Vice President for Equity and Inclusion

Gustavus Adolphus College (Saint Peter, Minn.), a nationally ranked liberal arts college, seeks applications and nominations for the position of Vice President for Equity and Inclusion. This position offers many compelling opportunities for a passionate and strategic diversity, equity, and inclusion (DEI) professional.

The Vice President for Equity and Inclusion will lead diversity, equity, inclusion, and racial justice strategy and alignment across the College, chair the President’s Council on Diversity, Equity, and Inclusion (PCDEI), and manage a team of professionals that includes the Center for Inclusive Excellence, the Center for International and Cultural Education, and the Academic Support Center. They will report to the President and work with colleagues on the President’s Cabinet to advance institutional goals and objectives. Key campus partners include the faculty Diversity, Equity, and Inclusion Committee (DEIC), the Student Senate and Diversity Leadership Council (DLC), and the Office of Human Resources. The Vice President will also represent the College to both internal and external constituencies and collaborate with the advancement office to secure additional resources that accelerate the growth and deepen the impact of our DEI and antiracism work.
THE VISION FOR EQUITY AND INCLUSION

The vision that animates Gustavus’ DEI work is that we will be a just community where all of us feel a sense of belonging and benefit from an exceptional education. We are living into this vision by creating equity in three interrelated components of an exceptional education: academic excellence, high-impact experiential learning, and inclusive environments. College leadership is committed to enacting transformational change toward the following outcomes:

1. All members of the Gustavus community work, learn, and lead with a complex, informed, and dynamic ability to create equity and inclusion.
2. Gustavus is governed, organized, and led according to just policies and practices that facilitate equitable educational and professional opportunities and benefits.
3. Gustavus leaders evaluate current and future strategic decision-making and prioritization through a DEI and racial justice lens.
4. Students, employees, alumni, and trustees from diverse traditions, worldview orientations, and identities feel that they fully belong in the Gustavus community.

The Gustavus Board of Trustees is fully invested in promoting and actualizing the mission of Gustavus Adolphus College, including our goals and initiatives associated with equity and inclusion. The Gustavus Mission specifically calls for the College to be a community of persons from diverse backgrounds who respect and affirm the dignity of all people. In October, 2020, the Board of Trustees unanimously passed a resolution on Racial Justice and Inclusion that underscores the Board’s commitment to further its own learning and understanding of issues relating to racial justice and inclusion. Furthermore, the Board charged the President and the President’s Cabinet to advance the institution’s work to create a more diverse, equitable, and inclusive community.
Gustavus has a strong history of grassroots social justice activism. Specifically, over the last 60 years, students, faculty, and staff have demonstrated their individual and collective passions for creating equity and inclusion across the College. The legacy of these wide-ranging efforts is that today Gustavus has a large and varied set of DEI-focused organizations, scholarship funds, events, courses, and initiatives across the institution.

In the last four years, Gustavus has accelerated its investment in equity and inclusion work by:

- **Prioritizing equity and inclusion** as the first goal of three in the College’s *Gustavus Acts* Strategic Plan.
- **Naming a special assistant to the president for diversity, equity, and inclusion**, and now, centralizing its DEI work into this new role of Vice President for Equity and Inclusion.
- **Investing $350,000** in creating an expanded space for the Center for Inclusive Excellence.
- **Launching a $3,000,000 fundraising campaign** to expand DEI education, assessment, systemic and structural change, staffing, and student programs.
- **Creating and funding new scholarships** to make the College more affordable and accessible to students from historically underrepresented groups.
- **Providing DEI education to all faculty, staff, students, and trustees**, including extensive use of the Intercultural Development Inventory (IDI) and antibias training.
- **Working with external DEI consultants** to review key policies and practices and implement more equitable and inclusive policies and practices.
- **Designing and implementing a new general education curriculum** that includes four courses that center on global citizenship, including one course in U.S. Identities and Difference.
- **Integrating equitable and inclusive recruiting and hiring practices** into our operations, resulting in a more diverse student body and organization.
THE ROLE OF THE VICE PRESIDENT FOR EQUITY AND INCLUSION

The Vice President for Equity and Inclusion will embody the essential values of social justice and transformational change and will have an extraordinary opportunity to be the first leader to shape this new role at the College. The Vice President will be instrumental in enhancing and advancing Gustavus’ national reputation for inclusive excellence.

The Vice President will oversee an operating budget of over $300,000 and a staff of 10, including the Director of the Center for Inclusive Excellence, the Director of the Center for International and Cultural Education, and the Director of the Academic Support Center. The Vice President oversees these centers, councils, and events:

- Center for Inclusive Excellence (CIE)
- Academic Support Center (ASC)
- Center for International and Cultural Education (CICE)
- President’s Council for Diversity, Equity, and Inclusion (PCDEI)
- Diversity Leadership Council (DLC)
- Building Bridges Social Justice Conference
- Rev. Dr. Martin Luther King Jr. Celebration

LEADERSHIP OPPORTUNITIES AND CHALLENGES

The Vice President for Equity and Inclusion will oversee a complex portfolio of responsibilities and contribute to the advancement of an exceptional education at Gustavus by working closely with the President, a strong leadership team, experienced professionals, and a committed community to advance the following priorities:

Building and Celebrating Diversity, Equity, and Inclusion

The Vice President will play a leading role in signaling to the College community the ongoing importance of Gustavus’ efforts to diversify the faculty, staff, and student body. Priorities in this effort include the recruitment and retention of diverse faculty, supporting an inclusive community, and maintaining and celebrating the College’s commitment to underserved populations. Within the context of this diversity, the Vice President will strive to ensure inclusive environments and equitable practices and policies that govern life at the College.

Implementing the Gustavus Acts and Racial Justice and Inclusion Plans

The Gustavus Acts Strategic Plan has resulted in an exciting blueprint for the institution’s future. The Racial Justice and Inclusion plan forefronts the College’s commitment to racial equity work across all areas of campus life. The Vice President will work closely with administrative, faculty, and student leaders to coordinate and execute the DEI initiatives prioritized in these plans and champion the plans to Gustavus’ key constituency groups.
Centralizing the College’s DEI Activities
The Vice President will cultivate the College’s extensive DEI Ecosystem through planning and decision-making at the institutional level, leading and managing a team of professionals in three centers, and collaborating with DEI-related groups, events, and initiatives that faculty, staff, and students lead. Through building relationships, coordinating and aligning efforts, and communicating with all campus stakeholders, the Vice President will shape and develop a more centralized approach to DEI leadership at Gustavus.

Guiding the Transformation of the Campus Culture
Gustavus is a historically and predominantly white institution that is in the midst of transforming its institutional culture to be a community where people from all backgrounds and perspectives feel like they belong, can contribute the best of their abilities, and benefit from the opportunities available through an exceptional educational environment. Over the last year, the College has collected quantitative and qualitative data that illuminate existing inequities, harms, and failings. People across campus are seriously engaged in making transformational change, and the Vice President will work to harness this energy and effort toward the advancement of genuine equity and inclusion.

Advancing the Institution’s Trajectory
Gustavus excels at helping students from historically underrepresented backgrounds succeed in college. Nevertheless, more work could be done to shine a light on its progress towards inclusive excellence. The Vice President will assume a leadership role in extending the College’s recognition beyond its Midwest footprint. They will identify and celebrate the institution’s programs and serve as a constant champion for the justice work of students, faculty, and staff.

Building and Strengthening Regional Partnerships
Saint Peter and the greater Mankato region are home to many robust and active social justice and equity-focused organizations, as well as institutions of higher education working toward similar goals. The Vice President will build partnerships across the region with non-profits, colleges, universities, and other organizations to strengthen this work on campus and in the community.
LEADERSHIP

President Rebecca M. Bergman became the 17th President of Gustavus Adolphus College in July 2014. The first woman in the College’s 152-year history to serve in the role, President Bergman had been an engaged and dedicated member of the College’s Board of Trustees from 2007 to 2014.

President Bergman’s inspiring leadership has guided Gustavus to ever-greater heights. She and the campus community crafted together the new strategic plan, *Gustavus Acts*, with aspirational goals related to diversity, equity, and inclusion, integrated and interdisciplinary learning, and sustainability across multiple platforms. President Bergman created and convened the President’s Council on Diversity, Equity, and Inclusion (PCDEI) in the fall of 2015, charging the Council with serving as a leadership body on diversity, equity, and inclusion in the Gustavus community and with developing a strategic plan to both enhance and advance these efforts. This plan was eventually integrated into the College’s new 10-year strategic plan in 2016. In 2017, President Bergman appointed a Special Assistant to the President for Diversity, Equity, and Inclusion to lead the PCDEI’s work and advance DEI initiatives at the institutional level.

Additionally, President Bergman has championed equity and inclusion work at the College through 1) diversifying the Board of Trustees and initiating intercultural and antiracism education for the trustees, 2) prioritizing and raising significant financial resources that expand the scope and impact of DEI initiatives, 3) mobilizing the Cabinet to engage its work through an equity lens, and 4) initiating systems-level change that advances inclusive excellence across the campus.

Prior to her work at Gustavus, President Bergman spent 26 years at Medtronic, Inc., including 14 years as a senior executive. At the time of her departure, President Bergman served as Vice President of Research, Technology, and Therapy Delivery Systems for the company’s Cardiac Rhythm Disease Management (CRDM) business, where she led a research and development team of scientists and engineers. President Bergman received a number of Medtronic’s highest technical and leadership awards during her tenure with the company. President Bergman earned her BS degree in chemical engineering from Princeton University and undertook graduate study in a PhD program in chemical engineering and material science at the University of Minnesota.
ABOUT GUSTAVUS

Gustavus sits on the historic land of the Očhéthi Šakówiŋ, who were caretakers of this place for centuries before the existence of the College, who were forcibly removed from these lands by actions that benefitted settlers at the time of the College’s founding, and who continue to care about this land today. We are currently engaged in research to better understand our settler history and to recontextualize our institutional story in conversation with indigenous leaders, scholars, and communities.

The College was founded by Swedish immigrants in Red Wing, Minnesota in 1862, the year of the U.S. – Dakota War and the mass hanging of 38 Dakota men in nearby Mankato, Minnesota. As we wrestle with this complex institutional story, Gustavus continues to evolve its understanding of how it has been and continues to be shaped by its Lutheran and Swedish heritages.

Informed by this history, the College’s dedication to equity and inclusion is reflected throughout all levels of the institution from course offerings to personnel and extracurricular programming, such as the Gusties Attaining Interpersonal Networks (GAIN) program, and the highly successful, student-led, annual social justice symposium, the Building Bridges Conference. Gustavus ranks as the best college or university in Minnesota and #35 in the nation on The New York Times’ College Access Index, which evaluates the commitment to economic diversity among the top colleges and universities in the country.

As a selective, private, coeducational, residential liberal arts college of 2,200 students, Gustavus currently ranks #84 in National Liberal Arts Colleges in U.S. News & World Report and is tied for the best national liberal arts college in Minnesota for social mobility according to the U.S. News & World Report.
DESIRED ATTRIBUTES, SKILLS, AND EXPERTISE

• Demonstrated application of knowledge and expertise in diversity, inclusion, equity, and racial justice toward education.
• Ability to apply deep knowledge about past and current injustices and bias toward work with key stakeholders and partners.
• Skill in navigating between grassroots activism and organizational structures and processes.
• Ability to recognize and analyze power and privilege dynamics to more effectively advance work in complex organizational structures.
• Knowledge of ADA regulations and processes (willing to provide training, if needed).
• Experience in international education.
• Expertise in asset-based community organizing skills.
• Successful management of a team of professional-level staff.
• Strong verbal and written communication and listening skills; specifically, the ability to organize and lead meetings effectively, give oral presentations, conduct focus groups, and construct written communications.
• Demonstrated effectiveness in leading difficult conversations, collaborative negotiating, problem solving, and managing conflict at the individual and institutional level.
• Proficiency in leading effective change in complex organizational systems.
• Practice in leading strategic planning and assessment work at an organizational or institutional level.
• Experience in grant-writing and fundraising (willing to provide assistance and coaching, if needed).
• Familiarity with the Intercultural Development Continuum, Intercultural Development Inventory, or other tools that educate toward intercultural growth (willing to provide training, if needed).
FROM THE PRESIDENT

I have three fundamental beliefs related to the work of advancing diversity, equity, inclusion (DEI), addressing injustices, and building a sense of belonging in organizations:

1. This work and the cultural changes associated with meaningful progress require an ongoing commitment over years, and perhaps decades—it is more like a marathon than a sprint.
2. Senior leaders, including the president, must be active and engaged champions of DEI initiatives.
3. A bias for action is essential to overcoming the inertia that is inherent in complex organizations.

Over the last five years, and particularly since the killing of George Floyd in May 2020, Gustavus Adolphus College has been focused on a strategic, institution-wide commitment to equity, inclusion, and justice. The Gustavus Acts Strategic Plan, adopted in 2016, is mission-driven, student-centered, and recognizes DEI as an institutional priority. In recent months, our community has experienced a renewed commitment to advance racial justice and inclusion, an increased sense of urgency for transformational change, and a conviction that now is the time to take bold and sustained action steps toward our DEI goals.

I am pleased with our progress, and, at the same time, I recognize that much work lies ahead of us. I look forward to filling this important, new leadership position, and I am committed to working closely with this individual to enhance and ensure the ongoing success of Gustavus Adolphus College.

Rebecca M. Bergman