



ISAACSON, MILLER
www.imsearch.com

Bates

SEARCH FOR VICE PRESIDENT FOR EQUITY AND INCLUSION

BATES COLLEGE Lewiston, Maine

Since 1855, Bates College has been dedicated to the emancipating potential of the liberal arts. Bates educates the whole person through creative and rigorous scholarship in a collaborative residential community. With ardor and devotion—Amore ac Studio—we engage the transformative power of our differences, cultivating intellectual discovery and informed civic action. Preparing leaders sustained by a love of learning and a commitment to responsible stewardship of the wider world, Bates is a college for coming times.

– Bates College Mission Statement

THE SEARCH

Bates College, one of the nation's leading liberal arts colleges, seeks a dynamic intellectual leader and collaborative campus partner to serve as Vice President for Equity and Inclusion (VPEI). This position reports to the President and serves on the senior staff. The successful candidate will be a highly respected leader with a strong commitment to the liberal arts. As a key member of the senior leadership team, the VPEI will play a pivotal role in ensuring that the ideals of equity, inclusion, and social justice are inherent in the relationships, practices, and activities of Bates' students, staff, and faculty. A substantial portion of this position will be devoted to working with faculty across disciplines to achieve inclusive excellence from a curricular, pedagogical, and recruitment perspective. In addition, the next VPEI will work closely with senior leaders to develop institutional strategy, implement initiatives, improve institutional culture, and build organizational capacity.

Bates has retained the services of the national executive search firm Isaacson, Miller to conduct the search. Confidential inquiries, nominations, and applications may be directed to the search firm as indicated at the end of this document.

BATES COLLEGE

Founded by abolitionists, Bates has been coeducational and has welcomed students regardless of race and ethnicity since its founding. The college's commitment to academic excellence, intellectual exploration, inclusivity, and engaged citizenship defines its character.

Bates has garnered significant philanthropic support for its equity and inclusion work, including a substantial grant from the Mellon Foundation and a Howard Hughes Medical Institute Inclusive Excellence grant. It is an institutional leader in both the national organization Liberal Arts Diversity Officers (LADO), a consortium of more than 24 liberal arts colleges, and the Creating Connections Consortium (C3). As a result, the new Vice President for Equity and Inclusion will be part of a community where equity work is a visible institutional priority to which substantial resources have been and will continue to be devoted.

Faculty

The College's 210 faculty provide the foundation for a Bates education. Faculty-student mentoring, senior thesis, and collaboration on research and course design are successful because of the college's intimate scale and its commitment to innovative and evidence-based approaches to teaching and learning. By facilitating a wide range of faculty-student interactions—both formal and informal—Bates catalyzes deep learning and transformation, as well as life-long connections to the college community. Bates's faculty are engaged teachers and active scholars.

Staff

Approximately 750 staff members are integral to the work of the college. As one of the top employers in the state, Bates recruits its staff nationally, regionally, and locally. Bates's staff consists of diverse individuals with a broad range of professional and personal experience.

Students

The student body consists of about 2,000 students, of whom 1,750 are on campus each semester. They bring strong academic credentials from a wide variety of backgrounds and represent 44 states and 53 countries. About 23 percent are domestic students of color, 7 percent of students are international students, and 13 percent of all students are first generation to college.

The college provides more than \$33 million in need-based institutional grant aid each year, and it meets 100 percent of a student's demonstrated financial need. Typically,

between 40 and 45 percent of enrolled students receive financial aid. The average institutional grant award for 2016–17 was \$43,600.

Leadership

Clayton Spencer became the eighth president of Bates College on July 1, 2012. Under her leadership, Bates has launched new initiatives in a number of areas, including strengthening campus-wide programming in equity, inclusion, and justice, transforming the college's approach to preparing students for work and career, and significantly increasing fundraising. Before joining Bates, Spencer served for 15 years as a senior administrative leader at Harvard, most recently as Vice President for Policy, directing policy initiatives for the president. Spencer also served as lecturer at Harvard's Graduate School of Education, where she taught courses on federal higher education policy. Before going to Harvard, Spencer was Chief Education Counsel in the United States Senate, serving as staff to Senator Edward M. Kennedy.

Location

Bates is located on a beautiful, 109-acre, traditional New England campus in Lewiston, Maine, a small city enjoying an exciting economic and cultural revitalization. With an engaged citizenry, lively arts scene, and historic downtown, this walkable city is 35 miles north of Portland, 140 miles north of Boston, and 340 miles north of New York City.

Together, Lewiston and Auburn, Maine form a demographically diverse urban center of about 65,000 people that offers opportunities for cultural enrichment and entertainment as well as meaningful community-engaged learning and leadership. With a rich industrial past, Lewiston/Auburn has seen great transition in the last 30 years and is enjoying a renaissance as it redefines its economic, social, and cultural landscape. Thousands of French Canadian immigrants came to work in textile mills powered by the Androscoggin River in the mid-19th century. More recently, Lewiston has welcomed new residents, including vibrant Somali, Somali Bantu, and Djibouti populations.

THE ROLE

The Vice President for Equity and Inclusion will be responsible for advancing the College's commitment to equity and inclusion across a broad range of programs and activities. The VPEI will oversee all staff and programming related to equity and inclusion whether for students, faculty, or staff. The college's Office of Intercultural Education (OIE) is the primary student-facing organization for equity and inclusion. By engaging students, faculty, and staff, the VPEI will advance the college's commitment to equity and diversity by implementing and supporting campus-wide initiatives that strategically and proactively promote an institutional culture of inclusiveness. The VPEI will also manage an annual operating and restricted gift budget.

In addition, the VPEI will work with the Vice President for Academic Affairs/Dean of Faculty on academic appointments and faculty retention, and with the Human Resources department on hiring and employment practices related to staff. They will

shape a broad array of campus-wide initiatives and programming that promote a culture of inclusiveness.

LEADERSHIP OPPORTUNITIES AND CHALLENGES

The VPEI will engage the campus community in the development of structures and initiatives that build on Bates's commitment to equity, justice, and inclusion both at an institutional and programmatic level. The VPEI will work directly with senior leadership, faculty, staff and students in identifying, cultivating, and securing resources for enhancing inclusion efforts. The VPEI will do so by building coalitions, facilitating partnerships, and garnering the trust and support of the Bates community while also employing strong management and organizational skills in overseeing the work of staff in the OIE and related areas.

Specifically, the primary opportunities and challenges for the VPEI will include the following:

Provide leadership to the college on issues of equity and inclusion

The VPEI will contribute to the college's strategic discussions and will play a central role in advocating for and developing a comprehensive institutional strategy around all matters of equity and inclusion. The VPEI will possess a deep understanding of the academy and stimulate important institutional discussions: posing challenging questions, offering solutions for difficult problems, and informing decision-making by Bates's leadership. Working with the campus community, the VPEI will identify strengths and opportunities, set priorities, create clear roadmaps to guide the work of divisions and departments, assess programs and adapt when needed, and make transparent and strategic choices that advance inclusive excellence.

Enhance faculty and staff recruitment, development, and retention programs

In collaboration with colleagues in academic affairs and human resources, the VPEI will create structures and systems that enhance the recruitment and retention of a diverse and inclusive faculty and staff. They will develop resources for search committees, including guidelines and protocols that reflect best practices and current research in recruiting, hiring, and retention. The VPEI will develop and promote opportunities to support the career development of faculty and staff with particular attention to those traditionally underrepresented in the academy. They will identify strategies to strengthen effective mentoring practices, to facilitate networking, to foster the acquisition of skills, and to provide career guidance to ensure an inclusive environment that supports faculty, administrator, and staff development and career progression.

Support and enhance curriculum content and pedagogy

The VPEI will collaborate with the dean of the faculty and other faculty members to foster research and expanded curricula on equity, diversity, inclusion, and related issues. For example, this position involves working with faculty to introduce, develop,

and deepen themes such as race, class, gender, ethnicity, country of origin, and sexuality across the curriculum and to incorporate inclusive practices into their pedagogies.

Serve as a collaborative campus partner

Much of the VPEI's work will be accomplished through strategic collaborations and the strength of relationships. We expect that the VPEI will work to understand the lived experience of students, faculty, and staff and thereby will serve as a visible and accessible presence on campus and a partner to the entire campus community. They will chair and staff committees to align policies and programs with the Bates mission.

Lead assessment and evaluation of initiatives

Working in collaboration with senior staff and the Office of Institutional Research, the VPEI will ensure that effective systems are established to survey and measure the success of initiatives. They will assess and optimize the design, implementation, and outcomes of these initiatives.

THE SUCCESSFUL CANDIDATE

Bates seeks an intellectual and administrative leader with a passion for the liberal arts and the ability to inspire the college to new levels of inclusive excellence.

The ideal candidate should have achieved tenure. Candidates should possess many of the following characteristics:

- Significant and successful experience in creating, implementing, overseeing, and evaluating institutional equity programs within an academic environment. A demonstrated track record of advancing equity and enhancing inclusiveness; an ability to bring groups and individuals to common ground across lines of difference.
- A deep commitment to engage collaboratively with faculty, staff, and students and to respond effectively to their needs and concerns.
- Proven skills to serve in an administrative role, with demonstrated ability to mentor and support their staff and provide successful oversight of people, budget, and space.
- Demonstrated success in supporting and advocating for faculty, staff, and students from traditionally underrepresented groups, including international students and scholars.
- Proven ability to lead with equanimity, discretion, and a sense of responsibility.

TO APPLY

Bates has engaged Isaacson, Miller, a national executive search firm, to conduct this search. Inquiries, nominations, and applications should be directed in confidence to the firm as directed below.

Please send CV with cover letter, or contact, preferably, by email, in strict confidence to:

Ponneh Varho, Partner
Marc St.Hilaire, Senior Associate
Isaacson, Miller
1300 19th Street, NW, Suite 700
Washington, DC 20036
www.imsearch.com/6520

Bates College is committed to enhancing the diversity of the campus community and curriculum. We encourage members of historically underrepresented groups to apply and are committed to hiring individuals who value a diverse and inclusive work environment. Bates is an Equal Opportunity/Affirmative Action employer.