



# Vice President for Institutional Equity/ Chief Diversity Officer

Leadership Profile

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This Leadership Profile is intended to provide information about Duke University, Duke University Health System, and the position of Vice President for Institutional Equity/Chief Diversity Officer. It is designed to assist qualified individuals in assessing their interest.

## Opportunity and Summary of Position



*Our nation, like our university, finds great strength in our rich diversity. We are proud that our community encompasses individuals of many faiths, backgrounds, races, sexual orientations and creeds who come together to live with, learn from, and support each other. Now is the time to connect ever more tightly through our common humanity, and for each of us to live it daily through empathy, compassion, understanding and mutual respect. - President Vincent Price*

Duke University seeks nominations and applications for the Vice President for the Office for Institutional Equity/Chief Diversity Officer (VP-OIE). Reporting to President Vincent Price, the VP-OIE will work with the President, administration, the campus community and the health system to advance diversity and inclusion initiatives and create a community built on collaboration, innovation, creativity, and belonging.

Located in Durham, N.C., the Duke University campus, largely designed by the African-American architect Julian Abele, spans nearly 9,000 acres. Outstanding and innovative programs across ten schools and colleges (Arts & Sciences, Pratt School of Engineering, Fuqua School of Business, Sanford School of Public Policy, Nicholas School of the Environment, School of Law, Divinity School, Graduate School, and the Schools of Medicine and Nursing) enable Duke to be ranked consistently among the very best research universities. Full-and part-time employees total 39,525, which includes the campus (8,664), Schools of Medicine and Nursing (12,036), and the Duke University Health System (18,825). Duke's student enrollment is 15,892, with 6,994 undergraduates and 8,898 graduate and professional students. Females comprise 50.7% of the undergraduate population and 49% of the graduate student body. The demographics of the student population are listed below.

### Undergraduate Students

- 43.3% Hispanic, American Indian, Asian, Black, and students of two or more races/ethnicities
- 43.7% White
- 3.6% students of unknown race/ethnicity
- 9% International

### Graduate and Professional Students

- 22.5% Hispanic, American Indian, Asian, Black, and students of two or more races/ethnicities
- 44.3% White
- 3.0% students of unknown race/ethnicity
- 30% International

This is an exciting time to be at Duke. The VP-OIE joins a leadership team that has embraced its responsibility to work together to build an academic community that allows all of its members to reach their full potential. By marshalling the resources and expertise of the Office for Institutional Equity (OIE), and engaging the campus and Duke Health communities, the VP-OIE



will spark strategic thinking and innovative practices. The VP-OIE will be instrumental in inspiring others to address underlying forces that conflict with the university's and health system's goal of empowering people, transforming education, and building community. The VP-OIE will collaborate with all stakeholders to ensure the effective and efficient management of training, educational programs, compliance, and reporting for equal opportunity and affirmative action, and the prevention of discrimination, harassment, retaliation and related misconduct.

Candidates should have a broad understanding of, and experience with, diversity and equity issues and the development of effective and appropriate initiatives to foster a more diverse and inclusive community. Experience leading and facilitating cultural change and the ability to work within a matrixed organization is strongly desired. Familiarity with both academic communities and health systems would be extremely beneficial to this role.

Additional information about Duke University is available at <https://duke.edu/>. Background on President Vincent Price, including his thoughts on diversity and aspirations for the university can be found at <https://president.duke.edu/>.

Recruitment will continue until the position is filled. Information about how to nominate someone or to apply for this opportunity can be found in the section titled "Procedure for Candidacy."

## The Role of the Vice President for Institutional Equity/Chief Diversity Officer



The Vice President for Institutional Equity is the university's chief officer responsible for institutional initiatives related to promoting diversity within Duke's communities and fostering equal opportunity for all employees, faculty, and students. The VP-OIE reports to the President and has secondary reporting lines to the Provost, the Executive Vice President, and the

Chancellor for Health Affairs. The VP-OIE is a member of the university's Senior Leadership Group.

The VP-OIE oversees the Office for Institutional Equity, a team of specialized professionals dedicated to serving the Duke University and Duke University Health System communities regarding occupational and educational enrichment through diversity, inclusion, affirmative action, employment equity, discrimination and harassment prevention, and other work and school-related initiatives focused on the quality of life at Duke.

### *Mission Statement for Office for Institutional Equity:*

Under the auspices of the President, the Office for Institutional Equity provides institutional leadership in enhancing respectful, diverse, and inclusive work and learning environments for the Duke community.

OIE offers a range of services that uphold values of equity and diversity as well as support compliance efforts in the areas of equal opportunity, affirmative action, and harassment prevention.

### *Focus areas*

#### Diversity, Equity, and Inclusion

OIE staff provides consultation, needs assessment, strategy design, coaching, and a range of dynamic educational workshops and learning solutions related to diversity, equity, and inclusion. Programs are designed to raise awareness, increase understanding, and enhance skill development to optimize the working and learning environments at Duke.

### Equal Opportunity and Affirmative Action

OIE offers Duke-wide guidance on equal opportunity and affirmative action (EO/AA), including among others, under Titles VI and VII of the Civil Rights Act, Title IX of the Education Amendments Act, Executive Order 11246, the Age Discrimination in Employment Act, the Age Discrimination Act of 1975, the Americans with Disabilities Act of 1990, the Violence Against Women Act, the Pregnancy Discrimination Act of 1978, the Equal Pay Act of 1963,

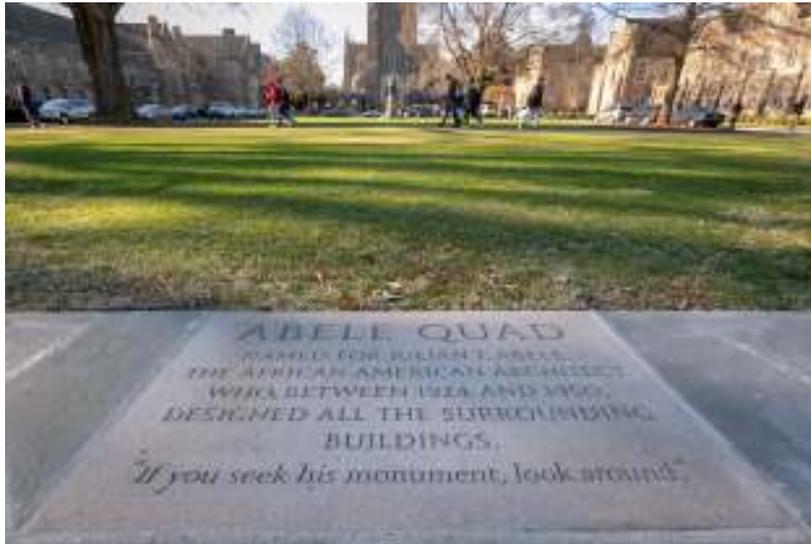


the Vietnam Era Veterans Readjustment Assistant Act, the Uniformed Services Employment and Reemployment Rights Act, and the Genetic Information Nondiscrimination Act of 2008. This area also serves as Duke's liaison to the federal government in matters of contract compliance concerning equal employment opportunity. OIE's EO/AA department specifically develops the Duke's Affirmative Action Plans on an annual basis, oversees its implementation, and reviews employee recruitment, hiring, and other personnel actions.

### Prevention of Discrimination, Harassment, Retaliation and Related Misconduct

OIE also administers, implements, and monitors Duke's harassment and discrimination policies by providing advice, assistance, and education to individuals and groups about the prevention of discrimination, harassment, retaliation and related misconduct by investigating internal reports of alleged acts of such nature. For example, OIE is responsible for gender equity in the workplace and classroom under Title VII and Title IX.

## Opportunities and Expectations for Leadership



After more than two decades of leadership, Dr. Benjamin D. Reese Jr., founding member and past president of the National Association of Diversity Officers in Higher Education, announced his intention to step down as VP-OIE at the end of the current academic year. The new Vice President for Institutional Equity/Chief Diversity Officer will be asked to address the following critical leadership issues, among others, for a campus that *Forbes* recently

named one of the "Best Employers for Diversity."

### **Develop, articulate, and implement a strategic vision for Duke's future and for the Office for Institutional Equity**

Younger than most other prestigious U.S. research universities, Duke's upstart ethos fosters an environment that is agile and open to developing an approach to diversity, equity, and inclusion that is "unique in class." The VP-OIE will bring expertise in emerging trends in diversity, equity, and inclusion, an understanding of the complex legal issues involved with federal compliance and reporting, and knowledge of new technologies and resources that will ensure inclusiveness and equity for all segments of Duke's population (staff, students, and faculty). The vision that will be created in collaboration with senior leadership will reimagine and reshape the role that the Office for Institutional Equity plays within the campus and Health System communities. This vision will be based on a broad view of diversity and inclusiveness, directed at all groups that are under-represented, historically subject to discrimination, or otherwise excluded from opportunity on bases such as race/ethnicity, gender, disability status, and sexual orientation, and open to expansion into areas that have not been previously addressed by the Office for Institutional Equity.

### **Establish strong coalitions within the university and health system to work towards a more diverse and inclusive community.**

Many individuals and offices are central to the work of the Office for Institutional Equity including the President, Executive Vice President, Vice President for Administration, Chancellor for Health Affairs, management team for the Duke Health System, Provost's Office, deans of the schools and colleges, University Counsel's Office, Division of Student Affairs, and the Office of Public Affairs and Government Relations. The interactions between coworkers at Duke are authentic and collegial. The VP-OIE will be accessible and approachable, and viewed by all stakeholders as a thought leader and essential resource in discussions of diversity, equity, and inclusion. A collaborative leader, the VP-OIE will develop positive and productive working

relationships and inspire others to engage in efforts that are aligned with the vision and consistent in implementation across the university and health system.

**Devise efficient reporting mechanisms and clear metrics that lead to institutional change.**

It will be essential for the VP-OIE to analyze the current environment to ensure that processes for receiving and addressing complaints are efficient and accessible to the entire university community and that any existing gaps are closed.

Additionally, the VP-OIE will work closely with institutional research to ensure that data are available for compliance reports and that additional data can be generated to identify possible areas for improvement beyond the compliance requirements. Using these data, the VP-OIE will develop and communicate monitoring strategies relating to diversity and equal opportunity, discrimination and harassment, and establish appropriate, measurable goals for achieving the university's and health system's vision for equity and inclusion.

**Lead the Office for Institutional Equity in carrying out its mission**

The VP-OIE will bring the full complement of leadership attributes, including thoughtfulness, wisdom, judgment, integrity, diplomacy, warmth, courage of convictions, tolerance for ambiguity, a holistic view of human behavior and development, outstanding communication skills, and a strong desire to engage effectively while managing an office composed of fifteen FTE and a budget that supports the unit. OIE should be responsive to all constituents within the university and health system, and provide resources and services relating to diversity, equity, inclusion, equal opportunity and affirmative action, prevention of discrimination, harassment, retaliation and misconduct, and Title IX. The VP-OIE will actively listen and communicate with clarity, and transparency to ensure stakeholders feel heard and valued – and confident that individual complaints and institutional inadequacies are addressed thoughtfully and thoroughly by OIE.

## Professional Qualifications and Personal Qualities

The ideal candidate will have the following professional qualifications and personal characteristics:

- **A proven record of leading and facilitating cultural change within an organization or community.**

The work involving diversity, equity, and inclusion is a challenge that is critical for Duke. The VP-OIE will help inspire and build mutually



supportive relationships across the campus and Health System communities to set its sights broadly and create meaningful change in this area.

- **A broad understanding of, and experience with, diversity and equity issues and the development of initiatives to foster a more diverse and inclusive community.** The VP-OIE will identify emerging issues and spark critical and collaborative thinking around how to advance Duke's efforts in those areas.
- **The ability to "think like a lawyer."** A formal legal background is not required, but federal compliance and reporting responsibilities are important. The VP-OIE will value the importance of process, and be able to design and implement procedures for responding to complaints from university and health system constituents and external inquiries from agencies such as the U.S. Equal Employment Opportunity Commission and the Department of Education's Office for Civil Rights.
- **Experience in leading across functional and divisional groups.** OIE exists within a complex, decentralized environment of units addressing issues of diversity, equity, and inclusion. It is essential for the VP-OIE to be an intuitive matrix manager by embracing the ambiguity within that structure, cultivating trust, and shaping constructive working relationships while building consensus amongst various stakeholders across the campus and community. The VP-OIE must be able to initiate and launch projects involving individuals who are not direct reports.
- **Demonstrated management skills and ability to execute complex tasks.** The VP-OIE will be an experienced manager charged with supervising a number of staff members, and will be able to optimize the department to be responsive and effective in

carrying out the functions of the Office for Institutional Equity. The VP-OIE will be good at team work, focusing colleagues on high level goals, and holding people accountable.

- **Outstanding written and oral communication skills.** The VP-OIE will communicate with clarity and transparency, to galvanize and inspire support for the university's vision of diversity and inclusiveness. The VP-OIE should be comfortable representing the university's commitment to institutional equity to various constituencies, including policymakers, faculty and staff, students, and the media.
- **An appreciation of an academic community that includes a complex health system and sensitivity to multiple points of view.** The VP-OIE must understand and respect the challenges, aspirations, and opportunities that exist within each division, and demonstrate real sensitivity to multiple points of view and workplace cultures that are very different from each other.
- **A metric-driven leader, familiar with the potential of technology to advance diversity and equity goals.** The VP-OIE will have a deep understanding of quantitative data, see connections, and harness the power of data to motivate people to reach goals and hold the institution accountable for progress.
- **A terminal degree.**

## Duke University and Duke University Health System: An Overview



In 1924, North Carolina tobacco and electric magnate James Buchanan Duke established the Duke Endowment with a gift of \$40 million to build on the philanthropic foundation of his father, Washington Duke, and brother, Ben Duke. The Endowment was intended to help people and strengthen communities in North and South Carolina by nurturing children, promoting health, educating minds, and enriching spirits.

James Buchanan Duke directed that part of his gift be used to transform Trinity College into Duke University. Trinity College initially came to Durham as a result of funding from Washington Duke, which was contingent upon the college admitting women “on equal footing with men.” With philanthropic support and a relatively young, ambitious faculty recruited from top graduate schools at Johns Hopkins, Columbia, and other northern universities, Trinity College by World War I was one of the leading liberal arts colleges in the South.

Over time, that small college grew into a complex university. Duke's home campus

encompasses three contiguous campuses in Durham as well as a Marine Lab in Beaufort, North Carolina. Duke also is active internationally through the Duke-NUS Graduate Medical School in Singapore, Duke Kunshan University in China, and over 300 research and education programs across the globe.

Duke University today is a member of the Association of American Universities, and one of the most prestigious higher education institutions in the country, with ten nationally prominent schools, including the Fuqua School of Business, the Sanford School of Public Policy, the Pratt School of Engineering, the Nicholas School of the Environment, the Law School, the Divinity School, the Graduate School, and the Schools of Medicine and Nursing.

When the Schools of Medicine, Nursing, and Duke University Hospital were established in 1925, the Duke Health System was born. Though it is the youngest of the nation's leading medical enterprises, the component entities of Duke Health have grown into one of the country's largest clinical and biomedical research institutions. Duke Health encompasses a health system that spans 32 counties in North Carolina and includes areas in neighboring states. Duke Health conceptually integrates the Duke University School of Medicine, Duke-NUS Medical School, Duke

University School of Nursing, Duke University Health System, Private Diagnostic Clinic (Duke physicians practice), and incorporates the health and health research programs within the Duke Global Health Institute as well as those in schools and centers across Duke University, including the Duke Robert J. Margolis Center for Health Policy.

More information about Duke University can be found at <https://duke.edu/>. Information on the Duke Health System is available at <https://corporate.dukehealth.org/>.



## Durham, North Carolina

Established in 1869, Durham is celebrating its 150<sup>th</sup> anniversary. The city prides itself on being a place brimming with opportunity, and where diverse cultures and populations come together. Around the turn of the century, Durham became known as the home of the original “Black Wall Street.” Parrish Street in downtown Durham was the home of North Carolina Mutual Life, the first black-owned insurance company in the U.S., and Mechanics and Farmers



Bank, a pioneering black-owned bank. Some of the earliest civil rights sit-ins occurred in Durham, and it was the backdrop against which an unlikely relationship formed between an outspoken civil rights activist and a local Ku Klux Klan leader around school desegregation, which will be featured in a major motion picture set to be released this spring. Indeed, with no majority ethnic population, Durham's diversity is at the core of the city's identity.

An early hub for innovation, the area is now home to the Research Triangle Park, which is made up of three anchor cities: Chapel Hill, Raleigh and Durham. With more than 170 companies, RTP is the world's largest research park, and a prominent high-tech research and development center that serves as an economic driver for the state.

The people living in this area are friendly, diverse and educated. Cited by *U.S. News and Report* as one of the best places to live in the country, and by *Forbes* as one of the best cities in the U.S. for business and careers, the region is luring new residents every day with strong job growth and a high quality of life. *Southern Living* named Durham "The South's tastiest town" and *Bon Appétit* gave it the # 1 ranking for the "foodiest town" due to its offering of culinary delights of every taste. This region boasts award-winning inns, hotels and spas, and cultural experiences including university gardens, and art and history museums. Although the area has four distinct seasons, temperatures are mild year-round. The area also enjoys sunshine for about 210 days a year.

To learn more visit: <https://www.discoverdurham.com/>

## Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications will begin immediately, and will continue until the position is filled. Candidates should provide, as three separate documents, a curriculum vitae, a letter of application that addresses the responsibilities and requirements described in the Leadership Statement, and the names and contact information of five references, including at least one who was directly supervised by the candidate in a past role. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via e-mail to the Duke University's consultants Charlene L. Aguilar, Shelley M.H. Arakawa, and Christine J. Pendleton at [DukeVPOIE@wittkieffer.com](mailto:DukeVPOIE@wittkieffer.com). The consultants can be reached by telephone via the desk of Candice Jones at 630-575-6929.

*Duke University is committed to the principles of excellence, fairness, and respect for all people. As part of this commitment, Duke actively values diversity in the workplace, and sees to take advantage of the rich backgrounds and abilities of everyone.*

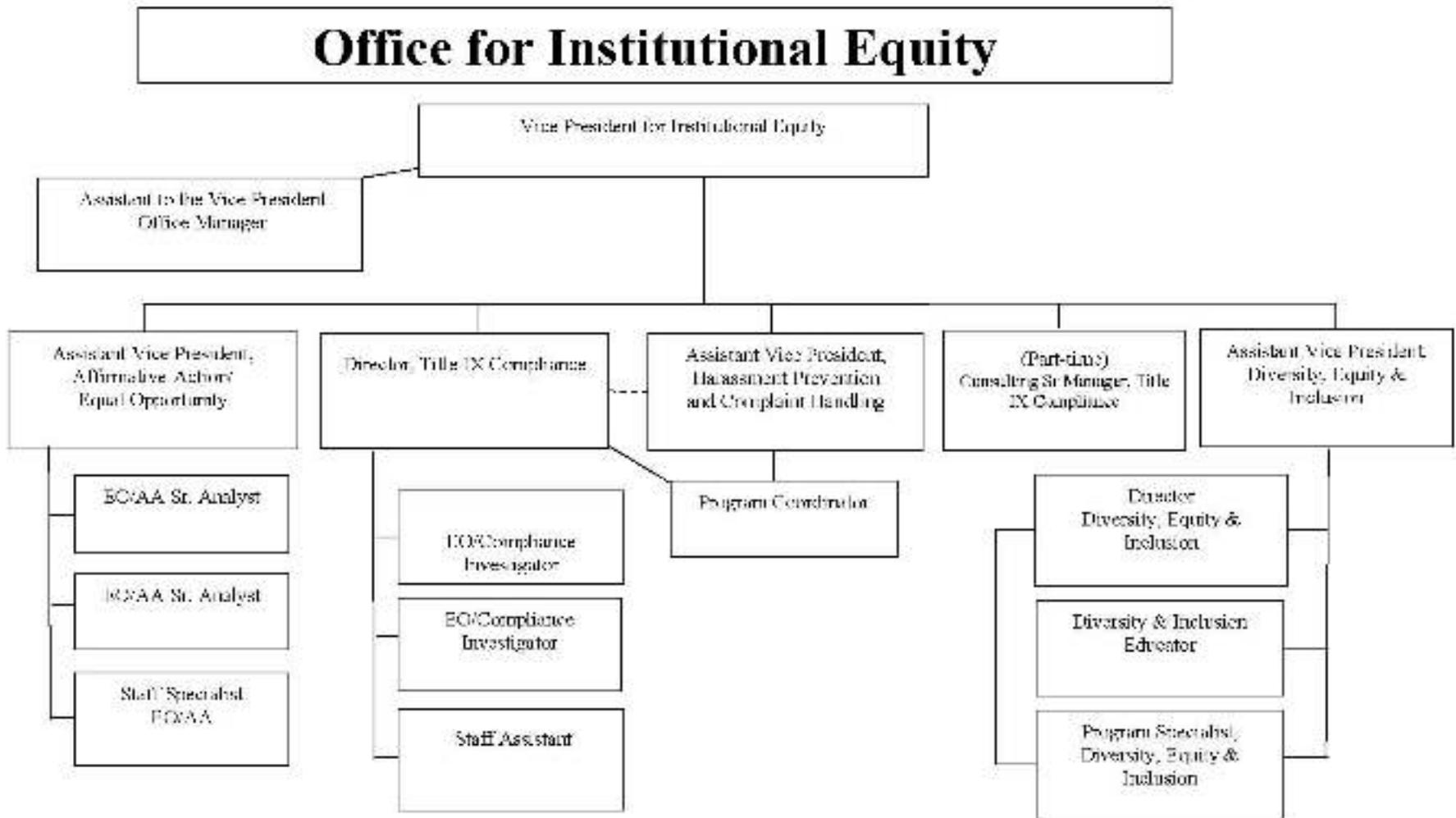
*Duke University is an Affirmative Action/Equal Opportunity Employer committed to providing employment opportunity without regard to an individual's age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, or veteran status. Duke also makes good faith efforts to recruit, hire, and promote qualified women, minorities, individuals with disabilities, and veterans.*

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The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Duke University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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## Appendix I: Organizational Chart



**WITT / KIEFFER**  
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