

WITT/KIEFFER



UNIVERSITY OF UTAH
HEALTH SCIENCES

University of Utah Health Sciences

Associate Vice President for Inclusion

Oliver B. Tomlin & Howard T. Jessamy

11/21/11

This position specification is intended to provide information about the University of Utah Health Sciences and the position of Associate Vice President for Inclusion. It is designed to assist qualified individuals in assessing their interest.

THE OPPORTUNITY

The University of Utah Health Sciences, the Intermountain West's only academic medical center, seeks a dynamic leader to serve as its next Associate Vice President for Inclusion. The health sciences comprises University of Utah Health Care (the clinical enterprise), the School of Medicine, Colleges of Pharmacy, Nursing, and Health, and the Spencer S. Eccles Health Sciences Library, with its Health Sciences Education Building, an award-winning facility that has been modeled across the country. The Health Sciences campus is undergoing significant expansion including in the Huntsman Cancer Hospital, the university neuropsychiatric institute and the new \$130 million Utah Science Technology and Research initiative (USTAR) building. USTAR is a state-supported investment in world-class faculty from across the University who are creating novel technologies for commercialization. The University of Utah ranks first in the country in spinoff companies resulting from university research and innovations, surpassing MIT; USTAR has been a significant contributor to this ranking. The University of Utah Health Sciences serves people in six states—Utah, Idaho, Montana, Wyoming, and portions of Nevada and Colorado—nearly 10 percent of the continental United States.

Located on the Wasatch front, the University of Utah overlooks a vibrant and growing city. Salt Lake City and its surrounding areas offer spectacular beauty and some of the world's best recreational opportunities. While Utah is renowned for its ski resorts, it may be less well known for its spectacular biking, hiking, fishing and other recreational activities. Utah is the home of 5 national parks with some of the most stunning geography in the world. Salt Lake City is a hub for the visual and performing arts, including serving as a venue, with Park City, for the annual Sundance Film Festival.

The health sciences has been recognized nationally and internationally for its excellence in clinical care, education, and research:

- University of Utah Health Care has been recognized by [U.S. News & World Report's 2011-2012 Best Hospitals](#) as the No. 1 health care system in the Salt Lake City metro area.
- University of Utah Health Care has been ranked among the top 10 academic medical centers in the country for the past two years by the prestigious Quality and Accountability Study conducted by the University HealthSystem Consortium.
- The School of Medicine is in the middle of implementing a transformational curriculum, which stresses integration of the clinical and basic sciences, lifelong learning, professionalism, cultural competencies, and interprofessional collaboration and teamwork.
- 30 to 40 percent of medical students at any given time speak a language in addition to English, illustrating the breadth of experience of the student body.
- The College of Pharmacy has placed among the top four pharmacy colleges in National Institutes of Health research funding for more than 30 consecutive years.
- The newly renovated College of Nursing offers a state-of-the-art simulation center that is used both for interprofessional education as well as a life-like environment for evaluating students and interdisciplinary teams.

- The College of Health's Department of Health Promotion and Education contributes to improving health literacy and addresses disparities in health care by developing relevant and informative materials for patients and consumers.
- The Associated Regional and University Pathologists Laboratories (ARUP) is a national reference laboratory for clinical and anatomic pathology. It is recognized worldwide for its research and innovation.
- Researchers at the David Eccles Institute of Human Genetics, part of the School of Medicine, have contributed major breakthroughs in understanding human disease, much of it based on groundbreaking work in gene targeting by the University's 2007 Nobel Laureate Mario R. Capecchi, Ph.D.
- The Spencer S. Eccles Health Sciences Library is distinguished as the only National Library of Medicine Training Center in the country and as the MidContinental Region of the National Network of Libraries of Medicine.

The AVP for Inclusion will report to Vivian S. Lee, MD, PhD, MBA, who joined the University of Utah as senior vice president for health sciences on July 1, 2011. Dr. Lee who served as the inaugural Vice Dean for Science, Senior Vice-President and Chief Scientific Officer of NYU Medical Center before coming to Utah, is a physician-scientist whose vision is to build on the University's leadership, strengths, and reputation in providing top quality health care, innovative education, and transformative research. The AVP for Inclusion will be responsible for setting the vision and providing leadership, strategic direction and coordination for all aspects of the Health Sciences' diversity and inclusion initiatives, and will be expected to work in close collaboration with the University Central Office for Equity and Diversity in support of the broader institutional diversity goals. As the chief diversity officer, the AVP for Inclusion will shape and lead the Health Sciences' embrace of diversity and inclusion as fundamental to institutional excellence. The AVP for Inclusion will bring passion, skills and visionary leadership to advance efforts in creating a culture that embraces and promotes diversity in its broadest meaning.

In addition, the AVP for Inclusion will serve as chief spokesperson for the Health Sciences related to inclusion, diversity and equity at this world-renowned academic medical center. The AVP for Inclusion will seek to improve and extend existing programs and guide new initiatives. With the Health Sciences leadership team, this person will develop and oversee the execution of a coordinated and comprehensive diversity and inclusion plan that will cultivate a supportive and stimulating environment for living, learning, and working together.

The AVP for Inclusion will be an experienced and successful leader and administrator with effective communication skills and a distinguished record of accomplishments. He or she will be able to demonstrate effectiveness and expertise in change management, particularly as it relates to diversity and inclusion initiatives.

Recruitment will continue until the position is filled. Information about how to either nominate someone or to apply for this important position appears below.

PROCEDURE FOR CANDIDACY AND NOMINATION

Candidacy:

Interested individuals should provide a letter describing their interest in and qualifications for the position along with a curriculum vita. This search will be conducted with great respect for the confidentiality of candidates.

Nominations:

If you wish to nominate a candidate for this position, please forward the name and contact information as described below.

Packets should be emailed to the University of Utah Health Sciences' consultants, Oliver Tomlin or Howard Jessamy, at UUHSAVP@wittkieffer.com. Inquiries may also be made by mailing the consultants at the address below, or by calling Oliver Tomlin at 215-568-2160 or Howard Jessamy at 301-654-5070. The new AVP is expected to be appointed in March 2012 and to begin service by May 2012 or as soon thereafter as possible.

Material that cannot be emailed may be sent to:

Associate Vice President for Inclusion
University of Utah Health Sciences
c/o Witt/Kieffer
Attention: Oliver B. Tomlin, III/ Howard T. Jessamy
7201 Wisconsin Ave., Suite 775
Bethesda, MD 20814

DIVERSITY AT THE UNIVERSITY OF UTAH HEALTH SCIENCES

The University of Utah Health Sciences continually strives to achieve a more inclusive environment where creative energy and a variety of insights result from a diverse environment, and are a vital to the intellectual rigor and social fabric of the university. A scholarly community, the Health Sciences welcomes people of all racial, ethnic, cultural, socioeconomic, national and international backgrounds, encouraging diversity of thought, pedagogy, experience, religion, sexual orientation, gender identity/expression, political affiliation, and disability. This academic community believes in a culture of inclusion that encourages relationships and interactions among people of different backgrounds.

Achieving these goals requires proactive work to provide faculty, staff, students, and administrators with the skills and experiences necessary to understand and adeptly engage in a 21st century world defined increasingly by cultural and intellectual diversity. While there are a number of diversity programs and initiatives underway, they have not yet been coordinated across the schools and colleges or within the health system. The various programs range from pipeline development initiatives for K-12 students to pharmacy clerkships in rural areas, to service learning opportunities for current medical students. It is acknowledged` that there is still work needed to increase efforts in each of these areas. Focused attention will be required to reframe and diversify academic cultures, transform workplace environments, and attract and promote the success of diverse constituencies, especially among underrepresented groups. An important aim will be to sustain and build new and long-lasting bridges and partnerships with the larger community.

The demographics of the region reflect the unique blend of the constituent body within the health sciences and the university. The overwhelming majority of the faculty, staff, administration and students accurately reflect the demographics of the state. Statewide, Hispanics represent the fastest growing ethnic minority and are the second largest racial/ethnic population overall, comprising nearly 13 percent of the population in Utah and comprise over 20% in Salt Lake City. Asian and Pacific Islanders comprise approximately 6% of the local population. African Americans make up 3% of the population in Salt Lake City, but total numbers have actually doubled over the past decade. Within the Health Sciences women make up 55% of the graduate students and 39% of the faculty.

Diversity Programs and Initiatives

Engaging with the community is integral to forming partnerships and relationships with constituents across the region and the state. The Health Sciences has a number of pipeline programs and initiatives that are related to diversity and inclusion. These programs span from programs for young children to programs at the undergraduate and professional levels. Specifically, these include The Health Sciences Academy for younger children; the Health Professions Academy for high school students; and the Health Sciences LEAP (Learning, Engagement, Achievement, Progress) undergraduate pipeline program. More recently, the School of Medicine has developed several programs that reach out to underserved and underrepresented communities including Native American tribes in Utah.

Community outreach is woven through many programs. The Community Engagement Core is key component of our Clinical and Translational Sciences award, and provides a sound infrastructure to connect with the community.

Reporting Relationships

The AVP for Inclusion will report directly to Dr. Lee and will serve as a member of her executive leadership team. A strong collaboration with the Office of Equity and Diversity on the main campus administration is expected.

THE ROLE OF THE ASSOCIATE VICE PRESIDENT FOR INCLUSION

The AVP for Inclusion will take the lead in shaping Health Sciences' embrace of diversity as a resource that will enhance learning for all students, which is fundamental to institutional excellence.

The AVP for Inclusion will serve as chief spokesperson for Health Sciences related to inclusion, equity and diversity. He or she will work with the leadership of the School of Medicine and the Colleges of Health, Nursing and Pharmacy, University Health Care, faculty, staff, and students to develop and oversee the execution of a comprehensive and coordinated plan for inclusion. Responsibilities also include providing guidance on matters related to enhancing cultural competency initiatives campus-wide and actively contributing to efforts to address health care disparities.

Leadership and Communication

The person in this position will:

- Bring leadership, vision, integrity, and a team-oriented philosophy to diversity efforts.
- Define the role of the AVP of Inclusion to all constituencies, adding value by serving as an influential and strategic contributor to Health Sciences operations.
- Participate in senior leadership discussions regarding University policy and program initiatives; offer insight and advice to the leadership team and others as they engage faculty, staff and researchers in diversity, culture transformation, and inclusion on campus.
- Serve as the Health Sciences champion and lead on matters of equity, diversity and inclusion, and educating constituents both within and outside the organization regarding the importance and advantages of a culture that values and supports each member of the community.
- Engage in a reflective and appropriately nuanced dialogue with senior leadership, department chairs, and the health system about diversity realities and possibilities within the Health Sciences.

- Collaborate across the organization to establish diversity objectives. Provide encouragement, support, and counsel in efforts to recruit and retain a broad range of faculty, staff, and students.
- Develop and strengthen partnerships with the external community to promote diversity within the Health Sciences.
- Serve as a spokesperson both locally and nationally for the value of diversity and inclusion in a high quality, research intensive, academic medical center.
- Ensure that diversity and inclusion are considered in all hiring and recruitment efforts; ensure broad use and availability of the Faculty Search Recruitment Toolkit, designed for recruiting and hiring a diverse workforce.

Assessment and Evaluation

The person in this position will:

- Work with Health Sciences, the University and other appropriate constituencies to develop a common vision of the University's aspirations for inclusion, equity and diversity, and outline specific steps necessary to realize them; identify specific benchmarks to measure progress and work with others from the community to achieve them.
- Assess regularly the effectiveness of Health Sciences diversity and inclusion efforts and recommend appropriate adjustments that are proactive and responsive to needs within the Health Sciences.

Resource Development

The person in this position will:

- Work with the senior management team to identify resources that are adequate to achieve diversity and inclusion goals.
- Define a realistic budget that is sufficient to positively impact inclusion and diversity efforts.
- Seek funding through private, local, state, and federal sources; coordinate with development officers to obtain funding for diversity, health literacy, health disparities initiatives and cultural competency.

OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

The new AVP for Inclusion will be coming aboard approximately a year after Dr. Vivian Lee assumed leadership of the Health Sciences. In keeping with Dr. Lee's view that institutional excellence is not possible without a diverse and inclusive university community and academic offerings, she expects significant if not full effort for the AVP for Inclusion. This will be Dr. Lee's first appointment to her leadership team.

The primary responsibility for the AVP for Inclusion will be to serve as a key strategic and operational partner to Dr. Lee by providing the vision and leading the strategy for all Health

Sciences-wide diversity and equity initiatives. The AVP for Inclusion's immediate agenda will include, but will not be limited to, the following:

1. *Lead diversity and inclusion efforts in the Health Sciences.*

Diversity and inclusion work in the Health Sciences has been underway for some time. Continued work should be focused on coordination and communication across the Health Sciences and the University. A unified and cohesive plan would maximize the potential for improving efficiency and effectiveness of diversity and inclusion programs. The AVP for Inclusion will be called upon to build bridges, serve as mentor and guide and encourage people to work together on behalf of the organization.

2. *Conduct an inventory of Health Sciences diversity and inclusion efforts* to develop the best structure for programmatic, monetary, and human resources in the areas of inclusion, diversity and equal opportunity. This person will partner with members of the leadership team to formulate a plan with clear markers, clear points of accountability, and with the appropriate resources to meet or exceed the goals.

The AVP for Inclusion will be asked to map what currently exists across the enterprise and to identify gaps, redundancies, challenges, and possibilities, as well as opportunities to create efficiencies, synergies, and points of collaboration.

3. *Function as a strategic force on behalf of the Health Sciences.*

Dr. Lee, members of her executive team, deans, staff, and students are eager for leadership in diversity and inclusion. The AVP for Inclusion is expected to be a strategic force who is able to educate, engage and persuade others at the senior leadership table and more generally, across the School of Medicine, the three colleges within the Health Sciences, University Health Care and other related enterprise units.

It is imperative that this new person builds and maintains strong, collaborative and facilitative relationships within Health Sciences and the University. He or she will be expected to work collegially with deans, chairs, health system leadership and staff in providing strong guidance, while engendering trust. The AVP for Inclusion is expected to promote to open conversation and shared goals to inspire and engage students, staff, and faculty in achieving the diversity and inclusion vision.

QUALITIES AND QUALIFICATIONS

The successful candidate will possess a deep understanding of, and passion for, the areas comprising diversity and inclusion including health disparities and cultural competencies; a proven track record of enhancing diversity and inclusion; appreciation of shared governance structures; and significant strategic and tactical leadership experience. An advanced degree is required. A PhD, MD, or other terminal degree is preferred. Relevant experience in an academic health center environment is preferred.

In addition, the AVP for Inclusion should demonstrate the following qualities:

- *Proven effectiveness and expertise in organizational development and change management:*
 - Professional experience managing the complex interplay of programmatic, cultural, and systemic issues;
 - Genuine enjoyment in forming relationships, building bridges, and bringing others together around a common goal;
 - Diplomatic skills to interact with a variety of constituents and adroitly manage situations of conflict;
 - Collaborative style and a personality suited to accomplishing goals through working with others in a constructive, positive, and non-confrontational manner;
 - Results-oriented perspective with an extensive understanding of organizational change and a commitment to advance change through challenging times; and
 - Deep commitment to inclusion, diversity, and equity with the ability to be a consensus builder who makes timely decisions.

- *Proven vision and leadership:*
 - Ability to lead with vision, purposefulness, and optimism;
 - An entrepreneurial outlook with an eye to new possibilities and emerging challenges;
 - The ability to build and motivate teams; and
 - To inspire joy in one's work through excellent people and communication skills.

- *Demonstrated institutional leadership:*
 - Readiness to be part of the senior leadership team;
 - Ability to think strategically;
 - Expertise in the areas of diversity and inclusion;
 - Ability to lead a community-wide conversation about best practices and working collaboratively to execute the vision;
 - A proven record of community engagement and partnership; and
 - An understanding of the political landscape and experience in responding to politically charged or politically sensitive situations.

- *Demonstrated ability to manage both strategic and operational details:*
 - Ability to focus and lead to achieve the elements of a strategic plan and to continuously refine the plan as it evolves;
 - Strong budget oversight experience; and
 - Facility with delegating day-to-day management and decision-making to others, recognizing that this position requires demonstrated competence in managing tactical level projects.

- *Evidence of a nuanced, broad, and sophisticated understanding of diversity and inclusion issues:*
 - Ability to translate complex issues to a wide audience and to meet people at their point of understanding;
 - Sensitivity to the needs of each individual to be treated with fairness and respect; and
 - Experience addressing constituent interests and needs (for example, women, religious minorities, racial/ethnic minorities, persons from other countries, persons with disabilities, LGBT persons, and non-traditional learners, among others).

- *Demonstrated resource enhancement:*
 - Ability to identify and obtain external funding grants and manage fund-raising activities, in collaboration with the Health Sciences development office.

- *Personal qualities:*
 - A sense of purpose and engagement;
 - Exceptional interpersonal and diplomatic skills;
 - Ability to partner and work collaboratively;
 - Candor; a high degree of emotional intelligence;
 - Integrity;
 - A team-oriented philosophy;
 - Optimism, engagement, confidence, and excitement about change;
 - An ability to observe, listen and learn while engendering trust among various constituencies;
 - Wisdom; sound judgment and resilience;
 - Sense of humor; and
 - Demonstrated skills working with complex and diverse cultures, backgrounds, and perspectives.

***The University of Utah Health Sciences is an
Affirmative Action, Equal Opportunity Employer.***

The University of Utah values candidates who have experience working in settings with students, staff and faculty from diverse backgrounds, and who possess a demonstrated commitment to improving access to higher education for historically underrepresented students.

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