

August 23, 2015

Search Committee  
University of Oregon  
Associate Vice President & Title IX Coordinator

To Whom It May Concern:

I was excited to receive a nomination to apply for the Associate Vice President & Title IX Coordinator at the University of Oregon. After reviewing the position description, I decided to submit my materials for your consideration. I believe my unique combination of EEO compliance and student affairs program administration makes me an ideal candidate for this position.

I have a PhD in Counselor Education with a cognate in Higher Education Administration. My work experience includes 21 years of equity and student affairs program administration in higher education. Throughout my employment, I have gained progressively responsible experience in developing and administering programs to ensure institutional compliance with federal and state discrimination and harassment laws. These roles have required I serve as the campus expert in interpreting relevant laws and leading campus initiatives to ensure all members of the campus community were aware of their obligations to maintain work and educational environments free of illegal harassment. Equity program management requires collaborating with appointing authorities and managers, as these are the individuals making critical personnel, academic, and educational decisions. One of the things I have prided myself on is developing strong working relationships with all aspects of management to improve programmatic success.

I have significant experience investigating Title IX and Title VII complaints. This experience includes both investigating complaints filed through internal procedures and responding to complaints filed with federal and/or state civil rights agencies. At each institution where I have worked, my responsibilities included developing relevant policies and procedures, identifying best practices, and developing workshops and education programs for a variety of constituents. At UH Hilo, I served as the EEO/AA Director & Title IX Coordinator. In this capacity, I co-chaired the athletics gender equity committee and aided in drafting the gender equity plan for athletics. I provided guidance to Student Affairs in responding to sexual misconduct complaints.

For the past 4 years, I have served as the Interim Associate Vice Chancellor for Student Affairs and Dean of Students. In this role, I serve as the chief conduct officer for the campus and serve as the primary conduct officer/decision maker for all sexual misconduct matters. On our campus we have developed a multi-faceted approach to address sexual violence. We utilize peer advisors to assist in prevention outreach and education efforts, engage in active programming to increase bystander intervention strategies, and engage in efforts to attack violence through an award-

winning program called Men of Strength in which we educate men to stand strong against violence. I serve as a member of the campus sexual misconduct policy taskforce and as a member of the sexual misconduct response team. As a part of our protocol, these teams meet regularly to ensure all are aware of our compliance responsibilities and to address any potential campus climate concerns. Additionally, I serve as a member of the sexual misconduct policy writing team for the campus and have served on similar policy writing teams to draft UH system policies.

As my resume demonstrates, I have a wealth of experience providing technical assistance and leadership to further institutional commitment to environments free from illegal harassment and discrimination. As institutions of higher education struggle with the legislative changes, increased scrutiny, and legal challenges, it is important to remember the positive impact these laws have made to gender equity in education. I believe I can be an excellent champion and guide for University of Oregon to ensure we fulfill our goal to create, maintain, and sustain safe campus communities. I look forward to the opportunity to discuss my candidacy for this position in more detail.

Sincerely,

Kelly Oaks



**Education**

**Doctor of Philosophy** | Counselor Education | May 2010

Cognate | Higher Education Administration

Virginia Polytechnic Institute & State University | Blacksburg, VA

Dissertation: Unconscious Bias: An Investigation of the Impact of Applicant Race on Curriculum Vita Review

**Master of Arts** | Counseling & Educational Psychology | August 2001

Emphasis | College Student Development

University of Nevada, Reno | Reno, NV

**Bachelor of Arts** | Psychology | Summa cum laude | May 1993

Lyon College | Batesville, AR

**Higher Education Senior Management Experience**

**Interim Associate Vice Chancellor for Student Affairs & Dean of Students** | University of Hawaii at Hilo | Hilo, HI | 7/2011 – Present

Institutional Description: UH Hilo is a public, comprehensive institution offering 36 baccalaureate, 6 masters, and 4 doctorate degrees. As of fall 2014, the university enrolled 3,924 students. Of the student population, the average age is 25 and approximately 80% are full-time students; 59% self-identify as female; 35% are Pell grant recipients; 25% are Native Hawaiian and 65% self-report as first generation college students. In 2014, the Chronicle of Higher Education named UH Hilo the most diverse four-year institution in the U.S.

Reporting Units: Disability Services, TRiO Programs, Women’s Center, Minority Access and Achievement Programs, Kīpuka Native Hawaiian Student Center (2011-2014), Campus Center, Student Health & Wellness Programs (2011-2012)

- Serve as the University’s chief student conduct administrator through leading and overseeing the campus student conduct program
- Address, respond to, and adjudicate Title IX and VAWA complaints in which students are the responding party
- Provide vision, leadership, direction, coordination, and consultation for 5 reporting units/programs/functions; ensure accountability, effectiveness, and efficiency in all operational matters; provide guidance on program assessment; as needed, provide targeted assistance/support/advocacy to units in the Division
- Serve as the Vice Chancellor for Student Affairs’ designee; represent the VCSA at campus, UH System, and community meetings, events, etc. in the VCSA’s absence act and communicate with VCSA authority.
- Serve as member of the Student Affairs Executive Council (decision making body) and Student Affairs Leadership Council (consultation and advisement body)

- Mobilize divisional staff, facility and fiscal resources as needed to respond to campus emergencies and related crises
- Chair and convene the campus Care team, a behavioral intervention team, comprised of relevant professionals across the division and the campus to routinely provide early identification of students experiencing difficulty or distress, then dispatch intervention as appropriate

**Director of EEO/AA | University of Hawaii at Hilo| 5/2009 – 7/2011**

- Advised the Chancellor and executive leadership team on equal opportunity/affirmative action laws, policies and procedures
- Managed discrimination and harassment complaint process
- Served as campus Title IX Coordinator
- Served as member of Enrollment Management Implementation Team
- Monitored faculty, APT, executive/managerial, and civil service hiring processes to ensure regulatory compliance
- Supervised ADA accommodations process
- Developed and managed the university's affirmative action plan
- Managed professional staff
- Managed office operating budget
- Served on system committees to further diversity goals and initiatives

**Professional Service at UH Hilo**

UH System Commission on the Status of Women

Enrollment Management Implementation Team (2009-2011)

Care Team (Chair)

Campus Diversity Committee (2009-2011)

Dorrance Scholarship Reading Committee (2013)

Campus Progress Review Team (2011-2012)

Gender Identity and Expression Work Group (Chair, 2009-2011)

Exploring Diversity & Gender Equity Action Committee (NSF Advance Grant)

Sexual Assault Policy Taskforce (member and part of policy drafting sub-committee)

Sexual Assault Response Team

Athletics Gender Equity Team (Co-Chair 2009-2011)

System-wide Sexual Violence Policy Development Team

Clery Compliance Committee

NASPA Program Reviewer for Western Regional Conference

Campus Crisis Management Team (alternate)

**Director for Equity Initiatives| Virginia Tech| Blacksburg, VA | 1/2003 – 4/2009**

Institutional Description: Virginia Tech is a public land-grant university offering 80 undergraduate degrees and 150 masters and doctoral degrees. Fall 2008 enrollment was approximately 29, 858 students. Of the undergraduate student population approximately 15% self-identified as students of color and 43% identified as female.

- Served as the institution's affirmative action compliance officer with senior-level administrative responsibility and management of the program

- Developed recruiting and advertising strategies calculated to attract diverse applicant pools
- Developed outreach programs to enhance faculty and staff recruitment strategies
- Developed curriculum for a variety of training programs and guest lectures in college classes
- Advised all levels of administration on equal opportunity/affirmative action laws, policies and procedures
- Developed programs to improve gender equity
- Collaborated with partners to develop diversity education programs for students, faculty, and staff
- Investigated civil rights complaints occurring during the hiring process
- Supervised professional staff
- Monitored faculty hiring processes to ensure compliance with federal, state, and campus equity, non-discrimination, and illegal harassment regulations

### **Professional Service at Virginia Tech**

Presidential Campus Enrichment Grant Selection Committee

Women and Minority Artists and Scholars Lecture Series Selection Committee

VT Black Caucus

Virginia Career Development Association (Membership Chair)

Commission on Administrative/Professional Faculty Affairs

Commission on Equal Opportunity & Diversity (ex-officio)

Institutional Review Board (Human subjects research review board)

SACS Accreditation Policy Review Sub-committee

### **Equal Opportunity/Affirmative Action Coordinator |University of Nevada, Reno|**

Reno, NV | 10/96 – 12/02

Institutional Description: UNR is a public land-grant university offering 145 degrees at the undergraduate, graduate, and professional level. Fall 2002 enrollment was approximately 14,700 students. Of the student population, approximately 16% self-identified as students of color and 55% self-identified as female

- Created and managed compliance program for staff hiring to include developing procedural manuals and training materials
- Developed co-curricular diversity programming and training programs
- Monitored faculty hiring to ensure regulatory compliance
- Investigated harassment and discrimination complaints (Title IX and Title VII)
- Assisted in development of the university's affirmative action plan
- Served as member of the University Special Admissions Committee and the Student Retention Committee
- Served as advisor to a registered student organization
- Supervised entry level staff
- Managed office and supervised faculty and staff in the absence of the director

### **Professional Service at University of Nevada, Reno**

Affirmative Action & Diversity Advisory Board (Co-Chair)

Campus Dialogue Committee (Chair)  
Status of Women Committee  
University Special Admissions Committee  
Western Association of Educational Opportunity Personnel (WESTOP)  
Graduate Student Association Liaison

#### Other Program Management Experience

#### **Truckee Meadows Community College**

Human Resources Office  
October 1994 – October 1996

##### **Personnel Technician**

- Implemented comprehensive recruitment and hiring program for part-time faculty
- Assisted in the conversion to Integral's HRMS
- Designed and presented training programs for hiring departments
- Developed database management systems and produced compliance reports
- Conducted benefits orientations
- Produced a variety of reports using FOCUS applications

#### **Truckee Meadows Community College**

Affirmative Action Office  
February 1994 – October 1994

##### **Program Assistant (Temporary appointment)**

- Assisted Affirmative Action Officer with the development of campus wide sexual harassment/non-discrimination training programs
- Monitored faculty and staff search process to ensure regulatory compliance
- Provided intake services for individuals wishing to file discrimination and harassment complaints (Title IX and Title VII)
- Coordinated student appeals board meetings
- Oversaw department operating and recruitment budgets

#### **Truckee Meadows Community College**

Human Resources Office  
November 1993 – February 1994

##### **Program Assistant**

- Interpreted and explained personnel procedures to faculty, staff and potential employees
- Analyzed data and compiled reports, for deans, directors and the President

#### **Professional Service at Truckee Meadows Community College**

Retention Team  
Multicultural Festival Committee  
Alliance of Racial Minorities

University Appeals Committee

**Head Start/Black River Area Development Corporation**

Pocahontas, Arkansas, May 1993 – August 1993

**Health & Disabilities Program Assistant (Summer Employment)**

- Researched and interpreted ADA regulations to ensure Centers were in compliance
- Tracked benefits provided to participants as specified by federal law
- Counseled parents of children with disabilities
- Assisted EO Officer with regulation interpretation

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**Teaching Experience**

Appraisal in Counseling (co-taught)

Career Development & Information Services (online course)

Career Development (semester long workshop series)

DSM Application in Counseling (developed curriculum only)

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**Publications: Articles Published**

Dupey, P. D., Maples, M. F., & **Oaks, K.** (2006). Multiple pathways to enhancing retention and success of students of color. In G.R. Walz, J.C. Bleuer, & R.K. Yep (Eds.), *VISTAS: Compelling perspectives on counseling 2006* (pp. 89-94). Alexandria, VA: American Counseling Association.

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**Presentations**

“This is Our Time, It’s Your Moment: Seize It, Believe It, Achieve It” New Student Orientation Evening of Aloha, University of Hawaii at Hilo, August 2015 (Keynote Speaker)

“You’ve got Obama, Oprah has a network & Dre’s a Billionaire off Beats, Do You Still Need Black History Month” Black History Month Opening Welcome, University of Hawaii at Hilo, Hilo, HI, February 2015 (Invited Speaker)

“Conscious Attempts to Prevent Unconscious Bias” National Conference on Minority Recruitment, Retention and Diversity Enrichment, Las Vegas, NV, November 2010 (Invited Speaker)

“Controversial Moments in the Classroom” Creating an Environment of Voice Conference, University of Nevada, Reno, May 2001 (Group Presentation).

“Use of Humor with Diverse Student Populations” Creating an Environment of Voice Conference, University of Nevada, Reno, May 2001 (Group Presentation).

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**Honors and Awards**

Selected, Alice Manicur Symposium for Aspiring Chief Student Affairs Officers, 2014

UH Hilo Vice Chancellor for Student Affairs, Leadership Award, 2013

Selected, Executive Development Institute Participant for Virginia Tech's Executive Development Institute, 2008-2009

Selected, Senior Leadership Seminar Participant for the Virginia Network (part of the American Council on Education, Office of Women in Higher Education), 2006-2007

Honoree, Celebrating UNR Women, University of Nevada, Reno 2000, 2001

Outstanding Graduate Student, University of Nevada, Reno, 1998 - 1999

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### **Professional Associations**

American Association for Affirmative Action

National Association of Student Personnel Administrators

Association for Student Conduct Administrators (listed on Institutional Membership)

American Association of University Women (listed on Institutional Membership)

Association of Title IX Administrators