



## Dean of Multicultural Life

Macalester College seeks a strategic, thoughtful, and experienced professional for the position of Dean of Multicultural Life. In this essential and highly visible role, the dean will work closely with students, college leaders, and other colleagues to support and engage students from historically underrepresented populations. In addition, the dean will enhance the overall climate of diversity and inclusion for all students by providing dedicated and integrated leadership for a wide range of programs, policies, and other efforts related to identity and cultural awareness, gender equity, racial equity, social justice, and the intersection of identities. The dean will aspire to a campus climate which reflects Macalester's highest commitment to a diversity of thought, people, and human experiences and, in doing so, will leverage the collective talents and resources associated with the Department of Multicultural Life and throughout the college. The dean will lead the development and implementation of proactive multicultural initiatives in support of the college mission along with the development of a vision and effective strategy that champions the importance and value of a campus community committed to race and gender equity and support for historically underrepresented populations, students of color, and indigenous students.

### INSTITUTIONAL OVERVIEW

Since its founding in 1874, Macalester has provided students with the inspiration, insight, and experience to become successful and ethical leaders. The educational experience at Macalester supports 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. Preparing students for engaged citizenship and effective civic leadership is a critical part of Macalester's mission. Students develop the ability to seek and use knowledge and experience in contexts that challenge and inform their suppositions about the world.

Macalester's 16<sup>th</sup> president, [Brian Rosenberg, PhD](#), a vocal and oft-quoted champion of the liberal arts college in the United States, notes that, "The liberal arts model rests on a belief in the transformative power of ideas, the necessity of collaborative action for the common good, and the importance of individual self-determination."

Located in St. Paul, Minnesota, Macalester currently enrolls 2,146 students who come from 49 U.S. states, D.C., Guam, and Puerto Rico. Macalester is committed to being a preeminent liberal arts college known for its high standards of scholarship and its special emphases on internationalism, multiculturalism, and service to society. The college has a long history of providing a transformative learning experience through intense and integrated intellectual and civic engagement and Macalester students are a diverse and deeply engaged group, both intellectually and socially. Sixteen percent of Macalester's student body are international students and twenty-three percent are U.S. students of color. Sixty-nine percent of entering students graduated in the top 10% of their high school class and 85 first-year students (Fall 2016) are National Merit Scholars and Semifinalists, National Achievement scholars, semifinalists, and outstanding participants, or National Hispanic Scholars. The college provides financial aid to an average of 80% of its students with a commitment to meeting the full financial need of its admitted students. Macalester students can choose from a wide range of classes, which are typically small in size. The average class size is 17 with a faculty-student ratio of 10:1.

Macalester is proud of its longstanding commitment to [multiculturalism](#) and social justice and to creating a safe environment for all people regardless of sexual orientation, race, ethnicity, national origin, gender, religion, age, or ability. The majority of incoming Macalester students believe that helping promote racial understanding is very important or essential to them. For over 46 years, multiculturalism has been a core value along with internationalism and service to community. This commitment is integrated into the curriculum, with graduation requirements in multiculturalism and internationalism, as well as in quantitative skills, writing, and foreign language proficiency (in addition to general distribution requirements).

Ninety-six percent of students volunteer in the Twin Cities before they graduate, and in any given year, more than 60% of the student body is engaged in community service through a community-based course, applied research, off-campus work-study, community service, or civic leadership program. Approximately 60% of Macalester 2015 graduates studied abroad for academic credit in approximately 48-60 countries.

On campus, students participate in more than 120 clubs and organizations, nine men's and ten women's Division III athletic teams, and 13 club sports. Macalester fosters spiritual growth amongst a campus community of many religions and provides a wide variety of religious offerings. Twenty-six student organizations promote diversity, including gender, religion, gender identity, sexual orientation, national origin, and race/ethnicity. In addition, Best Colleges.com, College Pride, and College Choice recognize Macalester College as one of the top Best Colleges for LGBTQ students.

The power of a Macalester education is clear from the achievements of alumni. In the past 10 years graduates were Fulbright-Hays award recipients, National Science Foundation Fellows, Watson Fellows, Rhodes Scholars, Goldwater Scholars, Truman Scholars, and Mellon Mays Undergraduate Fellows, a program that annually prepares 10 outstanding Macalester students of color for careers in academia. Sixty-one percent of Macalester alumni pursue advanced degrees within six years of graduation. Alumni of Macalester, which include former United Nations Secretary General Kofi Annan and former Vice President and Senator Walter Mondale, embody the college's academic excellence, commitment to social justice, and service to the world. Two other alumni of note, actor and playwright Danai Gurira ('01) and Music Director and Producer of *Sounds of Blackness*, Gary D. Hines ('74) returned to campus and provided speeches at the 2016 graduation ceremony.

Macalester recently was ranked by *US News* at number sixteen in the nation for "best undergraduate teaching" and 26 amongst National Liberal Arts Colleges. Macalester's faculty are excellent teachers and internationally recognized scholars. Ninety-three percent of Macalester's 180 full-time faculty members hold a doctorate or the highest degree in their field. Twenty-three percent are U.S. citizens of color and four percent are international. Twenty percent of faculty are or have been citizens of a total of 24 countries. The college has a longstanding tradition of supporting interdisciplinary studies and team-teaching. Macalester received \$2.2 million in government and foundation grants in the past year.

## **STRATEGIC PLAN**

In January 2015, Macalester's board of trustees formally adopted the priorities of [Strategic Plan 2014](#) to advance and fully support the college's commitment to its [Mission and Statement of Purpose and Belief](#) throughout the coming decade and beyond. At its core, the Strategic Plan is designed to position Macalester on a sustainable path and as a leader in liberal arts education, enabling the college to continue its core work of providing a talented and diverse group of students with a liberal arts education that is outstanding in quality, distinctive in character, and supportive of students from diverse and/or under-served backgrounds. Diversity, along with internationalism, is one of the college's key objectives and the Dean of Multicultural Life will partner closely with the Dean of the Institute for Global Citizenship (IGC) to ensure the college's goals in these areas are achieved.

Among its key objectives, the Plan will reinforce Macalester's distinctive excellence in internationalism and, more broadly, encourage every department and program in the college to seize and develop opportunities to be distinctive in additional ways that serve its students well.

## LOCATION

Macalester is centrally located in a residential neighborhood of the [Twin Cities](#) of Minnesota, the 15th largest metropolitan area in the country with more than 3.5 million residents. Just minutes from both downtown St. Paul and Minneapolis, Macalester is a short drive away from the Minneapolis-St. Paul International Airport with non-stop flights to destinations across the country and around the world. The Twin Cities offer a remarkable quality of life, replete with outstanding restaurants, theaters, sports, and other cultural attractions. Minneapolis-St. Paul receives praise for its exceptional urban planning and affordability. The Green Guide ranks Minnesota 4th in the nation as a sustainable state.

The Twin Cities community has long been noted for its tremendous spirit of civic cooperation. Private corporations and foundations often join with government and community organizations to improve and expand the resources available to the community. There are over 58 professional and community live-performance theaters, including the Guthrie Theatre (the largest regional playhouse in the country), the Penumbra Theatre (one of the country's oldest African-American theater companies). Included in the area's 30 museums are [Mia](#) (Minneapolis Institute of Art) and the [Walker Institute](#), along with many other arts organizations that reflect the area's ethnic diversity that include its nationally acclaimed music scene, restaurants, movie theaters, and botanical and zoological gardens.

The Twin Cities has earned commendation as one of America's most [bike-friendly cities](#); the seven-county metropolitan area boasts one of the most extensive regional parks and trail systems in the country.

The metro area hosts several professional sports teams including the Minnesota Twins baseball team, the Vikings football team, the Timberwolves and Lynx basketball teams, the Minnesota Wild hockey team, and the Minnesota United FC soccer team.

Home to more than 20 colleges and universities, the Twin Cities rank 4th as a college destination; only Boston/Cambridge, D.C. and the San Francisco Bay area rank higher. Macalester's staff and faculty interact regularly with colleagues across these Twin Cities institutions, including the University of Minnesota, Hamline University, the University of St. Thomas, the Minneapolis College of Art and Design, St. Catherine University, and Augsburg College, as well as with St. Olaf College and Carleton College, just south of the Twin Cities.

National surveys consistently pick Minnesota as an ideal place to raise a family, offering excellent schools, health care, and employment opportunities. Minnesota's educational system is a national model. The state's public school open enrollment program allows students to enroll in schools outside their district. Minneapolis/Saint Paul was ranked:

- as the fourth best city for families by Parenting Magazine based on great schools, affordable homes, low crime rates, plenty of jobs, and lots of public green space;
- eleventh in Forbes magazine's list of the Top 20 Cities for Working Mothers;
- the fourth best market in the country for quality hospital care, according to HealthGrades survey; and
- among the top in many "Best" lists including Inc. Magazine's "Best Places to Start and Grow a Company," Money Magazine's "Best Places to Live" and author Sandra Gurvis' "30 Great Cities to Start Out In."

Minneapolis is the third-most literate city in the nation, behind only Washington, D.C. and Seattle, according to an annual study by Central Connecticut State University. The Twin Cities have a sizeable and growing African-American community, the country's largest urban population of Native Americans, a thriving Asian-American community (including the country's fastest-growing, and largest urban, Hmong population), a vibrant immigrant community from Somalia, and a significant Chicano/Latino population.

#### **DEAN OF MULTICULTURAL LIFE POSITION**

Reporting to the Vice President for Student Affairs, the Dean of Multicultural Life is responsible for the strategic leadership, vision, and management of the Department of Multicultural Life. The Multicultural Life team consists of the Dean; an Assistant Dean for College Access, Retention, and Success; the Director of the Lealtad-Suzuki Center; the Assistant Director of the Lealtad-Suzuki Center; a Department Coordinator; a graduate assistant; and 40 undergraduate student staff. The dean is a strategic partner with the Dean of the Institute for Global Citizenship (IGC) and also works to raise up the voices of historically underrepresented populations, students of color, and indigenous students.

The department promotes programs and initiatives designed to support students. Current programs include the Emerging Scholars Program (ESP) and the Identity Collectives are programs geared to support students of color. ESP provides first year participants a peer advisor/mentor that helps them transition into the academic life of the college in a holistic and culturally responsive manner. The Identity Collectives provide students, staff or faculty space to explore a shared identity in an affirming and nurturing environment. Both initiatives center the experiences of students of color. It will be important that the

dean lead efforts to assess current student needs and develop strategies and programs to meet those needs.

The dean's leadership will leverage the collective talents and resources associated with the department to advance the student affairs mission of providing an integrated student experience for all Macalester students. It is essential that there are open communications between the dean and students, particularly in addressing concerns or priorities identified by students. The dean will work proactively and strategically to develop and support initiatives, programming, and policies that achieve meaningful and lasting advances on behalf of historically underrepresented populations, students of color, and indigenous students. The dean works to advance student affairs as well as the college and its vision and mission as it relates to the value for diversity, multiculturalism, inclusion, and justice. The dean's work must be transformative, integrative, and serve to strengthen the campus community.

## **ESSENTIAL ROLES AND RESPONSIBILITIES**

### **Staff Leadership, Management & Administration**

- Responsible for the direct supervision, professional development, and evaluation of the Assistant Dean, Director, and Department Coordinator.
- Overall responsibility for the strategic vision leadership and management of the Department of Multicultural Life, including the Lealtad-Suzuki Center, Gender & Sexuality Resource Center, Cultural House, and Student Access and Success.
- Sets department goals and develops implementation strategies, establishes learning outcomes, develops effective assessment tools, coordinates assessment efforts, and prepares annual reports for the department.
- Provides fiscal management for department budget and develops annual budget.
- Assists the college in identifying funding opportunities and other resources to help meet the needs of diverse students.
- Remains current in best practices.

### **Programming, Education & Advocacy**

- Provides oversight and stewardship in the development of a comprehensive range of services, resources, and programs related to equity in diversity and inclusive excellence that illuminate salient goals, objectives, learning outcomes, and that demonstrate a guiding theoretical framework, a programmatic grounding in the research and literature, and an intentional alignment with the college mission and values.
- Collaborates strategically with appropriate leaders across all key campus constituencies; in particular, works collaboratively with the Dean of the Institute

for Global Citizenship (IGC) and others on campus on the development and implementation of an institutional strategy for multiculturalism.

- Develops student learning opportunities that are accessible and available at all levels and across all identities.
- Attention is given to diversity education through a variety of lenses: experiential learning, leadership education, intercultural engagement, civic engagement and engagement experiences.
- Identifies the needs of students from historically underrepresented populations and develops strategies to address these needs.
- Programming and initiatives include the continuation and enhancement of current signature programs: Multicultural Retreats, Emerging Scholars, Identity Collectives, Pluralism and Unity Program, Soup and Substance, SPEAK!, Allies Project, Lavender Reception, Lavender Graduation, Harambee – as well as the development of new initiatives, programs, and advocacy efforts.

### **Communications**

- Develops effective and innovative tools to promote and market programs, events, and activities including webpages, calendars, print marketing materials, social media channels, and other forms of appropriate communication.
- Develops messages in response to campus bias incidents and community issues related to multiculturalism.
- Provides expertise on campus publications, media and public relations to ensure that communications are free of bias and reinforce the commitment to an inclusive campus through word and imagery.

### **Strategic Partnerships**

- Serves as an institutional change agent in providing leadership and vision to the college in the delivery of a comprehensive range of services, resources, policies, and programs related to equity in diversity and inclusive excellence in the student experience.
- Collaborates with campus leaders and others, including the Dean of the Institute for Global Citizenship and the Title IX and Bias Harassment Coordinator, around issues related to a shared vision, communication, and response to issues of multiculturalism and diversity and inclusion.
- Develops policies, systems, and structures to support the creation of an inclusive community, to include bias protocols, trans\* inclusivity, and other relevant policies, systems, and structures.
- Oversight of on-going training and education to key populations, including student affairs staff and student leaders.
- Ensures compliance with all relevant policies, procedures, standards, and laws.

## **Collaboration**

- Solicits input, develops, implements and maintains a strategic plan for student multiculturalism that reflects the unique nature of the college.
- Identifies appropriate metrics and oversees collection of relevant data to benchmark, assess and promote accountability for the effectiveness of the plan.
- Makes recommendations to continuously improve the plan and the college's efforts in inclusion.
- As a senior member of the division of student affairs, provides strategic and visionary leadership in furthering the mission of the division.
- Provides oversight and sets strategic direction for programmatic initiatives within the division.
- Collaborates with other departments within the division, as well as academic affairs, admissions, alumni engagement, development, marketing and public relations.
- Supports and assists with campus-wide programs.
- Participates as a member of the President's Council.
- Serves on other campus wide committees as requested.
- Performs special projects and other duties as assigned.

## **OPPORTUNITIES AND CHALLENGES**

The dean will provide leadership and vision to positively impact the Macalester student experience of multiculturalism. Primary among the dean's priorities are:

***Leading a Strategic Vision.*** The next dean will co-lead efforts to create and implement a shared vision and understanding of diversity and inclusion throughout the Macalester community in collaboration with key partners. They will be forward-thinking and highly strategic in designing and implementing cohesive policies and practices that support the academic and social success of historically underrepresented students. It is also essential that the dean articulate and communicate broadly the vision, goals, and role of the Department of Multicultural Life.

***Building Partnerships.*** The dean must establish close, collegial partnerships throughout the college, including academic affairs and beyond, in order to effectively coalesce ideas and leadership on multiculturalism for the institution as a whole. They will connect leadership and action to the college's diversity and inclusiveness goals within the strategic plan.

***Enriching Campus Dialogue and Discourse.*** The dean will engage effectively, thoughtfully, and publicly with students, faculty, staff, and college leadership around conversations on race and ethnicity as well as sexuality identity, gender, and religion. The

incumbent will create visible opportunities for conversations and bring more attention throughout campus to these important dialogues.

***Leading a Professional Team.*** With a department of professional staff in addition to graduate and undergraduate student staff, the dean must be both manager and mentor and actively provide coaching and feedback as well as opportunities for professional training and development. The dean should provide a positive, energetic example of leadership, and be proactive in building a strong team for the Department of Multicultural Life.

***Enhancing Support for Students.*** As a dean within student affairs, the incumbent will be primarily focused on creating more infrastructure to support multicultural and historically underrepresented populations, students of color, and indigenous students, including providing physical space, creating healing conversations, boosting the visibility of conversations around multiculturalism, and serving as a powerful advocate on behalf of students.

## **DESIRED QUALIFICATIONS AND CHARACTERISTICS**

As a dean within student affairs, candidates should demonstrate progressive leadership experience. A master's degree is required. The ideal candidate will bring many of the following experiences and qualities:

- A passion about students with a compelling vision and mature understanding for the role of diversity and inclusion in fostering an engaging student life and learning environment, and the ability to understand a range of student identities;
- The ability to foster a climate that embraces multiculturalism, diversity, and inclusion as integral to the mission and culture of the college, with a particular appreciation for the liberal arts college tradition;
- A bias for action who will craft transformative procedures and policies, bring policy into practice, and make use of data to inform both;
- The ability to articulate vision and goals, engage across campus, create partnerships, and provide healing in times of crisis;
- The administrative experience and skills to lead and mentor a team of professionals;
- The skills and capacities to effectively engage in informed dialogue and create opportunities for open discussion with community members throughout the

college around issues of multiculturalism, with particular attention given to race and ethnicity, bias and oppression, power and privilege;

- The wisdom and perspective, along with strong written and oral communication skills, to facilitate effective collaboration among campus leaders and,
- A compassionate, energetic, and creative nature, listening skills, fairness and transparency, and the ability to build trust and work collaboratively with students, faculty, and staff.

## **ADDITIONAL INFORMATION**

Please send all nominations, inquiries, and expressions of interest in confidence to:

Susan VanGilder, Partner  
Tom Fitch, Partner  
Lesley Boyd, Director of Research  
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For more information, please visit the Macalester College web site at [www.macalester.edu](http://www.macalester.edu)

*Macalester is dedicated to the goal of building a culturally diverse and pluralistic staff committed to working in a multicultural environment and strongly encourages applications from everyone who would add richness to our community, including people of color, individuals with disabilities, women, and LGTBQ candidates*