





strategic plan

UCI School of Social Sciences

a publication of the UCI School of Social Sciences



follow along

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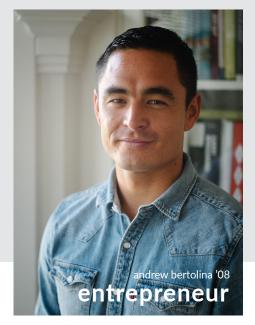
10 _____ our approach













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]



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 selfproclaimed 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.



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.

elsewhere on campus.

As the biggest school at UCI, we educate and graduate robots aimed at improving social engagement in more students than any other unit on campus. Case in children with ADHD and autism. Our students are point: we awarded 27% of all BA/BS degrees in 2015. doing fieldwork in India, Africa, China - indeed, When students leave our Irvine classrooms, they join everywhere on the planet, exploring fundamental our growing network of more than 45,000 alumni issues of peace, politics, population, migration and who have taken their world-class education to the cross-cultural communication. halls of justice in D.C., to international relations work in capitals around the world, to courtrooms across To assist them, we have a highly effective undergrad the nation, to boardrooms in some of the world's top companies, and to schools around the globe.

One major in particular, economics, hosts more They are in our brain, behavior and cognitive robotics students than some entire school populations 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

> counseling shop, including remedial tutoring as well as professional development and mentoring activities.

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 Since the last strategic plan, we've revamped the 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 marketplaces and prevent the spread of disease.

nearly 20 percent of the entire UCI student body. Our Social Sciences Academic Resource Center and students are predominantly the first in their family bolstered our academic advising and student activities to go to college, and more than one-third are from offices. We've also launched programs dedicated to somewhere outside the U.S. Nearly one-quarter are students from underrepresented backgrounds and from underrepresented minority groups and close to 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 to reduce traffic congestion, create better online Assistants Pilot, launched jointly this year with the Office of the Vice Provost for Teaching and Learning.



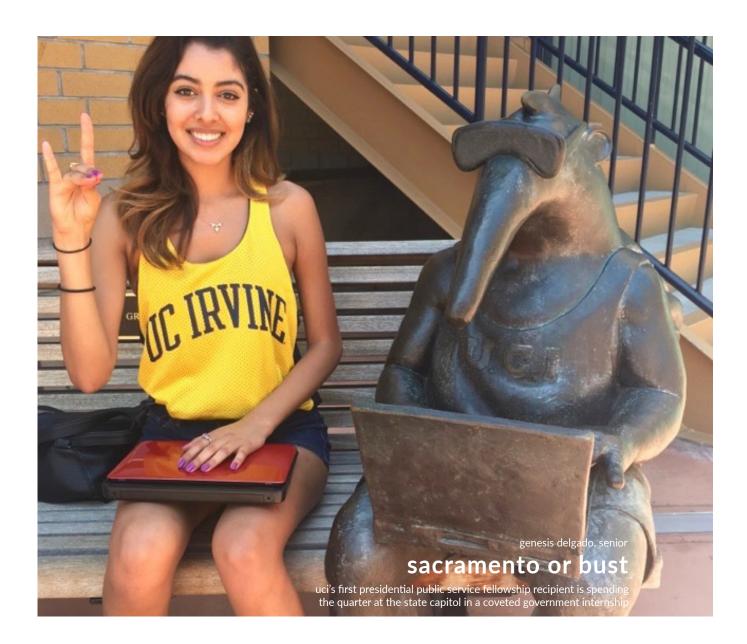
We're also excellent in graduate training; we're currently tied with Physical Sciences for the highest number of prestigious National Science Foundation GRFP fellowships.

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.





In 2013-14, the we launched a gender, our current efforts have 21st Century Scholars Fellowship mid-level faculty from other Cognitive Sciences has recruited of our applicant pools. campuses working on diversity 7 women faculty out of 12 total program for faculty who receive successful conference on gender commitment from the campus. ADVANCE Career Development and philosophy in 2014. And as a Awards.

While we continue to face

from underrepresented groups.

faculty applicant pool in terms of will explore ways, such as our outside market.

visiting scholars program to bring paid off. For example, since 2003, Program, to increase the diversity

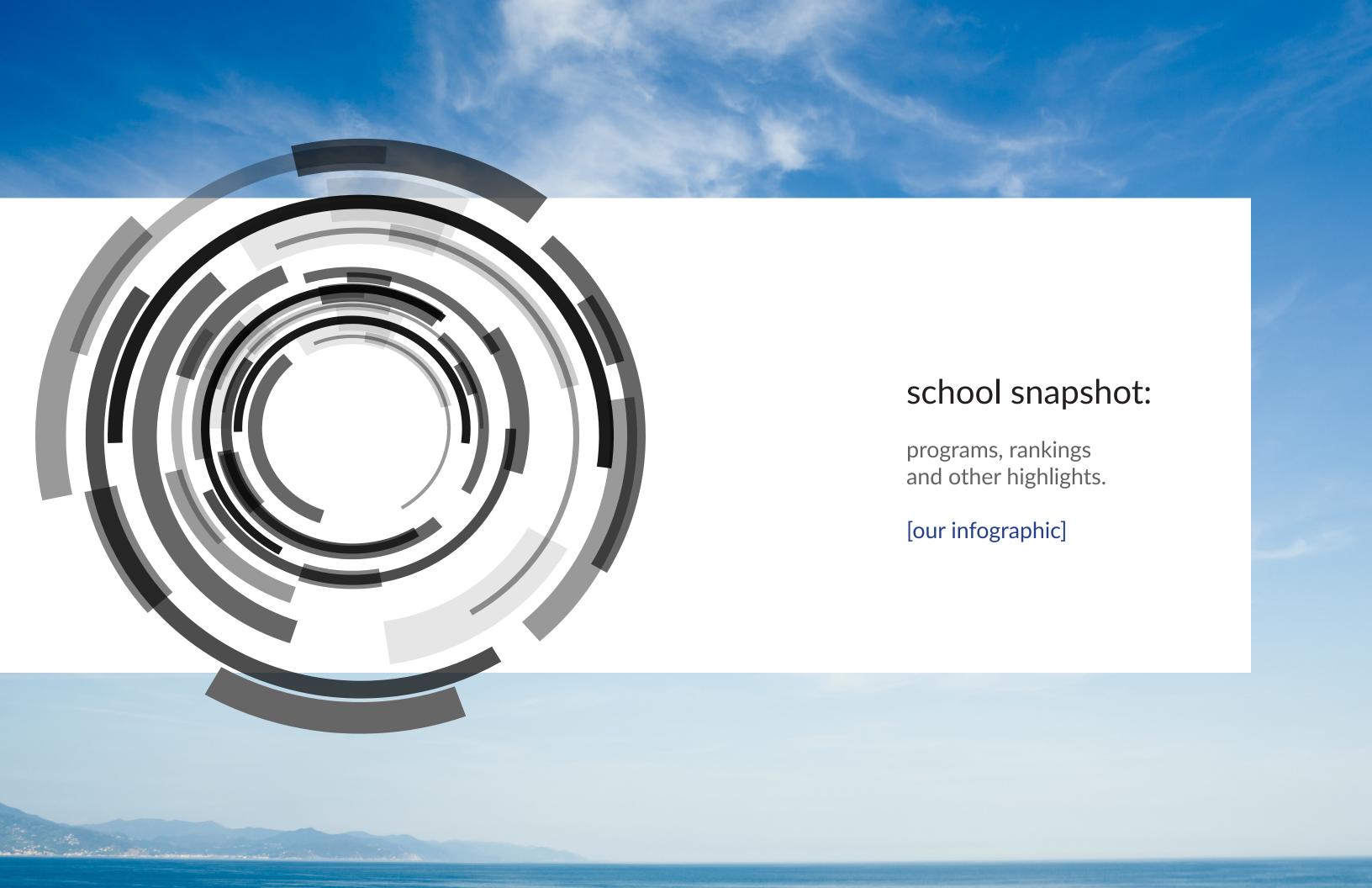
issues to UC Irvine. We also recruitments. At the forefront of Fully staffing affected undergrad established a matching grant this issue, LPS hosted a highly programs will require a resource

whole, we've increased faculty We will strengthen faculty and staff recruitment and retention efforts by addressing salary challenges in broadening our To continue moving forward, we inequities as demonstrated by the assistance of the campus. We will packages. work with the campus to devise strategies for our salaries and On the student side, our Economic campus-provided research funds Learning Center represents a to become more competitive in first step in providing more today's market. We will rely on instructional support for all in a the High Impact Hiring Program setting that allows for peer learning and the Distinguished Professors and reaches out to international program to address the issue students. Additional programming of senior and distinguished will be modeled after its success. faculty retirements. We will also accelerate our efforts to nominate And as we enhance graduate current faculty for distinctions enrollment and graduate quality, and awards to address any and as we compete with other potential loss in terms of academy institutions, we will work with memberships and similar honors Graduate Division and other with new retirements. Maintaining partners to fund graduate support and enhancing the quality of packages so that we can rely less the faculty is a central goal of on TAships, which are subject to our new development structure enrollment swings.

While we maintain a good success and engagement vehicles, which rate in retaining our top faculty, provide unrestricted funds to we will continue to require the support recruitment and retention

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



soc sci snapshot

RESEARCH INSTITUTES & FACILITIES

TOP-RANKED **DEPARTMENTS**







MASTER'S & PH.D. PROGRAMS





faculty count by department

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

dedicated staff members = 86

36%

female faculty

underrepresented minority faculty

21%



extramural research funding received '15 average years of staff service in school

(B.A., M.A., Ph.D.)

(B.A., M.A., Ph.D.)



nternational studies mathematical behavioral

sciences (M.A., Ph.D.)



social policy

& public service (B.A.)



philosophy, poli sci &

sociology (B.A., M.A., Ph.D.)





political science













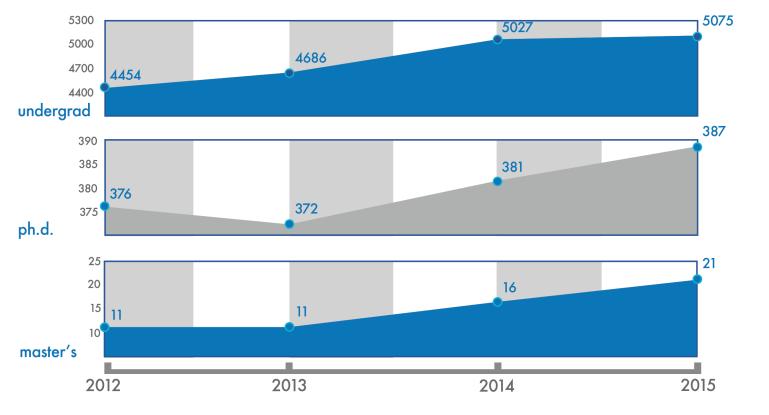




current & planned degree programs

enrollment (2012-2015)

anlaysis (M.A.)



incoming soc sci undergrads

37%

family to go to college.

international

underrepresented minority

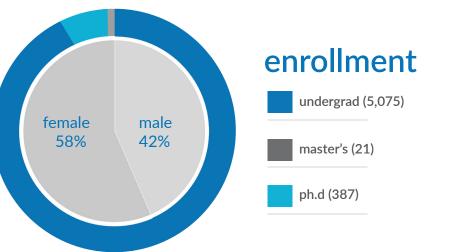
60%

51%

first generation

undergrad snapshot

The average current social sciences undergrad is The average current social sciences grad student a 21-year-old-female from California majoring in is a 29-year-old-male from California pursuing a business economics - and she's the first in her Ph.D. in sociology.



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

total soc sci alumni

rankings & other indicators of excellence

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

anthropology

-Center for Public Anthropology

-Phil. of Math, Philosophical Gourmet





cognitive sciences

-U.S. News & World Report





economics

-U.S. News & World Report





-U.S. News & World Report





sociology

-U.S. News & World Report

DEPARTMENT Citation % (2016) 68.5 8-26 (S) 9-35 (R) anthropology 93.8* field not ranked chicano/latino studies logic & philosophy of science 98.2 61-78 (S) 66-76 (R) 93.3 36-50 (S) 30-50 (R) political science sociology

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



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 Center for Advanced Brain Imaging connections with leading researchers and Analysis will anchor the in computer science, engineering, University's neuroimaging initiative, arts, humanities, law, medicine and with the recruitment of key faculty environmental science to study members across the campus. And an 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 In 2014-15, we overhauled our Social Science Lab, the U.S. Census fundraising operation with the Data Center, the proposed Institute recruitment of three new external for Advanced Social and Behavioral Analysis, the proposed fMRI research professionals. This fully-staffed facility), and a major overhaul of our team is building a Board of fundraising activity.

purchasing equipment and commencing align with the school's three core renovations for a functional magnetic interdisciplinary areas of study: resonance imaging facility for cognitive neuroscience, population and public neuroscience research. The proposed policy, and emerging conflicts.

area of study of particular interest includes brain injury brought on by contact sports. See? There really was a football tie-in.

relations and advancement Councilors, a Dean's Leadership Society and an Alumni Network. We're currently in the process of And their fundraising goals closely We also remain committed to Outlook, beginning in 2016, and a publicizing faculty research to reach a strong media presence, with more Orange County needs assessment. opportunities for dissemination ahead. We've embarked on projects Moving ahead, we plan to develop a that are enhancing our reputation and standing in the local community.

conduct a comprehensive study of the annual Irvine Chamber's Business periods of budget contraction.

planned collaboration with Asian a wide audience. Our research has Americans Advancing Justice on an

full research and grant-writing support shop, with the help of the Office of Research, and push more research These include partnerships with funds down to faculty members. We the Orange County United Way to will seek to boost our research grant portfolio and expenditures in order to homelessness, our collaboration with provide additional revenue sources the Irvine Chamber of Commerce on that will minimize the effects of future



utilization of shared research facilities as well as studies has developed relationships with several to promote grant writing.

national and regional scientific collaborations bigger departments and majors. and funding initiatives, ranging from the federal initiatives in global population and health.

outreach programs (Olive Tree Initiative, Global exploring how the Office of Global Engagement Connect, HABLA, Chicano/Latino Field Studies might help facilitate this. program), but they will need to start to secure additional sources of funding and faculty buy-in Industry partnerships have so far been driven to remain sustainable.

for Orange County high schools beyond those Entrepreneurship) and a proposed translational served by Global Connect, - which we will seek research shop (Institute for Advanced Social and to bring to schools state - and nationwide. The Behavioral Analysis - we intend to provide new international studies undergraduate major has incentives to create such partnerships, outreach developed ties to the Southern California Red programs for faculty and "in-reach" opportunities Cross, Access California, the World Affairs Council for potential industry partners. of Orange County, and other organizations

This agenda will entail continued effort to boost through internship programs. Chicano/Latino non-profits including the Delhi Center in Santa Ana and SOY in Costa Mesa. We plan to seek We will also take advantage of a number of out more of these opportunities with some of our

and California Brain Initiatives to the NSF's Faculty members have significant research new Interdisciplinary Behavioral Social Sciences and advisory relationships with organizations program (from which a UCI team received one of ranging from the U.S Federal Reserve to the U.S. the inaugural grants), to federal and philanthropic Agency for International Development, the IMF and World Bank, among many others. These are mainly faculty driven, and we seek to link We currently have a number of highly successful more faculty to relevant opportunities. We are

by individual faculty members. By creating two new infrastructures - a graduate internship We would like to develop additional programs program (RISE Research Internships for Student



















We will continue to work with UCI Applied Innovation to find creative solutions to the perennial issues of 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 crosscampus collaborations. We will work with the campus concurrent programs (e.g., the J.D./Ph.D. program).

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



Some of our most successful, long-standing collaborations J.D./Ph.D. program, an area of potential growth subject include the Center for Global Peace and Conflict Studies, to resource constraints to recruit the kind of superior Center for Research on International Migration, the students for whom this program was designed. 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

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

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.



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 Yanukovych, 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 analytical training transferrable across fields. We 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 For the latter, we have initiated a graduate 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 the equivalent of a liberal arts education with a considerable degree of quantitative Finally, we will seek to maintain and build upon

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.

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 statistical analysis of social data. We provide they pose against non-academic placement.

our core strengths in Interdisciplinary research Academic Analytics show remarkable strength 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).

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

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Equity Advisor:

Nina Bandelj, Sociology

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Estela Magana, Counselor
Kurt Hessinger, Counselor
Katrina Tomas, Counselor
Michelle Doan, Counselor
Teresa Neighbors, Student Services Director
Teri Iler, Coordinator
Kristy Salsbury, Program Coordinator

Academic Resource Center
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Global Connect: Jessica Bit, Director

Erica Hernandez, Assistant

Jumpstart:

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

Social Sciences Research Network:

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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 Frank Bean, Director

Carolynn Bramlett, Assistant

Jack W. Peltason Center for the Study of Democracy Louis DeSipio, Director Shani Brasier, Assistant

Economic Self-Sufficiency Policy Research Institute David Neumark, Director Dan Paley, Coordinator

Experimental Social Science Laboratory
Michael McBride, Director

Institute for International, Global & Regional Studies

Institute for Mathematical Behavioral Sciences Don Saari, Director Joanna Kerner, Analyst

Institute for Money, Technology & Financial Inclusion Bill Maurer, Director Jenny Fan, Administrator John Seaman, Analyst

UCI Interdisciplinary Center for the Scientific Study of Ethics and Morality Kristen Monroe, Director

Department & Program Chairs, Faculty & Staff:

Anthropology

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Norma Miranda, Manager Tami Hoksbergen, Analyst Mel Brown, Assistant

Chicano/Latino Studies

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Laura Enriquez
Glenda Flores
Alana LeBron
Michael Montoya
Alejandro Morales
Ana Rosas

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