



strategic plan

UCI School of Social Sciences

a publication of the
UCI School of Social Sciences



follow along

04 _____ our message

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08 _____ our attitude, aims & actions

10 _____ our approach



aaron anderson '13
veteran



daniella estrada '17
scholar



neal shusterman '85
author



andrew bertolina '08
entrepreneur



yareli castro '18
first gen

our message:

This is not your standard strategic plan...because we are not your standard school. Like Peter, our beloved Anteater mascot, we're quirky and different. And we aren't afraid to break the mold in order to adapt to our increasingly interconnected world.

We live in a time where political, environmental and ethical affairs intersect with health, economic and social issues to impact – in both good and bad ways – how we live and function as a society. The challenges and opportunities brought on by these 21st century social shifts know no boundaries - they stop at no border, they aren't limited to one discipline, and their effects will be felt well into the futures of our children and grandchildren.

That's why we, in the UCI School of Social Sciences, believe that they must be met head on through innovative social research, world-class teaching and outreach that truly makes a difference.

For the past 50 years, we've been working hard toward that goal. But we realize there is still much to be done. Laid out in the following pages is our guiding mission for the coming years and the attitude, aims and actions that will get us there. At the heart of our bold plan are people – faculty, staff, students, alumni and community friends – who aren't afraid to forge a new path. To be boundaryless in search of solutions that create positive change in society, economies and human well-being.

If you're someone who gets as excited as we do about these possibilities, join us in our pursuit.

Bill Maurer, Dean





our mission:

TO CREATE POSITIVE CHANGE IN
SOCIETY, ECONOMIES & HUMAN
WELL-BEING

[by breaking down traditional barriers & pushing
the limits in teaching, research & service]



sonsern lin '13
generosity gang founder whose company encourages random acts of giving

our attitude, aims & actions:

BE BOLD.

Be the top destination for faculty, staff and students who aren't afraid to try something new.

[\[seek mavericks\]](#)

Our actions:

- Strengthen efforts to recruit & retain the best of the best – faculty, staff & students.
- Fundraise for endowed chairs, faculty research, and graduate fellowships.
- Fully staff popular, high-enrollment undergrad programs.
- Enhance support for international students through support program continuance and creation.
- Promote inclusive excellence and diversity through programs and hires.
- Become a Hispanic serving institution.

BREAK THE MOLD.

Make a global and local footprint through research and outreach that makes a difference.

[\[study outside the silos\]](#)

Our actions:

- Develop a full research & grant-writing support shop.
- Fundraise for translational research & outreach activities.
- Seek collaborative partnerships with academic initiatives on & off campus.
- Develop & fundraise for student-led community outreach activities.
- Seek out new & leverage existing partnerships with organizations & industry.
- Communicate findings & efforts to expand community knowledge & inclusion.

BE BOUNDARYLESS.

Anticipate the changing needs of our interconnected world and train our next generation of leaders to solve some of society's greatest challenges.

[\[stay nimble\]](#)

Our actions:

- Launch new degree programs to prepare students for the jobs of tomorrow.
- Bolster core areas of excellence.
- Train graduate students for careers outside of academia.
- Instill leadership and critical communication skills in all students who pass through our doors.

the details:

past, present & future efforts
that will help us make it all
happen. [\[our plan\]](#)

When Layla Shaikley '07 was an undergrad at UCI, the active Anteater could be found anywhere from the slopes to the surf, soaking in the outdoors when she wasn't busy with the Associated Students or coming up with new creations for her digital arts minor. After graduating with her poli sci degree, she earned two graduate degrees in architecture – one from California Polytechnic University and one from MIT – in addition

to completing various internships for organizations such as NASA. She's worked as a research affiliate at MIT, co-founded TEDxBaghdad, and held a post with the United Nations Human Settlements Programme. She's also co-founded Wise Systems – a company that helps businesses make more streamlined and efficient delivery decisions. But one of her most widely publicized ventures has been “Somewhere

in America” – a video she produced and styled with the group Mipsterz, an online community of self-proclaimed Muslim ‘hipsters’ who hope to change the perception of Muslims in America.

To say this mipster is bold is putting it lightly.

To continue attracting students, faculty and staff like Layla who aren't afraid to throw caution to the wind in pursuit of positive change, we have an equally bold plan for making our school their #1 choice.

layla shaikley '07
mipster who runs a tech company, built a robot for nasa, and founded TEDxBaghdad

BE BOLD.

Be the top destination for faculty, staff & students who aren't afraid to try something new. [\[seek mavericks\]](#)

In just 50 short years, we've elevated our core departments into the top rankings. Check out our centerfold infographic to see our stellar standings in U.S. News & World Report, Academic Analytics, National Research Council rankings and more. As a school, we're ranked in the top 35 social sciences programs in the U.S.

And we got here because of our excellent people – faculty, staff, students, alumni and community supporters – who took a chance on a young school and made their mark.

Our world-class professors in our seven top-ranking departments are experts in their fields, consistently sought by national media to provide perspective on innovative discoveries and pressing social problems. And that impact extends to our students; our faculty are teaching courses within the most popular majors on campus and leading more students to successful graduation than any other academic unit at UCI.



One major in particular, economics, hosts more students than some entire school populations elsewhere on campus.

As the biggest school at UCI, we educate and graduate more students than any other unit on campus. Case in point: we awarded 27% of all BA/BS degrees in 2015. When students leave our Irvine classrooms, they join our growing network of more than 45,000 alumni who have taken their world-class education to the halls of justice in D.C., to international relations work in capitals around the world, to courtrooms across the nation, to boardrooms in some of the world's top companies, and to schools around the globe.

With just under 6,500 undergrads and grads, we are larger than many stand-alone liberal arts colleges. Our students - a quarter of whom come from underrepresented minority groups and a majority of whom are the first in their family to go to college - make up 20 percent of the entire UCI student body. And they are awesome.

On campus, our current student population comprises nearly 20 percent of the entire UCI student body. Our students are predominantly the first in their family to go to college, and more than one-third are from somewhere outside the U.S. Nearly one-quarter are from underrepresented minority groups and close to two-thirds are female.

Inclusivity and diversity are very important to us, both in terms of student population and in terms of experience. Our students are exceptionally adept at taking advantage of experiential learning programs that take them from the conflict zones of the Middle East and Orange County high schools where they teach global awareness to aspiring change-makers. Our students can be found in our groundbreaking behavioral economics labs, testing new methods to reduce traffic congestion, create better online marketplaces and prevent the spread of disease.

They are in our brain, behavior and cognitive robotics labs - mapping the structure of the human brain to understand how speech works in order to help restore it in victims of stroke, and building interactive robots aimed at improving social engagement in children with ADHD and autism. Our students are doing fieldwork in India, Africa, China - indeed, everywhere on the planet, exploring fundamental issues of peace, politics, population, migration and cross-cultural communication.

To assist them, we have a highly effective undergrad counseling shop, including remedial tutoring as well as professional development and mentoring activities.

Since the last strategic plan, we've revamped the Social Sciences Academic Resource Center and bolstered our academic advising and student activities offices. We've also launched programs dedicated to students from underrepresented backgrounds and first-generation students - including our First Gen, First Quarter Challenge, and our Summer Academic Enrichment Program (SAEP). In operation for more than a quarter of a century, SAEP is an academic boot camp for first-generation college students and students from underrepresented groups.

Two initiatives address the challenge of delivering quality in our very large lecture classes: the Economics Learning Center that provides international students and others with enrichment and opportunities for a collaborative learning environment; and a Learning Assistants Pilot, launched jointly this year with the Office of the Vice Provost for Teaching and Learning.



We're also excellent in graduate training; we're currently tied with physical sciences for the highest number of prestigious National Science Foundation GRFP fellowships.

Many of our core areas of teaching and research strength (racial and ethnic politics, immigration, gender and society, social movements, international studies) lend themselves to furthering the understanding of diversity, and attracting faculty and students from diverse backgrounds.

We have more Latino undergraduates and faculty than any other school on campus. We have also increased the number of full time African-American faculty from 1 to 5 since 2014.

And we continue to work toward diversifying the professoriate to create greater insight and open new questions for social and behavioral research.





genesis delgado, senior
sacramento or bust
uci's first presidential public service fellowship recipient is spending the quarter at the state capitol in a coveted government internship

In 2013-14, the we launched a visiting scholars program to bring mid-level faculty from other campuses working on diversity issues to UC Irvine. We also established a matching grant program for faculty who receive ADVANCE Career Development Awards.

While we continue to face challenges in broadening our faculty applicant pool in terms of

gender, our current efforts have paid off. For example, since 2003, cognitive sciences has recruited 7 women faculty out of 12 total recruitments. At the forefront of this issue, LPS hosted a highly successful conference on gender and philosophy in 2014. And as a whole, we've increased faculty from underrepresented groups.

To continue moving forward, we will explore ways, such as our

21st Century Scholars Fellowship Program, to increase the diversity of our applicant pools.

Fully staffing affected undergrad programs will require a resource commitment from the campus.

We will strengthen faculty and staff recruitment and retention efforts by addressing salary inequities as demonstrated by the outside market.

While we maintain a good success rate in retaining our top faculty, we will continue to require the assistance of the campus. We will work with the campus to devise strategies for our salaries and campus-provided research funds to become more competitive in today's market. We will rely on the High Impact Hiring Program and the Distinguished Professors program to address the issue of senior and distinguished faculty retirements. We will also accelerate our efforts to nominate current faculty for distinctions and awards to address any potential loss in terms of academy memberships and similar honors with new retirements. Maintaining and enhancing the quality of the faculty is a central goal of our new development structure

and engagement vehicles, which provide unrestricted funds to support recruitment and retention packages.

On the student side, our Economic Learning Center represents a first step in providing more instructional support for all in a setting that allows for peer learning and reaches out to international students. Additional programming will be modeled after its success.

And as we enhance graduate enrollment and graduate quality, and as we compete with other institutions, we will work with Graduate Division and other partners to fund graduate support packages so that we can rely less on TAships, which are subject to enrollment swings.

In sum, our planned actions to achieve our aim to **be the top destination for faculty, staff and student mavericks** include:

- Strengthening efforts to recruit & retain the best of the best – faculty, staff & students.
- Fundraising for endowed chairs, faculty research, and graduate fellowships.
- Fully staffing popular, high enrollment undergrad programs.
- Enhancing support for international students through support program continuance and creation.
- Promoting inclusive excellence and diversity through programs and hires.
- Becoming a Hispanic serving institution.

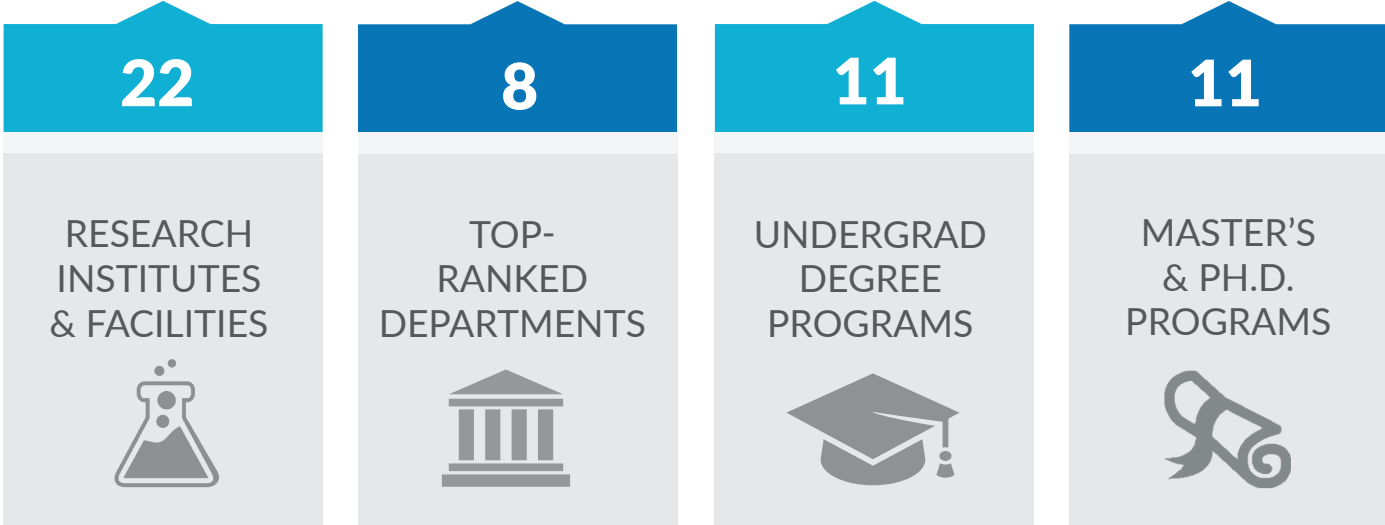


school snapshot:

programs, rankings
and other highlights.

[\[our infographic\]](#)

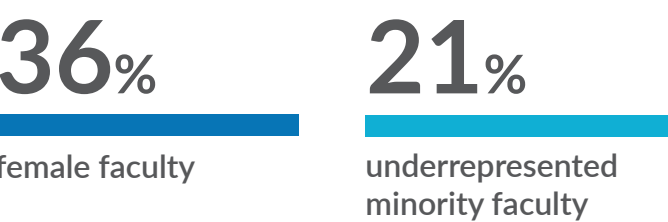
soc sci snapshot



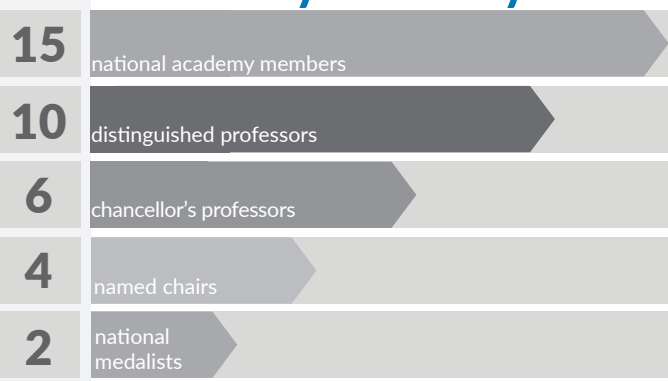
faculty count by department

- 18 anthropology
- 10 chicano/latino studies
- 24 cognitive sciences
- 31 economics
- 03 linguistics
- 13 logic & philosophy of science
- 27 political science
- 33 sociology

dedicated staff members = 86



noteworthy faculty



\$6.7 million

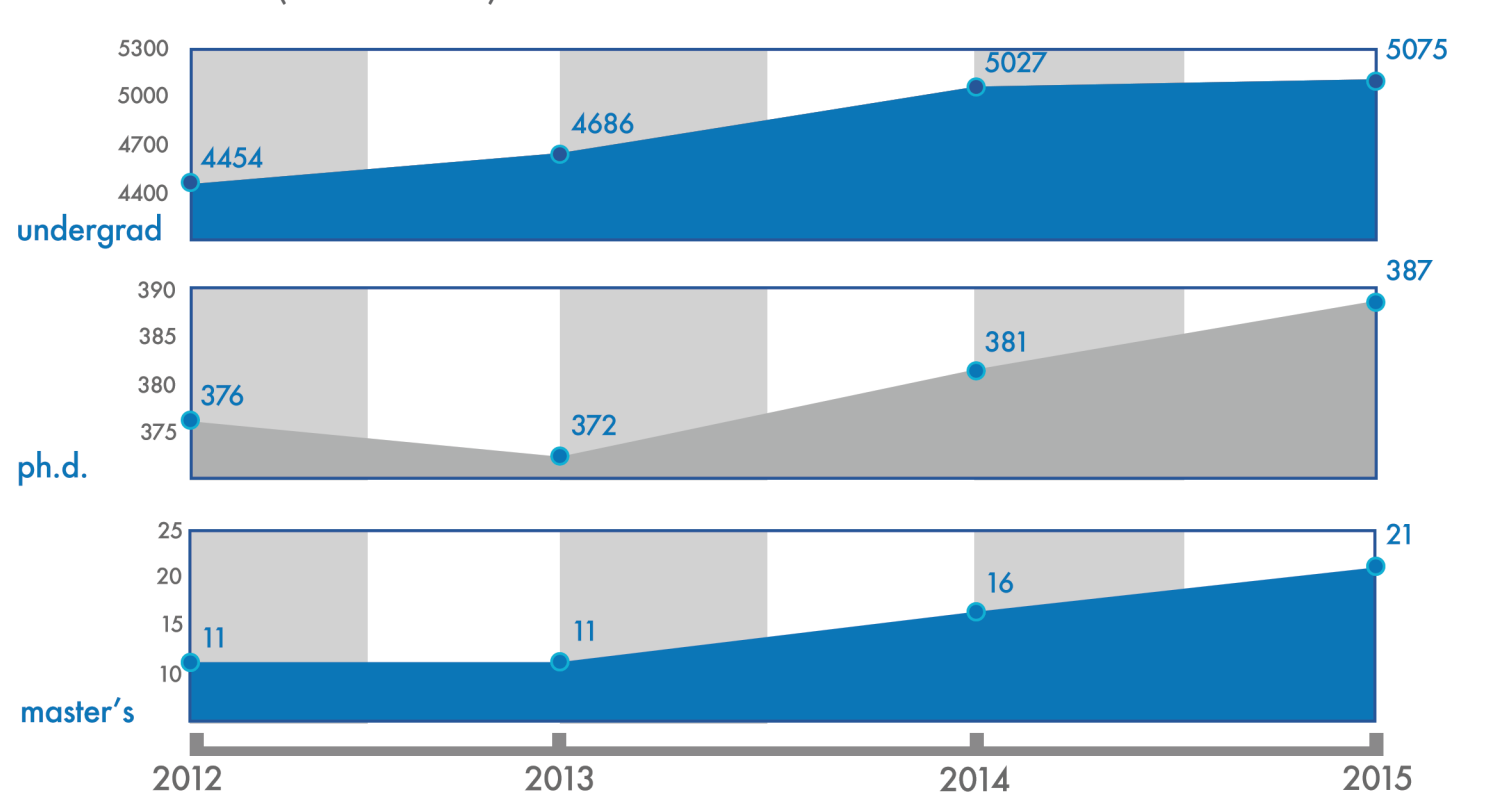
extramural research funding received '15

12.4 years

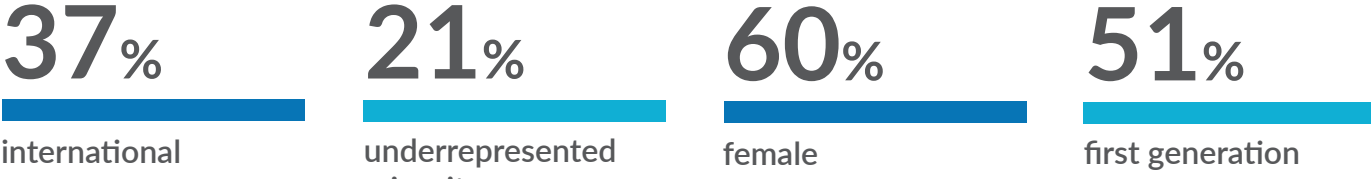
average years of staff service in school



enrollment (2012-2015)



incoming soc sci undergrads

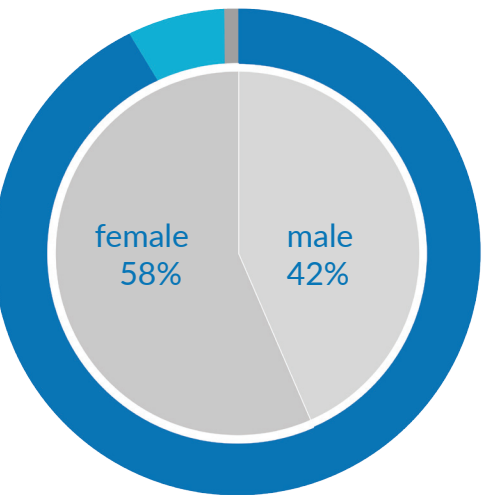


undergrad snapshot

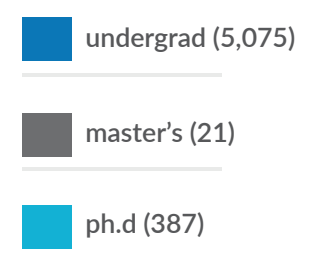
The average current social sciences undergrad is a 21-year-old-female from California majoring in business economics - and she's the first in her family to go to college.

grad student snapshot

The average current social sciences grad student is a 29-year-old-male from California pursuing a Ph.D. in sociology.



enrollment



26.5%

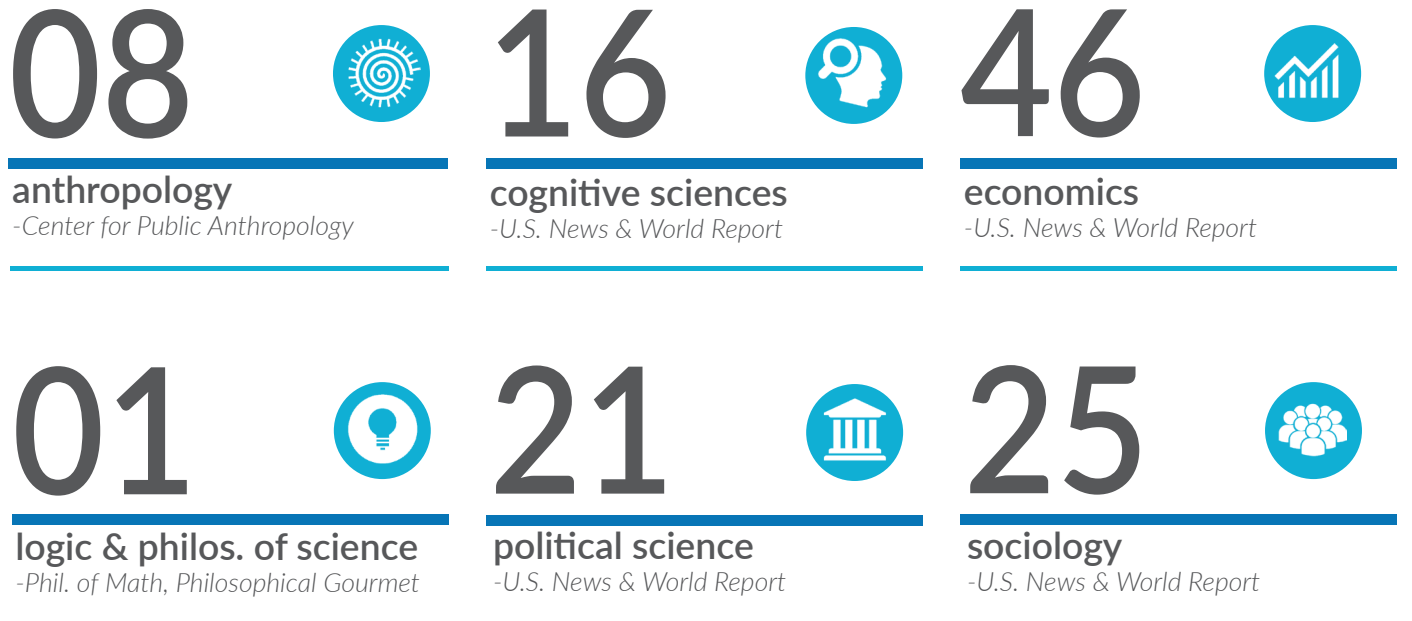
of UCI's class of '15 are social sciences alumni
zot! zot! zot! zot! zot!

total soc sci alumni

45,262

rankings & other indicators of excellence

#35
best social sciences programs in the u.s.
-TheBestSchools.org



DEPARTMENT

DEPARTMENT	Academic Analytics Citation % (2016)	National Research Council
anthropology	68.5	8-26 (S) 9-35 (R)
chicano/latino studies	93.8*	field not ranked
cognitive sciences	75, 84.7**	55-93 (S) 52-99 (R)
economics	92.4	49-76 (S) 54-81 (R)
logic & philosophy of science	98.2	61-78 (S) 66-76 (R)
political science	93.3	36-50 (S) 30-50 (R)
sociology	97.6	44-76 (S) 37-68 (R)

*compared with all ethnic and area studies
**75% compared with cog sci, 84.7% compared with all psych



darren fells '14
mold-breaker went from playing basketball in the bren to being the arizona cardinals' tight end

When you're an Anteater, football at the collegiate and professional level is something you watch, not necessarily play (at least competitively). Unless you're Darren Fells '14. As the current tight end for the Arizona Cardinals, he's UCI's first NFL player, which is quite remarkable, considering that we don't have a football team. The former Anteater basketball star was a standout on the high school gridiron before deciding to focus on the court – instead of the field – once he got to college. He later played basketball professionally for five years in Europe and South America before being drafted into the NFL during open tryouts in 2012. But Fells got much more out of his college experience than a career as a professional athlete. His degree in sociology has helped him both on and off the field, and he hopes to pursue a career in counseling when his time in the NFL comes to a close.

Mold-breaker, indeed.

Like Fells, we're breaking with tradition as we seek to make our footprint (albeit by tackling innovative research endeavors and outreach efforts, rather than the opposing team). And like Fells, football will play a role in that effort.

BREAK THE MOLD.

Make a global & local footprint through research & outreach that makes a difference.

[\[study outside the silos\]](#)

Our faculty have been forging connections with leading researchers in computer science, engineering, arts, humanities, law, medicine and environmental science to study factors impacting regulation and policy adoption, health and human behavior.

Two significant changes since our 2007 plan include a commitment to research infrastructure (e.g., the Experimental Social Science Lab, the U.S. Census Data Center, the proposed Institute for Advanced Social and Behavioral Analysis, the proposed fMRI research facility), and a major overhaul of our fundraising activity.

We're currently in the process of purchasing equipment and commencing renovations for a functional magnetic resonance imaging facility for cognitive neuroscience research. The proposed

Center for Advanced Brain Imaging and Analysis will anchor the university's neuroimaging initiative, with the recruitment of key faculty members across the campus. And an area of study of particular interest includes brain injury brought on by contact sports. See? There really was a football tie-in.

In 2014-15, we overhauled our fundraising operation with the recruitment of three new external relations and advancement professionals. This fully-staffed team is building a Board of Councilors, a Dean's Leadership Society and an Alumni Network. And their fundraising goals closely align with the school's three core interdisciplinary areas of study: neuroscience, population and public policy, and emerging conflicts.

We also remain committed to publicizing faculty research to reach a wide audience. Our research has a strong media presence, with more opportunities for dissemination ahead. We've embarked on projects that are enhancing our reputation and standing in the local community.

These include partnerships with the Orange County United Way to conduct a comprehensive study of homelessness, our collaboration with the Irvine Chamber of Commerce on the annual Irvine Chamber's Business

Outlook, beginning in 2016, and a planned collaboration with Asian Americans Advancing Justice on an Orange County needs assessment.

Moving ahead, we plan to develop a full research and grant-writing support shop, with the help of the Office of Research, and push more research funds down to faculty members. We will seek to boost our research grant portfolio and expenditures in order to provide additional revenue sources that will minimize the effects of future periods of budget contraction.



kelsey minarik '08
entrepreneurial anteater
who turned her health scare into a top 30 successful startup

This agenda will entail continued effort to boost utilization of shared research facilities as well as to promote grant writing.

We will also take advantage of a number of national and regional scientific collaborations and funding initiatives, ranging from the federal and California Brain Initiatives to the NSF's new Interdisciplinary Behavioral Social Sciences program (from which a UCI team received one of the inaugural grants), to federal and philanthropic initiatives in global population and health.

We currently have a number of highly successful outreach programs (Olive Tree Initiative, Global Connect, HABLA, Chicano/Latino Field Studies program), but they will need to start to secure additional sources of funding and faculty buy-in to remain sustainable.

We would like to develop additional programs for Orange County high schools beyond those served by Global Connect – which we will seek to bring to schools state – and nationwide. The international studies undergraduate major has developed ties to the Southern California Red Cross, Access California, the World Affairs Council of Orange County, and other organizations

through internship programs. Chicano/Latino studies has developed relationships with several non-profits including the Delhi Center in Santa Ana and SOY in Costa Mesa. We plan to seek out more of these opportunities with some of our bigger departments and majors.

Faculty members have significant research and advisory relationships with organizations ranging from the U.S. Federal Reserve to the U.S. Agency for International Development, the IMF and World Bank, among many others. These are mainly faculty driven, and we seek to link more faculty to relevant opportunities. We are exploring how the Office of Global Engagement might help facilitate this.

Industry partnerships have so far been driven by individual faculty members. By creating two new infrastructures – a graduate internship program (RISE Research Internships for Student Entrepreneurship) and a proposed translational research shop (Institute for Advanced Social and Behavioral Analysis) – we intend to provide new incentives to create such partnerships, outreach programs for faculty and “in-reach” opportunities for potential industry partners.



We will continue to work with UCI Applied Innovation to educate our faculty on the process of creating startups as well as seek additional means of fostering entrepreneurial activity in the school. We have industry ties through internship programs, and we will seek out ways in which UCI can assist us in creating new relationships or using existing ones to promote social sciences to alumni, donors and other stakeholders.

We are integrally connected to a huge number of cross-campus collaborations. We will work with the campus

to find creative solutions to the perennial issues of overhead return and credit for interschool, collaborative activity (whether grant activity, fundraising, or industry partnerships), and providing support for grant-writing (which, outside of ORU support, is currently minimal). We will seek campus assistance in finding a way to address the allocation of teaching workload credit for interschool or collaborative programs. We will also explore how the campus can help address the question of graduate funding and degree credit for joint or concurrent programs (e.g., the J.D./Ph.D. program).

Some of our most successful, long-standing collaborations include the Center for Global Peace and Conflict Studies, Center for Research on International Migration, the Institute for Mathematical Behavioral Sciences, and the various partnerships among anthropology, history, critical theory and informatics. These have contributed to a number of new initiatives including the MSTS M.A. program. The highly successful PRIME-LC program in partnership with Chicano/Latino studies brings our expertise on Latino communities to the training of medical students. New areas of collaboration include the Center for Cognitive Neuroscience and Engineering; the proposed Interdisciplinary Neuroscience Program; the Big Data Initiative; and the Sustainability Initiative. We are currently exploring the launch of a Population Sciences Initiative that may take the form initially of training grant applicants while culminating in a bid for a National Institute for Child Health and Human Development (NICHD) Population Center. And we have been integral in the establishment of the concurrent

J.D./Ph.D. program, an area of potential growth subject to resource constraints to recruit the kind of superior students for whom this program was designed.

Several existing successful community partnerships contribute to outreach around educational preparation for underserved and underrepresented youth: Jumpstart recruits, trains and supervises UC Irvine students working with Head Start and other early childhood programs in low-income neighborhoods. The Community Knowledge Project is funded by the California Endowment to promote community wellness in Santa Ana; faculty partnerships with Save Our Youth in Costa Mesa and the Delhi Center in Santa Ana around community engagement projects. Other existing partnerships contribute to our mission of global education: Global Connect, the Olive Tree Initiative, and the International Studies Public Forum. New initiatives include collaborations with the Orange County United Way and the Irvine Chamber of Commerce.



robots to the rescue

a cross campus collaborative research group hosts an annual robotics conference for high school kids

So to recap, our planned activities to **promote study that reaches outside the silos** include:

- Development of a full research & grant-writing support shop.
- Fundraising for translational research & outreach activities.
- Seeking collaborative partnerships with academic initiatives on & off campus.
- Developing & fundraising for student-led community outreach activities
- Seeking out new & leveraging existing partnerships with organizations & industry.
- Communicating findings & efforts to expand community knowledge & inclusion.



geoffrey pyatt '85
u.s. ambassador to the ukraine

When Geoffrey Pyatt, '85, arrived in Kiev in August 2013, he quickly found himself at the epicenter of one of the world's most dangerous conflicts since the Cold War.

Ukraine's president, Viktor Yanukovich, was ousted seven months into Pyatt's term amidst a series of violent protests sparked by the failed leader's refusal to sign an agreement that would have solidified closer ties with the European Union. Pro-Russian insurgents seized the opportunity created by the political and economic fallout of the revolution, and took control of the Crimea region in eastern Ukraine – a situation that remains quite tenuous.

As the 8th U.S. Ambassador to the Ukraine, Pyatt served as a voice for reason and de-escalation at a critical time in the contested region. And just in May, he was named the U.S. Ambassador to Greece.

Pyatt's rise – including posts in India, Honduras, Pakistan, Hong Kong, and Vienna – make him the perfect example of what it's like to be boundaryless in pursuit of creating positive change.

BE BOUNDARYLESS.

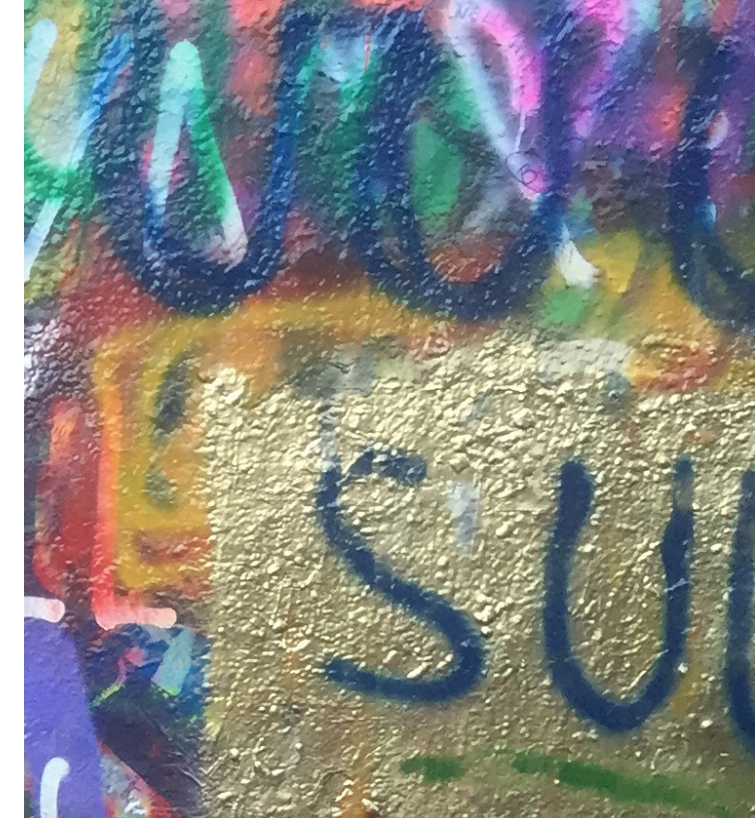
Anticipate the changing needs of our interconnected world and train our next generation of leaders to solve some of society's greatest challenges.

[\[stay nimble\]](#)

Since our last strategic plan, we launched three new M.A. programs: philosophy, politics and economics (PPE), modeled after Oxford's successful program that fosters the development of skills that cut across the disciplines; medicine, science and technology studies (MSTS), provides an innovative science and technology program with an added emphasis on medical anthropology; and finally, the master's in public policy (MPP), offered jointly with the School of Social Ecology, leverages Southern California as a policy laboratory for the world. And a fourth master's program, M.S. in cognitive neuroscience, has just received approval.

We have also launched two new undergraduate majors, social policy and public service (B.A.), and cognitive sciences (B.S.), as well as several new undergraduate certificate or specialization programs in areas ranging from cultural competency to entrepreneurship.





We are planning to launch several new programs building on our core strengths, including linguistics/language sciences, communications, international and global analysis (M.A.), fMRI/neuroimaging methods (M.A.) and audiology (Au.D./Ph.D.). We intend to build out our programs (newly-formed since the last Strategic Plan), in cognitive neuroscience (M.A./Ph.D.), cognitive sciences (B.S.), philosophy, politics and economics (M.A.), medicine, science and technology studies (M.A.).

We play a crucial role in training a diverse student body. We do this by creating collaborative interdisciplinary programs with other units on campus, and providing transferable skills that include writing, research, and competency in statistical analysis of social data. We provide the equivalent of a liberal arts education with a considerable degree of quantitative

analytical training transferrable across fields. We successfully recruit and train a diverse student body that will make up the next generation of the professoriate as well as scientists placed in non-academic careers.

For the latter, we have initiated a graduate internship/entrepreneurship program and several departments offer professionalization workshops for non-academic careers. We are building more connections to industry and government and we are creating two vehicles to support this activity in addition to partnerships with the UCI's new Office of Applied Innovation. Addressing this challenge will also involve evaluating metrics currently in use for graduate program evaluation to assess any disincentives they pose against non-academic placement.

Finally, we will seek to maintain and build upon

our core strengths in interdisciplinary research and departmental and graduate work.

In addition to our eight departments, we house 22 interdisciplinary research centers and institutes and four research facilities used by faculty across the disciplines (the Experimental Social Sciences Lab, the Anechoic Facility, the EEG Lab, and the California Census Regional Data Center).

Academic Analytics show remarkable strength across the board in all of our departments and programs. Almost all are in the top quartile on AA's measure of faculty scholarly productivity. Faculty and students have a high success rate in winning campus awards and honors. Success with the NSF GRFP, NAS Ford Foundation Fellowship, and other grants has enabled us to extend guaranteed funding to all grad students through normative time to degree.

In sum, our efforts to **stay nimble** include:

- Launching new degree programs to prepare students for the jobs of tomorrow.
- Bolstering core areas of excellence.
- Training graduate students for careers outside academia.
- Instilling leadership & critical communication skills in all students who pass through our doors.

the people

who help make it all happen

School Leadership:

Bill Maurer, Dean
Michael McBride, Associate Dean
Mark Petracca, Associate Dean
Dave Leinen, Assistant Dean

Gianna Virgilio, Excecutive Assistant
Susan Yoshihara, Analyst
Peyton Wolonsky, Assistant

Equity Advisor:

Nina Bandelj, Sociology

Executive Committee:

Tony Smith, Chair, Political Science
Jacob Avery, Sociology
Jiawei Chen, Economics
Ami Glazer, Economics
Kristen Monroe, Political Science
Mark Steyvers, Cognitive Sciences
Roxanne Varzi, Anthropology

Business:

Shelly Bennett-Burns, Director
Geraldine Arevalo, Admin. Analyst Asst.
Jin Chae, Contracts & Grants
Trisha Fisher, Purchasing Analyst
Nate Gapasin, Financial Analyst
Susan Spiegel, Disbursements Analyst
Cam Tran, Sr. Financial Analyst
Cathy Yates, Sr. Financial Analyst

Communications & Marketing:

Heather Ashbach, Executive Director
Bria Balliet, Senior Writer
Luis Fonseca, Digital Media Production

Computing Services:

Andy Hill, Director
Chris Davis, Manager
Dao Vuong, Programmer/Analyst
Dominic Fiorello, Programmer/Analyst
Gerald Langiewicz, Programmer/Analyst
Henry Yen, Technician
Jeff Stern, Programmer/Analyst
Jonathan Leung-Nilsson, Programmer/Analyst
Mike Migalski, Programmer/Analyst

Copy Center

Craig Stone, Manager
Jascha Wilson, Assistant

Development:

Tracy Arcuri, Executive Director
Liz Dahl, Director
Rosemarie Swatez, Associate Director
Sasha Camacho, Coordinator

Facilities:

Dave Petrutis, Manager
Mario Nunez, Assistant
Ben Hernandez, Assistant

Human Resources:

Natalie Cook, Director
Sheila Mercer, Sr. Analyst
Lina Moncayo, Analyst
Isha Sabherwal, Analyst
Vicki Ronaldson, Assistant

Student Services:

Graduate Affairs:
John Sommerhauser, Director
Patricia Frazier, Analyst
Matt Arias, Assistant

Undergraduate Studies:
Helen Morgan, Director
Chika Kono, Associate Director
Estela Magana, Counselor
Kurt Hessinger, Counselor
Katrina Tomas, Counselor
Michelle Doan, Counselor

Teresa Neighbors, Student Services Director
Teri Iler, Coordinator
Kristy Salsbury, Program Coordinator
Erica Hernandez, Assistant

Academic Resource Center
Patrick del Rosario, Resource Manager

Global Connect:
Jessica Bit, Director

Jumpstart:
John Harmon, Site Manager
Madelaine Depersis, Site Manager
Kortney Hernandez, Site Manager

Olive Tree Initiative
Daniel Wehrenfennig, Director
Susan Seely, Administrator
Alicia Rios, Assistant

Social Sciences Research Network:

Sylvia Lotito, Administrator
Marilu Daum, Assistant

California Census Research Data Center
Jose Antonio Rodriguez Lopez, Executive Director

*Center for the Advancement of Logic,
its Philosophy, History & Applications (C-ALPHA)*
Kai Wehmeier, Director

Center for Asian Studies
Eleana Kim, Co-Director
Mei Zhan, Co-Director

Center for Citizen Peacebuilding
David Snow, Co-Director
Paula Garb, Co-Director

Center for Cognitive Neuroscience & Engineering
Jeff Krichmar, Director

Center for Demographic & Social Analysis
Judith Treas, Director

Center for Ethnography
George Marcus, Director

Center for Global Peace & Conflict Studies
Stergios Skaperdas, Director

Center for Language Science
Greg Hickok, Director

Center for Research on International Migration
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