

UC SANTA BARBARA

Opportunity and Challenge Profile

Search for the Vice Chancellor for Diversity, Equity, and Inclusion

University of California, Santa Barbara

Santa Barbara, California

The University of California, Santa Barbara (UCSB) is excited to invite nominations and applications for the position of Vice Chancellor for Diversity, Equity, and Inclusion (VCDEI). The incoming VCDEI will be a proactive strategic thinker who will help shape the future of one of the nation's premier public universities. They will do so by working alongside passionate administrators, faculty, staff, and students who embrace and celebrate diversity, equity, and inclusion across the campus. As a lead strategic advisor, the VCDEI will serve as an advocate for diversity, equity, and inclusion efforts on campus by expanding the current operations of the office and further aligning resources, conversations, and partnerships throughout the university. Overall, the VCDEI will be an accessible and visible leader within the institution as well as more broadly throughout the University of California system. They will lead to collaboratively create a lasting legacy of excellence and equity at UC Santa Barbara by fostering a campus culture where every voice is heard and valued.

The successful candidate will have relevant administrative experience in the academic community and a strong record of scholarship that bears out a keen understanding of issues inherent to inclusion, equity, and diversity within a complex institutional setting. The VCDEI must have extensive knowledge of existing research and best practices to advance diversity, equity, and inclusion in higher education and a demonstrated ability to apply these best practices across a large organization. In addition to the ability to lead internally, the VCDEI will be a thoughtful leader in conversations about inclusion and diversity on the state and national levels. The VCDEI must have well-developed skills in facilitating inclusive dialogues that enable positive growth, the capacity to develop and translate strategic goals towards a course for implementation, and experience in institutional change management. The VCDEI must be able to work effectively with people all across the University, including senior administrators, faculty, staff, students, as well as the surrounding community.

In 2015, UC Santa Barbara was designated a Hispanic-Serving Institution, the first AAU institution to receive this designation, and an Asian American Native American Pacific Islander-Serving Institution. In 2017 it was ranked second for economic mobility in the *New York Times* list of "Top Colleges Doing the Most for the American Dream." UC Santa Barbara consistently ranks among the top public universities in the nation according to *U.S News and World Report* with many of its graduate programs ranked among the top 50 in the nation, and some departments in the top 10. In addition, the University is home to 11 national centers and institutes, eight of which are sponsored by the National Science Foundation (NSF). In the 2023-2024 academic year, UC Santa Barbara enrolled about 22,000 undergraduate and 3,000 graduate students. With only five colleges and professional schools, it offers the benefits of a premier research university and an intimate undergraduate learning experience.

To be successful in this role, the ideal candidate will address a set of key opportunities and challenges, listed below and detailed in this document. The Vice Chancellor for Diversity, Equity, and Inclusion will:

- Further develop a cohesive vision and plan for diversity, equity, and inclusion at UC Santa Barbara;
- In collaboration with campus leaders and the Academic Senate, align, integrate, coordinate, and elevate DEI efforts across campus;
- Advance a culture of assessment and evaluation to enable data-driven decision-making and continuous improvement;
- Effectively advocate for and generate resources in support of DEI efforts;
- Serve as a visible and trusted member of the UCSB and UC communities on issues of inclusion and diversity.

The executive search firm Isaacson, Miller is assisting the University of California, Santa Barbara with this important search. All inquiries, nominations, and applications should be directed to the search consultants as indicated at the end of this document.

About UC Santa Barbara

The Santa Barbara College of the University of California was established on July 1, 1944. It is the third-oldest campus in the University of California System, after Berkeley and UCLA. In the ensuing decades, UCSB has expanded to become a premier research university with about 22,000 undergraduate and 3,000 graduate students in five colleges and schools: the College of Letters & Science, the College of Engineering, the College of Creative Studies, the Bren School of Environmental Science and Management, and the Gevirtz Graduate School of Education.

UCSB is distinguished for its strong emphasis on interdisciplinary collaboration. Cross-disciplinary teaching and research has become a hallmark of the campus. This is visible across academic programs such as the Media Arts and Technology and Environmental Studies programs or in centers like the [California NanoSystems Institute](#), [Center for Black Studies Research](#), [Feminist Futures](#), [the Walter H. Capps Center for the Study of Ethics, Religion, and Public Life](#) and more across UCSB's colleges and schools. This emphasis on collaboration marks a key strength for UCSB, as it enables researchers to bring multiple perspectives and approaches to developing solutions to broad, globally significant issues.

UCSB operates as one of ten campuses in the UC System, the world's preeminent public university network. In addition to the Santa Barbara campus, the UC System comprises campuses in Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, and Santa Cruz. UCSB is known for its entrepreneurial spirit, culture of collaboration, and impressive slate of interdisciplinary research. Despite the budget reductions faced by all UC System institutions in California, opportunities for strategic growth abound. To learn more about UCSB, please visit <http://www.ucsb.edu>.

Leadership

Dr. Henry Yang was named UC Santa Barbara's fifth chancellor in 1994. He was formerly the Neil A. Armstrong Distinguished Professor of Aeronautics and Astronautics at Purdue University, where he also

served as the Dean of Engineering for ten years. He is a member of the National Academy of Engineering and a Fellow of the American Institute of Aeronautics and Astronautics, the American Society for Engineering Education, and the American Society of Mechanical Engineers. He has received a number of recognitions for his research, teaching, and public service, including seven honorary doctorates and the Benjamin Garver Lamme Medal, the highest honor from the American Society of Engineering Education. In 2008 he received the Structures, Structural Dynamics, and Materials Award from the American Institute of Aeronautics and Astronautics. He has served on scientific advisory boards for the Department of Defense, U.S. Air Force, U.S. Navy, NASA, and National Science Foundation. Dr. Yang previously chaired the Association of Pacific Rim Universities as well as the Association of American Universities. He served on the President's Committee for the National Medal of Science, and currently serves as a board member of the Kavli Foundation and as chairman of the board for the Thirty Meter Telescope project.

Dr. David Marshall is Executive Vice Chancellor of UC Santa Barbara. He previously served for sixteen years as Dean of Humanities and Fine Arts and was the first Michael Douglas Dean of Humanities and Fine Arts. From 2005 to 2012, he also was Executive Dean of the College of Letters and Science. A Professor of English and Comparative Literature, his research focuses on eighteenth-century fiction, aesthetics, and moral philosophy. A former Guggenheim Fellow, Dr. Marshall has lectured widely and published on issues in higher education and public education. He served as President of the Board of Directors of the National Humanities Alliance, which advances national humanities policy in the areas of research, education, preservation, and public programs, and was a member of the Board of Directors of the Center for Research Libraries. Before joining UC Santa Barbara, Dr. Marshall was a professor at Yale University, where he taught from 1979 to 1997. At Yale, he served as Chair of the English Department, Director of the Literature Major, and Director of the Whitney Humanities Center, among other appointments.

Principles of Community

The mission of the University of California is founded on traditions of academic dialogue and debate. In times of global conflict, or at any time when many in the community are experiencing distress, UCSB reaffirms its principles of community, while acknowledging differences of opinion and of experience. UCSB adheres to the following *Principles of Community*, which are intended to cultivate a sense of mutual respect and understanding among faculty, staff, and students. The principles were developed in collaboration with faculty, staff, and students serving on the Advisory Council on Campus Climate, Culture, and Inclusion; they were issued by Chancellor Henry Yang in February 2011 and reaffirmed in October 2023:

- We affirm the intrinsic dignity in each of us.
- We seek to cultivate understanding among the diverse parts of our whole.
- We believe in every individual's right to freedom of expression, including the ability to disagree with and/or counter another's point of view, limited only by University regulations governing time, place, and manner.

- We hold one another accountable to the highest standards of civility, respect, and decency in all of our interactions.
- We do not tolerate acts of bigotry, harassment, or other harm to individuals by anyone in our community on the basis of race, color, ethnicity, sexual orientation, sex, gender, age, physical or mental ability, size, language, religious beliefs, political affiliation, gender identity, service in the uniformed services, citizenship, pregnancy, medical condition, genetic information, ancestry, marital status, or national origin among other personal characteristics. We affirm that the responsibility for opposing such behavior lies with all members of the community whenever they encounter such behavior.
- We celebrate our differences and recognize and honor diversity as vital to the excellence of our University.
- We strive individually and collectively to make UC Santa Barbara an inclusive environment in which to live, work and learn.
- We affirm that UC Santa Barbara, as a public institution, extends these Principles of Community through public service work.
- We affirm our individual and collective responsibility to uphold in words and actions the highest values of Scholarship, Leadership and Citizenship.

Faculty

UC Santa Barbara's 1,234 member faculty includes six Nobel Laureates; numerous Guggenheim, Fulbright, National Endowment for the Humanities, National Endowment for the Arts, and Ford Foundation Fellows; a Pulitzer Prize and National Book Award winner; National Science Foundation grantees; winners of the National Medal of Science, Fields Medal, and Millennium Technology Prize; and scores of elected members or fellows of the American Academy of Arts and Sciences, the National Academy of Sciences, the National Academy of Engineering, the American Association for the Advancement of Science, and other leading professional associations. UCSB is a place where cutting-edge research and creative endeavors flourish across a wide array of disciplines and interdisciplinary fields. As such, research is fundamental to UC Santa Barbara's mission, including extramural funding totaling \$257.6 million for fiscal year 2022-2023, of which \$206.5 million came from federal sources and \$27.4 million from non-profit.

UCSB has been active in recruiting faculty through the University of California President's Postdoctoral Fellow Faculty Recruitment Program, designed in 1984 to encourage outstanding women and minority Ph.D. recipients to pursue academic careers within the University of California. To supplement this program, the Chancellor created a Chancellor's Postdoctoral Fellowship at UCSB. UCSB has also been active and successful in obtaining UC Advancing Faculty Diversity awards, a funding program run by the University of California Office of the President (UCOP), most recently receiving awards in support of improving the campus climate and supporting faculty retention. In addition to these efforts, the Office of the Executive Vice Chancellor provides Faculty Enrichment funds to supplement start-up of each new appointment of faculty whose research, teaching, and/or service will advance the campus commitment to diversity.

UCSB is also a member of the National Action Collaborative on Preventing Sexual Harassment in Higher Education, a consortium of over 40 colleges, universities, and research institutions led by the National Academies of Sciences, Engineering, and Medicine, to follow up on recommendations in National Academies Report, "Sexual Harassment of Women: Change, Culture, and Consequences in Academic Sciences, Engineering and Medicine." For more information, please see:

<https://sites.nationalacademies.org/sites/sexualharassmentcollaborative/index.htm>.

Additionally, the Executive Vice Chancellor's Office and the DEI Office sponsor an institutional membership for UC Santa Barbara with the National Center for Faculty Development and Diversity (NCFDD). NCFDD is an independent professional development, training, and mentoring community for faculty members, postdocs, and graduate students, dedicated to supporting academics in making successful transitions throughout their careers. Membership provides a series of mentoring services, including workshops focused on research and writing strategies, networking opportunities, and other forms of professional support and faculty development. Regarding faculty recruitment, UCSB is committed to growing and diversifying the institution's faculty, to do so, the Executive Vice Chancellor's office is currently working with [the Mellichamp Academic Initiative in Environmental Racial Justice](#) and [the American Indian and Indigenous Studies](#) program on cluster hires for each respective program. For more information, visit <https://evc.ucsb.edu/diversity/ncfdd>.

Students

UC Santa Barbara's total enrollment for the 2022-2023 academic year, UC Santa Barbara had an average of 26,421 students on campus during the Fall, Winter, and Spring Quarters, including around 23,460 undergraduate and 2,961 graduate students and reflects a freshman class of 4,968 new students and a transfer class of 2,096. In recent years, the campus has enrolled the most academically competitive and ethnically diverse classes in its history. In 2022-2023, approximately 37 percent of domestic students identify as white, 27 percent as Chicano or Latino, 28 percent as Asian or Pacific Islander, 4 percent as Black/African American, and 1 percent as American Indian/Alaskan. UCSB also has a large international student population, with students from 95 different countries or regions. Over 33 percent of undergraduate students, both freshmen and transfer entry, were the first in their family to attend a four-year college.

In 2015, UCSB was awarded a \$2.5 million Title IV HSI grant from the U.S. Department of Education to support student success, with the Associate Vice Chancellor for Undergraduate Education and the Special Assistant to the Executive Vice Chancellor for Diversity Initiatives serving as PI's, working in collaboration with many offices. Since then, they have received subsequent HSI grants, and over the past five years, faculty and administrators have raised over \$40 million in federal, state, and private funding to support curricular projects, student success, and support, faculty development that will advance diversity by supporting first-generation, underrepresented minority, and low-income students. Additionally, UCSB is active in several programs designed to encourage more underrepresented minority undergraduates to enter academia, such as NSF Research Experience for Undergraduates (REU) sites (Linguistics, Physics,

Math, Biology); UC-HBCU initiative sites (English, Linguistics, Classics, Chemistry, Geology); and the McNair Scholars Program (5-year grant from the U.S. Department of Education).

Diversity, Equity, and Inclusion Initiatives and Offices at UCSB

UCSB recognizes diversity as a central component in achieving desired research and learning outcomes, and the University has worked to embed these issues in its educational mission. In 2018, this position was elevated from an Associate Vice Chancellor and Chief Diversity Officer level to a cabinet-level role as the Vice Chancellor for Diversity, Equity, and Inclusion. Since that time, the office has expanded in size and remains committed to making a more significant impact across the campus. In 2021, the office led a Campus Climate survey to assess the different aspects of campus life for undergraduates, graduates, post-doctorates, staff and faculty, and use those findings to identify key opportunities for improvement. Due to the pandemic and various other factors, the results of the survey were only recently publicized to the greater community. Consequently, more work is needed to get a better sense of the current climate on campus. Operationally, the staff within the office has also grown to four currently filled roles, with the hopes of hiring more, all focused on not only expanding the offerings of the office but specifically re-envisioning how the office interacts with the wider campus community.

In 2021, the Office of Diversity Equity and Inclusion also launched its Thriving in the Academy Initiative. The Thriving in the Academy Initiative embraces the core principles of social justice, diversity, equity, and inclusion that guide their vision and, most importantly, the institution's actions. These principles serve as pillars for community building and guide how UC Santa Barbara builds their teams, cultivates leaders, and creates organizational culture. These principles foster an environment where each member is truly empowered to bring their unique differences, points of view, and contributions to the University, where everyone will experience acceptance, respect, inclusion, and the support needed to achieve their full academic and professional potential. UCSB hopes to create a space where no one feels the need to edit their identity, much less render it invisible completely.

More broadly, as part of UCSB's longstanding commitment to diversity, equity, and inclusion, many administrative offices incorporate diversity, equity, and inclusion efforts into their short- and long-term planning, as well as their day-to-day work. UCSB is deeply committed to diversity, and the lasting contributions of champions, advocates, and allies across the institution have been invaluable. Some notable examples include:

- **Academic Affairs and the Office of the Executive Vice Chancellor:** The Office of the Executive Vice Chancellor, in consultation with the Santa Barbara Division of the Academic Senate, has oversight for academic planning and programming, the development and implementation of academic policy, and the academic personnel process at UCSB. The EVC's Office is involved in a variety of diversity, equity, and inclusion efforts across campus in support of student success and increasing faculty diversity and retention, including the recent establishment of Faculty Equity

Advisors and securing \$2.5 million in Title IV HSI grant funding, among several others. For more information, visit <https://evc.ucsb.edu/>.

- **Office of Campus Counsel:** The Office of Campus Counsel is responsible for a wide range of legal, regulatory, policy, and governance issues that may arise. The office provides advice to the Chancellor and EVC on a wide range of legal questions associated with the administration, management and operation of the campus, including employee and labor relations, academic personnel, equal opportunity and affirmative action, real property and development of campus facilities, tort liability and insurance, patents, licenses, copyrights, intellectual property, risk management and insurance, taxes, campus security and safety, auxiliary and service enterprises, fundraising, contracts and other legal considerations contained within or related to these broad categories. The office also provides legal advice and assistance to organizations and programs affiliated with the campus on matters concerning their university relationships. For more information, visit <https://campuscounsel.ucsb.edu>.
- **Associate Deans and Faculty Equity Advisors:** In Summer 2019, each academic dean at UCSB appointed an Associate Dean and Faculty Equity Advisor to lead within their units on matters of equity, inclusion, and diversity. The Associate Dean and Faculty Equity Advisor is a senior ladder faculty member who participates in the faculty recruitment process by raising awareness of best practices. They also organize faculty development programs, address individual issues raised by women and underrepresented minority faculty, and serve as a resource in the division for faculty members seeking more information about equity, inclusion, diversity, and broadening participation in higher education. For more information, visit <https://evc.ucsb.edu/diversity/equity-advisors/>.
- **Graduate Division:** The Graduate Division works to support its mission of “attracting the brightest, most talented and diverse community of scholars” by fostering a diverse and inclusive graduate community. In pursuit of this goal, graduate staff attend recruitment events designed for students who are underrepresented in graduate education, administer the Summer Doctoral Research Institute to support and mentor new graduate students, and administer a National Science Foundation-AGEP grant that provides funding to support recruitment and retention of underrepresented minority students in the STEM fields. For more information, visit <http://www.graddiv.ucsb.edu/>.
- **The Office of Education Partnerships (OEP):** The OEP has a mission of increasing college-going rates for students who are primarily low-income and/or will be the first in their families to pursue higher education. For more information, visit <http://www.oep.ucsb.edu>.
- **Equal Opportunity & Discrimination Prevention Office (EODP):** EODP is the office responsible for the University's compliance with federal and state laws and University policies and procedures

regarding affirmative action, non-discrimination, and retaliation for staff and faculty. EODP works to promote and integrate the principles of equal opportunity, affirmative action, non-discrimination, and excellence through diversity on campus. For more information, visit: <https://eodp.ucsb.edu/>.

- **Title IX & Sexual Harassment Policy Compliance Office (TIX/SHPC):** The TIX/SHPC's mission is to ensure all UCSB community members fulfill the campus' commitment to create and maintain a work and academic environment free of sex discrimination, sexual harassment and sexual violence. For more information, visit <https://titleix.ucsb.edu/>.
- **The Office of Teaching and Learning:** The Office of Teaching and Learning (OTL) collaborates to enable and promote research-based, equitable teaching and learning across UC Santa Barbara. For more information, visit <https://otl.ucsb.edu>.
- **Division of Undergraduate Education:** The Division of Undergraduate Education's mission is to foster student success and educational excellence at UC Santa Barbara. Staff members provide students with assistance regarding academic planning and connect students to a wide variety of services across the campus. The office also houses a number of academic programs that add value to a student's UCSB education, including UCDC, the Undergraduate Research and Creative Activities Program, the Discovery Seminar Program, and the College of Letters and Science Honors Program. For more information, visit <https://www.duels.ucsb.edu>.

A partner in diversity, equity, and inclusion efforts on campus, UCSB's **Division of Student Affairs** includes an array of student services and programs. The Division comprises 34 offices and employs 500 highly dedicated and talented professionals across student academic support services, student life, student wellness, enrollment services, information technology, and student government functions. Key partners to the VCDEI's efforts will include:

- [MultiCultural Center \(MCC\)](#) strongly advocates and creates a sense of belonging for marginalized and minoritized students. The Center presents almost 100 events per year ranging from lectures and panel discussions to spoken word events, film screenings and musical performances.
- [Educational Opportunity Program \(EOP\)](#) has counselors who practice holistic academic, financial, and personal counseling and advising.
- [Undocumented Student Services](#) provides services for undocumented students at UCSB and helps University in their efforts to develop an awareness and understanding of the experiences of undocumented students (while maintaining the confidentiality of individual students) and to develop campus responses and processes to address their needs related to persistence, retention, and graduation.

- [The Resource Center for Sexual and Gender Diversity](#) at UC Santa Barbara facilitates the intersectional inclusion and representation of the identities, experiences, and concerns of lesbian, gay, bisexual, trans, queer, intersex, and asexual (LGBTQIA+) students, staff, faculty, alumni, and community members.
- **Campus Community Council** is a committee created by the Vice Chancellor for Student Affairs composed of individuals on campus, whose mission is to promote an inclusive and respectful campus community at UC Santa Barbara through proactive education, dialogue, and responsive action to climate or bias-related incidents as well as to concerns about local, national, and international events.

The list of offices and programs also includes related academic programs such as the ONDAS Center as well as others like the Non-Traditional Student Resource Center, Student Health Services, The Women's Center, the Office of Black Student Development, the Office of International Students and Scholars, and Veteran and Military Services, among several others; all in accordance to the recent WASC accreditation efforts focused on student success and the experience of underrepresented and low-income students. For a complete list of departments and services offered through the Division of Student Affairs, visit <http://www.sa.ucsb.edu/departments>.

In addition, there are a variety of [cross-campus committees](#) devoted to DEI efforts; these committees are comprised of representatives from across the campus community. Examples include:

- **Academic Senate Committee on Diversity and Equity:** The Committee on Diversity and Equity is charged with promoting diversity and equity on campus to ensure equal treatment of the following underrepresented groups: women, ethnic minorities, individuals of diverse sexual orientations, individuals with disabilities, and other members of the campus community. For more information, visit <https://senate.ucsb.edu/~councils-and-committees/?CDE.membership>.
- **Chancellor's Advisory Committee on the Status of Women:** The Chancellor's Advisory Committee on the Status of Women is an administrative committee that has existed on campus since the mid 1970s. It draws its membership from faculty, staff, and students on campus with standing members including the director of the Women's Center, our Title IX Coordinator and Sexual Harassment Officer, chair(s) from the Senior Women's Council and chair(s) from the Professional Women's Association. The charge of CACSW is to advise and consult with the Chancellor about concerns and issues regarding the status of women at UCSB. For more information, visit <https://chancellor.ucsb.edu/committees/CACSW/>.

For a complete list of campus committees, please visit <https://chancellor.ucsb.edu/committees/?CCCI>.

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

Reporting to the Chancellor, the VCDEI is responsible for leading and coordinating the University's efforts to create a diverse, equitable, inclusive, and welcoming environment for all students, staff, faculty, and alumni. A member of the Chancellor's executive leadership team, the VCDEI will serve as a critical advisor, bridge builder, strategic leader, and partner, enabling leaders and constituents across the institution to identify and execute initiatives to effect lasting institutional change. Broadly, the Vice Chancellor's areas of focus include the coordination of campus-wide diversity initiatives; strategic planning; training and educational programming; policy development; and campus climate issues. Operating within these broad areas, the VCDEI will assist in developing campus-wide partnerships, guidelines, and projects to expand access, equity, well-being, dignity, and success for students, staff, and faculty.

The VCDEI will work collaboratively with offices across UCSB, including but not limited to faculty equity advisors embedded in schools and colleges, student affairs, academic affairs, as well as staff and student campus leadership, to facilitate an integrated vision and shared responsibility for advancing the University's goals around programming, grants, and strategies related to promoting excellence, diversity, and inclusiveness on campus. UCSB is committed to providing resources to accomplish DEI goals. In addition to serving as a senior administrator at UCSB, the VCDEI serves as part of a system-wide network of Vice Chancellors and other diversity officers, coordinated by the University of California Office of the President, to support UCSB's overall diversity goals.

The Vice Chancellor for Diversity, Equity, and Inclusion oversees a current staff of four: a program manager, a business manager, an office coordinator, and a data analyst.

Key Opportunities and Challenges for the Vice Chancellor for Diversity, Equity, and Inclusion:

The Vice Chancellor for Diversity, Equity, and Inclusion will build on the foundation and strengths of the University and set the Institution on a dynamic course for the future. To succeed in this role, they will face the following challenges and opportunities, as detailed below:

Further develop a cohesive vision and plan for diversity, equity, and inclusion at UC Santa Barbara

The VCDEI will work with faculty, students, staff, and leaders across the University to understand UCSB as a distinct community committed to its quest for inclusive excellence in the present and future and to appreciate the many initiatives and programs already underway and how they work together to advance these goals. They must possess a deep understanding of the academy and stimulate important institutional discussions, posing challenging questions and insightful solutions on difficult topics that will guide nuanced thinking by UCSB's leadership and the community. The VCDEI will continue to influence every area of the institution and work collaboratively to further define diversity, equity, and inclusion in alignment with the University's mission. The result will be the crafting of a vision and plan that fosters a more inclusive and diverse community as well as one that assists all members of the campus community

in extending the values of diversity and equality broadly through teaching, research, learning, and service and ensures that resources and efforts are well aligned.

In collaboration with campus leaders and the Academic Senate, align, integrate, coordinate, and elevate DEI efforts across campus

Over the years, there has been much work by champions and allies across the institution to advance diversity, equity, and inclusion through both informal and formalized mechanisms, particularly within the Division of Academic Affairs, individual academic colleges, and the Division of Student Affairs. The office of DEI will ideally serve as a hub of collaboration within a decentralized environment where the various DEI entities on campus can come together to develop ideas and have intentional discussions around resources, training, and overall campus initiatives centered around equity, diversity, and inclusion. The goal for the incoming VCDEI is to continue expanding the role of the office by coordinating existing DEI activities, identifying new cross-institutional opportunities, and developing formalized communications structures and processes to ensure ideas and initiatives can come to fruition. In addition, the VCDEI will partner with senior academic and administrative leaders to make recommendations on how to maximize institutional strengths, prioritize efforts, and respond to identified needs in order to maintain an intentional and sustained focus on DEI efforts. This requires an organizational change agent who can work creatively and effectively with a diverse range of internal constituencies, form strategic coalitions, and think creatively about how to bring programs to implementation. To those ends, in addition to working with higher administration, the Vice Chancellor must work with faculty, staff, and student groups to ensure inclusivity in DEI policy and programming.

Advance a culture of assessment and evaluation to enable data-driven decision-making and continuous improvement

As the new VCDEI comes in, they will be expected to continue with efforts such as the campus climate survey and recent studies conducted as part of the campus WASC re-accreditation process by intentionally meeting with a range of constituents on campus to further expand on the pressing issues the campus needs to address and continue to build the foundation and trust necessary to develop collaborative solutions. The incoming VCDEI will be expected to continuously seek opportunities such as those that champion efforts to facilitate institutional change. They will do so by collaborating with all areas of the institution to develop ambitious goals, practices, and measurable outcomes around the University's DEI work. The office, led by the VCDEI, will set metrics for diversity initiatives, track their implementation, and document their results on a regular basis. Additionally, the Vice Chancellor will play an important role in promoting accountability and transparency across various efforts, teams, and initiatives.

Effectively advocate for and generate resources in support of DEI efforts

The VCDEI also serves as the external face of DEI for USCB as well as a leading advocate for DEI initiatives on campus. They will underpin the need for the University's ongoing commitment to this work and make

the case for additional investment that is needed to further advance critical initiatives. They will look for ways to bring people working on DEI initiatives that have similar focus and expected outcomes and work to ensure that resources are being used effectively. In addition, the VCDEI will pursue opportunities to garner new funding from the University of California Office of the President, state and federal agencies and philanthropic entities interested in promoting and supporting diversity, equity, and inclusion initiatives.

To bring the vision to fruition, the VCDEI will also intentionally work to grow the resources within the Office of DEI to ensure all staff have the resources necessary to carry out campus-wide programming and measure institutional progress. By growing the funding of the office, the VCDEI will not only continue to develop the office's already strong team, but also enable the office to collaboratively develop programming with the wide range of DEI affiliates to provide guidance, support, and accountability on a campus level. Overall, the VCDEI will be expected to partner with others on campus to help identify program-specific opportunities for resource generation and external funding, fostering a spirit of entrepreneurship and an eye for creative partnership opportunities.

Serve as a visible and trusted member of the UCSB and UC communities on issues of inclusion and diversity

As a senior member of the University's leadership team, the VCDEI will serve as a primary spokesperson on issues that shape and impact inclusion, equity, and diversity and set the tone for discourse around these issues. To garner credibility and trust as a leader on these issues, the VCDEI must demonstrate deep knowledge and command of the language and research around DEI and engender a better understanding of the complexity of the issues involved in creating and maintaining a more inclusive and diverse campus. The VCDEI will facilitate inclusive dialogues that promote positive growth for all members of the community, with a specific focus on the continual development of culturally competent leadership skills among university leadership, administrative teams, faculty, and student leaders, through the execution of high-quality professional development, including but not limited to training on implicit bias, bias response, evidence-based diversity practices, bystander intervention, and hate incident response. The VCDEI will be able to lead and/or facilitate conversations about social justice and injustice, inequities in hiring, pay, and tenure, inclusive pedagogy, among others, thereby implementing important structural changes across campus units.

As a leader around DEI, the VCDEI will represent UCSB externally and engage various constituencies locally, regionally, and nationally. This includes the University of California Office of the President, other UC campuses, the local community, other AAU and APLU universities, funding agencies, philanthropic entities, community partners, the media, and the general public.

Qualifications and Characteristics

The Vice Chancellor should be an exceptional relationship builder, collaborator, communicator, and scholar with vision and capacity to develop and implement UC Santa Barbara's mission around diversity, equity, and inclusion.

Basic Qualifications (Required at the time of Application)

- At the time of application, applicants must hold a Ph.D. or the highest equivalent terminal degree;
 - A strong record of distinguished scholarly and professional accomplishment that qualifies for appointment as a tenured professor in an appropriate UCSB academic department;
- AND
- 3 to 5 years of demonstrated progressive leadership in developing and implementing diversity, equity, and inclusion initiatives and programs in an academic setting.

Preferred Qualifications

In particular, the successful candidate will demonstrate most, if not all, of the attributes below:

- A demonstrated appreciation of the mission of UC Santa Barbara and a deep commitment to diversity as part of the University's public mission;
- A keen understanding of issues related to inclusion and diversity, and an appreciation for the values associated with them in higher education;
- Demonstrated understanding of the lived experiences of the various diverse student, faculty, and staff populations in a higher education setting;
- Substantial administrative experience and proficiency at leading large-scale projects;
- An understanding of affirmative action and equal opportunity regulations, as well as diversity issues and initiatives grounded in social justice standpoints;
- Substantial knowledge of diversity policies, concerns and issues extant in higher education, especially in system-wide and campus levels;
- Demonstrated experience in diversity programming assessment;
- Proven success in strategic planning and communications;
- Well-developed skills in facilitating inclusive dialogues that enable positive growth;
- A demonstrated ability to conceptualize, assess, and cultivate diversity as a campus value;
- The ability to work with a diverse group of constituencies to develop and implement a strategic plan and set campus priorities for diversity, equity, and inclusion.

Location

Santa Barbara, famous for its natural beauty and intellectual vitality, has a thriving cultural scene enriched by ongoing art exhibitions and music performances at venues that include the Santa Barbara Museum of Art, Contemporary Arts Forum, the Santa Barbara Symphony, and the Music Academy of the West, as well as the campus's award-winning Arts & Lectures Program. Additional cultural resources include two world-

class botanical gardens, an outstanding Museum of Natural History, an excellent zoo, among others. The campus comprises 7.8 million square feet of buildings sited at the base of the Santa Ynez Mountains, and is situated on a picturesque palm- and eucalyptus-studded promontory overlooking the Pacific Ocean, 100 miles up the coast from Los Angeles. The campus and the surrounding area provide boundless opportunities for outdoor activities including cycling, hiking, surfing, kayaking, swimming, and running. The Santa Barbara metropolitan area attracts visitors from around the world for its cultural opportunities, expansive beaches, breathtaking vistas, and world-class hotels, restaurants, and wineries. To learn more about Santa Barbara and the surrounding region, please see <http://www.santabarbara.com>.

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 a cover letter, including a statement of research and a statement of contributions to diversity, should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/university-california-santa-barbara/vice-chancellor-diversity-equity-and-inclusion>. Electronic submission of materials is required.

Julie Filizetti, Kathy Martinez, and Katie Pusecker Kilcawley
Isaacson, Miller
1000 Sansome Street, Suite 300
San Francisco, CA 94111
Phone: 415.655.4900
Fax: 415.655.4905

The anticipated annual compensation range for this position is \$250,000 – \$430,000. This range takes into account the wide range of factors that are considered in making compensation decisions, including but not limited to experience, skills, knowledge, abilities, education, licensure and certifications, and other business and organizational needs. Salary offers are determined based on final candidate qualifications and experience. The University of California is an Equal Opportunity/Affirmative Action Employer advancing inclusive excellence. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age, protected veteran status, or other protected categories covered by the UC nondiscrimination policy.