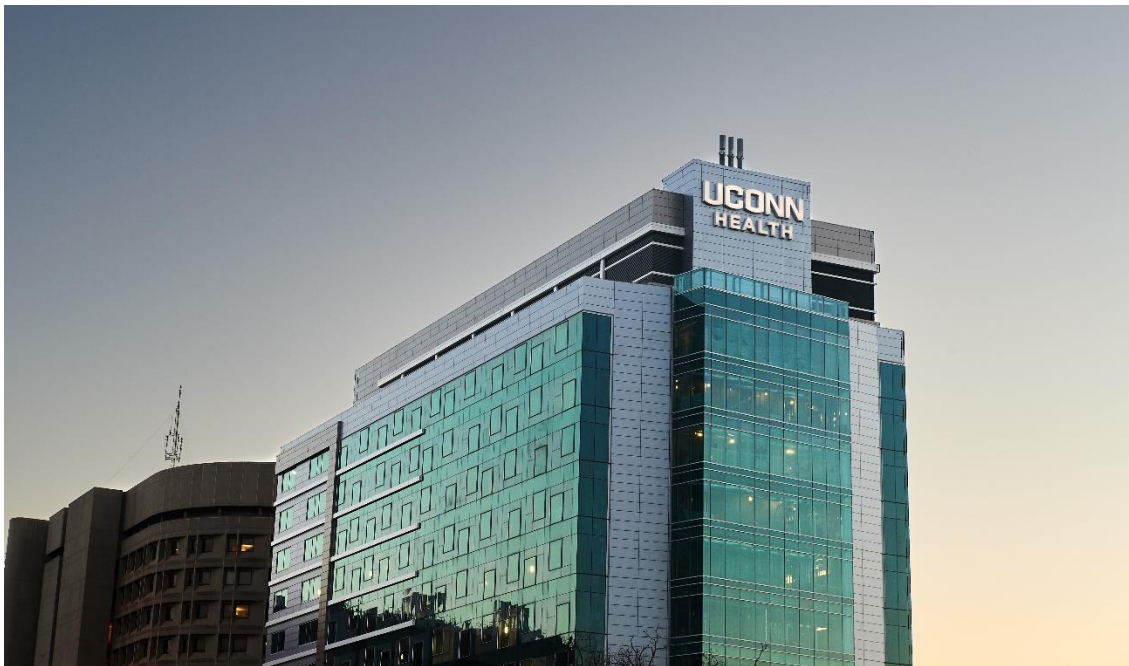




**Associate Vice President, Diversity, Equity and
Inclusion and Chief Diversity Officer at UConn Health**

Leadership Profile

Fall 2021



WittKieffer

Executive Summary

University of Connecticut (UConn) Health and the University of Connecticut are pleased to invite inquiries, nominations and applications for the inaugural role of associate vice president (AVP) for diversity, equity and inclusion/chief diversity officer (CDO) at UConn Health. This is an executive position that reports dually to the chief executive officer and executive vice president for health affairs at UConn Health and the vice president and chief diversity officer at the University of Connecticut. The AVP/CDO will be responsible for providing transformative leadership, vision and direction for critical diversity, equity and inclusion efforts in UConn Health's pursuit of inclusive excellence.

Founded in 1881, UConn is among the nation's top 25 public universities according to *US News & World Report*. UConn Health is a vibrant, integrated academic medical center that is entering an era of unprecedented growth in all three areas of its mission: academics, research and clinical care. With its main campus in Farmington, UConn Health is home to the UConn School of Medicine, UConn School of Dental Medicine, UConn John Dempsey Hospital, Outpatient Pavilion, Musculoskeletal Institute and Surgery Center, Procedures Center, nine off-campus sites and eight additional community locations across the state. UConn Health is also home to nearly 1,800 students and trainees, approximately 400 full-time faculty and a multitude of staff members of the Husky community. For more information, see the [UConn Health Fact sheet 2020](#).

The University of Connecticut strives to nurture a community that welcomes, encourages and supports individuals who desire to contribute to and benefit from the institution's missions of teaching, research, performance and community service. The University is committed to a diverse and inclusive environment where differences are welcomed and valued. The fabric of diversity, equity and inclusion at UConn must be woven within a climate in which diverse views are welcomed and respected and in which there is a commonality that comes from working together to effect constructive change.

UConn aims to become stronger and more inclusive as an institution that explicitly promotes respect and understanding; broadens participation among underrepresented groups; advances cultural competence; celebrates intellectual openness and multiculturalism; and welcomes varied perspectives, experiences, and backgrounds.

Additional information about the University of Connecticut may be found at www.uconn.edu. To submit a nomination or express personal interest in this position, please see the Procedure for Candidacy at the end of this document.

Role of the Associate Vice President Diversity, Equity and Inclusion / Chief Diversity Officer at UCONN Health

This is an executive position that reports dually to the chief executive officer and executive vice president for health affairs at UConn Health and the vice president and chief diversity officer at the University of Connecticut. The AVP/CDO will work closely with academic, research and clinical care leaders across the organization to identify and advance diversity, equity and inclusion strategic priorities for students, trainees, faculty, staff, patients, families and community members. This work will align with and further advance UConn Health's mission of helping people achieve and maintain healthy lives and restoring wellness/health to maximum attainable levels. The AVP/CDO will utilize proven methodologies; innovative programming; and a data-driven, analytics-based approach to drive a culture of transformation, assessment and accountability.

Additional Responsibilities

- Serve as advisor to the president and senior administration with authority and responsibility for the Storrs', regional campus's and UConn Health's EEO/AA compliance, providing leadership around equity compliance efforts across the institution.
- Serve as a member of UConn Health's leadership team.
- Advise and collaborate on UConn Health and UConn leadership around advancing diversity, equity and inclusion strategic priorities.
- Nurture an inclusive climate that respects, values, supports and advances the academic, research and clinical mission, as well as the social and personal development of all students, trainees, faculty, staff, patients, families and community members.
- Improve overall recruitment, retention, advancement and success of members of underrepresented groups.
- Enhance communication and engagement among stakeholders.
- Encourage collaboration across the organization.
- Identify exemplary practices and leverage collective resources.
- Actively solicit and manage new funding to support diversity and inclusion initiatives through grants, fundraising and other third-party funding sources.
- Understand the various laws, regulations and policies related to equity in teaching and learning, clinical care and the responsible conduct of research.



- Become familiar with and adhere to accreditation standards for multiple programs (UME, GME, hospital).

Opportunities and Expectations for Leadership

- Collaborate with stakeholders to define diversity, equity and inclusion within the context of UConn Health.
- Identify institutional diversity, equity and inclusion values and fold those principles into UConn Health's service philosophy.
- Articulate diversity, equity and inclusion strategic priorities and actions:
 - Develop performance metrics
 - Implement and monitor progress
 - Establish and enforce accountability
- Review and assess efficacy and impact of existing diversity and inclusion educational and training programs.
- Explore the development of additional relevant educational and training opportunities for students, trainees, faculty and staff.

Professional Qualifications

This is an opportunity for a recognized leader in the science and practice of diversity, equity and inclusion to join an organization and broader university community that has demonstrated its commitment to institutional values and community standards in various tangible ways. In July 2020, UConn named Dr. Frank Tuitt as vice president and chief diversity officer. Dr. Tuitt has over two decades of higher education administration experience and most recently served as chief diversity officer at the University of Denver. The UConn Health AVP/CDO will work closely with Dr. Tuitt as a thought partner, strategic leader and implementer across UConn Health - responsible for providing transformative leadership, vision and direction for critical diversity, equity and inclusion efforts in UConn Health's pursuit of inclusive excellence.



Required Qualifications

Candidates will have a demonstrated ability to work collaboratively and effectively in a shared governance environment and build productive relationships with a broad range of constituents.

Candidates should also have progressively responsible administrative experience that includes the advancement of diversity and inclusion initiatives; a background in strategic planning, budget development and staff supervision; a record of demonstrated integrity, professionalism and good judgment; commitment to transparent leadership, including commitment to staff professional development and wellness; and demonstrated evidence of leading diversity, equity and inclusion efforts in healthcare or higher education (examples include programming, presentations, publications, etc.).



A masters or higher advanced degree in the health professions or a related field, which includes a specialty in DEI, is required. A doctoral or other terminal degree in the health professions or a related field and experience working effectively in an academic medical center and a unionized environment are preferred.

Preferred Qualifications

- Seven or more years of management experience at the leadership level within an academic medical center or institution of higher education (ideally, previous experience in healthcare related to clinical care, public health practice, research, teaching and/or training).
- Individual record of significant contributions in the areas of biomedical research, clinical or public health practice, health disparities/health inequities research or related fields.
- Demonstrated knowledge of the challenges and opportunities for diversity, equity and inclusion innovations in classroom education and clinical training.
- Demonstrated experience working with historically marginalized populations in education and/or health care settings.
- Awareness of the historical origins and persistence of structural factors that disadvantage under-represented populations in health care and higher education.
- Documented history of successfully developing, implementing and advancing strategic diversity, equity and inclusion initiatives in a matrixed organization.

- Demonstrated commitment to and knowledge of the higher education landscape and its unique challenges.
- Experience developing, implementing and overseeing innovative diversity and inclusion training and education programs for a variety of constituencies.
- Effective project management, organization and analytical skills.
- Evidence of collaborative work with students, faculty, staff or other constituents at the university level and in other settings (e.g., peer institutions).
- Excellent interpersonal skills and demonstrated ability to foster collaboration.

Appointment Terms

This is a full-time, permanent position. The University of Connecticut offers a competitive salary, outstanding benefits and a highly desirable work environment.

For additional information regarding benefits visit: <https://hr.uconn.edu/employee-benefits-overview/>.



About University of Connecticut

Overview

The University of Connecticut (UConn) is among the top 25 public universities in the nation according to *US News & World Report* and is the state of Connecticut's flagship higher education institution and sole public research university. Founded in 1881, UConn has 14 schools and colleges

on multiple campuses. The University consists of its main campus in Storrs, four regional campuses located around the state, a Law School in Hartford and a hospital and Medical and Dental Schools at UConn Health in Farmington. UConn offers a broad range of academic choices, and students learn from outstanding faculty who are widely recognized for their cutting-edge research and expertise.

Investment from the State of Connecticut has been instrumental in the dramatic growth of the University. Over the last two decades, the University has renewed and enhanced its physical campuses through UConn 2000 and 21st Century UConn, a two-phase \$2.3 billion, 20-year state investment in the University's future. The landmark program has created more than 9.2 million square feet of new and renovated space for research, teaching, living and learning.

In 2014, the University and the State of Connecticut launched a groundbreaking effort that is already propelling UConn to the forefront of high-tech research and academics and that will significantly enhance the state's economic development efforts for decades to come. Next Generation Connecticut is a ten-year plan to greatly expand educational opportunities, research and innovation in the science, technology, engineering and math (STEM) disciplines at UConn, as well as in the humanities.



The [Next Generation Connecticut](#) investments represent one of the most ambitious programs launched at a public research

university in recent years. Signed into law in June of 2013, this program combines \$1.67 billion from the state in capital and operating investment with over \$380 million from UConn. The benefits have been felt throughout the state and region in the form of new jobs, research innovations and companies. The plan includes an increase in total student enrollment, creation of the nation's premier STEM honors program and the hiring of new faculty.

In addition, [Bioscience Connecticut](#) is an \$864 million state investment to revitalize the UConn Health campus, expand the University's medical and dental classes, build new business incubators and create centers of excellence with neighboring institutions. Expansion projects already under way or complete include building a new world-class patient tower and an outpatient ambulatory center, renovating existing facilities, updating infrastructure and modernizing research laboratories and classrooms. As a result of the state's investment in Bioscience Connecticut, the Jackson Laboratory for Genomic Medicine has opened a new facility on the UConn Health campus that will enable Connecticut to assume a position of global leadership in developing new medical treatments tailored to each patient's unique genetic makeup.

The overall operating budget of the University is approximately \$2.3 billion. The total economic impact of UConn is estimated at \$3.4 billion annually, although the full impact of these major initiatives is yet to be realized.

Academic Programs

UConn offers an excellent education to highly motivated and talented students. Its schools and colleges are increasingly home to prestigious, national academic programs and include the College of Agriculture, Health and Natural Resources; School of Business; School of Dental Medicine; School of Engineering; School of Fine Arts; Graduate School; School of Law; College of Liberal Arts and Sciences; School of Medicine; Neag School of Education; School of Nursing; School of Pharmacy; and School of Social Work. UConn offers seven undergraduate degrees in 113 majors and 17 graduate degrees for nearly 85 fields of study along with professional degree programs.

Faculty

UConn has over 1,500 full-time faculty at the Storrs and regional campuses (including Law and Social Work). Fifty-five percent of full-time faculty is tenured, 21% are tenure track and the remaining is non-tenure track faculty. UConn Health has approximately 490 full-time faculty members. Efforts continue to be made to ensure a diverse faculty. Of full-time faculty in fall 2016, women constituted 41%, and this may be compared to 26% in 1995. Minorities (including non-U.S. citizens) constituted 23% of full-time faculty as of fall 2016. This compares with 12.7% minority faculty in 1995.

Campuses



UConn expands beyond just the Storrs campus. With four regional campuses around the state, access to UConn is readily available throughout Connecticut. Small classes, access to talented faculty and exclusive internships and majors allow students unique opportunities while still providing the benefit of a UConn education.

Storrs

UConn's main campus in Storrs is located on the edge of the forests of Eastern Connecticut, just outside of Hartford. The bucolic setting

provides a peaceful backdrop to a vibrant community of over 26,000 undergraduate and graduate students who pursue their studies across ten of UConn's schools and colleges.

In Storrs, 68% of undergraduate students reside on campus in University housing with the balance living in nearby private developments. The area includes a new Storrs downtown development that has brought numerous restaurants, bookstores and other services, providing additional social outlets for students, faculty and staff.

Storrs is just over an hour drive from downtown Boston and 2-1/2 hours from New York City. UConn students on all campuses have access to a U-Pass CT, providing free access to mass transit across the state and making travel between campuses easy and affordable. It also provides access to train lines which connect to New York City, Philadelphia, Washington D.C. and beyond.

Avery Point

UConn's Avery Point campus in Groton is a center of excellence for marine and maritime studies. Overlooking Long Island Sound, the Avery Point campus is home to the Connecticut Sea Grant College Program; Project Oceanology, the National Undersea Research Center; and the Long Island Sound Resource Center.

In addition to offering a range of introductory and advanced courses, Avery Point provides four-year degrees in American studies, English, General Studies, Marine Sciences, and Maritime Studies.

For graduates, UConn Avery Point offers a master's degree and a doctorate of Oceanography, a master of Engineering, the Certificate Entry into Nursing (CEIN/BS) Program, a master's degree in Education and Connecticut Teacher Certification through the Teacher Certification Program for College Graduates.

Hartford

With the move from West Hartford to downtown Hartford in 2017, the faculty and staff at UConn Hartford have built upon the campus's historical strengths while leveraging exciting new possibilities the new location in the state capital affords. UConn Hartford connects its diverse student body to teaching, research and service in and about the global city. With a vision of academic excellence focused on community-based, collaborative learning, UConn Hartford plays a critical role in advancing the University's commitment to innovation, leadership, global engagement and cultural and intellectual diversity.

UConn Hartford offers undergraduate classes in 36 departments and masters, doctoral and certificate programs in five disciplines. Students can complete majors in English; Human Development and Family Sciences; Business Administration; Business Data Analytics; Psychological Sciences; Urban and Community Studies; and new majors in Digital Marketing & Analytics, Financial Management and Social Work. The student U-Pass CT provides free, direct CT Transit bus service between Hartford and Storrs, which has new bi-campus curricular, teaching, and research opportunities.

Stamford

At UConn Stamford, students get all the benefits of a prestigious public research university in a small college setting. Students can easily visit New York City, which is just a quick train ride away — they can take the free campus shuttle to and from the train station. Proximity to New York City offers tremendous access to 750+ internships, field placements and employment with Fortune 500 companies, investment and banking institutions, and community-based organizations as well as all of the cultural and entertainment opportunities that the City That Never Sleeps has to offer. Stamford is UConn's only regional campus with dedicated student residences.

UConn Stamford offers four-year degrees in American Studies, Business Administration, Business Data Analytics, Digital Media and Design, Economics, English, General Studies, Human Development and Family Studies, Psychology and Urban and Community Studies.

Waterbury

For over 60 years, UConn's Waterbury campus has opened doors to educational access and excellence to thousands of Connecticut residents, many of whom have distinguished themselves in community service, business, education, law and politics.

UConn Waterbury offers undergraduate degrees in American Studies, Business Administration, Business Data Analytics, English, General Studies, Human Development and Family Studies, Psychology and Urban and Community Studies in partnership with UConn's Hartford campus.

For more information see the [UConn Fact Sheet 2021](#).



Diversity and Inclusion at UConn

The University of Connecticut strives to be a community that welcomes, encourages and supports individuals who desire to contribute to and benefit from the institution's missions of teaching, research, performance and community service. The University is committed to a diverse and inclusive environment where differences are welcomed and valued. As our communities and workplaces become increasingly diverse, understanding the perspectives of individuals from a variety of backgrounds and experiences is an important requirement for working together in order to take full advantage of an inclusive community.

Diversity encompasses the presence and participation of people who differ by age, color, ethnicity, gender, national origin, race, religion or sexual orientation, including those with disabilities and

from various socioeconomic backgrounds. It encompasses not only individuals and groups, but also thoughts and attitudes. The fabric of diversity at University of Connecticut must be woven within a climate in which diverse views are welcomed and respected and in which there is a commonality



that comes from working together to effect constructive change. Diversity can only be sustained and supported as an integral part of institutional excellence when it is actively promoted by the entire university community as part of a larger goal of equity, shared power and responsibility.

UConn aims to become stronger and more inclusive as an institution that explicitly promotes respect and understanding; broadens participation among under-represented groups; advances cultural competence; celebrates intellectual openness and multiculturalism; and welcomes varied perspectives, experiences, and backgrounds. These values must infuse all of our programs, operations and activities in instruction, research and outreach. UConn understands that these diverse lenses enhance the mission as a public university to provide higher education with a commitment to excellence, ethical action and inclusiveness to Connecticut's citizens and beyond.

In order to develop an inclusive community for instruction, research and outreach, the University of Connecticut embraces diversity and cultivates leadership, integrity and engaged citizenship among students, faculty and staff. This collegiate and vibrant environment promotes and nurtures perspectives that are enabled through differences in culture, experience and values. To achieve this goal, UConn emphasizes diversity in the recruitment, retention and advancement of students, faculty and staff.

UConn and its Office for Diversity and Inclusion are committed to upholding Dr. Martin Luther King Jr.'s legacy by working in solidarity as a community to uplift Black and other minoritized people and communities. Dr. King acted against racial injustice with love for Black people and with conviction for what was possible for everyone when Black Lives Matter. MLK's legacy is one of action and community. His legacy requires us to acknowledge the pain and to take collective action to address systemic injustices.

To learn more about the Office for Diversity and Inclusion visit <https://diversity.uconn.edu>.

About UConn Health

UConn Health is a vibrant, integrated academic medical center that is entering an era of unprecedented growth in all three areas of its mission: academics, research and clinical care. A commitment to human health and well-being has been of utmost importance to UConn Health since



the founding of the University of Connecticut Schools of Medicine and Dental Medicine in 1961. The Graduate School and Office of Postdoctoral Affairs are also situated in UConn Health.

Based on a strong foundation of groundbreaking research, first-rate education and quality clinical care, the institution has expanded its medical missions over the decades. In just over 50 years, UConn Health has evolved to encompass more research endeavors, to provide more ways to access superior care and to innovate

both practical medicine and methods of educating the practitioners of tomorrow. UConn's School of Dental Medicine is among the top in nation and is the only dental school in the state of Connecticut. Eighty percent of UConn's School of Medicine and 61% of UConn's School of Dental Medicine first-year students are Connecticut residents, and more than 50% of all practicing dentists in Connecticut have connections to UConn Dental as students, residents and/or educators.

Mission

UConn Health is dedicated to helping people achieve and maintain healthy lives and restoring wellness/health to maximum attainable levels.

In this quest, UConn Health will continuously enable students, professionals and agencies in promoting the health of Connecticut's citizens. We will consistently pursue excellence and innovation in the education of health professionals; the discovery, dissemination and utilization of new knowledge; the provision of patient care; and the promotion of wellness.

Vision

UConn Health will be nationally recognized for improving the health of the citizens of Connecticut through innovative integration of research, education and clinical care. To achieve this, UConn Health will:

- Be admired nationally for the quality of health professionals we train.
- Be viewed as a model for the integration of the latest knowledge into the provision of health care and disease prevention and for transferring what is learned into the community.
- Establish research as relevant, contributory and transforming.
- Ensure that our signature programs' national reputation is based on translational clinical research, so that patients from a broad geographic area will seek out UConn Health for prevention, diagnosis and treatment.
- Have a strong reputation in the region for utilizing the most effective care practices as well as maintaining the highest levels of patient safety and satisfaction, leading patients to consistently choose UConn Health medical and dental clinical services over other providers.

- Attract the best students to our schools and the most skilled faculty and staff to our organization.
- Be an indispensable partner to the state of Connecticut in health care policy development.
- Make significant contributions to the improvement of the health of Connecticut citizens, particularly in underserved communities.
- Be financially strong.

University of Connecticut Values

Excellence We recognize and support greatness in our caregivers, educators and students for the benefit of our patients.

Teamwork We realize the maximal potential of our students, faculty and staff.

Leadership We promote professionalism, compassion, diversity and social responsibility in all areas.

Innovation We are dedicated to the discovery and communication of breakthrough ideas in education, health care delivery and health promotion.

The Academic Advantage

Collaboration Because UConn Health is home to the [UConn School of Medicine](#) and [UConn School of Dental Medicine](#), patients receive the advantages of the latest innovations and research in health care. UConn physicians and caregivers are leaders in their fields, including emerging areas of personalized medicine, and many have received national and international acclaim.

Research Since UConn Health's inception, faculty have been committed to high-quality research programs as part of the institution's fabric. The future of medicine starts here.

Through [Bioscience Connecticut](#), the original research building on the UConn Health campus will be renovated to include space for start-up bioscience businesses. In addition, Bioscience Connecticut is bringing about a new collaboration between the state, UConn, UConn Health, Yale University and the prestigious Jackson Laboratory. The project enables Connecticut to assume a position of global leadership in genomics and personalized medicine by developing new medical treatments tailored to each patient's unique genetic makeup.

Convenient Community Locations You can get primary, specialty and dental care from UConn Health at our main campus in Farmington or at one of the satellite locations in communities across the state.

For more information visit <https://health.uconn.edu>.



Diversity and Inclusion at UConn Health

Since its founding in 1961, UConn Health has been committed to human health and well-being, and in just over 50 years, has established a strong foundation of innovative education, high quality and accessible clinical care and groundbreaking research.

Currently, various diversity and inclusion efforts are being undertaken across UConn Health and several key examples are listed below:

UConn Health

[Diversity Statement, Department of Pharmacy, John Dempsey Hospital](#)

[Health Careers Opportunities Program](#)

[Health Disparities Institute](#)

[Office of Postdoctoral Affairs](#)

[The Graduate School](#)

School of Dental Medicine

[Hispanic Dental Association, UConn Chapter](#)

[Student National Dental Association, UConn Chapter](#)

***School of Medicine***

[Diversity and Inclusion Committee, Emergency Medicine Residency Program](#)

[Diversity and Inclusion Committee, Pediatric Residency Program](#)

[Equity, Diversity and Inclusion Statement, Department of Neurology](#)

[Group on Women in Medicine and Science](#)

[Latino Medical Student Association, UConn Chapter](#)

[Office of Multicultural and Community Affairs](#)

[Student National Medical Association, UConn Chapter](#)

Graduate Medical Education

[Commitment to Diversity, Equity and Inclusion](#)

[Diversity Oversight Committee](#)

UConn

[Office for Diversity and Inclusion](#)

[Office of Institutional Equity](#)

Procedure for Candidacy

Applications, nominations and inquiries will be accepted until the position is filled. Applications should include, as two separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

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

Nominations and inquiries can be directed to:

Charlene L. Aguilar Ed.M. and Natalie Song
UConn-AVPDEI-CDO@wittkieffer.com

The University of Connecticut is committed to building and supporting a multicultural and diverse community of students, faculty and staff. The diversity of students, faculty and staff continues to increase, as does the number of honors students, valedictorians and salutatorians who consistently make UConn their top choice. More than 100 research centers and institutes serve the University's teaching, research, diversity, and outreach missions, leading to UConn's ranking as one of the nation's top research universities. UConn's faculty and staff are the critical link to fostering and expanding our vibrant, multicultural and diverse University community. As an Affirmative Action/Equal Employment Opportunity employer, UConn encourages applications from women, veterans, people with disabilities and members of traditionally underrepresented populations.