



Search for the Vice Provost for Inclusive Excellence
Arizona State University
Tempe, Arizona

THE SEARCH

Arizona State University (ASU) seeks a visionary and dynamic leader to serve as Vice Provost for Inclusive Excellence (VPIE). This role will provide leadership to advance the University's charter of inclusivity across the academic enterprise at ASU, one of the nation's largest research and public service universities. Organized as one university on many campuses, ASU's sixteen interdisciplinary colleges serve more than 173,000 students each year, both on campus and online, with four metropolitan Phoenix campuses (Downtown Phoenix, Tempe, Polytechnic, and West Valley campuses) located in the Salt River Valley on ancestral territories of Indigenous peoples, including the Akimel O'odham (Pima) and Pee Posh (Maricopa) Indian Communities.

ASU is built on the conviction that inclusion is inextricably linked with excellence, and the University's Charter, adopted in 2014, reflects that vision: "ASU is a comprehensive public research university, measured not by whom it excludes, but by whom it includes and how they succeed; advancing research and discovery of public value; and assuming fundamental responsibility for the economic, social, cultural, and overall health of the communities it serves."

The VPIE will be charged with building upon and championing the University charter, mission, and goals to achieve measurable outcomes and social transformation, while also serving as a thought leader and trusted advisor on matters of diversity, equity, inclusion, and belonging (DEIB). The VPIE will operate in partnership with leaders across the University to design and disseminate innovative, scalable, and effective practices that ensure that all students and learners have broad access to the opportunities, assets, and benefits of ASU and that all members of the campus community feel a sense of belonging and that they are contributors to the university's advancement and future, regardless of race, gender, ethnicity, religion, national origin, age, sexual orientation, disability, or education.

Reporting to the Executive Vice President and University Provost and serving in close collaboration with other senior academic and administrative leaders, the VPIE will lead the implementation and continued evolution of several existing initiatives supported by the Office of Inclusive Excellence (OIE) while designing and implementing new initiatives intended to create inclusive environments and equitable

outcomes for all campus constituents in the ASU academic enterprise. The VPIE will spearhead the deployment of action-oriented policies and best practices that allow progress and improve the experience for students, faculty, and staff at Arizona State University by establishing a culture that appreciates and respects the benefits that diversity of thought, experience and background bring to the University. Additionally, the VPIE will lead the development of a guiding framework and strategic plan to support activities, policies, and practices to dismantle institutional barriers that systematically thwart inclusion and equity for those historically excluded in higher education. As a key leader on campus, the VPIE will:

- Coordinate and implement a strategic framework and plan for inclusive excellence across the academic enterprise;
- Serve as a trusted advisor and visionary thought leader on matters of DEIB;
- Promote a culture of shared responsibility, transparency, and collaboration to coordinate efforts and initiatives; and
- Advance priorities in alignment with ASU's charter, mission, and goals.

A list of the desired qualifications and characteristics of the VPIE can be found at the conclusion of this document. This document provides background information and details the key opportunities and challenges related to the position. All applications will be considered confidential through the on-campus interview stage. Applications, inquiries, and nominations should be directed to the parties listed below.

ABOUT ARIZONA STATE UNIVERSITY

Arizona State University is a preeminent public university ranked #1 for innovation by *U.S. News and World Report* eight years in a row and is leading a bold reinvention of higher education as the New American University fueled by an unprecedented combination of academic excellence, entrepreneurial energy, and broad access. ASU's research is inspired by real-world applications and grand challenge solutions blurring the boundaries that traditionally separate academic disciplines. The evolution of Arizona State University from a Territorial Normal College founded in 1886 to its status as a Carnegie 1 research university, currently ranked 6th among 750 institutions without a medical center according to the National Science Foundation Higher Education Research and Development, has been guided over the past two decades by nine design aspirations.

- Leverage Our Place: ASU Embraces its culture, socioeconomic and physical setting.
- Enable Student Success: ASU is committed to the success of each unique student.
- Transform Society: ASU catalyzes social change by being connected to social needs.
- Fuse Intellectual Disciplines: ASU creates knowledge by transcending academic disciplines.
- Value Entrepreneurship: ASU uses its knowledge and encourages innovation.
- Be Socially Embedded: ASU connects with communities through mutually beneficial partnerships.
- Conduct Use-Inspired Research: ASU research has purpose and impact.
- Engage Globally: ASU engages with people and issues locally, nationally, and internationally.

- Practice Principled Innovation: ASU places character and values at the center of decisions and actions.

As a champion for intellectual and cultural diversity, ASU now welcomes students from all 50 states, more than 150 tribal nations, and over 130 countries across the globe. ASU's growing national and global engagement also extends to education, research and learning centers in downtown Los Angeles, Washington DC, London, and through numerous Centers of Excellence and partnerships across the globe.

ASU's commitment to excellence, inclusion, access, and success is reflected in the growth and diversity of its degree-seeking student enrollment, as outlined below:

- Enrollment of Pell Grant recipients quadrupled between 2002-03 and 2020-21 and represented 35% of the student population in Fall 2020
- One in three ASU students are first-generation college students
- ASU's total American Indian/Alaska Native enrollment for Fall 2022 was 1,538, representing 153 different tribal affiliations
- In Summer 2022, ASU was named a Hispanic Serving Institution – a designation earned by colleges or universities with at least 25% full-time undergraduate Hispanic student enrollment. In Fall 2022, ASU enrolled 16,843 (25.7%) undergraduate Hispanic/Latino campus students, with a total degree-seeking Hispanic/Latino enrollment of 31,816. More than 3,900 first-time, first-year campus students identify as Hispanic/Latino (1 in 4 of first-year campus cohort)
- Asian students are 6.5% of ASU's overall population
- Black students are 5.7% of ASU's overall population
- ASU is proud to be home to nearly 11,000 veteran and military-affiliated students enrolled at ASU for Fall 2022.
- For the second consecutive year, ASU also ranks as the top public university in the U.S. chosen by international students (and among the top five among all U.S. universities), according to the 2022 Institute of International Education Open Doors Report
- ASU also serves many non-traditional learners made possible by flexible course modalities, particularly asynchronous (online) and synchronous digital courses, and pathways for learners of all ages to gain access to a college education at different times, locations, and stages of life

The diversity and scale of ASU's education, research, and public outreach offer unprecedented opportunities for innovative approaches to prepare the next generation of leaders and to address issues of educational equity and social impact in higher education. Its success has been made possible by university-wide investment in systems, programs, and strategies to increase affordability, enrollment, and completion rates for all students, including ongoing efforts needed to close persistent gaps for underrepresented, low-income, and first-generation students.

As part of faculty diversity initiatives, ASU was awarded a 2021 SEA Change Bronze Award from the American Association for Advancement of Science for ASU's 5 year action plan (2021-2026) to address barriers and challenges to advance equity, diversity, and inclusion at ASU. ASU is home to a National Science Foundation (NSF) ADVANCE grant to increase the representation and advancement of women in academic science and engineering careers, thereby contributing to the development of a more diverse science and engineering workforce. Finally, ASU was awarded the *Seal of Excelencia* certification by Excelencia in Education for demonstrated success in serving Latino students as measured by data, practice and leadership benchmarks.

In order to better pursue entrepreneurial opportunities to achieve social transformation and society-impacting scale, ASU has evolved a new public enterprise organization design anchored by three pillars. Each of the enterprises are led by an Executive Vice President to ensure total focus on the objectives of increasing degree attainment, research and discovery, and broad access to learning assets at scale.

- The Academic Enterprise encompasses all academic efforts that empower degree-seeking students and support faculty engaged in teaching and research at the University. (Executive Vice President and Provost- Nancy Gonzales)
- The Knowledge Enterprise advances a vibrant environment of discovery, interdisciplinary research and innovation, trains and supports entrepreneurs, leads the University's economic development activities, engages with corporate partners and international development agencies, and facilitates technology transfer. (Executive Vice President- Sally Morton)
- The Learning Enterprise is dedicated to expanding the University's online courses, platforms, and digital learning technology to nontraditional organizations such as high schools, community colleges, minority-serving institutions, and corporate education groups. (Executive Vice President- Maria Anguiano)

LEADERSHIP

Michael M. Crow, an educator, knowledge enterprise architect, science and technology policy scholar, and higher education leader, became the 16th president of Arizona State University in July 2002. Under Crow's leadership, ASU has established more than 25 new transdisciplinary schools, including the School of Earth and Space Exploration, the School for the Future of Innovation in Society and the School of Human Evolution and Social Change, and launched trailblazing multidisciplinary initiatives. The inaugural recipient of the American Council on Education Award for Institutional Transformation, and one of TIME magazine's "10 Best College Presidents," Crow previously served as executive vice provost and professor of science and technology policy at Columbia University. He has advised the U.S. Departments of State, Commerce, and Energy, as well as defense and intelligence agencies, and serves as Chairman of In-Q-Tel. He is a two-term member of the National Advisory Council on Innovation and Entrepreneurship and has advised several nation-states on matters of knowledge enterprise development. An elected fellow of the American Association for the Advancement of Science (AAAS), the National Academy of Public Administration, and the American Academy of Arts and Sciences, Crow is the author of books and articles

analyzing knowledge enterprises, science and technology policy, and the design of higher education institutions and systems.

Nancy Gonzales is the Executive Vice President and University Provost of Arizona State University. Prior to leading as university provost, Professor Gonzales was the dean of natural sciences in The College of Liberal Arts and Sciences. During her time as dean, the six academic units she managed produced exciting educational innovations, substantial growth in student enrollment, pioneering fundamental science, and research on grand challenges in human health, energy, sustainability, materials science, and space exploration, among others. As a Foundation Professor in the Department of Psychology, she conducted groundbreaking research on culturally informed models of human health and development with the goal of developing public health strategies to reduce health disparities in vulnerable communities. She also served as director of the REACH Institute, an interdisciplinary center of excellence dedicated to the implementation and dissemination of evidence-based interventions in settings such as primary health care, schools, family courts and community mental health agencies to improve mental and physical health outcomes. Professor Gonzales is a fellow of the American Psychological Association and the recipient of many professional honors, including distinguished career awards from the American Psychological Association, the Society for Research on Adolescence and the Society for Prevention Research.

ABOUT THE OFFICE OF INCLUSIVE EXCELLENCE

Inclusive excellence at Arizona State University is a commitment to all ethnic, intellectual, socioeconomic, and cultural backgrounds; accounting for the deepest possible grasp of diverse perspectives and identities; and building upon the promise to measure individuals by who is included and how they succeed.

Under the direction of the VPIE and located in the Office of the Provost, the Office of Inclusive Excellence (OIE) includes a talented group of dedicated staff and faculty Fellows that manage numerous initiatives, councils, and committees designed to make ASU a more welcoming and inclusive place for all members of the ASU community. This office provides consultation, strategic communications, project management, guidance, and collaboration with leadership and departments across the University to advance complex institutional goals and initiatives. ASU and the OIE have adopted the following goals:

- Amplify outcomes that reflect the deepest grasp of diverse experiences and perspectives.
- Maximize representation of all multicultural backgrounds and identities needed to serve students and communities in the 21st Century.
- Foster relations with campus constituencies to develop and deploy equitable practices.
- Nourish inclusive philosophies through structural intervention and connection with campus and community partners.
- Enable institutional transformations that advance our long-standing commitment to be the most inclusive institution in the nation.

Over the years, there has been much work by various committees, champions, and allies across the enterprise to advance diversity, equity, inclusion, and belonging for students, faculty, and staff through both informal and formalized mechanisms.

For example, through educational programming and community relations, the Committee for Campus Inclusion aims to communicate and collaborate across the University in an effort to celebrate and recognize comprehensive approaches to inclusive excellence. The composition of its membership includes an executive committee and six subcommittees:

1. Annual Catalyst Awards & Celebration
2. Annual Catalyst Mini-Grants
3. Education, Engagement & Experience
4. Marketing & Communications
5. Podcast Series
6. Special Projects

Other councils/committees include: African and African American Faculty and Staff Association; Chicano/Latino Faculty & Staff Association; Hispanic Advisory Council; LGBTQ Faculty & Staff Association; Native American Advisory Council; Martin Luther King, Jr. Committee; and the Faculty Women of Color Caucus.

Additionally, in 2020, ASU committed to a series of actions known as the LIFT (Listen, Invest, Facilitate, Teach) Initiative in order to accelerate meaningful change at ASU and to contribute to a national agenda for social justice. LIFT is being undertaken with the goal of enhancing diversity, growth and opportunity for Black undergraduate and graduate students, faculty, and staff, while also expanding ASU's academic offerings, community services, and collaborative relationships to the benefit of all underrepresented groups and individuals at ASU.

ABOUT THE VICE PROVOST FOR INCLUSIVE EXCELLENCE

ASU operates on a shared mission in which all units are charged and inspired to build inclusive communities. The efforts of the next VPIE will be supported by a strong group of leaders across the institution who meet monthly to share valuable insights. The VPIE will provide leadership when convening these leaders to discuss institution-wide opportunities and challenges and to share best practices. Drawing on these collective strengths and resources, the VPIE will galvanize multiple stakeholders and will serve as a trusted advisor and thought leader, bridge builder, strategic leader, and partner.

The work of the VPIE and OIE will be conducted in collaboration and with support from the provost's Executive team. The VPIE will be a strategic partner and visionary leader who, as a subject matter expert, will serve as a thought partner to the provost's Executive team and others across the Academic Enterprise.

The VPIE reports to and receives support from the Executive Vice President and University Provost to advance ambitious goals and to address significant challenges facing institutions of higher education today, including resources and process constraints that make it difficult to achieve quick and lasting institutional change; differing political ideologies within and outside the University regarding equity and inclusion; retention of faculty, staff, and students; employee morale; and the need to affirm and protect freedom of speech and expression. The VPIE must understand and be prepared to navigate these complex challenges and be able to lead honest and civil discourse that protects the dignity and safety of all groups engaged in the work of building inclusive communities.

KEY OPPORTUNITIES AND CHALLENGES FOR THE VICE PROVOST FOR DIVERSITY AND INCLUSION

The successful candidate will bring a political astuteness to the work, a strategic vision, and a proven track record of advancing equity and inclusion initiatives. The Vice Provost will address a number of key opportunities and challenges outlined below:

Serve as a trusted advisor and visionary thought leader

As a trusted advisor and thought leader, the VPIE will bring subject matter expertise and have proven leadership experience in DEIB that will be needed to serve in an advisory capacity to leaders throughout ASU. The ideal candidate will be adept at addressing emerging and complex issues related to DEIB, as well as the expectations of faculty, staff, administrators, and students across ASU. The VPIE will engender the trust of faculty, staff, students, and other stakeholders by demonstrating a high level of integrity and personal accountability. Experience in crisis management and the ability to provide intellectual and emotional leadership, bringing communities together during challenging and sometimes high-profile circumstances, will be critical. The ideal leader will possess a demonstrated ability to consider multiple viewpoints in decision-making and to be a decisive and diplomatic leader. The VPIE will be a community builder who sees learning, safety, growth, and well-being as top priorities when working with others.

Coordinate and implement a strategic framework and plan for inclusive excellence across the academic enterprise

The VPIE will coordinate, lead, and embed a cohesive strategy to promote inclusive excellence across the University and galvanize the ongoing commitments and talents of faculty, students, and staff engaged in existing efforts and initiatives. The framework and strategic plan will include, but is not limited to, formulating policy, evaluating progress, identifying opportunities and areas of concern across the campuses, and uniting the existing efforts to align with the vision, and increasing overall effectiveness. As an agent of change, the VPIE will have experience advocating for, and leading change efforts related to, institutional practice and policy as a member of a complex institution's leadership team.

Promote a culture of shared responsibility, transparency, and collaboration to coordinate efforts and initiatives

As a champion of lasting systemic change, the VPIE will collaborate with all areas of the institution to develop goals, practices, and measurable outcomes. The ideal candidate will exhibit superior communication and influencing skills and a collaborative, consensus-building leadership style that allows them to build consensus thoughtfully and purposefully. It will be essential that the VPIE facilitate the sharing of information across constituencies and units that have distinct cultures, strengths, and challenges and develop a transparent process for the use of communication methods and tools to encourage sharing of best practices, collective decision-making, and clear articulation of priorities, accomplishments, and next steps. This includes processes to communicate with the broader community and to reward and celebrate individuals and units that contribute positively to the University's climate and culture.

Advance priorities in alignment with ASU's charter, mission, and goals

ASU seeks a VPIE who embraces ASU's charter and design aspirations and the role of the New American University within higher education. The ideal candidate will be able to determine priorities based on what is most important to the University's success in accordance with its stated mission and goals. The ideal candidate must lead with diplomacy as an officer of the University and understand the power structures, motivations, and influences at play in decision-making processes. The ideal candidate will be committed to inclusive excellence and equity as guiding motivations when solving complex problems in a fast-paced and innovative organizational culture.

QUALIFICATIONS AND CHARACTERISTICS

- PhD or comparable terminal degree and an academic record commensurate with appointment as Professor with tenure;
- Minimum of five years of executive leadership experience in higher education, or a university system, and fluency with the scholarship around diversity, equity, and inclusion, or related disciplines;
- Strong organizational and administrative skills and the ability to manage multiple initiatives simultaneously to get things done;
- Demonstrated commitment to students and student success;
- Understanding of challenges and solutions for tenured/tenure-track and career-track faculty in higher education, including process involved in faculty development, promotion and tenure;
- Exceptional communication skills and the ability to communicate effectively with multiple and diverse constituents;
- Ability to engage in data-informed strategic analysis of opportunities and challenges and to set priorities and assess effectiveness of initiatives and programs.

Location

ASU's mission is directly tied to the economic, social, and cultural vitality of Arizona and the growing Phoenix metropolitan region. The University serves one of America's youngest, largest, and fastest-growing cities. To learn more about Phoenix, Tempe, and the surrounding region, see www.visitphoenix.com or www.tempe.gov.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search. Electronic submission of materials is strongly encouraged. The position will remain open until filled.

Rebecca Kennedy (she/her), Jaime Morgen (she/her), and Cortnee Bollard (they/them)
<https://www.imsearch.com/open-searches/arizona-state-university/vice-provost-inclusive-excellence>

A background check is required for employment. Arizona State University is a VEVRAA Federal Contractor and an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, protected veteran status, or any other basis protected by law.

(See <https://www.asu.edu/aad/manuals/acd/acd401.html> and <https://www.asu.edu/titleIX/>.)