Chief Diversity Officer
New York University
New York, NY

THE SEARCH

New York University (NYU), the largest private university in the United States and a globally distinguished research university, seeks an experienced, enterprising, and inspiring leader to serve as its Chief Diversity Officer (provisional title, subject to change). The creation of the Chief Diversity Officer position reflects the University’s priorities and its desire to strengthen and accelerate its momentum towards becoming a leader among higher education institutions on matters of equity, diversity, and inclusion. NYU, a global community anchored in one of the most diverse cities in the world, embodies tremendous academic breadth and distinction and is uniquely poised to advance meaningful dialogue and generate innovative and transformative action that promotes equity, diversity, and inclusion in the pursuit of academic excellence. The Chief Diversity Officer (CDO), as the University’s leader on equity, diversity, and inclusion, will be the President’s principal partner in achieving this goal.

Over the span of a generation, NYU has achieved dramatic improvements in its academic reputation, the eminence of its faculty, the size and influence of its research portfolio, and the strength of its undergraduate, graduate, and professional programs. Its 17 schools and colleges in New York City cover the academic gamut from the arts and humanities to the sciences and mathematics; from law, business, engineering, and professional studies to studio and performing arts, education, public service, individualized education, social work, global public health, dentistry, and nursing. NYU also has one of New York City’s largest and most prestigious medical centers. More recently, the University has been a leader in establishing itself globally, and now includes, in addition to New York, full degree-granting campuses in Abu Dhabi and Shanghai, as well as 11 global academic centers on six continents.

NYU serves more than 50,000 students, roughly half undergraduates and half graduate and professional students. They come from every state in the U.S. and from more than 130 countries. Serving our students are approximately 5,000 full-time faculty, at the forefront of their disciplines in terms of research and teaching. Our faculty, along with more than 11,000 exceptional administrative staff, are responsible for fulfilling NYU’s core academic mission.

The University seeks a strategic leader with knowledge of and experience in the academy and a proven track record of successfully creating and implementing diversity initiatives. The Chief Diversity Officer will serve as an advisor, advocate, institutional resource, and change agent collaborating with a broad range of constituencies within a complex and dynamic domestic and global environment.

NYU has retained Isaacson, Miller, a national executive search firm, to assist it in the search for the Chief Diversity Officer. Reflecting consultation with key University leaders and
stakeholders, this document describes the challenges and opportunities facing the new CDO. It also enumerates the personal attributes and professional experience of the ideal candidate. All applications, inquiries, and nominations, which will remain confidential, should be directed to the search firm, as indicated at the end of the document.

LEADERSHIP

Dr. Andrew Hamilton was named the 16th President of New York University in March 2015. Dr. Hamilton, who joined NYU after serving as the head of Oxford University since 2009, assumed the presidency in January 2016. In his first year, he has prioritized making diversity, equity, and inclusion part of the fabric of University planning.

Prior to Oxford, Dr. Hamilton was the Provost of Yale University, where he was also the Benjamin Silliman Professor of Chemistry and Professor of Molecular Biophysics and Biochemistry. Dr. Hamilton is widely published and the recipient of numerous awards and honors. He is the recipient of the Arthur C. Cope Scholar Award from the American Chemical Society; he was elected a Fellow of the Royal Society in 2004; he is an elected member of the American Academy of Arts and Sciences; and he was the 2011 winner of the International Izatt-Christiansen Award for Macro cyclic Chemistry.

CURRENT INSTITUTIONAL ENVIRONMENT

From its beginnings, NYU has worked to live up to its founding ideal as a private institution in the public service, providing an education “open to all.” The University’s past has not been without blemish regarding issues of equity, diversity, and inclusion; in the last several years it has critically examined its progress in this area.

In 2015, influenced by national events and by student and faculty sentiments on campus, NYU redoubled its efforts and institutional commitment to this work. Following a University-wide listening session on diversity and inclusion, the University Senate established the Equity, Diversity, and Inclusion Task Force, comprised of faculty, administrators, and students from across NYU’s campuses. The Task Force’s mission is to assess the state of equity, inclusion and diversity at NYU, and to develop evidence-based recommendations for how the University might best move forward. The Task Force’s first recommendation was to create a senior leadership role for equity, diversity, and inclusion that could strategically build on the work already taking place, enhance NYU’s excellence through diversity, and effectively promote equity and inclusion for all members of the NYU community, both in New York and globally.

THE CHIEF DIVERSITY OFFICER

The Chief Diversity Officer will report directly to the President, will participate fully in the senior leadership of the University, and will head University-wide efforts to develop a strategic vision and implement an operational plan that systemically advances equity, diversity, and inclusion as part of NYU’s core mission. The CDO will be supported by the human, financial, and technological resources needed to achieve agreed upon University goals.
The CDO will build on a rich history of diversity and inclusion efforts across the University. This position will work to document all of the diversity initiatives at NYU, find opportunities to share best practices across units, and galvanize champions and allies in support of this mission. The CDO will serve as both a senior resource, and a strategic partner collaborating with NYU faculty, students, administrators, and staff to initiate, define, provide oversight, and report the outcomes of diversity initiatives, policies, and programs. The CDO’s portfolio will include work and deliverables across the full range of the University. This includes collaborating with the Provost, school Deans, academic departments, and student representatives on the recruitment and retention of a diverse faculty and student body, the integration of diversity and inclusion into NYU’s culture and its various curricula, and faculty education and development.

The CDO will also work with Senior and Vice Presidents for Student Affairs, Global Programs, Health, Financial Operations and Treasury, University Relations and Public Affairs, University Development and Alumni Relations, Enrollment Management, Public Safety, and Human Resources, to identify opportunities that enhance elements of equity, diversity, and inclusion within each division, and advance a campus climate in which students, faculty, administrators, and staff are welcomed, respected, valued, and supported.

OPPORTUNITIES & CHALLENGES

The key challenges and opportunities for the new Chief Diversity Officer include:

Provide strategic leadership on equity, diversity, and inclusion

The CDO will provide leadership, vision, and a collaborative approach, and as a member of the President’s senior leadership team, will guide the strategies and policies of the institution in this crucial area. The CDO 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 NYU’s leadership. The CDO will work collaboratively to define equity, diversity and inclusion in a way that is responsive to NYU’s distinctive academic and global mission, while taking into account the challenges it faces not only in New York City, but also throughout its campuses and academic centers around the world. The CDO will ensure that there are clear and well understood goals and objectives for NYU’s strategies to improve institutional performance in the areas of equity, diversity, and inclusion. The CDO will influence, educate, inform, persuade, and coordinate with all constituencies to strategically promote institutional equity and diversity and to foster an inclusive culture in the fullest sense.

Act as University thought leader

It is critical to the success of the position that key stakeholders across the University view the CDO as a knowledgeable partner and supportive colleague. The CDO will guide the formation of strategic coalitions and serve as a connector, building and distributing social capital across the University to advance diversity and inclusion efforts. As the University’s leading voice on matters of equity, diversity, and inclusion, the CDO will be a trusted collaborative partner working to engage and educate constituents within and beyond the campuses. The CDO will be
expected to develop and implement processes and strategies to effectively communicate NYU’s plans and policies on diversity and the importance and advantages of a culture that welcomes, values, supports, and affirms each member of its community. Additionally, the CDO will collaborate with key stakeholders to develop and administer learning sessions and develop programs to enhance responsiveness to issues of intellectual, racial, and cultural diversity in the workplace, the classroom, housing, and in the University community more broadly. The CDO will also collaborate with students, faculty, administrators, staff, and other campus partners to strengthen opportunities for community dialogue and to create more vibrant, inclusive, and supportive campus climates.

Enhance strategic initiatives designed to address the recruiting challenges impacting campus diversity

The CDO will help identify policies and practices that support the recruitment and retention of diverse faculty, administrators, staff, and students. The CDO will develop and implement resources for deans and members of faculty search committees, including guidelines and programming that reflect best practices and current research in recruiting, hiring, and retention. Working with senior leadership, the CDO will develop and promote opportunities to support the career development of underrepresented faculty. The CDO will identify strategies to strengthen effective mentoring practices, to facilitate networking, to foster the acquisition of skills, and to provide career guidance to ensure an inclusive environment that supports faculty, administrator, and staff development and career progression. The CDO will have an opportunity to work with the Office of Admissions and Enrollment Management as well as school deans to develop strategies to enhance the recruitment, retention, and success of students as part of an overall diversity initiative.

Create a culture of assessment and evaluation of diversity initiatives

The CDO will establish systems of accountability and promote the evaluation and continuous improvement of institutional diversity and inclusion goals using data-driven metrics to measure success and disseminate information. Working in collaboration with the leadership team, the CDO will review diversity objectives and ensure, on an ongoing basis, that they are directly and meaningfully aligned with NYU’s mission statement and policies. This person will be responsible for establishing effective systems to survey and measure the success of inclusion and diversity efforts. In addition to reporting results to the campus communities, the CDO will use these results as progress indicators to support future strategic planning.

Contribute to thought leadership, innovative programming, and resource development

The CDO will be a leading contributor and respondent to the expanding body of research and best practices in diversity, equity, and inclusion. By writing or publishing papers and articles which inform the evolving discourse about equity, diversity, and inclusion in higher education, the CDO will contribute thought leadership to the field and thereby strengthen their resourcefulness to the NYU domestic and global communities. The CDO will also initiate, pursue, or collaborate on proposals for innovative programming planned by NYU students, faculty, and administrators to develop and implement equity, diversity, and inclusion initiatives.
Working with the Provost’s Office and/or the Office of University Development and Alumni Relations, the CDO will also seek sources for research or philanthropic funding, thereby developing and expanding the resources to explore, initiate, implement, and assess NYU’s equity, diversity, and inclusion programs.

**Develop strategies specific to the cultural contexts of the global campuses and academic study away locations**

NYU’s unique global profile presents very particular “bridging” opportunities for the person in this position. The CDO will need to assess the climates and cultures of the Abu Dhabi and Shanghai campuses as well as the global academic centers, and develop strategies to address their specific needs, taking into account their various histories, identity issues, socio-political landscapes, and cultural norms. It is critical that the CDO promote equity, diversity, and inclusion efforts at each global site and portal campus without imposing an American lens on other cultures. The CDO must appreciate each site’s distinct context and issues and work with NYU’s global team to prepare students from many different backgrounds – including those who have never been in the United States – to interact productively and respectfully with the local culture. The CDO must also help the local faculty, administrators, and staff in each global location gain an appreciation for the various cultures, pedagogical methods, and social norms from which NYU students come.

**Support and enhance curriculum content and pedagogy for inclusion and diversity**

The CDO will collaborate with the Provost, Deans, and faculty to foster faculty research and expanded curricula on equity, diversity, inclusion, and related issues, including culturally competent pedagogy, contributing to an academic culture that embraces excellence and diversity. The CDO will promote and support efforts to develop curricula and pedagogy that include intentionally the perspectives and experiences of diverse groups of people, elucidate diversity within and across disciplines, analyze structures of inequality and their impact, celebrate difference as a means to excellence, and prepare students to participate effectively in diverse communities and workplaces.

**PROFESSIONAL AND PERSONAL QUALIFICATIONS**

The ideal candidate will be a proactive and strategic advocate, partner, and leader who will develop constructive relationships with faculty, administration, students, alumni, and other University stakeholders. The most successful candidates will possess organizational and political savvy, strategic diversity experience, a proven track record of successfully advancing diversity initiatives, and the energy, enthusiasm, drive, and gravitas necessary to achieve ambitious University goals.

Just as New York is the city that never sleeps, NYU is the university that runs 24/7, with presence in time zones spanning the globe. Candidates must be able to embrace and tackle the round-the-clock challenges, opportunities, and benefits that such an enterprise presents.
While no single candidate will likely have all the ideal qualifications, candidates should possess many of the following qualifications and characteristics:

- An earned doctorate or equivalent terminal degree;
- Proven ability to serve as an executive and provide visionary strategic leadership; experience guiding the implementation of a strategic plan, establishing metrics, measuring progress, and adapting as necessary;
- A track record of leadership in advancing equity, diversity, and inclusion (including race, color, religion, sex, sexual orientation, gender identity or expression, national origin, ethnicity, citizenship status, physical and psychological disability, socio-economic background, etc.) among students, faculty, administrators, staff, and other constituents at higher education institutions, and in both domestic and global contexts;
- Success as a thought leader and intellectual catalyst on diversity;
- Ability to navigate the complexities associated with the scale and structure of NYU, including its global network;
- Ability to articulate the vision for advancing equity, diversity, and inclusion at NYU to both internal constituencies and external audiences at the university’s NYC campus and Global sites;
- An appreciation for the globalization of education and its opportunities; experience with international organizations;
- Familiarity with, and engagement in, scholarly activities, such as research, publishing, and assessment, and significant knowledge of the faculty life cycle;
- Excellent interpersonal and public communication skills, including effective messaging to multiple and diverse audiences, through multiple media formats (including oral presentation, written communication, digital communications, etc.);
- Strong track record in effectively developing and managing budgets, as well as experience soliciting and securing external funding to advance strategic initiatives;
- Strong track record of recruiting talent and effectively managing teams of both direct reports and ad hoc working groups, including student government and identity-based student groups;
- Ability to be a collaborator and a convener, to work with judiciousness and diplomacy; and the capacity to build bridges and consensus;
- Competence to work directly with, and on behalf of, diverse students, faculty, administrators, staff and other university constituents to advance values of equity, diversity, and inclusion at NYU;
- Ability to collaboratively define the desired outcomes that will reflect our progress in advancing issues of equity, diversity, and inclusion at NYU and determine how best to measure and regularly inform the university community about our progress toward fulfilling these goals;
- Significant and successful experience in creating, implementing, and overseeing institutional diversity programs within an academic environment;
- Ability to anticipate and address challenges to inclusion and diversity rather than simply reacting to them or fixing problems; and
**Comfort and sophistication with data and analytical tools that support decision making.**

**BACKGROUND INFORMATION ABOUT NYU**

Founded in 1831, New York University today is comprised of 17 schools and colleges, and has a $3 billion operating budget. Over the last 40 years NYU has built its strength across multiple dimensions of the University: core departments in Arts and Science; a large and constantly improving medical enterprise; and a broad array of exceptional professional and graduate schools. NYU’s academic footprint extends far beyond its roots in New York City. Today, NYU is a Global Network University, its term for its distinctive educational model that allows students and faculty to gather in a set of key locales around the globe to forge new ideas, advance the questions we ask about the world, and create solutions for the problems that beset us all. Its academic activities are located in its historic home in Manhattan, the NYU Tandon School of Engineering in Brooklyn, degree-granting campuses in Abu Dhabi and Shanghai, and additional academic sites in Accra, Berlin, Buenos Aires, Florence, London, Madrid, Paris, Prague, Sydney, Tel-Aviv, and Washington, DC.

**NYU in New York**

Washington Square is home to the 60-plus departments and programs of Arts and Science, many of which rank among the very best in the world. It is a vibrant intellectual environment that also seeds the development of centers and institutes in some of the most interesting areas of inquiry, and NYU is home to internationally-recognized research efforts housed in the Center for Genomics and Systems Biology, the Center for Neural Science, the Courant Institute of Mathematical Sciences, the Institute of Fine Art, and the Institute for the Study of the Ancient World, among others.

There are nine undergraduate programs in New York, six of which are in professional schools (Leonard N. Stern School of Business, Silver School of Social Work, Steinhardt School of Culture, Education, and Human Development, Tisch School of the Arts, Tandon School of Engineering, and the College of Nursing). The undergraduate College of Arts and Sciences (CAS) has become recognized as a national leader for its efforts to reinvent a liberal arts education for the 21st century. With a challenging liberal arts core at the center of its curriculum, the College emphasizes student inquiry and research, offers unique opportunities for international and pre-professional study, and makes use of the city and the global sites for learning and service. The Gallatin School of Individualized Study offers an alternative model of undergraduate education where students design a program of study tailored to their own needs and interests. In Liberal Studies, students study the global great works in a dynamic learning community distinguished by small classes, study abroad opportunities, and access to all the resources of a major research university.

NYU has a tradition of strength within a number of its professional schools. For a quarter-century or more, the Law School has been recognized as one of the top schools in the world, and in several key areas its faculty are recognized as the best in their fields. The Tisch School of the Arts is counted among the world’s leading performing arts and cinema schools. The
undergraduate and MBA programs of the Stern School of Business are among the most selective in the world. The Wagner Graduate School of Public Service is considered among the best public policy and public administration schools in the nation. Each year, the College of Dentistry, among the largest and most successful in the nation, produces almost 8% of the nation’s new dentists, while the College of Nursing is ranked 6th in funding from the National Institute of Health. The Silver School of Social Work and the Steinhardt School of Culture, Education, and Human Development are also in the Top 20 in their fields. New York University’s School of Professional Studies is one of the largest and most comprehensive programs of its kind with many of its programs receiving national acclaim.

In 2008, the University decided to pursue a full merger with the Brooklyn Polytechnic University, and in January of 2014, NYU Polytechnic School of Engineering became the newest school in the University. Recently renamed the NYU Tandon School of Engineering, in recognition of the generosity of Chandrika and Ranjan Tandon who made a $100M gift principally to support faculty hiring and academic programs, it provides the University with a new campus in the heart of a revived Brooklyn and the capacity to become a world leader in engineering.

NYU Langone Medical Center has played a central role in academic medicine in New York and the nation for over a century. It has long attracted a strong faculty and student body, and in recent years its stature has improved considerably.

In more recent years, the University has begun to explore how to leverage the strengths of different schools in combination, developing cross-disciplinary programs that build on disparate strengths. Given the size and dimension of the University, the opportunities are substantial. Initiatives in data science and the University’s College of Global Public Health are two of many efforts that build on NYU’s considerable intellectual assets. In 2012, NYU successfully led a consortium of world-class universities and technology companies in the Applied Sciences NYC Initiative to create the Center for Urban Science and Progress (CUSP). CUSP brings “big data” to bear on societal problems and addresses the technical, intellectual, and human challenges posed by a rapidly urbanizing world.

The Global Network University

NYU’s principal location in one of the most diverse, internationally vibrant, and multicultural cities in the world primed the University to the growing demand for global education and research collaborations. In the last decade, the University seized upon this opportunity and pioneered a new paradigm for higher education: the Global Network University. The Global Network University is a distinctive element of NYU that has acted as a magnet, attracting top scholars and students to the University.

The Washington Square campus, in the heart of New York City, has been and remains the core of the Network. The academic program at NYU Abu Dhabi launched in September 2010 at a purpose-built three million square foot campus on Saadiyat Island. Today, NYU Abu Dhabi has more than 870 exceptional undergraduates, drawn from more than 110 countries, with acceptance and yield rates that are comparable to the most selective U.S. schools. NYU Shanghai
opened as a study-away site in 2006, became a full degree-granting campus in 2013, and is the first Sino-US joint venture university approved by the Chinese Ministry of Education. The newly constructed campus in the Pudong district of bustling Shanghai serves nearly 1,200 students – half Chinese nationals and half from more than 60 other countries. Many intellectual partnerships have developed between schools and programs in New York and the portals in Abu Dhabi and Shanghai, including joint research projects, conferences and workshops, and shared graduate programs. As a way of fostering these connections, there are opportunities for faculty to be in residence on a campus other than their home campus.

Eleven global academic centers, located on six continents, complement these international portal campuses, allowing undergraduate students to study away for a semester or longer, and serving as research centers for faculty and graduate students. More than 40% of NYU undergraduates in NYC now study abroad at some point during their course of study, and the number increases each year. The 2014 Open Doors Report published by the Institute of International Education lists NYU as the #1 institution for both the number of international students and the number of U.S. students who study abroad.

The Faculty and Research

NYU is home to a large and academically distinguished faculty whose research and teaching span the entire intellectual spectrum. Among the 5,000 full-time faculty at NYU are Nobel laureates and Abel laureates, Guggenheim Fellows and MacArthur Fellows, Academy Award, Tony Award, and Emmy Award winners, Howard Hughes Medical Institute Investigators, members of the National Academy of Science and the National Academy of Engineering, and winners of the Pulitzer Prize, the National Humanities Medal, the National Medal of Science, and the National Medal of Technology.

NYU has more than 1,700 tenured and tenure-track faculty and more than 1,350 continuing contract faculty across all three campuses, excepting the School of Medicine. The School of Medicine accounts for approximately 450 tenured and tenure-track faculty and 1,000 continuing contract faculty.

NYU has made major commitments to the research enterprise over the past decade. Within Arts and Science, the Partners’ Plan – an enormous recruitment initiative made possible by the generosity of dedicated NYU board members, a commitment of university resources, and strategic investment in targeted departments – resulted in more than 100 new tenured and tenure-track positions added since 2003, in addition to replacement hiring. Growth of faculty in key areas has been accompanied by significant investment in new facilities to support faculty scholarship in genomics research and in soft condensed matter physics, as well as through major renovations of laboratories in the Silver Center, among many other initiatives.

The Students

Among the 25,000 undergraduate students are individuals from nearly every state in the U.S. and from 136 countries. Selectivity has increased, with the acceptance rate for freshman applicants, across NYU’s undergraduate schools, halving from 65% in 1991 to 32% in 2015. International
students, drawn from all over the globe, now account for 20% of the entering undergraduate class.

In the Class of 2020 in New York City, 19% of students are first-generation college attendees and 20% are eligible for Pell grants. NYU is currently engaged in the Momentum Campaign, which is a six-year effort to raise $1 billion to improve financial aid at NYU.

NYU’s graduate and professional schools attract highly qualified applicants as well and comprise about half of the student body. The Master’s College program in Arts and Science is one of the largest master’s programs at any of the private elite universities.

APPLICATIONS AND NOMINATIONS

NYU has retained Isaacson, Miller, the national executive search firm, to assist in this search. All inquiries, nominations, referrals, and applications should be sent in confidence via electronic mail to:

www.imsearch.com/5939

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NYU is committed to equality and is an equal opportunity employer. We encourage inquiries from candidates who will enrich and contribute to the cultural and ethnic diversity of our University. New York University does not discriminate on the basis of age, race, creed, color, religion, marital status, gender identity and/or expression, sexual orientation, veteran status, national origin, or disability status in employment, or in our education programs.