

FRESNO STATE

Dean of Research and Graduate Studies

Leadership Profile

May 2024



WittKieffer

Executive Summary

California State University, Fresno ([Fresno State](#)) seeks a collaborative, and innovative leader to serve as the next dean of the Division of Research and Graduate Studies. This individual will steward the research mission, cultivate faculty creativity, and champion graduate studies at Fresno State.

Since its founding in 1911 as the Fresno State Normal School, the institution has evolved into a comprehensive, research university and a recognized leader in serving Central California's diverse, growing community. Fresno State serves as one of 23 California State University (CSU) campuses. With an enrollment of nearly 24,000 students, Fresno State offers 72 undergraduate degree programs, 49 master's degree programs, and three doctoral programs in the liberal arts and sciences as well as in a variety of professional disciplines emphasizing agriculture, business, engineering, and technology, health and human services, and education. The campus recently launched its [2023-2029 strategic plan](#), which reflects Fresno State's core values and its deep commitment to the economic and social vibrancy of its community. Ranked eighth among all colleges nationwide for social mobility in the 2024 *U.S. News and World Report's* "Best Colleges" rankings, Fresno State is committed to serving an underrepresented student body and advancing economic opportunity for low-income students.

The Dean of Research and Graduate Studies reports directly to the Provost and Vice President for Academic Affairs and provides leadership to the research and graduate education mission of the University. Specifically, the Dean is responsible for supporting faculty and student driven research endeavors, enabling a climate for obtaining external research funding, expanding the quality and development of graduate programs, providing support for graduate students, and overseeing the policies and procedures related to these areas.

The successful candidate will have a terminal degree and appropriate academic credentials, including evidence of substantial research and scholarly activity to qualify for appointment as a tenured professor in one of the colleges/schools within the Division of Academic Affairs. The new leader must bring a record of successful academic administrative experience and proven leadership ability, including the development of interdisciplinary programs and research. The dean will champion Fresno State's growing research mission while developing a vision and outlining strategic priorities for the Division of Research and Graduate Studies. Leading efforts to review and streamline processes, the dean will strengthen research infrastructure and build capacity to support faculty and student research. The new leader will also be responsible for developing and stewarding strategic collaborations and partnerships that will extend Fresno State's reach and impact.

To nominate an individual or to express personal interest in this position, please see the "Procedure for Candidacy" section at the end of this document.

Role of the Dean of Research and Graduate Studies



The Dean of Research and Graduate Studies reports directly to the Provost and Vice President for Academic Affairs and provides leadership to the research and graduate education mission of the University. Specifically, the Dean is responsible for supporting faculty and student driven research endeavors, enabling a climate for obtaining research funding, expanding the quality and development of graduate programs, providing support for graduate students, and overseeing the policies and procedures related to these areas. The Dean works in consultation with research faculty, Provost, School/College Deans, and leaders from Academic Affairs and divisions on campus to develop strategies conducive to research development at Fresno State. Units supervised include the Division of Graduate Studies, the Office of Research and Sponsored Programs, McNair Program, the Institutional Review Board, and other research compliance boards. The Dean is a member of the Academic Affairs Leadership Team.

The Dean manages an annual budget of \$16 million and provides direct supervision to the personnel of both the Division of Graduate Studies and Research and Sponsored Programs, including 30 staff and supporting the work of over 200 faculty. In addition, the dean would be responsible for the following.

Primary responsibilities and duties in graduate studies:

- Develop policies to enhance graduate student success, promote academic excellence, and provide student research experiences;
- Coordinate and serve as an ex-officio member on the:
 - University Graduate Committee
 - Institutional Review Board (IRB)
 - Co-coordinate Program Review (with Undergraduate Dean)
 - Coordinate Grants and Research Advisory Board (GRAB)
- Coordinate the recruitment and retention of highly qualified graduate students;
- Oversee assessment process of all graduate academic programs by authorized campus bodies and individuals, annual reporting of review results in the update of the CSU Academic Master Plan;
- Oversee review of proposals for new, modified, or discontinued graduate academic curricula and programs by authorized campus bodies and individuals, including those running through Self Support;
- Assure the quality of graduate programs and credentials through the development and implementation of academic policies and assessment tools;
- Oversee timely review of academic probation/disqualification for graduate students and intervention strategies to maximize student success;
- Provide opportunities to high-achieving students through the CSU Pre-doctoral Scholars Program, Graduate Equity Fellowships, CSU Forgivable Loans, CSU Student Research Competition, and other programs;

- Foster curriculum development and assessment of graduate program reviews;
- Oversee the admissions, thesis, and graduation evaluation processes for all graduate students;
- Ensure compliance with the federal, state, CSU system, and university policies governing graduate study;

Primary responsibilities and duties in research, scholarship, and creative activity:

- Supports the technological infrastructure, equipment, and facilities needed for effective program development and delivery, including developing labs and experiential learning spaces;
- Ensure compliance with the federal, state, CSU system, and university policies governing university-sponsored research, including protection of human subjects, animal welfare, intellectual property, export control, conflict of interest, and misconduct in research;
- Provide opportunities and support for faculty and students to engage in research, scholarly investigations, and creative activities, including but not limited to finding sources of funding, supporting the development of faculty research proposals, ensuring proper documentation and budgeting for proposals, ensuring compliance and alignment with sponsor requirements, etc.;
- Recognize and celebrate outstanding student and faculty scholarship and creativity through awards programs, research forums and conferences, and publications;
- Collaborate across colleges, schools, units, and divisions to foster interdisciplinary, transdisciplinary, and transformative research;
- Manage the process for limited submission proposals;
- Ensure timely review of proposals for external funding and advise the provost concerning approval; participate in negotiations on cost-share, matching funds, in-kind, and facilities requirements of funding proposals;
- Assume institutional responsibility for federal compliance and assurances issues of items such as financial conflicts of interest, Human Subjects Research Protection, Animal Care and Use, radiation and biohazards safety, research ethics, agency-required student and staff training, and export control;
- Assume institutional responsibility for CSU Chancellor's Office and internal pre-award policy compliance;
- Translate the President's and Provost's visions of the University into grants and contracts activities in applied and basic research, community and economic development, and various contractual training projects in a number of disciplines;
- Coordinate and collaborate with the post-award unit in the Fresno State Foundation to ensure adequate, timely, and appropriate support for faculty, staff, and student researchers;
- Network and build relationships with campus collaborators including, faculty, staff, students, pre-award, post-award, and Provost and Vice President for Academic Affairs.

Opportunities and Expectations for Leadership

Champion Fresno State University's growing research mission

The new dean will champion the University's recent Carnegie R2 designation, which reflects significant growth in research activity. As a key contributor to the implementation of the University's strategic plan, the dean will lead its pursuit of a robust research enterprise, stewarding university-wide efforts to grow sponsored research funding and expand faculty-student research collaborations. The new leader will strengthen a culture that advances research, scholarship, and creative activity across the colleges and schools and incentivizes extramural research. Furthermore, the dean will celebrate, communicate, and disseminate the new knowledge and creative output generated at Fresno State both across the University and beyond.

Conceptualize a strategic vision for the Division of Research and Graduate Studies

As the new dean learns the division, as well as the colleges and schools that it supports, there will be a unique opportunity to establish a vision that addresses immediate priorities and long-term strategic initiatives in support of both research and graduate studies at Fresno State. The new dean will need to balance these efforts by identifying priorities and opportunities for innovation across both research and graduate studies. The dean will articulate a clear path and partner with team leaders within the division to ensure follow-through while identifying and working to remove barriers. Understanding the financial challenges associated with administering a research enterprise, the new leader will bring a creative approach to generating and allocating resources that support the enterprise.

Strengthen research infrastructure and build capacity

The dean will further Fresno State's transition to a culture that prioritizes, enables, and supports scholarly achievement and impact while ensuring compliance with all applicable regulations and requirements. This will require enhancing the agility and responsiveness of support for faculty investigators across Fresno State's colleges, schools, centers, and institutes. Ensuring an environment that is conducive to research is critical for Fresno State to maintain its R2 Carnegie designation and support the University's future research ambitions. The dean will work to develop, implement, and maintain university-wide policies and procedures that support faculty research development and goals. The dean will advocate for the division while partnering with university leadership to develop infrastructure and a dedication of resources to create an incentivized research culture that encourages and recognizes the pursuit of grant funding. The new leader will also support a stronger collaboration between the pre- and post-award support resources necessary for faculty and students to conduct exceptional research.

Build key strategic partnerships and community relationships

The new dean will lead efforts to expand existing collaborations and to develop partnerships across the University to support new and innovative graduate studies. The dean will champion faculty-student research collaborations and advocate for the development of graduate research assistant positions. The new leader will further identify and establish or strengthen partnerships with government agencies, industries, foundations, non-profit agencies, and other universities or institutions that may extend Fresno State's reach and maximize its impact.

Professional Qualifications and Personal Qualities

Knowledge, skills, and abilities required to perform the essential functions in the role of the dean of the Division of Research and Graduate Studies:

- Deep understanding of higher education issues and trends, curriculum and program development practices, the general concerns and processes of educational equity, and the needs and expectations of diverse student and faculty perspectives with particular knowledge of these in a graduate education setting.
- Demonstrated experience with grant mechanisms, institutional review and compliance procedures, and pre- and post-award procedures.
- Knowledge of intellectual property rights and processes.
- Experience working effectively in a multicultural, diverse, and complex university environment with staff, faculty, and administrators.
- Ability to develop policies to enhance graduate student success and promote academic excellence.
- Skilled in analyzing complex problems, devising innovative solutions, and perceiving the implications and potential consequences of various situations.
- Ability to build, grow, and maintain productive relationships with faculty, students, post-award units/offices, and grant agencies to promote and facilitate faculty/student research endeavors.
- Strong oral, written, and interpersonal communication.
- A consultative approach to decision-making and commitment to shared governance.
- Demonstrated success in leadership, planning, and evaluation.

Minimum Qualifications

- A terminal degree and the appropriate academic credentials, including substantial evidence of research and scholarly activity to qualify for appointment as a tenured Professor in one of the colleges/schools within the Division of Academic Affairs.
- Significant and successful academic administrative experience and proven leadership ability, including the development of interdisciplinary programs and research.
- Experience with program planning, direction, and coordination.
- Success in obtaining external funding as appropriate to his/her academic field and serving as the Principal Investigator for external grants.
- Experience in staff evaluation and supervision.
- Experience in mentoring and working with graduate students.
- Experience in administration and budgeting.

Preferred Qualifications

- Experience with and knowledge of accreditation standards and processes.
- Experience working in a collective bargaining environment.



About California State University, Fresno

Overview



Fresno State is a nationally ranked university and one of 14 California universities to earn R2 designation as a Doctoral University-High Research Activity by the Carnegie Commission on Higher Education. A Pulitzer Prize-winning faculty member along with four named schools and colleges resulting from multimillion-dollar gifts that are earning Fresno State a reputation as one of the West Coast's best universities. Service to the region is an important part of the mission. The prestigious Carnegie Foundation for the Advancement of Teaching awarded Fresno State its Community Engagement Classification, acknowledging the University's extensive partnership with Central California. With an enrollment of nearly 24,000 students, Fresno State offers 72 undergraduate degree programs and 49 master's degree programs in the liberal arts and sciences as well as in a variety of professional disciplines emphasizing agriculture, business, engineering and technology, health and human services, and education. In addition to an Educational Specialist degree, Fresno State offers doctorates in educational leadership, nursing, and physical therapy.

Fresno State serves the richly diverse region of Central California. The U.S. Department of Education designates the University as both a Hispanic-Serving Institution (HSI) and an Asian American and Native American Pacific Islander-Serving Institution (AANAPISI). The U.S. Department of State further recognized Fresno State in 2023 as one of 45 colleges and universities across the nation to be designated a Fulbright HSI leader for its strong engagement in the international academic exchange program.

California State University, Fresno has roots dating back to 1911 when the doors of the Fresno State Normal School opened to 150 hopeful students. More recently, the University has garnered national attention for its rise in college rankings.

To date, more than 235,000 graduates — and thousands of others who have had a Fresno State educational experience — have migrated to every state in the nation and around the globe. They are prominent leaders, innovators, and critical thinkers in every industry, transforming communities in the region and beyond.

To learn more about Fresno State's 2023-2029 Strategic Plan, please visit:

<https://president.fresnostate.edu/strategic-plan/>.

About the Division of Research and Graduate Studies

The [Division of Research and Graduate Studies](#) is home to the Office of Research and Sponsored Programs which advances research and external support by providing leadership and professional assistance for faculty, students, and staff at Fresno State. The division is also responsible for the development, planning, assessment, improvement, and administration of all postbaccalaureate, and graduate programs offered by the University.

Research and Sponsored Programs

The Office of Research and Sponsored Programs (ORSP) provides leadership, resources, and professional assistance in pursuit of a wide range of educational goals. The ORSP team is responsible for identifying and contacting funding sources, including federal, state, and other public and private grant opportunities. The team disseminates information on research activities and conducts proposal writing seminars to orient faculty and campus leadership on critical research policies and procedures. ORSP prepares research budgets and coordinates key aspects of proposal submissions. The team provides direct support for faculty research, coordinates various research awards, provides special financial assistance for key university projects, and offers expert intellectual property and patent services. In support of student research at Fresno State, ORSP encourages student participation in funded projects and the [CSU Student Research Competition](#). The team is also responsible for directing the [Central California Research Symposium](#).

Graduate Studies

The Division of Research and Graduate Studies (RGS) includes all departments and academic units within the University that offer graduate courses and programs leading to advanced degrees. The chief administrative officer of the Division of Research and Graduate Studies is the graduate dean, who has general responsibility for the development, planning, assessment, improvement, and administration of postbaccalaureate and graduate programs offered by the University. Within this charge, the division administers all graduate student record functions, including student academic progress and evaluations; develops opportunities for providing student fellowships, scholarships, and assistantships; and provides support for research and professional scholarship activities for faculty and graduate students.

Housed within RGS are the special admission, program, and degree specialists, and the dissertation/thesis consultant. They advise both domestic and international students on requirements and regulations for graduate degree completion and other special circumstances that may arise.

The responsibilities of RGS are complex and decentralized to include the eight academic colleges and schools of the University and the departments within them housing the graduate programs. Each program has a graduate program coordinator who often serves as the initial point of contact for entering graduate students. The faculty members in the department who constitute the graduate faculty group have initial responsibility for the quality and scheduling of courses and the preparation of course syllabi, examinations, projects, and theses.

As a member of the graduate faculty, the major professor/advisor for a student is responsible for guiding the student in selecting appropriate courses, research problems, and professional experiences. Moreover, the major professor/advisor is important as both a colleague and mentor in facilitating the intellectual development and maturation of the student within the discipline.

The Graduate Committee is the chief consultative body responsible for formulating and recommending policies, standards, and procedures for all graduate studies at Fresno State. This

committee is composed of eight faculty members elected by the faculty and the graduate dean.



Graduate Degrees and Programs

There is great variety in the nature and scope of the graduate programs, options, concentrations, and emphases available at California State University, Fresno. For a complete listing of the doctoral, educational specialist, master's, graduate certificate, and credential programs available at Fresno State, visit the [Degree Program Information and Requirements](#) page online.

Centers and Institutes

Fresno State is home to nearly 50 Centers and Institutes focused on issues of importance to the Central Valley. The [Centers and Institutes Booklet](#) provides a look at Fresno State's varied research and training capabilities with a brief description for each of the University's recognized centers and institutes.

Schools and Colleges

[College of Arts and Humanities](#)

[College of Science and Mathematics](#)

[College of Social Sciences](#)

[Craig School of Business](#)

[Jordan College of Agricultural Sciences and Technology](#)

[Kremen School of Education and Human Development](#)

[Lyles College of Engineering](#)

Leadership

President, Saúl Jiménez-Sandoval, Ph.D.



Saúl Jiménez-Sandoval has roots in Fowler, a city 15 minutes south of Fresno, and his commitment to the region and higher education form the foundation of his drive to promote the region's economic and cultural ascendency. Dr. Jiménez-Sandoval is an immigrant to the San Joaquin Valley, having arrived in the region from Mexico at 10 years old. He worked on his father's small farm and grew to appreciate the many cultures, languages and communities of the Valley.

After serving over two decades on campus, Dr. Jiménez-Sandoval was named Fresno State's ninth president in 2021. Prior to his administrative appointments as the Dean of Arts and Humanities and Provost and Vice President of Academic Affairs, Dr. Jiménez-Sandoval taught on campus for nearly 15 years. His expertise is in Spanish and Portuguese poetry, and he has published on authors from Cuba, Mexico, Spain and Portugal. Dr. Jiménez-Sandoval has a deep faith in the potential of Fresno State's gifted students and works tirelessly to promote their growth and success. Under his leadership, Fresno State launched a groundbreaking new direct-admissions program, Bulldog Bound, in the Spring of 2022. In the first year, Bulldog Bound partnered with over 30 local school districts, transforming access to higher education in the Central Valley and fostering a college-going culture across the community.

Dr. Jiménez-Sandoval is most inspired by Fresno State's power to transform the individual in ways that promote their unique skills and talents and encourage their dynamic contributions to the greater good. He is proud of Fresno State's status as a national leader in recruiting, supporting and graduating students from diverse backgrounds. Under his leadership, Fresno State saw an impressive rise in national rankings. In 2023, Fresno State was ranked atop the CSU and among the highest in the West in national university rankings. Fresno State ranked No. 26 in Washington Monthly's 2023 annual list of top universities. At No. 26, Fresno State ranks alongside six Ivy League schools and private universities like Stanford and MIT. In 2023, Fresno State also ranked No. 8 in social mobility in U.S. World News and Report and No. 6 in Social Mobility in the Wall Street Journal.

In the first three years of Dr. Jiménez-Sandoval's presidency, Fresno State has achieved some truly remarkable accomplishments. In the Fall of 2022, Fresno State achieved a "Doctoral University — High Research Activity," or "R2" by the Carnegie Commission on Higher Education. Fresno State is the only CSU in the Central San Joaquin Valley to have this designation and it is Dr. Jiménez-Sandoval's sincere belief that research is at the heart of innovation and entrepreneurship. In 2022-23, Fresno State was awarded a record-breaking \$65.5M in grants and contracts and has recorded a remarkable 75% increase over the last six years. In the Fall of 2023, Fresno State launched its new five-year strategic plan. The plan outlines five primary goals and was a product of the feedback of thousands of individuals across the campus community.

Dr. Jiménez-Sandoval believes in the power of relationships and professional development through mentorship and has engaged in mentoring, both informally and through established programs, for aspiring leaders from every college and school at Fresno State. He has also established formal relationships with a number of local and national organizations to strengthen the impact of Fresno State, including Fresno Housing, to address housing insecurity, the U.S. Army Civil Affairs to expand food security, the Fresno Chaffee Zoo and the Study in Portugal Network to establish new study abroad pathway programs.

Dr. Jiménez-Sandoval received dual B.A.s (cum laude), in History and in Spanish, from the University of California, Irvine. His M.A. and Ph.D. are in Spanish and Portuguese literatures, also from UC Irvine. He subsequently successfully completed an advanced seminar on critical theory at Cornell's School of Criticism and

Theory.

Dr. Jiménez-Sandoval's leadership has been recognized both locally and nationally. He serves on a number of boards, including the federal USDA-HACU Leadership Group, the American Association of State Colleges and Universities and serves as the Chair of the CSU Program for Education and Research in Biotechnology and CSU WATER. In 2023, he was named the recipient of the Robert C. Maxson President of the Year award for the second year in a row; the award was presented by the Cal State Student Association, a student organization that represents nearly half a million students in the CSU system. He also received the Horizon Excellence in the Arts Award by the Fresno Art Council in 2019 and was inducted into the Phi Kappa Phi honor society in 2016.

Dr. Jiménez-Sandoval is dedicated to the Central Valley and Fresno State and is proud that his academic career has been invested in promoting the deep roots and bright futures of the students and region. With his deep love of the Valley and a strong connection to agriculture and the arts, he is committed to his community where he and his wife, Dr. Mariana Anagnostopoulos, and their two sons, Leo and Arion, call home.

Provost and Vice President for Academic Affairs, Xuanning Fu, Ph.D.



Dr. Xuanning Fu was named provost and vice president for academic affairs of Fresno State University in June 2022 after serving as interim provost since January 2021. Prior to his appointment as the interim provost, Dr. Fu served as associate dean of the College of Social Sciences, dean of Undergraduate Studies, and vice provost.

Fu earned his bachelor's and master's degrees in China and taught at Ocean University of China as an assistant professor of English before he came to the United States in 1989 as an international student seeking to further his education. He obtained his doctorate degree in sociology in 1994 from Brigham Young University. He taught at Brigham Young University-Hawaii from 1994 to 1999 while serving as director of Institutional Research of that campus. In 2000, he joined the founding team of California University, Merced, as a principal analyst, engaging in educational

outreach to help prepare the Central Valley K-12 students for the new UC campus. Fu began his career at Fresno State as a faculty member in the Department of Sociology in 2003.

As Fresno State's chief academic officer, Fu is committed to empowering California's Central Valley's diverse students who will become the leaders of tomorrow. Fu was instrumental in helping Fresno State receive two grants — a \$1.26 million grant from the Department of Education to increase Asian American-Pacific Islander representation in criminal and civil justice careers, and a \$1.25 million grant from the National Science Foundation to increase the representation of women engineering faculty in the CSU.

His research interests include inter-racial marriage, education and social class, and the meaning of work. He has published two books and 30 peer-reviewed journal articles. Dr. Fu has taught in four U.S. universities, including UC and CSU, and also worked as a statistician and researcher in the field of educational outreach. He is intimately familiar with California's systems of higher education and pathways for student success. His most recent research focused on graduation and time to degree in higher education institutions. As provost, Dr. Fu has led efforts to improve graduation rates for Fresno State in alignment with the California State University System's Graduation Initiative 2025 which aims to increase degree completion by breaking down barriers.

In his spare time, Fu enjoys nature photography and editing photographs with Photoshop, as well as travel and reading about history.

Fresno, California

Located in the heart of California's Central Valley, Fresno State sits on roughly 1,400 acres with over 4,000 trees, lots of green open spaces, and a backdrop of the beautiful Sierra Nevada Mountain range. The campus offers a working farm, creamery, store, the largest library between Los Angeles and Sacramento, a Starbucks, a movie theater, an event center, a bowling alley, a planetarium, and much more. Fresno State is even home to the Save Mart Center, the largest university indoor arena on the West Coast of the U.S.

As the fifth largest city in California, Fresno provides students with easy access to a vast number of sports teams, organizations, facilities, venues, and internship opportunities. Conveniently located within a three-hour drive to both Los Angeles and San Francisco, Fresno offers access to some of the world's most sought-after recreation and entertainment destinations.

Fresno boasts approximately 300 days of sunshine a year. Three national parks, including Yosemite, Sequoia, and Kings Canyon are all within driving distance of Fresno, providing access to breathtaking scenery, spectacular canyons, cascading rivers and waterfalls, the world's largest trees, and endless trails. Known for its agricultural bounty, Fresno County is home to 1.88 million acres of the world's most productive farmland and leads the nation in agricultural production.

The Fresno County art scene is a brilliant reflection of the area's diverse population that is rich in culture. Meet local artists, both well-known and those just beginning to discover their talent, at ArtHop which takes place on the first and third Thursday of each month. Visit the Fresno Art Museum, browse eclectic galleries, watch live art demonstrations, or visit one of the area's cultural museums like Arte Americas or the African-American Historical Museum of the San Joaquin Valley.

Fresno County is a foodie wonderland with freshly made farm-to-table cuisine and eateries offering food with influences from all around the world. The area has an abundance of unparalleled dining experiences, such as at School House Restaurant & Tavern, tucked in the countryside, serving award-winning meals with fresh ingredients in a brick schoolhouse built nearly 100 years ago.

Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting California State University, Fresno in this search. For fullest consideration, candidate materials should be received by September 3, 2024.

Nominations, inquiries, and application materials can be directed to:

Jen Meyers Pickard, Ph.D., and Kim Migoya

FresnoState-DeanResearch@wittkieffer.com

The anticipated compensation range for this position is between \$170,000 and \$200,000 annually.

California State University, Fresno is committed to maintaining and implementing employment policies and procedures in compliance with applicable state and federal equal employment opportunity laws and regulations. Executive Orders 1096 and 1097 prohibit discrimination, harassment, and retaliation on the basis of a protected status: race, color, religion, national origin, ancestry, age, sex (including gender identity), sexual orientation, marital status, pregnancy, mental disability, physical disability, medical condition and covered veteran status. Fresno State's commitment to diversity informs our efforts in recruitment, hiring, and retention. We are proud to be an affirmative action and equal opportunity employer.