CONFIDENTIAL

POSITION DESCRIPTION

FOR THE

Vice President for Equity & Inclusion and
Chief Diversity Officer

January 2019

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POSITION: Vice President for Equity & Inclusion and Chief Diversity Officer

ORGANIZATION: University of Rochester

REPORTS TO: President

LOCATION: Rochester, New York

WEBSITE: www.rochester.edu

OVERVIEW OF THE ORGANIZATION

Founded in 1850, the University of Rochester is a private research university that is a member of the Association of American Universities (AAU). The University’s mission is to “Learn, Discover, Heal, Create--and Make the World Ever Better,” a mission reflected in its Latin motto, Meliora (“ever better”), also an acronym for its recently adopted values: Meliora, Equity, Leadership, Integrity, Openness, Respect, and Accountability.

Located in the City of Rochester on the southern shore of Lake Ontario and northwest of the picturesque Finger Lakes in New York State, the University of Rochester enrolls more than 11,800 full-time and part-time undergraduate, graduate, and professional students. The University’s academic programs are delivered through seven academic units: Arts, Sciences & Engineering (comprising the School of Arts & Sciences and the Hajim School of Engineering & Applied Sciences); the Eastman School of Music; the School of Medicine and Dentistry; the School of Nursing; the Eastman Institute for Oral Health; the Simon Business School; and the Warner Graduate School of Education and Human Development. Academic programs are offered within three locations: the River Campus, which houses Arts, Sciences & Engineering, the Simon Business School, and the Warner School of Education; the Medical Center, which is next to the River Campus and houses the School of Medicine and Dentistry, the Eastman Institute for Oral Health, and the School of Nursing; and downtown Rochester, home to the Eastman School of Music.

The University has many strengths and elements of distinction. At the undergraduate level, the College in Arts, Sciences & Engineering is known for its unique curriculum, which emphasizes a major area of study, plus two three-course clusters drawn from humanities, social sciences, natural sciences, and engineering in lieu of more traditional general education requirements, giving students greater opportunity to develop their academic program within a flexible framework. The Eastman School of Music is widely considered to be one of the country’s most prestigious music education institutions. The University’s Institute of Optics was the nation’s first educational program devoted exclusively to optics and is considered to be one of the nation’s premier programs.
of its kind. The Laboratory for Laser Energetics is the U.S. Department of Energy’s largest university-based research center, housing two of the world’s most powerful lasers and operating as a leading site for research and education in high-energy density physics and inertial-confinement fusion. The Memorial Art Gallery is one of the few university-affiliated art museums in the country that also serves as the local community’s civic art museum.

The University enrolls more than 6,500 undergraduate students and nearly 5,300 graduate and professional students, drawn from all 50 states, four U.S. territories, and close to 150 countries. Students from underrepresented minority groups make up approximately 12 percent of the undergraduate student population and nine percent of the graduate and professional population, and international students account for 30 percent of undergraduates and 39 percent of graduate and professional students, respectively. The University employs nearly 2,200 faculty across its seven schools. More than 36 percent are women. Faculty diversity continues to be a challenge: approximately 79 percent of faculty are White, nearly 16 percent are Asian, and five percent self-identify as underrepresented minority or having multiple racial/ethnic identities. Approximately 18 percent of staff are from underrepresented minority groups.

The University of Rochester ranks 33rd among national universities and 23rd among “Best Value” schools, according to U.S. News and World Report. Many of the University’s graduate departments have been nationally recognized: Physics (atomic, molecular, optical) ranks #10; Political Science ranks #17; Economics ranks #21; the Simon Business School Full-time MBA ranks #44; and the Hajim School of Engineering & Applied Science ranks #45 in US News & World Report. The excellence of the University’s programs is matched by the excellence of its faculty: University of Rochester faculty include 20 John Simon Guggenheim Fellows, 16 members of the American Academy of Arts and Sciences, 16 members of the National Academy of Medicine, 10 members of the National Academy of Sciences, and six members of the National Academy of Engineering. The University of Rochester has either produced or been associated with 12 Nobel laureates, 13 Pulitzer Prize winners, and 2 Macarthur Fellows, among many others. The 2018 Nobel Prize in Physics was awarded to both Gérard Mourou, a former engineer and senior scientist at the Laboratory for Laser Energetics (LLE) and Donna Strickland ’89 (PhD) for their work developing “chirped-pulse amplification,” or CPA. CPA technology, which was the basis for Strickland’s 1988 Ph.D. dissertation, paved the way for more compact and precise high-intensity laser systems. In addition, Paul Romer, a former assistant professor in the Department of Economics, was awarded a shared Nobel Prize in Economic Sciences for his work in endogenous growth theory, which assesses the influence of new technology on economic growth and vice-versa.

The University of Rochester Medical Center (URMC) is a leader in professional education, biomedical research, and clinical care. URMC and its affiliates employ nearly 23,000 people, including more than 3,000 researchers who work on disease prevention and medical treatment to advance basic, translational, and clinical science. All three academic units at the URMC campus generate significant NIH funding: the Eastman Institute for Oral Health ranks in the top 10, the School of Nursing in the top 30, and the School of Medicine and Dentistry in the top 40 of their respective peer groups. Known for its progressive and innovative educational program, the School of Medicine and Dentistry is one of eight schools selected by the Accreditation Council for Graduate Medical Education to help redefine residency training for the demands of 21st century health care. URMC is creating multidisciplinary programs of excellence in areas such as aging, cancer, infection and immunity, musculoskeletal research, neuroscience, and RNA biology.
The UR Medicine health system comprises six hospitals, anchored by Strong Memorial, an 846-bed University-owned teaching hospital located at the Medical Center, and known for its work in liver and heart transplants, maternal-fetal medicine with a focus on congenital birth defects, and a range of pediatric surgical subspecialties. UR Medicine is an accountable care organization with 500 primary care providers and 1,500 specialists serving more than 500,000 patients in upstate New York.

With a metropolitan area of 1.1 million residents, Rochester offers the amenities and cultural milieu of a major urban area within a smaller and more intimate environment. Rochester has been named as among the most livable cities in the U.S., with outstanding schools and housing, in addition to cultural life. The University offers extensive opportunities for engagement with the local community through its art and cultural programs as well as its innovative partnership with the Rochester City School District’s East High School, which is becoming a model for revitalizing urban public education. Rochester is a city with significant resources but a high rate of poverty that affects health, behavioral and development outcomes for many members of the community. The University has been active in many ways in improving outcomes, particularly in the areas of health and education, and by partnering in community-wide efforts to reduce poverty. Much works remains to be done. Rochester has also been home to a thriving minority-language Deaf community that uses American Sign Language since the establishment of the Rochester School for the Deaf in 1876. In addition to the 1965 establishment of the National Technical Institute for the Deaf, the Rochester Deaf community has seen continued growth to the point that it is the largest per-capita Deaf community in the United States. The University of Rochester has been part of this growth in recent years with the Rochester Postdoctoral Partnership, the National Center for Deaf Health Research, the Bridges to the Doctorate program, and the Global Deaf Health group, among others on its campus.

The University is the largest employer in the region and the fifth largest private employer in New York State, responsible for sustaining nearly 60,000 jobs in the State. Employing approximately 32,000 people, the University contributes about $3.5 billion to the state’s economy. The University has net assets of $3.5 billion, and consolidated budgeted revenues are projected to exceed $4.4 billion for fiscal year 2019, with anticipated hospital and patient care activities representing three-quarters of this total. As of November 2018, the University’s endowment and other long-term investments exceeded $2.4 billion. In 2016, the University concluded The Meliora Challenge capital campaign, raising nearly $1.4 billion towards a $1.2 billion goal. The University currently raises more than $100 million in philanthropic support annually, and annual sponsored research expenditures were approximately $437 million in fiscal year 2018. The University operates under a decentralized responsibility-centered management budget model under which all direct and indirect revenues and expenses are attributed to programmatic divisions.

The University is led by interim President Richard Feldman, who was appointed when the previous president, Joel Seligman, stepped down. A member of the faculty since 1975, President Feldman chaired the University’s Philosophy Department for 13 years followed by 10 years as Dean of the College, where he served the academic and non-academic needs of undergraduate students within Arts, Sciences & Engineering. During his year of interim leadership, President Feldman’s foremost priority has been working with faculty, students, and staff to foster change in the campus climate and create a culture of respect. He is also continuing to ensure that the University’s ongoing strategic and operational priorities are effectively addressed.
On December 17, 2018 the Board of Trustees announced that Sarah C. Mangelsdorf, an experienced academic leader recognized for her work on issues of academic quality, educational access, and diversity and inclusion at some of the nation’s leading public and private research institutions, has been named the next president of the University of Rochester. Currently the provost at the University of Wisconsin-Madison, Mangelsdorf is also a professor of psychology who is internationally known for her research on the social and emotional development of infants and young children. She will be the first woman to lead the University when she formally takes office in the summer of 2019, and will be involved in the selection of the new Vice President for Equity & Inclusion.

**Diversity and Inclusion at the University of Rochester**

The University of Rochester values diversity and is committed to maintaining a campus environment that is welcoming and respectful to all. The University has a strong legacy of advocacy around diversity, equity, and social justice. Suffragette leader Susan B. Anthony lived for many years in Rochester, and programs and a center bearing her name are housed at the University to support social justice and equality. The Frederick Douglass Institute of African and African-American Studies is named for the abolitionist leader who lived and worked for 25 years in the City of Rochester. The last three years have seen intensified efforts to cultivate a campus climate that is welcoming and inclusive to all. Chronological highlights include:

1. Within the backdrop of the rising national as well as campus dialogue about diversity and inclusion, in November 2015, then-President Seligman appointed a Presidential Commission on Race and Diversity, of which current President Richard Feldman was a co-chair, and charged it with conducting a study of race and diversity at the University. The Commission’s report recommended, in part, the establishment of a Presidential Diversity Council of senior leaders to promote and encourage the University’s race and diversity activities and establish methods of accountability for continued progress and an Implementation Committee to carry out the Council’s critical initiatives. The Presidential Diversity Council and the Implementation Committee have been re-envisioned in the present University Diversity and Equity Council (UDEC), created by Richard Feldman as one of his first acts as president. President Feldman currently chairs the UDEC.

2. The University has recently had the opportunity to refashion policies and practices related to gender equity and campus climate. In September 2017, eight faculty members in the Brain and Cognitive Science Department filed a complaint with the Equal Employment Opportunity Commission alleging sexual misconduct on the part of another faculty member and retaliation on the part of the University. An extensive independent investigation found no violations of law or University policy and no evidence of retaliation, but did recommend a variety of improvements to the University’s methods for handling problematic behavior. The University’s work to respond to the recommendations led to campus-wide conversations supporting efforts to foster greater sensitivity and mutual respect.

3. The Office of the President encouraged the formation of a Commission on Women and Gender Equity in Academia in the wake of the EEOC complaint to investigate policies, procedures, and practices across the University that contribute or pose obstacles to a culture of gender equity. After doing extensive research and benchmarking and conducting interviews and focus groups across campus, the Commission, made up of faculty, students and staff members, released a preliminary report and recommendations in May 2018. In response to these recommendations, the Office of Institutional Research is undertaking an analysis of gender-based pay equity for nonclinical faculty at the University of Rochester to ascertain whether salaries
reflect differences (on average) by gender when adjusting for key factors such as rank, years of experience, discipline, chair positions, or endowed professorships. In addition, the Student Task Force to Review Sexual Misconduct also released a report reviewing issues, policies, and procedures of sexual misconduct and harassment.

(4) President Richard Feldman has made strengthening efforts in diversity, equity, and inclusion among his highest priorities. His efforts have included the dissemination of a new Vision and Values Statement that reflects the work of a committee with input from all corners of the University. The new Statement will guide the University’s strategic vision and will help set expectations and norms around a culture of respect for the institution. (For the Vision and Values Statement, please see Appendix A).

(5) In spring 2018, President Feldman engaged DeEtta Jones and Associates, a nationally known consulting firm with expertise in workplace culture, diversity, and inclusion, to assess the University’s current diversity climate and programmatic resources; to make recommendations for a new University-wide equity, diversity, and inclusion office; and to draft a position description for a person to lead that office. The consultants met with key stakeholders on campus and issued recommendations to the University. As a result of those recommendations, President Feldman launched a search for the Vice President for Equity and Inclusion and Chief Diversity Officer, timed to launch shortly after the announcement of the new President Designate.

(6) In summer 2018, the Office of Human Resources launched a mandatory online diversity learning series with a two-part curriculum focused on unconscious bias, sexual harassment, and Title IX awareness. These trainings are intended to provide a common baseline knowledge and vocabulary for all faculty and staff.

(7) In December, the University released its 2018 reports on Sexual Misconduct Prevention and Response and College Bias-Related Incidents as part of a new system of public reporting. The reports are reviewed by the Trustee’s White Report Oversight Committee and the UDEC.

These specific initiatives and recognitions reflect the commitments of University leadership, and they build on many efforts that have been initiated by groups across the University to foster diversity and broad inclusion over a number of years. The recent media attention resulting from the EEOC complaint has brought additional focus to issues related to equity and inclusion, which has served to form a strong foundation on which a new leader has a unique opportunity to build and expand. In the University’s highly decentralized environment, much of the work of diversity and inclusion occurs within the schools and units, and all bear responsibility for making the University a welcoming place to all its members. There is widespread support for a more coordinated and cohesive vision to be led by a new Vice President.

The new Vice President will also work in coordination with the Medical Center, which has a robust infrastructure to support the diversity, inclusion and equity efforts across the School of Medicine and Dentistry, School of Nursing, and the URMC enterprise. Led by the Associate Vice President and Senior Associate Dean for Inclusion and Culture Development, the office has grown over 13 years to provide a strategic vision and extensive programmatic, educational, and recruiting support to leaders, faculty, trainees and staff in the areas of culture and climate, as well as efforts to support respectful care for all patients and families. The Medical Center builds upon the University’s Meliora values through its ICARE Values (Integrity, Inclusion, Compassion, Accountability, Respect, and Excellence), which are embedded in every aspect of the Medical Center’s culture.
Appointment of the new Vice President for Equity and Inclusion will represent the next step in the University’s commitment to *Meliora*—becoming ever better—in fostering a climate of diversity, inclusion, equity, and engagement to build a campus community in which all can thrive.

**ROLE SUMMARY**

The Vice President for Equity & Inclusion (Vice President) is the University’s Chief Diversity Officer, responsible for providing exceptional vision and leadership to the University in the broad area of diversity and inclusion. The Vice President has the responsibility to promote diversity broadly defined; to ensure equity across the institution; to foster a culture of respect and inclusion for all faculty, staff, students, alumni, and members of the community; and to advocate for the role that diversity and equity initiatives play in achieving institutional excellence. With strong support of the University’s Board and senior leadership, the Vice President will help synthesize and integrate the University’s many effective efforts into a visible, innovative strategy for enhancing diversity, equity, access, and inclusion across all aspects of the University’s mission.

Reporting to the University President, the Vice President will establish the new Office of Equity & Inclusion and will be responsible for appropriate staffing and supervision for all strategic diversity initiatives and organizational issues related to the development of this new office. As currently envisioned, the Office of Equity and Inclusion will comprise two distinct but related units, each headed by an associate vice president who reports to the Vice President. One unit will focus on compliance including affirmative action, Title VII, Title IX, and related matters, and the other will focus on equity and inclusion, including recruitment, retention, development, and climate for faculty, staff, and students with functions that include training, reporting, programming and conferences, fundraising, and accountability. In addition to overseeing these key functions as well as the Office of Faculty Development & Diversity and the Office of Staff Diversity, Equity, and Inclusion, the Vice President will work collaboratively with diversity professionals in all of the academic units and administrative areas to advance the University’s strategic diversity and inclusion goals (for a description of programs and resources, please see Appendix B). The Vice President will work closely and collaboratively with the Office of Human Resources, the Associate Vice President and Senior Associate Dean for Inclusion and Culture Development in the Medical Center, and the University’s community engagement, global outreach, and other established University diversity-related organizations and programs.

Working closely with the President, deans and other senior leaders, and key campus constituencies, the Vice President will lead in creating and implementing a University-wide diversity strategic plan that includes recruitment, training, communication, policy and metrics. The Vice President will work with campus diversity leaders to ensure integration of this strategy with principled compliance with federally-mandated civil rights and anti-discrimination and equity laws. The Vice President will identify and pursue opportunities to foster a welcoming and inclusive environment, including promoting the University’s new Vision and Values Statement.

The Vice President will serve as a core member of the President’s leadership team, addressing the strategic issues that come before that group, providing vision and advice to the President on diversity and social justice matters, communication strategies, allocation of resources, and crisis management. The Vice President will chair the established University Diversity and Equity Council. The Vice President will also represent campus priorities, values, and projects to peer institutions and beyond in national and international venues dedicated to addressing
higher education’s role in social justice, anti-racism, anti-discrimination, restoration, reconciliation, and accessibility efforts. The Vice President will work with others across campus to support the many ongoing efforts to promote campus-community engagement.

Working with the Vice President for Communications, the Vice President will also play a key role in the coordination of campus responses to emerging local, national, or global events that affect the experience of students, faculty, and staff from diverse groups and populations, and stewarding relationships with external academic communities with which the University interacts. The Vice President will work to ensure equity and fairness in partnerships with all local, state, and national organizations.

**Specific Responsibilities:**

- Provide intellectual leadership and vision for diversity and inclusion initiatives to align them with University priorities;

- Lead the development and execution of a campus-wide strategy to define, cultivate, support, and assess diversity and inclusion as an institutional value and educational priority;

- Promote and monitor progress in the recruitment, retention, success, and advancement of faculty, staff, and students who represent diverse populations and groups traditionally underrepresented at the University;

- Coordinate educational efforts across the campus so that they are reinforced, aligned, and complementary in fostering diversity and a climate of inclusion;

- Lead a team of professionals in the Office of Equity and Inclusion who are responsible for (1) compliance and legal matters, and (2) equity and inclusion; establish a collaborative, supportive, and high-performance culture that supports the success of those who work in the areas of diversity, equity, and inclusion;

- Lead the University Diversity and Equity Council and work directly with units and individuals across campus who are working on diversity, equity, and inclusion at the local level;

- Create synergies and awareness across campus to ensure that diversity and inclusion activities are communicated effectively;

- Draw upon research, scholarship, and information on national and international trends to develop and support innovative programs and policies relevant to campus diversity and inclusion;

- Lead evidence-based assessment efforts to help guide investment of resources in the highest impact activities to foster a diverse and inclusive campus and workplace environment; develop metrics and procedures to track institutional trends and help units increase accountability through qualitative and quantitative assessments of programs, policies, and services;
• Prepare reports for presentation to senior leadership and the University community;

• Represent the University to external organizations and communities on matters of diversity and inclusion.

**Opportunities and Challenges Ahead**

The University of Rochester is a complex, decentralized academic community. Its faculty are world leaders in their fields, and its programs have national and global reach. The University is steeped in tradition stemming from a 168-year history, and is continually working to adapt and evolve in response to a changing higher education and global environment. The new Vice President will need to operate successfully within this environment, and address the following opportunities:

- **Crafting a collaborative University-wide strategic plan for diversity, equity, and inclusion:** The initial work of the Presidential Diversity Commission and the UDEC has laid an important foundation. The Vice President will have the opportunity to assess ongoing progress and create an overarching plan that meets the University’s priorities and to which the diversity plans in the schools and units can align;

- **Bringing greater cohesion to diversity and inclusion efforts:** Many of the units across the University would benefit from greater opportunity to collaborate and to share ideas and best practices for greater impact and alignment with the University’s overall goals. There is widespread support for collaboration, and the Vice President will have the opportunity to provide leadership in facilitating such interaction to create new models of success;

- **Engaging with the community – both internal and external – in building a more inclusive environment:** The Office of Equity & Inclusion will work to foster a campus climate that allows all students, faculty, and staff to find their place and to thrive. Promoting community engagement – both internally within the University and externally with organizations and neighborhoods in Rochester – can be an important component of creating a sense of belonging. The new Vice President will have the opportunity to provide leadership in this area and consider how best to address community while recognizing that responsibility for government affairs and aspects of community engagement also rest elsewhere within the University;

- **Implementing innovative programming and best practices:** While programs and initiatives around diversity and inclusion are offered across the institution, there have not been coordinated efforts to assess what strategies have been most impactful and how efforts can benefit from cross-fertilization. Working with colleagues across the University, the Vice President will have the opportunity to review and assess what exists and introduce best practices to ensure that efforts are impactful and achieve their goals;

- **Working to improving outcomes in recruitment, retention, and engagement of faculty, students, and staff:** While hiring and retention of faculty, students, and staff occurs within the schools and academic units, and/or administrative units, the new Vice President can provide a voice of leadership in urging unit leaders and Human Resources to set bold objectives and in promoting accountability through metrics, reports on progress and constructive change;
• **Operating successfully within a culture of measurement and accountability:** The University embraces a culture of measurement, and an appreciation for a rigorous data-driven approach. The Vice President must be comfortable working within an environment where metrics and accountability are critical aspects of success;

• **Improving communication and consistency of message in a decentralized environment:** One of the important roles of the new Vice President will be to raise the visibility of diversity and inclusion efforts across campus to increase awareness of resources, synergies, and opportunities. These efforts may involve working with University Communications to make the website a more robust window into diversity, equity, and inclusion activities and ensuring that various members of the community have access to information that will help them find a place within the University;

• **Contributing to a culture of collaboration:** Within the University’s competitive academic environment, those who do best are collegial and collaborative and operate with a keen sense of mission, an attitude of respect and humility, and an appreciation for scholarly approaches informed by evidence-based data. Authority in this environment is earned, not inherent.

The Vice President will be supported by the President, the Provost, and Board of Trustees’ deep, strong, and tangible commitment to diversity and guided by the foundational work by the University Diversity and Equity Council. In the short term, the Vice President’s success will be measured by the degree to which the Vice President has learned the workings of the institution, built relationships with key constituents, and become an integral part of the President’s leadership team. In the longer term, success will be measured by the widespread recognition on campus that diversity and inclusion is a permanent priority of the University, with progress constantly updated and communicated to the community to provide a transparent view of the University’s achievements in realizing its goals.

**REQUIRED QUALIFICATIONS AND EXPERIENCE**

The University of Rochester seeks a dynamic, strategic, and collaborative leader to serve as its inaugural Vice President for Equity & Inclusion. The ideal candidate for this position will have a broad vision for the role that diversity and equity initiatives can play in achieving institutional excellence and demonstrate a strong track record in managing change and effectively promoting diversity, equity, access, and inclusion. The Vice President will serve as thought leader and community convener on issues related to diversity and inclusion to promote a culture and climate that supports the success of all who learn, work, and engage in the University community. The Vice President will be an open-minded, strategic, and creative thinker and active listener who can mediate diverse opinions to address shared needs and inspire confidence and trust. While this position is envisioned to be a full-time, twelve-month position within University administration, an affiliated faculty appointment is possible depending on candidate qualifications.

**Critical Selection Criteria:**
- An advanced degree from an accredited institution, with an earned doctorate or equivalent terminal degree preferred;

- A minimum of eight years of experience coordinating and leading a broad range of diversity initiatives in a complex university or similarly complex organizational environment and/or leadership experience gained in another service-oriented role requiring coordination and strategic leadership of a diverse range of stakeholders;

- Strong leadership and administrative skills; national involvement and recognition as a leader or scholar in diversity and inclusion would be desirable;

- The ability to think strategically and develop a shared vision;

- An understanding of how to build productive relationships with administrative leaders and faculty members across multiple organizational units and academic disciplines; experience working in a decentralized environment would be desirable;

- Demonstrated success in – and a deep commitment to – developing effective and measurable diversity and inclusion initiatives for students, faculty, and staff through proactive recruitment, training, change management, and other initiatives to foster a positive institutional climate;

- A demonstrated understanding of the dynamics of difference, privilege, and power, and ability to foster constructive dialogue with different groups around these issues;

- Excellent interpersonal, communications, listening, and influencing skills; conflict resolution skills needed to navigate politically-charged situations to resolve problems and reconcile competing interests; the ability to build trust and credibility and inspire others to act;

- Demonstrated ability to build successful teams; strong evidence of success as a collaborator and the ability to bring diverse groups together around a common mission; a strong track record of building coalitions and consensus;

- Ability to problem-solve, make decisions, and implement change; demonstrated skills with collecting and using data to assess programs and increase shared accountability;

- Ability to work successfully within the framework of a large university, as well as with external stakeholders;

- Demonstrated cross-cultural competencies, cultural awareness, and agility, including strong emotional intelligence, empathy, the ability to engage and build relationships with university constituencies and underrepresented communities; sensitivity to all constituencies served by the University with a demonstrated commitment to building a climate of inclusiveness.

**Preferred Qualifications:**

- An informed understanding of innovations in higher education institutions or other complex environments that have strengthened the prominence of diversity and inclusion in their research, teaching, or outreach missions;

- Experience contributing to cross-campus partnerships, including those aimed at recruiting and retaining diverse faculty, staff, and graduate and undergraduate students, integrating diversity and inclusion into
curricula and the student experience, improving faculty and staff training, assessing the educational impact of diversity, enhancing campus climate, and revising policies to address the legal dimensions of affirmative action and diversity initiatives;

- Familiarity with legal and regulatory issues affecting affirmative action, equal opportunity, and other regulatory matters;

- A well-developed understanding of the culture of higher education, including shared governance, tenure and promotion, the competing needs of different constituencies, and the student life cycle;

- Evidence of excellent judgment and the ability to understand nuance.

*The University of Rochester is an Affirmative Action/Equal Opportunity Employer, committed to providing employment opportunity without regard to an individual’s age, color, disability, genetic information, gender, gender identity, national origin, race, religion, sexual orientation, or veteran status.*
Nominations and applications will be accepted until the position is filled, but for fullest consideration, applications should be received by February 1, 2019. Applications and expressions of interest should be accompanied by a cover letter, curriculum vita, and the names of five references. Cover letters should address how the candidate’s experience and qualifications have prepared them for the role. Materials should be submitted electronically in confidence to RochesterVPEI@divsearch.com.

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Appendix A.: Vision and Values of the University of Rochester

As a community, the University of Rochester is defined by a deep commitment to Meliora—ever better. Embedded in that ideal are the values we share: equity, leadership, integrity, openness, respect, and accountability.

Together, we will set the highest standards for how we treat each other to ensure our community is welcoming to all and is a place where all can thrive.

Our Vision

The University of Rochester will continue to frame and solve the greatest challenges of the future. We are a community in which all who work, teach, create, and provide care are welcome and respected, and where all can pursue and achieve their highest objectives for themselves, their community, and the world.

Steeped in Rochester’s rich history of social justice and entrepreneurial spirit, we will always be an inclusive, equitable, sustainable, and responsive organization at every level.

Our Values

We will hold ourselves accountable to these values in the design of our programs, the development and delivery of our services, the evaluation of performance, and the ways in which we interact as a community.

- **Meliora**
  We strive to be ever better, for everyone.
- **Equity**
  We commit to diversity, inclusion, and access.
- **Leadership**
  We take initiative and share responsibility for exemplifying excellence.
- **Integrity**
  We conduct ourselves with honesty, dedication, and fairness.
- **Openness**
  We embrace freedom of ideas, inquiry, and expression.
- **Respect**
  We value our differences, our environment, and our individual and collective contributions.
- **Accountability**
  We are responsible for making our community ever better, through our actions, our words, and our dealings with others.
Appendix B: University-wide Resources and Programs Relating to Diversity, Equity, and Inclusion

The following resources and programs are designed to provide support for diversity, equity, and inclusion and improve the climate of the University.

Office for Faculty Development and Diversity

The mission of the Office for Faculty Development and Diversity is to help recruit and advance underrepresented minorities and women to the University faculty. The main tactic for accomplishing these goals is to work with deans and faculty diversity officers to implement strategies and support for the hiring, retention, and promotion of a more diverse faculty. The faculty diversity officers, two faculty members from each school nominated by their deans, work within each school to inform faculty searches, strengthen pipeline initiatives, assess progress, develop new programming, and raise awareness of the importance of diversity and inclusion.

Special Opportunities Fund

The Special Opportunities Fund is an important resource for deans and department chairs who need additional support for recruiting and retaining a more diverse faculty. By supplementing available school resources, the fund has facilitated creating new faculty positions, dual career support, research funding, interdisciplinary work, and programming designed to promote a more inclusive climate. Since its inception in 2007, the fund has provided more than $5 million to hire or retain a total of 43 faculty throughout all seven schools. During the 2017-18 academic year, the fund helped to support 10 faculty, seven of whom are faculty of color. The Fund also provides bridge funding for the Gateways Music Festival at the Eastman School of Music, whose mission is to connect and support professional classical musicians of African descent. The Fund also build capacity for sustainability through other funding sources, including multiyear foundation grants and funds from the National Endowment for the Arts and the City of Rochester.

Faculty Development Programs

The Office for Faculty Development and Diversity has built a suite of career development programs and events focused on educating and promoting dialogue in order to build an inclusive community. Two signature programs for faculty – UR Year One and Conversations with New Academic Leaders – offered presentations to more than 800 attendees. In conjunction with the Provost’s Office, the Office for Faculty Development and Diversity has announced the Inclusive Climate Leadership Fellowship competition for staff and faculty who are passionate about incorporating diversity and inclusion into their careers at the University. Other programs include a collaboration with the NIH-funded BUILD (Building Infrastructure Leading to Diversity) Initiative, which includes Xavier University in New Orleans, for faculty collaboration and summer research opportunities for students and a Future Faculty Workshop series to provide graduate students across the University with insights and hands-on experience with aspects of faculty life not traditionally part of their graduate curricula.
**Office of Staff Diversity, Equity, and Inclusion**

The Office of Staff Diversity, Equity, and Inclusion supports the University’s commitment to maintaining a workforce that welcomes and reflects the diversity of our society. The Staff Diversity, Equity, and Inclusion strategy includes recruitment activities, retention, and training and development programs that foster inclusion and community engagement. Recruitment activities focus on the goal of creating a more diverse professional workforce as well as developing future health care practitioners and leaders.

**Equal Opportunity**

The Office of Staff Diversity, Equity, and Inclusion develops strategies and supports training related to equal opportunity laws, policies, affirmative action, and discrimination. They also develop and collaborate on strategies that address areas of underutilization, adverse impact and affected class requirements set by the Office of Federal Contract Compliance Programs (OFFCP) rules and regulations.

**Title IX Office**

The University has a designated Title IX Coordinator and seven Deputy Title IX Coordinators who can answer questions and assist students with reporting options and resources. The Title IX Coordinator is the University’s expert on Title IX law as well as campus policies and procedures on sex discrimination and sexual misconduct. The Title IX Coordinator and Deputy Coordinators ensure that the process for addressing complaints of sex-based harassment and misconduct are handled promptly and equitably, with fairness to everyone involved. They make certain that individuals who come to them understand their rights and have the information they need to determine their next steps. They also educate the community about (1) the grievance process involving another student or faculty or staff member; (2) reporting options; (3) resources; and (4) support services, and help to develop sexual discrimination and sexual violence prevention initiatives. This office does not investigate or adjudicate claims.

**Office of Disability Resources**

A team of professionals at the University of Rochester is dedicated to ensuring that all members of the community with disabilities have equal access, reasonable accommodation, and full participation in the University experience.

**University Intercessors**

Two University Intercessors aim to promote a respectful, inclusive university for all members of the community by resolving disputes, challenging perceptions, and advocating for fairness at the University. Their work involves untangling complex problems and unresolved interpersonal and departmental issues with staff, faculty and students who call on them for help.

From their University-wide activities, Intercessors gain insights about problems that would best be addressed at policy or systems levels, and may identify, influence, or recommend policy or systems changes to resolve
them. They actively collaborate with others to provide training, programs, and educational interventions aimed at preventing harassment and discrimination and fostering respect and inclusion.

**University Resource Groups**

University Resource Groups are voluntary associations of people who have common interests. University Resource Groups are open to all University of Rochester employees (staff and faculty) and retirees. Such groups provide opportunities for employees to directly contribute to the University of Rochester’s efforts to effectively support and manage diversity and inclusion. These groups serve as a resource to provide mentoring and professional development opportunities as well as opening additional communication lines between individuals, the greater Rochester community, and University management.

- Deaf and Hard of Hearing
- Emerging Leaders
- Latino Professional Alliance (LPA)
- Pride Alliance
- Sankofa (formally the African American Network)
- Veterans’ Alliance

In addition to these University-wide resources, which will be part of the portfolio of the Vice President for Equity and Inclusion, each of the schools and units has its own initiatives to address climate issues.