



**An Invitation to Apply  
For the Position of  
Vice Provost for Equity, Diversity, and Inclusion  
Nashville, Tennessee**

## **THE SEARCH**

Vanderbilt University welcomes applications and nominations for the newly created position of Vice Provost for Equity, Diversity, and Inclusion (VP-EDI). Vanderbilt seeks a successful leader who will help advance equity, diversity, and inclusion in the trans-institutional research and educational missions of the University, building on the numerous efforts in the Provost's office and across Academic Affairs to create a welcoming environment for students, faculty and academic staff. It is critical that this person have an integrated and innovative vision that encourages shared responsibility and instills accountability across Vanderbilt's ten schools and colleges. This person will be committed to advancing institutional goals and to nurturing an existing culture committed to discovery, learning and service that rest on the core values of open inquiry, equality, compassion, and inclusive excellence. The VP-EDI will accelerate and expand equity, diversity, and inclusion efforts, programs, and initiatives affecting faculty, students, and academic staff, in and out of the classroom, that educate and graduate astute global citizens.

The search committee seeks action-oriented candidates with a track record of advancing equity, diversity and inclusion, and with the skills needed to ensure success—communication, team building, and problem solving—in building effective partnerships across a variety of constituencies in order to develop a lasting model of diversity and inclusion that can accommodate changing realities. The ideal candidate also will have an understanding and appreciation of the value of interdisciplinary discovery and learning, as well as inclusive excellence in teaching and research.

Reporting to the Provost and Vice Chancellor for Academic Affairs, the successful candidate will:

- lead the development and implementation of a vision for equity, diversity, and inclusion across academic affairs;
- collaborate with the Provost's direct reports and key stakeholders, especially the deans, to advance equity, diversity, and inclusion goals and priorities that directly affect academic, faculty, and student affairs;
- prioritize working closely with students across the campus; and develop new equity, diversity and inclusion initiatives for students and faculty; and champion faculty development and advancement.

- partner with the Provost to support the University's senior leadership, including the Chief Diversity Officer.

Vanderbilt University is an equal opportunity, affirmative action employer and candidates from underrepresented groups are encouraged to apply. Vanderbilt has retained Isaacson Miller, a national executive search firm, to help with this recruitment. Confidential inquiries, nominations, and applications may be submitted to Isaacson, Miller as indicated at the end of this document. For more information, please visit: [www.imsearch.com/6033](http://www.imsearch.com/6033).

## THE ROLE

Reporting to Provost and Vice Chancellor for Academic Affairs Susan Wentz, the Vice Provost for Equity, Diversity, and Inclusion (VP-EDI) will work across Vanderbilt's 10 schools and colleges and with all of the Provost's areas to advance the University's academic mission. The organization chart for the office of the Provost can be found [here](#), with the direct reporting lines of the deans, Vice Provosts, and associate Provosts. The role is especially critical to advancing the discovery, learning and service missions of the University, which rely on diverse perspectives and a deep commitment to inter-disciplinary thinking. Vanderbilt strives to tackle the grand challenges facing our community, nation, and world by bringing new and different perspectives to bear. The VP-EDI will assist in coordinating and developing all these important intellectual and academic missions.

The VP-EDI's broad areas of focus will include developing initiatives that enrich the academic climate; support graduate and undergraduate student recruitment, mentorship, and career development; foster faculty development, recruitment, and retention; and help to ensure that equity, diversity and inclusivity are woven into the University's academic fabric. This role will be especially critical to advancing the discovery, learning, and service missions of the University, which rely on diverse perspectives and a deep commitment to inter-disciplinary thinking. Vanderbilt strives to tackle the grand challenges facing our community, nation, and world by bringing new and different perspectives to bear. To be successful, Vanderbilt must advance an inclusive and broad concept of diversity. The VP-EDI will assist in coordinating all these important intellectual and academic missions.

## CHALLENGES AND OPPORTUNITIES FOR THE VICE PROVOST

The successful candidate will bring the most effective and innovative practices in equity and inclusivity and will work with leaders across the schools and college and in the Provost office to bring about lasting, positive change. The VP-EDI will also collect data, assess outcomes, and report to the Provost and the Provost's team. The ideal candidate will be an academic leader, enjoying a distinguished record of scholarly achievement.

Key challenges and opportunities for the VP-EDI include the following:

***Lead the development and implementation of a vision for equity, diversity, and inclusion across academic affairs.***

The VP-EDI will advise the Provost's leadership team on subjects of equity, inclusion, and diversity. The person will meet with deans, faculty and departments, students, and academic staff, building relations with senior colleagues and developing a strong understanding of the University's culture and climate.

The VP-EDI will be tasked with developing an overarching diversity and inclusion strategy for academic affairs that strives to reflect the individual needs and cultures of each constituency. They will continually review and develop policies, strategies, and organizational structure; identify areas of collaboration, and align resources to promote a welcoming, respectful, accessible, inclusive, and diverse community.

Of critical importance, the Vice Provost will recognize and promote the University's core values, provide leadership in advancing these values in the University community, through their own distinctive viewpoints, and contribute to the intellectually challenging culture of the University.

***Collaborate with the Provost's direct reports and key stakeholders to advance equity, diversity, and inclusion goals and priorities that directly affect academic, faculty, and student affairs.***

Vanderbilt is a highly collegial and diverse institution. To succeed in this environment, the new Vice Provost must develop strong working relationships across the University with faculty, deans, senior administrators, and colleagues. Of particular importance will be the role for the Vice Provost in supporting the Provost's partnership with the Chief Diversity Officer. It is critical to the success of the position that key stakeholders across the University view the VP-EDI as a genuine agent of change and willing partner to forge that change.

The new Vice Provost must establish themselves as a knowledgeable partner and supportive colleague. Much of the work of this position will likely be accomplished through the strength of relationships, rather than the exercise of formal authority. It will be crucial for the VP-EDI to have the personal qualities and professional experience that will quickly gain the respect and confidence of students, administrators, and faculty, together with the ability to work collaboratively and collegially.

***Champion faculty development and advancement in partnership with colleagues within the Provost's office.***

The VP-EDI will collaborate with the deans and associate deans in the various schools and colleges to expand and deepen discussions about diversity, inclusion, and related issues in the curriculum. They will work with faculty who want to introduce themes of race, class, and gender inequalities into their course offerings, as well as with those who wish to incorporate inclusive practices into their pedagogies.

Additionally, the Vice Provost will work to elevate Vanderbilt's understanding of matters of diversity and inclusion that impact faculty. They will offer support and resources for department chairs and members of faculty search committees that reflect best practices and current research in recruitment. They will offer advice and counsel on the development of systems and processes to expand the pool of diverse faculty candidates in faculty searches. In collaboration with Office of Academic and Faculty Affairs (OAF) and the schools/colleges, the VP-EDI will identify training and funding opportunities to support the career development of underrepresented faculty. They will identify strategies to strengthen effective mentoring practices, facilitate networking, and provide career guidance to ensure an inclusive environment that supports faculty development and career progression.

## **QUALIFICATIONS AND CHARACTERISTICS**

The ideal candidate should have the appropriate level of education and, if the candidate seeks appointment on the faculty, that person must hold the highest degree awarded in the candidate's field and must qualify for the rank of full professor at Vanderbilt University. While no one person will embody them all, the successful candidate will bring many of the following professional qualifications and personal qualities:

- An extensive working knowledge of the issues facing colleges and universities with respect to issues of diversity and a demonstrated commitment to improving institutional support for diversity and inclusion at all levels;
- A desire to contribute as a thought leader, both internally and externally, around best practices and issues related to equity, diversity, and inclusion;
- An understanding of the challenges of working within a complex, decentralized, and academically rigorous research University environment;
- The maturity, presence, and gravitas to engage effectively with all constituencies, communicate broadly across the University and work across boundaries, cultivate and sustain collegial relationships, and build unity around difficult issues;
- Drive and intellectual curiosity; a willingness to work hard; a quick learner in a fast paced environment;
- A keen intellect and the commitment required to communicate effectively and build trust with faculty, engage them meaningfully in the educational process, and listen to and respond appropriately to their needs and concerns;
- Excellent communication skills. An articulate speaker and empathetic listener;
- Devotion to the highest ethical standards. Personal and professional integrity above reproach;
- An understanding and appreciation of the value of interdisciplinary research and teaching and will have demonstrated excellence in scholarly achievement.

## **EQUITY, DIVERSITY, AND INCLUSION AT VANDERBILT**

In the fall of 2015, Chancellor Nicholas S. Zeppos appointed the Committee on Diversity, Inclusion and Community. The committee's charge was broad and inclusive of all University areas and stakeholders from faculty to students to staff. The Provost's Office worked collaboratively with the committee to support its efforts. The Committee presented to the Chancellor their report on July 1, 2016. The Committee's recommendations can be found [here](#). The University has made progress on a number of the areas indexed in the report. Additional details are available here: <http://www.vanderbilt.edu/inclusion/>

In addition, on November 19, 2015 Chancellor Nicholas S. Zeppos established the Office of Equity, Diversity and Inclusion and appointed George C. Hill as Vanderbilt University's first Vice Chancellor of diversity, equity and inclusion and chief diversity officer. Hill, who reports directly to the Chancellor and serves on Zeppos' senior management team, is charged with articulating the vision and working with the Chancellor and the Provost to provide leadership in cultivating an inclusive, diverse, and equitable University community. The office works collaboratively with all of the Vice Chancellors, including the Provost.

As evidenced by efforts across the Provost Office and the schools and colleges, diversity and inclusion are integral to Vanderbilt's aspiration toward excellence. A Provost annual report for June 2015-May 2016 is available [here](#) and highlights academic affairs efforts to advance diversity, equity, and inclusion. They include progress in multiple Provost-reporting areas, including the Dean of Students office and a number of schools and colleges. The year saw the establishment of the Office of Social Justice and Identity (within the Dean of Students' office); the benefits of active membership in the National Center for Faculty Development and Diversity, the Higher Education Research Consortium for the University, overall, and individual faculty members and academic units, in particular; the Provost's authorization of new recruiting strategies and mechanisms rooted in the knowledge gained by and from these organizations' research. As a result, of 38 new faculty hires to arrive in 2016, 35 percent are underrepresented minorities; ~70 percent bring diversity to their respective departments. In addition, each school/college designated a top administrator to serve as the liaison to the Chief Diversity Officer; Peabody and Engineering appointed associate deans to focus on diversity, equity and inclusivity.

## **VANDERBILT UNIVERSITY**

Commodore Cornelius Vanderbilt founded the University in the spring of 1873 with a \$1 million gift, which was the only major philanthropy in his lifetime. The Commodore's gift supported the project of building a University that would "contribute to strengthening the ties which should exist between all sections of our common country." In the fall of 1875, the University was officially dedicated and 200 students enrolled in academic programs.

From its inception, Vanderbilt offered undergraduate and graduate studies in the liberal arts and sciences, and it incorporated several professional schools in addition to its college. National recognition of the University's status came in 1949 when Vanderbilt became part of the Association of American Universities. By its 90<sup>th</sup> anniversary in 1963, Vanderbilt for the first time ranked in the top 20 private universities in the United States.

Today, Vanderbilt is a center for scholarly research, informed and creative teaching, and service to the community and society at large. The University comprises ten schools and colleges, enrolling 6,871 undergraduates and 5,716 graduate and professional students from all 50 states and more than 85 countries. It offers undergraduate programs in the liberal arts and sciences, engineering, music, education and human development, as well as a full range of graduate and professional degrees. The availability of cutting-edge research opportunities and a liberal arts education enables students to tailor their educational goals and pursue research to answer complex, socially relevant questions.

At the core of the institution are 1,421 full-time faculty who report to the Provost, 94 percent of whom hold terminal degrees. Vanderbilt faculty are pushing the frontiers of research and scholarship. The National Science Foundation ranks Vanderbilt in the top 25 among U.S. colleges and universities based on all federal obligations for research and development funding. Faculty undertake these scholarly pursuits while also fulfilling their roles as committed teachers, advisors, and contributors to the Vanderbilt community. The University's mission is crucially bolstered by the work of nearly 4,200 talented and dedicated staff.

Over the past decade, Vanderbilt has invested heavily in undergraduate and graduate education, recruitment, and retention of an outstanding faculty, and cutting-edge research. The impact of these investments are reflected in a number of University accomplishments including a surge in the number of endowed chairs across the institution, greater selectivity in undergraduate admissions, enhanced rigor in undergraduate and graduate education, and increased diversity among faculty, students, and staff. Vanderbilt's upward trajectory is reflected in national rankings of higher education institutions. *U.S. News & World Report* ranks Vanderbilt 15<sup>th</sup> in its listing of national universities. The University's Peabody College of Education and Human Development, School of Nursing, School of Medicine, Law School, Owen Graduate School of Management, and School of Engineering consistently receive national recognition for the quality of their academic programs.

### **The Academic Strategic Plan**

Vanderbilt University launched its most recent [Academic Strategic Plan](#) in August 2014. The plan highlights four strategic objectives and foundational principles that frame its aspirations as one of the world's great teaching and research institutions.

- 1. Offer students a rich and diverse intellectual community that educates the whole person and cultivates lifelong learning*

Vanderbilt graduates must be able to solve problems. Toward that end, a Vanderbilt education will instill in students an ability to engage, to question, and to forge positive change.

- 2. Invest in multi- and inter-disciplinary programs to lead in defining and addressing important problems facing society, while pursuing new and exciting opportunities*

Vanderbilt is poised to excel in discovery and learning by leveraging the tremendous expertise from across *One Vanderbilt*, a uniquely synergistic collection of 10 colleges and schools on a geographically contiguous and compact campus, while further strengthening training of future leaders and scholars. Trans-institutional programs will focus on issues of wide-ranging significance, create and/or extend collaborations across multiple fields, and include both research and teaching components, positioning Vanderbilt to be a world leader.

- 3. Build distinctive and distinguished programs that develop and offer effective solutions to pressing health and healthcare problems*

Vanderbilt must harness its widely recognized strengths in healthcare and considerable disciplinary breadth across its compact campus. The University recommends support for efforts to develop and implement innovative, aggressive, and multi-disciplinary solutions that improve personal and community health, impact disease prevention, advance the quality, equity, and accountability of healthcare services, improve public policy tied to disease prevention and healthcare delivery, and train future leaders and scholars in healthcare.

- 4. Transform education models through technology and research*

Vanderbilt must build on its international reputation and conduct cutting-edge research

that will assess effectiveness of new education technologies, which, in turn, will allow the University to be a leader in best practices. The University must embrace those new education technologies that foster innovation in learning, teaching, and discovery.

It is critical to understand that interwoven into these four themes is a deep commitment to equity, diversity, and inclusion. That you cannot offer a great education experience or undertake great discoveries without a fundamental commitment to ensuring diverse and inclusive perspectives.

## **Finances**

Vanderbilt's financial position is strong. The market value of the University's endowment stands at over four billion dollars. In October 2016 Vanderbilt University's bond rating was upgraded to AAA – the highest level – by leading credit agency, Fitch Group. Fitch Group assigned its top rating to the University's upcoming issue of 141 million dollars in taxable revenue bonds. Moody's and Standard and Poor's affirmed their ratings of Aa2 and AA, respectively, with both indicating a positive outlook. The April 2016 reorganization of Vanderbilt University and Vanderbilt University Medical Center into separate legal and financial entities was cited by all three agencies as the reason for the positive changes.

One key feature of Vanderbilt commitment to equity, diversity, and inclusion is the undergraduate admissions process. Vanderbilt's admissions process is entirely need-blind, and in 2009 the University launched *Opportunity Vanderbilt*, an initiative that has replaced need-based undergraduate student loans with grants and scholarships.

## **Students**

Vanderbilt undergraduate students are a diverse group of some of the world's most gifted young minds. For the fall 2017, nearly 40 percent of incoming first year students are of color. In particular, more than 22 percent came from underrepresented minority groups, 8 percent came from other countries and nearly two-thirds attended public high schools. The entering classes have long been gender balanced at approximately 50/50 men and women, and currently two-thirds come from outside the southern region of the country.

*Opportunity Vanderbilt* provides greater resources to allow students to have access to a Vanderbilt education regardless of their family's financial background. 66 percent of all Vanderbilt undergraduates receive grant and/or scholarship aid, with 69 percent of first-year undergraduates receiving such support. Moreover, 14 percent of Vanderbilt students receive Pell grants. In the 2015-16 academic year, 44 percent of undergraduates were members of a fraternity or sorority. More women (53 percent) than men (35 percent) participated in Greek life. Fraternities and sororities make up the Interfraternity Council, Panhellenic Council and National Pan-Hellenic Council (which includes historically black organizations). Undergraduates participate in more than 420 student organizations, ranging from the Vanderbilt Prison Project to the Association of Hispanic Students to Voices of Praise.

Vanderbilt's graduate and professional students study the humanities, theology, creative arts, social sciences, law, medicine, nursing, management, engineering, education and human development, and the natural sciences. Many graduate and professional students are also parents, veterans, second-career students, and community leaders. Compared to

the undergraduate community, a greater percentage of the 5,716 graduate and professional students are women (59 percent). Eleven percent of graduate students and 12 percent of professional students identify as members of underrepresented minority groups, with no minority group making up more than 6.3 percent of this population. Overall, the graduate and professional international student population is nearly twice as large (15 percent) as the international undergraduate community (8 percent).

Vanderbilt hosts several initiatives to increase the diversity of post-baccalaureate scholars. More than 90 women and minority students in the science, technology, engineering, and mathematics (STEM) fields have enrolled in graduate programs through the Fisk-Vanderbilt Master's to Ph.D. Bridge Program. Students accepted into the program complete their master's degree at Fisk University, a leading historically black University in Nashville, while receiving support to make their Ph.D. application process seamless. The School of Medicine's Initiative for Maximizing Student Diversity (IMSD) exists to increase the number of Ph.D.'s awarded to graduate students in biomedical research who are underrepresented. The program, funded by the National Institutes of Health, emphasizes extensive and careful mentoring at all stages. IMSD employs holistic evaluation of applicants, extensive academic support, and mentoring, summer lab exposure prior to beginning course work, opportunities in translational medicine, and the development of student leadership skills. The program serves approximately 50 students in all phases of their graduate training, with an attrition rate of less than 5 percent. Graduates go on to careers in academic research, postdoctoral fellowships at leading research universities, and biopharma and other sectors.

## **Faculty**

Vanderbilt's full-time faculty consists of 1,421 instructors at all ranks. The University has 601 tenured faculty members and 180 tenure-track faculty. About ten percent of all tenured and tenure-track faculty self-identify as members of underrepresented minority groups. Members of Vanderbilt's faculty collaboratively engage with students, colleagues, and administrators campus-wide. The Faculty Senate is an elected body of 60 representatives from all schools and colleges. Members work on issues paramount to faculty, including conducting a comprehensive study of a proposal on academic freedom.

Faculty assemblies in the fall and spring provide opportunities for faculty to connect with and celebrate each other's accomplishments. At these assemblies, University leaders celebrate faculty leadership and innovation in moving the Vanderbilt community forward through their research, teaching, and contributions to shared governance. The awards include The Alexander Heard Distinguished Service Award, the Ellen Gregg Ingalls Award for Excellence in Classroom Teaching, and the Joe B. Wyatt Distinguished University Professor Award. In 2016, Chancellor Zeppos established the Joseph A. Johnson, Jr., Distinguished Leadership Professor Award, recognizing a member of the faculty for leadership in equity, diversity, and inclusion, as well as new Chancellor's Awards for Research for Equity, Diversity and Inclusion. The first winner of the Joseph A. Johnson Jr. Award directs the Vanderbilt Initiative to Maximize Student Development, an intensive undergraduate research training program which prepares students for direct entry into STEM (science, technology, engineering, and mathematics) or behavioral science Ph.D. programs.



## **Campus and Location**

Vanderbilt's campus comprises 392 buildings on 330 acres. Its success and deep culture of collaboration stem directly from the layout: a top academic health science center and major research University co-located on a compact campus. Vanderbilt is located just over a mile southwest of downtown Nashville, a vibrant, diverse, and rapidly growing community known proudly as "Music City, USA". The capital city of Tennessee, Nashville is home to more than 650,000 residents, and its Metropolitan Statistical Area has a population of 1.79 million. Major industries include tourism, printing and publishing, technology manufacturing, music production, higher education, finance, insurance, automobile production and healthcare management. Nashville has been named one of the 15 best U.S. cities for work and family by *Fortune* and was named by *Forbes* as one of the 25 cities most likely to have the country's highest job growth over the coming five years. It is a historical and present day hub for African American intellectual excellence and civic engagement. It is also the home of Fisk University, as well as some of the leaders of the civil rights movement of the 1960s. Nashville is a go-to destination for beyond-the-box thinkers and innovators from all across the United States and the world.

## **TO APPLY**

All inquiries, nominations, and applications, should be directed in confidence to:

Monroe "Bud" Moseley, Vice President  
Keight Kennedy, Managing Associate  
Isaacson, Miller  
[www.imsearch.com/6033](http://www.imsearch.com/6033)

Electronic submission of materials is strongly encouraged.

*Vanderbilt University is committed to principles of equal opportunity and affirmative action.*