



**An invitation to apply for the position of
Vice President and Chief Diversity Officer
Michigan State University
East Lansing, MI**

THE SEARCH

Michigan State University (MSU), a leading global research university, seeks a dynamic and strategic individual to serve as its Vice President and Chief Diversity Officer (CDO). The CDO will join the institution at a transformative time as MSU furthers its commitment to excellence by making diversity, equity, and inclusion (DEI) a top institutional priority. Under the leadership of MSU's 21st president, Dr. Samuel L. Stanley Jr., MSU is committed to adopting a comprehensive framework for advancing DEI at the University centrally and within academic and support units in a sustainable way that fosters change, promotes the University's core values, and transforms the University's culture. The ideal individual will have proven leadership experience driving and supporting initiatives for Title III and Title VI. This individual will lead an office responsible for leading and supporting efforts to advance a diverse, equitable, and inclusive campus community, consistent with MSU's core values and critical to its commitment to creating a culture of high-performance, and will oversee the Office for Inclusion and Intercultural Initiatives and partner with The Office for Civil Rights and Title IX Education and Compliance.

Founded in 1855, Michigan State University is a leading land-grant university, and an innovator in research, teaching, and application of knowledge. The University was established to make higher education broadly available for the benefit of the public good and served as a model for the Morrill Land-Grant Colleges Act of 1862. MSU has evolved into a world-class university, offering a full spectrum of programs and attracting gifted professors, staff members, and students. The University is part of the Big Ten Conference and since 1964 has been one of sixty-five members of the prestigious Association of American Universities. As one of the top research universities in the world, Michigan State's pioneering spirit and continued commitment to its core values of quality, inclusion, and connectivity are stronger than ever.

Michigan State University has retained Isaacson, Miller, a national executive search firm, to assist

in this search. All inquiries, nominations, and applications should be directed in confidence as noted at the end of this document.

THE UNIVERSITY

Michigan State enrolls over 50,000 students, including 11,000 graduate and professional school students; employs more than 11,500 faculty and staff members; and a general fund operating budget of \$1.5 billion for fiscal year 2020. MSU's students come from all eighty-three counties in Michigan, each of the 50 states, and more than 130 other countries. Underrepresented minorities comprise 21.9 percent of the student body, and international students, 14.4 percent. MSU has over 540,000 living alumni worldwide.

The 5,100 MSU faculty members are the driving force behind the University's growing reputation as a national leader in scientific research and development. A significant number have received national and international recognition, including membership in the National Academy of Sciences, the National Academy of Education, and the American Academy of Arts and Sciences. Many have received Dreyfus, Fulbright, Guggenheim, MacArthur, Sloan, and other awards. In FY18, the University received nearly \$715 million in external funding for research in food safety and security, human and animal health, energy, education, defense, international development, social and behavioral sciences, digital humanities, and other areas.

MSU's East Lansing campus boasts 538 buildings, including ninety-five academic buildings, spread across 5,200 acres with 2,100 more acres in existing or planned development. The University owns approximately 19,600 additional acres throughout Michigan for agricultural and natural resources research and education. MSU offers students more than 200 programs of undergraduate, graduate, and professional study. The University has emerged as a leader in global education and ranks in the top ten for study abroad participation and international student enrollment. It also ranks No. 17 among large schools on the Peace Corps 2018 Top Volunteer-Producing Colleges and Universities list.

East Lansing is a safe, attractive and affordable place to live and work. It has the vitality, diversity, and culture of a University town, mixed with affordable housing, strong public schools, and accessible amenities. East Lansing has nearly 50,000 residents and is adjacent to Michigan's capital in neighboring Lansing. The campus is approximately ninety minutes from Detroit, and equidistant between Chicago and Cleveland. Michigan residents enjoy four distinct seasons, the country's longest freshwater coastline, and more than 11,000 inland lakes.

For more information about Michigan State University please visit www.msu.edu.

LEADERSHIP

In May 2019 the Michigan State University Board of Trustees selected Samuel L. Stanley Jr., M.D., as its next university president. President Stanley began his term as Michigan State's 21st president on August 1, 2019.

President Stanley was the President of Stony Brook University from 2009 to 2019 and has nearly

15 years of higher education leadership experience. After earning his medical degree from Harvard Medical School, he completed his resident-physician training at Massachusetts General Hospital. He then went to Washington University in St. Louis for a fellowship in infectious diseases, eventually becoming a professor in the Departments of Medicine and Molecular Microbiology and one of the nation's highest recipients of NIH funding. He was appointed Vice Chancellor for Research at Washington University in 2006, serving in that position until he was appointed president at Stony Brook.

In his early tenure at Michigan State University, President Stanley has launched a comprehensive diversity, equity, and inclusion planning process (<https://president.msu.edu/initiatives/dei-plan/index.html>). A 28-member steering committee will lead this process and is charged with inventorying efforts around diversity, equity and inclusion across campus, identifying potential synergies, pinpointing existing gaps, and establishing a framework for making MSU a national leader in this area. This effort will be closely connected to the university's overall strategic planning process (<https://president.msu.edu/initiatives/strategic-plan/index.html>) while elevating the importance of diversity, equity, and inclusion as a foundation for high quality research and pedagogy, and for building a community in which all members can excel. The incoming CDO will be responsible for ensuring the successful implementation and long-term success around diversity, equity, and inclusion planning as an integral part of a unified approach to overall university strategic planning.

THE OFFICE FOR INCLUSION AND INTERCULTURAL INITIATIVES

The Office for Inclusion and Intercultural Initiatives is responsible for leading and supporting efforts to advance a diverse and inclusive campus community, consistent with MSU's core values. The office collaborates with campus and community partners to:

- Design and deliver education and training for students, faculty, and staff
- Coordinate programs to celebrate the legacy of Martin Luther King Jr. and Cesar E. Chavez
- Coordinate grants to promote and enhance diversity and inclusion on campus
- Coordinate scholarships for community-involved students
- Recognize through awards the efforts of Spartans to support an inclusive campus
- Conduct and support research on inclusion-related topics
- Oversees the MSU Affirmative Action program for employment.

This office will report to the Vice President and Chief Diversity Officer.

THE ROLE OF VICE PRESIDENT AND CHIEF DIVERSITY OFFICER

The CDO will report directly to the President and work collaboratively with other University senior executives, deans, faculty, staff, and students to develop and implement a comprehensive DEI strategic plan. This individual will also partner with the Associate Vice President for Civil Rights and Title IX Education and Compliance on compliance and investigations. The CDO will work closely with offices across MSU's campus including but not limited to: academic affairs; student affairs; human resources; residential and hospitality services; financial aid; and admissions

to elevate inclusiveness and implement best practices related to diversity, equity, and inclusion in areas such as leadership; access, retention, and advancement (faculty, staff, and students); research; curriculum; campus climate; and community engagement. Work in these areas will involve: designing and delivering education and training programs; coordinating grant programs to promote and enhance DEI on campus; coordinating scholarships for community-involved students; supporting and facilitating the success of unit-level DEI efforts, conducting and supporting research on DEI-related topics; monitoring faculty and staff recruitment and hiring practices; and organizing celebratory and recognition/awards programs. The CDO works with many local and regional community groups and represents Michigan State when appropriate.

OPPORTUNITIES AND CHALLENGES

Develop and execute a cohesive vision and implement a strategic plan for diversity, equity, and inclusion across the institution.

The CDO will shape the strategy and coordinate University-wide efforts around diversity, equity, and inclusion and collaborate with university leaders and key stakeholders to create, implement, and monitor programs designed to ensure fair and equitable treatment of students, faculty, and staff. Working closely with President Stanley, the CDO will provide a vision in collaboration with key stakeholders to guide the strategies and policies of the institution in this crucial area. The CDO must possess a deep understanding of the academy and stimulate important and open institutional discussions, posing challenging questions and insightful solutions on difficult topics.

Advance a culture of high performance by establishing diversity as key driver of excellence.

The CDO will work closely with academic and administrative leadership at the University level and across Colleges to put a commitment to diversity through action at the heart of our efforts to elevate the quality of research, teaching, and community engagement across the mission of the University. The CDO will have a demonstrated record of accomplishment in establishing and sustaining diverse teams capable of advancing a culture of high performance.

Support and partner with campus offices to ensure implementation of best practices for the recruiting and retention of diverse students, faculty, and staff.

The CDO will coordinate institutional efforts to recruit, retain, and develop diverse faculty, staff, and students. In collaboration with other senior leaders of the University, the CDO will support the ongoing development of enrollment, academic programs, and campus life initiatives that speak to diversity, equity, and inclusion in all its forms, ensuring the University's structural systems support an inclusive campus climate and facilitate the recruitment, retention, and success of an increasingly diverse faculty, staff, and student body. The CDO will help identify policies and practices that support the recruitment and retention of diverse faculty, administrators, staff, and students, ensuring that recruitment procedures reduce implicit bias and barriers to the hiring of diverse candidates.

Partner with faculty to enhance curricular and co-curricular content and pedagogy for diversity, equity, and inclusion.

As a key thought-leader, the CDO may advise on initiatives to integrate diversity, equity, and inclusion, and related issues, including culturally competent pedagogy, into the curriculum and will also support scholarly productivity which informs the evolving discourse about diversity, equity, and inclusion.

Assess the campus climate and determine needs related to diversity, equity, and inclusive excellence.

The CDO will establish systems of accountability and promote the evaluation and continuous improvement of institutional and unit level diversity and inclusion goals using data-driven metrics to measure success and disseminate information. The CDO will develop annual priorities for the campus by planning collaboratively with each division to support and sustain a campus culture of inclusiveness. The CDO, in partnership with the Associate Vice President for Civil Rights and Title IX Education and Compliance, will oversee the implementation and analysis of assessments related to campus climate in collaboration with other key stakeholders. This includes overseeing the creation of appropriate metrics for assessing those goals over time, and implementing consistent, regular climate surveys to benchmark and monitor progress toward those goals.

THE SUCCESSFUL CANDIDATE

The CDO must have extensive knowledge of existing research and best practices to advance diversity, equity, and inclusion in higher education. This role also requires the demonstrated ability to apply and contribute to national best practices, and a demonstrated appreciation for the values associated with diversity, equity, and inclusion in higher education. The CDO must have well-developed skills in facilitating inclusive dialogues that enable positive growth, the capacity to translate strategic goals into actionable implementation plans, and experience in institutional change management. The CDO must be able to work effectively with people at all different levels, including central and collegiate administration, faculty, staff, students, alumni, and the surrounding community.

The successful candidate will bring many of the following skills and qualities:

- A strong, detail-oriented leader with a demonstrated ability to manage complex and sensitive matters with cross-functional teams in a timely manner;
- A track record of and deep commitment to developing effective diversity, equity, and inclusion initiatives for faculty, students, and staff;
- Proven ability to provide visionary strategic leadership; experience guiding the implementation of a strategic plan, establishing metrics, measuring progress, and adapting as necessary;
- Excellent interpersonal and communication skills and an ability to listen, inspire and

influence others;

- Cultural awareness, agility, and emotional intelligence; ability to build trust and credibility, collaborate with a wide variety of stakeholders, and provide leadership to a vibrant environment;
- Knowledge of diversity, equity, and inclusion best practices and policies, and Title III, Title VI, Title VII, Title IX and other federal legislation concerning equity;
- Analytical skills and data-driven focus; ability to use data with deep knowledge of their contexts and leverage analytics to drive strategic planning and change management
- Crisis management experience and the ability to provide intellectual and emotional leadership, bringing communities together during challenging and sometimes high profile circumstances;
- Demonstrated ability to successfully lead teams and effectively prioritize multiple projects;
- Demonstrated commitment to fostering and advancing a diverse and inclusive work force;
- Commitment to the highest ethical and integrity standards;
- A master's degree in a related discipline or a post-graduate terminal degree preferred.

TO APPLY

Michigan State University has retained the services of Isaacson, Miller, a national executive search firm, to assist the Search Committee in its identification and review of candidates. Confidential inquiries, nominations, referrals, and curriculum vitae with cover letters should be directed in confidence to:

Rebecca Kennedy, Partner
Alycia Johnson, Senior Associate
Sydney Giller, Senior Associate
Isaacson, Miller
263 Summer Street
Boston, MA 02210

<https://www.imsearch.com/search-detail/S7-263>

Electronic submission is strongly encouraged

Michigan State University is committed to cultivating a safe and inclusive campus community characterized by caring and respect for others. Michigan State University is an Affirmative Action/Equal Opportunity Employer.

Michigan State University has been advancing the common good with uncommon will for more than 160 years. One of the top research universities in the world, MSU pushes the boundaries of discovery and forges enduring partnerships to solve the most pressing global challenges while

providing life-changing opportunities to a diverse and inclusive academic community through more than 200 programs of study in 17 degree-granting colleges.