Position Profile
Associate Provost for Diversity, Equity & Inclusion and
Director of Denison Forward

Date Prepared
March 2022
About Denison

Today, almost 200 years after its founding, Denison University is a dynamic undergraduate institution focused on delivering a transformative academic experience. We prepare students for successful and meaningful lives while empowering them to form deep connections and friendships. Under the leadership of higher education thought-leader President Adam Weinberg, Denison is firmly established among its peers as one of the nation’s best private liberal arts colleges.

The Denison of today is an extension of our early roots. Established in 1831, Denison University holds a distinct space in the American higher education landscape. Denison founders were optimistic, ambitious, and committed to excellence in teaching and scholarship in the best tradition of the liberal arts and sciences. The college achieved great success during its early years, as the United States was undergoing fast growth as a nation. During this time, many Denisonians were heavily involved in the anti-slavery movement and supported women’s education. In 1970, Denison was one of the first colleges in the country to establish both a Black Student Union and a Black Studies Program as the student body slowly became more diverse.

**DENISON’S FORWARD-THINKING APPROACH TO THE LIBERAL ARTS**

Denison thrives within the framework of the liberal arts, with the flexibility and energy to address current and future challenges for our students and faculty. The 2015-2020 Strategic Plan led to Denison’s largest and most successful campaign in its history, bringing $244 million to support academic innovation, financial aid, career services for students, arts initiatives, and student life. Recent initiatives have achieved these hallmarks:

- Denison is one of the few colleges that meet the full demonstrated financial need of its students, providing close to $60 million in financial aid. Denison is fortunate to be in a solid financial position with a standing endowment of $1.2 billion.
- The college is a member of QuestBridge, a national community-based organization for recruiting high-achieving, low-income students. In addition, Denison has a strong commitment to Columbus City Schools through the Denison-Columbus Alliance, and most recently Denison has provided financial support for the Columbus Promise.
- Over the last nine years, Denison has seen significant growth in applications, with a record 12,200 applicants in the spring of 2022 for 620 seats. Denison is the most selective college in Ohio, with a 23% acceptance rate.
- Denison has brilliantly harnessed the breadth of the liberal arts and offers 57 academic programs and four pre-professional programs. The college recently launched 11 new academic programs: Data Analytics; Data for Political Research; Digital Humanities; Environmental Sciences; Financial Economics; Global Commerce; Global Health; Health, Exercise & Sport Studies; Journalism; Middle East & North African Studies; and Politics and Public Affairs.
- The college is committed to preparing our students for personal and professional success:
  - Our Austin E. Knowlton Center for Career Preparation provides more than 3,300 1:1 coaching appointments annually and more than $600,000 for internship stipends.
  - Students experience entrepreneurship and design thinking success through the Red Frame Lab.
  - The Lisska Center for Intellectual Engagement provides coaching and support for prestigious international fellowships and grants.
  - Students can tap into the wealth of opportunities available in one of the fastest-growing metropolitan regions in the nation through the Denison Edge, a career-specific skills-building and networking center located nearby in downtown Columbus.
- The Performing and Fine Arts are a central core of what makes Denison special, while demonstrating Denison’s artistic and humanist perspectives. The performing arts are daily celebrated in the stunning new Michael D. Eisner Center for the Performing Arts, a state-of-the-art building that brings the Departments of Theatre, Dance, and Music together in more than 100,000 boldly-designed square footage. The Studio Art Department is housed in the 45,000 square foot Bryant Arts Center, while Cinema Department classes, programming, and productions are located in its own adjacent facility.
About Denison

DENISON’S FORWARD-THINKING APPROACH TO THE LIBERAL ARTS (continued)

• Denison embraces a global point of view under the auspices of the Center for Global Programs, which integrates off-campus study with international student support. Study abroad experiences are fully funded through tuition — all students, regardless of economic background, can enjoy these transformative experiences. On average, about 70% of the student body studies abroad or interns abroad during their four-year college experience.
• The college’s many interdivisional programs represent and bring focus to the fluidity of learning across academic disciplines, engaging students and faculty in studies that are relevant to our increasingly diverse and complex world. These programs include Black Studies, Data Analytics, East Asian Studies, Environmental Studies, Global Commerce, Global Health, International Studies, Latin American and Caribbean Studies, Middle East and North African Studies, Queer Studies, and Women’s and Gender Studies.
• Student health and wellness are supported through the Ann and Thomas Hoaglin Wellness Center. Launching in fall 2022, the Hoaglin Center will focus on holistic wellbeing through evidence-based practices that support intellectual, social, personal, community, and financial health.

Denison’s next strategic plan has begun with the creation of Denison Forward, Denison’s multi-year, campus-wide plan for inclusion, diversity, equity, and antiracism (IDEA). The second stage of the 2021-2025 Strategic Plan is underway, and the Board of Trustee endorsement is expected in late fall 2022 or early 2023.

DENISON’S COMMUNITY

Students:
Denison’s more than 2,300 undergraduates enjoy the benefits of learning and living on a 100% residential campus. Students come from 40 states and 23 nations; 21% identify as domestic students of color; 16% as international; 17% as first-generation; and 20% are Pell eligible.

Faculty:
245 teaching faculty provide a 9:1 student:faculty ratio. Denison faculty are leaders in their fields and offer the best in academic instruction, mentorship, and 1:1 research opportunities.

Additional demographic information about Denison can be found here.

DENISON’S LOCATION

Denison’s location offers the best of both worlds: the charming small town of Granville and the conveniences and opportunities of Columbus, Ohio. John Glenn International Airport is 25 minutes from the college’s doorstep, and all the shopping, entertainment, and arts experiences of Columbus are just 30 minutes away.
Denison Forward

Denison Forward is a multi-year, campus-wide plan for action and change chartered by President Weinberg to encourage a comprehensive focus on inclusion, diversity, equity, and antiracism (IDEA). The plan in its entirety can be found at denison.edu/forward.

“Society changes when we think and act differently. I believe our nation’s college campuses are crucial to this process. We have to do more to step into this space. Our campuses need to be places where we are confronting our past, learning about the structures that shape contemporary society, and finding ways to work together to create a better future.”

- President Adam Weinberg

ACTION PLAN AND PRINCIPLES

A cross-functional Inclusion, Diversity, Equity and Antiracism (IDEA) Team was charged with ensuring that every unit across the college is doing their part to move the entire college forward, based on the following principles:

Diversity, Equity, and Inclusion – Denison is focused on ensuring that every member of its community feels listened to, valued, and respected and has opportunities to succeed at Denison.

Antiracism – Denison requires members of our community to proactively work against racism on campus and beyond (be committed to doing their part to ensure that racism has no place on campus).

Shared Responsibility – Denison will be guided by a shared equity leadership approach. Teams will be organized across campus to take collective responsibility in developing and moving our IDEA agenda forward.

A Commitment – Denison will be committed to IDEA for the long haul, driven by a continual process of learning, taking actions, assessing, refining our work, and holding each other accountable.

STRATEGIES AND RECOMMENDATIONS

The following strategies and recommendations were designed to address direct feedback from the Denison community and to identify and measure tangible actions and progress:

1. Increase recruitment and retention of a diverse community of students, faculty, staff, trustees, and alumni volunteers.
2. Infuse professional development with opportunities to increase the intercultural and antiracism competence of Denison staff.
3. Embrace inclusive pedagogy as core to our academic enterprise.
4. Leverage our residential community to provide students with the opportunity to learn how to live and engage within a cross-cultural cohort.
5. Strive to ensure that all students have access and opportunities to explore different career paths and to launch into their chosen careers.
6. Connect Denison’s financial decisions to our IDEA values.
Introduction of Opportunity: Associate Provost for Diversity, Equity and Inclusion, and Director of Denison Forward

**POSITION OVERVIEW**

Denison University seeks a dynamic and collaborative faculty leader to serve as the Associate Provost for Diversity, Equity and Inclusion and inaugural Director of Denison Forward (Associate Provost). At this propitious time in higher education and in our country, the Associate Provost will ensure that Denison advances its commitment to being a truly inclusive community where everyone can thrive. As a member of the Provost’s team, the Associate Provost will further and support the recruitment, retention, and advancement of underrepresented scholars, teachers, artists, and scientists. In order to ensure faculty success, the Associate Provost will develop and apply policies and practices that are informed by antiracist scholarship coupled with a keen appreciation for the liberal arts.

In close partnership with leaders in the Office of Human Resources and the Division of Student Life, and with a dotted line to the President, the Associate Provost will guide the initiatives enumerated in Denison Forward, the college’s recently launched commitment to inclusion, diversity, equity, and antiracism (IDEA). As a bridge-builder and strategic convenor of faculty, staff, and students, the Associate Provost is expected to elevate and coordinate institutional efforts to ensure forward momentum on a plan that will create a better future for Denison.

**POSITION PRIORITIES: ASSOCIATE PROVOST FOR DIVERSITY, EQUITY AND INCLUSION**

**Lead efforts to infuse inclusive practices into all academic aspects of the College**

As a key member of the Provost’s Office, the Associate Provost will partner with the Dean of the Faculty and with the Center for Learning and Teaching regarding pedagogical and research developments that promote cross-cultural competence. The Associate Provost will lead and coordinate faculty from multiple disciplines to share best practices for incorporating Inclusion, Diversity, Equity, and Antiracism (IDEA) research into the curriculum and for supporting scholarly productivity with the ultimate goal of advancing student success. Possessing an appreciation of a teaching-focused, liberal arts institution and an understanding of shared governance structures, the Associate Provost will leverage the experiences and expertise of a wide array of faculty from diverse backgrounds and identities, and serve as a point person to faculty on issues that may arise in or out of the classroom. The Associate Provost will serve as a deputy Title IX lead and work in partnership with the Title IX office and receive support from the University General Counsel.

**Enhance policies for recruiting, retaining and developing historically underrepresented faculty**

The Associate Provost will build on the success of current practices, initiating and implementing further plans and policies that champion Denison's efforts to diversify its faculty. In collaboration with colleagues in the Office of the Provost and the Office of Human Resources, the Associate Provost will develop resources for search committees, including guidelines and protocols that reflect current research on effective practices in recruiting, hiring, and retaining underrepresented faculty. Fostering a healthy climate where faculty are able to perform at their fullest potential will be essential, as will implementing and sustaining systems for tracking progress, and identifying where improvements are still needed. As part of these efforts, the Associate Provost will sustain a close working relationship with campus groups such as Faculty of Color and International Faculty (FOCIF), the Black Caucus, Women in Science, LGBTQIA+ and other groups to promote active mentoring practices, facilitate networking, and cultivate an inclusive culture.
POSITION PRIORITIES (continued)

POSITION PRIORITIES: DIRECTOR OF DENISON FORWARD

Convene partners to advance Denison Forward

The Associate Provost will lead a team in partnership with the Chief Human Resources Officer and the Associate Vice President and Dean of Student Life to meaningfully engage the Denison community in knowledgeable dialogue, critical self-reflection, and transformative action to achieve the Denison Forward goals. As a College-wide facilitator, the Associate Provost will collaborate with others to develop and implement data-driven strategies to ensure that the goals and initiatives outlined in Denison Forward are addressed in a systematic fashion. The Associate Provost will also be responsible for implementing an assessment model to measure Denison Forward’s success in fostering a more inclusive, antiracist environment.

Enhance a shared sense of accountability to achieve a more inclusive campus

As the principal administrator charged with Denison Forward, the Associate Provost will break down barriers and further opportunities that allow for diverse voices and concerns across the campus to engage with the plan’s goals. The Associate Provost will be a visible and an engaged facilitator of conversations, who inspires others to participate in a solution-oriented manner. One measure of success will be staff, faculty, and students reporting (through a quantifiable process) that they felt listened to while being prompted to address inequities.

Promote collective action related to antiracism, diversity, equity and inclusion

The Associate Provost will develop and sustain relationships with staff and faculty colleagues to develop areas of cooperation and move initiatives forward. The Associate Provost will partner closely with professionals from across the College who share a commitment to IDEA work, while inspiring others to participate. Demonstrating an understanding of the overall student experience, the Associate Provost will serve to empower faculty and staff across campus to engage in systemic approaches to promote a healthy sense of belonging for all. The Associate Provost will work with a sense of urgency to address the needs of the Denison community and act on those needs.
Key Qualifications and Attributes

KEY QUALIFICATIONS

This is a tremendous opportunity for a collaborative academic administrator to partner with the leadership of Denison University to advance the important work on inclusive excellence. The successful candidate will be a steadfast diversity champion, trusted partner, exemplary academic, and scholarly practitioner who values a liberal arts education and has demonstrated experience as a skilled administrator, and will bring many of the following professional qualifications and personal qualities:

• A doctorate or equivalent terminal degree, preferably which the candidate has used in the advancement of diversity, equity, inclusion, and belonging; leadership development; and organizational effectiveness. Equivalent qualifications would be relevant experience in the academic community, either in administration or through scholarship, or from work experiences that demonstrate understanding of issues inherent to inclusion and diversity, particularly ways in which they intersect with the academic mission;
• Minimum of 5 years successful experience in developing, implementing, and evaluating institutional equity programs within an educational environment; or a comprehensive knowledge of the current best practices around promoting diversity in educational settings, including but not limited to supporting faculty recruitment, retention, and development;
• Proven track record of advancing diversity, equity, and inclusion initiatives while engaging stakeholders who may have disparate ideas and needs;
• Systems thinker with a passion for diversity work coupled with the ability to keep broad institutional goals in mind;
• Appreciation for and understanding of the ideals and unique qualities of a residential, liberal arts college with teaching experience preferred;
• Demonstrated commitment to collaboration and tactical engagement with faculty, staff, and students;
• A demonstrated track record of advancing equity and enhancing inclusiveness; an ability to bring groups and individuals to common ground across lines of difference, including race, gender, and socio-economic status;
• Analytical skills and a data-informed focus; ability to use data and leverage analytics to drive strategy;
• Capacity to communicate broadly and persuasively across multiple groups and settings. Excellent interpersonal skills and an ability to inspire and influence others;
• Leadership ability to build unity around difficult and complex issues while serving as an active listener, facilitator, and convenor; and
• Excellent oral and written communication skills.

KEY ATTRIBUTES

• Active listener
• Strong relationship builder
• Collaborative administrator
• Creative thinker
• Liberal arts champion
• Goal-oriented self-starter
• Trusted partner
• Skilled connector
• Confident and empathetic leader
• Community builder
• Effective facilitator
• Emotionally intelligent colleague
Leadership Team

Adam Weinberg

President
Denison University

Adam Weinberg became the 20th president of Denison University in 2013. Dr. Weinberg has focused on positioning Denison in ways that address the major issues facing higher education in the 21st century, including affordability, career readiness, internationalization, civic education, learning outcomes, and social inclusion.

Dr. Weinberg’s intellectual roots are in the civic impacts of higher education in unlocking the potential of individuals and communities. He has brought this passion to Denison where work is underway to focus on residential halls as sites for civic learning, and where the recently launched Red Frame Lab fosters design thinking. Underlying this work, Dr. Weinberg has focused Denison on a campus-wide effort to deepen mentorship, which he believes is the defining feature of transformative education.

For more information about Adam Weinberg click here
https://denison.edu/campus/president/adam-s-weinberg

For his speeches and writings please click here
https://denison.edu/campus/president/speeches

Kim Coplin ‘85

Provost, Chief Academic Officer
Denison University

As Denison University’s chief academic officer, Kim Coplin is the steward of the academic program, with oversight of the curriculum, departmental and interdisciplinary majors and programs, the registrar and academic schedule, the athletics program, the Denison University Library, the Denison Museum, the Off-Campus Program, the Lisska Center for Scholarly Engagement, and the Center for Learning and Teaching. Under her leadership, and with approval by the faculty, the college has ushered in innovative academic programs, including majors in Global Commerce, Data Analytics, and Health, Exercise & Sport Studies as well as new concentrations in financial economics, journalism, and Middle East & North African Studies, and the Denison Seminars Program.

Coplin was a physics major as a Denison student, graduating in 1985. She earned her M.A. in physics from Johns Hopkins in 1987, and her Ph.D. from Ohio State in nearby Columbus. Prior to becoming Denison’s provost in 2013, she served the college as associate provost for seven years. Coplin also is an associate professor of physics with research interests including experimental condensed matter physics, with a focus on novel electronic materials, and in the biophysics of human movement.

Learn more about Denison’s Administration here.
Columbus: Find It Here

The Columbus Region, a dynamic 11-county metropolitan area in the midst of unprecedented economic growth, is home to today’s business leaders and at the forefront of the industries of tomorrow, from advanced manufacturing to smart mobility research and development. Centrally located between Chicago and New York, the Columbus Region boasts the greatest market access of any major metro—with 46% of the United States population within a 10-hour drive.

Dynamic Communities
The region offers a wide variety of housing options, from charming historic neighborhoods and downtown lofts to new suburban developments and multi-acre living just beyond the city limits. Nearly 70% of Columbus residents earning the median income can afford home ownership—an incredible number compared to Chicago’s 47% or New York’s 57%.

Diverse, Strong Economy
Columbus ranks seventh in economic strength among the 102 largest metropolitan cities in the country. Columbus benefits from a dynamic yet stable economy, with a collaborative business environment earning it recognition as one of the top metros for job creation. As an emerging tech city, its research and technology institutions attract the brightest minds from around the world. The Columbus Region is located at the center of the most densely populated areas of the U.S. That makes it a premier location, providing companies with superior access to the North American consumer population, corporate headquarters locations and U.S. manufacturing capacity.

Arts and Culture
Fueled by a workforce more educated than the national average, Columbus has an energy that radiates throughout thriving industries, communities and educational institutions. Art lovers will savor the collections at the Columbus Museum of Art and revel in Gallery Hop, a monthly celebration of culture in the Short North Arts District.

Innovation and Smart City
Columbus is the U.S. Department of Transportation’s Smart City Challenge winner, after competing against 77 cities nationwide, and as a result is the nation’s living laboratory for the advancement of smart mobility. Foundational elements of the Smart Columbus initiative include grid modernization, mass deployment of electric charging stations, and an open data platform where shared data will power applications for multimodal trip planning, fare payment, parking and more.

In 2022, Intel announced its plan to invest more than $20 billion in the construction of two new leading-edge chip factories in Ohio. Intel’s investment in the Columbus Region is the largest manufacturing investment in Ohio history. The project will create over 3,000 jobs and result in an economic impact that touches all corners of the state. In addition to bringing in an industry that is new to the Midwest, Intel’s investment places the state and region at the forefront of solving a national challenge.

Education
The Columbus region’s K-12 education options include U.S. News & World Report top-ranked high schools as well as U.S. Department of Education Blue Ribbon schools. The region has excellent public schools, 140 private institutions and 52 higher education campuses, with nearly 150,000 college students.

Highlights
• A Top 50 Cities in America city (Bloomberg Businessweek)
• One of the Top 7 Intelligent Communities in the World (Intelligent Communities Foundation)
• Columbus is the number 1 opportunity city (Forbes)
• Cost of living is 11% lower than the national average
• Ranked #2 in venture capital growth
• Ranked first in the nation for public library system, museum of art, zoo and aquarium and COSI science center
• Second shortest average commute of any metropolitan area with over 500,000 people
• Columbus is home to 16 fortune 1000 headquarters, including 5 fortune 500
• Number two best city in the nation for African American families
• Top 15 best city for female entrepreneurs
• 87 miles of bike lanes, paths and trails

Learn more about Columbus at www.experiencecolumbus.com and https://columbusregion.com/
Process of Candidacy

To achieve our mission as a liberal arts college, we continually strive to foster a diverse campus community, which recognizes the value of all persons regardless of religion, race, ethnicity, gender, sexual orientation, disability, or socio-economic background. For additional information and resources about diversity at Denison, please see our Diversity Guide. Denison University is an Equal Opportunity Employer.

BeecherHill

Process of Candidacy
BeecherHill is pleased to partner with the Denison University Associate Provost for Diversity, Equity & Inclusion and Director of Denison Forward Search Committee on this critical search. Please submit nominations, referrals and resumes with preferred contact information to our Firm:

Meredith Harper Bonham, PhD
bonham@beecherhillsearch.com

BeecherHill
250 Civic Center Drive, Suite 100
Columbus, Ohio 43215

Phone: 614.939.4240

The information herein has been copied, compiled, and/or quoted in part from Denison University documents and/or personal interviews with Denison University’s approval. The information herein is believed to be reliable, but while every effort has been made to ensure the accuracy of the information, original source documents and factual situations govern. Although BeecherHill and Denison University have done their best to include relevant information, information herein should not be viewed as all-inclusive. Information about compensation, benefits, and other terms and conditions must ultimately come from Denison University or resources made available by Denison University. © 2022 BeecherHill. All rights reserved.