

Christine Jaqueline Mata

The University of California, Riverside
Attention: Jennifer N. Hiatt
Spelman Johnson Leadership Search for Higher Education
RE: Associate Vice Chancellor for Student Affairs and Dean of Students

February 13, 2019

Dear Selection Committee,

Over the course of my career in student affairs, I have accumulated the broad and progressive experience I believe uniquely qualifies me for the position of Associate Vice Chancellor for Student Affairs and Dean of Students at the University of California, Riverside. Throughout my career I have cultivated a clear understanding of my purpose in the field of student affairs which is to facilitate a transformative educational experience for all students, with an emphasis on historically marginalized students within higher education. After reviewing and researching this position further, I have been compelled to apply for this leadership opportunity because of how well the university's and division's mission and vision reflect my values.

My previous and current experience have prepared me in a variety of areas of student affairs and higher education administration. Currently, I am serving as the Interim Dean of Students at Humboldt State University. I am charged with overseeing functional areas that include: Student Conduct, the Campus Assistance Response and Engagement (CARE) Case Management Program, Student Life (Youth Educational Services and Clubs & Organizations), and Student Access Services (Student Disability Resource Center, Testing Center & Veterans Transition and Enrollment Services). I serve as a senior member of the Vice President of Student Affairs' Leadership Team where we engage in strategic planning, assessment and addressing campus climate issues within the Division of Student Affairs. I have cultivated strong relationships with internal and external community members, oversee the day-to-day operations of the Office of the Dean of Students, address pressing student issues as they arise, and have developed a strategic plan to rebrand the Office of the Dean of Students.

As Interim Dean of Students, a core aspect of my role is to address and educate around issues of free speech and expression. This includes crafting Time, Place and Manner policy as well as educating students on the boundaries of protests and violations of the code of conduct. This work is an ongoing partnership with academic departments, law enforcement and our university legal counsel. Another aspect of my leadership role is as chair the university's Student Behavioral Intervention Team overseeing the university response to on and off-campus student crisis, including Student Conduct and residential life students. I have a deep understanding of the Housing and Residential life functional area where I began my career as a Resident Assistant and continued to build my foundation as an Assistant Hall Director at Michigan State and then a Residential Life Coordinator. Currently, I am leading an assessment of Student Life to identify and address programming gaps as well as better align the services we provide with our diversifying student population. One unique aspect of my role has been to strengthen the relationship between the university and local community partners such as the local police department, city council and community businesses. Together with the Dean of Students team, I have crafted and implemented training focused on demystifying the role of the Dean of Students that include an overview of our services and snap shot of our student body to local law enforcement agencies and facilitate Equity training to business leaders within the local community.

In my previous role as Associate Dean of Students, I oversaw the Student Conduct process as well as CARE services within the Office of Dean of Students. Within this role, I collaborated closely with Title IX to

administer the sanctioning process, adjudicated a variety of cases involving threatening behavior, academic plagiarism, classroom disruption and hazing. My role also included triaging student disruption, consulting with faculty regarding the student discipline process, addressing mental health crises, crafting protocols focused on student protests and addressing student misconduct across campus. Through my work in Student Conduct I have been able to help shape campus and departmental policies and procedures as well as educate students on what it means to be a responsible citizen on and off campus. Outside of my job duties, I developed and delivered the curriculum focused on Microaggressions and Whiteness that has grown into a campus and community wide initiative.

Crafting curriculum is a skillset that I developed and sharpened during my role as Assistant Dean of Students and doctoral student at the University of California, Los Angeles. In my role at UCLA, I focused on issues of campus climate. I had the opportunity to supervise professional staff as well as develop programs addressing issues of diversity, inclusion, implicit bias, microaggressions and institutional discrimination. I managed all reports from our campus bias reporting system. I partnered with university equity advocates through the Office of Equity, Diversity and Inclusion to facilitate training focused on classroom inclusivity, microaggressions and whiteness. The area of free speech was an ongoing component of my role at UCLA. I also had the opportunity to mediate conflicts between students, faculty and students as well as staff and students. As the first point of contact for discrimination grievances, it was my role to attempt to mediate before a case progressed to the hearing process. My role also included serving as the hearing administrator, hearing board trainer and as respondent support services provider for students accused of sexual misconduct.

My strong commitment to equity and love of working with students holistically is evident through-out my career. Although I have not directly supervised cultural centers, I believe my equity work and management experience has given me the tools needed to successfully oversee this functional area. I understand the uniqueness of identity based centers while the need to collaborate with partners throughout campus to address the needs of a diverse student population through training and education. Throughout my career I have worked closely with Title IX whether it be through student conduct or complainant and respondent support services. Regardless of my connection to Title IX, my approach has always been a survivor centered, through a student development lens to support and challenge students appropriately to ensure growth while adhering to campus policies and procedures. These experiences have allowed me to be resource for students, faculty and staff throughout the Title IX process.

My previous experiences as a whole have allowed me to gain and demonstrate a deep understanding of the educational, developmental and social needs of students and of the profession known as student affairs. I believe these roles have given me the experiences and challenges needed for Associate Vice Chancellor for Student Affairs and Dean of Students at the University of California, Riverside. I believe my highly collaborative spirit coupled with my equity focused and student-centered approach to student affairs is what is needed in this key role at the University of California, Riverside. I welcome the opportunity to further discuss my experience and answer any questions. You can reach me anytime at (626) 543-0461 or christine.mata@gmail.com. Thank you for your time and consideration.

Sincerely,

A handwritten signature in cursive script, appearing to read "Christine Mata".

Christine Mata, Ph.D.

Christine Jaqueline Mata

Professional Profile

- Over twelve years of progressive and broad experience in the field of Student Affairs.
- Passionate about the student learning, engagement and equity in higher education.
- Core skillsets include: Equity, first amendment, strategic planning, crisis and emergency response, supervision, collaboration, open communication, program and organizational development.

Education

University of California, Los Angeles	Los Angeles, CA
Ph.D., Education (Higher Education and Organizational Change)	<i>December 2018</i>
<i>Dissertation: White Women in Student Affairs: Navigating Race in a Complex Work Environment</i>	
University of California, Los Angeles	Los Angeles, CA
Master of Arts, Higher Education and Organizational Change	<i>June 2014</i>
Michigan State University	East Lansing, MI
Master of the Arts, Student Affairs Administration	<i>May 2007</i>
University of California, Irvine	Irvine, CA
Bachelor of the Arts, History	<i>June 2003</i>
Bachelor of the Arts, Chicana and Latina Studies	

Professional Experience

Humboldt State University, Office of the Dean of Students	Arcata, California
Interim Dean of Students	<i>7/2018- Present</i>
<ul style="list-style-type: none">• Provide leadership, planning and supervision for 7 functional areas:<ul style="list-style-type: none">○ The Student Disability Resource Center○ Veterans Services Center○ Testing Center○ Student Life○ Youth Educational Services (The university's service learning program)○ Student Conduct○ Campus Assistance, Response and Engagement (CARE) Program.• Ensure departments are in compliance with state and federal laws such as the American Disabilities Act and Title IX requirements.• Develop and deliver sessions for orientation for incoming students and parents.• Serve on the Student Affairs Leadership team to address strategic planning, assessment, and pressing campus issues within the Division of Student Affairs.• Chair the Student Behavioral Intervention Team (SBIT) to triage and assess threat levels to the campus by students and non-students at the University.• Serve as Acting Vice President of Student Affairs in the absence of the university's Vice President of Student Affairs.• Design curriculum and implement equity training focused on Whiteness and Microaggressions for the campus as well as the surrounding local community including municipalities and local businesses.• Develop guidelines and protocols for the campus community regarding first amendment, free speech and protests.• Serve as a 24/7 crisis responder for the university.	

- Serve on the university President's Issues Management Committee to monitor and respond to campus climate issues (includes development of policies, procedures and guidelines to provide support and ensure the well-being of the campus community).
- Consult with campus and off-campus stakeholders regarding student and faculty rights, responsibilities and compliance in delivering services and instruction.

Significant Accomplishments

- Partnered with the Center for Teaching and Learning to offer formalized sessions for faculty focused on classroom management and- supporting students in distress in and out of the classroom.
- Developed curriculum and delivered a university wide training plan for faculty and staff focused on supporting marginalized groups including students in distress (includes Microaggression, Bystander and White Fragility trainings).
- Spearheaded an assessment plan for functional areas under the purview of the Office of the Dean of Students.
- Advocated and acquired an additional Campus Assistance Response and Engagement position to better serve our students in navigating the university infrastructure and off-campus community.
- Enhanced communication with campus and off-campus partners and rebranded the Office of The Dean of Students to better reflect the educational and proactive work of the Dean of Students Office and affiliated programs.
- Created and implemented a programming model for the Office of the Dean of Students.
- Created a sub-group of SBIT with Athletics to better monitor and support student athletes who are in distress.
- Trained staff in the Office of Diversity, Equity and Inclusion as facilitators for Microaggression, Bystander and White Fragility workshops.

Humboldt State University, Office of the Dean of Students

Arcata, California

Associate Dean of Students

8/2016- 7/2018

- Coordinated the University's student conduct procedures, including the adjudication of Student Code of Conduct violations.
- Provided support in crisis intervention for student and university-wide crisis management including protests, threats, illness, dangerous behavior, etc.
- Facilitate sessions for parent and student orientation.
- Served on the Student Intervention Behavior Team (SBIT) to determine threat to the safety and welfare of the campus community by students and non-campus community members.
- Chaired the SBIT in the absence of the Dean of Students.
- Served on the Clery Compliance Team to ensure compliance with federal Clery reporting requirements.
- Provided consultation to faculty and staff regarding student disciplinary and student crisis issues.
- Supervised the student Campus Assistance, Response and Engagement (CARE) Services Coordinator ensuring appropriate assistance and advocacy for students within university and system guidelines, procedures and policies.
- Provided guidance to the university Department of Housing and Residential Life in referring students to the university-wide student conduct process and CARE Services for students in crisis and/or potential violations of the student code of conduct.
- Supervised a professional Student Conduct Assistant that managed the Maxient database and provided overall administrative support and low-level crisis assessment.

Significant Accomplishments

- Developed curriculum for training sessions focused on equity and inclusion for the campus and the surrounding off-campus community.
- Strengthened the formal hearing process to better serve students through a timely and fair hearing

- Crafted and revised policies focused on academic misconduct, disruptive students in the classroom and campus protest protocols.
- Collaborated with the Academic Policy Committee to review and revise policies related to academic integrity.
- Strengthened the partnership between the Office of the Dean of Students and the Office of Diversity, Equity and Inclusion.

**University of California Los Angeles, Office of the Dean of Students
Assistant Dean of Students**

Los Angeles, California
5/2011-8/2016

- Supervised 2 fulltime Campus Sexual Assault Advocates and 1 fulltime Consultation and Response Case Manager.
- Facilitated Student Conduct Committee Hearings and served as Hearing Administrator.
- Mediated incidents of bias and provided conflict resolution to students, staff and faculty.
- Provided campuswide training to students, staff and faculty regarding diverse learning environments and supporting diverse populations to create an inclusive campus community.
- Collaborated with other departments across campus to design and implement diversity initiatives.
- Spearheaded a team of 3 professionals to co-chair a committee in crafting a set of diversity initiatives and recommendations to the Chancellor on behalf of the Vice Chancellor of Student Affairs.
- Promoted UCLA's Intergroup Relations Program in expanding the program on to the broader campus.
- Facilitated workshops and training sessions on the meaning of biased incidents, bystander intervention and various diversity and social justice topics.
- Met and assessed the needs of students in crisis and referred to the appropriate campus resources.
- Developed protocols for biased incident reporting and facilitated incident response.
- Taught Community Health Services 165 course on life skills to first and second year students.

Significant Accomplishments

- Established the Respondent Support Services Area to advise students accused of sexual misconduct on university policy, the hearing process and referred them to appropriate student services.
- Developed and implemented processes for providing students with information and resources on the student conduct process and Title IX investigations.
- Founded the Diversity Collaborative Committee comprised of various functional areas in student and academic affairs to implement preventative education focused on biased incidents.
- Created a partnership with the Associate Dean of Equity and Inclusion to pioneer staff development sessions focused on creating and maintaining a healthy work environment, recognizing unhealthy racial dynamics and mental health.
- Oversaw the establishment of the Student Faculty Dinner Dialogue Program focused on discussion of issues of campus climate.
- Designed and implemented educational intervention and prevention focused on implicit bias and microaggressions in partnership with the UCLA School of Law, Arts and Architecture, Social Work, School of Dentistry and School of Education for students, staff and faculty.

**Humboldt State University, Office of the Vice President of Student Affairs
Coordinator of Student Conduct, Rights and Responsibilities**

Arcata, California
6/2008-5/2011

- Collaborated with the University Crisis Consultation Team, University Police, Residence Life and the Counseling and Psychological Services Center in responding to students with emotional disorders and/or threat assessment.
- Adjudicated high-level student conduct cases for a campus of 8,000 students including suspension, mental health crisis, drug, alcohol violations and physical assaults.

- Collaborated with the university administration and Sexual Assault Prevention Committee to evaluate and provide campus response to Sexual Assault incidents.
- Served on the Anti-bias Response Team work group to establish a campus anti-bias response group.
- Advised the Women's Resource Center in providing programming, outreach and budget guidance.
- Facilitated training on classroom management and student rights and responsibilities for students, staff and faculty.
- Participated in biweekly the Student Conduct Norming group that included housing, Residence Life, University Police and counseling staff.
- Facilitated student dialogues focused on Race and Ethnicity, Sexual Orientation, Gender, Religion, Disability and the intersections of identities for residential life staff.
- Coordinated the residence life and campus student conduct process in conjunction with the Residential Life Team.
- Responsible for creating and implementing a Student Conduct Process workshop for student orientation.
- Managed the Women's Resource Center staff and assisted in the development of programming focused on intersections of identity.
- Managed a budget of \$100,000 for the Women's Resource Center.

Significant Accomplishments

- Established the Office for Student Rights and Responsibilities in partnership with the Dean of Students.
- Created classroom management intervention sessions for faculty and teaching assistants.
- Led the design and implementation of Transgender Communities training.
- Collaborated with colleagues in the Counseling Center and Residence Life to construct and implement Lesbian, Gay, Bisexual and Transgender Ally and Safe Space training both on and off campus as well as train student organization leaders to participate as paraprofessional facilitators.
- Spearheaded the establishment of the LGBT Safe Zone Training Program in partnership with Residential Life, and the Counseling and Psychological Services Center.

Humboldt State University, Department of Housing and Dining Services Residence Life Coordinator- Student Conduct

Arcata, California
7/2007-6/2008

- Adjudicated high level student conduct cases for 1,400 students including removals, alcohol and drug violations.
- Developed and administered educational assessments and sanctions.
- Managed and maintained judicial database for the Residence Life department.
- Prepared reports to comply with the federally mandated Clery Act.
- Practiced within all laws in association with Family Educational Rights and Privacy Act (FERPA) as well as California Tenant/Landlord law.
- Collaborated with the Office of the Vice President of Student Affairs on student conduct cases.
- Responded to parent concerns regarding the student judicial process or student conduct matters.
- Trained in level one Standardized Emergency Management System (SEMS) protocol.
- Participated in on-call duty rotation and responded to emergencies and crisis situations.
- Spearheaded the training of 50 undergraduate student staff in housing protocol, social justice and the student judicial process.
- Supervised two full-time Assistant Conduct Coordinators.
- Assisted with student staff training focused on social justice topics.
- Designed and implemented social justice training for 100 student staff.

Significant Accomplishments

- In partnership with the Residence Life Coordinators, The Dean of Students and Associate Director of

- alcohol and substance abuse.
- Revised and implemented policies focused on student conduct sanctioning process.
- Crafted a social justice training plan for the Department of Residence Life.

THINK Together Non-profit Organization

Santa Ana, California

Site Coordinator

1/2004 – 7/2005

- Managed site staff of 6 classroom supervisors and 11 volunteers under the direct supervision of the area manager.
- Interviewed, recommended hiring and evaluated classroom supervisors and other part-time team members.
- Managed a site budget of \$29,000 including staffing, supplies and fundraising.
- Maintained comprehensive student and volunteer records and produced reports as required.
- Worked with collaborative partners such as Santa Ana Unified School District administrators and teachers to design and implement programs.

Significant Accomplishments

- Designed a site program schedule together with the THINK Together administrative team such that 300 students have access to snack time, homework help and a variety of recreational, educational and enrichment activities.
- Increased student enrollment from 50 to 300 students.
- Crafted volunteer recruitment procedures to increase volunteers and support the increase in student enrollment.

Graduate Assistantship and Internship Experience

Michigan State University	East Lansing, MI
Career Services Advisor, Lear Corporation Career Services Center	6/2006-5/2007
Michigan State University	East Lansing, MI
Assistant Hall Director, Department of Residence Life	8/2005 – 5/2006
Michigan State University	East Lansing, MI
Academic Advisor, Office of Supportive Services	1/2006-5/2006
University of California Riverside	Riverside, CA
Graduate Internship, Housing Services and LGBT Resource Center	Summer 2006

Campus and Committee Involvement

Humboldt State University

- Issues Management Team, Member, 2017- present
- Student Behavioral Intervention Team, Chair, 2016-present
- Equity Alliance Cohort, Member, 2016- present
- University Policy Committee (subcommittee of the University Senate), Member, 2016-present

University of California Los Angeles

- Title IX Case Management Team, Member, 2015-2016
- Student Organization Policy Committee, 2015-2016
- University Religious Conference Board, Secretary 2014-2016
- Undergraduate Student Association Council, Advisor, 2014-2016
- Transgender Taskforce, Member, 2014-2016
- Campus Climate Committee, Chair 2014-2016
- Diversity Collaborative Committee, Chair 2012-2014

National Conference on Race and Ethnicity (NCORE)

- The Journal Committed to Social Change on Race and Ethnicity (JCSCORE) Editorial Board, Member, 2015-present

Publication and Presentations

Publications

- Claros, S. C., Garcia, G. A., Johnston □ Guerrero, M. P., & Mata, C. (2017). Helping students understand intersectionality: Reflections from a dialogue project in residential life. *New Directions for Student Services*, 2017(157), 45-55.
- Mata, C. (Forthcoming). How White women in student affairs challenge and re-enforce White Supremacy in the workplace. *Journal Committed to Social Change on Race and Ethnicity*.

Selected Presentations

- **Tales of a Queer Woman of Color Navigating the Field of Student Affairs**, Keynote presented at the Women of the Western Association of College and University Housing Officers (WoW). California State University, Monterey Bay, February 1, 2019.
- **Queering Interracial Intimacy while Advancing as Queer Women of Color in Higher Education**, Presented at The National Conference on Race and Ethnicity (NCORE). New Orleans, LA, May, 31, 2018.
- **The Race Beat: Feminism, Sexism, & Racism in the Age of**, Presented at KHSU Radio Talk Show Segment. Arcata, CA, March 15, 2018.
- **Meeting Each Other Half Way**, Presented at the Student Affairs All Staff Institute. University of California Los Angeles, August 2015.
- **How Campuses Respond to Racial Incidents**, Presented at the Association for the Study in Higher Education. St. Louis MI, November 13, 2013.
- **Managing Diverse Learning Environments**, Presented at the Graduate School of Social Work. Los Angeles, CA, November 15, 2013.
- **Microaggressions and Community Healing**, Invited talk presented at the University of California Law School Orientation. Los Angeles, California, August, 2013.
- **Intersectionality and Student Affairs**, Presented at the American College Personnel Association Convention. Louisville, Kentucky, March 26, 2012.
- **Transgender Inclusivity in Sorority Environments**, Presented at the Gamma Alpha Omega Sorority Inc. National Conference. Humboldt State University Arcata, CA April 2, 2011.
- **Referrals, Resources and Guidelines in Responding to Students of Concern**, Presented along with Counseling and Psychological Services, University Police and the Dean of Students. Presented to faculty in the College of Natural Resources and Professional Studies. Humboldt State University Arcata, CA, January 12, 2011.
- **Creating Safe Spaces for Lesbian Gay Bisexual and Transgender Students on a University Campus**, Presented at the Diversity in Learning and Teaching Institute. Humboldt State University Arcata, CA May 20, 2010.
- **The Student Conduct Process and Students with Disabilities**, Presented at the California State University System Wide Meeting of Student Conduct Administrators. San Jose State University San Jose, CA July 23, 2010.



Candidate Details
University of California, Riverside
Associate Vice Chancellor for Student Affairs and Dean of Students

Candidate Name: Christine Mata

Job Title: Interim Dean of Students

Institution/Employer: Humboldt State University

Brief description of your institution (total enrollment, regional/national student population, residential, private/public, liberal arts or comprehensive, multiple campuses, etc.):

Humboldt State is part of the California State University system and is located on the North Coast of California

Total enrollment: 7,774

The majority of our students are from Los Angeles and the Bay Area

Public comprehensive institution

About 26% of the student population living on campus

Please provide a general overview of your current institution's enrollment--full-time and part-time, undergraduate, graduate, international, traditional/non-traditional/adult students, etc.:

7,195 Undergraduate

423 Masters

98 Credential

58 Post Bac (Other)

91% Full time Students

52% First Generation

51 students are considered international.

Percent of students describing themselves as a member of an underrepresented group:

44% describe themselves as underrepresented.

Number of students who live on campus:

2,200

Degrees granted by the institution:

7,195 Undergraduate

423 Masters

98 Credential

Title of the person to whom you report:

Vice President of Student Affairs

A brief description of your general responsibilities (programs/offices/units/departments that you oversee):

I oversee the programmatic and departmental operations of 7 functional areas which include: Student Life (Clubs & Activities and Youth Educational Services [volunteer program], Student Conduct, CARE Case Management Services, Student Access Services (Testing Center, Student Disability Resource Center, and Veteran's Transitional Enrollment Services). I also chair the Student Behavioral Intervention Team (SBIT).

Total number of staff that you supervise--please indicate breakdown by professional, administrative, paraprofessional, union, trades, etc.:

I directly supervise 4 managers, 1 administrative assistant and 2 paraprofessionals.

Total amount of budget that you oversee--please indicate breakdown by salaries, operations, grants, auxiliaries, etc.:

I was unable to access the exact numbers in time for this call due to my travel but I can estimate that I oversee over \$500,000 budget. I can collect the exact numbers for you depending on the outcome of this phone introduction.

Have you ever been involved in an Office of Civil Rights complaint or investigation, Clery Audit, NCAA investigation, or Title IX complaint? Please describe your role and the status of the case.

I have been involved in a Clery Audit. My role was to produce student conduct records

for the preceding three years and work with University Police to produce accurate records for

the state of California. At the time I worked with the Clery Compliance team to produce a report of our records to the State of California. We were found in compliance with Clery expectations.

The California State University System administers internal Title IX audits and my role was to collaborate with the system wide Title IX Coordinator to produce records for sanctions and identify gaps in the Title IX process. As a result, the structure of Title IX was reorganized and enhanced.

Institutional retention rate – first-to-second year retention:

58%

Institutional retention rate – four-year and six-year graduation rates:

4 year- 22%

6 year- 52%

Institutional student governance structure and number of student organizations:

The Associated Students is the official student government for the campus. This group

is considered an auxiliary that funds student led programs and initiatives. In addition to Associated Students, there are 180 student clubs in existence at Humboldt State University.

Your experience with student development and student leadership development:

-I have crafted and facilitated sessions focused on leadership development for students involved in student government, student life, and residential life.

-I have developed equity and social justice training for Residential Advisors, peer to peer programs, and advised student organizations throughout my career.

-Currently integrating a programming model in the Dean of Students Office that is focused on delivering professional development for student leaders by focuses on the fundamentals of leadership and navigating a complex institutional structure.

Your experience with athletics and recreation programs:

-Through student conduct I have trained athletic coaches on policies and processes.

-I have trained student athletes on university expectations and leadership.

-Collaborated with athletic directors and coaches to monitor student athletes.

-Most recently I have created a sub group of the Student Behavior and Intervention Team with Athletics to monitor student athletes and train staff in how to address, support, and report students of concern to the Office of the Dean of Students.

Recreation programs at Humboldt State University have joined Student Life in the student orientation process and we have collaborated in crafting policies for staff to report behavioral misconduct and health and safety issues.

Your experience with multiculturalism, diversity programs and initiatives, and advocacy offices:

Over the course of my career I have developed a strong competency in the area of social justice and equity training. I have developed LGBTQIA safe spaces and ally training programs, focused on racial justice through collaborative programming with advocacy offices and most recently I am working with the Student Disability

Resource Center and facilities to create a master plan for a more accessible campus.

Your experience with student learning outcomes, assessment, and evaluation of student development programs:

I have developed student assessment tools for programs such as surveys and open ended questions that serve as data collection to improve and help programs evolve. Currently I am leading an assessment initiative for all areas that fall under the purview of the Office of the Dean of Students.

Your responsibilities as related to student conduct and judicial affairs:

Most of my career has incorporated student conduct and investigation responsibilities. I have experience in crafting policies related to academic integrity, classroom management as well as disruptive student behavior.

Your responsibilities as related to behavioral intervention, crisis management, and campus safety:

One aspect of student conduct for me has been early behavioral intervention. I have utilized the student conduct processes so that I can connect with students to mitigate crisis. My experience includes serving in membership capacity or as chair on Behavioral Intervention Teams to monitor and triage students of concern with University Police, Residential Life, the Counseling Center as well as other campus partners when appropriate. I currently serve as the 24 hour emergency and crisis responder for my current campus.

Your responsibilities as related to student health and wellness programs:

For the past five years I have had the opportunity to oversee non-clinical case management services. This area works with our campus partners in our counseling center and student health center on issues of mental health crisis, homelessness, food insecurity as well as overall basic needs.

Your responsibilities as related to enrollment management and services:

Other than orientation my role has been limited in this area. I currently serve on the Enrollment Management Implementation Team and this is a new committee.

Your responsibilities as related to auxiliary services and revenue:

My role with auxiliary services has been mostly collaborative. Currently, within our university structure our auxiliary services are Associated Students, Advancement Foundation, Sponsored Programs Foundation and the University Center. Under my purview, case management services is working with our advancement area to develop a grant writing process to bring in additional funds for the CARE program and the Office of the Dean of Students. Additionally, the campus volunteer program is funded in part by Associated Students who also fall under auxiliary services. Finally, through the University Policy Committee, we have examined charges that the student union has implemented to student clubs. The tension is that we see this as a equity issue for students but also a necessity for additional revenue for our University Center (functions as the student union).

Please describe your experience with university/college housing initiatives:

I have been a part of several initiatives over the course of my career that have become programs. A couple of examples include, the establishment of a conference style training approach for Resident Advisors at UCLA. Most recently our office has collaborated with university housing to establish an additional mechanism for

students in housing transition. Our office has received a grant that will ensure that there is a temporary space for students who have secured housing off campus but need a short term space to help them with the transition.

Please describe your experience with construction of student facilities (residence halls, student centers, etc.):

Currently, there is construction in the campus library that has required temporary relocation of the area known as Student Access Services (student disability resource center, testing services and veterans and enrollment) to an events field. These programs are currently in modular spaces and have encountered unanticipated challenges. As a result, my role has been to support these areas while we negotiate and work through these challenges. Issues such as appropriate wheel chair access, signage, spatial needs and re-negotiating space for the re-entry of student access services into the library have been dominating this temporary situation.

Please describe your experience with residential education programming, including the development of living and learning communities:

Early in my career I was a Residence Life Coordinator and I was responsible for resident advisor selection, duty rotation, and program development in the residence halls. I have been involved in the establishment of several living and learning communities as a housing and residential life professional.

Please describe your relationship with faculty and academic affairs, particularly as it relates to collaborative partnerships such as integrative learning opportunities and student success initiatives:

At the University of California, Los Angeles I partnered with faculty to deliver equity training throughout through-out the campus community. I developed partnership with faculty to facilitate dinner dialogues to focus on issues of campus climate. Most recently, I have worked with academic affairs and faculty to administer equity training focused on microaggressions and whiteness from an institutional perspective to improve the classroom climate for students.

Under my leadership, the Office of the Dean of Students have proactively embarked on training faculty and departmental chairs to support students with mental health issues. Additionally, I have collaborated with academic affairs to craft policies that focus on academic integrity and professional development for students.

Please provide a brief description of strategic planning initiatives that you have directed or in which you have participated:

I am currently involved in strategic planning for assessment within our student affairs division. In the past, assessment has been inconsistent and this has manifested in a lack of data usage to influence resource allocation.

Briefly describe what you believe are three trends or best practices in student life/student affairs:

1. The need to balance the first amendment issues and the integration of equity and social justice on college campuses. The current political climate has increased tensions on university campuses throughout the country that has manifested in controversial speakers and an increase of student activism.
2. A shift in student demographics requiring a shift in the approach universities employ to meet the changing

needs of this new population.

3. The need for data driven decision making and programming in student affairs. This practice allows student affairs to demonstrate the impact on student development through data.

Please describe an experience in which you demonstrated leadership during a time of change. Briefly discuss the circumstances propelling the change, how you led a team through the process, and what results were generated.

Over the course of the last two years, our division of student affairs has experienced extensive change in management and resource allocation. Our Vice President of Student Affairs retired followed by the Dean of Students. During the change in leadership, the Office of the Dean of Students experienced a leadership gap. I was asked to step in and serve as Interim Dean of Students. Throughout my tenure there has been an air of uncertainty in our division as we launch a search for key leadership positions. My role has been to bring a sense of stability to our areas and focus on serving students. I hired two new staff members to re-imagine how our office is perceived on campus. While the institution as a whole is changing rapidly, our areas have been focused on enhancing services and revising processes to incorporate best practices in student affairs. Since I focused on the staff's strengths and passion for students, I have been able to keep them focused on the mission and vision of student affairs. This has paid off in two ways: First, there has been a re-branding of the Office of the Dean of Students from reactionary to proactive. Second, being a consistent leader and working with staff to focus on their areas has allowed us to de-escalate the sense of anxiety that comes with a changing environment. The perception of change evolved from something that was negative into a welcome opportunity. Even now that our institution's president has announced her retirement, we are ready for the new opportunities that come with new leadership.