

Diversity Leadership Search

Identifying Diverse Talent for a Multicultural World

Cultural competence is fundamental to organizational excellence in health care, higher education and the not-for-profit sector. Organizations that value the range of background, experience and ideas expressed by a diverse workforce are better positioned in the markets they serve, operate more efficiently and have an enhanced public image. Similarly, institutions that cultivate a welcoming and inclusive environment benefit from enriched programming and culturally relevant management perspectives.

As a result, diversity among executive leadership is increasingly a strategic priority. These leaders serve as the guiding and unifying force for widespread and consistent diversity efforts in complex environments. Advancing diversity leadership requires a commitment to cultural competence and a multipronged approach. Respondents to a recent Witt/Kieffer survey of National Association of Health Services Executives (NAHSE) members place high importance on the following to groom C-suite diversity leaders:

- High profile assignments/special projects
- A formal professional development plan/career path
- Regular performance evaluations, both formal and informal
- Exposure to the Board
- Exposure to medical staff

Proven process identifies outstanding candidates of all backgrounds

Witt/Kieffer's robust resources — a national network of contacts with 60 consultants in 17 locations; targeted, original research methods; an extensive and up-to-date senior leadership database of nearly 9,000 diversity executives and active outreach — give us a significant edge in keeping diversity fundamental to our executive search process. For each search assignment, we present

our clients with multiple qualified women and minority candidates. As a result, 11 percent of executive placements on our clients' behalf are diverse. Combined, nearly 41 percent of placements are women and minorities, arguably the best diversity executive placement rate among top executive search firms.

Our process features organizational assessment and position specification preparation; comprehensive research; thorough candidate evaluation; extensive screening and reference checking; negotiations and transition support. We partner with our clients' current leadership in our search process, working together to clearly define the role and vision for the position to be filled. We agree on a framework for the search and come to a consensus on how flexible the boundaries of that framework will be. Our consultants collaborate with search committees to identify, assess and select a diverse slate of candidates with a demonstrated ability to:

- Develop a common vision of the organization for equity, diversity and inclusion
- Serve as a champion and lead spokesperson on matters of diversity
- Oversee development and operation of all diversity training programs
- Educate constituents on the advantages of a culture that values and supports the community
- Strengthen and further develop partnerships with the community to promote diversity
- Seek diversity-related funding through private, local, state and federal sources
- Understand the legal and social aspects of diversity access and disability issues
- Ensure compliance of employment policies and practices with federal, state and local requirements for equal opportunity, non-discrimination and affirmative action

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Representative diversity leader titles

- Associate Vice Chancellor, Diversity and Equal Opportunity
- Chief, Center for Diversity
- Chief Diversity Officer
- Director, Diversity and Cultural Competence
- Director of Diversity Resources and Language Services
- Director, Human Resources, Office of Diversity and Inclusion
- Senior Vice President, Talent Management and Diversity
- Vice President for Inclusion, Equal Opportunity and Diversity
- Vice President for Institutional Diversity and Equity

Representative clients

- Bucknell University, Lewisburg, PA
- Case Western Reserve University, Cleveland, OH
- Dartmouth College, Hanover, NH
- Froedtert & Community Health, Milwaukee, WI
- Hamilton College, Clinton, NY
- University of Massachusetts Medical School, Worcester, MA

Our long-standing commitment to diversity

Witt/Kieffer is a member and sponsor of professional associations with diversity missions. We have been recognized for Outstanding Organizational Support to the Mission of the American Hospital Association's Institute for Diversity in Health Management. We've been awarded the NAHSE Outstanding Organization of the Year Award. We are a sponsor of the Association of Hispanic Healthcare Executives and the Asian Health Care Leaders Association.

In addition, Witt/Kieffer is a member of the National Association of Diversity Officers in Higher Education, an organization dedicated to leading higher education toward inclusive excellence through institutional transformation. Our consultants have been invited to work with many groups within the American Council on Higher Education, including: the Fellows Program, the Center for Advancement of Racial and Ethnic Equity, the Office of Women in Higher Education and the Center for Effective Leadership.

Witt/Kieffer has the reach of a national firm and the personalized approach only a specialty firm can provide. For more information, call 630/990.1370 or visit www.wittkieffer.com.