



#### Who Should Read

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Chief Student Affairs  
Officers

Student Health Leaders

Counseling Center  
Directors

Student Success Leaders

# The Rise of the Chief Wellness Officer

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A Guide to Well-being Leadership Job  
Descriptions for College and Universities

Student Affairs Forum

#### Three Ways to Use This Resource

- Spark discussion about the role of a Chief Wellness Officer at your campus.
- Use provided examples and insight to inform your institution's job description.
- Compare the responsibilities of your Chief Wellness Officer to other institutions.

# Chief Wellness Officers Advance Student Success

## Institutions Establish Senior Positions to Lead Holistic Well-being Strategy

Chief Wellness Officer (CWO) positions have grown rapidly across institution types over the past few years as the student mental health crisis has intensified. Whether called Associate Vice Presidents of Student Health and Well-being, Deans of Wellness, or Executive Directors of Student Health and Wellness, these senior leadership positions manage units that support students' mental and physical health. Most CWOs report directly to the Chief Student Affairs Officer, and nearly all are expected to collaborate across campus to improve student well-being.

EAB analyzed job descriptions and found common responsibilities, reporting lines, and desired expertise and credentials for these positions. This resource summarizes these commonalities and provides select examples of Chief Wellness Officer job descriptions across a variety of institutions in North America.

Use these examples to spark discussion about how this role could work on your campus, inform your own institution's job description, or compare your CWO's responsibilities to other institutions.

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# Why Hire a Chief Wellness Officer?

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## Status Quo Efforts Slow the Pace of Change

### Mental Health is a Top Priority, but Progress by Committee Goes Slowly

Colleges and universities are working tirelessly to meet students' demand for mental health support on campus, making significant investments to staff-up the counseling center, offer tech-based mental health resources, and promote robust non-clinical wellness supports. Increasingly, institutions find that these investments, while essential, are not enough to address rising student distress on campus.

As a result, many institutions are elevating student mental health and well-being as a campus-wide priority to develop a comprehensive strategy that streamlines existing efforts and transcends operational silos. Many campuses rely on working groups or committees to formulate strategy and drive progress, but these groups struggle to sustain momentum and effect lasting change as members have already-full plates and limited authority.

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“We had a working group on mental health, and they generated some outstanding ideas. But despite best intentions, it was hard to maintain momentum and execute on the more ambitious strategies. **Hiring a chief wellness officer was the right move for us to actually make progress on the bold ideas we had to support students' well-being and, ultimately, their success.**”

Vice President for Student Affairs  
*Mid-sized Public Institution*

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### Dedicated Leadership Provides Bandwidth and Expertise to Effect Change

Progressive institutions recognize a need for dedicated leadership to orchestrate a holistic, integrated approach to student well-being. Chief Wellness Officers (CWO) are experienced professionals charged with managing services that directly support students' mental and physical health and embedding well-being into all facets of the student experience. They provide critical vision, bandwidth, and expertise to strategically align campus efforts, identify gaps and redundancies in resources, and rigorously assess progress and adapt as needed.

Chief Wellness Officers don't necessarily replace efforts by a task force or committee. The role of the CWO is to lead a holistic and sustainable campus-wide approach to student well-being, and most leverage campus knowledge and expertise to realize that vision. In fact, many CWOs convene campus partners to build credibility, cultivate cross-silo working relationships, and bring the full expertise and focus of the institution to bear on the challenge of improving student well-being. Others use committee recommendations or assessments to inform strategy.

# Responsibilities of the Chief Wellness Officer

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## Insights from an Analysis of Job Descriptions

### Core Responsibilities of the Position

Chief Wellness Officer responsibilities generally fall into three categories:

#### 1. Develop and execute a campus-wide strategy to improve student health and well-being.

CWOs are expected to leverage their experience and expertise to develop a comprehensive vision for student well-being. These leaders implement this vision both within the units they directly manage as well as through smart collaborations that transcend campus silos. Their work enables faculty and staff across campus to adopt strategies that enhance students' capacity to succeed.

#### 2. Provide visionary leadership for and management of units that impact students' physical and mental health.

Operations and administration for managed units fall under the CWOs purview. By consolidating management of health-supporting offices under a dedicated senior leader, institutions can more effectively align their existing distributed efforts. CWOs are responsible for identifying gaps or redundancies in services and resources and streamlining workflows amongst the departments they manage, such as health and counseling centers, wellness promotion offices, disability services, and others. Additionally, they own coordination between on and off-campus resources.

#### 3. Assess reporting units and campus-wide strategy effectiveness.

Institutions have made, and continue to make, significant investments in well-being supports, but often struggle to evaluate their effectiveness. CWOs have ownership or influence over these investments and resource distribution and are expected to conduct rigorous assessment to make informed decisions on what the college or university should keep doing, what it should start doing, and what it should stop doing.

### Additional Responsibilities

Additional responsibilities within the scope of the CWO vary across institutions. Examples of these duties include:

- Ownership or key subject matter expert contributor to the institution's health-related policies and processes (e.g. medical leave-of-absence, voluntary and involuntary leave-of-absence, housing and learning accommodations).
- Support emergency preparedness and response efforts relating to health or mental health issues.
- Develop and coordinate a communication plan to promote campus resources and services for student well-being.
- Liaise with enrollment services to develop or inform recruitment messaging around the institution's vision and resources to support student well-being.
- Direct or assist in fundraising efforts in support of the institution's vision for student well-being.
- Provide subject matter expertise or guidance to the institution's human resources department on employee well-being initiatives.

# Organizational Structure

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## Insights from an Analysis of Job Descriptions

### Reporting Lines

The Chief Wellness Officer typically reports the Chief Student Affairs Officer and sits on that executive's leadership team. In some cases, CWOs have dotted reporting lines to other campus leaders, including the Chief Academic Affairs Officer or President. All CWOs are expected to lead collaboration across silos to implement a holistic strategy for student well-being.

### Units Supervised

Chief Wellness Officers lead robust teams spanning the health and counseling centers, disability services, and beyond. The following departments and teams consistently report to the CWO across a variety of institution types:

- Student Health Services
- Counseling and Psychological Services
- Wellness/Health Promotion Center
- Disability/Accessibility Services
- Behavioral Intervention/Care Team
- Student Health Insurance Programs

Some CWO portfolios also include other campus services that more holistically support students' physical and emotional well-being. Sometimes, responsibilities for these units are included in the initial job description, but it helps to remain open to adding or removing units as strategy evolves or students' needs change. For example, shortly after hiring an associate vice president for student health and well-being, Carnegie Mellon University added oversight of services to support religious students to that person's portfolio to align with their vision and strategy. Common examples of more holistic support units include:

- Substance Abuse Rehabilitation
- Campus Recreation
- Cultural Identity Center(s)
- Services for LGBTQIA+ Students
- Services for Religious Students
- Services for Women Students
- Other Identity/Belonging-oriented Services

### Frequent Cross-Campus Collaborators

Since CWOs are expected to work across campus silos to enhance student well-being, many job descriptions cite specific offices with whom the incumbent can expect to collaborate. Common examples of collaborators include:

- Public Safety
- Academic Affairs and Support Services
- Registrar
- Residence Life and Housing
- Dining Services
- Affiliated health education programs (i.e. University hospital, school of psychiatry, nursing, etc.)

# Sought-After Experience and Expertise

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## Insights from an Analysis of Job Descriptions

### Experience

CWOs own management, operations, and administration for a substantial share of the student affairs organization, including numerous FTEs and multimillion-dollar budgets, depending on the size of the institution and scope of their portfolio. As a result, positions typically require a **minimum of 7-10 years of relevant progressive leadership** and a track record of successful management and supervision in health care, mental health, public health, health promotion, health care administration, or other related fields.

Common **minimum and preferred skills and knowledge** for these roles include:

- Strong leadership, communication, and interpersonal skills.
- Deep knowledge of and ability to articulate health and counseling treatment models and best practice standards in relevant fields, national and local trends, state and university licensing, accreditation, and certification requirements for practitioners.
- Direct experience in college or university health, mental health, or health promotion.
- Demonstrated experience partnering across a complex organization, influencing without authority, and managing crises.

### Credentials

Job descriptions for CWOs typically require a master's degree, with preference for candidates with a terminal degree in their field. Typical expertise sought includes master's in a health-related field, such as counseling, social work, public health, and health administration; master's in higher education or student affairs administration are also commonly sought-after credentials for professionals in CWO positions.

Few job descriptions require that candidates be licensed physical or mental health practitioners; those that do often note that the CWO may be expected to see students in a practitioner capacity when demand for services peaks on campus.

# Should You Hire a Chief Wellness Officer?

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## EAB Discussion Questions

As colleges and universities raise their ambitions around a comprehensive strategy for student health and well-being, we can expect the number of Chief Wellness Officer roles to continue to grow. The scope of the position will vary depending on the institution's aspirations and needs.

Use the below questions to start a discussion around the role of a CWO and how it can help your campus achieve its goals.

### Is a Chief Wellness Officer Right for Your Campus?

1. How does student well-being feature in your institution's mission? What role does well-being play in your student success strategy?
2. How do existing offices that support student well-being coordinate their efforts? Think about health services, counseling center, health promotion office, BIT/CARE team, disability/accessibility, substance abuse programs, campus recreation, etc.
3. How is well-being integrated across campus, both inside and outside the classroom? Are current efforts siloed across schools and/or departments?
4. What are the pain points in engaging with well-being resources from the student perspective? What is the root cause of some of these pain points?
5. How does your institution make progress on preventative and reactive efforts that support student well-being? What are the advantages and disadvantages of your current approach?

### Determining Scope of the Position

To start, list resources that directly impact students' physical and mental well-being (e.g. health center, counseling, etc). those that support well-being (identity centers, special population services, etc), and other impactful potential collaborators across campus.

1. Which of these offices/centers are already organized within student affairs? Which are located outside of the current organizational structure?
2. How would dedicated senior leadership and expertise enable these offices to optimize and better coordinate their work?
3. Consider the culture and needs of each office that supports student well-being. For offices both inside and outside of student affairs, is there willingness to re-organize around a vision or strategy for student well-being?
4. What considerations about our campus culture, student needs, and local community should inform the CWO's responsibilities and expertise? For example, does demand for physician or counselor services vary to the point that this leader needs to be a practitioner to fill in the gaps during high demand? Is there a wealth of community well-being resources the institution is or wants the CWO to better coordinate with? Are other campus leaders bought-in on the connections between student success and well-being?

# Should You Hire a Chief Wellness Officer? (cont...)

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## Discussion Questions

### **Hire Internally or Externally?**

1. Does your campus need added expertise to craft a vision or strategy, or do you need a dedicated senior leader to execute on an existing strategy?
2. Is there existing or ongoing cross campus work or dialogue, such as through a committee or working group, to address student well-being holistically? Have contributors to these efforts expressed interest in or shown potential to lead this work in a more focused and direct way?
3. Consider the campus culture, including the various constituents impacted by a CWO's work and recent incidents that have elevated well-being issues: What would the reaction of these different groups be to new outside expertise and leadership? To an internal hire?
4. What advantages would an internal or external hire have? What would each need to overcome to effect change?





# Chief Wellness Officer Job Descriptions

A Compendium of Examples from a Variety of Institutions

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## Associate Vice President for Campus Health and Wellbeing

<b>Institution Size:</b> 24,934 Undergrad 1,664 Graduate	<b>Institution Type:</b> 4-year Public	<b>Carnegie Classification:</b> Master's Colleges & Universities: Larger Programs
<b>Reports To:</b> Vice President for Student Affairs	<b>Units Supervised:</b> Student Health and Counseling Services; Survivor Advocacy Services; Disability Resource Center	<b>Scope:</b> <i>(students/faculty/staff)</i> Students

### Position Description

#### Overview

The Associate Vice President for Campus Health and Wellbeing in the Division of Student Affairs will guide, shape, and implement a vision for a campus-wide focus on wellbeing. This new role calls for an experienced professional who will provide strong, collaborative leadership in integrating Student Health and Counseling Services, Survivor Advocacy Services, Wellness Programs, and the Disability Resource Center in order to support student success. In addition, the Associate Vice President for Campus Health and Wellbeing (AVP/CHW) will co-lead the response of PolyCARES (behavioral intervention team) with the AVP/Dean of Students. As a member of the Student Affairs senior staff, the AVP/CHW will work closely with the Vice President for Student Affairs to provide leadership, vision, and administrative direction for services focused on holistic care serving an increasingly diverse student population of approximately 24,000 students.

The Associate Vice President for Campus Health and Wellbeing will provide exceptional leadership through a strong understanding of the priorities for student success, the ability to vision and lead holistic wellbeing strategies, and strengths in engaging students and the university community on issues of diversity and inclusion. A depth of experience addressing student health, counseling, wellness, and disability programs, and a commitment to expanding opportunities for student engagement and building partnerships for promoting student learning and success while fostering an inclusive and vibrant campus community are essential attributes.

#### Position Summary

Reporting to the Vice President for Student Affairs (VPSA), the Associate Vice President for Campus Health and Wellbeing (AVP/CHW) plays a vital role in collaborating with campus constituencies to develop and improve policies, programs, and services aimed at a holistic model of health, counseling and wellness for the campus community. The AVP/CHW participates fully in the overall leadership and management of the Division of Student Affairs, is responsible for the strategic direction and line management of Student Health and Counseling Services, Survivor Advocacy Services, and the Disability Resource Center; additionally, the AVP/CHW will work collaboratively in co-leading behavioral interventional strategies and institutional response through PolyCARES. In all activities, the AVP/CHW is expected to model and promote the values of the Division of Student Affairs: student-centered philosophy, integrity, interconnectedness, passion, quality and the richness of diversity.

As an integral part of the Student Affairs Leadership Team, the AVP/CHW plays a key role in the development of university policy and participates in institutional planning, management, and assessment. The AVP/CHW meets with students and student leaders; responds to student and parent issues and concerns; maintains a visible presence at activities and programs; guides, supports, and evaluates unit managers and office staff; facilitates student success assessments, program review, and quality improvement efforts; manages complex budgets, personnel, and other resources, and ensures compliance with applicable laws, policies, regulations, and licensing/accreditation requirements.

#### Qualifications

- Leadership experience in a richly diverse environment, including a track record of individual action and institutional leadership.
- Master's or Doctoral degree in Health Administration, Public or Community Health, Business or Public Administration, Counseling, Psychology or a related field; or a Medical Degree.

# Cal Poly Pomona (cont...)

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## Qualifications (cont...)

- Five years of relevant experience in a campus health or counseling center, or comparable ambulatory healthcare facilities.
- Four years of supervisory experience, of which at least two years in a mental health or healthcare environment preferred.
- Demonstrated ability to integrate data and data analysis into sound practice, management and decision-making.
- Knowledge of integrated care and openness to working within an integrated model.
- Demonstrated experience as an outstanding leader with conflict resolution, decision-making, and implementation skills.
- Thorough understanding of accounting and budgetary procedures, and personnel management in a healthcare environment.
- Demonstrated excellent interpersonal communication skills, including ability to work effectively with people of diverse backgrounds.
- Demonstrated experience with the developmental needs of university/college students.
- Knowledge of Student Health, Counseling, and Disability Services; awareness of wellness and public health issues.
- Understanding of disability issues and laws as they relate to accommodations in a higher education setting.

## Preferred Qualifications

- Doctorate in an appropriate field.
- Five or more years of supervision and leadership experience.
- Strong experience in community or public health training, preventive services, and quality management.
- Demonstrated commitment to outstanding healthcare in higher education and a record of innovation in healthcare delivery.
- Knowledge and experience with disability related laws and services.
- Strong organizational and managerial skills.
- Knowledge of health promotion practices in a University setting.
- Two years of professional experience leading a college student health service or counseling center.
- Management experience in a collective bargaining environment.
- Experience leading organizational change.
- Demonstrated knowledge of applicable California State and federal laws and ethical guidelines pertinent to: healthcare delivery and health promotion, disability accommodations and accessibility in a University setting, or demonstrated ability to develop pertinent knowledge.
- Experience with assessment, program review, quality assurance, and accreditation issues pertinent to health and counseling centers.

Physicians and Licensed Counselors are encouraged to apply.

The ideal candidate will be experienced, creative, compassionate, and a proven leader who has solid operational knowledge of and demonstrated, documented success in leading and managing the major elements of the AVP/CHW portfolio. The ideal candidate will also possess a strong knowledge of and dedication towards best practices, as well as demonstrated leadership ability in working with a range of professional staff, faculty, parents and guardians, senior administrative colleagues, other campus constituents, and external organizations.

# Carnegie Mellon University

## Associate Vice President for Community Health and Well-Being

<b>Institution Size:</b> 6,589 Undergrad 7,440 Graduate	<b>Institution Type:</b> 4-year Private	<b>Carnegie Classification:</b> Doctoral Universities: Very High Research Activity
<b>Reports To:</b> Vice President for Student Affairs/ Dean of Students	<b>Units Supervised:</b> Counseling and Psychological Services; University Health Services; Wellness Initiatives	<b>Scope:</b> <i>(students/faculty/staff)</i> Students

### Position Description

#### Overview

The Associate Vice President for Community Health and Well-Being at Carnegie Mellon University (CMU) will advance the University's vision that prioritizes health and well-being as a foundation for lifelong success and happiness. Building on the expertise of Counseling & Psychological Services (CaPS), University Health Services (UHS), and Wellness Initiatives (WI), this newly created senior University leadership role will establish a framework for developing a visionary, forward-thinking approach to providing integrated holistic health and well-being that engenders a common responsibility for individual and community health that will be a cornerstone of the CMU experience.

The AVP is responsible for the strategic leadership and visionary direction of a multidisciplinary team of University administrators, professional and student staff. The AVP will champion the directors of CaPS, UHS, and WI in their successful management of operations and the advancement of programs and services. The AVP reports directly to the Vice President for Student Affairs/ Dean of Students and serves as a member of the Student Affairs senior leadership team.

The AVP and their direct reports will partner closely with colleagues throughout the Division of Student Affairs, as well as with faculty leading innovative research in related fields and with other campus and community stakeholders to advance the University's vision for health and well-being in support of University and divisional strategic plans. The recently-convened Task Force on the CMU Experience will offer the AVP a meaningful opportunity to engage directly with motivated faculty, staff, students, alumni, and University leadership who are working to positively influence campus culture.

As the University makes considerable investments in the programs and resources to support our vision, plans are underway for the design and construction of a new health and wellness center anticipated to open in 2020. The center is intended to integrate with athletics and recreation programs in a visionary new state-of-the-art complex that supports an active mind, body and spirit. The University has made considerable progress in planning for the new center and the AVP will take a leadership role in all facets of design, construction, opening and managing the center's day-to-day operations.

The AVP will capitalize on the University's forward progress and share Carnegie Mellon's core values of dedication, collaboration, and creativity, supporting a campus climate known for an intensive and engaged approach to human development, problem solving, and real-world impact.

#### Primary Responsibilities

- Provide visionary leadership for a center that prides itself on the delivery of care, resources and programs led by a team of directors that supervise physicians (including psychiatry), nurse practitioners, physician assistants, registered nurses, psychologists, counselors, clinical social workers, health educators, support staff and administrative personnel to ensure the delivery of high quality primary care, mental health and counseling, case management, health promotion, and educational outreach services to Carnegie Mellon students.
- Supervise and manage direct reports, including, but not limited to the following: Executive Director, Counseling and Psychological Services; Executive Director, University Health Services; and Program Director, Student Affairs Wellness Initiatives.
- Manage new center operating budget of approximately \$4 million per year, which will provide integrated services by CaPS, University Health Services, and Wellness Initiatives, comprised of nearly 40 FTE.

Source: IPEDS data accessed March 2020; EAB interviews and analysis.

# Carnegie Mellon University (cont...)

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## Primary Responsibilities (cont...)

- Organize and lead strategic planning efforts, including ongoing strategic assessment, gap analysis, and benchmarking to support implementation of priorities and ensure alignment with Student Affairs and University strategic plans.
- Coordinate the University's case management and care team that manages behavioral intervention responsibilities through an individual student success and self-advocacy model.
- Assist in fundraising and grant-writing efforts in support of the new facility and ongoing programs.
- Develop and coordinate a strategic campus outreach and communication plan to convey University priorities, resources and opportunities to support our vision for health and well-being.
- Direct center operations maximizing resource efficiencies.
- Establish, review, and update policies and procedures to support the University's vision for health and well-being.
- Demonstrate a commitment to divisional professional development activities that educate and enhance well-being.
- Ensure compliance with University policy, state and federal laws.
- Support campus emergency preparedness and response, including UHS executive director's leadership of and communication about public health issues.
- Develop and maintain intentional collaborative relationships to promote teamwork and advance the priorities of the Division and University.
- Serve as a core member of the Student Affairs Leadership Team; provide counsel on matters related to the health and well-being of students and the campus community to institutional leadership.
- Establish and maintain appropriate liaisons with University departments and serve on departmental, divisional, University, state and/or national committees as required and assigned.

## Required Qualifications

- A master's degree in health, counseling, wellness, student affairs administration, higher education or an appropriately related field. Terminal degree in an appropriate field preferred.
- At least seven years of relevant progressive leadership and track record of success in management and supervision of health, mental health, health promotion, or a closely related area of health care practice and administration.
- Ability to articulate, integrate and implement health and counseling models and standards of professional practice and licensure appropriate to a university setting, evidenced by previous experience.
- Knowledge of local, regional and national issues, trends, and best practice standards in primary health care, health promotion and prevention, mental health, health insurance, and managed care, as well as of national certification and accreditation requirements.
- Proven record of success and commitment to working with issues related to diversity, equity and inclusion, including an ability to work well with a globally diverse student body.
- Demonstrated ability to develop and implement strategic objectives, motivate and develop staff, effectively manage resources, and cultivate strong collaborative relationships with multiple constituent groups.
- Evidence of innovation through partnerships, projects, programs, and initiatives.
- Strong leadership, interpersonal, communications and critical thinking skills are essential.

## Preferred Qualifications

- Knowledge and direct experience in a college or university student health, mental health or health promotion setting.
- Experience in dealing with public health issues, crisis management, and emergency response.
- Experience with behavioral intervention teams.
- Grant writing experience.

# Carnegie Mellon University (cont...)

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## **About CaPS, UHS and Wellness Initiatives**

Carnegie Mellon University provides high quality, cost-effective, student-oriented medical care, mental health and counseling services, health promotion, and educational outreach to approximately 13,500 undergraduate and graduate students.

CAPS offers professional mental health care, consultation, case management, crisis response and education for members of the University community. CAPS is staffed by qualified professionals who possess demonstrated expertise in responding to the variety of psychological needs of college students. CAPS addresses quality of life issues within the University community from a most personal perspective. CAPS is an APPIC member school and facilitates a robust clinical training program.

UHS is fully accredited by the Accreditation Association for Ambulatory Health Care (AAAHC), manages a robust student health insurance program, and provides primary medical care, reproductive health, preventative health screenings, psychiatric care, eating disorders support, nutrition services and education, alcohol and other drug counseling, vaccinations and travel health, prescription refills, select ancillary services, massage, health education and health promotion services and programs.

Wellness Initiatives provides leadership for programs focusing on a healthy campus culture and collaborates with other campus entities to work collectively toward action for a sustainable and inclusive wellness culture at Carnegie Mellon University

# Central Washington University

## Associate Dean of Health & Wellness

<b>Institution Size:</b> 11,419 Undergrad 923 Graduate	<b>Institution Type:</b> 4-year Public	<b>Carnegie Classification:</b> Master's Colleges & Universities: Larger Programs
<b>Reports To:</b> Dean of Student Success (Chief Student Affairs Officer)	<b>Units Supervised:</b> Counseling Services; Student Medical Services; Wellness Center (Health Promotion); Recreation Center	<b>Scope:</b> <i>(students/faculty/staff)</i> Students

## Position Description

### Overview

The inaugural Associate Dean of Health and Wellness will report to the Dean of Student Success (CSAO) and serve as a member of the Student Success executive leadership team. The Associate Dean is responsible for providing strategic direction for a new vision for health and wellness at CWU and will develop and implement a new collaborative integrated wellness model for the University, which creates a culture that values health and wellness as a key component of success for students while attending CWU and in their future lives. The Associate Dean will coordinate on and off campus with key programs and services and be engaged nationally in the new movement to create an integrated and multi-dimensional model of health and wellness.

The Associate Dean oversees Counseling Services, Student Medical Services, Wellness Center (Health Promotion), and the Recreation Center. In total, the Associate Dean has four direct reports and is responsible for an organization of approximately 55 full- and part-time staff, and over 170 student employees. The Associate Dean oversees: strategic planning, including resource and facilities planning; staff recruitment, assessment, and development; educational programming, outreach, and prevention efforts designed to build self-awareness, healthy habits, and resiliency throughout the student community and support to the faculty and staff who are invested in student success; management of a \$6M budget; accreditation, licensing, and certification processes; policy development and review; data collection, analysis, and reporting to internal and external constituents; and continuous improvement.

Additionally, the Associate Dean fosters an atmosphere of student-centered collaboration, shared mission and purpose, and collegiality across all reporting units, and actively supports the strategic mission and goals of the Division of Academic and Student Life and the University.

### Minimum Qualifications

Minimum qualifications include a master's degree in a health and wellness discipline, demonstrated leadership experience in a college or university setting, and documented understanding of the diverse health and well-being issues facing today's college students, or equivalent combination of academic credential(s) and experience. Knowledge of current trends in healthcare, behavioral health, health education/promotion and wellness, and recreation; track record of successful program development, implementation, and evaluation; demonstrated management and supervisory experience directing full-time staff; evidence of data-driven analysis and decision-making employed in shaping programs and services; and a commitment to diversity and inclusion as fundamental to one's professional work are also required.

### Preferred Qualifications

PhD or EdD degree in a health and wellness discipline (e.g., counseling, clinical psychology, public health) or, higher education, student affairs administration, health science, recreation, or related field; experience at a public university and experience with health and wellness programs; and/or evidence of budget development and management in a complex university environment.



# Denison University

Polk Family Executive Director of Student Health		
<b>Institution Size:</b> 2,394 Undergrad 0 Graduate	<b>Institution Type:</b> 4-Year Private	<b>Carnegie Classification:</b> Baccalaureate Colleges: Arts & Sciences Focus
<b>Reports To:</b>	<b>Units Supervised:</b> Health Services; Counseling Services; Health and Wellness Promotion; Center for Religious and Spiritual Life	<b>Scope:</b> <i>(students/faculty/staff)</i>

## Position Description

### Overview

Denison University seeks an inspiring, innovative, and experienced leader to guide the creation of a new paradigm of student wellness as the inaugural Polk Family Executive Director of Student Health and Wellness. The naming gift that supports this position and the planned construction of a new Wellness Center, with a design that facilitates an integrated approach to student care and provides spaces for students to learn and practice habits of a healthy lifestyle, offer material demonstration of an institutional commitment to re-imagining student wellness. The new Executive Director must have the background and qualities necessary to build upon early foundations, with the goal of achieving a fully integrated approach to student wellbeing. The Executive Director provides administrative oversight for the Center for Student Wellness, which includes Health Services, Counseling Services, and Health and Wellness Promotion, and the Center for Religious and Spiritual Life—a portfolio that recognizes and exemplifies the commitment to addressing well-being beyond a traditional student healthcare model. The new facility that will serve as the hub of these efforts is on track to open in 2021.

The Executive Director will have the opportunity to execute strategic initiatives related to integrated care and a community approach to wellness, to provide direction and support in the development, implementation and evaluation of initiatives in all areas within the portfolio, and to engage in staff education and development regarding shared values and approaches within a multi-disciplinary healthcare setting and the University community. The Executive Director will supervise experienced Associate Directors for Health and Counseling Services, the Medical Director, the Student Health and Wellness Education Coordinator, and the University Chaplain and Director of Religious and Spiritual Life to establish foundational approaches and programs for a holistic approach to student and campus well-being. As the leader of this team, the Executive Director will implement a pioneering approach to college health that integrates operations to facilitate coordination of student care, broadens mental health care modalities, employs a population health approach, and offers holistic approaches and complementary therapies as students build life-long habits of wellness.

Leading one of the fifteen departments within the Division of Student Development, the Executive Director will serve on the Vice President’s leadership team, partnering on the regular work of other departments and contributing to strategic planning and execution. The Executive Director serves the institution through collaborative engagement within the division and with faculty and staff across the College. As part of larger campus conversations, the Executive Director will help identify emerging trends relating to student health and wellness and contribute to campus-wide understanding of how student wellness impacts students’ individual college experiences, as well as the community as a whole.

### Qualifications

- Advanced degree in public health, social work, psychology, medicine, and/or business administration.
- Mental health and medical professionals must be currently licensed and must be eligible for licensing in Ohio.
- A minimum of eight years of relevant experience that demonstrates preparedness for the administrative responsibilities of the position, including familiarity with the delivery of both medical and mental health services.
- Demonstrated leadership, supervisory and managerial skills, including oversight of financial resources and budgetary planning; experience and skill working on multiple projects with competing deadlines; and ability to establish goals and workload priorities.

Source: IPEDS data accessed March 2020; EAB interviews and analysis.



# Denison University (cont...)

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## **Qualifications (cont...)**

- Demonstrated commitment to serving, and experience with effective outreach to, a diverse student population.
- Experience with program development, outcomes assessment, and the use of data to enhance services and make decisions.
- Strong consultation skills with particular ability to assess situations and recommend appropriate responses; ability to perform under stress when confronted with unusual or emergency situations.
- Excellent written and oral communication skills.

## **Preferred Qualifications**

- Terminal degree in a relevant field.
- Progressive experience, including at least three years of administrative experience, in a higher education student health/mental health setting.
- Experience in an upper-level administrative leadership position and/or training through an MBA or health care administration certificate program.
- Experience in a residential liberal arts college environment.

# Ithaca College

Executive Director for Student Wellness		
<b>Institution Size:</b> 6,101 Undergrad 416 Graduate	<b>Institution Type:</b> 4-year Private	<b>Carnegie Classification:</b> Master's Colleges & Universities: Larger Programs
<b>Reports To:</b> Vice President for Student Affairs and Campus Life	<b>Units Supervised:</b> Counseling and Psychological Services, Health Services and Health Promotion	<b>Scope:</b> <i>(students/faculty/staff)</i> Students

## Position Description

### Overview

Ithaca College is pleased to announce the national search for the newly created position of Executive Director for Student Wellness. Embracing the institutional commitment to meet the growing physical, psychological, and behavioral health needs of Ithaca's student body, the Executive Director will establish a framework and strategy for building and advancing a visionary, forward-thinking approach to providing a fully integrated student wellness model comprised of Counseling and Psychological Services, Health Services, and Health Promotion.

In recruiting for the Executive Director, Ithaca seeks an experienced and collaborative healthcare professional to engage the College community to ensure the effective delivery of outstanding health, counseling/mental health, and wellness services to Ithaca students. This position requires a strategic-minded leader with a strong appreciation for working in a team environment and overseeing a highly dedicated staff in support of an inter-professional approach to care and services. The successful candidate will have a demonstrated commitment to outstanding, student-centered healthcare in higher education and a significant and visible record of being an innovative leader and effective administrator with a commitment to inclusive excellence.

The Executive Director will provide strategic leadership, long-term vision, and direction as the administrator responsible for all aspects of a multidisciplinary approach to student wellness. This position reports directly to the Vice President for Student Affairs and Campus Life (Vice President) and will collaborate closely with colleagues throughout the Division of Student Affairs and Campus Life, as well as with other campus and community stakeholders to ensure the delivery of high-quality health, counseling/mental health, and wellness services in alignment with institutional goals, purposes, and priorities. The Executive Director, in consultation with the Vice President and other key stakeholders, will champion the provision of comprehensive, collaborative, and integrated care to undergraduate and graduate students.

The Executive Director will provide senior-level leadership to effectively advocate for, organize, and deliver appropriate health and wellness services; and will lead, direct, and facilitate collaboration among all staff in Counseling and Psychological Services, Health Services and Health Promotion. This position is responsible for all of the administrative functions of Counseling & Psychological Services, Health Services and Health Promotion - including budgetary, financial, management, and planning authority. In addition, the Executive Director is responsible for the oversight of personnel, including supervision of Director of Counseling and Psychological Services, Director of Medical Services, and Program Director for Health Promotion.

### Responsibilities

- Provide leadership, vision, direction, and management of administrative and development aspects of Counseling and Psychological Services, Health Services, and Health Promotion, including leading and facilitating the transition to a fully comprehensive and integrated model.
- Promote and maintain a culture of intentional collaboration and integration to promote teamwork and enhance the provision of excellent care and high satisfaction.
- Organize and lead an ongoing strategic planning and assessment process for Counseling and Psychological Services, Health Services, and Health Promotion.
- Develop, demonstrate, and cultivate an inclusive, diverse and respectful College community; communicate to employees an expectation of behavior that is inclusive when interacting with all staff, faculty, students and visitors to promote a flexible, collaborative and inclusive work and living environment.

# Ithaca College (cont...)

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## Responsibilities (cont...)

- Assess resource needs and develop budget recommendations; oversee acquisition and use of current technology and capital equipment; monitor physical facilities and oversee the coordination of requests for needed repairs and renovations; obtain and oversee use of grant funding for programs.
- Provide guidance and direction in planning, implementing, coordinating and evaluating an effective campus-wide health promotion and educational outreach program to reduce harm associated with alcohol and drug use among Ithaca College students; and promote campus wide awareness of health and mental health issues such as sexually transmitted diseases, eating disorders, depression, and anxiety.
- Provide guidance and direction around personnel recruitment, training, supervision, and evaluation.
- Provide guidance and direction around hiring, merit recommendations, promotions, performance evaluations, and vacation schedules for direct reports.
- Assess the needs of student population on campus regarding counseling/education on a regular basis; compile and disseminate to appropriate college administrators the results of surveys, and/or interviews. Respond to parent concerns regarding students.
- Give direction to the efforts of Counseling and Psychological Services, Health Services, and Health Promotion in developing programs, workshops, training sessions, and classroom presentations designed to promote mental health and medical care utilization on campus; oversee and direct marketing efforts to reach the broadest audience; oversee and maintain development and maintenance of the center webpage.
- Ensure effective and confidential use of the electronic medical records systems.
- Monitor trends in college health policy and practice regionally and nationally, and integrate best practices and innovative approaches as appropriate.
- Ensure compliance with relevant federal and state laws. Serve as a knowledgeable resource for regulatory and statutory requirements, licensing requirements and accreditation standards.
- Serve on the executive leadership team for Student Affairs and Campus Life; establish and maintain close collaborations with campus partners; and serve on relevant committees within and outside of Student Affairs and Campus Life.

## Qualifications

### Minimum Qualifications

- Master's degree in Health Administration, Public or Community Health, Business or Public Administration, Counseling, Psychology, Education or a related field; or a Medical Degree.
- At least seven years of relevant progressive leadership and professional experience that includes demonstrated success in the management and supervision of health, mental health, or health promotion services, or a closely related area of health care practice and administration.
- Knowledge of integrated care and ability to effectively implement and lead an integrated model of health and counseling.
- Proven record of success and commitment to working with issues related to diversity, equity and inclusion.
- Knowledge of local, regional and national issues, trends, and best practice standards in primary health care, health promotion and prevention, mental health, health insurance, and managed care, as well as of national certification and accreditation requirements.
- Current understanding of health care confidentiality, risk management, and legal practices.
- Experience in budget and personnel management in a healthcare environment.
- Experience with Electronic Health Records.
- Genuine appreciation for student development theory and a holistic, multidisciplinary approach to student health.
- Demonstrated excellent leadership, communication, interpersonal, and public speaking skills, including the ability to work effectively with people of diverse backgrounds.

# Ithaca College (cont...)

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## **Qualifications (cont...)**

### Preferred Qualifications

- Doctoral degree in an appropriate field.
- Ten years of progressive experience in higher education leadership.
- Understanding of and direct experience in a college or university setting.
- Experience leading organizational change.

# Louisiana State University

Assistant Vice President for Student Health & Wellbeing		
<b>Institution Size:</b> 25,233 Undergrad 5,750 Graduate	<b>Institution Type:</b> 4-year Public	<b>Carnegie Classification:</b> Doctoral Universities: Very High Research Activity
<b>Reports To:</b> Vice President for Student Affairs	<b>Units Supervised:</b> Student Health Center; University Recreation (UREC); Disability Services	<b>Scope:</b> <i>(students/faculty/staff)</i> Students

## Position Description

### Overview

The Assistant Vice President for Student Health & Wellbeing reports to the Vice President for Student Affairs. The Assistant Vice President for Student Health & Wellbeing will provide strategic leadership for initiatives that enhance the LSU student experience through the promotion of health and wellness. The position serves as the senior staff member in the Student Health Center and provides leadership and support for University Recreation (UREC), and Disability Services. The AVP is a key member of the Student Affairs leadership team that also includes the AVP/Dean of Students, AVP for Residential Life, the Director of the Olinde Career Center, the Chief Administrative Officer for the Division and the Vice President for Student Affairs.

### General Responsibilities

- Serves as LSU’s principle leader, collaborator, and convener related to issues of student health and wellbeing.
- Provides leadership and support for the LSU Student Health Center (Medical, Mental Health, Wellness, Operations), Disability Services, and University Recreation and their 120+ full-time staff members; exercises financial stewardship for annual budgets in excess of \$21M.
- Serves as the senior staff member in the Student Health Center.
- Creates, revises, implements, assesses and reports outcomes related to student wellness.
- Uses data to assess the quality of programs and services and ensures efficient use of institutional resources.
- Maintains active and strong cross-campus relationships with faculty and staff in support of student wellness.
- Serves on the LSU behavioral intervention/crisis response team
- Serves as a key member of the Student Affairs Leadership Team.

### Opportunities for Leadership

Improve LSU’s capacity to affect student health and wellbeing in ways that address the state, local and national challenges

According to the Gallup State of American Wellbeing report, Louisiana ranks in the bottom quintile in 4 of 5 markers of wellbeing, and 49th out of 50 states in overall wellbeing. As Louisiana’s flagship university, there is a tremendous opportunity to affect the wellbeing of a large student population, and therefore the future citizens of the State of Louisiana.

Form strategic partnerships

A culture of health and wellness is the result of a well-coordinated, strategic effort that mobilizes resources from across campus and beyond. One-off, disconnected, or isolated efforts are unlikely to result in desired outcomes for students. The AVP will partner with internal (LSU) and external stakeholders to strategically scale proven strategies and test emerging ideas to foster a culture of health and wellness.

# Louisiana State University (cont...)

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## **Opportunities for Leadership (cont...)**

### Development of a new collaborative model

The AVP will inherit an experienced team of leaders who manage a large slate of programs and services, each of which has functioned independently. Moving forward, there is an opportunity for collaboration, economies of scale, and innovation that collectively have the potential to transform the culture of health and wellness at LSU.

### Steward resources effectively

LSU is not alone among higher education peers in the emerging necessity to more effectively steward scarce resources (human, financial, physical, etc). Doing so requires a data-driven approach to conduct honest assessments of programs, services, events, and experiences to ensure quality, effectiveness, efficiency, relevance, and alignment with divisional and institutional objectives.

## **Attributes of the Successful Candidate**

Is a collegial team player who actively builds authentic and mutually-beneficial relationships, who is able to influence others without positional authority, who puts institutional priorities before their own interests, and who is unconcerned with where credit for accomplishing institutional objectives is assigned. Has a demonstrated track record of cross-institutional, holistic, root-cause approaches to solve challenging problems related to student health, wellness, safety, and/or retention. Has a history of effective leadership and management that includes the professional development of staff, the ability to articulate clear expectations and provide timely feedback, and the willingness to redirect behaviors, practices, or attitudes that are misaligned with institutional or divisional objectives, or that are inconsistent with the maintenance of an enriching work environment. Maintains a deep appreciation for the educational and social value of a diverse community and a demonstrated commitment to inclusive and accessible programs, services, events, and experiences. Is philosophically and ethically grounded, but not bound by conventional wisdom or best practices. An understanding that the best practice is the one that is most relevant to LSU students at this moment in time – a reality that is ever-changing.

## **Minimum Qualifications**

- Master's Degree from an accredited institution of higher education
- Progressive experience in higher education, non-profit, or public health administration, including at least 7 years of supervisory experience

## **Desired Qualifications**

- Terminal degree from an accredited institution of higher education
- 5+ years management experience at or above the Director/Department head level
- Demonstrated experience working on cross-institutional teams to solve problems
- User experience (UX), design-thinking, or other program/organizational development expertise
- Facility management/capital project experience
- Leadership experience with one or more of the functional areas for which the position is responsible
- Demonstrated group facilitation, curriculum/learning design experience

## **About the Division of Student Affairs Priorities**

Three priorities guide our work in the Division of Student Affairs: mattering & belonging, inclusion & access and quality. We believe creating a sense of mattering & belonging requires us to ensure every space, place, and interaction communicates to a student that they are home. Being inclusive and accessible in our work means that as our student body begins to more closely reflect the diversity of our state, it is our duty to design programs, services, events, and experiences with everyone in mind. Finally, a commitment to quality is rooted in the belief that LSU students deserve our best effort. Every interaction we have with them should communicate care, relevance, polish, and attention to detail.

# University of Albany (SUNY)

## Assistant Vice President for Student Affairs - Health and Wellbeing

<b>Institution Size:</b> 13,598 Undergrad 4,346 Graduate	<b>Institution Type:</b> 4-year Public	<b>Carnegie Classification:</b> Doctoral Universities: Very High Research Activity
<b>Reports To:</b>	<b>Units Supervised:</b> Counseling and Psychological Services; Student Health Services, Center for Behavioral Health Promotion and Applied Research; Campus Recreation	<b>Scope:</b> <i>(students/faculty/staff)</i> Students

### Position Description

#### Overview

The Assistant Vice President for Student Affairs - Health and Wellbeing will provide leadership for Counseling and Psychological Services, Student Health Services, the Center for Behavioral Health Promotion and Applied Research, and Campus Recreation. The incumbent will also provide clinical support in student health and/or counseling. S/he will be responsible for the comprehensive and seamless provision of services across physical, mental, and behavioral health and recreation with a focus on driving innovation through evidence-based practice as well as management of risk.

As part of the leadership responsibilities, the incumbent will supervise New York State licensed health and mental health care providers and a Director of Training with responsibility for an American Psychological Association-accredited Doctoral Training Program in Health Service Psychology. The incumbent will be engaged in the delivery of assessment and psychological testing, individual and group psychotherapy, consultation services, and provide consultation and training to faculty, staff members, parents, and families.

This position involves oversight of senior-level professional staff members responsible for the implementation of several nationally recognized grant-supported campus-wide evidence-based prevention and early intervention initiatives in the areas of alcohol and other drug misuse prevention and recovery, mental health, suicide prevention, and the promotion of health and well-being that are dynamic and responsive to increasingly complex campus needs and health disparities.

The Assistant Vice President will be engaged in the translational research work of the Center for Behavioral Health Promotion and Applied Research. S/he will assume leadership roles in the development, application, and implementation of local, state, and federal grants and contracts.

#### Responsibilities

Oversight of 4 Departments which include the primary Health and Mental Health agencies on campus: Center for Behavioral Health and Applied Research, Campus Recreation, Counseling and Psychological Services and Student Health Services. Together these departments represent over 213,000 contacts for the 2018-19 year. This includes:

- Budget oversight of multiple budgets inclusive of two campus fees: the Health Fee and the Campus recreation fee
- Direct supervision of the following 6 Directors: Medical Director, Student Health Services; Clinical Director, CAPS; Director, Center for Behavioral Health Promotion and Applied Research; Director, Campus Recreation; Director of Operations - Health and Wellbeing; Training Director, CAPS APA Accredited Doctoral Training Program in Health Service Psychology
- Indirect Supervision of 53.130 FTE, including licensed health and mental health professionals
- Risk management and liability for mental health and physical health issues including University-wide policy implementation, critical incident management, postvention for suicide and related risk behaviors
- University and SUNY service: President Advisory Council on Alcohol and other High-Risk Behaviors and Student Health Advisory Committee

# University of Albany (SUNY) (cont...)

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## Responsibilities (cont...)

- Translational research, grants and service contract generation, implementation and evaluation including expertise in applied research, development of evidence-based practices and implementation of grant projects and services contracts e.g., SAMHSA and National Institutes of Health Grant, OASAS contract including SUNY POLY contract
- Release time and in-kind contribution for a SAMHSA grant
- Public Health informed comprehensive prevention and health promotion program development and implementation to support student well-being under the University's Strategic Priority 1. This includes building programs such as the UAlbany WAY as well as development and oversight of two peer services organizations, with 6 associated academic courses - a concentration in the Human Development Major. • Clinical Service: provide Mental Health Services - depending on the time of year
- Provide oversight of psychological testing program for the identification of conditions that interfere with academic functioning
- Community mental health network building for mental and physical health service extension, e.g., developing an MOU with Capital District Psychiatric Center
- Develop presentations and publications for promotion and provide oversight of professional development of staff
- Provide technical assistance on the state and national level, e.g., three presentations on mental health services to the SUNY Board of Trustees

## Minimum Qualifications

- Doctoral degree from an American Psychological Association-accredited program in clinical or counseling psychology from a college or university accredited by a U.S. Department of Education or internationally recognized accrediting organization and successful completion of a doctoral internship in Health Service Psychology
- New York State license in professional psychology or eligible to transfer such license from another state upon hire
- Minimum of five years of experience within a college or university counseling center
- Minimum of two years of administrative leadership experience within a college or university counseling center
- Strong diagnostic and clinical skills
- Experience in working with a broad array of psychological, emotional, and developmental concerns and health disparities
- Experience in working with a traditional college-aged population
- Experience in conducting quantitative and qualitative research and/or the application of research to practice
- Conceptual understanding of counseling center service delivery within a comprehensive public health framework
- Demonstrated ability to work successfully with diverse populations including students of color, international students, students with disabilities, LGBTQ students, and Veterans
- Applicants must address in their cover letters their training and experience in working with individuals and populations representing individual and cultural diversity.

## Preferred Qualifications

- Expertise in organizational-level and systems intervention and public health-informed prevention and early intervention strategies
- Experience in program development, prevention service delivery, teaching, and the training and supervision of graduate and undergraduate students
- Excellent networking and oral and written communication skills



# University of Albany (SUNY)

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## **Preferred Qualifications (cont...)**

- Experience in survey administration, research methods, and data analysis
- Demonstrated record of scholarship, including evidence of current refereed publications
- Demonstrated leadership experience within local, state, and/or national professional associations
- Fluency in or receptive skills for languages other than English will be regarded as a strength for this position.

# University of British Columbia

Associate Vice-President, Student Health & Wellbeing		
<b>Institution Size:</b> 44,882 Undergrad 9,981 Graduate	<b>Institution Type:</b> 4-year Public	<b>Carnegie Classification:</b> N/A (Canadian Post-Secondary; global center for research and teaching)
<b>Reports To:</b> Vice-President, Students	<b>Units Supervised:</b> Counselling Services; Student Health Services; Health Promotion and Education	<b>Scope:</b> <i>(students/faculty/staff)</i> Students

## Position Description

### Overview

A newly established senior leadership role within the Vice-President, Students (VPS) portfolio has emerged, and an accomplished individual is sought to fill a unique student health and wellness focused position. The Associate Vice-President, Student Health & Wellbeing will play a pivotal role in collaborating with students, faculty and staff plus key external partners to enhance UBC student experience through the promotion of health and wellness.

The Associate Vice-President (AVP), Student Health & Wellbeing is responsible for the strategic leadership of student health and wellbeing services and programming, at UBC Vancouver in alignment with institutional goals, purposes and priorities. As a member of the VPS Executive Team, the AVP, Student Health & Wellbeing contributes to the development and execution of VPS portfolio-wide strategic priorities.

### Responsibilities

The AVP, Student Health & Wellbeing leads and develops an integrated health and wellbeing services model of care and programming to meet the evolving needs and diversity of UBC's student population, through effective collaboration, evidence-based research, practices and programs, and strategic partnerships. This role is responsible for the oversight of a wide range of student health services and wellbeing programming for UBC including: Counselling Services, Student Health Services and Health Promotion and Education. The AVP, Student Health & Wellbeing has significant responsibilities for staff leadership, academic partnerships, instilling best practices, policies, procedures, and processes, and assessment and evaluation that support the strategic objectives for student health and wellbeing services and programs at UBC. In addition, this role will provide leadership in the development and fostering of collaborative, strategic, responsive and innovative partnerships across UBC portfolios and with key external partners including government and health authorities.

### Desired Qualifications

The ideal candidate is a visionary leader who will provide strategic and innovative planning, development, integration and implementation of UBC's student health and wellbeing initiatives, while creating a culture of wellness for the campus community. The AVP will focus on high quality, student-centered approaches, trends and best practices in health, wellness and programming, and will build linkages with service providers on and off campus. A seasoned leader with extensive experience working in a complex environment and with an advanced degree, the incumbent will possess strong interpersonal skills and the ability to work with a diverse group of stakeholders and partnering organizations.

# University of California – Santa Cruz

## Associate Vice Chancellor for Student Health & Wellness/Executive Director, Student Health Services

<b>Institution Size:</b> 17,792 Undergrad 1,908 Graduate	<b>Institution Type:</b> 4-year Public	<b>Carnegie Classification:</b> Doctoral Universities: Very High Research Activity
<b>Reports To:</b> Vice Provost for Student Success; Senior Vice President of Health Sciences and Service at the UC Office of the President	<b>Units Supervised:</b> Student Health and Counseling Services; Student Health Outreach & Promotion	<b>Scope:</b> <i>(students/faculty/staff)</i> Primarily students; has responsibility for confidential advocacy services for students, faculty, and staff

### Position Description

#### Overview

Under the general direction of the Vice Provost for Student Success, the Associate Vice Chancellor for Student Health & Wellness/Executive Director, Student Health Services provides leadership for a portfolio of departments and services. The AVCSHW/EDSHS provides senior strategic leadership in the design, development, implementation, coordination, assessment, and continuous improvement of health-related programs and services for students. The AVCSHW/EDSHS leads the collaborative efforts of the medical services, mental health services, administrative services, ancillary services, and Student Health Outreach & Promotion to improve the health status of students, provide effective healthcare services, and support students' learning and achievement. The position is responsible for providing campus health leadership on known and emerging issues relevant to the health, safety, and well-being of students and serves as the Santa Cruz campus HIPAA (Health Insurance Portability and Accountability Act) Privacy Officer. The position establishes and maintains student health and health care policy for the University and is responsible for setting health-related priorities and allocating resources for student health programs and services in accordance with the mission and goals of the Division of Student Success and the academic mission of the University.

As a condition of the position, the AVCSHW/EDSHS serves on the Executive Oversight Board of the University of California Student Health Insurance Plan. As designated by the UC Regents in January 2012, there is a direct reporting relationship between the AVCSHW/EDSHS and the Senior Vice President of Health Sciences and Service at the UC Office of the President regarding operational oversight of Student Health and Counseling Services. The AVCSHW/EDSHS is also responsible for the leadership, development, implementation, assessment, and continuous support of confidential advocacy services that are available to students, faculty and staff.

The AVCSHW/EDSHS oversees Student Health Services. This includes a primary care clinic, same day clinic, counseling, psychiatry, high complexity laboratory, radiology, pharmacy, optometry and billing and insurance. The program also includes the student health education, outreach program and the confidential advocacy support for survivors of sexual assault, relationship violence and stalking.

#### Qualifications and Competencies

- At least five years progressively responsible administrative and supervisory experience as a licensed clinician in a health care setting in a senior leadership position.
- Minimum of seven years experience as a licensed health care professional (for physician candidates, experience must be post residency).
- Advanced knowledge of health care administration and systems.
- In-depth understanding of policy issues related to higher education health care programs.
- Advanced knowledge of business process re-engineering, organizational planning and communications.
- Highly experienced with demonstrated leadership and team-building skills.
- Demonstrated excellent oral and written communication skills.
- Advanced knowledge of the principles and practice of supervision and management in a union environment.

Source: IPEDS data accessed March 2020; EAB interviews and analysis.

# University of California – Santa Cruz (cont...)

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## Qualifications and Competencies (cont...)

- Knowledge of strategic funding of health care programs and operations, public relations, marketing and fundraising.
- Highly experienced and skilled at planning, organizing, implementing and evaluating activities appropriate to the advancement of organizational goals.
- Skilled at managing workforce diversity issues.
- Computer literate.
- Broad knowledge of health care, mental health services, clinical preventive services, prevention, and community-based and/or public health services.
- Knowledge of quality assessment and improvement procedures and best practices in health care management, patient care, and prevention programs.
- Exceptional analytical and strategic management skills.
- Proven ability to develop, implement, and direct policies, procedures, and strategic planning activities.
- Excellent interpersonal, cultural competency and conflict resolution skills.
- Ability to effectively collaborate with people of diverse backgrounds.
- Ability to follow, model and maintain appropriate conduct that adheres to the UCSC Principles of Community.
- Experience supervising, developing and motivating professional staff with an ability to conduct performance management when necessary.

## Preferred Qualifications and Competencies

- A doctorate degree in health care administration, public administration, health systems management, medicine, clinical or counseling psychology, nursing, or other related field.
- Direct experience in college health or in a related area of clinical practice and administration. Additional college health or public health training, experience in clinical preventive services, and a campus or community health background is preferred.
- At least 10 years significant, progressive health care administrative experience including: the design, development, and direction of interdisciplinary health-related programs and services and responsibility for fiscal management, budget development, and human resources.
- Minimum of ten years experience as a licensed health care professional.

**EAB Note:** At least two additional University of California System institution has established a similar role for university-wide wellbeing (UC Irvine and Merced). UC Davis Health has a Chief Wellness Officer for employees of their health system.

# University of Houston

Assistant Vice President for Student Affairs - Health and Well Being		
<b>Institution Size:</b> 38,348 Undergrad 7,976 Graduate	<b>Institution Type:</b> 4-year Public	<b>Carnegie Classification:</b> Doctoral Universities: Very High Research Activity
<b>Reports To:</b> Vice Chancellor/Vice President for Student Affairs & Enrollment Services	<b>Units Supervised:</b> Student Health Center; Counseling and Psychological Services; UH Wellness; Campus Recreation and Wellness Center; Center for Students with Disabilities; Cougars in Recovery	<b>Scope:</b> <i>(students/faculty/staff)</i> Students

## Position Description

### Overview

Reporting to the Vice Chancellor/Vice President for Student Affairs & Enrollment Services, the Assistant Vice President for Student Affairs - Health and Well Being develops student programs, supports student life, promotes student learning regarding health and wellness and contributes to the university goal of creating an environment that fosters student success. The Assistant Vice President for Student Affairs is a member of the Division of Student Affairs and Enrollment Services executive and senior leadership teams and has direct leadership and management oversight for the Student Health Center, Counseling and Psychological Services, UH Wellness, Campus Recreation and Wellness Center, Center for Students with Disabilities, and Cougars in Recovery.

### Responsibilities

- Provides leadership, strategic vision, organization and administrative oversight of campus-wide programs, services, and operations designed to facilitate and support the personal, academic, and co-curricular development of a highly diverse student population in the areas of health and wellness through the effective management and supervision of the following units: Student Health Center, Counseling and Psychological Services, UH Wellness, Campus Recreation and Wellness Center, Center for Students with Disabilities, and Cougars in Recovery.
- Facilitates and oversees all strategic planning and assessment efforts for the units within the health and wellness area of the Division of Student Affairs and Enrollment Services to ensure direct correlation to student success objectives and student learning regarding health and wellness.
- Establishes systems and processes to ensure effective and efficient delivery of health and wellness related services to the campus community. These services include medical care, psychological and mental health, alcohol and substance abuse education, physical well being, and disability accommodations.
- Oversees the administration and management of the student health insurance program.
- Identifies organizational and cultural changes needed to adapt strategically to changing market and technological demands.
- Establishes collaborative relationships and partnerships with academic affairs, administration and finance, university departments, student organizations, community members, and other stakeholders regarding health and wellness initiatives for students, faculty, and staff.
- Demonstrates a keen understanding of business operations and organizational systems, processes, departments, and functions that enhance desired outcomes. Coordinates and collaborates with the unit directors and the Business Services Division Administrator to develop budgets, monitor expenditures, and ensure effective stewardship of finances and resources.
- Provides management support to unit directors and other staff regarding facilities management and facilities construction.

Source: IPEDS data accessed March 2020; EAB interviews and analysis.

# University of Houston (cont...)

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## **Responsibilities (cont...)**

- Serves as an ex-officio member of the Health Center Advisory Board and the Campus Recreation Advisory Board. Serves as a member of other university committees as assigned.
- Performs other job-related duties as required.

## **Minimum Qualifications**

- Master's degree required.
- Requires application of advanced principles, techniques and theory in a professional discipline or a thorough general business management knowledge. Knowledge of this level is typically obtained through a directly job-related Master's degree.
- Requires a minimum of seven (7) years of directly job-related experience.

# University of Notre Dame

Assistant Vice President for Student Services		
<b>Institution Size:</b> 8,617 Undergrad 3,990 Graduate	<b>Institution Type:</b> 4-year Private	<b>Carnegie Classification:</b> Doctoral Universities: Very High Research Activity
<b>Reports To:</b> Vice President for Student Affairs	<b>Units Supervised:</b> Counseling Center; Health Services; Center for Student Support & Care (includes the Care Program supporting students of concern, the Center for Accessibility Services, and the Center for Student Well-Being)	<b>Scope:</b> <i>(students/faculty/staff)</i> Students

## Position Description

### Overview

The Assistant Vice President for Student Services provides campus leadership in developing a holistic, multidisciplinary strategy to impact student health and well-being for a diverse student population of 12,500. This position will be responsible for assessing, addressing, and overseeing areas related to student physical and mental health. Notre Dame, like other universities, is experiencing significantly increased demand for these student services, managing significant risk and increased complexity associated with student cases that encompass both harm to self and the broader campus community, ensuring adherence to national accreditation requirements and compliance with federal law, and designing and overseeing the student health insurance plan. Reporting to the Vice President for Student Affairs, this senior leader will oversee the large student service departments that support student health and well-being, including the nationally accredited University Counseling Center, nationally accredited University Health Services, the Center for Student Support & Care (which includes the Care Program supporting students of concern and well as the Sara Bea Center for Accessibility Services that provides reasonable accommodations to qualified students in compliance with the federal and state laws and regulations, and the McDonald Center for Student Well-Being that facilitates student health promotion and provides risk reduction education related to alcohol and other drugs. The leader will work with these units and a wide variety of campus stakeholders to provide proactive education and build awareness within the campus community about student well-being, design and implement best practices for addressing student high risk and crisis situations, and ensure that the University provides comprehensive, appropriate, compliant, and coordinated care to students across medical, mental health, accessibility, and alcohol and other drug needs. Ultimately, with success, this leader will have an important impact on student formation, retention, and flourishing and ensuring the safety of our student community.

The AVP for Student Services must cultivate exceptional relationships both within the Division of Student Affairs, and well beyond – particularly across all of the academic colleges and schools, with the Department of Athletics, the Division of Campus Safety and University Operations, and the Office of General Counsel. The AVP must demonstrate the ability to establish a strategic vision across departments, lead a staff of highly specialized and trained professionals from diverse fields of study, oversee the financial management of units with internal, endowed, and auxiliary funding, remain abreast of and attentive to emerging compliance legal requirements, manage crisis situations with impeccable judgment, and ensure that the departments serve students in keeping with the University’s Catholic, Holy Cross mission.

### Responsibilities

- Prepare, oversee, and assess a comprehensive strategy for student health and well-being that spans the responsibilities and individual expertise of the University Counseling Center ( UCC ), University Health Services, McDonald Center for Student Well-Being, University Health Services ( UHS ), and Center for Student Care and Support (including the Care program and the Sara Bea Center for Accessibility Services). Remain abreast of Notre Dame student health trends and external best practices to ensure that our University services reflect the quality of care needed for our student population.
- Set the strategy for and monitor the effectiveness of the student health insurance plan in collaboration with division and campus partners, including chairing the Student Health Insurance Advisory Committee.

Source: IPEDS data accessed March 2020; EAB interviews and analysis.

# University of Notre Dame (cont...)

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## Responsibilities (cont...)

- Ensure that student health and well-being services are communicated effectively and in a coordinated, accessible manner to students, faculty, staff, and parents.
- Manage the fiscal, facility and talent needs related to these crucial student care departments.
- Serve as the Division's senior contact for student crisis, withdrawal, and readmission situations, both in terms of individual cases and the overall design of Notre Dame's student response and intervention protocols. Collaborate with the relevant subject matter experts within the unit as well as across the University by managing these student of concern or threat cases with the transparency, clarity, and compassion needed to support both individual students as well as ensure the safety of the campus community. Serve or appoint team members to oversee the University's Care team and participate in the campus-wide Threat Assessment Committee. Ensure that the Division is engaged appropriately in the excused absence, withdrawal, and readmission processes, serving as the senior student affairs representative on these matters.
- Support the development of emergency preparedness and response protocols relevant to student health and well-being, including service as a Human Life Officer as needed.
- Collaborate with division and campus partners to educate and promote awareness of student health trends and well-being challenges (including forming and convening cross-campus groups as needed), ensure that the scope of health and wellness services reflect the priorities of partner units with the Academy and Athletics; remain abreast of emerging legal trends and requirements, develop and represent the interests of the Division in University policy development (including as a member of the University's Academic Code and Policy Committee); and provide strong and effective stewardship of the University's Catholic, Holy Cross traditions and values.
- Engage in the preparation of and cultivation of benefactors with an interest in supporting student health and well-being. Gather relevant data, articulate internal and external trends, and share stories that will assist in building a compelling case for fundraising priorities designated by the Vice President for Student Affairs.
- Serve as a senior leader within the Division of Student Affairs, collaborating a member of the senior management team, cultivating talent and professional development within the division, participating in succession planning, and serving as a role model for students consistent with the University's mission and the division's responsibility for student formation.

## Minimum Qualifications

- A terminal degree in higher education administration, student personnel, medicine, counseling, clinical psychology, or pertinent areas of study is preferred; a master's degree in those or related fields is required.
- Ability to design, implement, and assess a strategic vision for student well-being. Knowledge of both current and emerging health and well-being issues and concerns among college and university students. Passion for student formation and experience in student development and care. Commitment to excellence in the service of students.
- Demonstrated experience in and success with leading a wide range of highly trained professionals, most of whom hold terminal degrees in their field. Compelling oral, written, and digital communications skills, and executive presence. Exceptional collaboration skills that can build trust both within and beyond the division, including partners in the academy, athletics, campus safety, and general counsel.
- Ability to manage crisis situations with impeccable judgment, transparency, compassion, and firmness. Experience with and demonstrated ability to manage legal and compliance risks, including the creation and modification of appropriate policies and procedures to ensure compliance with federal, state, and accreditation requirements. Comfort with operating within ambiguous or uncertain environments.
- Commitment to and a track record of success in serving students and staffs from diverse backgrounds, with a particular emphasis on ensuring that the services, practices, and policies overseen are as inclusive as possible to students from marginalized backgrounds.
- Knowledge of and commitment to Notre Dame's Catholic, Holy Cross traditions and values, including a nuanced appreciation of how the University's mission must be integrated into student health and well-being services.
- Conscientious management of confidential and sensitive information with integrity.



# University of Utah

## Assistant Vice President for Student Health & Wellness

<b>Institution Size:</b> 33,023 Undergrad 8,280 Graduate	<b>Institution Type:</b> 4-year Public	<b>Carnegie Classification:</b> Doctoral Universities: Very High Research Activity
<b>Reports To:</b> Vice President for Student Affairs	<b>Units Supervised:</b> Counseling; Student Health; Student Wellness; Disability and Access	<b>Scope:</b> <i>(students/faculty/staff)</i> Students

### Position Description

#### Overview

The mission of Student Affairs at the University of Utah is to create a campus where students find community, support, encouragement, and purpose. The Assistant Vice President for Student Health & Wellness (AVP - SHW) is a newly created role designed to provide innovative and strategic leadership to support student wellness by overseeing the management, planning, administration, and evaluation of student wellness programs thereby fostering a holistic collegiate experience.

Reporting to the Vice President for Student Affairs, the AVP for Student Health & Wellness serves as a member of the Division of Student Affairs Leadership Team. The AVP develops student programs, supports student life, promotes student learning regarding health and wellness, and contributes to the University's goal of creating an environment that fosters student success. This person will supervise and provide strategic leadership for the following centers: Counseling, Student Health, Student Wellness, and Disability and Access. The AVP supervises 87 full-time employees and a total budget of \$7.3 million.

#### Responsibilities

- Provide leadership, strategic vision, organizational and administrative oversight of campus-wide programs, services, and operations; facilitate and support the personal, academic, and co-curricular development of a diverse student population in the areas of health and wellness through the effective management and supervision of four centers.
- Research, plan, implement and evaluate health promotion strategies, interventions, policies, programs, and services that address the needs of the student community with promotional strategies that include student involvement.
- Provide consultation, education, and recommendations on issues pertaining to student wellness, including student mental health and disability, as it relates to individuals of concern.
- Manage and participate in continuous program evaluations and improvements to support accreditation and implementation of best practices to support holistic student wellness.
- Develop, interpret, and implement policies and procedures regarding student wellness and access to ensure compliance with all applicable policies, regulations, accreditation standards, and laws.
- Develop, mentor and promote a qualified, professional, and well-trained staff to adequately support the departmental and division mission, scope of services provided, and volume of students served.
- Lead and administer departmental fiscal operations, including facilities, equipment, and other pertinent resources; coordinate and collaborate with unit directors to develop budgets, monitor expenditures, and ensure effective stewardship of finances and resources.
- Collaborate with the Associate Vice President and Dean of Students in engaging behavioral intervention strategies and institutional responses through the Behavioral Intervention and Threat Assessment teams.
- Collaborate across the institution to ensure that students, staff, and faculty are aware of wellness programs and services.
- Connect, interact, and build partnerships with Utah Health (medical campus).

# University of Utah (cont...)

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## Responsibilities (cont...)

- Understanding the importance of data-driven decision-making, promote a culture of assessment, further develop comprehensive assessment plans for the departments within student health and wellness, and determine methods for implementing findings for improvement and innovation.
- Assist the Vice President for Student Affairs with the coordination and implementation of a student mental health fee.
- Other duties as required.

## Qualifications

The University is seeking an experienced or aspiring leader for this newly created role. The successful candidate will have had success building and advancing a progressive program while managing multiple priorities and contributing at both a strategic and tactical level and must possess a broad and deep understanding of national best practices and innovations with regard to student health, counseling, wellness, and disability services in a large state institutional setting. The AVP must work well in a vibrant, fast-paced, and evolving environment and be capable of managing emerging knowledge and technologies, competing priorities, and changing politics.

Equity, diversity, and inclusion are essential parts of the Utah community, and the AVP should also be a leader promoting an equitable and inclusive environment. Student Health & Wellness must be a model for maintaining a strong sense of equity and an unbiased environment at all times to support the many underrepresented student populations within the institution. The AVP should be well prepared to lead around equity, diversity, and inclusion in all its forms and must strive to implement these concepts throughout the organization.

### Minimum Qualifications

- Doctoral degree or equivalent in counseling; psychology; health services; public or community health; behavioral or social science; or a closely related field.
- At least five years progressive leadership and administrative experience in a higher education institution.
- Specific experience within at least one of the areas over which this position supervises within a higher education institution (and at least a general understanding of the other areas).
- Experience supervising and managing people with a record of taking a team approach and an orientation towards advocating for staff.
- A record of being an ardent supporter of students with demonstrated ability to relate to, engage, and connect well with them.
- An understanding of the current college health issues, challenges, and needs related to students as well as solid student development skills.
- An understanding of business operations and organizational systems, processes, departments, and functions that enhance desired outcomes, including demonstrated budgetary and financial acumen.
- Strong ability to collaborate internally as well as external to the institution.
- An ability to innovate with a futuristic orientation; must be willing to remain informed on trends and best practices, engage with new opportunities, and lead significant change processes as required.
- A focus on process improvement, including a commitment to professional development for themselves and staff members.
- An ability to conduct difficult conversations and make hard decisions, when required; an orientation towards listening to all sides of an issue, building consensus, and an ability to remain "cool under pressure" in all situations.
- A willingness to be visible on campus, to participate in the life of the campus, and to engage students and staff at all levels.
- Strong analytical and problem-solving skills.
- Strong project management and organizational skills.
- A commitment to diversity with a record of providing equitable and respectful treatment to all individuals and an ability to foster positive relationships with diverse constituencies.

# University of Utah (cont...)

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## Minimum Qualifications (cont...)

- Excellent interpersonal, written, and oral communication skills; must be comfortable engaging all levels and communicate consistently, transparently, and frequently both within and outside of the institution.
- Professional public presence.

## Preferred Qualifications

- Specific experience with all the areas over which this person supervises.
- Familiarity with best practices related to higher education accreditation.
- An understanding of student health insurance, including billing, records and delivery, as well as the management of sensitive health data.
- An understanding of best practices and legal requirements to effectively serve students with disabilities.
- Dynamic presentation and training abilities.
- Leadership experience in related professional organizations.



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