

**JENNIFER MALAT, PhD**  
*Equity-Focused Leader at a  
Diverse, Public, Urban, Research University*

Office of Development & Alumni Relations  
Virginia Commonwealth University  
Richmond, VA 23219

## **EDUCATION**

PhD Sociology, University of Michigan, 2000  
MA Sociology, University of Michigan, 1996  
BS Sociology, University of Minnesota (*summa cum laude*), 1993

## **LEADERSHIP EXPERIENCE**

---

### **VIRGINIA COMMONWEALTH UNIVERSITY**

Virginia Commonwealth University is a comprehensive public, urban, minority serving (MSI), research (R1) university with 17 colleges and schools located in Richmond, Virginia. Virginia Commonwealth University serves 29,000 students with more than 200 undergraduate, graduate, and professional degrees.

---

#### ***ASSOCIATE VICE PRESIDENT FOR DEVELOPMENT DEVELOPMENT AND ALUMNI RELATIONS***

**JULY 2022 – PRESENT**

*Overview of position.* Develop a detailed plan that ensures that the next comprehensive campaign is responsive to Virginia Commonwealth University's diversity and inclusion mission.

#### *Current Activities*

- Expand and increase scholarship support for a diverse student population by leading the creation and implementation of a comprehensive program to educate and engage deans, other academic leaders, and directors of development about strategies for robust donor engagement and case statements.
- Grow resources available to support a highly productive and diverse faculty by leading the creation of a plan to promote the value of endowed faculty positions and tactics for establishing them.
- Advance institutional goals by consulting with leaders and staff in the Office of Development and Alumni Relations to provide background and recommendations for productively working with academic leaders.

#### ***DEAN COLLEGE OF HUMANITIES & SCIENCES***

**JULY 2020 – JUNE 2022**

*College Profile.* The College of Humanities and Sciences included 18 departments and schools, 430 full-time faculty, 135 full-time staff and had a \$73M general expense budget. The College of Humanities and Sciences served 700 graduate students and 10,700 undergraduate majors. The undergraduate

population includes approximately 1/3 first generation college students, 1/3 Pell-eligible students, and 55% students of color.

### *Achievements*

- Collaborated with faculty and staff to develop new associate dean roles and dean's office organization in order to increase innovation, improve policy implementation, and foster greater connection to the dean's office.
- Worked with colleagues to implement new procedures for more inclusive hiring practices, resulting in racially diverse cohort of new faculty in Fall 2022 (55% faculty of color, among whom 29% are black faculty), and along with successful retention, a 14% growth in percent faculty of color (17% growth in black faculty; 21% growth in Latinx faculty).
- Increased diversity of the dean's cabinet from 25% to 50% people with minoritized identities from 2020 to 2022.
- Catalyzed faculty-led initiatives to increase inclusive and engaged teaching with two programs that included nearly every unit: 1) [Leaders for Inclusive Learning](#) provided structured learning and empowerment for change among a cohort of faculty, and 2) Innovations in Teaching and Student Engagement Award funded projects like [Summer Camp in Philosophy](#) for high school students.
- Initiated a multi-faceted student recruitment and retention plan which included redefining the role of the associate dean for undergraduate programs, hiring a new associate dean, hiring a recruitment coordinator, and strategically allocating financial resources. Results included exceptional [student engagement](#) and strategic recruitment, a 16% growth in incoming out-of-state students, and retention of first-year first-generation students (81%) that exceeds pre-pandemic levels.
- Collaborated with other deans to set the groundwork for new degrees in digital forensics, data science, and public health.
- Acted to improve non-tenure line faculty job experiences by appointing non-tenure line faculty to leadership positions, beginning a new professional development funding opportunity, charging a new special assistant to the dean with evaluating all processes and policies related to work experience for non-tenure line faculty, and increasing average salaries of non-tenure line faculty by 15% in two years.
- Successfully engaged donors to meet research needs and improve students' access to education by negotiating a gift for the start-up for a new hire in Department of Chemistry, elevating the student emergency fund, and having the best participation and most donations for scholarships on Giving Day among the colleges on our campus.
- Launched new [staff professional development funding](#) and began reorganizing unit-level staff roles to promote efficiency and opportunities for staff advancement.
- Bolstered college-level support and incentives for research with a new research board, new policies for course releases and fellowships, funding opportunities for research disruptions due to events of 2020, new research-driven approaches to the use of endowment funds, increased grant submissions by 7.5% and expenditures by 7% over pre-pandemic levels.
- Instituted policies and practices to improve diversity and inclusion, including appointing first associate dean with responsibility for equity and allocating new funding for activities (more details in report [here](#)).
- Initiated emphasis on community engagement activities by charging an expert and associate dean with amplifying and expanding community engagement, which led to visible progress in the first 18 months, including a [website](#) on community engagement, a comprehensive report on existing

- activities in the college, appointment of internal and external advisory councils, updated categories in faculty annual reports, and the first college-level community engagement conference.
- In response to declining enrollment and budget, used trend data and growth projections to allow natural reductions in staffing in some units and growth in others, while staying within allocated budget.
  - Maximized communication during the first year of the pandemic with frequent virtual town halls, regular email messages, online meetings with academic and service units, creation of five Covid-Response Working Groups (research, budget, enrollment, teaching, and equity); in 2021-22 academic year, introduced myself in person with reception, in-person town hall, monthly “Porch Chats,” and in-person visits to units.
  - Earned Antiracist Educator Level 1 Badge through VCU School of Education.

---

### **UNIVERSITY OF CINCINNATI**

The University of Cincinnati is a comprehensive public, urban, research (R1) university with 17 colleges and schools located in Cincinnati, Ohio. The University of Cincinnati serves 47,000 students with more than 400 undergraduate, graduate, and professional degrees.

---

***DIVISIONAL DEAN, SOCIAL SCIENCES***  
***ASSOCIATE DEAN FOR SOCIAL SCIENCES***  
**COLLEGE OF ARTS & SCIENCES**

**JULY 2019 – JUNE 2020**  
**JAN 2016 – JUNE 2019**

*College Profile.* The College of Arts and Sciences included 21 departments, 8000 undergraduate majors, 700 graduate students, 450 full-time faculty, and 140 staff. The College of Arts and Sciences is served by three divisional deans and a dean who work collaboratively.

*Division Profile.* The Social Science division included 7 departments, 13 bachelor’s degree programs, 6 master’s degree programs, 2 PhD programs, 90 full-time faculty, 1400 undergraduate majors, and 125 masters and PhD students.

***Achievements***

- As the first associate/divisional dean for social sciences, co-created division identity and new relationship between social science departments and dean’s office by establishing clear, reliable, and positive communication practices resulting in improved morale and participation in initiatives.
- Supported development of innovative degree programs by working with department heads and finding solutions to conflicts with other colleges, resulting in 7 new undergraduate degrees, graduate degrees, and certificates as well as two new schools.
- Managed reappointment/promotion/tenure cases, requests for salary adjustments, retention packages, personnel conflicts, equity issues, and onboarding of new department heads for division.
- Connected college and division interests with broader university goals by serving as the college representative on major university initiatives, including university committees to execute president’s vision, a variety of inclusion initiatives, university research advisory board, university press board, and groups working on new inter-college degree programs.
- Participated in shared governance as Dean’s Office representative at College Faculty Senate meetings and through collaboration with the University of Cincinnati chapter of the AAUP.

- Analyzed historical and current data and consult individually with department heads to increase instructional efficiency, reducing under-enrolled courses by 50% and adjunct spending by over 70% without reducing student credit hours.
- Developed and implemented a strategy of communicating college commitment to diversity to department heads, partnered with the Black Faculty Association, leveraged partner hires, suggested recruitment language, and discussed college action related to inclusion with job candidates to increase faculty diversity; 8 of 11 tenure track faculty hired in division under my leadership were faculty of color.
- Co-facilitated college diversity, equity, and inclusion committee of faculty, staff, and students, documented diversity profile of college, developed goals, implemented programing, changed hiring procedures, and launched first college climate survey in order to assess future progress.
- Organized college responses to equity and climate issues by organizing town halls, panel discussions, small group meetings, and participating in the crafting communication from college.
- Leadership capacity recognized with Provost and College support for participation in the HERS Leadership Institute, 2018-2019.
- Leadership in equity and inclusion recognized with the 2017 Marian Spencer Equity Ambassador-Administrator award presented by the University of Cincinnati Office of Equity and Inclusion.

***CO-DIRECTOR***

**JULY 2019 – JUNE 2020**

***INAUGURAL DIRECTOR***

**AUG 2015 – JUNE 2019**

**THE CINCINNATI PROJECT**

*Profile.* The Cincinnati Project connects researchers in the College of Arts and Sciences with organizations that serve marginalized people to conduct research with a direct community benefit. Faculty research projects and classroom projects have evaluated programs, administered surveys, created maps, made policy recommendations, developed programming, recommended communication strategies, and produced academic papers. The results have helped agencies improve their services and led to policy changes, such as the city of Cincinnati funding an eviction-prevention program. The Cincinnati Project also responded to community requests by coordinating interdisciplinary research and a public exhibition on the experiences of women of color in Cincinnati.

*Achievements*

- Co-founded and served as first director of The Cincinnati Project, including collaboratively leading interdisciplinary leadership team to articulate goals and delineate steps to achieve goals.
- Ensured successful future and codified direction of The Cincinnati Project by collaborating to develop strategic plan for 2019-2024.
- Provided meaningful and visible opportunities for leadership among diverse faculty and students.
- Promoted The Cincinnati Project and encourage participation among faculty and students, leading to over 400 faculty and students participating in 4 years.
- Advanced The Cincinnati Project’s impact by networking with Cincinnati-area non-profits and city leaders, overseeing development of website and promotional materials, and managing social media presence and traditional media engagements.
- Coordinated research among faculty and students from several departments and two colleges to create a mobile exhibit about the experiences of women of color in Cincinnati that was visited by 1000s of people at multiple public locations.
- Engaged campus and Cincinnati area with an annual symposium featuring academic and non-academic presentations on topics such as how to equitably engage in research partnerships across

multiple levels of difference, the benefits of universities and community groups partnering, issues confronting our city, and examples of collaborative projects.

- Wrote and collaborated on successful grant and foundation proposals, providing \$70,000 in funding in three years for program goals, including annual symposia, scholars program, and exhibition on the experiences of women of color.
- Developed individual donor relationships leading to \$9250 in gifts in first year of requests and opportunity for significant additional requests.
- Successfully implemented multiple programs by effectively managing budgets.

**DIRECTOR**  
**KUNZ CENTER FOR SOCIAL RESEARCH**

**SEPT 2011 – DEC 2015**

*Profile.* The Kunz Center is located in the Department of Sociology. It has an endowment that provides about \$20,000 per year for use under the guidelines of the gift agreement. Its use has varied over the decades since the original gift, but generally supports the research endeavors of the faculty in the Department of Sociology.

*Achievements*

- Revitalized endowed center by collaboratively developing a vision and plan for the center, creating a leadership team, involving Sociology Department faculty in decision-making, and revising bylaws.
- Structured center identity by organizing center faculty into three topical areas, hosting popular monthly interdisciplinary workshops on in-progress research for each of three areas, and funding group attendance at plays related to social issues.
- Improved fund stewardship by developing a plan for using annual and accrued funds to support center goals.
- Promoted the center's new identity by launching competitive funding opportunities for faculty and graduate students.

**ACADEMIC APPOINTMENTS**

Professor, Department of Sociology, Virginia Commonwealth University, 2020 – present

Professor, Department of Sociology, University of Cincinnati, 2014 – 2020

Associate Professor, Department of Sociology, University of Cincinnati, 2006 – 2014

Assistant Professor, Department of Sociology, University of Cincinnati, 2000 – 2006

**SELECTED PUBLICATIONS**

(\* indicates student)

Malat, Jennifer. Forthcoming. "Health of White Americans." *The Wiley-Blackwell Encyclopedia of Health, Illness, Behavior, and Society, Second Edition*, edited by William Cockerham.

Malat, Jennifer, Elaina Johns-Wolfe,\* Smith, Teresa,\* Grant Shields, Farrah Jacquez, and George Slavich. 2022. "Associations between Lifetime Stress Exposure, Race, and First-Birth Intendedness in the United States." *Journal of Health Psychology* 27(4):765-777

Smith, Teresa,\* Elaina Johns-Wolfe,\* Jennifer Malat, Grant Shields, George Slavich, and Farrah Jacquez. 2020. "Associations Between Lifetime Stress Exposure and Prenatal Health Behaviors." *Stress and Health* 36:384-395.

- Malat, Jennifer, Sarah Mayorga-Gallo, and David R. Williams. 2018. "The effects of whiteness on the health of whites in the USA." *Social Science & Medicine* 199:148-156.
- Malat, Jennifer, Farrah Jacquez, and George Slavich. 2017. "Measuring Lifetime Stress Exposure and Protective Factors in Life Course Research on Racial Inequality and Birth Outcomes." *Stress: The International Journal on the Biology of Stress* 20(4):379-385.
- Malat, Jennifer and Kelli Chapman\*. 2017. "The Effect of Age and Childhood Social Class on Preference for New Healthcare Practices." *Sociological Focus* 50(2):1-15.
- Bommaraju, Aalap\*, Jennifer Malat, Jennifer Mooney. 2015. "Reproductive Life Plan Counseling and Effective Contraceptive Use among Urban Women Utilizing Title X Services." *Women's Health Issues* 25:209-215.
- Malat, Jennifer. 2013. "The Appeal and Problems of a Cultural Competence Approach to Reducing Racial Disparities." *Journal of General Internal Medicine* 28(5):605–607.
- Malat, Jennifer, Jeffrey M. Timberlake, and David R. Williams. 2011. "Obama's Political Success and the Health of Blacks, Hispanics, and Whites." *Ethnicity & Disease* 21(3):349-355.
- Malat, Jennifer, Rose Clark-Hitt\*, Diana Burgess, Greta Friedemann-Sanchez, and Michelle van Ryn. 2010. "White Doctors and Nurses on Racial Inequality in Health Care in the USA: Whiteness and Colour-Blind Racial Ideology." *Ethnic and Racial Studies* 33(8):1431-1450.
- Malat, Jennifer, Michelle van Ryn, and David Purcell\*. 2009. "Blacks' and Whites' Attitudes toward Race and Nativity Concordance with Doctors." *Journal of the National Medical Association* 101(8):800-807.
- Malat, Jennifer, and Jeffrey M. Timberlake. 2009. "Racial and Ethnic Inequality in Health Care Access and Quality in the State of Ohio." Report to the State of Ohio.
- Malat, Jennifer, and Mary Ann Hamilton\*. 2006. "Preference for Same Race Providers and Perceptions of Interpersonal Discrimination in Health Care." *Journal of Health and Social Behavior* 47(June):173-187.
- Malat, Jennifer, Michelle van Ryn, and David Purcell\*. 2006. "Race, Socioeconomic Status, and the Perceived Importance of Positive Self-Presentation in Health Care." *Social Science & Medicine* 62(10):2479-2488.
- Malat, Jennifer, Hyun Joo Oh, and Mary Ann Hamilton\*. 2005. "Poverty Experience, Race, and Child Health." *Public Health Reports* 120(4):442-447.
- Malat, Jennifer. 2001. "Social Distance and Patients' Rating of Healthcare Providers." *Journal of Health and Social Behavior* 42(December):360-372.
- Malat, Jennifer. 2000. "Racial Differences in Norplant Use in the United States." *Social Science & Medicine* 50(9):1297-1308.

## **SELECTED RESEARCH FUNDING**

- "Linking pre- and postnatal psychosocial determinants, DNA methylation, and early developmental health disparities." National Institutes for Health. (Katherine Bowers, Principal Investigator) September 2018 –June 2023.
- "Growing community change researchers in STEM." National Institutes for Health. (Farrah Jacquez,

Principal Investigator) July 2017 – June 2020.

“The Effect of Lifetime Stress and Social Support on Birth Outcomes: A Pilot Study.” Cincinnati Children’s Hospital and Medical Center. (Farrah Jacquez, Co-Principal Investigator) January 2016 – April 2017.

“Enhancing Student Success in Biology, Chemistry, and Physics by Transforming the Faculty Culture.” National Science Foundation. Investigator. (Howard Jackson, Principal Investigator) September 2014 – December 2015.

“March of Dimes Prematurity Research Center Ohio Collaborative.” March of Dimes. Investigator. (Louis Muglia, Principal Investigator) May 2013 – December 2015.

“Race/ethnicity and health care access and quality.” Ohio Research Advisory Council of the Ohio Family Health Survey. Principal Investigator. September 2008 – April 2009.

“Patients’ racial attitudes and perceptions of clinicians.” Agency for Health Care Policy and Research, U.S. Department of Health and Human Services. Principal Investigator. September 2003 – June 2005.

“The effects of family and neighborhood poverty on child health.” National Poverty Center, Ford School of Public Policy, University of Michigan. Principal Investigator. (Hyun Joo Oh, co-investigator) July 2003 – July 2004.

“Racial differences in medical care satisfaction.” Agency for Health Care Policy and Research, U.S. Department of Health and Human Services. Principal Investigator. August 1998 – April 2000.

## **PROGRAM FUNDING**

2018 \$25,000 from the Greater Cincinnati Foundation for the Women of Color Initiative of The Cincinnati Project.

2018 \$5,000 from the Seasingood Foundation for the Women of Color Initiative of The Cincinnati Project.

2017 \$7,260 from the Wilder Foundation for the Faculty Scholars Program of The Cincinnati Project.

2016 \$9,000 from the Office of Equity and Inclusion, University of Cincinnati for the Faculty Scholars Program of The Cincinnati Project.

## **SELECTED PRESENTATIONS & SPEAKING ENGAGEMENTS (5 years)**

Malat, Jennifer. 2023 (forthcoming). ““The COVID-19 Pandemic: How American Lives, Including Excess White Lives, Are Lost to Racism.” Annual meetings of the American Sociological Association, August 17-21, Philadelphia, PA.

Malat, Jennifer. 2023. “Working with Deans to Improve Inclusion in Scholarship Fundraising & Stewardship.” CASE District III Conference, February 26-28, Atlanta, GA.

Malat, Jennifer. 2023. “Your Networks Are Your Safety Net.” Annual meetings of the American Conference of Academic Deans, February 22-24, Tampa, FL.

Malat, Jennifer. 2022. Keynote Speaker, Annual Doctoral Recognition Reception, American Council on Education Women's Network at Virginia Commonwealth University. May 10, Richmond, VA.

Malat, Jennifer. 2022. Presenter for Faculty Fellows Leadership Program, Office of the Provost, Virginia Commonwealth University. March 30, Richmond, VA.

Malat, Jennifer. 2022. Panelist for “Insights and Intention: Women Leaders in Academia.” ADVANCE Virginia Commonwealth University, Center for Teaching and Learning Excellence, and The Grace E. Harris Leadership Institute. February 25, Richmond, VA.

Malat, Jennifer, Littisha Bates, Keisha Love, Brooke Barnett, Bey-Ling Sha, and Bobbie Porter. 2022. “Building equitable hiring practices through process and partnership: Practical approaches for your campus.” Association of American Colleges & Universities, January 19-21, Washington, DC.

Malat, Jennifer. 2021. “Strategies for responding to enrollment declines.” Council of College of Arts and Sciences, Discussions for Deans, October 28.

Malat, Jennifer. 2021. Panelist for “Education and Workforce in the Richmond Region.” *Virginia Lead* at Reynolds Community College, June 25, Richmond, VA.

Malat, Jennifer. 2021. Panelist for “Inclusive Practices in Leadership.” Virginia Commonwealth University Leadership Career Community, Virginia Commonwealth University, April 13, Richmond, VA.

Malat, Jennifer, Teresa Smith\*, Elaina Johns-Wolfe\*, Grant Shields\*, George Slavich, and Farrah Jacquez. 2018. “Lifetime Stress Exposure, Race, and First Birth Intendedness.” Annual meetings of the American Sociological Association, August 11-14, Philadelphia, PA.

Smith, Teresa\*, Elaina Johns-Wolfe\*, Jennifer Malat, George Slavich, and Farrah Jacquez. 2018. “The Relationship Between Lifetime Stress Perceptions and Prenatal Health Behaviors.” Poster presented at the American Annual meetings of the Academy of Health Behavior, March 4-7, Portland, OR.

## **TEACHING EXPERIENCE**

Introduction to Sociology, Making Sense of Race and Racism, Elementary Quantitative Analysis, Social Research Methods, Sociology of Race, Social Inequality, Sociology of Health and Illness, Capstone: Issues in Medical Sociology, Graduate Race Theory, Graduate Seminar on Race and Health

13 Master’s Thesis Committees

16 PhD Dissertation Committees

## **SELECTED PROFESSIONAL SERVICE**

### *Virginia Commonwealth University*

Office of Development and Alumni Relations’ Deans Task Force, 2022

Grace Harris Leadership Institute Mentor, 2022

University Budget Advisory Committee, 2020-2022

Student Success Transformation Team, 2021

Public Health Degree Development Task Force, 2021

### *University of Cincinnati*

Interdisciplinary Public Health Degree Task Force, 2019-2020

LGBTQ Center Advisory Board, 2017-2020

Office of Research, Research Advisory Board, 2016-2020

Urban Futures Steering Committee, 2018-2019

University of Cincinnati Press, Faculty Advisory Board, 2017-2018

Office of the Provost, Diversity and Inclusion in the Curriculum (Co-Chair), 2016-2017

Service Learning Steering Committee, 2016-2018



Research Advisory Board, Transdisciplinary Research Subcommittee (Chair), 2016-2017  
College of Medicine, Research Week Planning Committee, 2015-2016  
Grievance Committee (Chair), 2015  
College Reappointment, Promotion, Tenure Committee, 2013, 2015.  
Taft Research Center Executive Board, 2005-2007, 2008-2009, 2013-2015  
Department of Sociology, Faculty Search Committee, 2003, 2008-2009, 2009-2010, 2011-2012 (Chair for three searches)  
Department of Sociology, Graduate Program Committee, 2006-2007, 2008-2010  
College of Arts and Sciences Dean's Research Advisory Committee, 2009-2010  
Department of Sociology, Benchmarking Committee, 2009-2010  
Department of Sociology, Field Service Faculty Search Committee, 2007 (Chair)  
Department of Sociology, Headship Search Committee, 2006  
Department of Sociology, Undergraduate Program Committee, 2000-2006

### *Professional*

*Ad hoc* journal reviewer, 1999-present.

American Sociological Association. Health and health care regular sessions organizer for the annual association meetings, 2013.

Southern Sociological Society. Session organizer for invited session on race and health at the annual association meetings, 2005.

North Central Sociological Association. Medical sociology session organizer for the annual meetings, 2003.

American Sociological Association. Medical sociology regular sessions organizer for the annual meetings, 2002.

### *Community Service*

Member, Gender Equity Task Force, City of Cincinnati, OH 2017 – 2020

Member, Equity Coalition, Cincinnati, OH 2016 – 2020

Member, Steering Committee, Cancer Justice Network, Cincinnati, OH 2015 – 2020

Member, Program Committee Advisory Board, Closing the Health Gap, Cincinnati, OH 2012 –2013