

CALIFORNIA STATE UNIVERSITY. DOMINGUEZ HILLS

Search for

Dean College of Arts and Humanities

California State University, Dominguez Hills

California State University, Dominguez Hills' mission is to provide education, scholarship and service that are, by design, accessible and transformative. We welcome students who seek academic achievement, personal fulfillment, and preparation for the work of today and tomorrow.

THE SEARCH

California State University, Dominguez Hills (CSUDH) is seeking a visionary, experienced and entrepreneurial leader to serve as the next Dean of the College of Arts and Humanities (CAH). As CSUDH continues its exciting and dynamic upward trajectory, the Dean will enjoy an important opportunity to lead the second largest college at the University while fostering impact for its students, faculty and staff. This is an exciting opportunity for a creative and collaborative academic leader to articulate a vision for the College, while building its importance and presence at an ascendant university.

A highly diverse, metropolitan university primarily serving the South Bay area of Los Angeles County, CSUDH is a public, co-education institution and one of the 23 campuses that comprise the California State University system. CSUDH enrolls over 16,000 students across six colleges and is a leader in developing outstanding programs that foster a college-focused culture in the communities it serves, with a goal of becoming a national model for student success grounded in academic excellence. The 346-acre campus is in Carson, California, just 10 miles from the beach and 13 miles from downtown Los Angeles.

The College of Arts and Humanities is home to approximately 350 faculty and staff, including 81 tenure track faculty. There are approximately 4,000 full-time equivalent students who study across the 17 departments and programs within the humanities, ethnic and gender studies, theater arts and dance, digital arts and communications. The next Dean will work collaboratively to promote a clear vision and identity for the College, as a vital unit within CSUDH.

Reporting directly to the Provost and Vice President for Academic Affairs, the CAH Dean serves as the chief academic and administrative leader of the College and is an essential member of the University's leadership team. The next Dean will possess a PhD (or other terminal degree) in a discipline related to the College of Arts and Humanities, and a background and qualifications for the appointment at the rank of full Professor within one of its departments/divisions. The successful candidate will bring at least five years of successful administrative leadership experience at the level of department chair or higher level, and evidence of a record of scholarly publications. Strong commitment to inclusivity and diversity and to interaction with the community, as well as the ability to interact effectively with diverse cultural and ethnic groups is paramount.

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California State University Dominguez Hills has retained Isaacson, Miller, a national executive search firm to assist in this recruitment. Inquiries, nominations, and applications should be directed to the search firm as indicated at the end of this document.

THE CALIFORNIA STATE UNIVERSITY

The California State University (CSU) system spans the entire state of California and has an annual operating budget of more than \$8 billion. It is not only the largest public four-year university system, but it is also one of the most diverse and affordable university systems in the nation. With 23 campuses, 477,000 students, and 53,000 faculty and staff, CSU is a leader in high-quality, accessible, student-focused higher education. CSU confers more than 134,000 baccalaureate degrees every year, roughly half of the bachelor's degrees awarded in the state of California. Half of CSU students are underrepresented minorities. Eighty-two percent of all CSU students receive financial aid, and 59 percent have fully covered tuition. With a living alumni base of 4 million, nearly one-in-twenty Americans with a college degree earned it from a CSU campus. Fifty percent of California's workforce graduated from a CSU campus. The CSU System has produced tens of thousands of graduates who have had an immeasurable impact in fields such as engineering, science, medicine, business, agriculture, education, government, hospitality, arts and entertainment, and non-profit leadership. To learn more about the California State University system, see <u>www.calstate.edu</u>.

CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS

History

Founded by the California State Legislature in 1960, CSU Dominguez Hills sits on land that has a long and rich history. The University's 346 acres were once a section of the first private land grant in Southern California—the Rancho San Pedro. Juan José Dominguez (1736-1809), a Spanish soldier, received the original grant of 75,000 acres in 1784 from King Carlos III of Spain. The site chosen for the university was known as the Dominguez Hills, named after the family. The need for a campus in the South Bay region of Los Angeles County became apparent in response to a rising population in the 1950s influenced by the growth of families of World War II veterans, and by emerging aerospace and defense industries. Following the Watts Rebellion in 1965, Gov. Pat Brown visited the area and determined that the Dominguez Hills site in the soon-to-be City of Carson would provide the diverse, mostly minority population in nearby urban neighborhoods with the best accessibility to a college education.

The University held its first classes in 1965, and was renamed California State College at Palos Verdes, with approximately 40 students enrolled. CSC Palos Verdes became CSC Dominguez Hills in 1966 with the opening of the permanent campus occurring in 1968. Throughout its history, CSU Dominguez Hills has had an immense impact on its surrounding region. The institution was established in large part to provide access to higher education for African Americans during the Civil Rights—that theme of access is still at the heart of the institution's mission today.

Mission

CSUDH provides transformational educational experiences grounded in culturally sustaining practices, innovative research, creative activity, and community engagement for undergraduate and graduate students. CSUDH was designed to bring educational opportunities to underserved communities in South Los Angeles. The University sustains its commitment to social, environmental, and educational justice by providing a high-quality education that leads to personal and professional success, economic and social mobility, and mutually beneficial and reciprocal relationships with the surrounding communities and the local K-12 and community college systems.

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To fulfill its mission, CSUDH aims to create a model, urban university responsive to and engaged as partners in addressing the most pressing challenges in our local and global communities. The University holds among its core values *Academic Excellence and Intellectual Curiosity; Justice, Equity, Diversity, and Inclusion; Sustainability, Communication and Collaboration; and Shared Governance.*

CSUDH Today

Today, CSU Dominguez Hills is on an exciting, dynamic, and upward trajectory. For 2021-22, CSUDH enrolled 15,070 undergraduate students and 1,169 graduate students. Forty-seven percent of CSUDH's students are of first generation, and 79 percent are students of color, with 66 percent of students receiving financial assistance and over \$170 million awarded in aid.

CSU Dominguez Hills has over 110,000 alumni worldwide, of whom 60 percent live and work within 25 miles of the campus, establishing a strong CSUDH presence throughout the South Bay region of Los Angeles County. The University plays a major role in the region's economy—a recent economic impact study revealed CSUDH generates a total regional economic impact of \$519 million annually in the South Bay. This impact sustains 5,645 jobs in the region and statewide economy. Even greater—more than \$2.1 billion of the earnings by alumni from CSUDH are attributable to their CSU degrees.

New programs are being created, new student support services are being implemented, and the campus footprint is expanding. Since 2000, the campus has welcomed a new library and its Stub Hub Center (since renamed Dignity Health Sports Park) complete training facility to support its DII athletic teams. In 2020, the campus opened a 87,000 square foot science and innovation center thanks to a \$4 million grant from Toyota. The future Toyota Center for Innovation in STEM Education will include a fabrication lab, high-tech classrooms, collaborative workspaces and labs for K-12 teacher training. On the western edge of campus, the University opened a stunning new 506-bed student housing complex in fall, 2021 boasting ultra-modern design and amenities. CSUDH also broke ground on a new \$20 million dining facility in 2021.

In 2022, the CSUDH College of Education received the largest single gift the University has yet received, a \$5 million gift from Snap Inc., the developer of Snapchat. The gift will be used for the creation and endowment of a new institute focused on addressing equity gaps in computing education. Housed in the College of Education, the new institute will serve as a leader in computing education research, teacher preparation, and curriculum development centered around equity and access, particularly for students with special needs and for bilingual, multilingual, and dual language learners, and through partnerships with Los Angeles area school districts. More information about the gift and the institute can be found <u>here</u>.

CSU Dominguez Hills has many pride points that distinguish it from similar institutions. Impressively, the University was recently ranked 2nd in the nation in Economic Mobility Index, as a school offering the most economic mobility for its students (Third Way, 2022), and ranked 8th in Social Mobility Index (CollegeNet, 2021).

Additional accolades include:

- 1st Best West Coast Colleges in Affordability (EduSmart.com, 2022)
- 19th Best Undergraduate Teaching among Regional Universities in the west (U.S. News & World Report, 2021-22)
- 28th of Top 100 Schools for Hispanic Students for Bachelors (Hispanic Outlook in Higher Education, 2021)
- 4th Economic Diversity among Regional Universities in the west (U.S. News & World Report, 2021-22)
- All-Steinway School distinction (the first public four-year university in California to receive the designation)
- An online master's program in Negotiation and Conflict Management ranked #1 in the nation

(Intelligent.com, 2022)

- An anthropology program that offers more international and local field research opportunities than any other program in the western US
- A Center for Orthotics and Prosthetics, the only one of its kind at a public university in the state
- The only Occupational Safety and Health Administration (OSHA) Training Institute Education Center in the Los Angeles area (one of only 26 in the country)

Academics

CSUDH offers many programs of study across its six colleges: the College of Arts and Humanities, the College of Business Administration and Public Policy, the College of Education, the College of Natural and Behavioral Sciences, the College of Health, Human Services and Nursing, and the College of Extended and International Education. The institution currently offers 53 baccalaureate degrees, 26 master's degrees, 14 education-related credential programs, and 25 undergraduate certificate programs. Several professional doctorate programs are being developed. CSUDH has the largest distance learning program in the 23-campus CSU system, serving more than 4,000 students annually. The 2021-22 CSUDH Fact Sheet can be found here.

In recent years, the University has been focusing on STEM education. Dominguez Hills has hosted the Annual STEM in Education Conference, annually hosts the Women in STEM Conference, and offers a First-Year Undergraduate STEM Experience (FUSE). The Center for Innovation in STEM Education (CISE) aims to improve local education with various STEM initiatives. The University has credentialed more science and mathematics teachers in the state of California than any other institution over the past 10 years. In 2014, the College of Education was awarded the Department of Education's largest Teacher Quality Partnership Grant (\$12.45 M) to establish STEM Teachers in Advanced Residency (STAR), a program designed to prepare highly qualified math and science teachers for the Los Angeles Unified School District.

CSU Dominguez Hills values student research, culminating in the Annual Student Research Day (SRD). CSUDH offers the McNair Scholars Program, a national model for how low-income and first-generation college students from traditionally underserved communities who aspire to pursue advanced degrees can stand out from the substantial crowd applying for graduate school each year. Learning extends beyond the classroom at Dominguez Hills. Sixty-five percent of CSUDH students engage in service learning, both through the formal curriculum and the University's service-learning hub, the Center for Service Learning, Internships, & Civic Engagement (SLICE).

Diversity

CSUDH's rich history and celebration of diversity has garnered attention with impressive rankings that place it among the nation's top universities for diversity. CSUDH is 1st among public universities in CA in awarding bachelor's degrees to African Americans, and 4th in economic diversity among regional universities in 2021 (U.S. News and World Report). It was also ranked 28th in the top 100 schools for Hispanic students pursuing bachelor's degrees (Hispanic Outlook in Higher Education, 2020), and 44th highest enrollment of Hispanic students in the nation. Sixty-five percent of CSUDH's student population is Hispanic/Latino, 11 percent are Black/African American, and 8 percent are Asian. Forty-eight percent are first generation college students, among the highest in the CSU.

Student Support and Success

The California State University System is in the midst of the CSU Graduation Initiative 2025. The goals of this initiative include tripling the CSUDH four-year graduation rate, from nine percent at baseline to 31 percent for the cohort entering fall 2021. To do so, the campus will leverage student engagement and high-impact practices to promote deep learning, intellectual versatility, and genuine equity. Students come to CSUDH from some of the state's most disadvantaged high schools and community colleges. Three-quarters

of entering freshman require additional pre-college instruction in English and math, and early attrition is high. Over 70 percent of students are eligible for federal financial aid. CSUDH is working tirelessly to find creative and effective ways to support its students.

Strategic Plan

The CSUDH Strategic Planning Steering Committee launched the University's new strategic plan in Spring, 2022. The strategic plan positions CSUDH as a socially just, equitable, and inclusive model urban university, and will serve as a blueprint for the University over the next eight years. The title, *Going Far Together*, reflects how collectivism supports a learning environment in which everyone can thrive—an overarching theme woven throughout the document. Despite pandemic-induced delays during the past two years, the planning process moved ahead last spring through a series of virtual focus group meetings with the campus community and external stakeholders.

The campus's commitment to its history rooted in social justice and equity proved an important message throughout the planning process. The strategic plan's five strategic themes are grounded in diversity, community, excellence, and sustainability, and include a focus on *Thriving Students, Thriving Educators, Equitable Access*, a *Culture of Care*, and a *Pillar of the Community*. Each strategic theme includes a commitment statement, one or more goals, and a list of key activities to help achieve the themes' goals. To read more about the strategic plan, visit <u>https://www.csudh.edu/president/strategic-planning/</u>

Leadership

Dr. Thomas A. Parham, President

Thomas A. Parham, PhD became the 11th president of California State University, Dominguez Hills in 2018. Previously, Dr. Parham served as vice chancellor for student affairs and an adjunct faculty member at the University of California, Irvine (UCI), where he had been since 1985. Prior to his role as vice chancellor, he held various leadership positions at UCI, including assistant vice chancellor for Counseling and Health Services, Counseling Center director, and director of the Career and Life Planning Center. Early in his career, Dr. Parham also held an appointment on the faculty at the University of Pennsylvania in Philadelphia.

Having grown up in Southern California, Parham earned a bachelor's degree in social ecology from UCI. He earned a master's in counseling psychology from Washington University in St. Louis, and a PhD in counseling psychology from Southern Illinois University at Carbondale. He is licensed to practice psychology in California. Parham has authored six books and over 45 journal articles and book chapters and is the past president of the National Association of Black Psychologists. He is also a fellow of the American Counseling Association and the American Psychological Association, a distinguished psychologist in the Association of Black Psychologists, as well as past president of the Association for Multicultural Counseling and Development.

Dr. Michael E. Spagna, Provost and Vice President for Academic Affairs

Michael E. Spagna has served as Provost and Vice President for Academic Affairs at CSU Dominguez Hills since 2017. Before this, Spagna has been dean of the Michael D. Eisner College of Education at California State University, Northridge (CSUN), where he is known as a strong collaborator with extensive experience and diverse perspectives. At CSUN, he cultivated a relationship with The Eisner Foundation resulting in a \$7 million gift to the University's Center for Teaching and Learning, where Spagna served as executive director for seven years. Spagna is recognized for his commitment to improving student access, retention and success in higher education, employing evidence-based practices in his work, and his involvement in forging internal and external community partnerships. He has been a strong leader for L.A. Compact, a collective of 18 Los Angeles institutions that focus on preparing local students for college and the workforce. For six years he

chaired the L.A. Compact's Institutions of Higher Education workgroup, which consists of 12 independent colleges and universities that share a commitment to improving educational outcomes for L.A.'s youth. The collaborative is regional consortium that includes private institutions, UCLA, the Los Angeles Community College District, and California State University (CSU) campuses.

Spagna received his PhD in 1991 through the joint-doctoral program in Special Education from the University of California, Berkeley and San Francisco State University. His MA in Special Education was conferred by UCLA in 1985, and he earned his Bachelor of Science in Communicative Disorders at Northwestern University in 1984.

THE COLLEGE OF ARTS AND HUMANITIES

The College of Arts and Humanities, through the arts, humanities, and interdisciplinary programs, seeks to enhance the knowledge of every student by providing them with new intellectual skills, increasing their understanding of the human experience, and enriching their lives with an appreciation for the arts and the valuable role that art, in its many forms, can play. CAH is the second largest college at CSUDH and comprises a rich group of majors and programs of emphasis. The arts and humanities are the academic heart and soul of the University and prepare students to explore contemporary and enduring questions in the world. They foster critical and creative thinking, civic knowledge, and ethical reasoning. The departments and programs in CAH provide students with opportunities to engage in scholarly research, creativity, and in-depth inquiry in their chosen fields.

CAH is home to approximately 350 faculty and staff, including 81 tenure track faculty. There are approximately 4,000 full-time equivalent students who study across the following 17 departments and programs: Africana Studies; Art and Design; Asian Pacific Studies; Chicano/Chicana Studies; Communications, Dance; Digital Media Arts; English; History; Interdisciplinary Studies; Labor Studies; Modern Languages; Department of Music; Negotiation, Conflict Resolution, and Peace Building; Philosophy; Theatre Arts; and Women's Studies. CAH offers the Master of Arts, Bachelor of Arts, and majors, minors, and certificate programs in a wide range of disciplinary areas. The College's annual expenses total \$19 million.

CAH faculty and staff, who are accomplished teachers and experts in their fields, are dedicated to nurturing and mentoring students to become lifelong learners. As scholars and creative artists, faculty have won numerous prestigious fellowships, awards, and research grants from such organizations as the National Endowment for the Humanities, the National Endowment for the Arts, and the Fulbright Scholars Programs. Their research, publications, and creative activities have won national and international recognition. CAH faculty shape and develop curriculum and academic policy, and manage departments, institutes, and programs as university leaders. More information about the departments and programs at CAH can be found <u>here</u>.

THE ROLE OF THE DEAN

Reporting directly to the Provost and Vice President for Academic Affairs, the CAH Dean serves as the chief academic and administrative leader of the College and is an essential member of the University's leadership team. As the chief academic officer, the Dean has primary responsibility for fostering and sustaining an environment of academic excellence, and assists faculty by mobilizing support, both internally and externally, for their teaching and research activities. The Dean will help set the strategic direction for the College, work to strengthen degree programs, and oversee strategic planning and curriculum development. An experienced, visionary and collaborative leader, the Dean is expected to provide strong and creative leadership in managing the programs of the College, establishing goals and objectives consistent with the University's mission, goals and objectives, overseeing the recruitment, retention, and graduation of students, and in overseeing the recruitment, retention, and continued development of a high-quality faculty and staff. The next Dean will also provide leadership in fundraising, spearheading the College's efforts to increase funding from a variety of external sources. The Dean will be expected to work effectively with the faculty, staff, and

students as well as with the community, industry, and government.

OPPORTUNITIES AND CHALLENGES

The successful Dean will lead the College of Arts and Humanities with collaboration, forward thinking, innovation and a sense of entrepreneurship, as a true "builder" who embraces the College's creative spirit. The Dean can expect to address the following opportunities and challenges that are central to the College of Arts and Humanities' sustained growth and success:

Lead the unique mosaic of CAH's departments and programs in partnership with the faculty, students, and staff

The College of Arts and Humanities is comprised of amalgam of disciplines, with departments and programs in the humanities, ethnic studies, arts and dance, digital arts and communications. The next Dean will work collaboratively to establish a clear vision and identity for the College, as a vital unit within an ascendant university. The Dean will demonstrate knowledge and sensitivity to the full range of programs and disciplines in the College as its academic and administrative chief officer. Building on CSUDH's strategic planning process, the Dean of CAH will collaborate with members of the community to carry out the plan's vision and enhance the College's reputation. The Dean will work to define the College's direction and identity, achieve objectives and realize its potential, while elevating the arts and humanities at the University.

Support faculty needs while promoting academic creativity

CSUDH is a mid-sized university that in many ways feels like a smaller institution and close community, wherein faculty know one another. The next Dean will contribute to this sense of community while supporting faculty in teaching, research, and service at CAH while building programs that emphasize the unique strengths of CSUDH. The next Dean will be a faculty leader willing to be active and connected to the faculty senate, and part of the broader faculty. The Dean will support all faculty members, including non-tenure track faculty who contribute to the life of the College, and recognize that shared governance plays an important role in setting policies in CAH. While the University is primarily focused on teaching, the next Dean will have a profound dedication to faculty research and to supporting faculty in scholarship, contributing to the academic creativity and entrepreneurial spirit that characterizes the College.

Demonstrate a commitment to diversity and foster a culture of equity, inclusion, and belonging across the College

With CSUDH's rich context of diversity, the Dean will foster a culture that upholds equity, inclusion, and belonging as values that are inherent to the goals of CAH and the University. The Dean will promote social mobility and the tradition of social justice upon which CSUDH is built on. Supporting the recruitment, retention, and development of a diverse faculty and staff will be paramount to the Dean's role. CAH remains committed to celebrating the diversity of its student body, and the Dean will spearhead this effort.

Promote, support and celebrate the unique diversity of the CSUDH student body

CSUDH's student body is one of the most diverse in California, and being an urban campus, the Dean must bring awareness and facility in understanding the needs that CSUDH students bring. The next Dean will be a student-centered educator and leader who is focused on the success of all students in CAH and dedicated to the mission of enhancing social mobility through access and education. As the College implements a system of college-based advising through effective use of faculty advisors, the Dean will spearhead efforts to support students academically and socially. The next Dean will embrace being active in the student community, attending student events, and be known as an involved educator. At CSUDH, serving students and affecting positively their social mobility provides a compelling opportunity to make a difference and have impact, resulting in high motivation to work with students among faculty and staff.

Expand on the College of Arts and Humanities fundraising base and build key partnerships toward resource growth

The Dean will work closely with university advancement, the College leadership, and faculty to develop compelling and effective opportunities to attract philanthropic support. As a visionary, forward-looking leader, the next Dean will need to build philanthropic bridges to alumni, donors, leaders, and policy makers to tell the story of CAH's successes in preparing students for a changing world. The Dean will also be expected to develop strategic and fruitful relationships with industry leaders to pursue revenue generation, and in particular, work to generate funding for the arts in CAH.

Advocate for the needs of the College, its faculty and staff, and skillfully manage CAH's financial resources and facilities

As CAH moves towards an enrollment-based funding, the next Dean will bring the ability to work between different models of funding. The Dean must hear and support the needs of staff, particularly during an era of post-COVID and a changing workplace. The Dean will consider the structure of departmental support and staffing, and advocate for CAH to address the facilities needs for departments and faculty. CAH houses most of the general education courses for CSUDH, but humanities and the arts are often underfunded. The Dean will be in a key position to advocate for CAH's needs, both physical and human, within the broader university context. Employing sound fiscal principles and creative revenue generation will be important. Additionally, the Dean will be charged with how best to think about the College's physical presence and needs while making key upgrades for certain departments.

QUALIFICATIONS AND EXPERIENCE

Required qualifications, skills, and abilities:

- A PhD or an earned terminal degree in one of the disciplines related to the College of Arts and Humanities; verifiable background and qualifications for the appointment at the rank of full Professor in one of the departments/divisions of CAH.
- A demonstrated record of five years of successful administrative leadership experience at the level of department chair or higher level.
- Evidence of a record of scholarly publications and commitment to academic shared governance.
- Proven leadership ability; effective interpersonal, oral, and written communication skills; knowledge of and commitment to voluntary national accreditation.
- Strong commitment to inclusivity and diversity and to interaction with the community; commitment to academic governance; the ability to interact effectively with diverse cultural and ethnic groups.
- Knowledge of the academic structure of a four-year comprehensive university.
- Evidence of fundraising ability.
- Ability to promote student success and faculty excellence in teaching, scholarship and service.
- Demonstrated ability to build consensus amongst the faculty.
- Skill in oral and written communications; skill in consultative decision-making; demonstrated strengths in leadership, planning, evaluation, and curriculum design.

Preferred qualifications and abilities:

• Familiarity with the needs of the visual and performing arts, ethnic studies departments, communications, and the humanities, and an understanding of the specific facility and staffing needs

for these fields.

- Significant and demonstrated experience in solving a variety of fiscal budgetary, personnel, and management problems in a rapidly changing environment and within a union context.
- Documented record of successful generation of external funds and external and internal advocacy, and experience with enrollment management.
- Experience securing resources in the arts and humanities, including faculty hires; support for research and creative activities for faculty, staff, and students; space on campus; and funding for the arts.
- Experience with student-centered initiatives.
- Demonstrated leadership experience and proven commitment to anti-racism, social justice, and gender equity initiatives.
- Demonstrated commitment to and evidence of shared governance, and a willingness to engage all constituencies in strategic planning, including a vision for the College.
- Proactive in meeting the needs of first-generation students and students from underrepresented populations. Demonstrated experience working with underrepresented faculty and staff.
- Demonstrated ability to coordinate programs or initiatives between departments and across the University with other colleges and organizations.
- Demonstrated commitment to recruit, retain, and support faculty (tenure-track and non-tenure-track) and staff, and examples of mentoring faculty and staff in professional growth.
- Demonstrated ability to work collaboratively with community organizations; demonstrated consultative and interpersonal competencies; demonstrated successful management of an information technology environment and alternative modes of instruction; and experience with international programs.

TO APPLY

All inquiries, nominations/referrals, and resumes with cover letters, should be submitted, in strict confidence, via Isaacson, Miller's website:

Daniel Rodas, Partner Ryan Leichenauer, Managing Associate www.imsearch.com/8612

California State University, Dominguez Hills is strongly committed to achieving excellence through a diverse workforce. California State University, Dominguez Hills is an Affirmative Action/Equal Opportunity Employer. We consider qualified applicants for employment without regard to race, religion, color, national origin, ancestry, age, sex, gender, gender identity, gender expression, sexual orientation, genetic information, medical condition, disability, marital status, or protected veteran status.