

## **Vice President for Inclusive Excellence**

### Leadership Profile



Virginia Commonwealth University

August 2017

**Invitation:** President Michael Rao invites inquiries and nominations for the Vice President for Inclusive Excellence, a leadership role with the opportunity to realize Virginia Commonwealth University's (VCU) vision of becoming a model university for inclusivity. Leading the Division of Inclusive Excellence and implementing a newly adopted Diversity and Inclusion Strategic Action Plan, the Vice President will be a visionary and collaborative leader for the University.

**Background:** The Office of the Vice President for Inclusive Excellence was created in 2012 to provide strategic leadership and oversight for inclusion, equity and diversity-related activities, services, and programming at the University. VCU has a deep and profound institutional commitment to the success of all of its students. In 2016, the VCU's Council for Inclusive Excellence and Equity was created and embarked on a University wide conversation to create the Diversity and Inclusion Strategic Action Plan for 2017-2022. The Plan was created in the context of the "Quest for Distinction," VCU's vision and mission statement and guiding principle.

Our public urban university is among the most diverse higher education institutions in the Commonwealth, measured using key student demographics such as gender and race/ethnicity. Over forty percent of the VCU student body reports as minority race/ethnicity and VCU is home to 1,600 international students representing 100 countries. That said, we are keenly aware that a diverse student body does not ensure the existence of a welcoming, inclusive and equitable learning and working environment where we honor, respect, and engage amongst our differences. That is why an active, intentional and ongoing commitment to diversity, inclusion and equity through our community building, our curriculum and co-curriculum, and our engagement with communities beyond the University is central to the University's mission. (VCU) chooses to be engaged with and respond thoughtfully and intentionally to the social and demographic changes that are transforming our society. To that end, VCU will intentionally integrate its efforts at achieving inclusive excellence into the core aspects of the institution – its academic priorities, leadership, quality improvement initiatives, decision-making, day-to-day operations, community engagement, and organizational cultures.

*2017-2022 Diversity and Inclusion Strategic Action Plan dated March 6, 2017*  
<http://inclusive.vcu.edu/about-us/strategic-action-plan/>

The Vice President leads VCU's Division of Inclusive Excellence. The primary goal of the Division is to support the university in achieving these aspirations and in strengthening VCU's core mission and culture of promoting and fostering a climate of equity, diversity, and inclusiveness in its programs and services. The Division also serves as a central resource and point of coordination and communication for diversity, equity and inclusion initiatives and programs. <http://www.inclusive.vcu.edu/>

The Vice President for Inclusive Excellence reports to the President and is a member of the senior leadership team.

## **Quest for Distinction**

### **Mission Statement**

As the premier urban, public research university in Virginia, VCU's mission is to advance knowledge and student success through its commitments to:

- \*an engaged, learner-centered environment that fosters inquiry, discovery and innovation in a global setting;
- \*research that expands the boundaries of new knowledge and creative expression and promotes translational applications to improve human health;
- \*interdisciplinary collaborations that bring new perspectives to complex problems and mobilize creative energies that advance innovation and solve global challenges;
- \*health care that strives to preserve and restore health for all people, to seek the cause and cure of diseases through groundbreaking research, and to educate those who serve humanity;
- \*diversity that provides a climate of inclusion, a dedication to addressing disparities wherever they exist, and an opportunity to explore and create in an environment of trust;
- \*sustainable, university-community partnerships that enhance the educational, economic and cultural vitality of the communities VCU serves in Virginia and around the world.

### **Vision Statement**

VCU will be a premier urban, public research university distinguished by its commitment to:

- \*the intellectual and academic success of a diverse student body;
- \*research and discovery that advances knowledge, inspires creativity and improves human health;
- \*the global engagement of students, faculty and staff that transforms lives and communities.

### **Core Values**

1. Accountability – committing to the efficient and transparent stewardship of our resources to achieve institutional excellence.
2. Achievement – ensuring distinction in learning, research and scholarly pursuits, service, and patient care.
3. Collaboration – fostering collegiality and cooperation to advance learning, entrepreneurship, and inquiry.
4. Freedom – striving for intellectual truth with responsibility and civility, respecting the dignity of all individuals.
5. Innovation – cultivating discovery, creativity, originality, inventiveness, and talent.
6. Service – engaging in the application of learning and discovery to improve the human condition and support the public good at home and abroad.
7. Diversity – ensuring a climate of trust, honesty and integrity where all people are valued and differences are recognized as an asset.
8. Integrity – adhering to the highest standards of honesty, respect and professional and scholarly ethics.

<https://quest.vcu.edu/>

**Core Responsibilities and Opportunities:** The Vice President for Inclusive Excellence is VCU's chief diversity officer providing institutional leadership in the planning, promotion and advancement of a campus culture reflecting and embodying its deeply held values for equity, diversity and inclusiveness.

The Vice President will have the opportunity to:

- provide strategic and collaborative senior leadership that more completely and intentionally infuses and integrates VCU's commitment to inclusive excellence;
- build on momentum and create new initiatives to activate institutional assets, including considerable faculty and student talents;
- work with a deeply committed President, Provost, and Vice President for Health Sciences in the implementation, execution, support, and monitoring of the strategic plan for diversity and inclusion. She or he will advise the President and these senior leaders on all significant matters related to diversity, inclusion, and equity;
- lead a division that supports VCU's diversity, equity and inclusion programs and services, including education, professional development, communication, and related campus engagement and coordination; and
- develop best practices, policies, programs, and services at the institutional level that support the Division's efforts.

To further understand the context for the Vice President's responsibilities a deeper understanding of the work of the Council for Inclusive Excellence and Equity is necessary. A broad range of stakeholders at VCU completed work on a new strategic plan for inclusive excellence. Implementation of this plan is taking place in a context where many institutional stakeholders, including faculty, students, staff, administrators and board members, are ready to more fully take action to build on and leverage VCU's considerable institutional assets and capacity to more fully realize inclusive excellence at VCU. The new plan clearly reflects VCU's institutional and leadership commitment to diversity and inclusion and states:

"VCU is capitalizing on opportunities to launch new initiatives that will redouble efforts to achieve greater gains in access, diversity, urban outreach, equity, and inclusion. These initiatives allow the University to establish innovative goals, chart new pathways, review current practices, assess progress, and celebrate our successes. They support VCU's goal to be recognized as a leader and innovator in diversity, inclusion and equity in higher education – a critical and core priority for a premier public urban research university."

The framework for the plan is organized around four key themes, and supported by an assessment and reporting process that "offer a guiding structure for the development of the University's action plan to make excellence inclusive:

- Institutional commitment
- Campus climate and intergroup relations
- Recruitment, retention and success
- Education, scholarship and research”

***Responsibilities of the Vice President as Leader of the Division of Inclusive Excellence:***

- Plans, coordinates, engages, initiates and collaborates across the University with respect to equity and diversity issues and initiatives, and proactively promotes and ensures the collective accountability of University administrative and academic structures, operations, and systems in their support and fostering of student, faculty, and staff inclusion, diversity and equity.
- Provides leadership and oversight for ongoing and regular development, updating, implementation and monitoring of VCU’s 5-year Diversity and Inclusion Strategic Plan. Coordinates the development of an annual report on the state of the 5-year diversity plan and all other internal and/or external initiatives sponsored by VCU to foster diversity and inclusion.
- Collaborates on efforts to develop and execute a plan that enhances the effective recruitment and retention of an inclusive, excellent and diverse faculty and staff; including efforts that acknowledge, recognize and support the development of members of the university community who undertake this important work.
- Collaborates on efforts to coordinate and build institutional access and capacity to provide high quality/effective education and professional development opportunities supporting inclusive excellence for faculty, staff, and students, and foster activities that provide and support cultural, social and intellectual diversity.
- Creates and executes a multifaceted communication plan that promotes the mission of the Division and provides current and relevant information on institutional resources, data, and other information, to faculty, staff, and students.
- Receives and advises on necessary and useful relevant institutional data and their reporting, in order to ensure the appropriate measurement of progress of diversity functions, services, and initiatives.
- Provides leadership to promote, advocate, and assess the environment and climate at VCU, continuously, for demonstrated outcomes of a community that values diversity and inclusion, respect, civility and appreciation of culture, race, ethnicity, gender equality and difference, using metrics appropriate for measuring climate change.

- Supports VCU's advisory bodies (e.g., the Council for Inclusive Excellence and Equity, the Inclusive Learning Council and the President's Action Group on Diversity and Inclusion) in their work to propose, implement, monitor and review programmatic initiatives, policies and practices that affect the University's ability to be inclusive, provide equal opportunity and treatment to faculty, staff, and students, and to provide a supportive, non-hostile environment.
- Works collaboratively with university leaders and administrative units including Deans, Directors, Unit Heads, Human Resources, Student Disability Support Services, Multicultural Student Affairs, and other related offices/personnel in an effort to ensure cohesiveness of related functions and in the delivery of service excellence. <https://students.vcu.edu/dss/>, <http://www.omsa.vcu.edu/>, <http://www.hr.vcu.edu/>
- Collaboratively fosters activities that provide and support cultural, social, and intellectual diversity.
- Works collaboratively with the Offices of Human Resources and Equity and Access to ensure all underrepresented groups are included proportionately in candidate pools and on search committees. [Equity.vcu.edu](http://Equity.vcu.edu)
- Coordinates with VCU's Office of Equity and Access to support compliance with applicable federal/state laws, policies, and procedures (e.g. Affirmative Action, Equal Opportunity, Americans with Disabilities Act, Section 504 of the Rehabilitation Act, Title VII and Title IX of the Civil Rights Act, etc.). [Equity.vcu.edu](http://Equity.vcu.edu)

***About Virginia Commonwealth University and the City of Richmond***

Virginia Commonwealth University (VCU) is rooted in the histories of two campuses: the MCV Campus, which was founded in 1838 as the Medical College of Virginia, and the Monroe Park Campus, which began as the Richmond School of Social Work and Public Health in 1917. The two campuses merged in 1968 to become Virginia Commonwealth University, the most comprehensive urban university in the state and one of the top research universities in the nation.

As a public institution of higher learning, VCU and its partners have contributed immeasurably to the development of the fabric of the City of Richmond, transforming it into a center of artistic and cultural growth, business development, and social services. The City and its leadership in business, industry, and cultural affairs have given extraordinary support to the University's growth, complementing the support of the Commonwealth of Virginia. Richmond, the capital of Virginia, is a diverse cultural city of 1.2 million citizens, surrounded by historic neighborhoods, parks and the scenic James River. The City of Richmond consistently ranks among the "Best Places to Live and Work in America" in several national publications. The economy of Richmond is an excellent mix of law, finance, and government with several notable legal and banking firms, as well as federal, state, and local government agencies, located in the downtown area. Tourism is also important, as many historic sites are in or nearby the city.

Today, VCU is one of the state's largest universities and ranks among the top universities in the country in sponsored research. Located on two downtown campuses in Richmond, VCU enrolls approximately 32,000 students in 216 certificate and degree programs in the arts, sciences and humanities. Sixty-eight of the programs are unique in Virginia, many of them crossing the disciplines of VCU's 13 schools and one college. MCV Hospitals and the health sciences schools of Virginia Commonwealth University compose the VCU Medical Center, one of the nation's leading academic medical centers. VCU's third campus is located in Doha, Qatar and is a cornerstone of Education City.

***Facts and Figures:***

VCU is a comprehensive doctoral university classified as an institution of "very high research activity" by the Carnegie Foundation. It is also a Carnegie Community Engaged institution, making it one of only 28 universities with academic medical centers holding both classifications.

***Budget:*** The University has an operating budget of about \$1.1 billion.

***Students:*** The total university enrollment is 31,231, which includes 24,212 undergraduates, 5,259 graduates, and 1,760 first professionals. Approximately 59% of all students are female and 41% male representing 102 countries. Racially and ethnically, students self-identify as 50% White, 16% African American, 12% Asian, 7% Hispanic/Latino, 5% International, and 5% two or more races. For further information see: <http://www.vcu.edu/about/facts-and-rankings.html>

***Faculty and staff:*** VCU has a full-time complement of 2,274 teaching and research faculty, 860 administrative and professional faculty, and is the largest employer in Richmond with 22,473 employees overall including 2,648 classified staff and about 5,600 part-time employees.

***Accreditations:*** VCU is accredited by the Southern Association of Colleges and Schools. Individual programs and schools are also accredited by regional and national professional organizations.

***VCU Medical Center:*** The Medical Center houses the only Level 1 trauma center in Central Virginia and is consistently ranked number 1 among hospitals in the Richmond Metro area. The Medical Center includes five health sciences schools offering undergraduate, graduate and professional programs — including three graduate programs ranked among the top 10 in the country — as well as residencies and fellowships.

***Athletics:*** VCU is a NCAA Division I university; it offers 16 varsity sports and is a member of the Colonial Athletic Association.

### ***The Successful Candidate:***

VCU aspires to be a model for inclusion and a leader on diversity in Virginia and among its national peers. VCU's community has been deeply engaged in developing a comprehensive vision for its work to strengthen inclusion, diversity equity. The successful candidate must work across the two campuses, supporting university leadership and units in the implementation, assessment and monitoring of strategies and their effectiveness at the university, administrative and unit level, embracing VCU as a well-integrated, unified and inclusive university. The Vice President must also foster relationships with national associations and others engaged in the work of diversity and inclusion.

With the rich set of opportunities VCU offers its new Vice President, the qualities listed below outline the skills and experiences sought in the successful candidate.

- **Visionary Leader:** Seasoned in using the transformative power of addressing diversity, equity and inclusion. Significant experience with communicating a vision fostering equity, diversity, and inclusiveness in a higher education environment. A record of exemplary personal and professional integrity.
- **Deeply committed to diversity and inclusion:** Knowledge of diversity, equity, and inclusion issues and trends in higher education. Demonstrated commitment to equity, diversity, and inclusiveness among faculty, staff, and students.
- **Keen strategist:** Exceptional planning, analytical, and organizational skills. Proven ability to interpret policies, analyze data and make recommendations and decisions.
- **Seasoned communicator:** The ability to facilitate a civil discourse around challenging issues relative to core values of the University. Superior written and oral communication skills including the ability to communicate effectively and tactfully with all levels of University administration.
- **Experienced with program development:** Program development experiences that demonstrate a recognition and promotion of diversity in an inclusive way.
- **Knowledgeable about the regulatory framework of diversity and inclusion:** Demonstrated knowledge of applicable federal and state laws, policies, and procedures related to federal/state laws, policies, and procedures such as Affirmative Action, Equal Opportunity, Americans with Disabilities Act, Section 504 of the Rehabilitation Act, Title VII and Title IX of the Civil Rights Act.
- **Leader and motivator:** Demonstrated ability to manage and motivate professional staff and to motivate a wide variety of constituent groups within the university community. Evidence of leadership and involvement in national organizations related to equity, diversity, and inclusiveness is highly desirable. Meets or is in pursuit of all Standards of Professional Practice adopted by the National Association of Diversity Officers in Higher Education. See [www.nadohe.org/nadohe-standards](http://www.nadohe.org/nadohe-standards)

## PROCEDURE FOR CANDIDACY

AGB Search is assisting VCU in this search. Initial screening of applications will begin immediately and continue until an appointment is made. For best consideration, materials should be received by Friday September 8, 2017.

Confidential inquiries and nominations may be made by contacting Dr. Carlos Hernandez at [chernandez@agbsearch.com](mailto:chernandez@agbsearch.com) or at 201-850-7881, or Ms. Georgia Yuan at [gyuan@agbsearch.com](mailto:gyuan@agbsearch.com) or at 202-590-7590.

To apply please submit a letter of interest addressing the characteristics listed above, a curriculum vitae, and the names, phone numbers and email addresses of five references along with a description of your relationship to each reference. References will not be contacted without the prior permission of the applicant. Please submit this information in MS Word or PDF format to [VPIEVCU@agbsearch.com](mailto:VPIEVCU@agbsearch.com).

***Virginia Commonwealth University is an affirmative action/equal opportunity employer, building strength through diversity. Minorities, women, veterans, and individuals with disabilities are encouraged to apply.***

<http://www.vcu.edu/>

