Associate Dean for Culture, Equity and Inclusion

Leadership Profile
February 2022
Executive Summary

"Robinson is more than a college. We are an engine, a portal, and a heartbeat."

Georgia State University’s J. Mack Robinson College of Business aspires to become a national model for fostering positive impact through enhancing diversity, equity, and inclusion in business and inspiring change in colleges of business across the nation. Robinson seeks a bold and dynamic professional to serve as its inaugural Associate Dean for Culture, Equity, & Inclusion to develop a unifying strategy to create a positive environment such that all members of our community work resourcefully together to harness the power of diverse ideas to build a better future for both business and society.

The Robinson College of Business is an integral part of Atlanta’s history and future. For more than 100 years, Robinson has been educating business leaders who drive innovation at companies headquartered in Atlanta and throughout the world. Robinson offers undergraduate, graduate, and doctoral academic programs rooted in business while fusing interdisciplinary areas such as science, technology, engineering, and math. Robinson recognizes that insight comes from people with different talents, perspectives, and experiences coming together to look at the world in new and unexpected ways.

Of critical importance to Robinson’s success is Accelerate 2025, the new strategic plan for 2021-2025 that calls the school, its leadership and faculty to conceive, design, and implement solutions that address systemic inequities in business and society through research, teaching, and community engagement. The inaugural Associate Dean for Culture, Equity, and Inclusion will be an experienced leader who will guide the pursuit of the core DEI commitments outlined in the strategic plan.

The overarching responsibilities for the Associate Dean for Culture, Equity, & Inclusion are to work in partnership with others to lead efforts that create inclusive participation and leadership within our operations to further our curriculum, research, and outreach mandates. We are open to leaders from various academic and professional backgrounds and who would bring the aspirational set of skills and experiences outlined in this document. The ideal candidate for this leadership position will demonstrate openness, respect, transparency, empathy, and diplomacy driven by intention and purpose. The successful candidate will be entrepreneurial, resourceful, creative, and passionate - comfortable leading uncomfortable topics and engaging in uncomfortable conversations.

Candidates will have substantial administrative and program-building experience and demonstrated leadership as an innovator, convener, ambassador, collaborator, partner, and catalyst. The ability to lead with vision, purpose, conviction, and experience working at multiple levels in a complex organization and empowering change is imperative. As part of a college and a city rooted in producing leaders that changed a nation, we seek a leader able to create expansive opportunities for a diverse faculty, staff, and student body to develop breakthrough ideas that move the world forward. Successful candidates will have a terminal degree in an appropriate field along with five to ten years of experience in cultural competency, diversity, equity, and inclusion research, training, implementation. Exceptional candidates presenting alternative graduate-level credentials will be considered.

Please see Procedure for Candidacy at the end of this document to submit a nomination or express a personal interest in this position.
Role of the Associate Dean for Culture, Equity and Inclusion

Opportunities and Expectations for Leadership

The Robinson College of Business aspires to become a national model for fostering positive community impact through diversity, equity, and inclusion in business and inspiring change in business colleges across the nation. The college seeks a dynamic professional to develop a unifying strategy for diversity and equity to create a positive environment such that all members of our community work resourcefully together to harness the power of diverse ideas to build a better future for business and society.

The overarching responsibilities for the inaugural Associate Dean for Culture, Equity, & Inclusion are to partner with others and to lead efforts that create successful and inclusive participation and leadership within our operations in ways that further our curriculum, research, and outreach mandates.

The primary Strategic responsibilities for the role are as follows:

- **Operational:** Oversee further development and implementation of the recommendations provided by Robinson’s Inclusion & Equity Task Force (RCBIETF). Prioritize achievement of the goals, assess progress, and coordinate the ongoing college-wide development of strategies and long-range plans in partnership with other Robinson and university leaders, including the new Robinson Culture, Equity & Inclusion Council and Innovation for All Council.

- **Assessment:** Establish metrics for the regular evaluation of diversity, equity, and inclusion (data, benchmarks, and climate). Develop and implement surveys and other tools for regularly assessing the college’s culture and environment across all its programs. Develop a suite of guidance and tools for programs and offices (i.e., administrative units, academic departments) that proactively promote an inclusive climate. Educate the Robinson community and build the communication strategy and assets to ensure access to these resources.

- **Recruitment and Pipeline:** Partner with external partners such as the Ph.D. Project, National Black MBA Association, Prospanica and others, and with Robinson deans, department chairs, and search committees to enhance the recruitment of diverse faculty and staff across the college, building on and complementing existing processes and programs. Support the leadership of Robinson’s doctoral programs and the Faculty Associate for the Honors Experience in Business to ensure Robinson builds robust and well-rounded pipeline programs that promote diverse entry - at Robinson and elsewhere - into programs that prepare graduates for academic careers. Cultivate external relationships with...
institutions (including Historically Black Colleges and Universities, Hispanic-Serving Institutions, and Minority-Serving Institutions) and organizations to assist in the above activities.

- **Mentorship and Ally-ship:** Develop processes and programs for ensuring the success of diverse faculty and staff, building on and complementing existing efforts. Develop targeted mentoring and ally-ship programs that allow these faculty and staff to seek and advance their careers and into leadership roles.

- **Curriculum:** Find ways to integrate diversity into pedagogy and curriculum. Coordinate with other Robinson deans and faculty to ensure the ongoing strength of Robinson’s scholarship and teaching designed to develop our students’ leadership, learning, and collaboration skills in ways that unleash their creative drive.

- **Programmatic:** Coordinate with, support, and help manage grant programs and interdisciplinary programming on topics related to diversity, equity, and inclusion, including but not limited to Robinson’s Social Impact Initiative (SII). The SII seeks to understand better systemic inequities in various high-stakes contexts ranging from education to healthcare to intergenerational mobility, entrepreneurial ecosystems, and the distribution of digital resources, and to discover novel solutions, effectively deploying these solutions at scale to have transformational impact. The pursuit of internal and external funding opportunities in all areas to support and extend faculty research and amplify Robinson’s social impact goals is under this purview.

- **Communication Outcomes:** Develop and provide a status report of results to the Robinson community annually, highlighting accomplishments and challenges. Work with communications staff to ensure that we regularly highlight and raise awareness about the college’s Culture, Equity, and Inclusion goals, programs, resources, and outcomes to the Robinson community and beyond.

The primary **Managerial** responsibilities for the role are as follows:

- Develop productive connections on diversity, equity, inclusion, and culture matters with Robinson deans, chairs, directors, and others. Serve as a senior college representative on such matters within Georgia State University. Act as liaison between Robinson and relevant university offices; represent Robinson on appropriate university-wide committees and initiatives.

- Recognizing that faculty, students, and programs engage with and learn from communities beyond Robinson, the Associate Dean will partner with other college leaders, including leadership associated with the implementation of Accelerate 2025, to represent Robinson outside of Georgia State University – to scholars and students, alumni, programs, organizations, and institutions – in the pursuit of our DEI goals.

- In partnership with Robinson deans, department chairs, and faculty directors, assist with all AACSB, SACS, and USG reporting and accreditation efforts associated with our culture, diversity, equity, and inclusion programs and initiatives.

- With the Associate Dean for Faculty & Research and with department chairs, review faculty teaching and service assignments to determine if they align with the college mission and represent an equitable allocation of assignments and associated resources across all faculty members.
Professional Qualifications and Personal Qualities

Metrics of Success

As a new position, the success metrics will likely change over time given the dynamic nature of the position. The following are the initial success metrics for the position:

- Creating an approach to implement the culture, equity, and inclusion framework at the Robinson College of Business.
- Building/supporting mentoring and ally-ship programs and/or affinity groups within the Robinson College of Business.
- Assisting faculty with the recruitment, hiring, and retention of faculty and/or doctoral candidates, emphasizing increasing representation from historically excluded populations in business.
- Increasing the sense of well-being, satisfaction, and belonging among all members of the Robinson community.
- Helping form a community that exhibits greater cultural understanding and competency and a climate of equity and inclusion.
- Increasing involvement of faculty, staff, and students in educational efforts, basic and applied research initiatives, and outreach to improve cultural understanding, diversity, equity, and inclusion.
- Collaborating with faculty and staff working on curricular and co-curricular programming to increase our students’ ability to capitalize on creativity and value-creation opportunities that come from working with people who have diverse backgrounds and possess multiple perspectives.

- Collaborating with faculty, staff, and partners working on research and applied research initiatives that address systemic inequities in business and society, leading to solutions that can be implemented to have a transformational impact.

**Appointment**

The Associate Dean of Culture, Equity & Inclusion is a faculty position. Subject to negotiation, the successful candidate will serve full-time with reduced teaching. The Associate Dean will hold either a tenure-track or non-tenure-track appointment.

**Requirements**

The candidate will possess or be able to demonstrate the following:

- The successful candidate will have a terminal degree in an appropriate field. Exceptional candidates presenting alternative graduate-level credentials will be considered.

- Years (5-10) of experience in cultural competency, diversity, equity, and inclusion research, training, implementation.

- *Accelerate 2025*, Robinson’s new strategic plan for 2021-2025, calls for us to conceive, design, and implement solutions that address systemic inequities in business and society through our research, teaching, and community engagement. The successful candidate will be an experienced leader who will guide the pursuit of the core DEI commitments outlined in the strategic plan.

- Demonstrated leadership, results in, and commitment to promoting and addressing inclusion, equity, social justice, and community engagement, with particular consideration or potential to contribute to a university setting. Broad understanding of issues and topics in DEI, knowledge of appropriate research and scholarship, and emerging trends and best practices.

- Ability to lead with vision, purposefulness, and conviction. Experience working at multiple levels in a complex organization and empowering culture change. Effective ability to work and lead in a shared governance model.

- Track record of building community and nurturing relationships among a wide range of campus populations, with empathy and sensitivity. Capacity to serve as a trusted advisor and thought partner. An effective convener of people and a skilled collaborator. Experience securing internal and external funding, including via grants and sponsored research, and conducting diversity (DEI) training preferred.

- Excellent interpersonal and oral written communication skills. Ability to communicate with clarity and compassion. Ability to communicate across differences, mediate, and bring people along to create a shared understanding of how the work described herein supports Robinson’s mission and goals.
The ideal candidate will be entrepreneurial, resourceful, creative, and passionate. Comfortable leading on uncomfortable topics and engaging in uncomfortable conversations. Open, respectful, transparent, empathetic, diplomatic, and driven by intention and purpose. Possesses a sense of urgency as well as the ability to be flexible and agile.

About J. Mack Robinson College of Business

Accelerate 2025: Igniting Momentum. Transforming our Future.

Accelerate 2025 is Robinson’s five-year strategic plan that provides a laser-focused purpose for everything Robinson does. Accelerate 2025 isn’t just a document but a roadmap the college’s constituents tirelessly worked on for more than a year to get right.

Core Values

**Impact.** We pursue research and teaching with purpose and scientific rigor to advance knowledge and practice, make the world a better place for all, and inspire lifelong learning and growth.

**Community.** We build close relationships with students, colleagues, and the business community, so together we can achieve otherwise unattainable goals.

**Curiosity.** Our thirst for knowledge motivates discovery and solution-oriented thinking, creating opportunities to invent the future. We challenge the status quo to lead technological and social change.

**Openness.** We eliminate institutional and societal barriers to achievement, freedom, and fulfillment, creating equal opportunities for all.

**Inclusiveness.** We respect, embrace, and celebrate the rights, differences, and identities of all members of our community. We provide a sense of belonging that allows us to engage the world with confidence, pride, and fearlessness.

Mission

We prepare people from all backgrounds to lead, innovate and achieve their potential to advance business and society.
Robinson recognizes the unrivaled potential of free enterprise to improve lives. We design and implement solutions that advance how businesses and markets function to make a world where all citizens prosper.

**Vision**

**Goal 1: Be a global leader in preparing students from all backgrounds to lead and innovate in business and society.**

Innovation drives economic growth, yet systematic frictions and decades of technological change have created a divide between those contributing to and benefiting from the innovation economy and those left behind. Present-day technologies like AI, machine learning, and robotics, and technologies of the future threaten to accelerate this trend. Taking advantage of the student success model now firmly in place at Georgia State, the world-class research capabilities of our college and university, and an innovation agenda initiated under the college’s previous strategic plan, Robinson will become a global leader in preparing students from all backgrounds to develop pioneering new businesses and lead innovative organizations.

- **Strategy 1:** Infuse experiential innovation programming broadly across each academic program.
- **Strategy 2:** Develop our students’ leadership, learning, and collaboration skills to unleash their creative drive.
- **Strategy 3:** Expand the Robinson Anywhere platform to increase access beyond the campus, including high school students, alumni, and life-long learners.

**Goal 2: Develop, promote, and invest in interdisciplinary collaboration to build a better future.**

Benefitting from both broad and deep disciplinary expertise and recent investments in computer science and emerging technologies, we will develop novel ideas with students, faculty, and strategic partners working alongside one another. Together we are producing the next generation of diverse innovators and leaders who are changing the face of business.

- **Strategy 1:** Launch interdisciplinary Innovation Initiatives that inspire scholars, students, and partners to collaborate and create breakthrough market solutions.
- **Strategy 2:** Launch the Community of Business Innovation as a portal permitting corporate and strategic partners to efficiently collaborate with Robinson and GSU students and faculty in ways that advance the missions of all organizations.
- **Strategy 3:** Increase our expertise in the application of new technologies through faculty hiring and professional development. Expand resources that accelerate impactful research and teaching outcomes in the digital age.

**Goal 3: Conceive, design, and implement solutions that address systemic inequities in business and society.**

The time is now for us to address the adverse impacts of systemic inequities on individuals, organizations, and society. We seek to understand better these inequities in various high-stake contexts, such as education, healthcare, intergenerational mobility, entrepreneurial ecosystems, and the
distribution of digital resources. We will discover novel solutions and effectively deploy these solutions at scale to have transformational impact.

- **Strategy 1:** Launch the Social Impact Initiative that will facilitate Robinson faculty, doctoral candidates, students, and external partners to positively impact each other, our region, and the world.
- **Strategy 2:** Improve and embrace diversity, equity, and inclusiveness at Robinson to become the benchmark for students, partners, and rival institutions.
- **Strategy 3:** Implement solutions to improve faculty and Ph.D. student diversity in U.S. business schools.

**Academics**

Robinson offers undergraduate, master's degree, and Ph.D. programs.

Only Georgia State University offers experiential opportunities for undergraduates such as WomenLead, the Honors Program, the Panthers Accelerated Career Experience, Panthers on Wall Street, and Panthers in the Valley that allow students to work with business executives in a variety of industries.

Undergraduate Programs include experiential learning weaved into every program plus top-ranked specific programs: 4th in Risk Management & Insurance; 11th in Computer Information Systems; 8th in Real Estate; 49th B.B.A. More than a dozen master's degrees in fields ranging from data analytics to marketing to real estate.

Robinson's top-ranked Flex MBA. Robinson’s MBA is more popular and relevant than ever. Its faculty hail from disciplines like computer science, engineering, and data science, enabling students to develop business acumen and high-demand skills such as analytics consulting, digital transformation, and fintech.

An Executive MBA program equips professionals with the perspective and leadership skills required for successful organizations. Financial Times has named Robinson’s EMBA #1 in the Southeast among public universities. CEO Magazine ranks us in the top 20 worldwide, and Ivy Exec includes us in its global list of the top 50 EMBA programs. Plus, per U.S. News & World Report, Georgia State is the #2 most innovative university in the country. Robinson’s EMBA offers the best value in the market. Based on a 2020 survey conducted by Financial Times, graduates from Robinson’s EMBA program earn a 37% salary increase on average three years after completing the degree.
The Ph.D. program prepares students for tenure-track, research-oriented faculty positions at competitive institutions. Robinson develops researchers who study issues that matter. Research is the main component of the Ph.D. program. Students are mentored by highly research productive faculty and are strongly encouraged to publish in scholarly journals and present research papers at national and regional conferences. Students are also encouraged to attend Robinson’s Research Workshops. Robinson’s Ph.D. program aims to graduate individuals sought after for faculty positions in research-oriented universities. Although there are a number of required courses for all Ph.D. students, each program of study is individually tailored to meet the student’s particular needs and goals.

Leadership

In July 2014, Richard D. Phillips was appointed the seventh dean of the J. Mack Robinson College of Business at Georgia State University. He is also the C.V. Starr Professor of Risk Management and Insurance. From 2012-2014, he was Robinson’s Associate Dean for Academic Initiatives and Innovation; from 2006-2012, he was the Kenneth Black Jr. Chairman of the Department of Risk Management & Insurance.

Under Phillips’ leadership, Robinson is pioneering a new kind of business education, uniquely capable of developing people from all backgrounds into talented business innovators and leaders who create value in an era of digital transformation. Emphasizing strategic research relationships with companies and the development of leaders who never stop striving for impact, Robinson helps businesses meet the real and emergent needs of rapidly changing global markets.


Beyond the university, Phillips is a corporate director at Munich American Reassurance Corporation and a senior consultant with Charles River Associates. From 2017-2018, he was president of the American Risk and Insurance Association. He also is past president of the Risk Theory Society, formerly served as the executive director of the Georgia State University Risk Management Foundation and is a current trustee for the S.S. Huebner Foundation for Insurance Education. Phillips serves on non-profit boards for the
World Affairs Council of Atlanta and as board chair emeritus for the Swift School — one of Georgia’s largest private schools serving dyslexic children.

Phillips’ doctoral and master’s degrees in managerial economics are from the Wharton School. He graduated with honors from the University of Minnesota with a B.S. in mathematics.

About Georgia State University

Georgia State University is one of the nation’s premier urban public research universities, generating research and scholarship that addresses fundamental questions of the universe and the most challenging issues of our day. Georgia State faculty’s scholarly work and expression extend the boundaries of imagination, enhance student learning, expand knowledge, develop innovative technologies, and tackle global challenges in areas such as health, sustainability, data science and cybersecurity, among others.

Ranked No. 1 in the nation for undergraduate teaching among public universities by U.S. News & World Report, Georgia State is a national model for student success. The New York Times named Georgia State an “engine of social mobility” for its trailblazing approach. By combining innovative technology with a personalized approach, the university has raised graduation rates by 62% in the last decade.

The university graduates 2,800 more students annually than just five years ago, reduced the travel time to a degree by half a semester, and saved time to degree by half a semester students $18 million a year. Georgia State awards more bachelor’s degrees to African Americans than any other college or university in the United States. Having no racial or ethnic majority, it is the only four-year public university in the nation to have no equity gaps based on race, ethnicity or income.

Georgia State is committed to cross-disciplinary research with life-changing impact. Research expenditures grew by more than 141% from 2010 to 2019, placing Georgia State among the fastest-growing research institutions in the nation. The university exceeded $195 million in total research expenditures in 2019. Faculty set an institutional record in 2020, earning $150.2 million in research funding. In 2021, U.S. News named Georgia State the No. 3 Most Innovative University in the nation. For the fourth year consecutive year, Georgia State is the highest-ranked university in the nation without an engineering, medical or agricultural school.

Learn more about Georgia State University.
Schools and Colleges

- Andrew Young School of Policy Studies
- Byrdine F. Lewis College of Nursing & Health Professions
- College of Arts & Sciences
- College of the Arts
- College of Education & Human Development
- College of Law
- Honors College
- Institute for Biomedical Sciences
- J. Mack Robinson College of Business
- Perimeter College
- School of Public Health
- The Graduate School
Atlanta, Georgia

A world-class international city, Atlanta is integral to Georgia State's educational experience. Students and faculty are a part of a living laboratory where they study and create solutions for the challenges of the 21st century.

Corporate operations play a significant role in the economy. The city claims the country's third-largest concentration of Fortune 500 companies and hosts the global headquarters of corporations such as The Coca-Cola Company, Home Depot, Delta Air Lines, AT&T Mobility, Chick-fil-A and UPS. More than 75% of Fortune 1000 companies conduct business operations in metropolitan Atlanta, and the region hosts more than 1,250 multinational corporations.

Atlanta boasts a rich culture that supports a bold expression of Black heritage, excellence, and pride. The heartbeat of the Civil Rights Movement, Atlanta offers the largest group of historically Black colleges and universities, numerous historic churches, popular Black-owned restaurants, friendly lounges, and legendary art galleries. As the national headquarters of the LGBTQ South, Atlanta is famous for its inclusive establishment, iconic events and festivals, and an ever-growing arts and cultures scene.

At Georgia State, city living and campus life intersect. The world-renowned Georgia Aquarium is a short walk from campus. The historic Fox Theatre is a quick drive or train ride from campus. Georgia State is home to the Rialto Center for the Arts, which features the best of national and international jazz, world music, and dance. The Martin Luther King Jr. National Historic Site, World of Coca-Cola Museum, Atlanta History Center, Carter Center, and High Museum of Art are just a few of the city's countless historical and cultural attractions. Discover more about Atlanta.
Procedure for Candidacy

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

WittKieffer is assisting Georgia State University J. Mack Robinson College of Business in this search. For fullest consideration, candidate materials should be received by April 4, 2022 though applications will be accepted until an appointment is made.

Application materials should be submitted using WittKieffer’s candidate portal.

Nominations and inquiries can be directed to:

Charlene L. Aguilar, Ed.M. & Luis Bertot, M.S.

GSU-RobinsonADCEI@wittkieffer.com

*Georgia State University is an Equal Opportunity Employer and does not discriminate against applicants due to race, ethnicity, gender, veterans’ status, or based on disability or any other federal, state, or local protected class. As a campus with a diverse student body, we encourage applications from women, minorities, and individuals with a history of mentoring students from under-represented groups. All applicants must comply with the Immigration Reform and Control Act. An offer of employment will be contingent upon completing a background report.*