller  
1000 Sansome Street, Suite 300  
San Francisco, CA 94111  
Phone: 415.655.4900

*San Francisco State University celebrates all forms of diversity and is deeply committed to fostering an inclusive environment within which students, staff, administrators, and faculty thrive. Individuals interested in advancing the University's strategic diversity goals are strongly encouraged to apply. Reasonable accommodations will be provided for qualified applicants with disabilities who self-disclose.*

## Appendix: Colleges and Programs

The campus houses six colleges including:

- The [College of Business](#) aspires to be one of the best public urban business schools by applying sustainability and ethical perspectives to its understanding of business practice, global leadership, innovation, the economy, and society. The college's mission is to prepare students for professional success through high-quality teaching, innovative and relevant courses, discipline-based and pedagogical scholarship, and engagement with the academic and business communities. The college's student body is diverse, reflecting not only the San Francisco area but also the large number of international students who choose to study here. The College of Business offers undergraduate, graduate, and executive business education, providing a broad and exciting array of courses of study and concentrations.
- The [Graduate College of Education](#) prepares elementary teachers, bilingual teachers, middle and high school teachers, special educators, school principals, speech-language pathologists, adult educators and many more education professionals to serve in schools and communities. The college's programs are designed to create equity and inclusion for all students and to increase the diversity of the educator workforce. The Graduate College of Education offers Master's Degree, Doctoral Degree, and Graduate Certificate programs.
- San Francisco State is home of the first and only [College of Ethnic Studies](#) in the country. The college was established in 1969 through a student strike to demand a more relevant and inclusive education. The college houses five departments: Africana Studies, American Indian Studies, Asian American Studies, Latina/Latino Studies, and Race and Resistance Studies. It offers four bachelor's degrees, two master's degrees, six minors, and one post-baccalaureate certificate. As an interdisciplinary college, the college offers over 175 courses each semester in 15 of SF State's 17 areas of General Education, including oral and written communication, natural sciences, arts, humanities, and social sciences. The college also has one of the lowest student-to-faculty ratios in the University and the highest student retention. All of this means students graduate faster and receive more faculty attention – all while acquiring a comprehensive understanding of the unique experience of indigenous people and people of color.
- At the [College of Health and Social Sciences](#), students develop their ability to make a significant, meaningful impact on their communities and society. Through classroom learning and practical experience, they receive professional preparation in a variety of fields promoting health, well-being, and quality of life. The college comprises a wide range of departments, programs, and schools with a shared commitment to equity and social justice. Students from the college can be found all over San Francisco – in schools, hospitals, social service agencies, governmental agencies, corporations, and other settings – translating knowledge into action to improve lives on multiple fronts.
- Spanning the arts, humanities, and social sciences, the [College of Liberal and Creative Arts](#) is a bustling hub for creativity, collaboration, and debate. Students get to work and network with the college's world-class faculty, who are constantly developing their own groundbreaking art and research in their respective professions. Many future Oscar, Grammy, Emmy, and Tony award winners – as well as elected officials, community leaders, journalists, and scholars – have spent many late nights working together on and off campus to fulfill their dreams. The college provides students the opportunity to engage ideas that feed the spirit, power the world, and empower success and growth.

- The [College of Science and Engineering](#) is a center of engagement, opportunity, and scholarly activity offering its students outstanding opportunities for learning and discovery that are rewarding, academically rigorous, and intellectually challenging. It is home to more than 7,000 students and 400 faculty and staff members, including 182 tenured and tenure-track faculty members. Instructors foster a welcoming, inclusive teaching and research environment and promote hands-on, real-world experiences to prepare students for the competitive job market. Students train with faculty members who are leaders in their fields and who support education and research by attracting significant amounts of funding (\$30 - \$40 million annually) from federal, state, and private sources.

**Additional SF State Locations**

- [Downtown Campus](#)
- [Estuary and Ocean Science Center](#)
- [Sierra Nevada Field Campus](#)
- [Moss Landing Marine Laboratories](#)