

## A SEARCH FOR THE Vice President Diversity, Equity, and Inclusion



### **Southern Connecticut State University,**

a comprehensive public university in New Haven, Connecticut, is launching a national search for its Vice President for Diversity, Equity, and Inclusion (VPDEI). Southern seeks an experienced DEI leader with a keen desire to serve a diverse and complex institution. The new VPDEI will have the opportunity to work with Dr. Dwayne Smith, Southern's dynamic interim president, a strong senior leadership team, an exceptional faculty, a dedicated staff, and impressive students in ensuring the University's position as a vibrant institution offering a 21st century education of excellence.



## PRESIDENTIAL LEADERSHIP

On June 1, 2023, Dr. Dwayne Smith assumed the role of interim president at Southern Connecticut State University, a public institution serving over 9,300 students in New Haven, Connecticut. The president's office is dedicated to advancing the university's mission of providing educational opportunities for all and promoting equitable outcomes that reflect the diverse identities of our students. Southern recognizes the transformative power of education and its critical role in shaping individuals' socioeconomic futures. The president's office continues to support the DEI division's efforts to improve the institutional climate through DEI education, restorative practices, recruitment and retention of faculty and staff, compliance, community engagement, and ongoing collaboration with diverse university partners.

## MISSION STATEMENT

Southern Connecticut State University provides exemplary graduate and undergraduate education in the liberal arts and professional disciplines. As an intentionally diverse and comprehensive university, Southern is committed to academic excellence, access, social justice, and service for the public good.



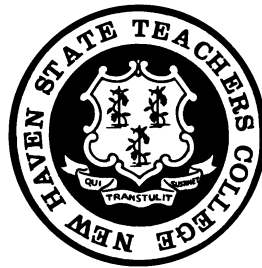


THE LIBRARY AND READING ROOM



## SOUTHERN CONECTICUT STATE UNIVERSITY HISTORY

Founded in 1893 as the New Haven State Normal School, Southern was designed to deliver strong teacher preparation – a hallmark of the University throughout its history. In 1937, it became a four-year college – New Haven State Teachers College – with degree-granting powers. Ten years later, it joined with Yale University’s department of education to offer a graduate program leading to a Master of Science degree and assumed full responsibility for the program in 1954. In 1959, six years after the institution had moved to its present location, state legislation expanded the institution’s offerings to include liberal arts curricula leading to bachelor’s degrees in the arts and sciences and subsequently renamed it Southern Connecticut State College. A board of trustees overseeing Connecticut’s four state colleges was established in 1965, and in 1983, Southern Connecticut State College became Southern Connecticut State University, part of the Connecticut State University System. Through the years, Southern has continued its growth as a modern, urban, diversified center of higher learning, expanding both its undergraduate and graduate programs and opening up entirely new fields of study and research. It has also developed a strong sense of its role to serve the community and to meet the educational needs of the region.



## CONNECTICUT STATE COLLEGES AND UNIVERSITIES

Connecticut State Colleges & Universities (CSCU) is a system of six colleges and universities: four state universities; CT State Community College (12 locations); and Charter Oak State College, an online degree completion institution. CSCU offers a mix of 2-year and 4-year institutions, online and on ground programs, and 17 locations across Connecticut.

As one of four comprehensive universities within CSCU, Southern maintains strong relations with its System peers, especially its sister institutions: Central Connecticut State University in New Britain, Eastern Connecticut State University in Willimantic, and Western Connecticut State University in Danbury. The president of each university serves as the institution’s chief executive officer and is accountable to the CSCU Board of Regents, through a direct-reporting relationship with the CSCU System President for the management of the university within Board policy.

The 21-member Board of Regents (15 voting members) is the governing authority of the CSCU System. Its responsibilities include setting system-wide tuition and student-fee policies; establishing financial-aid policies; reviewing, licensing, and accrediting academic programs; and, in collaboration with institutional stakeholders, conducting searches for and selecting campus presidents and the CSCU President. The Board also holds broad responsibilities for the development and coordination of statewide higher education policy.





## SOUTHERN CONNECTICUT STATE UNIVERSITY TODAY

A partially residential university, Southern currently enrolls approximately 9,377 students, 7,252 of whom are full- and part-time undergraduates and 2,125 of whom are full- and part-time graduate students. (Fall '24 census)

A longstanding strength of Southern is its faculty, who are teacher/scholars focused on students and who provide individual academic advising, much out-of-class instruction, and personal attention. Southern students are taught and mentored by 410 full-time faculty members, 87 percent of whom hold a doctorate or other appropriate terminal degree. A strong cadre of 566 part-time faculty members, many of whom are practitioners in their fields, adds breadth and depth of experience to the classroom.

The heart and soul of Southern is its mission, the cornerstones of which are academic excellence, access, social justice, and service for the public good. Southern is a truly student-centered campus that provides for the students an educational experience that is equal to what they would find at more prestigious institutions. The cornerstones of Southern's mission form a unity: providing an excellent education available to all

who can benefit from it at an affordable price is Southern's primary contribution to social justice.

Southern faculty members are actively engaged in scholarship, research, and other creative activity as well as the supervision of undergraduate and graduate research. With strong administrative support, the faculty have dramatically increased the level of sponsored research they seek and receive. At the same time, a sustained commitment to personalized teaching and learning permeates campus culture. Many faculty members oversee internships, graduate and undergraduate theses, special projects, and independent studies. Most also serve as academic advisors.

A strong network of collective bargaining units represents nearly every constituent group within the Southern family. As a result, a clear set of policies, procedures, and agreements, resulting from open negotiations, is widely understood, and shared governance is an important part of Southern's culture.





## THE COLLEGES AND SCHOOLS

Southern consists of the College of Arts and Sciences, the School of Business, the College of Education, the College of Health and Human Services, and the School of Graduate and Professional Studies. Together, they offer more than 225 academic programs. These include bachelor's and master's degrees as well as sixth-year professional diplomas and doctoral degrees in business administration, counselor education and supervision, educational leadership, nursing education, and social work. In addition to traditional in-class pedagogy, Southern offers a broad array of online and hybrid courses at the undergraduate and graduate levels.

- **The College of Arts and Sciences** includes undergraduate majors and graduate programs in 22 departments. All SCSU undergraduate students spend a minimum of one third of their collegiate careers in carefully chosen arts and sciences courses that serve as the core for their academic life at the University. The College thus plays a central role in ensuring that Southern's mission permeates the student experience.

- **The AACSB-accredited School of Business** offers undergraduate programs in: accounting, economics and finance, management and international business, marketing, business information systems, and public utilities management. Graduate programs include the traditional and accelerated MBA, along with the new STEM MBA and STEM Doctorate in Business Administration (DBA) programs. The School of Business opened its new state of the art business building in Fall 2023, the First Net Zero Energy (NZE) building constructed by the state of Connecticut in terms of its carbon footprint. Thanks to Southern's urban location and proximity to other major cities, internship and employment opportunities for business students abound, complementing their in-class experiences.





- **The College of Education** consists of five departments: counseling and school psychology, curriculum and learning, educational leadership and policy studies, information and library science, and special education. Southern plays a leadership role in developing Connecticut's next generation of educators. Through its nationally-accredited programs, the College also prepares students for careers in educational leadership, clinical mental health counseling, school counseling, and school psychology. The Barack Obama University School for K-4 students, developed on the Southern campus and in partnership with the New Haven Board of Education, offers Southern's students in education an on-campus venue for their student teaching and an opportunity to partner in elementary school activities and curriculum.
- **The College of Health and Human Services** includes the following departments: communication disorders; marriage and family therapy; the School of Nursing; public health; recreation, tourism and sports management; health and movement sciences; health systems and innovations, and social work. These disciplines share a mission of compassionate care within a professional framework, and each awards highly-regarded bachelor's, master's, and doctoral degrees. The programs emphasize interdisciplinary education and practice-based learning, with numerous opportunities for internships and clinical rotations. The new Health and Human Services state-of-the-art physical facility opened in Fall 2022 to address the demand for well-trained health and human services professionals.
- **The School of Graduate and Professional Studies** serves as administrative support for Southern's graduate students and works closely with the other colleges and schools. With more than 100 degree- and certificate-granting programs, it is one of the most significant public graduate education centers in the Northeast. The University produces the largest number of graduates in health and life sciences, education, and social and public services in the CSCU system. The school is also home for the Office for Workforce and Lifelong Learning (OWLL), Southern's continuing education and professional development programs.





## CENTERS OF EXCELLENCE

Complementing Southern's traditional academic disciplines are several nationally recognized centers. Included among them are the:

- Werth Center for Coastal and Marine Studies
- Center for Community and School Action Research
- Center for Communication Disorders
- Center of Excellence on Autism Spectrum Disorders
- Center of Excellence on Teaching and Learning
- Center for Research on Interface Structures and Phenomena (CRISP)
- Center for Excellence in Math and Science (CEMS)
- Center for Educational and Assistive Technology (CEAT)
- Center for Environmental Literacy and Sustainability Education (CELSE)

The Connecticut State University Center for Nanotechnology is a crucial element of a system-wide collaborative initiative to support a graduate certificate in nanotechnology. The Office of STEM Innovation and Leadership (STEM-IL) provides synergy to the institution's many STEM-related initiatives and clearly reflects Southern's commitment and leadership in STEM

education, research, and outreach. The Center for Excellence in Mathematics and Sciences has developed programs reflecting strong local involvement. In addition, Southern's distinguished Women's and Gender Studies program conducts a bi-annual conference that draws renowned scholars from around the world.

## SOUTHERN'S FUTURE

Southern Connecticut State University looks to the future with a renewed sense of commitment to elevating educational attainment in our region and the state. We will achieve that with academic programs that confront the most pressing environmental and health issues through innovative research and cultivating a community of entrepreneurial and inventive leaders and educators for Connecticut's workforce.

Elevating students beyond their current socio-economic status is at the heart of Southern's academic mission. Southern's new strategic plan, "Leading the Way: 2023-2028 Priorities" was rolled out with a two-fold purpose: 1) A 5-year planning horizon to focus the institution on strategies and actions that will have immediate and sustainable impacts on recruitment, retention, persistence, and completion, and equity; and 2) Broader





aspirational goals and strategies will have Southern focus on the future as the longer term horizon becomes clearer and as advances are made on the immediate goals of stabilizing and growing enrollment. The University is currently moving aggressively in several directions—building a stronger emphasis on social justice; developing academic programs that meet regional needs and establishing effective partnerships; increasing fundraising; increasing faculty research and research funding; and improving student support and success.

The foreseeable future at Southern will be a time of exceptional development and change – a time during which Southern increasingly makes good on its promise to provide exemplary, transformative, and accessible education; to strengthen the University-wide culture and infrastructure that nurtures creativity and innovation; to further expand and enhance its facilities; to promote community well-being, economic growth, and social justice by serving and leading in local and global communities; and to steward the University’s human, financial, technological, and physical resources in an ethical manner.

## THE CAMPUS COMMUNITY

Southern is a community truly focused on its students. Faculty, staff, students, alumni, parents, and community members all play a role in the educational enterprise. Multiple voices are welcomed at the table to ensure student success, and many campus members play multiple roles— as mentors, coaches, advisors, teachers, and co-researchers. The sense of camaraderie this approach engenders is palpable and creates a deeper experience of community.

Ninety-six percent of Southern’s students are from the State of Connecticut, both as residence students in nine traditional residence halls and apartments and as commuter students. Special efforts are made to connect the residential and commuter populations in meaningful ways and to make the campus an inviting place to be in the evenings and on weekends.

In addition to supporting its blend of residential and commuter students, Southern deeply values its commitments to access and inclusion. The University welcomes traditional and non-traditional students.

It shares with its sister CSU institutions the determination to provide an upward path for people of talent. The University’s



effective tutoring, counseling, advising, and career development programs are complemented by cutting-edge adaptive technologies. These offerings, coupled with an array of intercultural activities and events, ensure that Southern's students achieve their goals, feel a strong sense of belonging, and remain engaged in the life of the University.

Southern is truly "in" and "of" its geographic region. With the great majority of its students from Connecticut and 90 percent of its graduates remaining in the state following graduation, the University and its more than 98,000 alumni are, without question, shaping the workforce and citizenry of Connecticut. Southern has a defining role to play in articulating those areas of strength for which the state will be known.

Southern students are engaged in activities outside the classroom, participating in approximately 100 student clubs and organizations, myriad community service activities, fraternities and sororities, campus media, musical ensembles, theater and dance groups, athletic teams, and a robust offering of intramural and club sports.

Southern's NCAA Division II athletic program is a member of the Northeast-10 Conference as well as the Eastern College Athletic Conference. It supports eight men's teams and 11 women's teams. The Owls have a long history of athletic excellence. Their ten team championships and 79 individual championships place them among the top ten Division II athletic programs in the nation. There is also a robust community-service emphasis, and student athletes volunteer a great deal of their time to the community.

## A GROWING CAMPUS

Southern continues to develop its modern, 172-acre campus with dramatic new additions and enhancements in the last ten years.

- A 135,000 square-foot addition to Buley Library coupled with a total renovation of the original building has doubled the size of the library's footprint;
- A \$50 million, 103,608-square-foot academic science and laboratory building houses teaching and research laboratories for Southern's programs in the STEM disciplines, which have seen enrollments increase by nearly 27 percent in recent years;
- Construction of a new \$70 million facility for the College of Health and Human Services was completed in 2022;
- The new School of Business opened in Fall 2023.



- The University's commitment to sustainability is strong with approximately 5 Megawatts of energy produced on campus utilizing solar arrays and fuel cells. It is reflected in its expanded staff and in programming offered through the Office of Sustainability. Moreover, in order to meet Connecticut's stringent environmental standards for state funding eligibility, each construction or renovation project totaling \$5 million or more will meet a minimum LEED Silver rating. The campus has thousands of solar panels that generate about 15% of the campus electricity. Two fuel cell installations are in design.



## ROLE OF VICE PRESIDENT FOR DIVERSITY, EQUITY, AND INCLUSION

The Vice President for Diversity, Equity (VP for DEI), and Inclusion reports to the President and is a member of the Cabinet. The VP for DEI will provide leadership, guidance, and supervision to Division of Diversity, Equity and Inclusion. The Division of Diversity, Equity, and Inclusion is comprised of seven (7) full-time staff. The positions include:

- Associate VP for Institutional Inclusive Strategies & Change Management
- Faculty & Staff Diversity Recruitment and Retention Specialist
- Director of Education & Restorative Practices
- Director of Student Academic & Curricular Initiatives
- Director, Center for Intercultural Engagement
- CSU Administrative Assistant (Dual report to the VP of Finance and Administration)
- Director of Diversity and Equity Programs/Title IX Coordinator (Dual report to the President)

Additionally, the VP of DEI position provides guidance to faculty fellows and part-time staff assigned to targeted initiatives and projects to support the university goals and strategic plan.

### *The Leadership Agenda*

The work of the Vice President for Diversity, Equity, and Inclusion will be shaped and informed by the following leadership agenda:

#### **Leadership Development**

The institution seeks a Vice President for Diversity, Equity, and Inclusion who is an astute data-guided decision-maker. This is an opportunity to continue advancing Southern's goal to become known as a state and national leader in social justice in the national higher education landscape. The Vice President for Diversity, Equity, and Inclusion (VP for DEI) will continue to provide leadership for moving this bold goal from aspiration toward actualization in deep and meaningful partnerships with faculty, staff, and students. A member of the President's Leadership Team, the Vice President will help build the senior administration's capacity to collectively lead through a lens of equity and inclusion across all university divisions. The Vice President will serve as an accountability coach among peers while not single-handedly shouldering full responsibility for the University's efforts.

#### **Advance Strategic Collaboration**

Serve as Southern's main thought leader and strategist, guiding efforts to actualize what it means to be a social justice community to both internal and external stakeholders; to be intentionally mindful about everything Southern does while on a constant learning journey; to be committed to educating and being a resource for the internal and external community to prepare everyone to live and learn in a diverse global community. Becoming a social justice university means that Southern develops ideas about what the learning environment should look like and be welcoming; develops strategies and tactics to make real movement toward creating a clear social justice community lived experience; is open and listening constantly and adapting, helping everyone to be in a continuous improvement mindset and maintaining commitment to the journey.

#### **Build and Expand Diversity, Equity, and Inclusion Efforts**

Develop and align initiatives and manage the limited resources that advance diversity, social justice, equity, and inclusion in a unionized environment. The Vice President for Diversity, Equity, and Inclusion will effectively and efficiently manage limited resources to advance objectives tied to Southern's strategic plan, particularly those related to diversity, equity, social justice, and inclusion, as well as other initiatives and projects that may be developed. There is an opportunity to work with the campus units to create a cohesive strategy around diversity, equity, and inclusion to inform goal setting, framing best practices, and institutional priorities using data support and key metrics to advance short- and long-term objectives. Future efforts should continue to take an intersectional systemic approach to address inefficiencies and missed opportunities. The vice president will build upon current efforts and increase the focus on more strategic initiatives required to achieve greater impact while helping to shape policies that promote a more equitable campus community.

#### **Provide leadership to the Office of Diversity and Equity Programs**

The office provides centralized leadership and accountability on equity, inclusiveness, diversity, and equal access and partners with the appropriate offices to prevent discrimination and harassment. The new VP for DEI will continue to build a shared vision and mission for the office while working collaboratively as a part of the Executive Leadership Team with the Vice President for Finance and Administration, the Provost and Vice President for Academic Affairs, the Vice President for Student Affairs, the





Associate Vice President for Enrollment Management, the Vice President for Institutional Advancement, and the Vice President, Technology and Chief Information Officer (CIO). It is also expected that there will be consistent reporting on the results of these diversity efforts, using appropriate measures and metrics, to hold the Office of Diversity and Equity Programs and other leaders across the University accountable.

### Equity Lens in Curriculum Development

The curriculum should mirror and respond to the changing higher education landscape. Southern faculty members are widely known and respected for the excellence of their work, deep loyalty to the University, and dedication to the welfare and success of its students. The Vice President of Diversity, Equity, and Inclusion will have the opportunity to work closely with the faculty and their leaders in addressing important issues on diversity, equity, social justice, and inclusion within the curriculum and instructional practice; successfully work with faculty in curriculum development efforts to facilitate inclusive pedagogy, and work with faculty and students in developing and coordinating a comprehensive range of programs and services that sustain and promote an environment of inclusiveness on campus and in the external community.

### Faculty and Staff Diversity

While demonstrating a solid understanding of collective bargaining in Southern’s context, the VP for DEI will provide guidance for faculty and staff on recruitment, retention, and hiring policies, practices, and procedures. Southern takes pride in the increasing diversity of its student body. It strongly desires that its leadership, faculty, and staff will become more demographically representative of the students it serves. The goal is to continuously develop a community where everyone feels welcomed and valued, based on the Southern’s Core Values of *Excellence, Access, Diversity, Student Success, Life-Long Learning, and Community Involvement*.

The VP for DEI will engage with the faculty to provide guidance and technical assistance on best recruitment practices and provide educational capacity on topics including the search and hiring process, retention, career development, teaching and learning, promotion and tenure, and managing difficult conversations in the classroom. Key areas for development include conducting inclusive search processes, avoiding bias in the search process, facilitating difficult conversations, and addressing diversity, equity, and inclusion issues in the classroom.



### **Community Building**

Cultivate strong relationships with the college's multiple constituencies beyond campus. The Vice President for Diversity, Equity, and Inclusion will represent Southern's pioneering vision for the university's expanded commitment to social justice, diversity, equity, and inclusion in the Connecticut State Colleges and Universities (CSCU) and beyond. Working with alums and friends of the University, the vice president will both strengthen longstanding historical connections and work to build new, innovative, and mutually beneficial relationships.

### **Thought Leadership**

As an advocate and ambassador for diversity, equity, and inclusion, the VP for DEI must navigate the national, state, and local political climates around diversity, equity, and inclusion with a demonstrated understanding of the impact of policy on higher education and the mission of creating a robust and equitable learning environment is a challenge and an opportunity.

In addition to having a strong, visible presence on campus, the Vice President for Diversity, Equity, and Inclusion must be willing to serve as the public face of the campus on matters of diversity, equity, and inclusion and skillfully address these matters in the context of Southern's stated policies and practices. The Vice President is expected to have high involvement and visibility both on and off campus.

### **Desired Leadership Attributes**

The ideal candidate will be a nationally recognized diversity practitioner steeped in the research and literature of anti-racism, social justice, diversity, equity, and inclusion, with proven success in curriculum development, faculty development, communication, and external relations. More specifically, this leader will be:

#### **Visionary**

The Vice President for Diversity, Equity, and Inclusion will be an experienced adaptive leader with strong organizational and administrative skills. The vice president should be able to assess opportunities, promote and enable innovative and entrepreneurial planning and problem-solving, and facilitate leveraging and redirecting Southern's institutional resources for impact. The ideal candidate can navigate internal and external stakeholders and advance a mutually beneficial unified vision to move Southern's anti-racism, social justice, equity, and inclusion vision forward.

### **Change Agent**

Southern seeks a Vice President for Diversity, Equity, and Inclusion with a Change Leadership Philosophy grounded firmly in their wheelhouse. The ideal leader will demonstrate an understanding of change management within a public university environment, the acceptance levels for change, and how they impact each person uniquely. The VP for DEI should demonstrate the ability to use and provide feedback, include multiple viewpoints in decision-making, and be a decisive and diplomatic leader with a solid ability to manage ambiguity and uncertainty while driving clarity.

### **Experienced Diversity, Equity, and Inclusion Practitioner**

The vice president will have a demonstrated record for advancing diversity, equity, and inclusion (DEI) strategies and initiatives in a higher education environment. The ideal leader will be adept at addressing emerging matters and issues related to teaching, learning, and DEI and the expectations of faculty, staff, administrators, and students across the campus. The next VP for DEI will possess high emotional intelligence, demonstrate a commitment to learning, anti-racism, and social justice, and welcome individuals across a range of social identities.

### **Accountability, Transparency, and Grit**

While serving in this highly visible, highly scrutinized role, this senior leader must demonstrate the ability to look at issues from the perspective of multiple constituencies and anticipate public reaction. The ideal candidate will be effective at crisis management, possess the courage and fortitude to stress accountability with confidence and demonstrate an unwavering moral compass, unquestionable integrity, and transparency in decision-making with a clear-eyed response about measuring impact.

### **Strong Social Justice Advocacy**

The next VP for DEI should possess a demonstrated commitment to providing leadership in an equitable and inclusive institution that works diligently to ensure the success of each student; fluency with current scholarship and promising practices related to social justice, diversity, equity, and inclusion; ability to exercise diplomacy, mediate controversy and welcome multiple viewpoints to engage others in productive and civil dialogues that advance equity and inclusion efforts across the institution.

### Strategic Collaborator and Community Builder

The VP for DEI should possess a deep awareness of structural inequity and how that exists institutionally, leading strategic collaborations to move the campus forward and the ability to analyze organizational structures and campus climate to identify and address systemic inequities. The ideal candidate should possess the interpersonal skills to make decisions, attain consensus thoughtfully and purposefully, and take a proactive approach to building relationships will be their strong suit. It will be imperative to balance a sense of urgency while demonstrating the patience needed to meet different community members where they are in their social justice, equity, and inclusion journey is required. Prior experience in the classroom would be useful in collaboration with and guidance to faculty.

### Financial Acumen

The next Vice President for Diversity, Equity, and Inclusion should be an astute financial manager capable of careful financial planning, budgeting, and resource allocation in fair and transparent ways that reflect clear University diversity strategic plan priorities.

### Exceptional Communicator

The ideal leader should possess a transformational leadership style and an authentic passion for motivating and influencing others to see themselves fulfilling Southern's mission, vision, and diversity strategic plan priorities. The VP for DEI should possess superior and persuasive written and verbal communication skills, be an active listener, and possess the skills to work one-on-one and in groups. As an engaged, approachable leader, the next VP for DEI will easily model effective communication across multiple constituencies. As a servant leader, the VP DEI should embody personal qualities that command respect and engender the trust of faculty, staff, students, alums, and the larger Southern community of stakeholders.

### Additional Qualifications:

- A terminal degree in an appropriate academic discipline
- Seven years of progressively more responsible leadership and administrative experience in higher education in social justice, equity, and inclusion work.
- A commitment to shared governance and experience working in a collective bargaining environment

## APPLICATIONS AND NOMINATIONS

To apply, candidates must send a letter of application that addresses specifically the qualifications outlined in this prospectus, a curriculum vitae, and contact information (names, phone numbers, and email addresses) for five references. Applications should be in PDF format and submitted through the AGB Search portal via this [link](#).

For fullest consideration, applications should be received by **November 19, 2024**.

All inquiries, nominations, and applications will be held in strictest confidence; references will not be contacted without the applicant's express permission. Inquiries and nominations should be sent to: [SCSU-VPDEI@agbsearch.com](mailto:SCSU-VPDEI@agbsearch.com) or directed to:

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Candidates are invited to speak with one of the consultants before submitting an application.

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For more information about Southern Connecticut State University, please visit [www.SouthernCT.edu](http://www.SouthernCT.edu). For more information about Connecticut State Colleges and Universities, please visit [www.ct.edu](http://www.ct.edu). For more information on New Haven and the region, please visit [www.ctvisit.com](http://www.ctvisit.com), <http://www.city-data.com/city/New-Haven-Connecticut.html> and [www.visitconnecticut.com](http://www.visitconnecticut.com).

**Southern Connecticut State University is an Affirmative Action/Equal Employment Opportunity Employer. The University seeks to enhance the diversity of its faculty and staff. People of color, women, veterans, and persons with disabilities are strongly encouraged to apply.**