Vice President for Inclusion, Diversity and Equal Opportunity

LEADERSHIP PROFILE

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THE OPPORTUNITY

Case Western Reserve University (CWRU), one of the nation’s foremost research institutions, invites inquiries, nominations, and applications for the newly created position of vice president for inclusion, diversity and equal opportunity. The vice president will bring passionate, skilled, and visionary leadership to advance the university’s efforts in creating a culture that embraces and promotes diversity, broadly defined. The vice president reports directly to the president and is a member of the president’s executive cabinet.

CWRU is a member of the Association of American Universities and is among the largest and most comprehensive private universities in Ohio. With more than 4,200 undergraduates and 5,600 graduate and professional school students, 2,600 faculty members, 100,000 alumni, $419 million annually in sponsored research, and more than $1.86 billion in endowment, the university possesses the human and financial capital to play a leadership role in American and global higher education.

CWRU’s inaugural vice president for inclusion, diversity and equal opportunity will lead an energetic, visible, and results-oriented diversity effort, shaping and achieving university diversity goals through involvement with senior leadership, faculty, staff, students, and the greater community. Working collaboratively and broadly, the vice president will champion, build, organize, and enhance campus-wide diversity efforts, serving as a spirited, persuasive, and inspirational point of connection across the university.

Established by the president as a top institutional priority, the diversity effort at CWRU is a key imperative in the university’s new strategic plan. The inaugural vice president for inclusion, diversity and equal opportunity is expected to capitalize on this support with vigor, innovation, an inclusive leadership style, outstanding communication skills, and an eye to the possible, reflecting the entrepreneurial outlook that has always characterized the university.

The search process is currently underway and will continue until the position is filled. For information on how to make an inquiry or nomination about this position, please see the section entitled “Procedure for Candidacy” toward the end of this document.
CASE WESTERN RESERVE UNIVERSITY: AN OVERVIEW

CWRU is one of the nation’s leading independent research universities, with nearly 200 separate programs for undergraduate, graduate, and professional students in the arts and sciences, engineering, law, management, medicine, dentistry, nursing, and social work. The university holds membership in the Association of American Universities (AAU) and is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools, as well as by other nationally recognized accrediting bodies.

History

With origins that date to 1826, CWRU is the result of a federation of Case Institute of Technology and Western Reserve University.

Western Reserve College was founded in 1826 in Hudson, Ohio, a town 26 miles southeast of Cleveland. The college took its name from that of the region, an area known as “Western Reserve of Connecticut” at the time of the American Revolution. By 1882, the college had become a university and moved to the Cleveland site that later became known as University Circle. There, it joined the Case School of Applied Science, founded in 1880 through the bequest of Leonard Case, Jr., a leading citizen of Cleveland. The name Case Institute of Technology was adopted in 1947 to reflect that institution’s growing stature in the sciences and engineering.

Beginning in the late 19th century, the two institutions shared adjacent campuses and were involved in cooperative efforts for many years. In 1967 the technology institute and a liberal arts institution joined to create CWRU.

The University Today

CWRU is the only comprehensive research university in the Cleveland metropolitan area. The university enrolls almost 10,000 students with representatives from all 50 states and nearly 80 nations. Approximately 43 percent of CWRU’s students are in the undergraduate program, which has a student to faculty ratio of ten to one; 70 percent of undergraduate classes having fewer than 30 students. Nearly 47 percent of all graduating seniors in 2007 had majors in the arts and sciences and 41 percent majored in engineering or computer science. Graduate and professional students at CWRU enroll in some of the nation’s best advanced degree programs (see Rankings below) and have an opportunity to work with experts who are nationally and internationally recognized in their fields. Admission to the university’s undergraduate, graduate, and professional programs is highly selective, producing a student body with strong academic credentials and diverse interests and points of view.
The full-time faculty numbers 2,607, supplemented by part-time and voluntary faculty. Most of the full-time faculty members who instruct undergraduates have tenure-track or tenured appointments and virtually all hold the doctorate or other appropriate terminal degree. The university’s current and former faculty and alumni include 15 Nobel laureates, among them the first American to win a Nobel in the sciences.

Research, scholarship, and creative endeavor infuse the campus environment at CWRU, and many faculty members have gained national and international attention for their contributions to advancing knowledge and human understanding. The university actively encourages cooperation and creative collaboration among its researchers and continually explores research initiatives in cooperation with other organizations. For the federal fiscal year ending September 30, 2006, the most recent period for which data are available, CWRU ranked 24th among all universities in the nation and 11th among private universities in federal awards to support research and development. The emphasis on research and creative inquiry extends to undergraduates. One hundred percent of the undergraduate student body participates in some form of research or independent study, including the senior SAGES capstone which offers wide-ranging opportunities to engage critical issues locally, nationally, and internationally.

The university’s operating budget for the 2007-08 fiscal year was $853.7 million. Tuition and support for research and training were the two largest sources of revenue in Fiscal Year 2008, accounting for 31 percent and 42 percent, respectively, of the total.

The university has awarded more than 120,000 degrees during its history, including more than 2,500 in the 2006-07 academic year. Living alumni number approximately 100,000. About 30 percent of the university’s alumni live in Northeast Ohio, with other major concentrations in California, Florida, and the Middle Atlantic States.

Schools and Colleges

The university comprises eight schools:

- College of Arts and Sciences
- School of Dental Medicine
- Case School of Engineering
- School of Law
- Weatherhead School of Management
- School of Medicine
  - Case Western Reserve University School of Medicine
  - Cleveland Clinic Lerner College of Medicine

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- Frances Payne Bolton School of Nursing
- Mandel School of Applied Social Sciences

**Rankings**

According to *U.S. News & World Report*’s 2008 rankings, CWRU’s undergraduate program is ranked #1 in Ohio.#41 among national universities. The undergraduate program in Biomedical Engineering ranked 7th in the country and engineering itself ranked 37th. Meanwhile, the undergraduate program in management ranked 33rd. Also, in the 2008 rankings, CWRU was listed at #22 for Best Value institutions, which are defined as colleges which offer a quality education for a low cost when taking into account scholarships and financial aid awards.

Among the graduate and professional schools, the Mandel School of Applied Social Sciences ranked 10th among graduate social work programs in *U.S. News* 2009 rankings. The School of Medicine ranked 23rd in research and 51st for primary care. The graduate program in biomedical engineering ranks 9th, while the university’s health law program ranks 4th nationwide and international law placed 16th. Finally, in 2007 the Frances Payne Bolton School of Nursing ranked 15th nationwide, while its specialty in gerontological nursing ranked 4th.

In 2006, *The Times* ranked CWRU 26th in the U.S. and 60th worldwide.

A release of medical school rankings from the National Institutes of Health (2005) shows that Case Western Reserve University School of Medicine and its affiliates has attained an overall institutional ranking of 12th among the nation’s 122 medical schools.

The National Science Foundation has ranked Research and Development Expenditures for CWRU at #34 among all U.S. colleges and universities. Furthermore, CWRU ranks at #32 for Federal Obligations to support Science and Engineering Growth and Development.

*The Advocate* ranked CWRU one of the top 100 LGBT-friendly universities, evidence of the university’s improvements in diversity standards over the past decade and welcoming of more LGBT students and families into the community.

Since 2004, CWRU has been recognized each year as one of the region’s best workplaces by the Employee Resource Council. The NorthCoast 99 Award recognizes organizations whose policies and practices contribute to an environment that attracts and rewards top-performing employees.
Endowment

CWRU’s endowment ranks at #35 among all U.S. colleges and universities. However, the university anticipates finishing the 2008 fiscal year with a $10.5 million operating deficit. The board of trustees and the president have adopted a plan to balance the institution’s budget by 2011. Developed with extensive input from each university unit and faculty leaders, the plan offers a detailed blueprint for how the institution will eliminate its deficit and position itself for future advancement.

While the university has been running deficits for the last few years, it has also experienced impressive investment gains in its endowment. Strong investment performance has allowed total net assets to climb by $208 million in Fiscal Year 2007, representing growth of 10 percent over the previous year. The university has also paid off its line of credit and maintained its investment grade rating from Moody’s Investor Service.

Campus Life

CWRU’s co-curricular program of student life offers a range of opportunities and experiences that reinforce and extend intellectual life beyond the classroom and add value as a central part of the college experience.

Students at CWRU enjoy and participate in over 160 student organizations, including Greek life and intramural and varsity sports. Greek life is active, with 30 percent of undergraduate students affiliated with seventeen fraternities, seven sororities, and the Black Greek Council on campus. The various Greek chapters on campus host many social, educational, and community service events throughout the academic year. The CWRU Spartans are members of NCAA’s Division III, with varsity teams in eleven sports for men and eight for women. The university boasts several University Athletic Association award-winning team players in such sports as women’s basketball, swimming, and wrestling.

CWRU’s student body and student-oriented programs reflect its current blend of intellectual, socio-economic, religious, cultural, regional, and international diversity. A small sampling includes Access/TRIO Programs, National Youth Sports Program (NYSP), and the Interfaith Center, as well as African American, Caribbean, Asian, South Asian, and Middle Eastern student associations; the Spectrum Gay-Straight Alliance; the Feminist Majority Leadership Alliance; and organizations for Christian, Jewish, and Muslim students.

The campus is also home to many student-centered media, political, philanthropic, and performing arts groups, such as the undergraduate student-based Players’ Theater Group, founded in 1992 by and for undergraduate students interested in the dramatic arts. Music and non-music majors perform together in vocal and instrumental ensembles, with repertoires that range from early music to jazz. Additionally, students can participate in student-run dance and theater workshop programs held in conjunction with surrounding arts institutions.
Graduate and professional students are also represented by a number of different organizations on campus. The Graduate Student Senate takes action on academic, social, and professional affairs regarding graduate students, while several individual schools have their own student leadership groups. In addition, graduate and professional students with common interests participate in a large number of recognized organizations, among them the International Student Fellowship, the Minority Student Graduate Association, and the SGI-Buddhists Club – Transforming Self and Society.

The Office of Housing, Residence Life and Greek Life works to foster developmental, intentional, and comprehensive living and learning communities that enrich learning, leadership, and citizenship potential. While these residential communities primarily cater to undergraduates, the university hopes to offer graduate and professional student opportunities in the future. More than 80 percent of undergraduates live in residence halls or Greek-affiliated housing, with all first-year students housed together in residential colleges on the north side of campus. In recent years, CWRU has invested heavily in the undergraduate student experience. The Village at 115 and University-Owned Apartments, a collection of modern, apartment-style living accommodations, houses the junior and senior cohorts.

**Campus and Community**

The university’s 150-acre campus is the heart of University Circle, an extraordinary, late 19th century park that is home to nearly 50 cultural, educational, medical, religious, and social service institutions. Students and faculty participate in joint programs of teaching and research with University Circle neighbors, including the Cleveland Institute of Art, the Cleveland Institute of Music, University Hospital of Cleveland, the Cleveland Museum of Art, and the Cleveland Orchestra. The Cleveland Clinic, with which the university has a landmark agreement for a medical education program, is located immediately adjacent to University Circle. Cleveland, a dynamic metropolitan area of more than two million people, has been listed as one of the most livable cities in the country by Partners for Livable Communities. In recent years, as manufacturing has become more global, Cleveland’s economy has necessarily undergone a transformation that continues today, and CWRU is expected to play a major role as a catalyst for continuing progress. Working with business and with local, state, and federal governments, the university is an important contributor to and partner in regional growth in fields such as biomedical technology, advanced materials, fuel cells, sensors, and MEMS technology, as well as entrepreneurship and business development. The One Cleveland initiative, providing wireless internet access for the surrounding community, is an example of the university’s commitment to the region.
Moreover, CWRU as part of a coalition of philanthropic, public, and private partners launched in May 2008 a $4 million housing incentive program to stimulate investment in and revitalization of Greater University Circle neighborhoods. The Greater Circle Living program is funded by CWRU, Cleveland Clinic, the Cleveland Foundation, Cleveland Museum of Art, Judson at University Circle, the Kent H. Smith Charitable Trust, the Surdna Foundation and University Hospitals. The forgivable loan program for employees targets an estimated 43,000 people who work in Greater University Circle and may consider buying homes there.

For more information on culture and entertainment in Cleveland, see Appendix I.

Governance

The university’s board of trustees, with 41 members, is the institution’s principal governing body. The full board of trustees meets three times each year. The board has nine standing committees. The Executive Committee meets during times when the full board does not meet and can act for the full board in many matters. As a member of the president’s executive cabinet, the vice president for inclusion, diversity and equal opportunity will attend meetings of the full board as well as those of individual committees, such as the academic affairs and student life committees, as appropriate.

President Barbara R. Snyder

Barbara R. Snyder, who began her academic career in higher education in the Case Western Reserve University School of Law, was elected president of CWRU in December 2006 and began her tenure as the first woman to hold the office on July 1, 2007. Snyder previously served as the executive vice president and provost of The Ohio State University. She succeeded Gregory L. Eastwood, M.D., who had been serving as interim president since June 1, 2006.

As executive vice president and provost at Ohio State, Snyder was responsible for all facets of the academic programs of the university. She served in that role in an interim capacity from 2003-2004 and was permanently named provost in 2004. Snyder also spent two years as vice provost for academic policy and human resources, during which time she also served for eight months as the interim vice president for university relations.

During her tenure as a senior administrator, Ohio State improved its rank among public universities, and its annual research expenditures climbed from $496 million to $652 million. Under her leadership, Ohio State addressed quality of life issues for faculty and staff, improved benefits for graduate associates, and developed an initiative designed to raise the university
academic stature in which ten faculty who had created programs of excellence and impact received central investment.

While at Ohio State, Snyder held the Joanne Wharton Murphy/Classes of 1965 and 1973 Professorship in the Moritz College of Law. She served as the Moritz College’s associate dean of academic affairs and had been the director of the college’s former Center for Socio-Legal Studies, now known as the Center for Interdisciplinary Law and Policy Studies.

Snyder was an assistant professor in the Case Western Reserve School of Law from 1983 until 1986. In 1986, she was promoted to associate professor and taught at the university until 1988, when she joined the Moritz College of Law faculty.

A specialist in rules of evidence, Snyder received the Moritz College of Law Outstanding Professor Award in 1997. Along with Paul C. Giannelli, Weatherhead Professor of Law at CWRU, Snyder is the co-author of *Ohio Evidence* and the *Ohio Rules of Evidence Handbook*.

Snyder received the B.A. in sociology from The Ohio State University and the J.D. from the University of Chicago Law School. She is married to Michael, who received his M.B.A. from the Weatherhead School of Management. They have three children, Adam, Ben, and Elizabeth.

**DIVERSITY AT CASE WESTERN RESERVE UNIVERSITY**

According to its institutional diversity statement, CWRU aspires to be an inclusive environment, believing that the creative energy and variety of insights that result from diversity are a vital component of the intellectual rigor and social fabric of the university. As a scholarly community, CWRU welcomes people of all racial, ethnic, cultural, socioeconomic, national, and international backgrounds, encouraging diversity of thought, pedagogy, religion, sexual orientation, gender identity/expression, political affiliation, and disability. The university believes in a culture of inclusion that encourages relationships and interactions among people of different backgrounds – a culture that enhances human dignity, actively diminishes prejudice and discrimination, and improves the quality of life for everyone in its community.

Achieving these goals, however, requires that the university meticulously and proactively work to provide faculty, staff, and administrators with the skills and experiences necessary to understand and adeptly engage in a 21st-century world defined ever increasingly by cultural and intellectual diversity. While CWRU has numerous diversity programs and initiatives, it acknowledges that it still has much work to do and that numerous opportunities await its diligent action. CWRU will need to focus attention on reframing and diversifying academic cultures, transforming workplace environments and intergroup relations, and attracting and promoting the success of diverse constituencies, especially those underrepresented, at all levels at CWRU. It also aims to sustain and build new and long-lasting university-community bridges and partnerships.
The sample demographics that follow reflect the unique blend of CWRU’s constituent body. They also reveal one aspect of the university’s diversity challenges and help to situate the university’s need and desire to build, champion, and enhance diversity in a multi-faceted way. The overwhelming majority of our faculty, staff, administration, and students are white. Asians make up the second largest single racial/ethnic cohort overall, comprising nearly 43 percent of CWRU’s postdocs, 12 percent of faculty, and 13 percent of the total student body. African Americans and Hispanics make up nearly 5 percent and 1.5 percent of the faculty, and 6 percent and 2 percent of the total student body, respectively. While there are twice as many male as female faculty members, the reverse is true for staff. Women make up 43 percent of undergraduates, 57 percent of graduate students, and 42 percent of professional students.

For more information, see Appendix II.

The Mission of the Office of Equal Opportunity and Diversity (OEOD)

The mission of the OEOD, which also houses the faculty diversity officer, is to provide support and guidance and to promote equitable and fair treatment in employment, education, and other aspects of campus life. The office supports the university’s mission by providing leadership in the development of policies and procedures to help foster inclusiveness, diversity, and a welcoming community for faculty, staff, students, and others.

Diversity Programs and Initiatives

The university has a number of programs and initiatives related to diversity, including:

University-level Initiatives

Academic Careers in Engineering and Science (ACES)
CWRU received an NSF Institutional Transformation Grant in 2003 and used it to launch the ACES program. Over the past five years ACES has sought to contribute to the development of a national science and engineering academic workforce that includes the full participation of women at all levels of faculty and academic leadership, particularly at the senior academic ranks, through the transformation of institutional practices, policies, climate, and culture. The program has made significant impact on hiring and mentoring practices, and the university has institutionalized aspects of its work. Still, much work remains, even the grant expires this August.
Case-Fisk Initiative
Created in 2002, the Case-Fisk Partnership offers expanded opportunities in education and research for students, faculty, and staff at CWRU and Fisk University. That translates into a wide range of programs intended to open the minds and hearts of students.

Supplier Diversity Initiative Council
The Supplier Diversity Initiative Council (SDIC) was formed in 2002 to assist minority and women-owned business enterprises in gathering greater access to business opportunities at the university. SDIC demonstrates the university’s commitment to enhance economic opportunities for minority-owned, women-owned, and disadvantaged business enterprises in the community. Since the formation of the council, CWRU has awarded over $70 million of business to minority- and women-owned businesses. The university has received several awards and recognition – both locally and nationally – for its supplier diversity efforts, including the most distinguished private business award from the Hispanic Business Association, The Medal of Freedom Award from the Cleveland Chapter of the NAACP, and the Governor’s Supplier Diversity Initiative award.

Undergraduate Recruiting
CWRU offers “Provost Special Scholarships” to increase diversity of the undergraduate population and has a special relationship with Cleveland Scholarship Programs, which brings 50 to 60 new first-year undergraduates from the Cleveland Municipal School district (and other local schools) to campus.

Academic Programs and Curriculum

Women’s and Gender Studies
Women’s Studies is an interdisciplinary program that prepares students to think critically and creatively by employing gender as a primary category of analysis. The program is set up to examine a variety of issues of specific interest to women and of general interest to scholars of gender studies across a variety of diverse cultural and historical settings.

Ethnic Studies
Ethnic Studies is an interdisciplinary program which develops fundamental skills in critical and global thinking and in comparative analysis, as well as an understanding of the interactions of race, class, gender, and sexuality in the experiences of a range of social groups.

Advisory Groups, Centers, and Offices

Advisory Groups
Faculty, staff, and students serve on a number of advisory groups to enhance diversity at CWRU, including the President’s Advisory Council on Minorities (PACM), the University Advisory Council on Women, and the LGBT Faculty-Staff Advisory Group.
The Flora Stone Mather Center for Women
The mission of the Center for Women is to improve the educational, professional, and social climate and to increase opportunities for women within the university and community through education, advocacy, and research.

The Office of Multicultural Affairs
The Office of Multicultural Affairs (OMA) encourages, supports, and facilitates the success of all CWRU students by providing opportunities for diverse interaction and cultural education that occurs outside of the classroom environment.

International Student Services
The mission of the Office of International Student Services is to enhance the international student experience and promote intercultural exchange at CWRU. This office works closely with other administrative and academic departments to protect and advocate for the interests of international students in their academic and non-academic concerns.

Reporting Relationships
The vice president for inclusion, diversity and equal opportunity (VPIDEO) reports directly to the president and is a member of the president’s executive cabinet.

The VPIDEO will have three direct reports, as well as an indirect report over the faculty diversity officer, whose primary reporting line is to the president. The direct reports include an individual charged to focus on equal opportunity and affirmative action, as well as one who works on diversity initiatives.

For a chart of organization, please see Appendix III.

THE ROLE OF THE VICE PRESIDENT FOR INCLUSION, DIVERSITY AND EQUAL OPPORTUNITY

CWRU’s inaugural vice president for inclusion, diversity and equal opportunity will shape and lead the university’s embrace of diversity as a resource that can be leveraged to enhance the learning of all students and that is fundamental to institutional excellence. He or she is expected – in close consultation with the president, university leadership, and the President’s Advisory Council on Minorities – to formulate and articulate a vision and to provide leadership, counsel, advocacy, and a point of connection and communication for all aspects of the university in achieving that vision.
The vice president will serve as chief spokesperson for the university related to diversity, inclusion, and equity, and will seek to improve and extend existing programs and guide new initiatives. The vice president will work in collaboration with university leadership, each of the university’s eight schools, faculty members, staff, and student leaders to develop and oversee the execution of a coordinated and comprehensive diversity plan that will cultivate a supportive and stimulating environment for living, learning, and working together. Responsibilities also include providing guidance on matters related to the learning environment and its reflection of historically underrepresented populations.

The vice president will have broad responsibilities that span virtually every aspect of campus life, including – either directly or through his or her staff – the following:

**Leadership and Communication**

- Bring leadership, vision, integrity, inclusiveness, energy, and a team-oriented philosophy to the overall diversity efforts of CWRU.

- Define the role of the VPIDEO to all constituencies, adding value by serving as an influential and strategic contributor to the university’s operations.

- Work with members of the university and other relevant constituencies to develop a common vision of the university’s aspirations for equity, diversity, and inclusion, and then outline concrete steps necessary to realize them. Identify specific benchmarks to measure progress and work with the community to realize them.

- Regularly assess effectiveness of CWRU’s diversity efforts and make appropriate adjustments so as to lead an effort that is continuously proactive and responsive to university needs.

- Serve as the university’s champion and lead spokesperson on matters of equity, diversity and inclusion, educating constituents within and outside the campus regarding the importance and advantages of a culture that values and supports each member of the community.

- Participate in all senior leadership discussions regarding university policy and program initiatives; offer insight and advice to these administrators as they also work to enhance diversity and inclusion on campus.

- Engage in a continuously reflective and appropriately nuanced dialogue with the president and with senior leadership about diversity realities and possibilities at CWRU.
• Collaborate with Office of the Provost, the deans and the vice presidents to establish diversity goals. Provide encouragement, support, and counsel to university leadership – from the provost to department chairs and hiring supervisors – in their efforts to recruit and retain a broad range of faculty, staff, and students.

• In conjunction with faculty, encourage the development of curricula that are appropriately inclusive in content and method.

• Co-chair the President’s Advisory Council on Minorities (PACM), charged with advising the president and provost on issues of diversity and inclusion. The PACM will be a critical support base for the new VPIDEO; the Council assesses current policy, develops strategic action plans, and suggests programs and policies to help realize racial inclusion, promote cultural sensitivity, and build a broadly diverse community university-wide. The PACM also promotes information sharing and encourages cooperation among the various university offices and programs engaged in diversity efforts at CWRU.

• Oversee the development and operation of all diversity training programs. Assist managers in understanding individual differences and in leading others in a manner that maximizes their contribution to the university.

• Strengthen and further develop partnerships with the external community to promote diversity at CWRU.

• Serve as a spokesperson for the value of diversity and inclusion in a high quality private research institution at the national level.

Resource Development

• Participate with the senior management team and the Office of University Planning, Budget and Institutional Research in working to ensure resource allocations are adequate to achieve diversity goals.

• Seek diversity-related funding through private, local, state, and federal sources with the assistance of the university’s development office.

• Develop and oversee a budget to positively impact diversity efforts.

Compliance

• Serve as the university’s Title IX and ADA administrator as well as liaison and primary contact with all federal, state, and local compliance agencies. Supervise the filing of all relevant agency reports as well as additional ones as requested by the president.
• Ensure that CWRU’s employment policies and practices comply with all relevant federal, state, local, and university requirements for equal opportunity, non-discrimination, and affirmative action.

• In conjunction with other appropriate offices, oversee preparation of the university’s affirmative action plan and annual updates. Develop and institutionalize an effective process for preparation and dissemination of the plan for all employees. Recommend corrective measures to the president as needed.

• Supervise the investigation of formal and informal issues of discrimination, sexual harassment, and accommodation needs. Provide assistance to those involved in CWRU’s grievance mechanisms related to such issues.

• Work with the Office of General Counsel in the development of diversity strategies to assure compliance with federal and state law.

OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

The vice president for inclusion, diversity and equal opportunity will arrive approximately 18 months after Barbara Snyder assumed the CWRU presidency. In keeping with President Snyder’s view that institutional excellence is not possible without a diverse and inclusive university community and academic offerings, she has created this new vice presidential position. It is the president’s first (and perhaps, only) addition to her executive cabinet. A primary responsibility for the VPIDEO will be to act as a key strategic and operational partner to the president by providing the vision, strategy, and leadership for all university-wide diversity and equity initiatives.

The vice president’s most immediate agenda will include, but not be limited to, the following:

1. Function as a strategic force on behalf of the university. President Snyder, members of the president’s executive cabinet, deans, committed faculty, staff, and students are eager for leadership regarding diversity and inclusion. The VPIDEO will be expected to be a strategic force, able to educate, engage, inspire, and persuade – at the senior leadership table and more generally – across the systemic, cultural, and programmatic arenas.

2. Lead as a unifying force for diversity efforts at CWRU. Diversity efforts at CWRU have existed for some time now; but as the university is highly decentralized, it is sometimes difficult for one part of the university to know what another is doing. As a result, there are both inefficiencies and missed opportunities; a unifying force is needed. The new vice president must spend some time coming to learn and know the university, even while he or she is providing coaching and leadership to others. And the VPIDEO will be called upon to
build bridges, raise morale, serve as mentor and guide, and encourage and prod all involved
to work together on behalf of the university as a whole, as well as on behalf of individual
units. Ultimately, the impact of the new vice president will be most pronounced if he or she
is able to gather together, harness, encourage, and develop all those involved in the diversity
effort to work together with optimism, collaboration, excitement about change,
responsiveness, innovation, energy, and a results-oriented approach.

It is imperative that the new vice president build and maintain strong, collaborative and
facilitative relationships with leadership across the university, working collegially with
faculty and deans, and providing strong guidance while engendering trust and exhibiting
excellence. The vice president is expected to convey the vision for diversity and promote a
commitment to open conversation and shared goals, so as to inspire and engage as many
students, staff, faculty, and alumni as possible to join together in achieving the diversity
vision.

3. **Conduct an audit of campus-wide diversity efforts** with an eye toward how best to structure
the university’s programmatic, monetary, and human resources in the areas of inclusion,
diversity, and equal opportunity, broadly defined. Work in partnership with the president, the
chief financial officer, other members of the president’s executive cabinet, and involved units
to conceptualize and concretize a plan for moving forward that has clear markers and points
of accountability, with the budget required to meet these goals.

The vice president will be asked to map what currently exists and to identify holes,
challenges, and possibilities, as well as any opportunities to create efficiencies, synergies, and
points of collaboration. An important aspect of this exercise will be to work with the budget
office and involved units to understand the current financial investment in diversity efforts;
examine whether the university’s expenditures are adequate or need enhancement or
reorganization; and propose any needed changes and/or investments of incremental resources.

**QUALITIES AND QUALIFICATIONS**

The successful candidate will possess a deep understanding of and passion for liberal as well as
applied learning in a research-oriented university; a proven track record of enhancing diversity
and inclusion; appreciation of shared governance structures; and significant strategic and tactical
leadership experience in the diversity arena. An advanced degree is required; a Ph.D. or terminal
degree is preferred.

In addition, the vice president for inclusion, diversity and equal opportunity should demonstrate:

- **Proven effectiveness and expertise in diversity and change management**: Significant
  professional experience managing the complex interplay of programmatic, cultural, and
  systemic issues; genuine enjoyment in forming relationships, building bridges, and bringing
others together around a common goal; diplomatic skills needed to interact with a variety of constituents and adroitly manage situations of conflict; a collaborative style and a personality suited to accomplishing goals through working with others in a constructive, positive, and non-confrontational manner; a results-oriented perspective with an extensive understanding of organizational change and a commitment to advance change through challenging times; and a deep commitment to diversity and equity, with the ability to be a consensus builder who makes decisions in a timely manner.

- **Vision and leadership:** Ability to lead with vision, purposefulness, and optimism in helping create CWRU’s future; an entrepreneurial outlook and eye to new possibilities and emerging challenges; and the ability to build and motivate a disparate team and to inspire joy in one’s work through excellent people and communication skills.

- **Institutional leadership:** Readiness to be part of the university’s senior leadership team; ability to act as a strategic thinker and expert in the areas of diversity and inclusion, leading community-wide conversation about best practice and working collaboratively to execute the diversity vision; and an understanding of the political landscape and experience responding to politically charged or politically sensitive situations.

- **An ability to manage both big picture and operational details:** Evidence of ability to focus and lead to achieve the elements of a strategic plan, and to continuously refine the organizational plan, structure, and operations as the plan evolves; strong budget oversight experience; and comfort with delegating day-to-day management and decision making to others with the understanding that, at times, this position requires demonstrated functional level competence and supervision of tactical level projects.

- **A keen understanding of the issues and trends in the legal and social aspects of diversity, access, and disability issues:** An understanding of human resources principles and practices, with special emphasis on Equal Employment Opportunities and Affirmative Action laws and requirements for various subgroups; and knowledge of state and federal policy and legal dynamics of affirmative action and disability services.

- **A nuanced, broad, and sophisticated understanding of diversity issues:** With an ability to translate these issues to a wide audience and to meet people at their point of understanding so as to best move forward; sensitivity to the needs of every individual to be treated with fairness and respect; and experience in addressing constituent interests and needs (for example, women, religious minorities, racial/ethnic minorities, persons from other countries, persons with disabilities, LGBT persons, and non-traditional learners, among others).

- **Resource enhancement:** Demonstrated ability to envision fund-raising possibilities, form the relationships that make philanthropy possible, and enjoy soliciting and procuring the monetary resources necessary for excellence as CWRU creates a culture in which difference is welcomed and valued in all aspects of university life.
**Personal qualities**: A sense of purpose and engagement; exceptional interpersonal and
diplomatic skills; an ability to join in partnership and work collaboratively with others;
candor; a high degree of emotional intelligence and charisma; a strong internal moral
compass; a team-oriented philosophy, optimism, confidence, and excitement about change; a
joy in one’s work; a personal presence that is warm, active, and engaged; an ability to
observe, listen, learn, and clarify needs while engendering trust quickly among various
constituencies; wisdom; sound judgment; resilience; good sense of humor; and proven skill
dealing with complex and diverse cultures, backgrounds, and perspectives.

---

**PROCEDURE FOR CANDIDACY**

Interested individuals should provide a letter describing their interest in and qualifications for the
position along with a curriculum vitae. This search will be conducted with great respect for the
confidentiality of candidates.

Packets should be sent electronically via email to Case Western Reserve University’s
consultants, Robin Mamlet or Oliver Tomlin, at CaseVPIDEO@wittkieffer.com. Inquiries may
also be made by mailing the consultants at the address below, or by calling Ms. Mamlet at 630-
575-6178 or Mr. Tomlin at 215-568-2160. The new vice president is expected to be appointed in
November and to begin service by January 2009 or as soon thereafter as possible.

Material that cannot be emailed may be sent to:

Vice President for Inclusion, Diversity and Equal Opportunity
Case Western Reserve University
c/o Witt/Kieffer
Attention: Robin G. Mamlet/Oliver B. Tomlin, III
7201 Wisconsin Avenue, Suite 675
Bethesda, MD 20814

*In employment as in education, Case Western Reserve University is committed to affirmative
action and equal opportunity.*

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The material presented in this position specification should be relied on for informational purposes only.
This material has been copied, compiled, or quoted in part from Case Western Reserve University
documents and personal interviews and is believed to be reliable. Naturally, while every effort has been
made to ensure the accuracy of this information, the original source documents and factual situations
govern.
Appendix I: Culture and entertainment in Cleveland

Case Western Reserve University has the unique advantage of being located in the cultural center of Greater Cleveland, University Circle. This area is home to world-class museums, scenic cultural gardens, fine dining, as well as the renowned Cleveland Orchestra. Students and visitors alike can explore University Circle on foot, or take advantage of convenient light rail and bus transportation to watch the Cleveland Indians play at Progressive Field, catch the latest exhibit at the Rock and Roll Hall of Fame, or perhaps just soak up the sun and surf at Edgewater Park.

Please peruse the links below to learn more about the many things to do in Greater Cleveland.

Art and Literature
- ArtsCleveland.com
- Cleveland Institute of Art (UCI)
- Cleveland Public Art
- Cleveland Public Library
- Community Partnership for Arts and Culture
- Poets’ and Writers’ League of Greater Cleveland

Film and Radio
- Cedar Lee Theater
- Cleveland Cinematheque (UCI)
- Cleveland Film Society
- Case Film Society (UCI)
- Shaker Square Cinemas
- supercalafragalistic.com
- Tower City Cinemas
- WCPN 90.3 FM (Public Radio)
- WRUW 91.1 FM (UCI)

Events and Nightlife
- Cleveland Citysearch
- Cleveland.com Events
- Cleveland Nights
- Cleveland’s Best
- Cool Cleveland
- Craigslist Cleveland
- Plugged In Cleveland

Local Interest
- City Club of Cleveland
- City of Cleveland Building Projects
- Cleveland (Official Home Page)
- Cleveland’s Architectural Past
- Cleveland Skyscrapers.com
- Hessler Neighborhood Assoc. (UCI)
- Hessler Street Fair (UCI)
Local Interest (continued)

- Hotel Bruce
- Neighbourhood Link
- Ohio City.com
- Ohio City.com
- One Week in the Life of University Circle (UCI)
- University Circle Incorporated (UCI)
- The West Side Market

(UCI) = University Circle Institution

Museums

- African American Museum (UCI)
- Children’s Museum of Cleveland
- Cleveland Metroparks Zoo
- Cleveland Museum of Art (UCI)
- Cleveland Museum of Natural History (UCI)
- Dittrick Museum of Medical History (UCI)
- Great Lakes Science Center
- International Women’s Air and Space Museum
- Inventure Place
- Maltz Museum of Jewish Heritage
- Museum of Contemporary Art
- NASA Glenn Research Center
- Ohio Museum of Transportation
- Pro Football Hall of Fame Museum
- Rock and Roll Hall of Fame
- The Sculpture Center
- Spaces Gallery
- William G. Mather Museum
- Western Reserve Historical Society (UCI)

Music and Theater

- Beck Center for the Arts
- Bad Epitaph Theatre Co.

- Blossom Music Center
- Cabaret Dada
- Cain Park
- Case Eldred Drama Series (UCI)
- Cleveland Institute of Music (UCI)
- Cleveland Opera
- Cleveland Orchestra (UCI)
- The Cleveland Playhouse
- The Cleveland Pops Orchestra (UCI)
- Cleveland Public Theatre
- Dance at Case (UCI)
- Dobama Theatre
- Karamu House
- Playhouse Square Center Foundation

Outdoors

- Cleveland Botanical Garden (UCI)
- Cleveland Metroparks
- Coastal Ohio: Lake Erie
- Cuyahoga Valley National Park
- The Holden Arboretum
- Lake County Metroparks
- Lake View Cemetery (UCI)
- The Nature Center at Shaker Lakes
- Ohio and Erie Canal

Sports

- Cleveland Browns Football
- Cleveland Cavaliers Men’s Basketball
- Cleveland Indians Baseball
- Lake Erie Monsters hockey

Tourist Attractions

- Cedar Point Amusement Park
- Geauga Lake Wildwater Kingdom
- Lake Erie Circle Tour
- PutinBay.com
- Put-in-Bay Chamber of Commerce
Appendix II: DIVERSITY AT CASE WESTERN RESERVE UNIVERSITY

Diversity Statistics By Sex, Minority Status, and Race/Ethnicity
(Source: Human Resources, CWRU, March 2008)

<table>
<thead>
<tr>
<th>FULL-TIME FACULTY</th>
<th>%</th>
<th>STAFF</th>
<th>%</th>
<th>POSTDOCS</th>
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<td>By Sex</td>
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<tr>
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<td>Male</td>
<td>37.13%</td>
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<tr>
<td>Female</td>
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<td>By Minority Status</td>
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<td>Non-Minority</td>
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<td>Non-minority</td>
<td>64.15%</td>
<td>Non-minority</td>
<td>49.52%</td>
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<td>By Race/Ethnicity</td>
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<tr>
<td>White</td>
<td>81.59%</td>
<td>White</td>
<td>64.15%</td>
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Total Undergraduate, Graduate, and Professional Student Enrollment By School
(Source: Registrars Office, CWRU, Spring 2008)
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<th>N-OHIO</th>
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<td>39</td>
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<td>56</td>
<td>63</td>
<td>119</td>
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<tr>
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<td>35</td>
<td>1102</td>
<td>98</td>
<td>636</td>
<td>976</td>
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<td>1118</td>
<td>181</td>
<td>5499</td>
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<td>4784</td>
<td>3760</td>
<td>8544</td>
<td>1123</td>
<td>11.6%</td>
</tr>
</tbody>
</table>

(Source: Registrars Office, CWRU, Spring 2008)
Witt/Kieffer is the nation’s leading executive search firm dedicated to serving education, health care, and not-for-profit communities nationwide. Our mission is to identify outstanding leadership solutions for organizations committed to improving the quality of life. Witt/Kieffer has served more than 900 colleges and universities, as well as community, cultural, and service organizations. We focus on searches for presidents/chancellors; provosts; vice presidents for advancement, finance, student affairs, enrollment management, and technology; deans; and directors of major service/academic units.