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Dear Drs. Cy Merriwether-DeVries (she, her, hers), Matthew Damschroder (he, him, his), and the Juniata College campus community,

My academic credentials in Human and Organizational Studies, Educational Leadership and Policy/Higher Educational Administration, and exposure to advising and working with diverse groups of students prepare me to serve as the Dean of Institutional Equity and Inclusive Excellence at Juniata College.

Your posting indicates that you seek someone who can collaborate with senior-level administrators, faculty, staff, and students, lead and support training and development activities across campus, and cultivate relationships, while serving as a liaison to various groups. At the University of Utah, I was the first individual appointed to serve as Coordinator of Diversity Education in Housing and Residential Education (HRE). While leading the multicultural committee on organizational assessment, I implemented the strategic plan focused on diversity and that led to successful student-diversity programming initiatives. Through this work, I learned the importance of shared governance and recognized that inclusion should be integral to everyone's job description. On-going advising and sensitivity to students' needs strengthened community life. In the College of Social Work, I encouraged, created, developed, and facilitated trainings and events where students engaged in weekly self-reflective group processes of understanding facets of their identities in their everyday experiences.

I have a sincere appreciation for liberal arts education. During my tenure at Skidmore College, I served as the Co-Director of Programming and Outreach Initiatives, where I recruited high school seniors and worked closely with faculty and various campus departments towards student retention while implementing programs that provided financial assistance and scholarships for both domestic and international students. The programs were designed to increase self-awareness, provide opportunities to empower, and further students' understanding of their own identities.

As a Student Success Advocate, my primary responsibility is to provide individualized, ongoing advisement for University of Utah students, including learning each student's story, identifying their personal and academic strengths and challenges, and respectfully and effectively linking students to University resources and programs. As a former Ronald McNair Post Baccalaureate program student and through my current role, I often found it helpful to bring students to the appropriate office and campus partner. I work closely with faculty, colleagues, and students towards eradicating the cultural, financial, and various inhibitors that inhibit student success and strategically seek opportunities to build bridges. At Juniata College, I would continue these efforts with students, staff, faculty and administrators towards assisting the institution in the preparation and leading semi-structured facilitation of diversity dialogues. I recognize the support needed towards developing a strategic plan focused on diversity, equity, and inclusion and would work closely with Dr. Matthew Damschroder with an emphasis on empowering the campus and external partners to ask questions that lead to engagement in educationally purposeful opportunities of furthering awareness, sensitivity and

understanding of social justice and inclusion. I believe the Dean of Institutional Equity and Inclusive Excellence role has the unique opportunity to contribute to the entire campus gaining new knowledge and stretching to learn new ways of being and relating to diversity through focused training and development activities.

I believe that my passion around equity and inclusion, and ability to meet people right where they are, position me for success. As the Dean of Institutional Equity and Inclusive Excellence, I would take time to work closely with students, staff, faculty, and administrators to learn about their particular needs, aspirations, and goals. I would connect campus constituents with opportunities and semi-structured activities and programs that offer extraordinary experiences and enhance their experiences both in and out of the classroom. For example, in my role as adjunct instructor with the Master of Public Administration program, I scheduled one-on-one meetings with administrators and policy makers towards developing their diversity dialogue facilitation project(s), assessing their progress, and offered on-going feedback while contributing to their cultural sensitivity and social justice awareness. If I do not know the answer, I can connect to the services of people who can help address campus climate and culture. In my role as Student Success Advocate, I am successful at asking and advocating for additional financial aid resources on students' behalf. I have the experience to offer insight and counsel that will provide historically underrepresented students, with support to various MALANA groups and campus life programs with a peace of mind that they are moving on the right track around issues of diversity, social justice and inclusion.

In addition to the background, experiences and educational pursuits detailed in the attached resume, I offer:

- Demonstrated ability to create an environment for students and develop rapport and excellent working relationships.
- Collaboration amongst campus partners and external constituents to integrate co-curricular programs.
- Facilitation, training, and development of activities across campus to create a culture of co-learning.
- Exceptional communication, interpersonal, public relations, team and consensus building, public speaking skills, and ability to connect theory and practice.
- Substantial experience to enhance experiential learning with thought provoking in-class exercises for students/participants to replicate in their respective fields.

The Dean of Institutional Equity and Inclusive Excellence position aligns with my deep passion for diversity education, the foundations of which stem from my commitment that institutions of education and the community educate the entire student.

I look forward to meeting in person to explore how I fit the goals and objectives with the Dean of Institutional Equity and Inclusive Excellence at Juniata College. Should you have any questions, I can be reached at the number listed above. Thank you.

Sincerely,  
Wazir Jefferson, Ed.D. (he, him, his)