

REED COLLEGE

POSITION PROFILE

DEAN FOR INSTITUTIONAL DIVERSITY

FEBRUARY 2022

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“Reed is a precious asset...It develops people with intellectual openness and honesty; clear thinkers who are not afraid of new or unpopular ideas... who have the character and the ability to make the increasingly tough decisions in an increasingly complex and troubled society...in an ideal society, everyone’s education would do as much as Reed does to empower a young mind and spirit.”

Colleges that Change Lives, 2006 - present

ABOUT REED COLLEGE

Reed College is a highly selective, national college of the liberal arts and sciences located in Portland, Oregon, with 1,566 students. Reed provides one of the nation's most rigorous undergraduate experiences, with a highly structured academic program that balances broad distribution requirements and in-depth study in a chosen academic discipline.

The college consistently attracts bright, highly motivated students who are idiosyncratic, intellectual, demanding, engaged, creative, and independent. Reed students seek a challenging program of study in which strong and ever-improving skills in critical reading, writing, oral expression, quantitative analysis, laboratory work, and creative production are the expectation. For students at Reed, scholarly engagement, academic rigor, and creative invention are the central focus of college life. Reed's program produces graduates who approach the challenges of the modern world with passion, confidence, and creativity.

Reed's faculty consists of dedicated teacher-scholars. They are actively engaged in teaching undergraduates and investigating questions of current interest in their disciplines. Faculty members regularly include students in collaborative research, scholarship, and artistic work. Faculty members at Reed have the unusual certainty of knowing that coursework, laboratory work, and artistic projects are the main priority of their students.

Reedies are a rare breed.

The college enjoys a national reputation as a leader in liberal arts education, with sound financial underpinnings and a beautiful, well-maintained natural and built environment. The faculty, staff, and student body are united in an extraordinary sense of stewardship for the college, its uniqueness, and its mission.

REED AT A GLANCE

1,566

STUDENTS

58% women

42% men

30% students of color

175

FACULTY

393

STAFF

15,283

LIVING DEGREED

ALUMNI



INSTITUTIONAL ACCOMPLISHMENTS

In recent years, the college has continued to strengthen its practices and programs.

Academic and College Programs: The Reed educational program seeks to balance broad study in the various areas of human knowledge with close, in-depth study in a recognized academic discipline. All students take a one-year course in humanities. Distribution requirements that include the arts and humanities, social sciences, mathematics, foreign languages, and natural sciences expose the student to many different methods of intellectual inquiry. Typically, students begin to focus on one particular field by the close of their sophomore year. In declaring a major, students work with their faculty adviser to plan a program that meets departmental, divisional, and college requirements. They take a qualifying examination in their major field at the end of their junior year. Seniors engage in a yearlong research project and prepare and defend a thesis based on that research. In recent years, the curriculum has expanded with the addition of new fields including five new majors— comparative literature, comparative race and ethnicity studies, computer science, dance, and neuroscience.

Financial Aid: Reed continues to be one of the few colleges to meet 100 percent of demonstrated need for both domestic and international students. Its aid policies do not leave a gap in financial aid funding. In order to provide maximum need-based aid for all students, Reed does not offer merit-based scholarships. Over half of the student body receives financial aid. The college awards over \$30 million per year in aid to students who would otherwise not be able to attend.

Diversity at Reed: Over the past decade, Reed has taken significant steps toward becoming a more diverse and inclusive community. In 2009, Reed ratified a diversity statement. In 2011, the college followed up on this commitment by establishing the Reed College [Office for Institutional Diversity](#). While progress was being made, Reed experienced a watershed moment during the 2016–17 academic year. Galvanized by a nationwide movement for social justice, Reed students pushed for changes in the college's priorities, policies, curriculum, and commitment to equity.

The Reed community can point to major accomplishments in recent years, while acknowledging that there is much work yet to do to evolve into the community it aspires to become:

- Welcomed and [enrolled](#) the most diverse domestic and international classes in Reed's history.
- Passed an [anti-racism statement](#) in 2017.
- Created the [comparative race and ethnicity studies](#) interdisciplinary major in 2018 and grew the program in 2021.
- [Revamped the Humanities 110](#) program in 2018 to include more texts, creative works, and experiences of marginalized people, expanding the scope of the foundational course from Ancient Greece and Rome to include the Americas. Faculty received extensive training in inclusive pedagogy.
- [Realigned staff and resources](#) to increase capacity of the [Reed College Office for Institutional Diversity](#) in 2020.
- Created the [Center for Teaching and Learning](#), which is focused on professional development for faculty and staff in inclusive pedagogical practices.
- [Endowed](#) the [Social Justice Research and Education Fund](#) in 2020, providing paid internships for students to work with faculty and staff on social justice projects.
- Established an [anti-racism and inclusive excellence](#) mini-grant in 2020 to support related initiatives by faculty members.
- Appointed the first woman and first openly gay president of Reed College, [Audrey Bilger](#), who is an experienced champion of change and DEI initiatives in education.
- Focused [2019 Reed on the Road](#) sessions on diversity and inclusion, where [Dean James explored](#) the idea of access in higher education as being more than an acceptance letter, a scholarship, and a seat in a classroom.
- Made significant changes to staff and faculty hiring protocols to reduce bias and increase applicants from diverse backgrounds.

Reed students are creative, self-propelled, passionate, and analytical. They have boundless enthusiasm for learning and an unexpected ability to embrace paradoxes. And they love Reed!

See for yourself by watching the video: [This is Reed](#).

VISION FOR THE FUTURE

Reed aspires to offer the most transformative and intellectually rewarding liberal arts education in the country to a diverse cadre of the nation's and world's brightest, most curious, and most engaged young scholars.

Reed College launched a new strategic planning process in the Fall of 2021. The committee consists of a deliberately small group reflecting a variety of backgrounds and perspectives while bringing a shared commitment to advancing the institution as a whole.

The committee's primary charge is to recommend to the governance bodies of the college a set of strategic priorities and initiatives to advance the college for the coming decades. The committee expects to present broad directional conclusions by June 2022. To meet this goal, the committee will learn from the [comprehensive strategic planning work that took place 2013-15](#) and involve the many groups on campus actively engaged with campus constituents.

Preliminary recommendations outline major initiatives in the following areas:

- 1. Enhance Student Success:** Continue the important work of the [student success initiatives](#) launched in 2013. This includes goals for increasing retention to graduation, as well as ongoing work to energize initiatives in the [Center for Life Beyond Reed](#), supporting students' transition to purposeful work after graduation.
- 2. Bolster Diversity, Equity, and Inclusion (DEI):** Build on the [commitments, actions, and progress](#) toward becoming a more diverse and inclusive community by supporting five DEI focus areas: 1) [building a diverse community](#) 2) [supporting a diverse community](#) 3) [creating a welcoming climate](#) 4) [building academic excellence through inclusivity](#) 5) [promoting professional learning & growth](#).
- 3. Sustain and Strengthen Academic Excellence Planning:** Advance the careful evolution of Reed's academic program to ensure Reed continues to provide the finest educational experience in the country, one that engages with each new generation of students. An important part of planning will be to strengthen our abilities to seize current opportunities even as we celebrate a hardwon legacy of academic accomplishment. From its origins, Reed sought to distinguish itself as a college promoting intellectual curiosity, one dedicated to and excited about a broad engagement in human thought. The college's mission statement has long emphasized the importance of breadth—the understanding of a range of disciplines in the humanities, social sciences, and scientific and quantitative disciplines—as well as depth, the demonstrated grasp of a field, and the ability to begin to offer an independent contribution through the senior thesis. Such an education is seen as purposeful, broadly useful in a wide variety of endeavors, a belief that has come to life in the diverse careers of Reed's graduates. In a world that moves increasingly fast, training in a particular skill may become obsolete; an education in the methods of learning can adapt.
- 4. Increase Financial Strength:** Support ongoing efforts that provide for careful fiscal management, generous philanthropy, effective endowment management, and strong student enrollments. Continue to increase the strength of Reed's endowment to create institutional stability and relieve pressure on other income sources such as tuition; A strong endowment is the financial backbone of Reed College and will ensure the college's ability to invest in perpetuity in Reed's programs, such as financial aid, and strategic priorities.

"In order to achieve excellence, we need to bring a diverse array of voices and perspectives into dialogue and polylogue. We also need to continue to create the conditions for students to succeed, recognizing that not everyone has had access to the same kinds of resources. As a first-generation college student, I know what it feels like to come to the table with a sense of being behind, of not having the same background as more privileged students."

President Audrey Bilger, Reed College



DIVERSITY AT REED

Reed College is a community dedicated to serious and open intellectual inquiry, one in which students, faculty, and staff - of every ethnicity, race, religion, age, gender identity, sexual orientation, nationality, socioeconomic status, or ability - can fully participate. Reed embraces the inherent value of diversity. It is committed to attracting the best and brightest from every group, including those who have historically experienced discrimination and prejudice, for Reed recognizes that dialogue between people with different perspectives, values, and backgrounds enhances the possibilities for serious intellectual inquiry.

Reed College is also committed to fostering an environment in which students, faculty, and staff from all backgrounds can live, work, and learn, free from the insidious and debilitating effects of prejudice, discrimination, and marginalization. In 2017, an institution-wide commitment to anti-racism was made. Reed acknowledges the historical legacy of exclusion and marginalization in higher education and affirms our responsibility to continuously learn about and disrupt systems of privilege, inequality, and oppression, and to reform our programs, policies, pedagogy, and practices in accordance with this responsibility.

Over the past decade, Reed has taken significant steps toward becoming a more diverse, anti-racist, and inclusive community. We have increased the representation of students, staff, and faculty; provided opportunities for faculty and staff to deepen their knowledge of inclusive practices; introduced reforms to Reed's curriculum, pedagogical practices, hiring practices, and financial aid; and implemented numerous programs to support multicultural engagement, social justice education, and student success. While the Reed community can point to major accomplishments in recent years, we acknowledge that there is much more progress yet to be made to evolve into the community we aspire to become.

To lead these efforts, the Office for Institutional Diversity works in collaboration with all areas of the Reed community and with all constituencies to implement an institutional vision, strategy, and infrastructure to support the college's commitment to being a diverse and inclusive learning, teaching, and work environment. The Office for Institutional Diversity focuses on the recruitment and retention of historically underrepresented students, staff, and faculty, fostering and maintaining a welcoming and inclusive campus climate, building academic excellence through inclusive pedagogy, and promoting professional learning and growth for all community members.

The Reed community does not shy away from engaging in complex, spirited, and sometimes contentious debate about the ways in which campus customs, policies, practices, and the curriculum itself reinforce the systemic marginalization of community members from historically minoritized groups. Reed's next Dean for Institutional Diversity must help the community champion inclusive excellence through our shared commitments; vision, drive, persistence, and moral leadership will be needed to convert our recent momentum toward the goals of inclusive excellence into positive and lasting organizational change.



THE OPPORTUNITY

Dean for Institutional Diversity

The new Dean for Institutional Diversity, reporting to the President, will be the primary architect of Reed College's strategy for ensuring that the campus climate reflects its deepest commitments to access and equity; academic excellence and integrity; collaboration and stewardship; and compassion and inclusion. The Dean for Institutional Diversity will use a data-informed and collaborative approach to provide college-wide leadership and support in pursuit of Reed College's commitment to diversity and anti-racism. The Dean and the Office for Institutional Diversity will foster an environment in which students, faculty, and staff from all backgrounds can live, work, and learn in a community free from the insidious and debilitating effects of prejudice, discrimination, and marginalization. The Dean for Institutional Diversity, in partnership with other members of the President's staff, will serve as a trusted advisor for the college regarding mission-critical issues, including student success, institutional governance, long-range planning, and faculty and staff development.

Critical Responsibilities:

- Serve as Reed College's Chief Diversity Officer.
- Provide strong strategic and tactical leadership for the Office for Institutional Diversity and across the college.
- Lead the college in developing a comprehensive strategic plan for diversity, equity, inclusion, and anti-racism efforts for faculty, staff, and students in collaboration with institutional leaders from across the college.
- Provide strategic oversight that cultivates an integrated approach to diversity, equity, and inclusion across the Office for Institutional Diversity, Multicultural Resource Center (MRC), Students for Education, Equity, and Direct Service (SEEDS), and the Center for Teaching and Learning (CTL).
- Help to foster a welcoming and inclusive campus environment and workplace.
- Collaborate with key college leaders to enhance the coordination of current cultural and educational programs that increase awareness of, appreciation for, and engagement with diversity, equity, inclusion, and anti-racism for students, staff, and faculty.
- Serve as a visible, insightful, diplomatic, and collaborative subject matter expert in a variety of informal and formal interactions with faculty, students, staff, and the local community.
- Build strong and productive relationships across the Reed College community that welcome and empower others to contribute to and champion organizational growth, development, and change related to diversity, equity, inclusion, and anti-racism efforts.
- Serve as a consultant to the Admission and Financial Aid Division to enhance student recruitment practices of historically underrepresented and marginalized student populations.
- Work closely with other college leaders to create and assess programs that advance hiring, retention, and development of diverse faculty and staff.
- Lead the college's bias incident response team in managing a collaborative, caring, prompt, and effective response to bias incidents.
- Actively engage in the college's student success efforts that lead toward the goal of sustaining diversity, equity, and inclusion as institutional priorities to ensure that students have equal access to the resources, tools, and support they need to thrive at Reed.
- Assess evidence to implement best-practice strategies to ensure continued and long-term institutional excellence developed through diversity, equity, inclusion, and accessibility.
- In partnership with Human Resources leadership and college leaders, create structures, policies, and processes that empower accountability for diversity, equity, and inclusion across divisional units, and track relevant metrics to measure progress.
- Create and deliver training related to diversity, equity, and inclusion for staff and faculty across all departments/divisions and assist with institution-wide programs that foster learning, empowerment, belonging, and celebration of cultures.
- Serve on various college committees.

Qualifications:

- **Expertise in diversity, equity, and inclusion:** Demonstrated leadership in and commitment to promoting and addressing diversity, equity, inclusion, and community engagement issues in a college or analogous setting. Broad understanding of equity and justice, knowledge of the research and scholarship in this space, and attention to emerging trends and practices.
- **Strong Leadership Skills:** Experience in working at multiple levels of an organization. Demonstrated ability to engage in challenging discussions and facilitate courageous conversations. Ability to lead with vision, purposefulness, and conviction. Effectiveness in working and leading in a shared governance model.
- **Relationship Builder:** Strong record of building community and nurturing relationships among a wide range of community stakeholders, with empathy and sensitivity. Capacity to serve as a trusted advisor and thought partner. An effective convener of people and a skilled collaborator.
- **Change Management:** Ability to work across and support Reed stakeholders (students, faculty, staff, alumni, and members of the Board of Trustees) to develop and implement novel ways to foster institutional change and further advance Reed's diversity, equity, and inclusion efforts.
- **Effective Communication Skills:** Excellent listening, interpersonal, oral, and written communication skills. Ability to communicate concisely with clarity and compassion. Ability to engage across differences, mediate, and incorporate community members in conversations.
- **Analytical Skills and Data Competency:** A deep understanding of quantitative and qualitative data and skill with data analytic tools. Aptitude for harnessing data to inform analysis and assessment of programs and processes. Ability to develop goals and accountability metrics that inform strategy and lead to impactful outcomes and decisions.
- **Personal Qualities:** Inquisitive, resourceful, innovative, and courageous. Comfortable leading and facilitating challenging conversations. Open, respectful, transparent, compassionate, and diplomatic. Possesses a sense of urgency as well as the ability to be flexible.
- **Education:** Terminal degree preferred.



PROCEDURE FOR CANDIDACY

Confidential review of applications will begin immediately and continue until the position is filled; parties who apply by **April 3, 2022**, will be given first consideration Please submit your resume and cover letter outlining your interest in and suitability for this position. To apply online, go to: <https://theapplicantmanager.com/jobs?pos=su285>

For more information or to offer recommendations or nominations:

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Reed College is an equal opportunity employer.



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PORTLAND, OREGON

Big city excitement and small-town charm make Portland one of the most popular cities on the west coast. Situated approximately 70 miles from the Pacific Ocean where the Columbia and Willamette Rivers meet, Portland enjoys a magnificent setting, combining sparkling waterways with lush greenery rarely found in urban settings. The Portland metro area is home to approximately 2.35 million residents. Portland is widely recognized in national surveys and rankings as one of America's most livable cities.

Portland's historic old town, many galleries and museums, Saturday Market, Waterfront Park, and an abundance of fine restaurants keep residents and visitors busy and satisfied. The performing arts in the area offer classical music, jazz, and blues as well as theater and dance. Portland is just a short distance from the spectacular Columbia Gorge and Multnomah Falls, windsurfing at Hood River, valley wineries, skiing at Mt. Hood, and the drama of the Oregon coast.

Portland is known for its extensive park system of more than 200 parks. These encompass such areas as the elm-shaded South Park Blocks in the downtown area and Washington Park, home of the International Rose Test Garden and a Japanese Garden. Portland's Forest Park, over 5,000 acres, is the largest park within a city in the U.S. and has nearly 80 miles of walking trails.

Portland's award-winning mass transit system is one of the most extensive and advanced in the U.S. and includes buses and the MAX, an urban light rail line, as well as a downtown transit mall.

To learn more about Portland and surrounding areas:

Travel Portland: <https://www.travelportland.com/>

Portland Regional Chamber of Commerce: <https://www.portlandregion.com/>

City of Portland, OR: <https://www.portlandoregon.gov/>



APPENDIX A

Reed at a Glance

People

- 1,566 students
 - 58% women
 - 42% men
 - 30% students of color
- 175 faculty members
- 393 staff members
- 15,283 living degreed alumni
- 30 trustees, including the president; 23 are alumni.

Academics

- 9:1 student-to-faculty teaching ratio
- Conference-style interactive teaching method with small classes (average of 15.4 students)
- 25 departmental and 15 interdisciplinary majors in the arts, sciences, humanities, and social sciences

Distinctions

- A higher percentage of Reed graduates go on to earn PhDs across all fields than do graduates of all but three other U.S. colleges and universities
- In the life sciences, Reed is one of the top two institutions of higher learning in the percentage of graduates who earn PhDs
- Students regularly win Fulbright, Watson, National Science Foundation, and other fellowships
- Reed has produced 32 Rhodes Scholars, second only to one other liberal arts college
- The faculty has received national recognition for its commitment to teaching

Costs 2021-2022 and Financial Aid 2021-2022

- Tuition and fees are \$62,730 per year
- Typical room and board is \$15,640 per year
- Approximately 55% of Reed students receive need-based financial assistance
- The average financial aid package is \$52,767
- Reed's need-based financial aid program meets 100% of demonstrated need for all admitted students

Budget

- The 2021-22 operating budget is approximately \$121.4 (includes the financial aid) million plus an auxiliaries' budget (room and board) of \$17.9 million
- Reed has tax-exempt bonds issued in the approximate amount of \$125 million
- Bond rating: Moody's Aa2/VMIG1 with a stable outlook, Standard & Poor's AA- with a stable outlook

Campus and Environs

- Reed's beautiful 116-acre, tree-lined campus in residential southeast Portland features a spring-fed lake and a canyon with abundant wildlife and native plants
- Facilities include 27 buildings and 27 residence halls
- Recent improvements include a new performing arts building, renovations to the cross-canyon dorms, construction of a new dorm; current renovations are underway on the library and sports center
- Downtown Portland is a 10-minute drive and 20 minutes by bus
- Mt. Hood and Reed's ski cabin are about 90 minutes to the east
- The Pacific coast is about 90 minutes to the west

APPENDIX B

Mission of Reed College

Reed College is an institution of higher education in the liberal arts devoted to the intrinsic value of intellectual pursuit and governed by the highest standards of scholarly practice, critical thought, and creativity. Its undergraduate program of study, leading to the degree of Bachelor of Arts, is demanding and intense and balances breadth of knowledge across the curriculum with depth of knowledge in a particular field of study. The goal of Reed education is that students learn and demonstrate rigor and independence in their habits of thought, inquiry, and expression.

The Reed Education

1. The Reed education balances broad study in the various areas of human knowledge and a structured, in-depth study in an academic discipline through degree requirements established by the faculty.
2. The educational program's pedagogies are characterized by close interaction of students and faculty in an atmosphere of shared intellectual and scholarly concern and active learning. Small conference and laboratory classes are the norm, providing students the opportunity to demonstrate intellectual initiative and creative engagement.
3. College-wide distribution requirements provide a foundation for all students in the assumptions, basic theoretical frameworks, techniques, and current literature of a range of academic disciplines, both humanistic and scientific.
4. The program in a student's major area of study is an intensive examination of the objects, literature, theoretical concerns, and research models characteristic of an academic discipline. Among the requirements for the major are successful performance on a junior qualifying examination, completion of a yearlong senior thesis based on original research or artistic expression, and a successful oral defense of the thesis before an interdisciplinary faculty board.
5. The Reed education is distinguished by a yearlong interdisciplinary Humanities course, required for every first-year student. The college further encourages interdisciplinary study through upper-division Humanities courses, as well as established interdisciplinary majors representing areas of research and scholarship that span traditional disciplines.
6. To ensure the highest quality education for its students, the college supports and encourages scholarly research by the faculty and the application of such scholarship throughout the teaching program.

Operating Principles of Reed College

1. The educational mission of the college requires the freest exchange and the most open discussion of ideas. The use of censorship or intimidation is intolerable in such a community.
2. All members of the college community, including students, faculty, and staff, are governed by an honor principle, which emphasizes personal responsibility and mutual respect in the conduct of one's affairs.
3. Because the college fosters and defends academic freedom, it avoids taking positions on political issues that do not directly affect the fulfillment of its educational mission.
4. The college has no religious affiliation and maintains neutrality regarding religions and religious practices.
5. Any post-baccalaureate educational program that the college chooses to offer must be consistent with and supportive of the college's central educational mission.
6. Reed is by design a small college that values opportunities for in-depth and sustained academic exploration and the development of close professional relationships among students, faculty, and staff.
7. The activities of the staff are essential to the well-being of the institution, and, in areas related to the educational program, the staff supports and advances the pursuit of the college's academic goals.
8. Students are not divided by academic ability or promise, and there are neither "honors" degrees nor other such programs.
9. Each student works with a faculty advisor, who helps plan a course of study that is consistent with the student's academic goals and that meets the distribution and major requirements. Faculty advisers also provide evaluation and advice related to the student's performance.
10. Instructors provide students with frequent and substantive evaluations of their performance in order to promote student intellectual growth. Although grades are recorded for all classes, they are not routinely reported to students.
11. The affairs of the college are conducted under a constitutional government that accords primary governing responsibility to faculty, students, and staff within their appropriate spheres and encourages collaboration and cooperation among all constituents in the development of policies of general concern. Matters concerning the curriculum are ultimately decided by the faculty.
12. Reed is a residential college that provides on-campus housing in small residential communities for a majority of its students in order to sustain vibrant social and intellectual exchange outside of the classroom and laboratory.
13. The college believes that the pursuit of its academic goals is advanced by actively seeking a student body, a faculty, and a staff that reflects a diversity of social, racial, and ethnic backgrounds.
14. The college seeks to attract and enroll students solely on the basis of their suitability for the academic program and, to the degree possible, without regard to financial need or other disadvantages unconnected with academic performance or ability.
15. In service of its educational mission, the college provides a broad array of counseling and health-related programs, cultural events, extracurricular and community service activities, and recreational sports to support the academic growth and physical and emotional health of its students.

APPENDIX C

Admissions, Retention, Endowment, Demographics

Admission stats:

<https://www.reed.edu/ir/applicationstat.html>

Graduation rates:

<https://www.reed.edu/ir/gradrateshist.html>

Endowment:

<https://www.reed.edu/ir/endowment.html>

Student, faculty, and staff demographics:

https://www.reed.edu/ir/enrollment_more.html

<https://www.reed.edu/ir/reedfac.html>

https://www.reed.edu/ir/comp_rep/staffdiv-ex.html

<https://www.reed.edu/ir/geographic.html>