

VICE PRESIDENT OF INCLUSION, ACCESS, & BELONGING

POSITION PROFILE • FEBRUARY 2024

Salisbury
UNIVERSITY





TABLE OF CONTENTS

THE ROLE	4
DIVISION HIGHLIGHTS	5
PRINCIPAL DUTIES & RESPONSIBILITIES	6
PROFESSIONAL QUALIFICATIONS	7
PERSONAL QUALIFICATIONS	7
PROCEDURE FOR CANDIDACY	7
SALISBURY UNIVERSITY OVERVIEW	9
SALISBURY UNIVERSITY PRESIDENT	11
SALISBURY, MARYLAND	12



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Salisbury University is a proud member
of the University System of Maryland.

Salisbury University is an equal educational and employment opportunity institution.

Tomorrow Maker



One of 12 institutions of the University System of Maryland, SU is regarded as a gem throughout Maryland and beyond. The University is extraordinarily well served by highly effective staff, faculty, and administrators who lead a community of more than 7,000 students, with increasing impact from 48 bachelor's degrees, 14 master's programs, 2 doctoral programs, and a community of more than 60,000 alumni.

For nearly a century, SU has been committed to meeting the emerging needs of students and families, the surrounding community, the State of Maryland, and the nation, earning acclaim for more than 25 years from national publications including *U.S. News & World Report*, *Forbes*, *Money*, *Kiplinger's Personal Finance*, *Washington Monthly*, and *The Princeton Review*, the latter of which has ranked SU's Patricia R. Guerrieri Academic Commons among the nation's 10 best college libraries.

THE ROLE

Salisbury University (SU) is pleased to accept applications for the Vice President (VP) of Inclusion, Access, and Belonging.

SU's core values include diversity and inclusion because we recognize and value the considerable educational benefits that can be gained from engaging with people and ideas from a wide range of backgrounds and experiences. SU is committed to providing the campus with the tools and resources needed to ensure that SU is a welcoming and inclusive living and learning environment that prepares students to excel in a global workplace and in diverse communities.

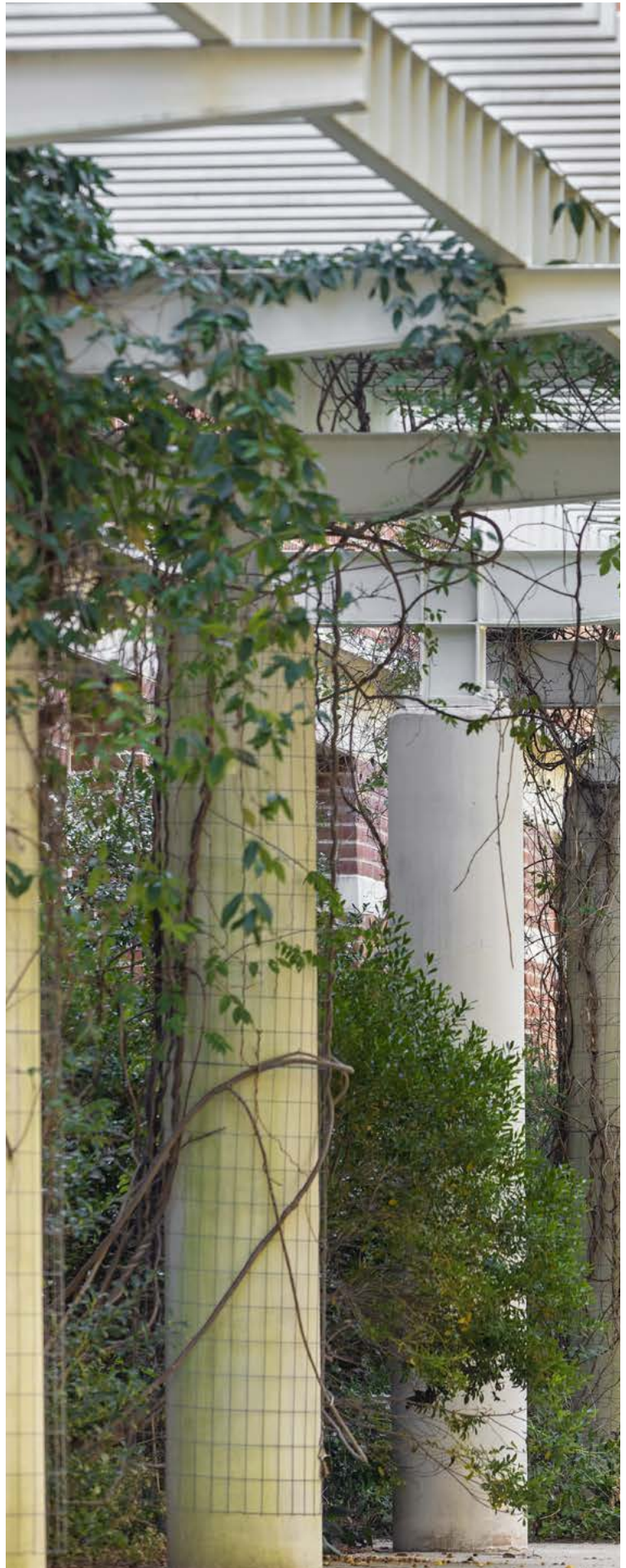
The University attracts and recruits exceptional and diverse faculty, staff, and undergraduate and graduate students from across Maryland, throughout the U.S., and around the world. The person in this role will build on existing practices and resources, and forge new programs and initiatives to ensure every person on campus – from students and employees to visitors and guests – feels supported, welcome, and included at SU.

Reporting directly to the President, the vice president will oversee the Disability Resource Center, Office of Diversity and Inclusion, and Office of Institutional Equity, chair the newly formed Inclusion, Access, and Belonging Working Group, and they will play a crucial role on the President's Advisory Team.

This VP will also liaise with The Institute of Retired Persons to build community engagement, Veterans Services which is housed in the Registrar's Office, and other special populations. Additionally, the VP will be responsible for the following initiatives:

- Powerful Connections and DRC STARS (Student Transition, Access, Retention, and Success) pre-semester experiences for diverse students and including students with disabilities;
- ODI Faculty Fellows and Student Fellows Programs. Both programs providing resources for special projects related to creating a greater sense of belonging on campus; and
- The First-Generation Sea Gull Scholars Program, providing support for first-generation undergraduate students.

The VP will oversee campus resources including the Charles A. Wight Multicultural Center for Equity, Justice, and Inclusion, as well as an interfaith meditation space. The VP will partner with and provide support to the SU Multicultural Alliance as well as Delta Alpha Pi National Honor Society. Annual events that the division will coordinate include Multicultural Festival Week, a Multicultural Leadership Summit, an Anti-Racism Summit, heritage month celebrations, and guest performers and speakers, to name just a few.





DIVISION HIGHLIGHTS

DISABILITY RESOURCE CENTER

The Disability Resource Center (DRC) provides guidance, access to resources, and reasonable accommodations, modifications, services, and/or aids to qualified undergraduate and graduate students with documented disabilities per the American with Disabilities Act, Higher Education Opportunity Act and other applicable laws. The work of the DRC is grounded in the social adapted and empowerment models of disability, with a focus on “disability as diversity,” accessible learning opportunities and environments for students with disabilities.

Available services include academic and/or housing accommodations/ services, academic skill-building sessions, general check-in, test proctoring, peer mentoring, DRC AccessAbility training series, referrals to on- and off-campus resources, and assistive technology exploration/training.

OFFICE OF DIVERSITY AND INCLUSION

The Office of Diversity and Inclusion (ODI) leads the strategic inclusive excellence efforts for the campus. Salisbury University’s core values include diversity and inclusion because SU recognizes and values the considerable educational benefits emanating from diversity as we prepare our students for life and leadership in a diverse world. The office is committed to providing the campus with the tools needed to ensure that SU is a welcoming and inclusive living and learning environment that prepares students to excel in a global workplace and in diverse communities.

The ODI includes the Wight Multicultural Center for Equity, Justice, and Inclusion; Powerful Connections Program; First Generation Sea Gull Scholars Program; and the Faculty Fellows Program.

OFFICE OF INSTITUTIONAL EQUITY

The Office of Institutional Equity (OIE) supports and advances the University’s commitment to create an inclusive environment free of discrimination and supportive of all by leading campus efforts to manage all aspects of the Fair Practices and Affirmative Action programs, as well as Title IX compliance, and it helps to weave the diversity strategy throughout our campus.

Salisbury University recognizes the value of diversity in persons and in perspectives. It is our commitment to create an environment free of discrimination and supportive of all, in which all members of our community will have opportunities to thrive personally and professionally.



41%

new students identifying as first-generation

10%

registered with Disability Resource Center in 2023



PRINCIPAL DUTIES & RESPONSIBILITIES

PROGRAM MANAGEMENT

- Oversee the associate vice president, directors and their offices, from the Disability Resource Center, Office of Diversity and Inclusion, and the Office of Institutional Equity.
- Lead diversity, equity, and inclusion (DEI) training for students, faculty, and staff.
- Coordinate a series of courses on the theory, skills, and practice of celebrating and navigating difference.
- Plan ongoing DEI programming (speaker series, dinner and dialogue events, service projects, etc.).
- Administer a student fellowship program.
- Coordinate and oversee faculty and staff affinity groups across campus.

RELATIONSHIP DEVELOPMENT

- Advise President's Cabinet and senior leaders as they plan and implement DEI initiatives in their areas.
- Be a visible and strong ambassador on campus and beyond, addressing issues of climate and mission through public presence and appropriate community messaging, ensuring students, faculty and staff feel represented.
- Serve as the University's chief spokesperson for issues related to DEI, highlighting the importance of access when considering inclusion.
- Build, support, and sustain strategic external partnerships with diverse populations, communities, organizations, and schools.
- Collaborate with other University offices to support DEI initiatives, including advancement for fundraising, marketing and communications for internal and external audiences, enrollment for recruitment efforts, and inclusive and equitable engagement for athletics.
- Aid in recruitment and retention efforts of diverse students, faculty and staff.

STRATEGIC AND VISIONARY LEADERSHIP

- Create, implement, and assess a campus-wide DEI Strategic Plan designed to embed equity and justice into everything we do as an institution; define, measure, and annually assess progress toward diversity goals.
- Prepare and present an annual DEI report and continuous improvement plan.
- Create a proactive University-wide strategy for navigating moments of crisis.
- Create an Inclusion Partners program with members from each school and college to help coordinate and communicate efforts around access, belonging, and inclusion. The Inclusion Partners would share responsibilities associated with fostering a more inclusive campus environment, encouraging a bottom-up approach to DEI work. The Inclusion Partners would support faculty in the development of tenure and promotion guidelines for the new DEI requirement and assist with the recruitment of diverse faculty.
- Create and lead a University system and mechanism for reviewing complaints that don't meet current thresholds for consideration through the channels available in the Office of Human Resources, Office of Institutional Equity, or Student Affairs Division, providing an opportunity for education without discipline.
- Conduct and report a periodic assessment of campus climate.
- Work with OIE to support and advance the University's commitment to create an inclusive environment free of discrimination and supportive of all by leading campus efforts to manage all aspects of the Fair Practices/AA programs, as well as Title IX compliance, and weaves the diversity strategy throughout our campus.
- Assist with implementing High Impact Practices (HIPs). The American Association of College and Universities shares that HIPs are teaching and learning practices that provide significant educational benefits for students who participate in them, including and especially those from demographic groups historically underserved by higher education.

PROFESSIONAL QUALIFICATIONS

The successful candidate will be a passionate, accomplished, and committed leader who can continue and advance the University's commitment to excellence in all assigned areas.

This is an in-person, campus-based position.

QUALIFICATIONS INCLUDE:

- Advanced degree is required.
- A minimum of ten years of progressively responsible, substantial and successful experience in multicultural affairs, accessibility, human resources or a related field.
- Demonstrated commitment to diversity, equity, and inclusion.
- Strong leadership skills and ability to work both independently and as a member of a larger team.
- The ability to build and develop relationships with on- and off-campus constituencies.
- The ability to maintain confidentiality and exercise discretion.
- Proficiency with Microsoft Office Suite (Outlook, Word, Excel, and PowerPoint).
- Experience working at institutions of higher education is preferred.
- Strong foundation in the laws governing IEPs, ADA, Title IX, 504 and others.

PERSONAL QUALIFICATIONS

- Excellent skills in:
 - Interpersonal relations
 - Customer service
 - Organization and planning
 - Prioritization
 - Problem solving
 - Follow-through
 - Time management
 - Oral and written communication
 - Internal and external networking skills
- Thought leader in at least one area in the scope of this position.
- Must be willing to work flexible hours.
- Ability to successfully handle multiple tasks/projects simultaneously.
- Ability to work well under pressure, independently, and in a team-oriented environment.
- Data analysis and assessment skills.
- Advocacy skills/experience.
- Must be detail-oriented.

PROCEDURE FOR CANDIDACY

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Salisbury University in this search. For fullest consideration, candidate materials should be received by March 25, 2024.

Application materials should be submitted via WittKieffer's candidate portal or SalisburyVP-IAB@wittkieffer.com.

Nominations and inquiries can be directed to:

- Charlene Aguilar; Jen Meyers Pickard, Ph.D.; and Corin Edwards: SalisburyVP-IAB@wittkieffer.com

Salisbury University has a strong institutional commitment to diversity and equal educational opportunities. To that end, the University prohibits discrimination on the basis of sex, gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, genetic information, religion, sexual orientation, gender identity or expression, veteran status, or other legally protected characteristics. Direct all inquiries regarding the nondiscrimination policy to the Office of Institutional Equity/ Title IX Coordinator, 1216 Camden Ave., Salisbury, MD 21801, 410-543-6426.

SU is an Equal Opportunity/AA/Title IX university and provides reasonable accommodation given sufficient notice to the University office or staff sponsoring the event or program. For more information regarding SU's policies and procedures, please visit salisbury.edu/equity.

The material presented in this Position Profile is provided for informational purposes only. The material has been compiled from various Salisbury University documents and is believed to be accurate at the time of this document's creation.





SALISBURY UNIVERSITY OVERVIEW

Salisbury University sets success in motion. As a student-centered, public regional comprehensive University, SU provides a high-quality undergraduate education, along with excellent graduate and certificate programs. Located on Maryland's Lower Eastern Shore, the friendly campus has a powerful sense of community and "just right size" feel, and our beautiful grounds are a nationally recognized arboretum.

At SU, anyone can "Make Tomorrow Yours." We are known for our:

- Warm and Friendly Environment
- Faculty and Staff Who Open Doors for Students
- Opportunities for Students
- Affordability and Return on Investment
- Commitment to Equity and Inclusion

ENROLLMENT

Approximately 7,000 students attend SU in the 2023-24 academic year, with approximately 6,280 undergraduate and 740 graduate students.

With a student-faculty ratio of 13:1, the University fosters close engagement between students and faculty, and brings together talented students from across campus in collaborative research, professional development, and experiential learning opportunities. SU values the diversity of its student population; undergraduate minority and international enrollment is approximately 30%. Students come from 37 states and 36 foreign countries.

RESOURCES

SU enjoys sound financial footing, with a Fiscal Year 2023 budget of approximately \$200 million. For the 2023-24 academic year, tuition and fees are estimated to be \$10,638 for in-state undergraduate students and \$21,332, for out-of-state.

SU's Business, Economic and Community Outreach Network (BEACON) has estimated the University's regional economic



impact at some \$480 million.

COMMUNITY

SU is a campus of more than 1,600 staff and 600 full- and part-time faculty. These dedicated and devoted faculty and staff value a culture of collaboration and shared governance, and a creative and engaged student population that is increasingly diverse.

SU graduates join a growing network of more than 60,000 alumni worldwide, working for corporations including Amazon, JPMorgan Chase & Co., NASA, Perdue Farms, Under Armour, and The Walt Disney Co., to name just a few.

The University houses several centers of excellence, including:

- Charles A. Wight Multicultural Center for Equity, Justice, & Inclusion
- Institute of Public Affairs & Civic Engagement
- Dave & Patsy Rommel Center for Entrepreneurship
- Business Economic & Community Outreach Network
- Mid-Atlantic Sales & Marketing Institute
- Edward H. Nabb Research Center for Delmarva History & Culture
- Bosserman Center for Conflict Resolution
- Eastern Shore Regional GIS Cooperative
- Eastern Shore Child Care Resource Center

STRATEGIC PLAN GOALS

SU is guided by a [Strategic Plan](#) developed through collaboration and analysis and discussion with faculty, staff, students, and other constituents.

The five overarching goals are:

1. Enrich Academic Success and Student Development
2. Inspire a Campus Culture of Inclusive Excellence, Support, and Collaboration
3. Support Access, Affordability, and Academic Excellence
4. Deepen Engagement with Our Community
5. Enhance Environmental, Social, and Economic Sustainability

ACADEMICS

The University seeks to provide all of its students rich opportunities, a broad worldview, and a balance of challenge and support to use their talents to shape the future. SU offers 48 bachelor's degrees, 14 master's programs and 2 doctoral programs, with several online/distance learning options. Believing that affordable access to public higher education is essential, the University's highest purpose is to empower students with the knowledge, skills, and core values that contribute to active citizenship and gainful employment in an interdependent world.

SU is home to six schools and colleges:

- College of Health and Human Services
- Glenda Chatham & Robert G. Clarke Honors College
- Charles R. & Martha N. Fulton School of Liberal Arts
- Richard A. Henson School of Science Technology
- Franklin P. Perdue School of Business
- Samuel W. & Marilyn C. Seidel School of Education

RANKINGS & ACCOLADES

- SU is the No. 1 Fulbright Student producing institution in the Master's Carnegie Classification for 2022-23. Since 2012, SU has had 39 Fulbright students.
- SU also has been recognized by the U.S. Department of State's Bureau of Educational and Cultural Affairs as one of the top producers of Fulbright Scholars (faculty).
- In the past decade, SU students have won more than 100 national and international fellowships, including the National Science Foundation Greater Research Fellowship, Charles B. Rangel Scholarship, Barry M. Goldwater Scholarship, Critical Language Scholarship, David L. Boren Scholarship and Gates Cambridge Scholarship.
- SU consistently is named among the best universities in the U.S. by guides including *U.S. News & World Report*, *The Princeton Review* and *Forbes*.
- *U.S. News & World Report*, *Money*, *Kiplinger's Personal Finance*, *Forbes* and *Washington Monthly* have named SU among the best college values in the nation.
- *U.S. News & World Report* consistently has named SU's M.B.A. and nursing programs among the nation's best online graduate programs.
- SU's Patricia R. Guerrieri Academic Commons twice has been named a "Best College Library" (top 10 in the U.S.) by *The Princeton Review*.
- *The Princeton Review* and U.S. Green Building Council have named SU among the nation's top "Green Colleges."
- SU is home to 21 varsity athletics programs, with 23 NCAA Division III team championships and 24 individual national championships. Men's and women's golf begin in 2024-25.



SALISBURY UNIVERSITY PRESIDENT

DR. CAROLYN RINGER LEPRE

Dr. Carolyn “Lyn” Ringer Lepre became Salisbury University’s 10th president on July 15, 2022. She came to the Delmarva Peninsula from Radford University in Virginia, where she formerly served as interim president.

At Salisbury, she has set goals of increasing enrollment and retention rates (with a special focus on undergraduate enrollment); creating a campus-wide diversity, equity, and inclusion plan; making SU a top 25 campus in *U.S. News & World Report* rankings; placing a greater emphasis on study abroad and study away programs; creating a facilities plan to attract students and support high-quality educational experiences; restructuring the SU budget to ensure the University’s spending is the most strategic it can be; adding new varsity sports (men’s and women’s golf have been announced); creating 100 new endowed scholarships as part of fundraising efforts for the University’s 100th anniversary in 2025; and continuing to tell the SU story through its “Make Tomorrow Yours” brand.

Lepre began her academic career as a faculty member at California State University, Chico; the University of Tennessee, Knoxville; and Marist College in Poughkeepsie, NY. During her tenure at Marist, she served as chair of the Department of Communication and director of the college’s Honors Program. In 2013, she was named assistant dean of Marist’s School of Communication and the Arts, advancing to interim dean in 2014 and then dean in 2016.

She joined Radford as provost and vice president for academic affairs in 2020. In that position, she collaborated with the academic leadership team and the student-centered faculty and staff to advance critical initiatives designed to foster the delivery of high-quality academic programs and experiences, and support the University’s strategic plan.

These endeavors included launching the Academic Success Center; launching a distinctive new general education curriculum, which empowers students to be in control of their coursework from day one and provides an individualized path to degree completion; establishing a stand-alone School of Nursing; establishing a partnership with the Appalachian School of Law that created dual-degree programs; and developing three online fast-track degree programs (R.N.-to-B.S.N., M.B.A., and M.S.N.).

In addition to her academic work, Lepre has extensive professional experience in the communication industry, having worked for various national publications and media outlets. Her research has focused on media representation of gender and diversity, health communication and mass communication education, and she has published more than 40 book chapters, refereed journal and conference articles. She also is the co-author of *U.S. Media and Diversity* (Wiley-Blackwell), now in its second edition, with a third edition in progress.

Lepre earned her B.A. in English and journalism at Miami University (OH), her M.S. in journalism from Ohio University and her Ph.D. in mass communication from the University of Florida.

PRESIDENT’S CABINET

- Provost & Senior Vice President for Academic Affairs
- Vice President of Administration & Finance
- Vice President of Student Affairs & Auxiliary Services
- Vice President of Advancement and Executive Director of the SU Foundation, Inc.
- Chief of Staff & Vice President of Public Affairs & Strategic Initiatives
- General Counsel



THE SALISBURY SEVEN

During SU President Carolyn Ringer Lepre’s inaugural State of the University Address she outlined the pursuit of specific goals and initiatives aligned with seven priorities – the Salisbury Seven:

1. Invest in people who deliver on the promises we make to students
2. Deliver a rigorous, student-focused academic program taught by world-class educators on a world-class campus
3. Have a continual commitment to inclusion, diversity, opportunity, equity, and the cultivation of a sense of belonging
4. Strategically grow to serve the needs of the Eastern Shore, Maryland, and the nation, while holding fast to our identity as a student-focused institution
5. Be known for innovative high-impact practices and educating the whole student for a lifetime of leadership and service
6. Raise resources to support SU programs, students, and culture
7. Strengthen our institutional identity and reputation

SALISBURY, MARYLAND

Perfectly located between Atlantic Ocean beaches and the Chesapeake Bay, the City of Salisbury is the largest city on the Eastern Shore of Maryland and the economic and cultural hub of the Delmarva Peninsula. *U.S. News & World Report* has rated Salisbury among the nation's top 20 Fastest Growing Cities and Safest Places to Live, and in the top 100 Best Places to Live. Realtor.com has called Salisbury the No. 1 Best College Town for Families.

SU boasts a strong relationship with the city and its leaders, and contributes to an engaged community fostering an exciting downtown revitalization. The city is home to an arts and entertainment district, the Salisbury Zoo, and City Park, and is surrounded by a region known for its charming small towns and refreshing outdoor activities. The city and campus are close to Ocean City, MD, and two hours from the metropolitan areas of Washington, Baltimore, and Philadelphia.

