



Leadership Profile

Vice President for Inclusion, Diversity and Equal Opportunity



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Leaders Connecting Leaders

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This Leadership Profile is intended to provide information about Case Western Reserve University and the position of Vice President for Inclusion, Diversity and Equal Opportunity. It is designed to assist qualified individuals in assessing their interest.

Opportunity and Summary of Position



Case Western Reserve University (CWRU), one of the nation's leading research universities, invites applications, nominations and inquiries for the position of vice president for inclusion, diversity and equal opportunity (VPIDEO).

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 5,200 undergraduates and 6,600 graduate and professional school students, 3,500 faculty members and over 3,000 staff members, CWRU is dedicated to its mission to improve the lives of others through research, education and creative endeavors.

The next VPIDEO will join a university community that has a long history and a strong foundation of excellence in diversity, equity and inclusion. The VPIDEO will have a dual-reporting relationship to [President Barbara R. Snyder](#) and [Provost and Executive Vice President Ben Vinson III](#) and be a member of the president's cabinet while leading the

[Office for Inclusion, Diversity and Equal Opportunity](#). Additionally, the new VPIDEO will work collaboratively with faculty, staff, students and the surrounding community to advance the university's core value of diversity and inclusion.

This is an exceptional opportunity for an experienced diversity leader who has a documented history of successfully collaborating across an institution to develop and advance diversity, equity and inclusion programs. The ideal candidate will be a nationally recognized diversity practitioner steeped in the research and literature of diversity, equity and inclusion and has proven success in – or aptitude for – external relations, communications and development.

Additional information about CWRU is available at www.case.edu. Recruitment will continue until the position is filled. Information about how to nominate someone or to apply for this opportunity can be found in the section titled "Procedure for Candidacy."

The Role of the Vice President for Inclusion, Diversity and Equal Opportunity

The next VPIDEO will provide primary leadership for the university in advancing diversity, inclusion, and equity, and will seek to improve and extend existing programs and guide new initiatives. The VPIDEO 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 and driving change on matters related to the learning environment and its reflection of historically underrepresented populations.

Office for Inclusion, Diversity and Equal Opportunity

Mission

The mission of the office for inclusion, diversity and equal opportunity is to provide support and guidance and to promote equitable and fair treatment in employment, education and other aspects of campus life. The office serves as a resource to the university in the interpretation, understanding and application of federal and state equal opportunity and affirmative action laws and regulations.

The office supports the university's mission by providing strategic leadership in the development of policies, procedures and programs that will help foster diversity, inclusiveness and a welcoming environment for faculty, staff, students and others.

Vision

Case Western Reserve University values excellence by advancing diversity through inclusive thinking, mindful learning and transformative dialogue.

Direct Reports

The following positions report directly to the vice president:

- Assistant Vice President and Director of Diversity and Inclusion, Deputy Coordinator, Title IX
- Director of Diversity & Strategic Initiatives

- Diversity Program Manager
- Executive Aide to the Vice President and Faculty Diversity Coordinator
- Department Assistant

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

Leadership and Communication

- Bring leadership, vision, integrity, inclusiveness, energy, and a team-oriented philosophy to the overall diversity efforts of CWRU, 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.
- Serve as the university's champion and lead spokesperson on matters of equity, diversity and inclusion and issues that arise related to them. Educate 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 senior leadership discussions regarding university policy and program initiatives related to diversity and inclusion; 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 provost 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 as it 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 diversity training programs.
- Serve as a spokesperson for the value of diversity and inclusion in a high quality private research institution at the national level.

Resource Development

- Work with the President and Provost to allocate resources 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

- As of July 1, 2019, CWRU created the Office of Equity, which reports to the Office of the General Counsel and is charged with providing education, investigation and enforcement of potential violations of university policies and government laws and regulations pertaining to equity. The Office of Equity is responsible for reviewing equity-related concerns and complaints as well as administering the disability accommodation process for faculty and staff. This change allows the Office of Inclusion, Diversity and Equal Opportunity to focus on programming, diversity training, and faculty and staff recruitment.
- Ensure that CWRU's 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.
- 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 next vice president for inclusion, diversity and equal opportunity will build upon a strong foundation and address the following critical leadership issues, among others:

Implement strategies to increase recruitment and retention of diverse faculty and staff: The Office for Inclusion, Diversity and Equal Opportunity works across CWRU to provide support to faculty, departments and schools, around issues of faculty recruitment, retention, and diversity and inclusion training. The new vice president will be charged with developing and implementing strategies that will increase recruitment and retention of diverse faculty and staff and position CWRU as a leader among its peers.

Develop an infrastructure to ensure consistent communication around diversity efforts and progress with CWRU stakeholders: The Office for Inclusion, Diversity and Equal Opportunity provides robust and impactful [programming](#) to the CWRU community, and will continue to ensure

that stakeholders are aware of this work and progress is made.

Serve as an ambassador on campus and in the Cleveland community:

In addition to having a strong presence on campus, the vice president will build bridges, serve as mentor and guide, and encourage all involved to work together on behalf of the university as a whole, as well as on behalf of individual schools. The vice president will contribute to the national conversation on the development of best and next practices in diversity and inclusion leadership.

Proactively engage in resource development to support diversity initiatives: While the Office for Inclusion, Diversity and Equal Opportunity has the financial resources to meet its current goals, additional resources will enhance and propel the work of the office to even higher levels. Therefore, the next vice president will enhance the partnership with the University's development office to secure additional resources to support diversity, equity and inclusion initiatives.

Professional Qualifications and Personal Qualities

The ideal candidate will be a nationally recognized diversity practitioner steeped in the research and literature of diversity, equity and inclusion and have proven success in – or aptitude for – external relations, communications and development.

In addition, candidates should demonstrate the following characteristics:



- The next VPIDEO will have a deep understanding of the mission and goals of an outstanding research university; of academic culture and governance; of the needs and concerns of students, faculty, and staff from underrepresented backgrounds; and of research and the national conversation on how best to promote inclusion, diversity and equal opportunity.
- CWRU seeks candidates whose education, perspectives and experience have together prepared them to become a prominent member of the university community and an effective and collaborative leader of its progress.
- The next VPIDEO will have demonstrated success as an excellent manager of a team and in organizing and carrying out strategic initiatives; the ability to engage and manage multiple stakeholders from across the institution in a collaborative, collegial manner.
- Minimum requirements include strong experience in promoting and sustaining a community that sees the values of inclusion, diversity and equal opportunity as fundamental parts of its mission; a record of thought leadership and administrative leadership accomplishments; and a distinguished record of advancing diversity.

In addition, candidates should demonstrate:

- **Vision:** the demonstrated ability to articulate and build consensus for a vision for diversity and inclusion at Case Western Reserve University; to define the goals, accomplishments and needs both internally to the campus community and externally to a broad range of constituencies; and to develop and realize a strategic plan for the initiatives to achieve that vision.
- **Commitment:** to supporting and cultivating a distinguished, accomplished and diverse faculty, student body and staff; and the experience to do so.

- **Proven diversity and inclusion experience:** passion for the work, strong presence, ability to challenge and motivate, be welcoming of a wide variety of perspectives and modes of action, ability to help people converse about difficult topics.
- **Institutional leadership:** capacity to work effectively with leadership campus-wide to lead and leverage efforts on behalf of inclusion, diversity and equal opportunity; an instinct for working collaboratively while insisting on progress; ability to act as a strategic thinker and expert in diversity and inclusion; and proven ability to work across a complex organization.
- **Personal qualities:** the full complement of leadership attributes, including thoughtfulness, wisdom, judgment, integrity, diplomacy, warmth, courage of convictions, tolerance for ambiguity, a holistic view of human behavior and development; a strong desire to engage with all members of the university community in support of inclusion, diversity and equal opportunity.

Case Western Reserve University: An Overview

Case Western Reserve University is located in Cleveland's University Circle, a square mile urban district of cultural, medical, educational, religious, and social service institutions. The only independent, research-oriented university in a region bounded by Pittsburgh and Rochester on the east, Nashville on the south, and Chicago on the west, Case Western Reserve holds membership in the Association of American Universities, and is fully accredited by the Higher Learning Commission and by several nationally recognized professional accrediting associations.

Student Body

Enrollment (fall 2018):

- Undergraduate: 5,262
- Graduate and Professional: 6,629
- Total (headcount, all programs): 11,891
- States represented: 50
- Countries represented: 91

Degrees awarded, 2017-18:

- Undergraduate: 1,181
- Masters: 1,620
- Doctorates: 658
- Certificates: 14
- Total: 3,473

Alumni:

- more than 110,000

Faculty and Staff

- Faculty (full-time, fall 2017): 3,615
- Staff (full-time and part-time, fall 2017): 3,173

Facilities

- Library holdings: 2.85 million volumes
- Campus size: 267 acres located in Cleveland's University Circle, and a 400-acre farm located in Hunting Valley, Ohio.

Schools and Colleges

- [Case School of Engineering](#)
- [College of Arts and Sciences](#)
- [Frances Payne Bolton School of Nursing](#)
- [Jack, Joseph and Morton Mandel School of Applied Social Sciences](#)
- [School of Dental Medicine](#)
- [School of Graduate Studies](#)
- [School of Law](#)
- [School of Medicine](#)
- [Weatherhead School of Management](#)

Financials

- Operating budget (FY 2019): \$1.155 billion
- Endowment funds (market value, June 30, 2018): \$1.887 billion
- Gifts and pledges from private sources (17-18): \$208.0 million
- Research revenues (all sources, 2017-18): \$408.5 million
- Full-time undergraduate tuition (2018-19): \$48,604

Cleveland, Ohio



Ranked as one of the country's most livable cities—and especially a great place for young professionals—Cleveland is a mid-sized city that gets high marks for its:

- thriving health care and biotechnology industries,
- lively arts and cultural scene,
- low cost of living,
- four-seasons climate, and
- wealth of natural resources.

Cleveland often is hailed in the press as an exceptional dining city, and it has long been renowned for its arts scenes in neighborhoods such as Tremont, Ohio City/Hingetown and Collinwood. From African-American theater at Karamu House and indie concerts at the Beachland Ballroom to

The Cleveland International Film Festival to Friday-night polka-rock in Gordon Square and Saturday-morning shopping at the West Side Market to walks and hikes in the Cleveland Metroparks, opportunities abound for a busy life. Moreover, you're also just a short bus ride from Playhouse Square, the country's largest performing arts center outside of New York City.

Want to cheer on a team in the stands rather than catch a show? You're in luck. The Cleveland Cavaliers basketball team, Cleveland Browns football team and Cleveland Indians baseball team all play in venues downtown. In addition, each year during commencement, graduates and their families can see the Cleveland Marathon racing through the city.

University Circle

Just minutes away from downtown, University Circle comprises 550 park-like acres in a vibrant urban environment. From our campus, you're just a short walk to some of Cleveland and University Circle's most outstanding destinations:

- the world-renowned Cleveland Orchestra at Severance Hall,
- the Cleveland Museum of Art,
- the Cleveland Botanical Garden,
- the Museum of Contemporary Art Cleveland or
- the Cleveland Museum of Natural History

For more information about Cleveland, visit <http://case.edu/about/cleveland.html>.

Procedure for Candidacy

Inquiries, nominations and applications are invited. For fullest consideration, applicant materials should be received by September 20, 2019. Candidates should provide, as three separate documents, a *curriculum vitae*, a letter of application that addresses the responsibilities and requirements described in the Leadership Statement, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via e-mail to the Case Western Reserve University's consultants Charlene Aguilar and Christine Pendleton at CaseWesternVPIDEO@wittkieffer.com. The consultants can also be reached by telephone via the desk of Candice Jones at 630-575-6929.

Case Western Reserve University values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

Case Western Reserve University provides reasonable accommodations to applicants with disabilities. Applicants requiring a reasonable accommodation for any part of the application and hiring process should contact the Office for Inclusion, Diversity and Equal Opportunity at 216.368.8877 to request a reasonable accommodation. Determinations as to granting reasonable accommodations for any applicant will be made on a case-by-case basis.

The material presented in this leadership profile 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. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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