



University of Colorado  
Colorado Springs

## **Vice Chancellor for Diversity, Equity and Inclusion**

Leadership Profile

August 2021



*WittKieffer*

## Executive Summary

*We must ensure that our campus remains a place where differences of all kinds — whether they are of race, ethnicity, identity or belief – are respected, valued and protected. Our best defense against hatred and division is compassion, inclusion and understanding.*

*Chancellor Venkat Reddy, June 2020*

The University of Colorado Colorado Springs (UCCS) seeks in its next Vice Chancellor for Diversity, Equity and Inclusion a collaborative, strategic, inspiring and proven leader in building programs and partnerships that address intersecting dimensions of diversity.

As a premier comprehensive undergraduate and specialized-graduate research university, UCCS provides students with academically rigorous and life-enriching experiences in a vibrant university community. The campus offers liberal arts and sciences, business, engineering, public affairs, health sciences and teacher preparation undergraduate-degree programs and a select number of master's and doctoral-degree programs.

From its founding, UCCS has driven to serve its students and their diverse needs while shaping itself into a transformational force for its surrounding community. Under the University of Colorado System, UCCS fuels success for almost 12,000 students. Students come from all 50 states and 82 different nations, 34% identify as diverse, 20% are military-affiliated and one-third are first-generation college students.

The vice chancellor for diversity, equity and inclusion (VCDEI) will join UCCS at a time of increasing opportunity and transformative cultural change. Reporting directly to Chancellor Venkat Reddy, the vice chancellor will serve as a dynamic thought leader, partner and trusted member of the senior leadership team. In collaboration with the university community, the VCDEI will reimagine and articulate a strategic vision for advancing diversity, equity and inclusion, assess and determine structures to meet the University's goals while also building relationships and fostering collaboration, provide leadership to a team of dedicated professionals, and serve as an ambassador in the University and local communities. The new VCDEI will set an ambitious course that reflects the distinctiveness of the University aligned with UCCS's mission and core values. <https://www.uccs.edu/mission>

In order to achieve these goals, the VCDEI must be an experienced talented professional who is eager to lead purposeful action and embraces a shared responsibility for the community. The VCDEI will define, inspire and execute the work of inclusion, engaging all corners of UCCS communities. Candidates should provide evidence of supervisory and leadership experience and be able to demonstrate a record of success in building strategic coalitions and serving as a connector across organizational and cultural boundaries.

Additional information about UCCS can be found <https://www.uccs.edu/>. For information regarding how to apply, submit nominations or inquire about the role, please see the "Procedure for Candidacy" section at the end of this document.

## Role of the Vice Chancellor for Diversity, Equity and Inclusion

*Above all, I call upon UCCS to continue to stand for what is right and condemn what we know to be wrong. I ask that we recommit to upholding our safe, respectful, diverse and inclusive campus. At UCCS, we want to create an environment where we can all feel supported and empowered to learn, live, teach and work. When we do so, we don't just lift up our community. We help shape our world for the better.*

*Chancellor Venkat Reddy, June 2020*

A member of the chancellor's team, the vice chancellor for diversity, equity and inclusion (VCDEI) will serve as the University's executive-level leader for strategic planning and implementation of mission-driven institutional diversity efforts. This chief diversity officer will bring collaborative, strategic, inspiring



and proven leadership, building programs and partnerships that address intersecting dimensions of diversity. Reporting directly to the chancellor, the VCDEI will be a thought leader and partner and will develop programs that foster and secure campus and community resources while implementing evidence-based campus diversity and inclusion strategies to impact and advance students, faculty and staff. Additionally, the VCDEI will play a critical role in collaboratively moving the UCCS campus forward in its [diversity strategic plan](#).

The VCDEI will provide strategic direction as well as administrative, financial, managerial and programmatic leadership for the following areas:

- [International Affairs](#)
- [Global Intercultural Research Center](#) (GLINT)
- Dotted line supervision to develop and support programs for [Multicultural Office for Student Access, Inclusiveness and Community](#) (MOSAIC)

*See Appendix A for the vice chancellor for diversity, equity and inclusion organizational chart.*

As a partner in shared governance with University senior leadership, the deans, [Human Resources](#), the [Pre-Collegiate Support and Success Center](#), the [Faculty and Minority Affairs Committee](#), [Student Affairs](#), and [Institutional Research](#), the VCDEI counsels, advises and serves as a resource in matters of diversity, equity and inclusion to fuel UCCS success.

Additional essential responsibilities and scope of the VCDEI include:

- Act as the lead diversity officer connecting to the chancellor and serving on the Chancellor's Cabinet.
- Connect with the Regents and President's Office as initiated by those offices and/or directed by the UCCS chancellor.
- Collaborate with UCCS campus stakeholders, the broader Colorado Springs community and greater Southern Colorado region in relation to diversity, equity and inclusion initiatives.
- Coordinate with the CU system on diversity and inclusion activities and with diversity officers from other campuses.
- Align objectives and strategic plans with the mission of UCCS and organizational goals.
- Develop diversity, equity and inclusion initiatives that enhance the University's reputation as an employer of choice.
- Work with Institutional Research to produce an annual diversity report.
- Lead the development and implementation of the Diversity Strategic Plan across campus divisions and associated assessment processes.
- Support and contribute to studies of institutional needs and trends in areas related to faculty, staff, and student diversity and inclusive educational practices; disseminate and contextualize findings to inform campus efforts to diversify faculty, staff, students and classroom pedagogy.
- Collaborate with Human Resources to provide resources and information allowing search committees to develop diverse pools of candidates according to inclusive hiring practices.
- Collaborate with the Division of Student Affairs in support of a diverse, inclusive and equitable campus.
- Integrate global and intercultural proficiencies within academic programs by supporting linkages with the Global Engagement Office.
- Develop programs and secure campus and extramural resources to implement evidence-based campus diversity and inclusion strategies — particularly with recruitment, retention and advancement of students, faculty and staff.
- Monitor local, state and national trends that impact diverse students, staff and faculty and provide or coordinates related programming as needed.
- Other duties as assigned and required.

## Opportunities and Expectations for Leadership

*Our work to strengthen a culture of equity, diversity and inclusion at UCCS takes many forms. It requires commitment, thoughtfulness, patience and compassion. Most importantly, it depends on the contributions of all. We are all engaged in the work of building an inclusive campus where every member of our campus community can thrive.*

*Chancellor Venkat Reddy, February 2021*



As a member of the Chancellor's Cabinet, the VCDEI provides strategic vision, planning and guidance to the suite of units within the role's portfolio and advises University leadership and other key stakeholders on implementing effective strategies to ensure the campus successfully meets the campus [diversity, equity and inclusion goals](#). The VCDEI will work collaboratively with the CU System and fellow CU campuses in realizing the goals of DEI at UCCS.

The VCDEI, with empowerment and authority from the chancellor, will use this leadership position to aid in creating a more equitable and inclusive climate of belonging at UCCS, which will require addressing the following critical leadership issues, among others:

**Enhance, expand and advance the campus-wide strategic plan for diversity, equity and inclusion that is embedded in the UCCS 2030 strategic plan.**

UCCS recently launched its [2030 strategic plan](#), which clearly expresses the institution's value of inclusive diversity as a foundation for teaching and scholarship that prepares students, faculty, staff and

community members for both local and global multicultural realities.

Embedded within the University's new strategic plan is the ongoing [diversity strategic plan](#). In spring 2021, the chancellor convened a diverse body of students, faculty and staff to serve on a DEI task force to assess immediate campus DEI needs and concerns. In conjunction with this group and utilizing their initial findings, the next VCDEI will review and extend the diversity plan, refining and further articulating the University's vision around diversity, equity and inclusion and providing leadership, concrete steps, counsel, advocacy and a point of connection and communication for all at the University to achieve that vision.



**Collaborate with campus partners to create a responsive, communicative and engaged community in relation to diversity, equity and inclusion.**

The VCDEI will lead the collective effort to ensure that a deep commitment to an equitable community is the shared goal of faculty, staff and students across the institution. The VCDEI will work in partnership with academic affairs, student affairs and other campus stakeholders to lead and promote a variety of collaborative efforts, events and resources necessary to achieve the sustainability and ongoing delivery of the university's diversity and inclusion agenda. Key areas of opportunity include shaping inclusive recruitment and retention processes and practices; examining and reframing policies and structures that promote a more equitable campus community; enhancing pre-collegiate and collegiate student experiences with supports that build sense of place, community and belonging; and developing sustained training programs to support faculty, staff, and students in achieving the University's vision.



The VCDEI will be an active convener and participant in campus dialogue on diversity, equity and inclusion, visibly present and engaged in the agenda items most critical to the advancement of the mission of the University. To this end, the VCDEI will engage with the campus as a champion who clearly communicates the vision of the University's diversity, equity and inclusion efforts and acts as a community builder by harnessing the positive energy of the community around initiatives and deftly moves these forward

through strategic partnerships. In addition, the VCDEI will support and guide the campus community through needed courageous conversations and learning around diversity, equity and inclusion.

### **Grow and lead the VCDEI suite of units in realizing their vision while developing community trust and engagement.**

The VCDEI will provide effective leadership and oversight to a suite of diversity and equity-focused units, bringing together the staff to continue to advance a shared vision. In partnership with the chancellor, the VCDEI will determine how best to strategically grow and guide these units to best support the priorities and outcomes associated with the updated diversity strategic plan. Through the work of the DEI task force, the campus community is aware of the need for increased staff and permanent budget lines to ensure and optimize the team's capabilities. The VCDEI will provide creativity, insights and recommendations based on previous staffing and programming successes to continue the expansion of these critical units and their associated initiatives. Additionally, the VCDEI will tap into and leverage the wealth of knowledge and abilities of existing faculty, staff and student talents, around DEI issues. Through collaboration and outreach, the VCDEI will enhance community trust in and engagement with the areas focused on diversity, equity and inclusion work.

### **Oversee the grant process that supports the expansion of DEI programming and efforts.**

Earlier this year, UCCS was the recipient of \$1 million in CU System Presidential Diversity, Equity and Inclusion Funds to expand the human capacity in the units that directly support equity work and enhance programmatic DEI across the University. In spring 2021, the DEI task force enacted a request for proposal process to disperse \$300,000 in grant over the next three years. Their request for proposals resulted in 51 proposals from broad-reaching campus constituents with 14 grants being advanced for full funding while additional proposals were identified for partial funding and cross-unit collaborations. The new VCDEI will oversee the coordination of the DEI grant process and grow its scope and reach. Additionally, the VCDEI will coordinate the assessment and communication of grant work outcomes to the campus community and beyond to share and further capitalize on the fruits of these labors.

**Serve as an ambassador to the local and regional community on diversity, equity and inclusion efforts.**

In addition to having a strong, visible presence on campus, the VCDEI will act as an ambassador to the local community. Through outreach to local and regional entities, as well as through engagement with the University of Colorado system, the VCDEI will enhance existing partnerships and identify new opportunities for engagement with the community. Through the development of meaningful and foundational external relationships, the VCDEI will ensure unique opportunities to collaborate, expand and spotlight the work happening at UCCS and serve as a public voice for diversity and inclusion within the broader Colorado Springs community.

## **Professional Qualifications and Personal Qualities**

The University of Colorado Colorado Springs seeks in its next vice chancellor for diversity, equity and inclusion a courageous, collaborative, strategic and inspiring leader who has a track record of building programs and partnerships and specific experience in addressing intersecting dimensions of diversity. Successful candidates will bring demonstrated experience in improving organizational culture along with the emotional intelligence, communication and conflict-resolution skills to engage multifaceted and charged issues. Ideal candidates will have familiarity with an academic setting and the requirements of shared governance as well as a deep commitment to the academic public mission.

Ideal candidates will also have demonstrated skills in collecting and using data to assess programs, grounding shared accountability, supervisory experience and demonstrated strengths in coaching and mentoring, and bringing together community resources in support of institutional change and growth.

The new vice chancellor will be a confident, high-energy leader who has most, if not all, of the following characteristics, qualities and experiences:

**Minimum Qualifications:**

- An advanced graduate or professional degree from an accredited college or university.
- Progressively responsible administrative experience that includes the advancement of diversity and inclusion initiatives and management of professional staff, budgets and other resources.
- Demonstrated record of success leading organizational initiatives, building programs and promoting diversity and inclusion.

**Preferred Qualifications:**

- Direct diversity and inclusion experience at an institution with an undergraduate and graduate student population.
- In-depth perspective on organizational change with experience leading large-scale change initiatives in a multiple-stakeholder environment.

- Understanding of the culture of higher education including shared governance, tenure and promotion, multiple and competing goals, the nature of campus politics and the unique needs of different constituencies.
- Evidence of the ability to collaborate and work across disciplines/units to produce results.
- Evidence of broad involvement with diversity and inclusion activities on campus with students, faculty, staff and/or leadership.
- Demonstrated involvement in campus life and activities with a proven record collaborating with student affairs.
- Record of community engagement with respect to social justice issues.

**Knowledge, Skills and Abilities:**

- Demonstrated cultural awareness and the agility and ability to build trust and credibility and navigate a complex and ever-changing higher education landscape.
- Ability to communicate diplomatically and align others to move toward a shared vision.
- Exceptional oral and written communication skills with experience in multiple communication modes, including social media, to articulate the importance of diversity, equity and inclusion to the broader educational mission in higher education.
- Strong skills in and working knowledge of advocacy, problem-solving, negotiation and mediation techniques.
- Demonstrated success as a collaborator and relationship builder, possessing strong interpersonal skills and the ability to build coalitions and collaborative working relationships with a broad range of diverse individuals and groups to achieve results.
- Ability to work effectively, whether independently or within a team.
- Proven analytical skills and ability to provide oversight for assessments related to campus climate, diversity and inclusion.
- Demonstrated experience in utilizing institutional data to benchmark and promote accountability that aligns with institutional mission and supports/creates institutional change.
- Highly self-motivated, exceptional time and project management skills demonstrating effectiveness and productivity.
- Ability to maintain confidentiality and exercise discretion.
- Ability to assess and negotiate complex, highly sensitive situations.
- Ability to recommend appropriate interventions, make referrals and provide information regarding campus policies and procedures.
- Working knowledge of budgeting procedures and practices.
- Experience with programming and marketing for large-scale events.
- Knowledge of laws, regulations and guidelines related to diversity, inclusion and nondiscrimination in higher education, including Title IX, Title VI, Title VII, Clery Act, ADEA, ADA, and Section 504.



# About the University of Colorado Colorado Springs

## Overview



Under the University of Colorado System, UCCS fuels success for almost 12,000 students offering a University of Colorado degree in a uniquely UCCS way. From its founding, UCCS has been driven to serve its students and their diverse needs while shaping itself into a transformational force for its surrounding community. Through growth, UCCS offers increasingly exceptional opportunities, both inside and outside of the classroom.

Founded in 1965, UCCS is one of four campuses in the University of Colorado system and the only

comprehensive public research university in southern Colorado. UCCS is designated as an eligible institution under Title III and Title V programs of the Higher Education Act and is an emerging Minority Serving Institution. UCCS is also situated among three Space Force bases, one Air Force base and one Army military installation within the El Paso County region. The university is No. 3 of the top 10 large public institutions designated as Military Friendly in 2021-2022 by Victory Media.

As a traditional teacher-scholar centered university, UCCS added research and knowledge production to its central mission in 2011 and has grown its research agenda ever since. In 2019, UCCS was categorized for the first time as an R2 “high research activity” university. UCCS also offers a broad range of degree programs in the liberal arts and sciences and professional programs in business, engineering, nursing and health sciences, education and public affairs, and has earned the reputation as a leader in developing an educated workforce for a community specializing in high-tech industries. The University has experienced a 5% growth in enrollment over the past five years. UCCS conferred 2,132 bachelor’s degrees, 569 master’s degrees and 39 doctorate degrees during the 2020-21 academic year.

UCCS’s innovative approach to educating a diverse student body is embedded throughout the 53 baccalaureate, 24 master’s-degree and eight doctoral-degree programs across a broad range of disciplines. UCCS faculty composition includes 288 tenured or tenure-track faculty and 209 non-tenure track instructors, with an additional 25 research faculty; 21 clinical faculty; and 304 lecturers, adjunct, adjunct, or visiting faculty during the 2020-21 academic year. In the fall of 2020, UCCS welcomed 11,747 students, 19% of whom were active-duty military personnel, veterans and military-affiliated family

members. Approximately 32% of currently enrolled students are first-generation college students and 35% identify as an ethnic minority. (<https://www.uccs.edu/viewbook>)

## University of Colorado System

The University of Colorado is a public research university system with four campuses: University of Colorado Boulder, University of Colorado Colorado Springs, University of Colorado Denver and University of Colorado Anschutz Medical Campus. It is led by a president and governed by a nine-member elected Board of Regents. With more than 67,000 degree-seeking students and an additional 8,000 taking courses for credit, nearly 6,500 students taking online courses exclusively, over 6,200 full-time instructional faculty and an additional 1,700 research faculty members, CU is the largest institution of higher education in Colorado and has an annual budget of \$4.8 billion. CU researchers attracted more than \$1.2 billion in sponsored research funding in fiscal year 2018-19. Academic prestige is evidenced by the University's five Nobel laureates, 10 MacArthur "genius" Fellows, 20 astronauts and 20 Rhodes Scholars. For more information about the CU system, visit [www.cu.edu](http://www.cu.edu).



## Core Values

As we at UCCS prepare for our future and implement our 2030 strategic plan, we are guided by our core values: student focus, integration, innovation, collaboration, inclusive diversity, dynamic responsible growth and integrity. These values inform every action we take, and we pursue each core strategy within the context of these values.

- We are STUDENT FOCUSED and never forget that students are our reason for being.
- We value INTEGRATION of teaching with research and creative work.
- We value INNOVATION and an entrepreneurial spirit.
- We value COLLABORATION and teamwork as absolutely necessary for success in today's world.
- We value INCLUSIVE DIVERSITY as a foundation for teaching and scholarship that prepares students, faculty, staff and community members for both local and global multicultural realities.
- We value DYNAMIC RESPONSIBLE GROWTH while continuing to be financially responsible, academically sound and environmentally sustainable.
- We value INTEGRITY and expect ethical behavior from each member of the campus community in all interactions.

## Safe Return: COVID-19

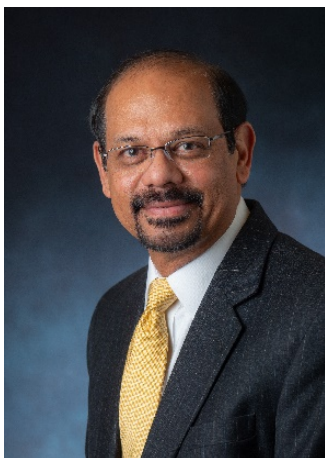
After data showed a downward trend in El Paso County case numbers and an increasingly vaccinated campus population, UCCS leadership announced in June 2021 a change to the latest COVID-19 protective measures, including relaxing the mask mandate for the vaccinated campus community for the summer and fall 2021 semesters.

As has been the case throughout the pandemic, UCCS continues to work with the Colorado Department of Public Health & Environment, whose data show a majority of the University's in-state student population (67% as of mid-June) has been either partially or fully vaccinated. Because of this, UCCS plans to relax several pandemic-era restrictions on campus.

UCCS maintains a resource hub at <https://returnto.uccs.edu/> for the most up-to-date information.

## Leadership

### Dr. Venkat Reddy, Chancellor, University of Colorado Colorado Springs



Dr. Venkat Reddy has been a member of the UCCS community for 30 years. He currently serves as chancellor and professor of finance at the University of Colorado Colorado Springs. Prior to being appointed to the chancellor position in May 2017, he served as the dean of the College of Business at UCCS and as the associate vice chancellor for online education and initiatives.

Dr. Reddy received his Ph.D. in Finance (1992) and MS in Agricultural Economics (1987) from Pennsylvania State University. At UCCS, his primary teaching and research were in the areas of Corporate Finance and Investments. He was recognized twice with the Outstanding Teacher Award in the College of Business. His research was primarily in the areas of Finance and Strategy.



During his time as dean of the College of Business, Reddy worked closely with faculty, staff, campus and system leaders in advancing innovative academic programs; renovation of Dwire Hall; building and strengthening alumni and community relations; launching the Daniels Fund Ethics Initiative; expanding career development and study-abroad opportunities; taking the College of Business twice through the maintenance of AACSB International accreditation, the Association to Advance Collegiate Schools of Business; ranking of several programs in *U.S. News and World Report*; and launching and promoting five fully online undergraduate degree programs on the campus.

In January of 2017, he was recognized as one of the 17 Leaders to Watch by the Colorado Springs Business Journal. Under his leadership, the College of Business engaged actively with the community through the Career Development Center, Alumni Office, Office of Professional and Executive programs, and the UCCS Economic Forum.

In his current role as chancellor, Reddy works closely with the vice chancellors, the President's Office, and campus and community leaders in continuing the positive trajectory of UCCS — supporting faculty and staff work and online and cybersecurity initiatives and ensuring robust progress of ongoing capital construction projects. Chancellor Reddy's strategic priorities for the University include a focus on academic excellence, including advancing innovative academic programs shaped to students' dynamic needs and strengthening a culture of diversity, equity, inclusion and compassion at UCCS.

### **Todd Saliman, Interim President, University of Colorado**

Todd Saliman was named president of the University of Colorado in June 2021. He will serve in the interim as the CU Board of Regents conducts a national search for a permanent president. Before serving as president, Saliman was CU's senior vice president for strategy, government relations and chief financial officer. He has 30 years of experience working in higher education and public policy in Colorado. He served in the Cabinet under two governors and is a former member of the Colorado General Assembly. While serving as interim president, he will continue some of his senior vice president duties.



From 2007-2010, Saliman was a member of Governor Bill Ritter's Cabinet and senior staff. As director of the Governor's Office of State Planning and Budgeting, he represented the governor as he worked with the legislature to develop and implement the state's budget and other legislative and strategic initiatives. His team worked with every state department to build the governor's budget request — submitted annually to the Colorado legislature — and recommended and implemented plans to keep the budget balanced throughout the fiscal



year. His office also prepared quarterly economic forecasts for the state. Saliman guided the state budget during the great recession, which began in 2008.

When Governor Hickenlooper was elected, Saliman continued on as a senior advisor during the Governor's first legislative session to provide guidance and support on state budget and policy issues.

Saliman served eight years in the Colorado legislature (1995–2002), four of which were spent serving on the Joint Budget Committee. He also owned and operated a lobbying firm that represented some of the most prominent organizations and governmental entities in the state, including the University of Colorado.

Saliman was born and raised in Colorado and is an alumnus of the University of Colorado Boulder.

### **University of Colorado Board of Regents**

The [Board of Regents](#) comprises nine members serving staggered six-year terms, one elected from each of Colorado's seven congressional districts and two from the state at large. The board is charged constitutionally with the general supervision of the University and the exclusive control and direction of all funds of and appropriations unless otherwise provided by law.

## **Procedure for Candidacy**

All applications, nominations and inquiries are invited. Applications should include, as two separate documents, a CV or resume and a letter of interest addressing the themes in this profile. Professional references are not requested at this time.

WittKieffer is assisting University of Colorado Colorado Springs in this search. For fullest consideration, candidate materials should be received by September 7, 2021.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

Charlene L. Aguilar, Ed.M. and Jen Meyers Pickard, Ph.D.

**[UCCS-VCDEI@wittkieffer.com](mailto:UCCS-VCDEI@wittkieffer.com)**

### **Compensation and Benefit Information**

Compensation range: \$153,722 - \$187,882

The University of Colorado is committed to providing employees with a strong and competitive benefits package that supports you, your health, and your family and offers a full benefits package. Information on university benefits programs, including eligibility, is available at [www.cu.edu/employee-services](http://www.cu.edu/employee-services).

*The University of Colorado does not discriminate on the basis of race, color, national origin, sex, age, pregnancy, disability, creed, religion, sexual orientation, gender identity, gender expression, veteran status, political affiliation, or political philosophy. All qualified individuals are encouraged to apply.*

## Appendix A: Organizational Chart



## Vice Chancellor for Diversity, Equity, and Inclusion

As of July 2021

