



Provost and Vice President for Academic Affairs

Fort Lewis College (FLC) invites applications, nominations, and expressions of interest in the position of Provost and Vice President for Academic Affairs. Fort Lewis College is a Native American-serving, non-tribal and experiential education-oriented public institution located in Durango, Colorado. The College is committed to accessible and high-quality baccalaureate and graduate education. FLC's hallmarks are remarkably close relationships between students and faculty, the freedom of intellectual exploration, and the challenge of experiential learning. Fort Lewis College's 3,300 students come from 48 states and 17 countries, with 44 percent Native American and Alaska Native backgrounds and 14 percent Hispanic backgrounds. The College's aforementioned identities, commitment to community engagement, and welcoming outdoor lifestyle are attributes that define the experience of College community members each day.

ABOUT THE COLLEGE

As the most diverse public liberal arts college in the country, Fort Lewis College, located in rural southwest Colorado, is dedicated to rethinking higher education to best serve its students and region. Of FLC's more than 3,300 students, 59 percent are students of color and 44 percent are Indigenous, representing 185 Tribal Nations and Alaskan Native Villages; in addition, 36 percent are Pell-eligible and nearly 50 percent are first-generation college students. Fort Lewis College, a member of the [Council of Public Liberal Arts Colleges \(COPLAC\)](#), seeks to create an even more inclusive environment for the College's Indigenous, Latinx, African-American, LGBTQIA+, veterans and the many other diversities that constitute the richness of FLC's campus. FLC's successes and the prospect of a bright future are intertwined with a painful past—the College's history as a former federal Indian boarding school is central to its commitment to reconciliation. In 1911, the Fort Lewis Indian School was decommissioned, and the property was transferred to the State of Colorado under the condition that it become an educational institution that Native American/Alaska Native students could attend tuition free. Fort Lewis College is one of two colleges in the country offering a comprehensive tuition waiver for Indigenous students, and FLC awards more degrees to Indigenous students than any other four-year baccalaureate-granting institution in the country.

In addition to the College's [commitment to continue to integrate Indigenous perspectives directly into FLC's institutional work](#), the faculty, staff, and academic leadership have recently launched a range of initiatives that attempt to better connect the College to surrounding tribal nations and communities.

Fort Lewis College has aggressively sought and secured funding to accomplish work of national importance and central to the College's strategic plan. These projects include three Andrew W. Mellon Foundation grants to infuse diversity and inclusion into the curriculum and student experience; a nearly \$1 million grant from the USDA to facilitate distance learning through rural connectivity centers in tribal and rural communities in Arizona, New Mexico, and Colorado; and a \$200,000 grant from the Teagle Foundation to enhance the quality and integration of the liberal arts education of first-year students.

The breathtaking natural beauty and abundant opportunities for outdoor adventure and recreation are main characters in the history of Fort Lewis College and they remain a part of the College's appeal today. As an institution that prides itself on place-based learning deeply connected to land and water, environmental sustainability, and outdoor pursuits, these elements are central to the education FLC students receive.

The College seeks a provost who can orchestrate initiatives of significance and secure resources to ensure their completion and sustainability. Opportunistic in nature, Fort Lewis College seeks a provost who leans in to this model of academic leadership. In all they do, the next provost and VPAA will be able to quickly understand this campus context and add momentum to the work by being an inspirational collaborator and partner to the faculty, staff, and students.

MISSION AND CORE VALUES

Students are at the center of Fort Lewis College, where we create inclusive, experiential learning environments that foster innovation, growth, and community engagement. The College's core values are organized around three domains: academic excellence, a student-centered approach, and community engagement.

Academic Excellence:

- Honor our liberal arts roots by promoting, supporting, and inspiring students to action through interdisciplinary studies and experiential learning;
- Respond to disparities in health, wellness, education, and economic outcomes by addressing moral, historical, and ethical aspects of these issues;
- Provide a personalized education through work with high-quality faculty and staff; and,
- Foster students' abilities to confront scientific, social, and environmental challenges through transferable skills in critical thinking, communication, and technical knowledge.

Student-Centered Approach:

- Value a diversity of cultures and perspectives as a source of intellectual strength and strive to create an inclusive, equitable environment in which students flourish and become resilient;
- Challenge each other to think critically, communicate effectively, and solve complex problems;
- Create an engaging, supportive, and inclusive environment through a culture of caring and personalization; and,
- Provide accessible higher education to students from a wide variety of backgrounds.

Community Engagement:

- Honor our historic commitment to Native American and Alaska Native education and work towards reconciling our complicated past;
- Connect faculty, staff, and student expertise to a range of community priorities and interests;
- Build programs that respond to and serve regional and global needs;
- Collaborate across settings to support economic and workforce development; and,
- Learn from and engage in our diverse natural and cultural environments.

STRATEGIC PLANNING & PLANNING FOR EXCELLENCE IN INCLUSION AND DIVERSITY

Fort Lewis College's strategic plan is a guide for future decisions and areas of focus as the College charts a course to student success, fiscal sustainability, and academic excellence.

In February 2019, the FLC Board of Trustees adopted the [FLC Strategic Plan](#), which was written based on campus and community feedback from an inclusive and intensive process. In September 2019, FLC was awarded [Project Capstone](#), a two-year engagement with Entangled Solutions that accelerated our progress and innovated new strategies for FLC and the higher education landscape. In the spring of 2022, FLC reexamined the strategic plan, [retaining the high-level priorities](#) that still rang true and refreshing the objectives and accomplishments. A 2022 scorecard is accessible [here](#).

The fundamental premise of Fort Lewis College's strategic plan is "students at the center." At the heart of everything FLC pursues is its students, and the College's actions reflect its commitment to implementing solutions and pathways for student success at FLC and beyond. Additionally, the plan emphasizes the value of diversity, equity, and inclusivity at FLC and embraces the College's role as a non-tribal Native American-serving, non-tribal institution.

A critical strategic aim is to achieve financial sustainability at FLC. That priority is reflected throughout the strategic plan through goals to increase enrollment and diversify the College's revenue-generating activities, including expanding online offerings and strengthening data-informed decision-making for allocating scarce resources.

The strategic plan is organized into key areas of emphasis that emerged from wide-ranging discussions with the FLC community and the greater region. These focus areas serve as touchstones to guide the College's decision-making at the leadership level and in the day-to-day work of faculty and staff. They include:

Students at the Center: this area focuses on inclusive strategies for student success and retention

Knowledge in Action: this area focuses on high impact experiential and interdisciplinary learning with an emphasis on undergraduate research

Community and Regional Partnerships: this area focuses on developing new academic programs and career pathways that serve our region

Systems to Facilitate Success: this area focuses on data-driven decision making and supporting faculty and staff

Fort Lewis College is committed to creating an inclusive campus that prepares students to create a more equitable world by emphasizing that diversity, equity, and inclusion are hallmarks of the FLC educational experience. It is in that spirit that the College has collectively created a [Diversity, Equity, and Inclusion \(DEI\) Plan](#) that will serve as a blueprint for maintaining a learning and living environment that will allow for all students, faculty, and staff to have a stronger sense of well-being. This plan has been developed with input from students, staff, and faculty and has been endorsed by Affiliated Students of Fort Lewis College, Staff Council, and Faculty Senate. The next provost will join the FLC community on this journey to advancing diversity, equity, and inclusion at the College.

At the institutional level, FLC maintains a robust infrastructure of supports for its students through the Diversity Collaborative. The Diversity Collaborative is comprised of well-established and highly utilized Centers that are vital to student life and support on campus. The Collaborative includes: the Black Student Resource Center, El Centro de Muchos Colores, Gender and Sexuality Center, and the Native American Center, as well as an emerging center to serve students who are Veterans. While the VP for Diversity Affairs leads these centers, the provost and the Office of Academic Affairs are integral partners for the College's student-centered work and have a direct impact on FLC students' daily experience of equity in action.

FACULTY AND ACADEMICS

Fort Lewis College awards Bachelor of Arts and Bachelor of Science degrees, along with Master of Arts degrees in Teacher Education. The College delivers over [40 majors](#) in three schools: [Arts & Sciences](#); [Education](#); and [Business Administration](#). The most popular areas of study include Business Administration, Health Sciences, Biology, Psychology, Engineering, Environmental Studies, Art & Design, English, and Teacher Education. The College's programs are accredited by the Higher Learning Commission of North Central Association of Colleges and Schools, ABET, American Chemical Society, Association to Advance Collegiate Schools of Business International, Council for the Accreditation of Educator Preparation (CAEP), and the National Association of Schools of Music.

Fort Lewis College has 219 full-time and 71 part-time faculty, with 100 percent of tenured/tenure track faculty holding a terminal degree in their field. The Fort Lewis College faculty pride themselves on personal attention to their students, taking an active interest in their students' education and well-being, tailoring their assistance to each learner's needs, and mentoring students through the graduate school application process and finding employment in their chosen field. Just as its support of students is a source of pride, FLC provides faculty mentoring and many opportunities for faculty professional development through the Center for Teaching and Learning.

Recent Institutional Initiatives and Grants in Academic Affairs

- FLC was awarded a three-year \$974,000 Department of Education “Digital Learning Infrastructure and IT Modernization Pilot” grant in 2022 to develop digital learning as a pathway to equity, access, and success for low-income, first-generation, and Indigenous students. The goals are to increase digital learning offerings, technology infrastructure, and student success supports to reduce equity gaps in key 100- and 200-level courses (e.g. Composition, Math, and History). The grant will fund a digital learning strategy, faculty training, and the expansion of technology access such as FLC’s [TechPack](#) laptop program.

The institutional digital learning strategy will be crafted with key leaders and faculty, strategically expanding hybrid course offerings and measuring their impact on student success. Guided by the Center for Teaching & Learning, the grant project will feature a summer course design institute and faculty learning community focusing on inclusive hybrid course design and delivery. Students will be supported with new distance learning orientations and increased access to tutoring and tech support. A new Student Success Data Analyst position will help assess what hybrid learning strategies best support equitable student success. Equity-driven digital learning is an essential FLC strategy for supporting our students, and this grant will help them to succeed, graduate, and realize their potential.

- In late 2022, Congress passed an omnibus bill that included Congressionally Directed Spending awards for FLC. The College will receive \$1.3M for its [collaborative nursing program](#) and \$400,000 for the [Center for Innovation](#). The nursing program funds will support building renovations, equipment purchases, and summer bridge programming. FLC’s innovative summer program will help students prepare for nursing coursework, ensuring they have both academic support and inspiration as the College and its students work to diversify the nursing profession. The transformation of old Skyhawk Hall into nursing sim labs and its proximity to the new Schlessman Family Hall and the new Centura Health Sports Performance Center form a health and wellness quad on campus. The Center for Innovation advances entrepreneurial approaches to small business development, expanding the regional economy; the federal appropriation will create new programming that connects the College to area business partners. The funds also support FLC’s important downtown footprint, subsidizing the College’s Main Ave building rental.
- The Howard Hughes Medical Institute (HHMI) [announced Fort Lewis College](#) as one of 104 colleges and universities receiving a six-year grant through HHMI’s [Inclusive Excellence 3 \(IE3\) initiative](#) to continue their critical work to build capacity for the inclusion of all students in science. The IE3 initiative begins with a learning phase and, during that phase, learning communities envision how to move cooperatively into an implementation phase.
- Fort Lewis College was selected to participate in the Andrew W. Mellon Foundation’s [Humanities for All Times](#) initiative. FLC will receive \$1.5 million for language revitalization through the initiative. The Mellon Foundation also is providing the College with \$950,000 for an [expansion of Native American & Indigenous Studies Department](#).

- [Fort Lewis on the Water \(FLOW\)](#) provides offer river-based programming and educational opportunities for a range of FLC academic departments, co-curricular programs, FLC alumni, and community partners. FLOW began in 2020 and launched and completed 17 trips in fall 2022, serving over 200 people across several disciplines and in the community. Funded by generous donors, FLOW enacts FLC's unique opportunities for experiential learning.
- Southwest Indigenous Language Development Institute (SILDI) is an innovative Ute language certificate program hosted by FLC. SILDI launched in 2020 in collaboration with the three Ute tribes: Southern Ute, Ute Mountain Ute and Northern Ute. Half of the courses in the program have been completed with a 97 percent retention rate; students range from 21 years of age to Elders of 80 years.
- Fort Lewis College is a National First-Place Award winner in the [National Science Foundation's "Taking Action: COVID-19 Diversity, Equity, and Inclusion Challenge."](#) The award recognizes FLC's equitable and inclusive programming when responding to the challenges of COVID. As described in [FLC's news article on the prize](#), three evidence-based efforts drove the College's strategy: the First-Year Launch course, the College's foundational mathematics support, and FLC's Academic Hub's tutoring and coaching programs.
- With \$200,000 in support from the Teagle Foundation awarded in 2022, Fort Lewis College is launching "[Kaleidoscapes](#)" [Learning Circle](#), a 4-course general education certificate that requires an introductory "Frame" course designed around common transformative humanities texts; a "Lens" pairing of two courses, a humanities course, and a course from another discipline; and a humanities elective course. The certificate will feature land- and culture-based comparisons between Indigenous and western writing. The project will also fund faculty teaching development, experiential learning field trips, and interdisciplinary connections to STEM courses. The certificate is designed to be completed in the first year to give students a sense of momentum and encourage persistence to the next year of undergraduate study. "Kaleidoscapes" is expected to serve over half of the incoming class by spring 2024.

Additional academic partnerships and initiatives at Fort Lewis College can be viewed [here](#).

LOCATION AND LOCAL CULTURE

The inspiring mountain campus is located atop a scenic mesa overlooking historic [Durango](#) and situated between the San Juan Mountains and the desert Southwest. Durango is a thriving multicultural community of 18,500 set along the beautiful Animas River Valley. The valley boasts gold medal fly fishing waters and is popular for whitewater rafting, kayaking, and canoeing. Nearby Purgatory Ski Resort has 2,000 feet of vertical drop and 1,500 acres of terrain. First-year students receive a season pass at no cost. Durango's Main Avenue is a Nationally Registered Historic District that cuts through downtown and is home to galleries, boutiques, restaurants, bars, and other businesses. Averaging 300 sunny days per year, the community is known for its outdoor lifestyle and friendly, festive atmosphere. The annual Snowdown

Festival, Music in the Mountains summer music festival, and Durango Ragtime & Early Jazz Festival are several of the events that bring together community members and visitors. Fort Lewis College is situated on the ancestral land and territory of the Ute people and neighbors two tribal nations – the Southern Ute Indian Tribe and the Ute Mountain Ute Tribe. Durango is also the cultural and economic hub of the Four Corners region, rich in dining, shopping, and entertainment, and linked with airline service to hubs in Denver, Phoenix, and Dallas.

THE ROLE OF THE PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

Fort Lewis College seeks a dynamic leader as its next provost to help the College realize its full potential and achieve a robust, sustainable enrollment in a challenging environment. The next provost of Fort Lewis College will join the institution at a critical juncture as it lays the groundwork for the next generation of growth and achievement. The next provost is expected to work closely with the president, administration, faculty, campus and regional community, students, staff, and the State to develop and make manifest an inspiring vision for academic excellence that will honor the College's mission and history while developing innovative solutions to ensure its future.

The provost reports to the president of the College, [Tom Stritikus](#), and is a member of the president's [cabinet](#). Other members of the president's cabinet include:

- Vice President for Diversity Affairs
- Vice President for Finance & Administration
- Vice President for Advancement
- Associate Vice President, Finance & Administration
- Dean, School of Arts & Sciences*
- Dean, School of Business Administration*
- Dean, School of Education*
- Dean, Student Engagement*
- Dean, Enrollment Management*
- Athletic Director
- President, Faculty Senate
- Vice-Chair, Staff Council
- Director, Marketing & Communications
- Director, Human Resources
- Media Relations Strategist
- Executive Assistant to the President
- One representative of the Associated Students of FLC

*Direct reports to the provost

The organizational chart can be accessed [here](#). The Fort Lewis College revenue and operating budget and other financial information may be found [here](#).

OPPORTUNITIES AND CHALLENGES

Boldly Create a Collaborative Vision for Academic Life

The provost will work with faculty, students, staff, and others to align the vision for the College with future opportunities for greatest impact. As a community, Fort Lewis College is open to a future version of the institution that looks quite different from traditional institutions if that future iteration of the College well serves FLC's enduring mission, including student success after graduation in relation to the labor market. The provost, through listening and meaningful engagement with the College's constituencies, will advance the existing path of identified programmatic priorities, strategic growth opportunities, innovative approaches to utilizing resources and space, and methods for increasing impact and commitment to inclusive excellence. At Fort Lewis College, exceptional has become common as students' professional trajectories and life possibilities arc upward. Even more compelling is the intergenerational impact the College has on the families of its graduates. The next provost will bring an appreciation for this relative rarity in American higher education and the resolve to undertake novel initiatives and approaches to further Fort Lewis College's impact.

Attract, Inspire, and Sustain Faculty and Staff in Their Contributions

Fort Lewis College consistently recruits faculty members of the highest quality. They come from research-intensive universities to a college fundamentally committed to teaching. The FLC faculty has evolved a mutually reinforcing teacher-scholar model that still puts primacy on teaching. The contributions of the College's faculty to FLC's students and the broader community are unique in that faculty center experiential and place-based educational opportunities throughout the curriculum. This is the norm at Fort Lewis College rather than a capstone experience a student may be afforded during their final year. Under the provost's leadership, Fort Lewis College will need to continue to refine its teacher-scholar model, maintaining the emphasis on the teacher but acknowledging the importance of the community engagement, mentor, and scholar roles faculty play as well. Attracting and retaining faculty and staff who share these commitments and supporting the development and engagement of colleagues across the academic enterprise will be major responsibilities for the provost. An increasingly competitive housing market in Durango will require fresh thinking on this front.

The faculty is the steward of the academic program of the College. To provide students with an intellectually rich and rigorous education, faculty members periodically assess, critique, refine, and, when necessary, reform the curriculum and other aspects of the academic program. The provost will transparently and communicatively engage in these efforts with care. The provost also must delegate effectively and demonstrate trust in the faculty for their shared work of delivering an outstanding education to all of FLC's students.

The faculty and staff prize the opportunity to have conversations with the provost and academic leaders across FLC in order to define the College's academic future as a whole, and to weigh in on the allocation of resources to realize that future. These open lines of communication are the key for faculty not viewing administrative structures and prescribed practices as unnecessarily restrictive. The provost must play a central role in drawing the faculty and staff into these crucial conversations. The provost must respect and support the tradition of faculty governance while leading the faculty toward a common vision of the College's future.

Close the Educational Equity Gap

The Fort Lewis College leadership and campus community are passionately committed to the College's [strategic foci](#). The provost plays a pivotal role in encouraging innovation and shaping ideas into actionable initiatives that holistically support all students. As part of the efforts to close the educational equity gap and in support of these priorities, the provost will collaborate with the Vice President for Diversity Affairs and other leaders to actively develop a culture in which widely diverse members of the College community are not only welcomed but viewed as critical in the development of academic excellence. A disproportionate focus on student populations that are not succeeding is needed—the provost will utilize data to assist faculty and staff with strategies to better support underperforming populations. Rather than fostering conditions for community members to opt in to celebrating the College's diversity, the provost will promote an understanding that the College's rich diversity is an essential element to FLC's pursuit of excellence.

The provost will possess intercultural competence with a deep commitment to honoring and promoting diversity in its many forms. Possessing knowledge of current and emerging student populations, changing demographics, and innovative strategies to support student success and close the educational equity and achievement gap, the provost will value interdisciplinary and interprofessional approaches to education, community engagement, and research and seek innovative strategies to enhance diversity, inclusion, and belonging within the College community.

Lead Budget Management and Resource Allocation

As the College evolves to meet its needs in an ever-changing world, the provost will play a crucial role for the College in constructing and fine-tuning an academic budget that strategically moves the institution forward. The provost will lead the academic forecasting, budgeting, and fund distribution in close partnership with deans, department chairs, and campus-wide partners, seeking input from a wide variety of constituents and creating fair and equitable processes. They will provide leadership in a budgeting model that drives both strategic initiatives and day-to-day operations. This will require focus on revenue generation to support the priorities and initiatives of the College. The provost will bring a strategic mind and creative eye to resource allocation and offer transparent, decisive leadership in fund distribution. In this effort, the provost will work within a shared governance environment and demonstrate respect for the knowledge and insights of faculty and staff. The provost will be a tireless advocate in garnering institutional and external resources to support the work of the College. Even as the College will be the

primary aperture for the provost, close collaboration with entities beyond the campus will be essential for the strategic goals and mission of FLC to be achieved.

Serve the Public

Service is at the heart of the College. The provost will inspire the next generation of leaders to carry this spirit of service into their professional lives. Fort Lewis College will demonstrate this commitment to service to benefit communities in southwestern Colorado and beyond. This includes credentials of meaning in the labor market, connections to employers in the region, and ties to state policy goals which are trending towards ROI models, among others. The provost will be a leader in fulfilling FLC's obligation to affirm and strengthen the public's trust in the institution and ensure the assets of the College are available to and in support of the region.

The provost will articulate a clear sense of the academic vision and priorities for the College, as well as the pathways to achieving these priorities and work to foster collaborative conversations, integrate curricula, build new programs of value, and establish strategic partnerships to foster program development that align with the academic vision of the College and the needs of its unique setting in southwestern Colorado. Fort Lewis College envisions an education equal to the very best institutions of higher learning, while also lifting the quality of life for the entire region where students leave afire with enthusiasm for their futures and the College's role in helping them to get there. The provost will ensure this commitment to serve the region remains at the center of a Fort Lewis College education.

DESIRED QUALIFICATIONS AND CHARACTERISTICS

The next provost of Fort Lewis College must be a highly engaged and collaborative leader with a deep understanding of the evolving challenges and opportunities facing public higher education at the state and national levels. They will be energized by the unique possibilities for leadership presented by the changing landscape in Colorado and the importance of Fort Lewis College in the state and region. The next provost will show confidence, courage, and conviction in leading the academic enterprise and will possess many of the following:

- A collaborative approach to leadership with faculty and staff, the College's leadership, and partners beyond the campus;
- A commitment to the combined and transformative power of the liberal arts, professional education, and graduate education as well as to the College's mission of providing students with an academically challenging and intellectually vibrant environment;
- Demonstrated ability to lead and promote innovative and high-quality academic initiatives and opportunities for faculty and students in areas such as teaching and learning, student success, leadership and service opportunities, and research and creative endeavors;

- A deep commitment to transparency and an approachable and engaging style of communication;
- The ability and self-confidence to inspire authority and make decisions on behalf of an ambitious institution;
- Emotional intelligence and the ability to ask thoughtful questions, listen carefully, shape discourse, be accessible, and foster a culture of shared governance;
- Demonstrated financial acumen and experience strategically managing budgets;
- Data literacy and a fluency with evidenced-based initiatives;
- An ability to be engaged with and work collaboratively with the community to build stronger connections to the institution;
- A demonstrated understanding of the unique culture of an institution with diverse commuting and residential student populations, including an appreciation of the unique needs of first-generation students, students from resource-constrained socioeconomic backgrounds, students of color, women, LGBTQIA+ students, and students with disabilities;
- A working knowledge and appreciation of the differences between the fields of study at Fort Lewis College, the broad range of academic disciplines offered, student services, and administration practices;
- A keen understanding of the issues facing institutions like Fort Lewis College and the region's evolving demographics and workforce needs along with ideas for navigating these trends successfully;
- The ability to lead and manage an organization through a time of cultural change, including the ability to grow, trust, and support high performing teams;
- Demonstrated experience, skill, and energy in developing external support, with a track record of making an effective case for, and successfully attracting new resources to, an institution or program;
- Integrity, persistence, adaptability, and a sense of humor; and,
- An appreciation for the College's distinctive, rural location in southwestern Colorado.

Information for Candidates

The salary range for this position is \$195,000-\$225,000. Fort Lewis College has provided a compensation range that represents its good faith estimate of what the College may pay for the position at the time of posting. The College may ultimately pay more or less than the posted compensation range. The salary offered to the selected candidate will be determined based on factors such as the qualifications of the selected candidate, budget availability, internal salary equity considerations, and available market information, but not based on a candidate's sex or any other protected status. Benefits include medical, dental, vision, 403(b) retirement, health saving account, life, STD, and LTD insurance.

For best consideration, please send all nominations and applications to:



Jim Sirianni, Managing Director

Mark Halligan, Senior Associate

Storbeck Search

FortLewisCollege-ProvostVPAA@storbecksearch.com

Fort Lewis College does not discriminate on the basis of race, age, color, religion, national origin, sex, disability, sexual orientation, gender identity, gender expression, family or domestic status, political beliefs, veteran status, pregnancy, or genetic information. Accordingly, equal opportunity for employment shall be extended to all persons. The College shall promote equal opportunity, equal treatment, and affirmative action efforts to increase the diversity of students, faculty, and staff. The College is dedicated to building a culturally diverse and pluralistic faculty and staff committed to teaching and working in a multicultural environment.