



Norma Bouchard, PhD

*Dean, College of Humanities and Social Sciences
San Diego State University*

Norma Bouchard has been serving as Dean of the College of Arts and Letters: Humanities and Social Sciences at San Diego State University since 2015. The College is the largest unit at SDSU: **18 Academic Departments** (Africana Studies, American Indian Studies, Anthropology, Chicano and Chicana Studies, Classics and Humanities, Economics, English and Comparative Literature, European Studies, Geography, History, Linguistics and Asian/Middle Eastern Studies, Philosophy, Political Science, Religious Studies, Rhetoric and Writing, Sociology, Spanish and Portuguese Languages and Literatures, Women Studies); **33 majors; 19 Graduate Programs; 9 Interdisciplinary Programs** (Sustainability; International Business, International Security and Conflict Resolution, Latin American Studies; Keith Behner and Catherine Stiefel Program on Brazil, Jewish Studies, Master of Arts in Liberal Arts and Sciences, Social Science; MS in Big Data Analytics); and **23 Centers and Institutes**, including a multi-million dollar Language Acquisition Resource Center, LARC.

In her time at San Diego State she achieved the following:

Administrative:

- Overcame an inherited deficit within a year of appointment and established a solid reserve through restructuring while consistently meeting FTES targets
- Created a *College Advising Center* that combines both academic and non-academic advising. The Center has become the beta tester for several new technology tools for data driven, targeted intervention
- Established the *Office of International Programs Coordinator* for the entire College
- Built up the *College Development Office* to further advancement efforts

Student Success:

- Improved course access and enabled the progression of seniors towards graduation
New majors, minors and several certificates were created
- DWF rate decreased to 7.5%, a five-year low
- Freshman to sophomore continuation rate increased to 91.3%
- 6-year graduation rate increased to 78% (with no achievement gaps)
- Established several merit and need-based undergraduate and graduate scholarships as well as study abroad fellowships
- College increased undergraduate student participation in Study Abroad by 7.52%
- Increased stipends of Doctoral students

Faculty Advancement in Research, Scholarship and Creative Endeavors:

- Expanded internal course-buy outs through a competitive process to position faculty for applications to prestigious extra-mural awards (i.e., NSF, NEH, NIH, ACLS, Mellon, Jacob Burkhardt, Fulbright, etcetera)
- College received 1 Guggenheim; 4 Faculty Fulbright Awards; several NSF and NIH grants in the last 2 years
- College was ranked # 15 in public research universities funding in the Humanities (2018 HERD survey)
- Created 2 endowed Post-Doctoral Research Fellowships
- Established *CHEPS: Center for Health Economics and Policy Studies*
- Established a *MS in Big Data Analytics* and currently working on a *MS* program in *Global Cyber Security Management*
- College research expenditure for the last 2 years was of \$ 12,5+M
- Established a new *Dean's Support Fund* that prioritizes funding for interdisciplinary scholarly initiatives, including colloquia, lectures, and special programs
- Launched a faculty's grant writing program
- Established an Advisory Board of global business leaders to bring the *International Business Program* to its next level of excellence: now ranked 6th among Public Research Universities and 12th among Public and Private Institutions (2018 *US News and World Report*)
- Secured 36 new tenure track hires by competing successfully in the university-wide *Areas of Excellence Hiring Cluster*
- Secured 3 additional tenure-track lines for underrepresented minorities through the *Building on Inclusive Excellence* hiring cluster.

Development and Outreach:

- College contributed **58M** to SDSU's fundraising campaign of **815M**: over **23.8M** were raised by the College in the last **3 1/2 years**