

July 23, 2021

Search Committee for Associate Dean for Graduate Studies
California State University, Sacramento
Sacramento, CA

Dear Search Committee Members,

I would like to express my interest in the position of Associate Dean for Graduate Studies at California State University, Sacramento. In support of that interest, I have enclosed my recent curriculum vitae. I have had a diverse array of responsibilities, acquired experience that I believe would be appropriate for this position.

As you will see from my curriculum vitae, I have been experienced in service, teaching, research and scholarship. I have a breadth of experience in leadership of a large academic department at a comprehensive university that will enable me to be a strong and effective administrator for the institution. For more than twenty years, I have been engaged in academic administration in a variety of capacities including faculty development, diversity, strategic planning, online education, grant writing and submission, the department's program review, assessment, the academic and social growth of undergraduate and graduate students, philanthropic activities, partnership and internationalization. Through my personal style of working in a collegial manner and reaching decisions through consensus, I have earned the respect of my colleagues, with a reputation for effectiveness, integrity, openness and innovation. When I was the mathematics department chair at the University of Toledo, I initiated and organized an annual Teaching Assistant Workshop and Part Time Instructor Workshop at the beginning of the fall semester in addition to my responsibilities as an administrator of the department. I established good relationships with the Honors College, Research Office, Center for Teaching and Learning, College of Graduate School, Health Professions, College of Engineering, College of Education, and College of Business Administration. I also changed our traditional annual course auction to individual course requests. This reduced not only the faculty meeting schedules but also the tension between faculty members. I have extensive experience in new program development and decision-making in undergraduate, graduate and professional curricula including distance learning courses, academic personnel management as well as budget development and fiscal management. I successfully worked with a group of education faculty to establish a pilot project for a professional graduate program. At Central Michigan University, I supervised a group of REU (Research Experience for Undergraduate) students in summer 2008 and a group of LURE (Long-term Undergraduate Research Experience) students in 2009 and 2010 with great success. I was also a member of the CMU faculty submitting an NSF REU proposal, which received funding a few years ago. I have been actively involved in promoting the pursuit of research on the part of faculty members and students as well as developing interdisciplinary program initiatives. I believe that I possess the necessary mix of service, teaching and research experience to do an effective job as Associate Dean for Graduate Studies at California State University, Sacramento.

Through all my administrative positions, I have developed an approach to leadership that emphasizes openness and clarity of processes, respect for diverse viewpoints and contributions, thorough information gathering, data driven process, and full disclosure of decisions and outcomes. I have learned that a consistent application of these values combined with enthusiastic passion is essential to build the trust and respect necessary for effective leadership. Promoting academic excellence requires a full spectrum of strategic planning, implementation, resourcing, evaluation and response. I have been actively involved in all phases of this spectrum. Additionally, communicating with the community, state, nation and the world to promote and support diversity is important in reaching strategic goals. I have worked with many collaborators, both nationally and internationally. Over the years, I have published broadly. Most of my research work has been in applied and computational mathematics. I have interacted with many biologists, engineers, physicists, chemists, other scientists and K-12 educators. These multifaceted experiences have made me a strong supporter of interdisciplinary research and a believer in the value of extensive collaborations with different skills. Together we can tackle the most pressing problems facing us from multiple directions in today's academic institutions. A broad view of the institution and its educational and research missions is vital as an administrator. Strong advocacy for excellence in undergraduate and graduate education is an essential part of the mission of our universities. My record attests to my being an advocate for educational excellence. Furthermore, creative and active fund-raising efforts, as well as outreach and engagement of the local community are also something I have been involved. My experience in administration, research and teaching in addition to my interpersonal and organizational skills, give me a good combination of attributes to support my contribution to the higher education.

In the past, I shared vision and strategies with faculty to reach the short-term, mid-term and long-term goals. My leadership style can be described as follows: (i) Including faculty early and often to engage in deeper conversations about the focus of academic mission; (ii) Scheduling formal and informal meetings; (iii) Taking responsibilities and sharing the success; (iv) Building a relationship of mutual trust; (v) Be sure to support faculty's work and offer assessments. As such, we identify new opportunities and support the development of programs consistent with our mission. We work with other departments and colleges to support the development of interdisciplinary programs and courses. We facilitate collaborations with companies, partner with more businesses, agencies, and organizations as well as promote doing research projects with students.

I have worked closely with the Multicultural Academic Student Services (MASS), particularly, the coordination of the supplementary instruction (SI) program. The SI program helps students' learning and improves retention/success rates. SI was one of the MASS programs that help retain a diverse student body. It provides student support and therefore impacts our diversity positively. I also encourage our faculty and staff to participate in the activities organized by the Office of Diversity Education which provides culturally responsive educational opportunities through systematic education, training, coaching, consulting and community-building for the community. I am a firm believer that a good institutional culture is no accident—it requires intentional daily maintenance from every staff or faculty member, and for people to intervene when they

see early signs of problems. Awareness, attitude and action are important building blocks for maintaining a positive workplace culture. We organize either online or face to face workshops to target faculty/student recruitment efforts to job fairs and other sources that tend to attract minority applicants. My strategies to help increase enrollment and diversity in the department include the following. (i) Explore how discrimination manifests in the workplace and strengthen our ability to spot problematic situations. (ii) Hold meetings to encourage dialog and foster continuing learning about campus diversity, respect, and inclusion. (iii) Conduct focus groups with minority populations to identify opportunities to improve diversity on campus. (iv) Plan recruitment events that explain the process of admissions, financial aid, and college terminology. (v) Hold networking events for faculty and historically underrepresented communities to encourage interaction and discussion on diversity issues.

I believe my qualifications and experiences provide a good match for the requirements of the position of Associate Dean for Graduate Studies at California State University, Sacramento. I am deeply committed to the promotion of the enhancement of various academic tasks such as enrollment management, fund raising, marketing, faculty expansion, multidisciplinary research as well as grant and program developments. Throughout my work, there has been an emphasis on the coordinated advancement of research, scholarly and creative activity, as well as undergraduate and graduate education. This advancement has rested on a foundation of collaboration with colleagues in the department, college office, other colleges and the community. If further information would be of use, please do not hesitate to contact me. Thank you very much for your thoughtful consideration. I look forward to the possibility of further communication with your office regarding this position as your search progresses.

Sincerely,

A handwritten signature in black ink, appearing to read "E. Bing Lin", is centered below the text "Sincerely,". The signature is written in a cursive, flowing style.

E. Bing Lin