Vice President for Diversity, Equity and Inclusion

Leadership Profile

Fall 2021
Macalester College, a global leader among liberal arts colleges, invites nominations and applications for its inaugural vice president for diversity, equity and inclusion. Reporting directly to Dr. Suzanne Rivera who joined the College in 2020 as Macalester’s 17th president, the vice president will serve as a dynamic thought leader, partner, and member of the senior leadership team. The vice president will collaborate with the College’s diverse stakeholders to provide leadership and strategic direction, together creating an environment that is welcoming, inclusive, and respectful to students who are engaged citizens with a "we/us" outlook on the world.

Located in Saint Paul, Minnesota, Macalester was founded in 1874 as a Presbyterian but nonsectarian college with a firm belief in the transformational power of a liberal arts education. Macalester is ranked among the top 30 liberal arts colleges in the country and was named one of the 25 most-innovative colleges in the United States. Animated by the mission of high standards for academic excellence, internationalism, multiculturalism, and service to society, Macalester enrolls 2,049 students coming from every state and 95 countries. The College’s rigorous and distinctive curriculum offers 39 majors taught by more than 250 full- and part-time faculty. Diverse interdisciplinary concentration — including cognitive science, community and global health, and urban studies — exemplify how faculty collaborate across disciplines to actively create relevant, distinctive programs for students. Read more about Macalester at www.macalester.edu.

This is an extraordinary opportunity at a critical time for an accomplished and visionary leader to join a liberal arts college focused on the development of future leaders not only to create a more just and peaceful world, but also to truly prepare students to be in the world as it looks now. As we navigate this current moment and beyond — facing, learning from, and responding to COVID and systemic racism — the inaugural vice president for diversity, equity and inclusion will show strong commitment to fostering a student-centered environment and enhance the institution’s commitments to global citizenship, service to society, justice, and activism.

The inaugural vice president will be a strategic, energetic, courageous, and collaborative leader who models and promotes a culture of inclusive excellence, inclusion in learning and teaching, institutional equity, and community flourishing. The vice president will possess in-depth knowledge of theory and practice with regard to institutional equity and diversity and be a skilled administrator who can bring strategic initiatives to fruition. Outstanding leadership, interpersonal skills, and strategic planning experience are essential, as is the ability to promote a culture of mutual trust and respect, collaboration and transparency. The ideal candidate will bring thought leadership, experience, and effective practices in advancing diversity, equity, anti-racism, and inclusion outcomes. A bachelor's degree is required and an advanced degree preferred.
Role of the Vice President for Diversity, Equity and Inclusion

Macalester College seeks a VP for Diversity, Equity, and Inclusion who believes excellence is achieved through productive relationships among people of diverse perspectives, and that creativity and innovation prosper when the collective talents of our students, faculty, and staff are joined together in an environment that is open and welcoming to people with different experiences, and fosters their thriving.

Reporting directly to the President and serving on the President’s Senior Leadership team, the VP for DEI will be responsible for developing the overarching vision, strategic direction, and implementation of the college’s diversity, equity, anti-racism, and inclusion initiatives that contribute towards a vibrant campus culture.

In partnership with a broad group of stakeholders, the VP will work to understand how the college’s existing programs, policies, and practices affect diversity, equity, anti-racism, and inclusion. The VP will identify strategic gaps and opportunities, establish priorities, assessments, and metrics, and provide subject matter expertise and thought leadership that advance diversity, equity, and anti-racism at the college.

The VP will supervise the Title IX Coordinator and Nondiscrimination Officer, the Director of the Department of Multicultural Life, and the College Chaplain/Director of the Center for Religious and Spiritual Life.

Additional essential responsibilities and scope of the vice president for diversity, equity and inclusion include:

- Using both qualitative and quantitative methods, undertake an audit of existing DEI and anti-racism efforts on campus, identifying strengths upon which to build as well as gaps and/or opportunities for growth.
- Work with the President and Macalester community to develop, strengthen and support a strategic plan for DEI at Macalester that aligns with the college’s mission and campus-wide goals.
- Provide guidance and support for the work of the Department of Multicultural Life, the Center for Religious and Spiritual Life, and the Title IX and Nondiscrimination offices, identifying points of confluence and intersection where appropriate.
- Advise programming leaders to better align existing DEI and anti-racism programming for students, faculty, and staff and identify and lead programming that span these constituencies.
- In partnership with the President, establish annual DEI and anti-racism goals for the college and track the College's progress towards them.
- In partnership with the President, work with Senior Staff to establish their division's annual DEI and anti-racism goals.
▪ Annually advise the Board of Trustees on the college's DEI and anti-racism initiatives and their progress towards goals.

Opportunities and Expectations for Leadership

With intention and determination, Macalester College has committed to collectively engage in dialogue, examine its path forward and re-imagine structural processes with transparency, synergy, and momentum to promote institutional equity and diversity. The VPDEI will join Macalester at an exciting moment of transition, challenge, and opportunity as President Rivera and the community work together to articulate a vision for Macalester as a leader in higher education in the post-2020 world. In support of this vision, the VPDEI will be a strategic partner who will build connections, provide mentorship, and guide and engage with all Macalester constituents (faculty, staff, students, alumni, parents, and the broader network linked to the College and the Minneapolis/St. Paul region) and articulate and communicate a strategic vision for diversity, inclusion anti-racism, and equity. This is an opportunity for a bold, confident, motivational, collaborative, and insightful leader to be a partner with the full Macalester community to advance the College's vision of inclusive excellence.

More Fully Realize Macalester's Commitment to be an Inclusive and Equitable Community

The next vice president for diversity, equity and inclusion will:
Bring a commitment to inclusion; strive to create a culture that supports, embraces, bridges, and celebrates differences; and build equitable environments that enable all in the community to thrive. In particular, the College seeks a vice president who will raise the level of engagement of all community members and ensure that faculty, staff, and students are empowered to effect change.

Work collaboratively across campus to devise, articulate, and promote goals for a campus climate that is inclusive, affirming, and supportive. Support the advancement equity and inclusion in academic programs, student services, recruitment and retention efforts, professional development of staff, and overall institutional effectiveness.

Guided by the principles of shared governance as defined by AAUP, the next vice president will be a unifier who brings an abiding belief in the importance of developing a culture founded in trust and transparency with all constituencies through careful listening and clear, timely, and effective communications including around decision making.

The vice president will model behaviors that lead to fairness and justice by brokering collaboration, identifying and reducing division, bridging gaps, and resolving conflicts through effective engagement of all voices on campus and among its constituents.

Craft and Implement a Diversity and Equity Strategic Plan

In full partnership with Macalester constituents and stakeholders, the vice president will:

Formulate and articulate a shared vision and definition of diversity, equity, and inclusion that encompasses the ethos and the mission of Macalester College. Understanding the history of leadership at the College in the critical work of diversity and equity will be a critical element of this work. The campus is eager for a leader who can bring the work of dedicated individuals together to create a more cohesive, institution-wide effort that is transformational in its nature. The new vice president should bring a sense of possibility, optimism, and hope to the College and possess an expansive view for how Macalester College can be an agent of change.

Engage in a data-informed strategic analysis of opportunities and challenges to assess the effectiveness of institutional equity and diversity initiatives and programs while spearheading the implementation of the diversity goals under the institution's strategic plan.

Work closely with the president and college leadership to rethink and realign personnel structures, policy, and key functions to best support diversity, equity, anti-racism, and inclusion outcomes.

Cultivate a Welcoming and Inclusive Campus Community that Celebrates All Voices

In the current local and national context of heightened understanding and action around equity, the vice president will:

Build bridges and help bring the College together, celebrating the collective points of pride, while acknowledging past and present harm and different experiences that weave together within the
Macalester community. As the quality of public discourse remains poor and society is increasingly divided, the vice president must work to promote among students, faculty, staff, and other stakeholders productive and respectful discourse that demonstrates Macalester’s core values and the significance of a Macalester education in advancing the public good.

- The vice president will support and lead all community members and address diversity in all of its dimensions including race, heritage, orientation, gender expression, religion, national origin, age, social class, physical ability, affinity group membership, or other status. In this moment of crisis and reckoning, however, the most marginalized groups require Macalester’s focused attention. As part of this vital work, the vice president will be called upon to assist the university in recognizing, naming, and addressing racism.

- Serve as an advocate, ally, and empathetic presence for students. The Macalester student body is socially minded with a strong sense of activism. As Macalester continues to diversify its student body on a variety of dimensions, the vice president will foster relationships that engender trust, collaboration, and understanding with new and continuing students. Early and ongoing engagement and dialogue with students across populations and identities will be critical to the vice president’s success in fostering an environment of care and belonging for all students. Equally important is the vice president’s ability to act upon student needs, conveying true understanding and motivation for change that will benefit students, and in turn, faculty, and staff members.

### Professional Qualifications and Personal Qualities

Macalester College seeks a vice president for diversity, equity and inclusion with an unwavering commitment to the liberal arts and to the values that define the institution’s mission and culture: academic excellence, service to society, multiculturalism, and internationalism. The inaugural VPDEI will be a strategic, visionary, energetic, courageous, and collaborative leader who models and promotes a culture of inclusive excellence, inclusion in learning and teaching, institutional equity, and community flourishing.

The VPDEI will provide collaborative leadership and vision to the College at a time of transition in higher education and will be adept at embracing and leading through change. The VPDEI will inspire and support students, faculty, and staff who come from diverse backgrounds and bring differing perspectives, insights, talents, and needs to the institution. As pedagogy and technology evolve under the intense stress brought on by the pandemic and as the movement for social justice and anti-racism has energized
campuses everywhere, there have been fundamental changes in the way that students, faculty, and staff engage to create a positive learning experience. In this rapidly changing environment, the VPDEI will encourage discussion, reflection, debate, and change.

The successful candidate will have in-depth knowledge of theory and practice with regard to institutional equity and diversity and also be a skilled administrator who can bring strategic initiatives to fruition. Macalester seeks candidates whose education, perspectives, and experiences have prepared them to become a prominent member of the Macalester College community and an effective and collaborative leader. A bachelor’s degree is required and an advanced degree preferred.

In addition, Macalester College seeks candidates with the following skills and characteristics:

- Demonstrated prior leadership in developing and maintaining diversity, inclusion, anti-racism, and equity initiatives and programs within a complex organization. Additionally, an intimate understanding of the current dynamics regarding racism, inclusion, diversity and equity impacting college students in today’s racially charged climate; with emphasis on students of color, first-generation and international students.

- Deep knowledge in the field of diversity, equity, and inclusion, including the historical and social context, the language/terms that have evolved, the complexities of the intersection of these communities, and demonstrated ability to translate that knowledge into practical applications.

- Demonstrated success as a collaborator and relationship builder; exceptional communication and interpersonal skills; ability to build coalitions and collaborative working relationships across a broad and diverse range of individuals and groups; ability to build trust and credibility.

- A deep understanding of institutional opportunities related to supporting an increasingly diverse student body.

- Demonstrated agility and ability to navigate a complex landscape; ability in leading and managing change.

- Knowledge of laws, regulations, and guidelines related to diversity, inclusion, anti-racism, and equity in higher education.

- Demonstrated experience as a strong DEI leader through visible accomplishments, preferably in a higher education setting.

- Demonstrated experience and success in strategic planning, resource management, and supervision of personnel.

- Demonstrated ability to draw on evidence-based research in developing programs and policy.

- Expertise in dialogue that bridges differences
Undergraduate degree required; advanced degree preferred.

Macalester Statement of Purpose and Belief

At Macalester College, we believe that education is a fundamentally transforming experience. As a community of learners, the possibilities for this personal, social, and intellectual transformation extend to us all. We affirm the importance of the intellectual growth of the students, staff, and faculty through individual and collaborative endeavor. We believe that this can best be achieved through an environment that values the diverse cultures of our world and recognizes our responsibility to provide a supportive and respectful environment for students, staff, and faculty of all cultures and backgrounds.

We expect students to develop a broad understanding of the liberal arts while they are at Macalester. Students should follow a primary course of study in order to acquire an understanding of disciplinary theory and methodology; they should be able to apply their understanding of theories to address problems in the larger community. Students should develop the ability to use information and communication resources effectively; be adept at critical, analytical, and logical thinking; and express themselves well in both oral and written forms. Finally, students should be prepared to take responsibility for their personal, social, and intellectual choices.

We believe the benefit of the educational experience at Macalester is the development of individuals who make informed judgments and interpretations of the broader world around them and choose actions or beliefs for which they are willing to be held accountable. We expect students to develop the ability to seek and use knowledge and experience in contexts that challenge and inform their suppositions about the world. We are committed to helping students grow intellectually and personally within an environment that models and promotes academic excellence and ethical behavior. The education a student begins at Macalester provides the basis for continuous transformation through learning and service.

Macalester Students

Macalester students are curious, highly motivated, serious about academic pursuits, and supportive of each other. Our students are more likely to work together than to compete. They come from more than 90 countries and all 50 states. More than 60% of students study abroad for 15 weeks or more in over 50 countries.

To quote one student:
"We come from all over the world, every U.S. state, and right down the street. We are from cities and rural towns, upper class communities and first-generation families, blue states, swing states, and red states. Our diversity of backgrounds, identities, and perspectives combine to form a vibrant community united by our dedication to academic excellence, civic engagement, multiculturalism, and internationalism. Every student you meet on campus will, if you let them, talk to you for hours on end about some topic that fascinates and inspires. While we are passionate about many different topics, each of us has at least one subject that drives us forward to discover more, delve deeper, and always ask another question."

However, Macalester students typically are not focused on a singular pursuit. Any student might be an actor/data scientist, an entrepreneur/humanitarian, or a football player/religious studies major/activist.

Departments with the largest course enrollment include Math/Statistics/Computer Science, Economics, Psychology, Political Science, English, Biology, and Music. Approximately 60% of Macalester alumni pursue an advanced degree within six years of graduating.

**Faculty and Distinctive Curriculum**

Members of Macalester’s faculty are widely recognized for their scholarship, creative works, and discoveries. From May to December 2020, Macalester faculty produced 165 pieces of scholarship including journal articles (many of which were co-authored with students), books, compositions and performances, exhibitions and installations, and OpEd articles. To support this work, Macalester’s faculty are active and successful grant-writers, averaging awards of $1.25 million per year over the past five years and $1.6 million last year. Macalester faculty are committed to the teacher-scholar model and actively involve students in their research programs, with an average of 115 students undertaking projects with faculty each year, supported by both external and endowed funds.
Of the College’s more than 200 full-time faculty members, 94% have a doctorate or other terminal degree. The College’s rigorous and distinctive curriculum offers 39 majors and more than 800 courses annually. Interdisciplinary concentrations in a range of areas including cognitive science, community and global health, and urban studies are emblematic of the many ways faculty work together across disciplines to create relevant, engaging, and intellectually stimulating programs for our students. The Jan Serie Center for Scholarship and Teaching supports faculty members in becoming even more effective teachers and scholars. Macalester actively fosters collaborative and collegial relationships among faculty and between faculty and staff.

**Shared Governance**

Macalester College relies on AAUP-defined shared governance model. The primary governing bodies include:

The **Educational Policy and Governance Committee** (EPAG) which focuses on strategic planning, evaluation, and refinement of the College’s education policy and shared governance structure. This committee is comprised of seven elected faculty members representing four academic divisions (fine arts, humanities, natural sciences and mathematics, and social sciences), two student members elected by the student government, and five non-voting ex officio members, which include the associate dean of the faculty, the director of academic programs, the vice president, the library director, and the registrar.

The **Faculty Advisory Council** (FAC), whose purpose is to shape and sustain a culture of shared governance, where faculty and the administration pursue mutual understanding and trust, informed by commitments to transparency, accountability, responsiveness, equity, and inclusivity. This committee is composed of four elected faculty (one from each academic division), three appointed faculty (chairs of the other committees, EPAG, FPC, and SPA), and two non-voting ex officio members, which include the president and the vice president.

The **Faculty Personnel Committee** (FPC), whose primary charge is to review all Candidate Review Committee evaluations and candidate files and make decisions by consensus regarding tenure, promotion, and pre-tenure reappointment reviews. FPC has six elected faculty members and two ex officio members (the president and the vice president).

The **Strategic Planning and Analysis Committee** (SPA) which acts as an advisory committee to the president regarding long-term planning and includes six elected faculty, three elected staff, two elected students, and three non-voting ex officio members including the director of institutional research, the vice president, and the vice-president for administration and finance.
Staff

The Macalester community is enhanced by 450 dedicated and passionate staff members who demonstrate a consistent commitment of service towards students, faculty, and each other. Staff are essential to fostering an environment of inclusivity, the promotion of multiculturalism, whole-person development, and promoting seamless co-curricular learning experiences.

Consistent and high-quality operational services, academic and administrative support, leadership and education, coaching, experiential learning, and wellness resources are provided by staff collaboratively with faculty and administration. In addition, there are more than 15 staff committees (including the Staff Advisory Council) who provide advisory feedback on campus policies/procedures to facilitate transparency and communication across the Macalester community.

Macalester staff are highly skilled professionals and leaders across a wide variety of programs including those that are central to the mission of the College such as internationalism, sustainability, multiculturalism, global citizenship, and academic excellence.

The Staff Advisory Council meets regularly to review and respond to policies affecting College staff employees. It serves as a neutral facilitator of communications around such policies and other important staff issues by focusing on community-building through providing staff with fora to express their opinions on issues.

Facilities

Macalester College is situated on 53 acres in a historic residential neighborhood in St. Paul, Minnesota. Among the buildings that comprise the campus are seven academic buildings, the DeWitt Wallace Library, the 175,000-square-foot Leonard Center athletic and wellness complex, the Ruth Stricker Dayton Campus Center, 10 residence halls, and more. Together they total more than 1.4 million square feet of space to live, learn, and build community. The newest buildings on campus are those that make up the Janet Wallace Fine Arts Center including the Theater and Dance Building, which opened in January of 2019. Macalester also owns several properties adjacent to the College that have yet to be developed. In addition, the College owns the 300-acre Ordway Field Station, which is used actively in highly creative, interdisciplinary ways for teaching and research. Two-thirds of the students live in campus housing.
Macalester maintains a number of special interest-living communities including seven language houses, All-Gender Community, Cultural House, Eco-House, Healthy Living Community, Interfaith House, Summit Study Abroad House, and Veggie Co-op. While the College is in the process of evaluating a series of projects, there is very little deferred maintenance.

Minneapolis / St. Paul

Macalester's urban location is distinctive for a liberal arts college. Nestled in a residential neighborhood along historic Summit Avenue and between the Twin Cities of Minneapolis and St. Paul, students and faculty regularly use the cities to enhance their classroom experiences. The College's close proximity to state government, world-class theaters, museums, Fortune 500 companies, a major research university, and much more provides students the opportunity to experience first-hand the subjects that they study. Some 93% of students engage in community-based learning, service, or applied research in the Twin Cities while at Macalester.

Procedure for Candidacy

For fullest consideration, application materials (including a letter of application and a curriculum vitae/resume as two separate documents) should be received by October 22, 2021. Professional references are not requested at this time.

Application materials should be submitted using WittKieffer's candidate portal.

Nominations and inquiries can be directed to the WittKieffer consultants supporting this search:

Charlene L. Aguilar, Ed.M., Jen Meyers Pickard, Ph.D. and Jessica Herrington
MacalesterVPDEI@wittkieffer.com

Macalester College is an Equal Opportunity Employer. We welcome candidates whose background may contribute to the further diversification of our community.