More than ever before, Northwestern University affirms its commitment to fostering a diverse, equitable, and inclusive campus community in which students, faculty, staff, administrators, trainees, and alumni of all races, ethnicities, socioeconomic backgrounds, genders, sexualities, abilities, religions, and other identities thrive. As Northwestern leaders wrote recently, “As a university and as a nation, we are grappling with fundamental truths about our world marked by heinous acts of violence and inequitable policies inflicted upon and directed at black, brown, indigenous, LGBTQIA+, and other marginalized people… We promise to work, as individuals and as an institution, to seek justice and to better support our black students, staff, and faculty. We need to identify and address all forms of implicit and explicit racism and bias on our campuses. We must, and we will, do more” (full statement here). In another message, Northwestern leadership acknowledged that “The first steps in our collective path toward creating the world we all deserve include openly recognizing and addressing our areas for growth: as individuals, as a university, as a country, and as global citizens” (full statement here).

In this spirit of acknowledging areas for growth while striving to do better, Northwestern University seeks to recruit its next Chief Diversity Officer (CDO) to collaboratively lead Northwestern’s diversity, equity, and inclusion efforts and head the Office of Institutional Diversity and Inclusion. Reporting to the Provost as a member of the Office of the Provost, the
role serves as the senior administrator responsible for leading and coordinating efforts to create a
diverse, inclusive, equitable, accessible, and welcoming environment for all students, faculty,
staff, administrators, trainees, and alumni. In its current incarnation, the CDO is also the
Associate Provost for Diversity and Inclusion. Should some applicants bring different
professional backgrounds to the position, an alternative title commensurate with experience may
be negotiable.

The successful candidate will articulate a vision for diversity, equity, and inclusion at
Northwestern for the present moment and as our understanding of the needs and aspirations of
our community changes over time. The candidate will demonstrate an ability to deliver impact in
a complex organization with a strong history of shared governance and decentralization. Despite
a history of decentralization, there has been progress toward coordinated goals and stronger
networks related to diversity, equity, and inclusion. These efforts toward greater collaboration
are an ongoing priority.

The successful candidate will possess strategic expertise, knowledge of the domain, empathy,
intelligence, flexibility, and collaborative instincts needed to partner with the entire
Northwestern community in its aspiration to continue to increase its diversity while continually
evolving to become more inclusive and equitable. The candidate will show evidence of being
able to successfully develop collegial relationships with multiple constituents and facilitate group
dialogue, particularly around challenging issues. The CDO will represent Northwestern
University with a strong, thoughtful, and empathetic presence and will demonstrate cultural
competence, resourcefulness, creativity, and perseverance.

**Northwestern University**

Northwestern University is a private institution founded in 1851 that encourages innovation and
the integration of experience across many fields. This culture positions the University well to
lead higher education in the 21st century. Northwestern also offers an unusually broad range of
substantive academic opportunities for an institution of its size. The combination of close
interschool cooperation and a distinctive academic calendar (the quarter system) enables students
and faculty to tailor their education and research individually in innovative ways.
The University is global in its scope, with 12 schools and colleges located on two campuses in
Illinois (in Evanston and in Chicago) and one situated in Doha, Qatar. There are also many
satellite sites at which Northwestern faculty, students, and staff work and learn. Ranked 9th
among national universities by *U.S. News and World Report*, Northwestern is a multifaceted
AAU research university that has a distinguished and distinctive interdisciplinary tradition.
Northwestern has approximately 3,344 full-time faculty and 8,900 full-time staff. The
University’s total student enrollment is approximately 21,000.

**History**

The Northwestern campus sits on the [traditional homelands](https://www.northwestern.edu/about/history/traditional-homelands.html) of the people of the Council of Three Fires, the Ojibwe, Potawatomi, and Odawa as well as the Menominee, Miami and Ho-Chunk nations. It was also a site of trade, travel, gathering, and healing for more than a dozen other Native tribes. The state of Illinois is still home to over 100,000 tribal members. Recognizing this
history, the University established the Native American Outreach and Inclusion Task Force in fall 2013 to recommend strategies to strengthen Northwestern’s relationship with Native American communities through recruitment efforts, academic programs, and campus support services.

Northwestern University was officially incorporated in 1851. In 1853 the founders purchased a 379-acre tract of farmland along Lake Michigan, 12 miles north of downtown Chicago, as the site for the new university. The town that grew up around Northwestern was named Evanston in honor of John Evans, one of the University’s founders. In recent years, Northwestern has grappled with Evans’s complicated history.

Northwestern began classes in the fall of 1855 with two faculty members and 10 male students. In 1869, it enrolled its first female students, thereby becoming a pioneer in the higher education of women. Northwestern’s first Indigenous student graduated in 1889. While several Black students attended the University in its first decades, the first Black undergraduate alumna is believed to have graduated in 1905. By 1900, the University was composed of a liberal arts college and six professional schools, including the schools of law and medicine, with a total of 2,700 students. In the 20th century, schools were added in management, engineering, education, journalism, and continuing studies. With the establishment of the Graduate School in 1910, Northwestern adopted the German university model of providing graduate as well as undergraduate instruction and stressing research along with teaching. Recent years have seen a proliferation of academic programs and a new campus in Qatar.

In 2017, Northwestern commemorated the 50th anniversary of the Bursar’s Office takeover: in May of 1968, approximately 100 students occupied the Bursar’s Office in order to protest many aspects of the Black student experience and advocate for improvements.

Today, Northwestern enjoys a position as one of the country’s leading private research universities. It is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools.

Additional information about Northwestern is available at www.northwestern.edu

Diversity and Inclusion at Northwestern and the Office of Institutional Diversity and Inclusion

Northwestern University fosters a culture that encourages personal and intellectual growth by bringing together faculty, students, staff, administrators, trainees, and alumni from different backgrounds and perspectives to engage in a mutual exchange of ideas and experiences. In recent years, Northwestern has developed multiple councils, taskforces, and groups that focus on issues of diversity, equity, and inclusion. Schools, units, and departments have also launched local diversity, equity, and inclusion efforts.

The Office of Institutional Diversity and Inclusion (OIDI), established in 2015 and situated within the Office of the Provost, plays a strategic role in fostering an inclusive climate and in leveraging and coordinating diversity, equity, and inclusion efforts across the university. The
current OIDI organizational chart can be viewed here. The four intertwined strands of equity, access, enrichment, and wellbeing guide the work of OIDI, which currently includes convening Northwestern’s diverse community, promoting faculty diversity and excellence; supporting staff affinity groups; and leading efforts to explore how Northwestern can better support the success of students, faculty, staff, administrators, and trainees from historically minoritized and marginalized groups. In addition to engaging faculty, staff, administrators, students, trainees, and alumni to ensure diverse perspectives inform and support OIDI’s initiatives, the office also publishes annual reports on the progress of Northwestern’s numerous initiatives to increase the diversity of our community and efforts to ensure an inclusive and welcoming environment. The most recent report can be found here.

While the work of this office encompasses a great range of areas, communities, and initiatives, the University community and leadership are aware that at this moment it is necessary to pay heightened attention to anti-Black racism. As referenced above, Northwestern’s leaders have released a series of statements in response to recent events, including messages to express support of Black members of our campus community and to condemn systemic injustice and affirm Northwestern’s commitment to social justice. The CDO, along with other key University leaders, will be an integral part of the University’s efforts to turn its social justice commitments into sustainable operating realities. Northwestern recognizes that the needs of our community will evolve over time and that under the leadership of the CDO, OIDI will work closely with the twelve schools, Student Affairs (including units such as Religious and Spiritual Life, AccessibleNU, Multicultural Student Affairs, Campus Inclusion and Community, and Student Enrichment Services), the Office of Human Resources, Office of Equity, Admissions, and various alumni affinity groups to identify areas of emerging need and opportunity and to develop and implement a coordinated strategy to increase diversity, equity, and inclusion.

Opportunities and Challenges

Northwestern leads from its values of diversity, equity and inclusion. The complexity and academic reach of Northwestern across schools, departments, programs, centers, and units with wide-ranging emphases makes the work of developing a shared approach to creating a truly equitable and inclusive University culture challenging. The CDO provides leadership and advocacy to the academic community in order create and sustain a diverse, inclusive, and welcoming environment for all Northwestern students, faculty, staff, administrators, trainees, and alumni. Northwestern leadership is committed to providing the resources and access the CDO will need to be successful in implementing a vision for change.

Strategy - The CDO will articulate and implement a University strategy for diversity, equity, and inclusion. This will consist of a set of specific goals, plans for how to attain these goals, and metrics to measure success against the goals. This work will involve leveraging existing data and analyses toward the development of strategy and accompanying metrics as well as collaborating with key partners for execution. The CDO will take a systemic approach to the University’s currently dispersed and disparate diversity, equity, and inclusion efforts by unifying, coordinating, and strengthening existing programs in order to achieve significant gains.
Thought Leadership - The CDO will lead and support the University’s diversity, equity, and inclusion efforts in partnership with key leaders across Northwestern’s three campuses to coordinate the institution’s diversity, equity, and inclusion efforts and drive progress toward a set of clearly articulated priorities. The CDO will work closely with faculty, students, staff, academic units, Student Affairs, and Human Resources to maintain a cohesive diversity, equity, and inclusion framework for all constituencies. The CDO will direct and implement both proven and innovative programming, pedagogy, research, recruitment, and training. In particular, the CDO will lead the University’s inclusive teaching efforts and develop a robust set of faculty programming in partnership with the Associate Provost for Faculty and others.

Collaboration and Coordination - The CDO will work with academic units and build effective partnerships within the Office of the Provost and with the academic schools and centers, as well as other critical stakeholders including the Office of Human Resources and the Office of Equity. This individual will convene partners from across the institution to coordinate, listen, and encourage productive collaboration toward a set of common goals. In order to do this effectively, the CDO will build mutually supportive relationships across the institution through engagement with faculty, staff, students, and trainees.

Characteristics of the Chief Diversity Officer

Education and Experience:
- An earned terminal degree or a combination of experience and education comparable to a terminal degree is required. A doctoral degree in an academic discipline or the field of higher education is preferred.
- Higher education experience that includes working with students and faculty is strongly preferred.
- Experience teaching in a university setting is preferred.
- A minimum of ten years of experience or more of progressive levels of responsibility including managing others is strongly preferred.
- Specific experience in promoting a culture of diversity, equity, and inclusion is strongly preferred.

Attributes, Knowledge, Skills, and Abilities:
- Demonstrated ability to effectively persuade and influence stakeholders and to form successful partnerships with a wide range of constituencies across the institution.
- Depth of knowledge in the diversity, equity, and inclusion domain as well as an understanding of higher education culture and an ability to navigate a complex environment.
- Capacity to lead strategic change management initiatives and an ability to leverage data to build the case for change.
- Demonstrated ability to analyze data to understand areas of need and effectiveness of improvement strategies.
- Demonstrated ability/aptitude to coordinate and lead a cross-functional team of professionals from different areas of the institution to advance efforts on behalf of equity, diversity and inclusion; an instinct for working collaboratively while insisting on progress; ability to develop and drive toward metrics of success.
• Demonstrated ability/aptitude to manage a budget, advocate for resources, and make strategic financial decisions.
• Demonstrated experience creating and implementing comprehensive, meaningful educational programming for students, staff, and faculty around anti-oppression and social justice.
• Experience collaborating across units and disciplines to implement targeted programming.
• Demonstrated capacity to build relationships with key stakeholders at all levels across the University, to garner support and buy-in for broad diversity, equity, and inclusion efforts.
• An explicitly anti-oppressive framework; the CDO must demonstrate a clear understanding of and commitment to practices and strategies which actively disrupt harm at individual and systemic levels.
• Demonstrated willingness and ability to speak up in the face of injustice.
• Demonstrated success in organizing and carrying out strategic initiatives and in leading a team in the execution of activities in alignment with established goals and metrics.
• Patience when learning and impatience when trying to move the needle (i.e. taking the time to understand Northwestern, to hear concerns across our various populations, but then to act with diligence and speed when concerns need to be addressed and changes need to be made).
• Possession of the full complement of leadership attributes, including motivation, resilience, confidence, wisdom, judgment, integrity, trustworthiness, accountability, diplomacy, warmth, courage of convictions, tolerance for ambiguity, a holistic view of human behavior and development, cultural competence, and a strong desire to engage with all members of the Northwestern community in support of diversity, inclusion, and equity.

How to Apply

Northwestern has elected to manage this search internally in order to foster university community involvement in the search process. Interested applicants can send inquiries to CDOSearch@northwestern.edu.

To apply, please use the Northwestern Careers webpage: https://careers.northwestern.edu/. Please submit letter of interest addressing the characteristics described in this profile and a current curriculum vita. To ensure full consideration, applications must be received by August 15, 2020.