



UNIVERSITY *of*
WASHINGTON

TACOMA



Invites Applications and Nominations for the Position
of:

Vice Chancellor for Equity and Inclusion

The Opportunity

The University of Washington Tacoma (UW Tacoma) invites applications and nominations for the position of Vice Chancellor for Equity and Inclusion (VCEI). Reporting directly to the Chancellor, Dr. Sheila Edwards Lange, the VCEI is the Campus Diversity Officer and holds a critical leadership role. The VCEI guides UW Tacoma's work to become an anti-racist institution in a city that has similar aspirations. The VCEI advises the Chancellor and her Cabinet on matters related to campus climate and community relations, as these affect UW Tacoma's objectives for greater diversity, equity, and inclusion (DEI).

The VCEI must demonstrate a strong commitment to the fundamental principles of DEI and be immersed in the rich history, literature, research, and data in this field. As an experienced leader in DEI work, the VCEI will have a demonstrated record of building collaborative relationships with leaders, faculty, staff, and students across a campus setting. This person will serve as a thought partner for the Chancellor and her Cabinet (includes deans and vice chancellors), as well as Faculty Assembly, Staff Association, and student leaders. As an urban-serving campus, this person must engage deeply in the community, specifically the BIPOC communities that UW Tacoma serves.



The Role of the Vice Chancellor for Equity and Inclusion

The VCEI will foster positive change and pursue an anti-racist and social justice agenda at UW Tacoma. Examples of key responsibilities toward achieving these goals include informing, educating, and working collaboratively with the Chancellor and her Cabinet on key matters affecting the recruitment, selection, retention, and support of diverse faculty, staff, and students. Promote initiatives that create an inclusive campus climate to advance the development of institutional strategic planning efforts that support a sustainable approach to DEI. The VCEI will advise and consult with campus constituencies about institutional policies and procedures related to non-discrimination, promoting compliance with various laws and regulations, and ensuring the design and implementation of equitable and inclusive practices.

The VCEI needs to be sophisticated in interacting with many stakeholders with varying interests and needs. This position will be called upon to mediate difficult and sensitive conflicts and work toward successful resolutions among impacted parties. The VCEI also needs to be skilled in communicating a value- and mission-based rationale for DEI initiatives on campus.

The VCEI works with the Executive Director for Equity and Inclusion to oversee the development and implementation of progressive programs that mentor and retain students, as well as engage, support, and educate the entire campus community on social justice issues related to DEI. In addition, the person in this role will collaborate with the EVCAA to support faculty professional development in the areas of inclusive pedagogies and promising practices to support the integration of DEI in the classroom.

The VCEI will work closely with the UW Tacoma Chancellor and her Cabinet, and the UW Vice President of the Office of Minority Affairs and Diversity to advance and implement the strategic direction for DEI efforts set forth by the University. The VCEI supervises the Executive Director for Equity and Inclusion, who oversees the daily operations of the Center for Equity and Inclusion. The Tribal Liaison, who serves students and local and regional tribal governments and communities, will report directly to the Chancellor with a dotted line to the VCEI. [Home | Equity and Inclusion | University of Washington Tacoma \(uw.edu\)](#).



RESPONSIBILITIES

- Lead the development of short- and long-range plans to promote a culture of inclusion and success for all UW Tacoma students, faculty, staff, and community partners.
- Advise the Chancellor and her Cabinet on matters related to campus climate and community relations as these affect UW Tacoma's objectives for greater DEI.
- Lead the UW Tacoma Campus Climate Monitoring committee and lead campus initiatives to improve campus climate needs as identified in the 2019 Campus Climate Survey and Implementation Plans for students, staff, and faculty created by representative campus committees in 2020-2021.
- Work with established boards, committees, councils, registered student organizations, and others to garner input and receive feedback on programs and services' priority, focus, and effectiveness. Lead DEI initiatives, programs, and related activities in collaboration with established advisory structures.
- Have knowledge of and implement high-impact strategies that advance the priorities of inclusion and retention of historically marginalized populations.

- Advise and consult with all campus constituencies about institutional policies and procedures related to non-discrimination to ensure equitable and inclusive practices are promoted across campus.
- Work closely with campus and university leadership to advance and implement the strategic DEI direction set forth by President Ana Mari Cauce, Provost Mark Richards, Vice President of Minority Affairs and Diversity Rickey Hall, and Chancellor Sheila Edwards Lange.
- Oversee the Bias Incident Reporting process for UW Tacoma, which entails coordinating a campus-wide team including campus leaders from Campus Safety, the Ombuds Office, Student Affairs, and HR partners. The team is responsible for supporting individuals who experience an incident of bias; by collecting bias incident reporting data, referring cases to the appropriate university resources or bodies, generating reports, and educating the campus community about ways to foster a safe and inclusive campus environment.
- In collaboration with deans, faculty, and Faculty Assembly's Academic Policy & Curriculum Committee, support curriculum development that advances DEI principles and inclusive pedagogies.
- Establish and maintain constructive relations with Communities of Color and Indigenous and Tribal communities in the South Sound and Washington State.
- Represent UW Tacoma on university-wide committees and task forces related to equity, diversity, and inclusion and assist in the implementation of the UW Tri-Campus Diversity Blueprint.
- Work with the EVCAA, deans, faculty search committees, and UW Tacoma's Academic HR partners to identify strategies for recruiting, selecting, onboarding, and mentoring to retain and support a more diverse composition of faculty members that reflect the diversity of the UW Tacoma student body. Likewise, the VCEI will work with UW Tacoma's Staff HR partners to implement recruitment, selection, and onboarding strategies to achieve and retain a more diverse composition of staff members.
- Oversee the responsible planning, stewardship, management, and accountability for the fiscal and human resources of the UW Tacoma Office of Equity and Inclusion.
- Supervise direct reports by providing feedback, recognition, and coaching; prioritize and delegate work effectively, and make merit pay and other compensation decisions within the guidelines of the University.

Opportunities Ahead

Building on the existing momentum and trajectory of UW Tacoma, the future holds significant potential for growth, increased excellence, and the opportunity to propel the campus into the ranks of the premier urban-serving institutions in the country. The next VCEI will join an institution that is fiscally sound, operationally healthy, and deeply committed to its mission. It is an institution with strong community and legislative support. The VCEI will have many opportunities to provide leadership in several critical areas, including but not limited to:

Advancing the work of the Office of Equity and Inclusion to actualize the Chancellor's vision: Determine how the Office can be effective in galvanizing the work of academic and student affairs in a more cohesive framework. [For Students | Equity and Inclusion | University of Washington Tacoma \(uw.edu\)](#)

Managing growth: The new VCEI will join a growing campus. UW Tacoma has seen significant growth since its inception. However, the student population has remained relatively stable since the start of the pandemic. In addition, an increasingly competitive landscape in terms of postsecondary options requires creative and strategic planning to ensure future growth is consistent with UW Tacoma's commitments to anti-racism and DEI. The dynamic future of UW Tacoma is clearly one of the most exciting and challenging elements of the position.

Strengthening the partnership with the UW Tacoma Division of Student Affairs: Student success is paramount to UW Tacoma. The campus has been diligently developing an integrated four-year program, transfer-articulation pathways, and various graduate degree programs, and enhancing services to a diverse student population to increase retention and graduation rates. While the Office of Student Affairs has taken the lead in addressing student success issues, the VCEI has the opportunity to add to the success of these efforts by finding ways to further support and integrate the activities of the Office of Equity and Inclusion with those of the divisions of Academic Affairs and Student Affairs.

Creating opportunities for faculty development: Faculty members at UW Tacoma are dedicated to the mission and success of the institution. We welcome further investment in faculty support initiatives, emphasizing promoting and supporting contributions through the development of inclusive pedagogies; progressive professional development opportunities related to DEI; retention programs; opportunities for community engagement; and research support. [Faculty Development | Equity and Inclusion | University of Washington Tacoma \(uw.edu\)](#)



Increasing Diversity: Given the projected growth, the campus will add new faculty positions annually over the next several years. BIPOC persons represent approximately 59% of the student body (reflecting the racial and ethnic diversity of the region), but the faculty ranks do not reflect this diversity. It thus is imperative that the VCEI closely partner with the EVCAA and deans to achieve success in developing strategies to further diversify faculty across all academic units.

Leveraging the relationship within the UW Tri-Campus system: The President and Provost of the UW system are enthusiastic about UW Tacoma's future. Forming effective working relationships, the Vice President for the Office of Minority Affairs and Diversity, and other DEI leaders at the Seattle and Bothell campuses will be critical in helping UW Tacoma define its future and shape its identity as an anti-racist institution.

Participating in maintaining and building community partnerships: UW Tacoma's importance to Tacoma and several surrounding communities cannot be understated. UW Tacoma has been the energy source behind the revitalization of the downtown area, and its annual economic impact is greater than any other institution in the region. The future leaders of Tacoma are being educated at UW Tacoma. The VCEI must appreciate this rich history, be willing to explore additional ways the institution can continue serving the region, be actively engaged with external stakeholders, and support faculty and staff community-engaged efforts that foster community-university collaborations which contribute to the goal of being an anti-racist institution in an anti-racist city.



Key Selection Criteria

The successful candidate should demonstrate a work history as a DEI professional or as faculty with a track record of successful DEI leadership and administration.

Faculty rank and/or tenure is available for this position for qualified candidates who meet the academic appointment requirements noted in Chapter 24 of the UW Faculty Code: <https://www.washington.edu/admin/rules/policies/FCG/FCCH24.html> and receive the appropriate endorsement from the home academic unit. Other desired skills and experiences include:

- Five (5) or more years of successful and progressive experience in a higher education leadership and supervisory role directly related to DEI or social justice.
- Successful record of influence, community building, networking, and deploying effective programs that support DEI efforts, initiatives, and programs.
- Ability to communicate effectively, through written as well as interpersonal and group communication skills, at all levels of the university, with administration, faculty, staff, students, and external constituents.

- Visionary and highly collaborative leadership skills, with an in-depth understanding of DEI issues, literature, research, and the body of work associated with being a CDO in a complex campus setting.
- Experience respectfully collaborating and partnering with Indigenous Communities and Tribal Nations to support mutually reciprocal partnerships, and/or a demonstrated track record of supporting Indigenous and Native faculty, staff, and students.
- Experience working collaboratively with a wide array of stakeholders in a politically sensitive context often complicated by the presence of differing perspectives.
- Highly skilled at presenting, writing about, and discussing difficult or controversial topics with diverse audiences in a way that promotes productive interactions and positive outcomes.
- Strong conflict-resolution skills needed to navigate politically-charged situations to resolve problems, build consensus, and reconcile competing interests.
- Previous experience developing and facilitating professional development training for faculty, staff, and leaders on inclusive pedagogy, diversity and hiring, and anti-bias practices including implementation, compliance and regulation.
- Proven record engaging with external communities, with an understanding of urban or urban-like locations, multilingual and multicultural, and Indigenous and Native communities.
- Demonstrated experience and understanding with the procedural knowledge for responding to bias incidents when they occur on a campus.
- Demonstrated knowledge of DEI scholarly frameworks to support and sustain a positive campus climate, including intersectional identities, multiculturalism, and the tenets of restorative justice.
- Proven record of leadership in achieving and maintaining DEI goals at multiple levels, including demonstrated experience in building community and vigorously promoting equity and inclusion; and

PERSONAL COMPETENCIES

- Highest ethics, integrity and confidentiality consistent with the position.
- Evidence of the successful implementation of creative DEI ideas built on imagination, passion, courage, optimism, good judgement, and the spirit of collaboration to promote a culture of joy and thriving.
- A fair, firm, and compassionate leader who can confront and make difficult decisions, resolve conflict, and demonstrate and promote transparency, integrity and high ethical standards within the institution;
- Ability to use assessment and systems-level thinking to approach DEI issues;
- Outstanding communication, listening, and other interpersonal skills, self-confidence, a “can-do” and enabling attitude, combined with patience, perseverance, and the ability to deal constructively with conflict and criticism;
- Ability to understand the complexities, impacts, and nuances of positionality, power, and privilege in higher education.

- Strong influence and relationship skills, as well as the ability to command the respect and earn the trust of individuals within and outside the campus; embrace the role of a community builder;
- Mentor, empower, unite and build connections with and for BIPOC and other historically underserved faculty, staff, and students.
- Collaborative and team-oriented leadership style; an open and creative approach to problem-solving; the ability to understand and enable diverse viewpoints and strategies to achieve campus and university goals;
- A results-oriented and evidence-based leader who is unafraid to take measured risks and unconventional approaches in the quest for excellence and reputational growth.

UW Tacoma fosters a thriving and equitable society by educating diverse learners and expanding knowledge through partnership and collaboration with all our communities

About UW Tacoma

UW Tacoma is one of three campuses of UW located in the City of Tacoma, Washington. Our mission is to educate diverse learners and transform communities by expanding the boundaries of knowledge and discovery. Guided by the core values of access, excellence, community, diversity, and innovation, the campus has evolved and grown into a distinctive academic institution that responds to the needs of the region in exceptional ways.

We also recognize that all of us at UW Tacoma learn, live, and work on or near the ancestral homeland of the Coast Salish people. In particular, our campus is situated on the current and traditional land of the Puyallup. We also acknowledge the lands of the Muckleshoot, Nisqually, Suquamish, Duwamish, and all other traditional lands we may reside on. As people on these occupied territories, we acknowledge the land, the ancestors who have cared for this land since time immemorial, and all of our Native and Indigenous connections today. We also acknowledge the histories of dispossession and forced removal that have allowed for the growth and survival of this nation and institution. In light of this history, we have a responsibility to take active efforts to partner with our Native and Indigenous community members and neighbors to seek justice as we continue our work together as a community of learners, leaders, and educators.



The Campus first opened its doors in 1990 as an upper-division institution and later welcomed lower-division students in 2006. Today there are 5,040 students, 83% of whom attend full-time, 59% identify

as BIPOC students and 4.2% are international students. Approximately 86% of students are undergraduate students and 14% are graduate students. UW Tacoma has been designated a Veteran Supportive Campus by the Washington State Department of Veterans Affairs, recognized nationally as a Military Friendly Campus; just over 20% of students receive VA benefits. The median age range of students is approximately 21-34 years and 54% of our students are first generation students – either the first to attend college or the first to degree in their families. UW Tacoma offers 40 undergraduate degrees and 18 graduate degrees through seven academic units, including the School of Interdisciplinary Arts and Sciences, the Milgard School of Business, School of Engineering and Technology, School of Social Work and Criminal Justice, School of Nursing and Healthcare Leadership, School of Education, and School of Urban Studies. Undergraduates can choose from among 189 undergraduate majors and 65 minors. Graduate programs include master's degrees in Accounting, Business Administration, Business Analytics, Community Planning, Electrical & Computer Engineering, Computer Science & Systems, Cyber Security & Leadership, Education, Geospatial Technologies, Nursing, and Social Work and doctoral degrees in Educational Leadership and Computer Science & Systems including a graduate certificate in Software Development Engineering. UW operates on the quarter system. The campus Library is part of the world class UW Libraries.



The campus is accredited as a unit of the UW by the Northwest Commission on Colleges and Universities (NWCCU); however, UW Tacoma holds separate accreditation from the UW Seattle campus in the Association for the Advancement of Colleges and Schools of Business (AACSB), the Accreditation Board for Engineering and Technology (ABET), and National Association for School Psychologists (NASP). Since its inception, UW Tacoma has awarded more than 28,146 degrees and certificates.

UW Tacoma has 362 faculty members across ranks, including tenured, tenure-track, and those on the teaching track. Among full-time faculty, two-thirds hold professorial rank and terminal degrees. The student faculty ratio is 16:1, and class size averages about 25 students. Research expenditures have grown every year and are currently approaching \$2.7 million. The Faculty Assembly at UW Tacoma is led by an elected Executive Council that concerns itself with all domains of faculty professional and personnel issues. The three standing committees of the Executive Council are Academic Policy and Curriculum, Appointment, Promotion, and Tenure, and Faculty Affairs. There are approximately 310 classified and professional staff members who support the various operations of the University. Classified staff are represented by unions. Both faculty and staff members report a very high level of identity and pride in the UW Tacoma mission and in the contributions, they make to its fulfillment.

UW Tacoma's annual operating budget is approximately \$98 million, primarily generated from tuition and a modest state appropriation. The UW Tacoma endowment is approximately \$50 million.



UW Tacoma is the anchor tenant and landowner of Tacoma's historic warehouse district and the cornerstone of downtown Tacoma's cultural and educational epicenter. The campus consists of 23 buildings on 46 acres with a total of 1,001,112 square feet of active campus space. The campus is rejuvenating the city core. On-campus housing is offered to 300 students at the University's Court 17 apartments. Retail stores and restaurants lease almost 120,000 square feet of campus commercial space.

Tacoma is located on the Puget Sound's majestic Commencement Bay 18 miles south of the Seattle-Tacoma International Airport. As Washington's third-largest city, Tacoma boasts an abundance of cultural events and activities, six major museums, beautiful parks, and waterfront walking trails. Tacoma provides easy access to all the outdoor activities for which the Pacific Northwest is famous.



Dr. Sheila Edwards Lange was appointed as Chancellor of UW Tacoma on September 16, 2021, and is also a Professor of Practice in the School of Education. [Biography | Office of the Chancellor | University of Washington Tacoma \(uw.edu\)](#). She is the recipient of numerous awards, including the Washington State Association of College Trustees' 2020 CEO of the Year, Puget Sound Business Journal's 2021 Director of the Year, 2011 Woman of Influence, and the 2013 UW College of Education Distinguished Alumni Award.

Vision

As an urban-serving campus, we:

- Expand access to higher education in an environment where every student has the opportunity to succeed
- Foster scholarship, research, and creativity to address the challenging problems of our time and place
- Partner and collaborate with our communities for the common good
- Catalyze the economic and social vitality of the region

Values

UW Tacoma values:

- Excellence
- Community
- Diversity
- Innovation
- Access



We believe this is best represented as a compass where access is at the heart of everything we do.

Exceptional Community Partnerships

The Tacoma community was instrumental in the founding of UW Tacoma, aggressively advocating for a campus in Tacoma and specifically in the downtown core. The community intended that UW Tacoma increase the educational attainment of the region and improve the economic health of Tacoma. The University has enjoyed an exceptional level of support from and engagement with the region that has evolved over time through proactive partnerships and initiatives. Collaborations that build community and economic capacity are a core element of the campus mission.

UW Tacoma is focused on creating a college-going culture in the region. The community and technical colleges in the region have always steered significant numbers of transfer students to UW Tacoma and continue to do so. The Pathways to Promise initiative is a joint program between UW Tacoma and local school districts that helps K-12 students, and their families see college as a reachable goal; students who meet defined criteria are guaranteed admission to UW Tacoma. Additionally, several School of Education and other faculty across campus have partnered with local-area schools to support communities, families, learners, and school personnel. Another partnership with the Great Futures program of the Boys and Girls Clubs of South Puget Sound provides financial support and practical work experience for UW Tacoma students.

Diversity:

- > Ranked #5 in student diversity among national universities (*U.S. News & World Report 2020*)
- > 54% of students are first generation students
- > 34% of undergraduate students are underrepresented minorities

Students:

- > Enrollment: 5,040
- > 658 graduate students
- > 152 special/non-degree students
- > 48% male
- > 52% female

Financial Aid:

- > 76% undergraduates awarded financial aid
- > 48% graduate and professional students awarded financial aid
- > 43% are eligible for Pell Grants

Additional partnerships of particular note include the joint program between UW Tacoma and the YMCA of Pierce and Kitsap Counties to build one of the only full-service Ys on a university campus in the country. The University Y serves as UW Tacoma's student center in addition to being open to YMCA members from across the community. The Tribal Liaison supports partnerships with Indigenous Communities and Tribal Nations in the South Sound and across the state. Also, the Center for Urban Waters brings together environmental scientists, analysts, engineers and policymakers to develop ways to restore and protect the Puget Sound and urban waterways. The Center is housed in a facility developed by the City of Tacoma, which is also home to the Puget Sound Partnership, a state agency, coordinating efforts to restore and protect Puget Sound. The Joint Base Lewis McChord sits less than 15 miles from the UW Tacoma campus. The campus is engaged in a series of partnerships with the base ranging from placing a full-time recruiter in JBLM's transition facility to delivering a lecture series on the strategic realignment of the military to the Pacific Rim, entitled Views on the Pacific, while working with a Governor-led initiative towards nurturing the talents of students who are veterans.



Other initiatives currently under development include but are not limited to creating an early learning childcare center to serve students, staff and faculty; student housing delivered in partnership with the Tacoma Housing Authority; and an entrepreneurial incubator geared towards nurturing the talents of veteran students.

Support for these and other partnerships has been encouraged and facilitated by a highly engaged UW Tacoma Advisory Board, populated by prominent community leaders, and by a fiercely enthusiastic state legislative and congressional delegation representing the region.

The City of Tacoma, Washington



Tacoma, Washington, a mid-sized urban port city known as the “City of Destiny” is an attractive city, which offers affordable city life and a Mediterranean climate. Located just 45 minutes outside of Seattle, Tacoma offers top-notch restaurants, museums, art galleries, performing arts centers and a wide variety of outdoor activities with over fifty parks and open spaces in Tacoma. Point Defiance Park, one of the largest urban parks in the country (at 700 acres), is in Tacoma. With Mount Rainier as a backdrop,

Tacoma is an ideal place for families to grow and businesses to expand. Public transportation in Tacoma includes buses, commuter rail, light rail, and ferries.

Tacoma is the second-largest city in the Puget Sound area and the third largest in the state. Tacoma also serves as the center of business activity for the South Sound region, which has a population around 1 million. During the last census, the median age in the city was 35.1 years. Tacoma is part of three congressional districts. Victoria Woodards began her term as mayor of the City of Tacoma on January 2, 2018. She is Tacoma's third African American mayor and third female mayor, and the second African American female mayor. The largest employer in Tacoma is Joint Base Lewis-McChord.



Nomination and Application Process

Salary & Benefits

Salary will be competitive and commensurate with qualifications and experience. UW offers competitive benefits; learn more by visiting: <https://hr.uw.edu/benefits/>

How to Apply

Greenwood/Asher & Associates, Inc. is assisting UW Tacoma in this search. Applications and nominations are now being accepted. For a full application package, please submit a cover letter, CV, and list of five professional references. Applicants who believe they are qualified for faculty rank and tenure should clearly identify a home academic unit and indicate their interest in this pathway. Submission of application materials as PDF attachments is strongly encouraged. The search will be conducted with a commitment of confidentiality for candidates until finalists are

selected. Initial screening of applications will begin immediately and will continue until an appointment is made.

Please direct all inquiries, nominations, and application materials to:

Marion Frenche, Practice Leader, Diversity, Equity & Inclusion,
Search Manager & Senior Executive Search Consultant

Email: marionfrenche@greenwoodsearch.com



For more information about UW Tacoma, please visit <https://www.tacoma.uw.edu/>

University of Washington is an affirmative action and equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, protected veteran or disabled status, or genetic information. All University of Washington faculty engage in teaching, research and service.