



UNIVERSITY *of* ALASKA ANCHORAGE™

Chief Diversity Officer

Leadership Profile



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This Leadership Profile is intended to provide information about University of Alaska Anchorage and the position of Chief Diversity Officer. It is designed to assist qualified individuals in assessing their interest.

Opportunity and Summary of Position



University of Alaska Anchorage (UAA) seeks nominations and applications for an inaugural Chief Diversity Officer (CDO) who will lead the university in the purposeful integration of diversity on all levels in order to maximize UAA's potential for creativity, innovation, education excellence and outstanding services to its communities.

The University of Alaska Anchorage is the state's largest post-secondary

institution, and one of three universities in the University of Alaska statewide system. It is comprised of the Anchorage campus located in the heart of Alaska's largest city, as well as Kenai Peninsula College, Matanuska Susitna College, Kodiak College and Prince William Sound College, all located in some of the most beautiful places in Alaska. UAA is an open-access university that serves almost 18,000 students each year, 91 percent of whom hail from Alaska. UAA offers more than 100 degrees and certificate programs. State-of-the-art classroom instruction and hands-on experiential learning collide in UAA's innovative academic programs, which feature unique courses that train students to lead Alaska into the future. With almost 1,200-faculty teaching across all campuses, UAA offers instruction ranging from adult basic education to graduate and professional education, serving both traditional and nontraditional students.

Alaska has a rich multi-cultural base, which is reflected in the University's student body. UAA also recognizes and values the diversity of its unique location on the ancestral homelands of the Dena'ina Athabascan, Ahtna Athabascan, Alutiiq/Sugpiaq and Eyak people, and the amazing cultural traditions are reflected in the curriculum. From this foundation, the new CDO will construct a comprehensive and integrated framework for diversity, equity and inclusion, synchronizing and leveraging current efforts and initiatives and introducing emerging practices to move the UAA forward to create a welcoming and inclusive learning environment where all are treated with respect. As a member of Chancellor Cathy Sandeen's Cabinet and in serving as the principal advisor on diversity matters, the CDO will lead the institution's efforts to transform programs and processes to support a vibrant campus life, a positive and respectful culture, a diverse curriculum and the meaningful inclusion of UAA's diverse population of students, faculty and staff.

The ideal candidate will be an expert on diversity, equity, and inclusion issues and adept at developing relationships and forging connections with all stakeholders. Experience in establishing a strategic vision, sparking and sustaining cultural change, and harnessing data to motivate people to reach goals and hold the institution accountable for progress are core to this

leadership. Willingness to engage in courageous conversations, strong collaboration skills, political acumen and resourcefulness will also be important assets for the CDO. A master's degree is required.

Additional information on the University of Alaska Anchorage can be found at <https://www.uaa.alaska.edu/>. The global executive search firm WittKieffer has been retained to assist the University with this recruitment. All inquires, nominations and applications should be directed to the search firm as indicated in the "Procedure for Candidacy" section at the end of this document.

The Role of the Chief Diversity Officer

Diversity and Inclusion Plan

The University of Alaska Anchorage initiated a process to create a [Diversity and Inclusion Action Plan \(D&IAP\)](#) in 2016. It will serve the University through [UAA 2020](#), a strategic plan focused on student success, and an accreditation self-study. The D&IAP laid out seven objectives:



- 1) Create/establish policies and procedures that increase diversity of faculty, staff and administrators.
- 2) Provide a framework for advocating and managing diversity
- 3) Develop a system of accountability for the D&IAP
- 4) Examine and support UAA Student Services
- 5) Diversify curriculum and instructional strategies
- 6) Focus on space and facilities planning
- 7) Include community campuses in the D&IAP

A core recommendation of the D&IAP was that a nationwide search be made for a highly qualified position, such as a Chief Diversity Officer, to promote significant structural changes in the areas of diversity and inclusive excellence across all areas – students, faculty, staff and administration. When Cathy Sandeen began serving as Chancellor of UAA in September 2018, she initiated the process to act on the recommendation, and hire a permanent CDO.

Reporting to the Chancellor, the CDO is a new cabinet-level position responsible for cultivating a learning and work environment that encourages and supports diversity at UAA, across all its campuses. The CDO will actively engage students, faculty and staff to further behaviors, attitudes and policies that support diversity, equity and inclusion.

A number of [entities](#) are already addressing issues in this space, including but not limited to Human Resources, Student Affairs, Academic Affairs, [Equity and Compliance](#), [Alaska Native Programs](#), [Multicultural Center](#), [Native Student Services](#), [Alaska Native Studies](#), the [Diversity and Inclusion Action Council](#), [National Coalition Building Institute](#), Faculty Senate Diversity Council, as well as Advisor to the Chancellor on Alaska Native Education and Engagement. The CDO will work with these groups to implement UAA's D&IAP and ensure compliance with state and federal affirmative action, equal employment opportunity and other requirements.

Diversity at UAA



Anchorage is home to the top three most diverse census tracts in the US. Over 100 different languages are spoken among students in the Anchorage School District. As an open access regional university, UAA's students and staff reflect this rich diversity.

Anchorage is sometimes affectionately called "Alaska's largest village" and has been identified as the city with the highest percentage of Alaska Natives and American Indians in the United

States. UAA serves over 2,000 Alaska Natives, American Indian, and Native Hawaiian/Pacific Islander students. UAA graduates over 250 Alaska Natives/American Indian students each year in over 25 degree programs. The Anchorage, Mat-Su, Kenai, Kodiak, and Prince William Sound campuses are located on the traditional homelands of the Dena'ina and Ahtna Athabascan, Alutiiq/Sugpiaq, and Eyak peoples.

Beginning in the fall of 2018, all students entering UAA were required to complete three credits of an Alaska Native-themed General Education Requirement in order to graduate with an associate of arts or baccalaureate degree. The required was part of a broader effort to integrate knowledge about the diversity, perspectives and history of Alaska Native and Indigenous peoples into the university's curriculum.

Diversity at UAA goes beyond the sizeable Native population; the average age is 28.5. About 36.6 percent of UAA students are from diverse backgrounds and 30 percent are first-generation college students. Thirty-one percent are Pell-eligible and 50 percent are underprepared at entry. Staff are similarly diverse. UAA seeks to increase the number of diverse faculty across all campuses and programs.

UAA honors diverse experiences and perspectives — including differences in ideas, religion, gender, gender identity, sexual orientation, ethnicity, race, culture, nationality, age, disability, veteran and socioeconomic status — and strives to create welcoming and inclusive learning environments where all are treated with respect. UAA strives to support its unique and diverse community by employing faculty who come from a myriad of different backgrounds.

Opportunities and Expectations for Leadership



Leading from a place of trust, authenticity and a deep understanding of Alaska's distinct context and peoples, the Chief Diversity Officer will be fearless, creative and thoughtful in the development and execution of university-wide initiatives that address challenges and reinforce the value of diversity, equity and inclusion throughout the University and in the Anchorage community. The new CDO will be asked to address the following critical leadership issues, among others:

Develop a compelling vision and sustainable infrastructure.

Building off the current D&IAP, the CDO will continue to champion this work and collaborate with faculty, staff and students to identify the most pressing priorities in order to create a clear, unified vision. That ongoing effort includes working to ensure the campus community is welcoming to those of all races, religions, socio-economic backgrounds, gender identities, and sexual orientations. The CDO will be charged with creating an aspirational vision, articulating strategies for transformational change and building a robust, sustainable structure to support and implement those plans. The framework should be sure to include approaches to incorporate the community campuses as well as adjunct faculty in the work of diversity, equity and inclusion. The tracking and assessment of data, programs and strategies will be paramount to ensuring outcomes are met and are accurately reported.

Serve as a visible advocate and ambassador for diversity and inclusion.

In order to be successful, the CDO must approach this work from a place of compassion, inclusion and respect. The building and earning of trust will require a willingness to engage with stakeholders in a truly consultative way and listen thoughtfully with a deep desire to understand various viewpoints. It is expected that the CDO will take the time and make a genuine effort to build relationships on campus. The CDO will not only maintain and foster positive and effective working relationships on campus, but will also be seen as the champion and ambassador for diversity and inclusion efforts. The CDO must be willing to engage the campus in difficult conversations and lead individuals and the community toward resolution through openness, transparency, and mutual respect. Serving as one of the public leaders for this work, the CDO will maintain a high level of visibility on-and-off campus and continually reinforce the importance of this work.

Oversee collaboration among all UAA entities addressing diversity, equity and inclusion.

UAA currently has numerous programs, groups and initiatives to address issues of diversity, equity and inclusion on campus. The CDO will provide coordination and communication to these entities to reduce inefficiencies, duplicative efforts and missed opportunities. In working with campus stakeholders to review and evaluate current strategies, the CDO will make recommendations, share best practices and propose new programs where appropriate.



The CDO will be an important catalyst for the work of diversity and inclusion, but must also operate in an environment of shared responsibility for the way in which results are achieved. By harnessing and aligning the energy and efforts of those doing this work already, it will be important for the CDO to reinforce a sense of engagement, shared accountability, and ownership for these issues across the institution.

Build partnerships with external entities.

In addition to having a strong, visible presence on campus, the CDO must also be willing to create and sustain external relationships with the school district and other entities in Anchorage. Many organizations in Anchorage are engaging in compelling and important work around diversity and inclusion. One of the keys to success to shaping and fostering a culture of inclusion will be the CDO's ability to build meaningful relationships externally and learn from what other organizations are doing. Serving as a public voice for diversity and inclusion, the CDO will also enhance existing partnerships and identified new opportunities for engagement with the community including potential grant and gift support for diversity initiatives.

Personal Qualifications and Personal Qualities

Required Knowledge, Skills and Abilities

- Natural and genuine relationship builder who values making connections internally and externally
- Ability to build strong formal and informal networks to exchange ideas and resources to accomplish goals
- Experience leading culture change and a willingness to engage in and lead difficult conversation about diversity and equity
- Strong analytical/problem solving skills, demonstrated success in driving complex strategies and projects, outstanding cross group organizational skills and agility
- Strong verbal and written communication skills, ability to listen carefully
- Experience in strategic planning and execution of plans
- Aptitude for actively forming productive relationships across various stakeholder groups
- Ability to work under pressure and deadlines, with the capability to manage ambiguity and uncertainty, while driving clarity
- Knowledge of major academic and diversity issues with a demonstrated clear understanding of the importance of a diverse, equitable, and inclusive environment
- Ability to work across organizational boundaries to build alignment and achieve closure on issues and results on initiatives and plans
- Strong business acumen and mental agility to ramp quickly across UAA's dynamic and diverse university structure and programs
- Experience in grant-writing and obtaining external funding
- Passion for participating in leading people through organizational transformations
- Commitment to diversity and inclusion and creating a safe and caring environment
- Flexibility and willingness to perform varying duties depending on the shifting needs of the university and chancellor's office
- Ability to maintain confidentiality
- High level of integrity and personal accountability
- Ability to supervise and provide leadership to staff
- Strong financial acumen
- Experience working in Alaska or a strong willingness to learn the community and culture



Required Experience

- At least seven years of experience advancing diversity, equity, and inclusion in higher education or a similarly complex organization, including affirmative action and EEO compliance.

Typical Education

- A master's degree from a regionally accredited university in social justice, educational leadership, sociology, law, public administration, human resource administration or other closely related field is required.

Desired Personality Traits

- Curious, consensus builder, transparent, inclusive, approachable, outgoing, fearless, action-oriented, respectful, humble

University of Alaska Anchorage: An Overview



The University of Alaska Anchorage is a multi-campus university that serves almost 18,000 students each year, 91 percent of whom hail from Alaska. UAA is the largest university in the state and one of three universities in the University of Alaska Statewide System. For a young institution, UAA has an extremely complex history. The present university was created in 1987 following a statewide reorganization that merged a university with several community colleges. These institutions have

offered educational opportunities to the communities of southcentral Alaska since the 1950s. In addition to the Anchorage campus, UAA is also comprised of Kenai Peninsula College, Matanuska Susitna College, Kodiak College, and Prince William Sound College.

With almost 1,200-faculty teaching across all campuses and through specialized academic programs that integrate groundbreaking research and internships, UAA provides a one-of-a-kind educational experience that opens doors to endless opportunities after graduation. UAA career and technical education programs are closely aligned with Alaska's core industries, such as aviation, oil, and gas. Many courses are designed with flexibility to accommodate students who work or have a family, and the campus houses a range of student success and support centers. The UAA campus has an award-winning library that serves both UAA and the neighboring private Alaska Pacific University.

UAA is accredited by the Northwest Commission of Colleges and Universities (NWCCU). Many individual academic programs have additional specialized accreditation from professional associations and other external entities. UAA is classified by the Carnegie Foundation for the Advancement of Teaching as a public Master's Colleges & Universities: Larger Programs, with a special classification for Community Engagement. Distinctive educational opportunities include undergraduate research, national and international exchanges, and study abroad programs. In

2017, Victory Media designated UAA a Military Friendly School for the eighth consecutive year. Fiscal year 2017 revenues were approximately \$293 million, with state appropriations accounting for 40%, tuition and fees 26%, a combination of auxiliaries, gifts and other sources 18%, and restricted grants and contracts 16%.

UAA Mission

The mission of the University of Alaska Anchorage is to discover and disseminate knowledge through teaching, research, engagement and creative expression. Located in Anchorage and on community campuses in Southcentral Alaska, UAA is committed to serving the higher education needs of the state, its communities and its diverse peoples. UAA is an open-access university with academic programs leading to occupational endorsements; undergraduate and graduate certificates; and associate, baccalaureate and graduate degrees in a rich, diverse and inclusive environment.

Budget

- Additional information regarding the budget can be found at the below websites:
<https://www.uaa.alaska.edu/about/administration/office-of-the-chancellor/budget.cshtml>
- <http://greenandgold.uaa.alaska.edu/blog/74868/chancellors-commitment-budget-transparency/>
- https://www.alaska.edu/files/bor/2019/2019-12-03-Buretta-to-Gov-Dunleavy_FY20-Compact-Report.pdf

Academic Programming

The UAA mission recognizes the university's commitment to instruction at a number of academic levels, success of all students regardless of their higher education goals, and service to the diverse peoples and communities of the state. It honors the community college and the baccalaureate, graduate and research roots of the institution.



The Anchorage campus offers a full complement of programs and courses, including in high-demand fields such as engineering, health, business and education, as well as in the liberal arts and sciences. UAA career and technical education programs are closely aligned with Alaska's core industries, such as aviation, oil and gas. Many courses are designed with flexibility to accommodate students who work or have a family, and the campus houses a range of student success and support centers. Located in the heart of Alaska's largest city is the University of Alaska Anchorage, the state's largest post-secondary institution. UAA's campus is connected to 250 miles of trails where students can enjoy wooded seclusion, mountain vistas and ocean views. Click here to [tour the campus by air](#).

Colleges at UAA include:

- [College of Arts & Sciences](#)
- [College of Business & Public Policy](#)
- [College of Engineering](#)
- [College of Health](#)
- [Community & Technical College](#)
- [University Honors College](#)
- [Graduate School](#)

[Kenai Peninsula College](#) has locations throughout the Kenai Peninsula and in Anchorage. KPC is comprised of four sites: Kenai River Campus in Soldotna; Kachemak Bay Campus in Homer; Resurrection Bay Extension Site in Seward; and the Anchorage Extension Site at the University Center.

[Kodiak College](#) offers nine Academic Degree programs as well as industry certificates and vocational training in high demand workforce areas. Classes are offered in person, by distance delivery, and in compressed or hybrid formats for convenience.

[Matanuska-Susitna College](#) offers a general program for the first two years of college courses leading to the Associate of Arts degree, and MSC offers courses leading to several Associate of Applied Science degrees. It also offers vocational programs, professional development courses, and provides selected college level classes to area high school students through Tech Prep, Academic Concurrent Enrollment, and District-wide course agreements with the Matanuska-Susitna Borough School District.

[Prince William Sound College](#) has its main campus in the historic community of Valdez with extensions in Cordova and the Copper Basin. Located in South-central Alaska, PWSC serves a geographic area of more than 44,000 square miles. PWSC provides a number of academic and training curricular tracks and a number of non-traditional special interest courses for students and community members to practice lifelong learning.

Additionally, UAA's [Chugiak-Eagle River Campus](#) provides curricula and activities to meet the needs of our area through post-secondary courses, skills development, and student support services. Most classes offered at Chugiak-Eagle River Campus meet in the evening once per week to meet the needs of working students. [Military Programs](#) is part of the Chugiak-Eagle River Campus. Located on Joint Base Elmendorf/Richardson, the program offers courses and services to about 1,000 military and civil students on the base and post.

University Leadership



Dr. Cathy Sandeen is an educational leader who is committed to providing opportunity for more Alaskans to earn degrees and credentials through strategic innovation. She began serving as chancellor of the University of Alaska Anchorage in September 2018.

UAA's core missions are excellence, student success and workforce development. With campuses in Anchorage, Homer, Kodiak, Palmer, Soldotna, and Valdez, as well as Middle Colleges for high school students in Anchorage, Palmer, and Eagle River, UAA is Alaska's largest postsecondary institution.

Prior to joining the University of Alaska system, Sandeen was chancellor of the University of Wisconsin Colleges and UW-Extension for four years. As vice president for education attainment and innovation at the American Council on Education, she led ACE's nationwide effort to

increase post-secondary educational attainment.

She also held leadership positions in the University of California system including at UCLA, Santa Cruz and San Francisco.

Sandeen earned a Ph.D. in communication from the University of Utah and a Master of Business Administration degree from the UCLA Anderson School of Management. She was named an American Council on Education Fellow in 2010-11.

A prolific writer and speaker, Sandeen has published and presented widely on the issues surrounding educational innovation and nontraditional students.

Anchorage, Alaska

Anchorage is a place where outdoor adventures and modern amenities work in tandem. Founded in 1914, the young, thriving, culturally rich city houses galleries and fine-dining restaurants in its urban nucleus, but is just minutes away from some of the last true, unspoiled wilderness in the U.S. With an estimated 291,538 residents in 2018, it is Alaska's most populous city and contains more than 40% of the state's population. Nationally recognized as one of the most diverse cities in the nation, more than 100 unique languages are spoken in the Anchorage School District.

Anchorage's largest economic sectors include transportation, military, municipal, state and federal government, tourism, corporate headquarters (including regional headquarters for multinational corporations) and resource extraction. Large portions of the local economy depend on Anchorage's geographical location and surrounding natural resources.

For more information about Anchorage, see <https://www.anchorage.net/>.



Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications will begin immediately, and will continue until the position is filled. For fullest consideration, applicant materials should be received by February 27. Candidates should provide as two separate documents: a curriculum vitae and a letter of application that addresses the responsibilities and requirements described in the Leadership Statement. Additionally, as this process progresses, candidates will be asked to submit a statement that outlines a personal diversity and inclusion philosophy (no more than two pages). Candidates may submit this now with the other application materials or when selected to advance in the process. These materials should be sent electronically via e-mail to the University of Alaska Anchorage's consultants Charlene Aguilar, Shelley Arakawa and Alejandra Gillette-Teran at UAACDO@wittkieffer.com. The consultants can be reached by telephone via the desk of the executive search coordinator supporting this search, Candice Jones at 630-575-6929.

The University of Alaska Anchorage values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.
<https://www.alaska.edu/nondiscrimination>

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

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