Associate Vice President for Inclusive Excellence & Chief Diversity Officer  
Position Profile

Introduction
Georgia Southern University (Georgia Southern) invites applications and nominations for the newly created position of Associate Vice President for Inclusive Excellence & Chief Diversity Officer (AVP & CDO). The inaugural AVP & CDO will be asked to lead institutional efforts to implement and refine the strategies and action steps included in the Georgia Southern University Strategic Plan, “People. Purpose. Action: Growing ourselves to grow others!”, particularly those identified under the Pillar of Inclusive Excellence, and to empower the work of students, faculty, staff, and community partners as it relates to inclusive excellence initiatives.

Exciting New Leadership
Under the exciting new leadership of recently appointed President Dr. Kyle Marrero and Provost Dr. Carl Reiber, Georgia Southern is now poised to pursue ambitious and forward-thinking initiatives to promote an equitable, diverse, and inclusive institutional culture and to eliminate institutional barriers for underrepresented groups. These efforts will unify the Georgia Southern Community as one Eagle Nation.

The University
In 2018, Armstrong State University and Georgia Southern University consolidated creating an institution that retained the Georgia Southern University name comprised of nine colleges on three campuses: the Statesboro Campus, the Armstrong Campus in Savannah and the Liberty Campus in Hinesville. With 141 degree programs at the bachelor’s, master’s and doctoral levels, Georgia Southern is the state’s largest and most comprehensive center of higher education south of Atlanta and has been designated a public Carnegie Doctoral/R2 institution. The University serves more than 27,000 students from all 50 states, Washington D.C., and Puerto Rico as well as 102 nations. Georgia Southern offers an attractive campus environment that encourages learning, discovery, and personal growth. Nationally accredited academic programs prepare diverse scholars for leadership and service as working citizens. A unit of the University System of Georgia, the University boasts 200-plus student organizations, outstanding Division I athletics, and state-of-the art residence halls and campus facilities.

Since 1906, the University’s hallmark has been a culture of engagement that bridges theory with practice, extends the learning environment beyond the classroom, and promotes student growth and life success. Central to the University’s mission is the faculty’s dedication to excellence in teaching and the development of a fertile learning environment exemplified by a free exchange of ideas, high academic expectations, and individual responsibility for academic achievement. Faculty, staff, and students embrace core values expressed through integrity, civility, kindness, collaboration, and a commitment to lifelong learning, wellness, and social responsibility.

Georgia Southern provides transformative learning opportunities to meet the needs of a diverse student population through its legacy of commitment to academic excellence and personal attention. Through the shared resources of its multiple locations, the University creates vibrant learning environments that foster an inclusive, student-centered culture of engagement.
designed to prepare students for lifelong service as scholars, leaders, and responsible stewards of their communities. The University enhances the quality of life and drives economic development in the Coastal Georgia region, the State of Georgia, and beyond by supporting collaborative efforts in technological innovation, scientific advancement, education, health services, artistic creativity, and cultural enrichment. For more information about Georgia Southern, please visit https://www.georgiasouthern.edu/.

Opportunities and Challenges
In serving as Georgia Southern’s inaugural AVP & CDO, the successful candidate will have the opportunity to make a significant and profound impact on the University and its unique campuses. In their role, the AVP & CDO must serve as a confident consensus builder committed to the tenets of transparency, collaboration, and inclusive excellence as they lead the continued evolution of the newly created Office of Inclusive Excellence. The AVP & CDO will partner with Georgia Southern’s three culturally diverse campuses (Statesboro, Armstrong, and Liberty) each with very different histories, approaches to diversity and inclusion, and communities. With this in mind, the AVP & CDO will be required to provide leadership and direction in several critical areas, including but not limited to:

- **Creating a Comprehensive Vision** – Given that the AVP & CDO position is a newly created role at Georgia Southern, the AVP & CDO will be charged with creating an expansive and far-reaching vision for the future of the Office of Inclusive Excellence. To do so, and to clearly demonstrate to internal and external constituents the important contributions the Office will make to the betterment of the University, the AVP & CDO must be willing to engage these stakeholder groups in meaningful dialogue, and ultimately, the implementation of forward-thinking strategies for transforming the culture of the University.

- **University- and Campus-wide Leadership** – The AVP & CDO, as part of the President’s cabinet, will work in partnership with university administrators to address Georgia Southern’s diversity and inclusion needs and provide vision and leadership in the development of new programs and initiatives that advance the University’s efforts toward achieving inclusive excellence. This individual will foster an environment that promotes open communication and collaboration across Georgia Southern’s campuses to engage in frank discussions regarding the opportunities and challenges present and identifying a clear path for addressing them. Specifically, the AVP & CDO must serve as a visible and highly interactive leader when working with each campus community to establish trust amongst stakeholders and implement best practices across the University.

- **Leading the Evolution of the Office of Inclusive Excellence** – The AVP & CDO will lead the development of an office structure where expertise in diversity and inclusion matters and best practices are shared across campuses and implemented appropriately according to the needs of each. In doing so, the AVP & CDO will play a central role in leveraging the Office of Inclusive Excellence’s existing infrastructure, identifying the functions, duties, and expertise that should be provided by the Office, and ensuring the efficient use of resources and personnel. Careful and continued assessment of campus needs will be necessary in order to ensure that the office is nimble, appropriately sized, and operating as a cohesive team committed to advancing the University’s diversity and inclusion efforts.
• **Leading Engagement and Building Trust** – In guiding the Office of Inclusive Excellence toward achieving the goals set forth within Georgia Southern’s Strategic Plan, the AVP & CDO will strive to foster an environment that is highly focused on engaging faculty, staff, students, and community members at each of the University’s campuses. In doing so, the AVP & CDO will ensure that trust is established between the Office and key stakeholders and avenues of communication remain open, honest, and promote the creation of formal and informal partnerships. By serving as the chief architect of these newly developed relationships between the Office of Inclusive Excellence and University stakeholders, the AVP & CDO must maintain a visible presence that embraces transparency and collaboration aimed at achieving high priority institutional goals.

• **Long-Term Planning** – As Georgia Southern’s inaugural AVP & CDO, the successful candidate will play a critical role in the development of a comprehensive plan for addressing the University’s long-term diversity and inclusion infrastructure needs at each of its campuses. In managing Georgia Southern’s distributed institutional footprint, this individual will be responsible for not only identifying and addressing current needs at each campus, but also bearing in mind national trends that may affect them differently in the future.

### Position Summary

The AVP & CDO is responsible for coordinating executive efforts to cultivate a welcoming, diverse, and inclusive culture throughout all aspects of the University community, curricular, co-curricular, and business practices. Reporting to the President and serving as a member of the President's cabinet and advisory council, the AVP & CDO will lead the Office of Inclusive Excellence and work collaboratively with campus partners in Academic Affairs, Student Affairs, Enrollment Management, Human Resources, and other divisions across the University as well as community partners to elevate inclusiveness and implement best practices related to diversity, equity, and inclusion.

The AVP & CDO will serve as the chief administrator responsible for leading and coordinating efforts to recruit, develop, and retain diverse students, faculty, and staff and to create a more welcoming and respectful campus community that embraces diversity and inclusion as a dimension of institutional excellence. The AVP & CDO will review and assess all current data on diversity and inclusion at Georgia Southern and coordinate diversity strategies and initiatives, including the implementation of the strategic goals outlined in the Georgia Southern University Strategic Plan and will be instrumental in operationalizing and prioritizing imperatives of the plan. The AVP & CDO will work with various Presidential Committees related to diversity and inclusion to continuously enhance the institution’s understanding of diversity and inclusion while assessing the University’s progress in achieving diversity goals outlined in the University Strategic Plan.

In addition, the AVP & CDO will be responsible for:

**Strategic Leadership**

- Providing strategic vision, leadership, and organizational and administrative oversight of campus-wide programs and services for diversity and inclusion initiatives; designs and implements policies and procedures.
- Establishing, in alignment with the President, Provost, and Chief University administrators, a process to achieve campus-wide accountability and coordination of
diversity, equity, and inclusion efforts to drive Pillar Three: Inclusive Excellence of the Strategic Plan.

- Advising the President, Provost, and Chief University administrators on issues relating to diversity and inclusion and acting as a leadership voice in enabling and ensuring Georgia Southern adheres to its values and is an inclusive community for all stakeholders.
- Serving as the key point of contact and resource for coordinated response to issues that may arise within the community and/or University as appropriate and proactively working to address potential issues.
- Representing the President and the University in various community, state, and regional activities intended to advance diversity and inclusion efforts.
- Assessing diversity and campus climate progress through analyzing and synthesizing data from benchmarks, national surveys, campus climate surveys, and annual reports; creating metrics to measure the quality and effectiveness of programs and services responsible for enhancing campus diversity, climate, and inclusion.
- Keeping current on best practices and emerging trends in diversity and inclusion and bringing that knowledge to inform program and policy development.

Campus-Wide Coordination of the Diversity, Equity, & Inclusion Infrastructure

- Regularly convening and coordinating the campus-wide diversity, equity, and inclusion infrastructure; creating a coordinated process for developing, implementing, and supporting the units, committees, councils, and working groups specifically charged with enhancing diversity and inclusion initiatives as well as other strategic imperatives.
- Convening appropriate leaders from across departments to develop and execute diversity and inclusion programming and initiatives for diverse audiences; assessing and ensuring successful execution of this programming through an annual campus-wide Inclusive Excellence Forum and report on campus climate and inclusion generally and in alignment with Pillar 3 of the Strategic Plan.
- Work with academic leadership to incorporate diversity and inclusion into the academic experience and learning of students; addressing the needs, strengths, and challenges of diverse student populations, encouraging a respectful campus climate through equity, diversity, inclusion, and multicultural competency education; collaborating with Academic Deans and Unit Directors to focus and develop recruitment and retention programs to increase diversity of faculty, staff, and students.
- Identifying, developing, fostering, and maintaining active partnerships with internal campus community groups, alumni affinity groups, various community, civic, and professional organizations to develop and promote diversity and inclusion through existing and new educational programs, services, trainings, communications and campus community events.

Leading the Office of Inclusive Excellence

- Developing and overseeing an annual budget for the Office of Inclusive Excellence in accordance with University, Board of Regents, and State of Georgia guidelines; monitoring expenditures throughout the year to ensure the department operates in a fiscally sound manner.
- Engaging in an analysis of the campus diversity and inclusion infrastructure to make recommendations to the President regarding units, employees, and resources that need to be integrated into the Office of Inclusive Excellence direct administrative portfolio.
- Performing additional duties as assigned by the President and/or Provost.
Qualities and Characteristics
Georgia Southern seeks candidates whose education, perspectives, and personal and professional experiences have together prepared them to serve as an effective and collaborative leader of the University’s efforts to create a more equitable and inclusive environment. The successful candidate will possess:

- The interpersonal strengths of an open-minded, strategic, and creative thinker and active listener who can mediate diverse opinions to address shared needs;
- The knowledge and ability to apply practices of equity and inclusion;
- The knowledge, ability, and a demonstrated track record (and deep commitment to) applying practices of equity and inclusion;
- The ability to assess campus issues and priorities related to diversity and inclusion and design and implement a strategic plan addressing these needs;
- Excellent track record in managing change along with proven experience as an organizational leader and program builder, specifically around initiatives that promote diversity, equity, access, and inclusion in a professional environment;
- Strong communication and conflict-resolution skills to navigate politically-charged situations, resolve problems, build consensus, and reconcile competing interests;
- The ability to understand the needs and expectations of the University by working collaboratively with students, faculty, staff, administrators, community partners and other stakeholders;
- Visionary and highly collaborative leadership skills, with an in-depth understanding of diversity, equity, and inclusion issues and opportunities;
- The ability to enhance team dynamics with key stakeholders at all levels within the University;
- Demonstrated skills with collecting and using data to assess programs and increase shared accountability with a focus on continued improvement;
- An action-oriented leadership style that is both collaborative and seeks consensus while seeking diverse opinions and perspectives regarding sensitive issues and addressing them appropriately;
- The ability to lead in a dynamic environment and a level of comfort with consistent evolution.

Qualifications
The successful candidate will be a strategic, innovative, and visionary leader with proven experience in leading diversity and inclusion initiatives. The AVP & CDO will have a successful record of advancing implementation strategies that demonstrate commitment to promoting a welcoming and inclusive environment for students, faculty, staff, and visitors. Candidates should also have:

- Advanced degree with substantial administrative and strategic planning experience;
- Deep understanding of and passion for the work of inclusion and diversity; a willingness to be a leader, ambassador, and catalyst for change in a complex and dynamic environment, respecting all constituent groups using current and proven best practices for efficient and successful results; knowledge of current diversity issues with a clear understanding of the importance of an inclusive and diverse environment in a comprehensive university or similar setting;
- Ability to lead with both a decisive and consultative style, foster open communications, and proactively build positive relationships with faculty, staff, students, and diverse constituencies;
• Experience in working collaboratively and effectively with various constituencies on strategies around inclusion and diversity;
• A strong and confident listener and communicator who brings a calm presence, establishes credibility with many and varied constituencies, builds consensus and engenders trust based on integrity, critical thinking and excellent interpersonal skills and transparency;
• Ability to advise senior leadership and institutional action in the face of complex, highly charged & potentially emotional social community issues.

Preferred Qualifications
• Earned doctorate or equivalent terminal degree;
• Relevant experience in academic administration, scholarship or a related field;
• Demonstrated ability to apply and contribute to national best practices;
• In-depth knowledge of human development, training and change management;
• Well-developed skills in facilitating inclusive dialogues that enable positive growth.

Application Process
Screening of applications will begin immediately and will continue until the position is filled. A complete application consists of a letter addressing the qualifications cited above; a curriculum vitae; and the names, addresses, telephone numbers, and email addresses of at least three professional references. Other documentation may be requested. Finalists will be required to submit to a background investigation. Applications and nominations should be sent to:

Alberto Pimentel, Managing Partner
Storbeck/Pimentel & Associates
6512 Painter Avenue
Whittier, CA 90601
Email: apsearch@storbeckpimentel.com
Refer to code: “GSU-AVPCDO” in subject line

Georgia Southern University seeks to recruit individuals who are committed to working in diverse academic and professional communities and who are committed to excellence in teaching, scholarship, and professional service within the University and beyond. The names of applicants and nominees, vitae, and other non-evaluative information may be subject to public inspection under the Georgia Open Records Act. Georgia Southern University is an Affirmative Action, Equal Opportunity institution. Individuals who need reasonable accommodations under the ADA to participate in the search process should contact Demetrious Bynes, Director of Talent Acquisition, at dbynes@georgiasouthern.edu.