Position Specification

University of Texas at Austin

Vice President for Diversity and Community Engagement

Private and Confidential
Our Client

The University of Texas at Austin (UT Austin) is internationally recognized as a leader in higher education and research, with a depth and range of resources unmatched by most public universities. UT Austin is the fifth largest university in the United States, with approximately 40,000 undergraduate students and more than 11,000 graduate and professional students from across the nation and more than 115 countries. Founded in 1883, and a member of the prestigious Association of American Universities (AAU) since 1929, UT Austin offers more than 170 undergraduate fields of study and 237 graduate programs (including doctoral programs), supported by more than 3,000 faculty and 12,000 staff members. At UT Austin, *What Starts Here Changes the World* is a powerful guiding principle that encourages faculty and students alike to advance the frontiers of knowledge and achievement.

UT Austin blends teaching and research excellence with a highly rewarding collegiate experience. In 2016, *U.S. News & World Report* ranked UT Austin 16th among public universities in the United States, and 30th among global peers. Also in 2016, with regard to affordability, *Kiplinger* ranked UT Austin 13th among Best-Value Public Colleges, and *Forbes* ranked the University 17th on its *Top 50 Best Value Colleges* list. Many of its schools and departments regularly rank among the top programs in their fields nationwide.

UT Austin’s diverse learning community offers a unique blend of world talent and Texas traditions, making it a highly sought-after institution of higher education by students, faculty and researchers. As an enduring symbol of the spirit of Texas — big, ambitious and bold — UT Austin is a driver of economic and social progress in Texas, and serves our nation as a leading center of knowledge, creativity, innovation and entrepreneurship.

The University is home to internationally distinguished faculty, including winners of the Nobel Prize, Pulitzer Prize, National Medal of Science, Wolf Prize and countless other awards. Numerous faculty are also members of prestigious academic and scientific academies and UT Austin has produced 112 Fulbright Scholars, 31 Rhodes Scholars and 23 Marshall Scholars. UT Austin is also a national leader in the number of undergraduate degrees awarded to underrepresented minority students.

With high-level research conducted in world-class facilities, UT Austin’s faculty and research staff generated approximately $615 million in federal and corporate funding last year. Further, the recent founding and construction of the Dell Medical School at UT Austin – the first medical school to be built at an AAU member institution in the last half-century – was completed in 2016 and has the potential to position the University as the top public research institution in the nation.

UT Austin’s main campus is composed of 18 colleges and schools, encompassing most academic disciplines in the humanities, social sciences, sciences and engineering, performing and creative arts, professional schools, and many other fields. The environment of learning and discovery at UT Austin is enriched by its innovative library system, which is one of the nation’s largest academic libraries and one of the top research libraries. The University is also home to numerous cultural treasures and collections found in its seven internationally recognized museums. These include the Lyndon B. Johnson Presidential Library and Museum, the first presidential library to be located on a college campus; the Blanton Museum of Art, the second-largest art museum on any American campus; and the Harry Ransom Center, an internationally renowned humanities research library and museum, with extensive collections in literature, photography, film, art and the performing arts.
The University’s reach extends far beyond the borders of the main campus with research units across Texas, including the J.J. Pickle Research Campus in north Austin, the Marine Science Institute at Port Aransas, and the McDonald Observatory in the Davis Mountains of West Texas, as well as academic collaborations around the world.

UT Austin is supported financially by four pillars: state funding, tuition, research grants and philanthropy. Approximately 12% of UT Austin’s funding comes from state general revenue, 11% from state available university fund (income from state permanent university fund endowment), with another 21% of its operating budget coming from tuition. Beyond the approximately $615 million in federal and corporate funding mentioned above, the campus continues to develop new revenue opportunities, with an impressive increase in technology commercialization from research. Over the past 10 years, UT Austin has received $140 million in revenue from the licensing of University technology. Generous philanthropic support for UT Austin is best illustrated by the Campaign for Texas, the state’s most successful fundraising effort to date. The eight-year campaign, which concluded in August 2014, raised $3.1 billion, with gifts coming from all 50 states and 97 countries. Since that time, large gifts have continued to increase UT Austin’s funding from philanthropic sources and its ability to make innovative changes in research infrastructure and educational resources.

UT Austin is located in a city renowned for its culture of innovation, entrepreneurial spirit, technology-driven economy and vibrant entertainment and food scene. The city has emerged as one of the best places to live in America, and one of the fastest growing cities with an area population of over 1 million. The city has a diversity of neighborhoods; a climate well suited for outdoor recreation nearly year-round; professional and amateur sports venues and events, including a new Formula 1 racetrack; more fine restaurants per capita than any other American city; a lush environment made accessible with parks, lakes, greenbelts and hike-and-bike trails; a creative culture that supports the arts, music and theatre; and year-round festivals and celebrations for Austinites of all ages. Major employers include Apple, Dell Technologies, IBM Corp., Samsung Austin Semiconductor, Amazon, National Instruments, NXP Semiconductors and Accenture.

The Division of Diversity and Community Engagement

Established in 2007, the Division of Diversity and Community Engagement (DDCE) is a national model for integrating diversity and community engagement into the core mission of a university. It works with a broad range of student, faculty, staff, and community constituents to help UT Austin connect its intellectual resources to communities across Texas and offer education to those who may face the greatest challenges in accessing it. The Division focuses on four core pillars: campus culture, community engagement, education pipeline, and research.

Campus Culture

The DDCE cultivates an inclusive campus culture that actively and intentionally engages diverse people, ideas, and perspectives to create a vibrant learning and working environment. The DDCE accomplishes this by sustaining and advancing efforts to develop a pervasive culture of inclusion in all facets of life at UT Austin. By breaking down barriers, the DDCE transforms campus culture to one in which all individuals draw strength from the University’s collective diversity. This transformation fosters success and a greater sense of belonging and respect. Key components of the DDCE’s work in this area are the Campus Climate Response Team, Diversity Education Initiatives, the Gender and Sexuality Center, the Multicultural Engagement Center, Services for Students with Disabilities, Student Organization Co-Sponsorship Program and University Resource Groups.
Community Engagement

UT Austin fulfills its core mission by serving the people of Texas as a catalyst for positive change. The DDCE works to accomplish this goal by leveraging the University’s intellectual resources to cultivate mutually beneficial partnerships that address significant issues in Texas communities. The DDCE reaches beyond the campus walls and contributes to a synergy among community engagement initiatives that extend from the academic colleges, schools, and administrative units to community members and organizations. The resulting collaborative partnerships lead to dynamic community-university initiatives that promote equity and access. These partnerships and services include the Austin Community Advisory Council, the Community Engagement Center, The Hogg Foundation for Mental Health, The Longhorn Center for Community Engagement, the Texas Grant Resource Center, Social Justice Institute, University Interscholastic League, and the UT Volunteers database.

Education Pipeline

The growing number of children from underrepresented groups who are entering the Texas educational pipeline deserve both the opportunity to enroll in college and the chance to thrive there. To this end, the DDCE is committed to increasing the success of students from Pre-K through 12th grade. The DDCE’s pre-college initiatives reach communities statewide to foster a culture of academic success for students from first generation or low income families or who attend high schools that are underrepresented in higher education. Some initiatives offer incentives and support for academic success, while others provide dual high school and college credit, tutoring, mentoring, and interactive conversations with families about what it takes for students to be ready for college. These initiatives include AdviseTX, CalcBridge, ChemBridge, the Longhorn Center for Student Partnerships, Project MALES, Students Partnering for Undergraduate Rhetoric Success, the UT Elementary School, the UT-University Charter School District, and UT Outreach Centers.

Research

Expanding knowledge and inspiring discovery are at the heart of The University of Texas at Austin, which leads the nation in producing intrepid researchers and innovative scholars whose impact resonates through Texas and beyond. The DDCE advances the University’s excellence in research by collecting and disseminating vast knowledge about the value of academic and campus diversity and community engagement. The DDCE also supports engaged scholarship with community roots, encourages research in campus and community learning and working environments, and implements best practices toward achieving academic and campus diversity. By sharing its knowledge—whether by publishing in journals and books, engaging in policy discussions, or presenting findings to local groups or audiences far and wide—the DDCE provides solutions to critical issues in higher education and exerts a positive impact on students, faculty, staff, policymakers, and communities everywhere.

Across each of these four pillars, the DDCE is guided by seven key values:

- **Diversity**: Demonstrating respect for all individuals and valuing each perspective and experience.
- **Community Engagement**: Learning and working collaboratively with community members and organizations to achieve positive change.
- **Inclusion**: Breaking down barriers to meaningful participation and fostering a sense of belonging.
- **Integrity**: Setting high standards of professional ethics and being consistent in principles, expectations, and actions.
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- **Leadership**: Guiding and inspiring people and organizations toward excellence.
- **Partnerships**: Cultivating mutually beneficial internal and external relationships built upon trust, cooperation, and shared responsibility.
- **Social Justice**: Challenging injustice and working toward an equitable society in which all enjoy equal rights and opportunities.

UT Austin embraces and encourages diversity in many forms, striving to create an inclusive community that fosters an open and supportive learning, teaching, and working environment. UT’s strength as a university draws from its wide range of perspectives and experiences, sharing a commitment to free speech and expression, coupled with equal treatment of all members of our campus community. The University Diversity and Inclusion Action Plan (UDIAP) reflects upon how the University can provide the best education possible for students from all backgrounds and serves as a blueprint for optimal future diversity and inclusion efforts.

To review the University Diversity and Inclusion Action Plan, please visit: [http://diversity.utexas.edu/diversity-and-inclusion-action-plan/](http://diversity.utexas.edu/diversity-and-inclusion-action-plan/)

The Role

Reporting directly to President Gregory L. Fenves, the Vice President of Diversity and Community Engagement will be responsible for leading all aspects of the Division of Diversity and Community Engagement. In this capacity, the Vice President will be a catalyst for ongoing institutional and cultural change to create an even more inclusive community and to continue building greater diversity among UT’s students, faculty, and staff. UT is a leader among its peers as a place where differing histories, experiences, and identities are understood and celebrated, where the ties that bind everyone together as a community are strong, and where the discourse about the tough questions and issues of inclusion and diversity are engaged in a thoughtful, respectful, and authentic manner. Building upon these strengths, UT seeks a Vice President who will have meaningful impact in shaping the diversity and inclusion strategies of the University moving forward.

Specific responsibilities include:

- Serve as a member of the Vice President’s Council.
- Develop and implement the DDCE’s strategic plan.
- Spearhead UT’s diversity and community engagement initiatives, and provide executive leadership for the University Diversity and Inclusion Action Plan (UDIAP).
- Lead and manage a unit of 400 FTEs, with a senior staff of 11 FTEs, and manage a complex budget.
- Chair the ad hoc committee on Campus Contextualization, and partner with members of the VP Council on high-level campus-wide programs, initiatives, and directives.
- Manage the DDCE Community Advisory Board and the DDCE Advisory Council.
- Collaborate with the Office of Enrollment Management around recruitment.
- Work closely with the Office of Student Success around issues of academic support and retention.
- Partner with the Executive Vice President and Provost, and Vice President for Student Affairs around campus climate issues.
- Partner with the Texas Exes around innovative engagement programs for alumni.
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- Collaborate with the department of Intercollegiate Athletics around student-athlete issues.
- Work in coordination with the Faculty Council around issues of campus climate and inclusive-classroom training; manage the DDCE Faculty Fellows Program; and mentor junior faculty.
- Provide professional development opportunities for staff across campus.
- Manage the following centers: The Longhorn Center for Academic Excellence; the Longhorn Center for School Partnerships; the Longhorn Center for Community Engagement; the Multicultural Engagement Center; and the Gender and Sexuality Center.
- Work closely with university affinity groups: the Hispanic Faculty and Staff Association; the Black Faculty and Staff Association; the Asian American Faculty and Staff Association; the Pride and Equity Faculty Staff Association; the President’s Ad hoc Committee on LGBTQ Issues; and the Faculty Gender Equity Council.
- Provide strategic oversight for the DDCE’s auxiliary units and offices: The UT Charter School System; the University Interscholastic League; Campus Climate Response Team; the Hogg Foundation for Mental Health; Services for Students with Disabilities; the Office for Inclusion and Equity; and the Youth Protection Program.
- Collaborate with 400+ community partners in the Austin metropolitan area; design effective community engagement initiatives around the issues of health care, criminal justice, affordable housing, and educational equity with local non-profits.
- Engage deeply with undergraduate students to ensure they all have a positive experience; meet proactively with student groups around issues of campus diversity to insure a healthy campus climate.
- Engage with the leadership of Student Government, especially around issues of campus climate, diversity, and inclusion.
- Host university-wide forums and town hall meetings around sensitive topics.
- Work in close collaboration with the following academic units: Department of Mexican American and Latina/o Studies and the Center for Mexican American Studies; the Center for Asian American Studies; African and African Diaspora Studies and the John L. Warfield Center for African and African American Studies; and the Center for Women’s and Gender Studies.
- Manage relationships with high-level alumni, donors, elected officials, and community leaders.
- Spearhead the DDCE’s development efforts.
- Manage and direct the DDCE’s study abroad programs.
- Work closely with University Communications around issues of campus and university-wide correspondence and developing press releases and official statements.
- Visit high schools across the state to increase the number of low-income and first-generation students attending college.
- Provide strategic support to the DDCE’s two national conferences: The Black Student-Athlete Summit and the Texas Male Leadership Summit; and provide leadership for the Heman Sweatt Symposium on Civil Rights.
- Work closely with the Vice Provost for Diversity and Council on Racial and Ethnic Equity and Diversity on issues around diversity faculty recruitment and retention, and workshops for faculty around diversity.
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Candidate Profile

The Vice President of Diversity and Community Engagement must be someone who is not only passionate and forward-looking about diversity and inclusion, but also able to galvanize others into action around building more diverse and inclusive communities. This person will have a track record of institutional change, demonstrating skills in developing vision and strategies that inspire others, and applying effective techniques to achieve meaningful impact. The successful candidate will possess the clear ability to be forward thinking, be tenacious and persistent in working toward shared goals, and continually see around the corners to anticipate opportunities. This individual should have a history of driving innovation, finding new solutions that lead to tangible results, and have demonstrated great agility in responding to both opportunities and challenges along the way. This person will be comfortable with the many dimensions of identity, with a fundamental inclination to listen with compassion to all perspectives and experiences.

The ideal candidate will have a wealth of experience and track record of impact in advancing both diversity and inclusion in complex communities and/or organizations. This individual should have demonstrated success in facilitating effective partnerships with and between constituencies. This individual must be a convener and community builder, with the ability to achieve results through influence, intellect, and dynamism of personality. This person will have exceptional communication skills, both verbally and in writing. The successful candidate will be known for partnering well in complex environments, and should understand that an essential component of this leadership role includes productive collaboration with the state legislature, community-based organizations, and other external entities.

The Vice President will have demonstrated an ability to utilize data and analytics as important tools in measuring success. This individual must be able to approach challenges with systems-level thinking to work toward institutional change rather than individual remedies. This individual must bring a strong understanding of budget issues and be able to think creatively about resource allocation. The successful candidate must be a truly flexible leader who can serve in many different capacities as part of a diverse team.

In terms of the experience and personal competencies required for the position, we would highlight the following:

Setting Strategy

- An entrepreneurial and forward-looking approach to developing new, innovative ideas that will stretch the University in advancing inclusion, diversity, and community engagement.
- The ability to seek and analyze data from a variety of sources to inform and support decisions and to align others with the organization's overall strategy.
- The ability to effectively balance the desire/need for broad change with an understanding of how much change the organization is capable of handling to create realistic goals and implementation plans that are achievable and successful.
- The ability to set forward strategic plans for resource allocation.
- Forward thinking and courageous in strategic vision—willing to experiment and be, exceptionally agile.
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Executing for Results

- The ability to set clear and challenging goals while committing the organization to improved performance; tenacious and accountable in driving results.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- An inquisitive thinker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions.
- A leader who is viewed by others as having a high degree of integrity and forethought in approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the organization.

Relationships and Influence

- Excellent verbal, presentation, and written communication skills—confident in speaking to large groups of people, personable in small group settings, and a skilled facilitator.
- Well-honed influencing skills that will enable this individual to persuade minds, engage in difficult and deeply personal dialogue with empathy, and handle conflict with grace and humility.
- Confident and comfortable working in a collaborative environment.
- Highly relational and empathetic—naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- An ability to inspire trust and followership.
- The ability to persevere in the face of challenges, and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from followers.

Personal Characteristics

- Deep personal commitment to the value of diversity and inclusion.
- Demonstrated ability as an empathizer and connector—can put themselves in someone else’s shoes and bridge gaps between those with differing experiences. Empowers others to bridge these gaps as well.
- Creative thinker—does not come with a set playbook on how things are done; sees opportunity in unconventional approaches.
- Comfortable in a variety of circumstances—does not shy away from difficult topics or conversations.
- Tenacious—does not give up in the face of challenging circumstances and builds a plan to move forward.
- Understands and respects their own strengths and limitations. Displays a strong moral compass.
- Holds terminal degree with faculty/teaching experience.
Contact

Russell Reynolds Associates has been exclusively retained for this search and prospective candidates are invited to contact Russell Reynolds Associates directly. All inquiries and discussions will be considered strictly confidential. Please reach out to DDCE@russellreynolds.com to apply.