



UNIVERSITY OF SAN FRANCISCO

SAN FRANCISCO, CALIFORNIA

SENIOR ASSOCIATE DIRECTOR OF ADMISSION

FOR ACCESS AND INCLUSION

APPOINTMENT DATE: SUMMER 2017

usfca.edu



Carney
Sandoe
& ASSOCIATES



UNIVERSITY OF SAN FRANCISCO

CHANGE THE WORLD FROM HERE

Mission

The core mission of the University is to promote learning in the Jesuit Catholic tradition. The University offers undergraduate, graduate, and professional students the knowledge and skills needed to succeed as persons and professionals, and the values and sensitivity necessary to be men and women for others.

The University will distinguish itself as a diverse, socially responsible learning community of high quality scholarship and academic rigor sustained by a faith that does justice. The University will draw from the cultural, intellectual, and economic resources of the San Francisco Bay Area and its location on the Pacific Rim to enrich and strengthen its educational programs.

POSITION OVERVIEW

The University of San Francisco (USF), a Jesuit Catholic university located in the heart of San Francisco, announces its search for a Senior Associate Director of Admission for Access and Inclusion to provide leadership in the Office of Undergraduate Admission starting Summer 2017. The University is recognized for enrolling one of the most diverse student bodies in the nation and for placing its commitment to fostering an inclusive community at the heart of its mission.

The Senior Associate Director of Admission for Access and Inclusion (SADAAI) develops and implements strategies to ensure that the University meets its undergraduate enrollment goals for student diversity. Building on broad-based consultation with enrollment leaders and key partners through the University, the SADAAI develops an analytically grounded, mission focused, and pragmatically oriented plan for new undergraduate student diversity at USF.

To reach the University's ambitious goals, the SADAAI plays an important role in the recruitment of underrepresented students in the local community (San Francisco, East Bay, and Peninsula) and is the primary contact for partnerships and opportunities with key non-profits and community-based organizations (CBO) that have established productive student recruitment programs. The SADAAI also works with transfers, middle school, and early high school-based (grades 8 – 10) students, as well as with federal and state sponsored pre-college programs that support pathways for underrepresented students within the undergraduate student body at USF. The SADAAI engages with and advises students and parents from these organizations on all aspects of college preparation and financial literacy.

Under the supervision of the Director of Undergraduate Admission, the SADAAI consults on a regular basis with faculty and student leaders; Strategic Enrollment Management (SEM) leadership,





especially the Director of Financial Aid; University Life staff intimately involved in student support; and others to ensure that outreach and engagement activities of this position are in alignment with the lived reality of the student experience at USF. In addition to participating in a full complement of admission recruitment and evaluation activities, the SADAAI serves as a resource to ensure that admission practices and policies are structured in ways to support achievement of the University's enrollment objectives.

THE UNIVERSITY

The University of San Francisco is a premier Jesuit university that inspires students to create a more humane, just, and sustainable world. One of the most ethnically diverse universities in the nation and a leader in international education, USF enrolls about 11,000 students in its five schools and colleges: the School of Law, the College of Arts and Sciences, the School of Management, the School of Education, and the School of Nursing and Health Professions. Students come from 46 states and 87 countries to make a difference in their chosen fields with the support of an outstanding faculty that prepares students to thrive not only in the workplace, but in life.

AT A GLANCE

The University

Established: 1855

Size of Main Campus: 55 acres

The Students

All Students: 11,018

Undergraduate: 6,745

Graduate: 4,273

Diversity: 5% African American, 19.6% Asian, 29.3% Caucasian, 16.3% International, 19.2% Latino/Hispanic, 5.8% Multi-race

Academics (2016)

Student/Faculty Ratio: 14:1

Bachelor's Degrees Awarded: 1,695

Master's Degrees Awarded: 1,356

Incoming Freshmen (Fall 2016)

Number of Applications: 17,589

Percent Offered Admission: 62%

Number Enrolled: 1,647

Gender: 61.7% women, 38.3% men

Students of Color: 73.8%

Mid-50% ACT: 23-28

Mid-50% SAT: 1040-1250

Average GPA: 3.6

Faculty (2015-2016)

Full-time Members: 493

Part-time Members: 724

93% of full-time faculty hold the highest or terminal degree in their field

Gender: 245 men, 248 women (full time)

Persons of color: 178 (full-time)

Student Costs (2016-2017)

Tuition: \$44,040

Tuition, Fees, Room and Board: \$58,484

Financial Aid

69% of students receive aid

Average financial aid package of all enrolled students: \$28,715

Athletics

Division: Division I

Men's Sports: 7

Women's Sports: 8

Intramural and Club Sports: 34



USF's mission stretches back to the founding of the Society of Jesus in 1540 by St. Ignatius of Loyola that took root in San Francisco in 1855 and still flourishes today. Central to the mission of the University of San Francisco is the preparation of men and women to shape a multicultural world with generosity, compassion, and justice. This mission permeates all aspects of the institution, including student learning and faculty development, curriculum design, program and degree offerings, alumni relations, and a host of other institutional features. The University at large is committed to bettering the community, and a strong global education and study abroad program ensures students experience and contribute to the world outside the United States.

The main USF campus sits on 55 acres near Golden Gate Park. In addition, the University offers classes at four Northern California branch campuses (Sacramento, San Jose, Santa Rosa, and Pleasanton), at a Southern California branch campus, and in downtown San Francisco. At the center of one of the world's most dynamic cities, students have countless opportunities to connect with people, organizations, and employers who are working to shape the world.

A community dedicated to translating thoughts into positive action, for 160 years USF has served the citizens of San Francisco and enriched the lives of thousands of people. The institution has graduated students who have gone on to become leaders in government, education, business, journalism, sports, the sciences, nursing and health care, and the legal and medical profession. Among its alumni, the university counts three San Francisco mayors, a United States Senator, four California Supreme Court Justices, a California Lieutenant Governor, two Pulitzer Prize winners, three Olympic medalists, several professional athletes, and the former president of Peru.



SAN FRANCISCO, CALIFORNIA

San Francisco, the cultural, commercial, and financial center of Northern California, is a hilly city on the tip of a peninsula surrounded by the majestic Pacific Ocean and picturesque San Francisco Bay. The University of San Francisco reflects the world famous city that surrounds it, a 7 x 7 mile community of 34 neighborhoods and nine ecosystems. Long known for its scenic beauty, its multicultural communities, and a vibrant business culture, San Francisco is a unique and breathtaking metropolis. Over the past two decades, it has become a world center for technological and life science innovation. Culturally rich, the city offers music, art, theater, museum and literary events year around. In addition, the city is close to nature with spectacular beaches, 3,500 acres of green space as well as easy access to miles of hiking and bicycle trails in some of the most beautiful parts of the West Coast.

Known for the Golden Gate Bridge, cable cars, Fisherman's Wharf, Victorian houses, Alcatraz, and first-rate food scene, San Francisco is iconic and a popular tourist destination. But it also ranks highly on world livability rankings. With a population of around 865,000, the city's colorful neighborhoods provide distinct and unique areas to enjoy culture and arts events, food, and shopping. Many localities feature a mix of businesses and venues that serve both residents and visitors and contribute to the city's lively atmosphere. San Francisco also has a very active environmental community, and has been at the forefront of many global discussions about our natural environment.

With sweeping views from every hill, an entrepreneurial spirit, year-round free cultural activities, some of the best food, art and music in the country, it is easy to see why San Francisco scores top rankings for being one of the fittest, healthiest and happiest cities in America.



OFFICE OF UNDERGRADUATE ADMISSION AND POSITION HISTORY

The office includes 13 admission officers, and the team is energetic, amicable, collaborative, diverse, and hard working. Most of them are young in their careers—five joined the team just last summer. Accordingly, there is a strong need and desire for the new Senior Associate Director to be a supportive and encouraging mentor and coach for the younger staff and to be a thoughtful contributor and collaborator with the senior members of the team. Within the office there is a strong culture of professional development; from encouraging graduate school enrollment to attending conferences, from inviting a range of speakers to weekly staff meeting to involvement in professional organizations, the whole team strives to constantly learn and grow.

The SADAAI is a re-envisioned position within SEM. The Office of Multicultural Recruitment and Retention (MRR) was established at USF in 1995 by a committee of faculty, administrators, and students with the primary goal of increasing the outreach, recruitment, and retention of African American traditional undergraduate students. In 2002, the Office of MRR was expanded to include outreach and recruitment for other underrepresented populations, including Latina/o and Native American students. The Provost moved responsibility for student retention out of MRR in 2011 and prior SEM leadership disbanded the Office in 2013 and the two-member office was incorporated into other divisions of SEM. When the former long-time Director of MRR decided to leave USF earlier this year, the SADAAI position description was developed to re-claim the recruitment work of MRR, in particular, to ensure that the SADAAI is a senior strategic leader within the Admission Office and on-campus in meeting enrollment objectives.



MAJOR RESPONSIBILITIES

- Develop and implement a comprehensive underrepresented student recruitment plan for new undergraduate students at USF.
- Work with and support the Senior Associate Director of Admission for Transfer Student Admission to develop a robust and collaborative transfer recruitment strategy for underrepresented students.
- Provide leadership for team of core admission staff and others within Admission and Strategic Enrollment Management (SEM) on recruitment of underrepresented students.
- Partner with and support individuals, groups, and offices within the University that support student diversity initiatives.
- Develop, strengthen, and expand key existing partnerships and opportunities, as well as identify, create, and build new partnerships and opportunities with local non-profits, community-based organizations, public/private agencies, and cultural centers that have established productive programs. These include, but are not limited to, First Graduate, College Track, KIPP Foundation, Cristo Rey Network, Making Waves, ScholarMatch, College Horizons, and federally or state-sponsored pre-college programs such as TRIO, Upward Bound, and EOP.
- With the intent to build a strong and effective pipeline of college-ready students from diverse backgrounds for recruitment through these partnerships, implement activities that integrate family participation and highlight the University's mission.
- Also, through these partnerships, initiate, develop, implement, and coordinate transfer, middle/early high school (grades 8 – 10) creative/innovative outreach strategies, again with the intent to increase the number of underrepresented students from San Francisco and the East Bay (i.e., City of Oakland, Contra Costa County, etc.) who apply and are competitive for admission at USF.
- Serve as a visible leader in the Bay Area in recruitment of underrepresented students, visiting approximately 45 or more schools and colleges in San Francisco, East Bay, and Peninsula schools.



- Serve as a higher education consultant for USF in collaboration with the partnerships, and in interactions with their students and parents while providing expertise, counsel, and advise on issues such as college preparation and admission and financial literacy. Serve as a liaison for students identified in the admissions review or by leadership as needing additional guidance.
- Create a team of local alumni volunteers who agree to talk to students and parents about college access and the USF mission and brand.
- Create, design, develop, and give presentations to parents, students, and existing and potential partners on topics that include but are not limited to: college readiness, career development, financial literacy, study skills, academic programs, and the link between education and careers.
- Design a comprehensive set of presentations that are appropriate for the applicable age groups, i.e., academic planning and goal-setting for middle school students; collegiate writing and test preparation for ninth- and tenth-grade students; and college research, visits, and selection advising for high school sophomores.
- Develop opportunities for students from community based organizations (CBO) to visit campus. Serve as the contact and presenter for campus visits arranged through community-based organizations and partners that bring these young groups to campus. Develop a script appropriate for this age group, and train admission ambassadors, if needed, with an appropriate tour.
- Liaison with other student services areas across campus and collaborate to host on campus informational events for key partners, students, and parents.
- Develop, review, and revise MOUs (Memos of Understanding) as needed with partners.
- Have a deep and contemporary knowledge base on issues of financial aid and scholarships, college access for undocumented students, college testing and preparation, and other college access issues.
- Establish and maintain positive relationships with key stakeholders at the district and school levels, community organizations, and other external constituencies to achieve desired goals.
- Manage the budget for this position.
- Read freshman and transfer (typically 600-650) yearly applications from selected Bay Area

territories.

- Represent SEM on university committees, councils, and special caucus groups as needed/requested to share information and/or collaborate on projects and events that promote access, equity, and inclusion. Support culturally-focused clubs and student organizations on campus as needed/requested to assist with mentoring and share information about enrollment-related resources.
- Participate actively in undergraduate admission events including but not limited to open houses, interviews, and transfer days, as requested.
- Work collaboratively with the Office of Admissions, Financial Aid, and other departments within SEM to support meeting the division's goals and USF's commitment to diversity and inclusive excellence.

POSITION QUALIFICATIONS AND REQUIREMENTS

The ideal candidate will possess the following qualifications:

- Master's degree and 5-7 years of demonstrated experience in community outreach and engagement, program and project management, and budget and financial administration. Experience in higher education and admission/recruitment highly preferred.
- Sense of the "big picture" and thus an understanding of relevant interrelationships. Active participation in the development of realistic strategies that help to ensure the long-term sustainability of key partnerships, programs, and the organization. Ability to build and maintain strong relationships with key contacts.
- Ability to act responsibly toward, anticipate, and address the needs of community partners and stakeholders with warmth and a strong focus on customer benefit and relationship building. Understanding of the industry and competitive landscape and recognition of the implications for the organization.
- Excellent written and verbal communication skills with demonstrated ability to present information in various formats to communicate effectively cross-generationally with a variety of persons and audiences.
- Experience working with culturally diverse communities and organizations. Understanding of diverse student populations and demonstration of cultural awareness.
- Knowledge of and experience working with students who are the first generation in their families to attend college and attain a Bachelor's degree, and demonstrated experience in working with middle and early high school students.
- Ability to think innovatively, creatively, strategically, and collaboratively; effectively manages programs and facilitates thoughtful and insightful problem resolution.
- Ability to multi-task, work independently, and as part of a team, establishing, building, and retaining cooperative and collaborative working relationships while performing responsibilities.
- Ability to use databases, report generators, spreadsheets, and electronic presentation software.
- Ability to travel (estimated 25-30% of time) to various locations around San Francisco, the East Bay area, and other territories as needed to build/maintain partnerships, attend gatherings, events, and activities related to the responsibilities of the position.
- Availability and willingness to work nights and weekends as needed.
- Valid driver's license.
- Thorough commitment to Jesuit Catholic education, and the university's Mission, Vision, and Values.
- Spanish/English bilingual capability preferred.

The University of San Francisco values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, medical condition (cancer-related and genetic –related) ancestry, national origin, race, religion, religious creed, sex, gender identity, gender expression, sexual orientation, veteran status or any other status protected by law.

To APPLY

Interested and qualified candidates should reach out to Jennifer Christensen at their earliest convenience and submit electronically, in one email, the following materials:

- Cover letter expressing your interest with the specific values and needs of USF
- Current résumé with relevant dates, work experience, and education
- List of three references (including current/most recent supervisor) with name, phone number, and e-mail address of each (references will not be contacted without advanced notice)

Jennifer Christensen

Search Consultant

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