



**Executive Director**  
**The H. Sophie Newcomb Memorial College Institute**  
**Tulane University**  
**NEW ORLEANS, LOUISIANA**

**THE SEARCH**

Tulane University (the University), one of the nation's most ambitious and innovative institutions, seeks a visionary leader and scholar to serve as Executive Director of The H. Sophie Newcomb Memorial College Institute (Newcomb Institute, the Institute). The mission of the Newcomb Institute is to develop leaders, discover solutions to intractable gender problems of our time, and provide opportunities for students to experience synergies between curricula, research, and community engagement through close collaboration with faculty. Tulane seeks an Executive Director who will harness the Institute's legacy and resources to support a vision that maintains its core mission while evolving to meet the needs of today's scholars and tomorrow's leaders.

With 8,413 undergraduate and 5,892 graduate students in the schools of architecture, business, law, liberal arts, medicine, public health and tropical medicine, the sciences and engineering, and social work, Tulane is known for its highly collaborative environment and has developed innovative interdisciplinary research and educational programs. The University has cultivated an emphasis on community service and practical experience that infuses its programs, culture, and community. Following a decade of rebuilding and renewal after Hurricane Katrina, Tulane is operating on a balanced budget and has steadily increased its admissions selectivity, ranking, and student diversity as well as grown its faculty and seen dramatic increases in research activity and impact. Tulane is in a strong position and on an upward trajectory toward realizing its ambitions and place as a leading institution. It operates at both a manageable scale that engenders a highly relational culture and with an intellectual breadth and heft that allows for interdisciplinary collaboration and global impact.

Founded in 1886, as the nation's first degree-granting coordinate college for young women, the Newcomb Institute has evolved from its original mission to educate and empower women to its current incarnation as a vibrant, interdisciplinary academic center dedicated to addressing the most urgent and difficult gender challenges of our time. In concert with Tulane students, faculty from across campus, and community partners, the Institute generates scholarship that informs action. The Institute enjoys the generous support of a substantial and engaged alumnae base eager to see the continuation of the Institute's academic strength and dedication to preparing students for lives of leadership. With a diverse and highly talented staff, faculty, and student body, along with the backing of senior leadership, significant endowed resources, and enviable and centrally located physical space, the Newcomb Institute is uniquely

positioned to shine light on the relevance of gender across every facet of the University's work, in and out of the classroom.

Reporting directly to the University's provost, the Executive Director of the Newcomb Institute collaborates closely with the deans of Tulane's schools and colleges to assist in making strategic faculty hires and bolstering interdisciplinary research and programming related to gender inequity and intersectional feminism. The new Executive Director will leverage the Institute's many resources – financial, human, intellectual, and physical – to build upon its tremendous history, promote the spirit of interdisciplinary collaboration, support and empower its talented staff, and raise the profile of the Institute locally, nationally, and globally.

Tulane has retained Isaacson, Miller, a national executive search firm, to assist in the recruitment of the Executive Director of the Newcomb Institute. All inquiries, nominations, and applications should be directed to the search firm as noted at the end of this document.

## **TULANE UNIVERSITY**

Tulane traces its origins to 1834, when it was founded as the Medical College of Louisiana. It was renamed the University of Louisiana by the state legislature in 1847. The legislature subsequently transferred it to the Board of Administrators of the Tulane Education Fund in 1884. With that transfer, Tulane University was established as a private, nonsectarian university and named in honor of benefactor Paul Tulane, a wealthy merchant who donated more than \$1 million in land, cash, and securities “for the promotion and encouragement of intellectual, moral, and industrial education.” In 1886, the H. Sophie Newcomb Memorial College was established as Tulane's college for women. The unified Newcomb-Tulane College today enrolls all full-time undergraduates at the University. The University has an operating budget of \$1.2 billion and an endowment of \$2 billion.

Tulane's 8:1 undergraduate student to faculty ratio allows students to receive the personalized attention of a smaller liberal arts college along with the resources of a major research institution. In 2021, *U.S. News and World Report* ranked Tulane 42<sup>nd</sup> among national universities, and impressively, the University has risen over ten spots during President Fitts's tenure. Tulane is a member of the prestigious Association of American Universities (AAU) and is designated with “very high research activity” (R1) by the Carnegie Foundation for the Advancement of Teaching. University-wide research efforts garner approximately \$140 million in sponsored awards each year.

In 2006, Tulane became the first major research institution to require all graduating students to participate in public service, leading to a Community Engagement classification from the Carnegie Foundation. The University is a powerful magnet for talented young people throughout the nation, with undergraduates traveling further to attend Tulane, on average, than students of any other university. As such, Tulane has a major impact on the workforce of New Orleans and Louisiana, as only one fifth of undergraduate students are from Louisiana, and about one third of alumni remain in state after graduation.

The University is organized into ten academic divisions: A.B. Freeman School of Business, School of Architecture, School of Professional Advancement, School of Law, School of Liberal Arts, School of Medicine, Newcomb-Tulane College, School of Public Health and Tropical Medicine, School of Science and Engineering, and the School of Social Work. The mix of schools is an asset that is rich with opportunity for cross-school collaboration in research and education. Several university-wide centers and institutes report

into the Provost and advance transdisciplinary research and scholarship including the Newcomb Institute, the Stone Center for Latin American Studies, and the Murphy Institute for political economy, among others. Enrolled in these diverse programs are nearly 8,600 undergraduate and 5,900 graduate students from every state in the U.S. and more than 75 nations worldwide. The Tulane faculty totals over 1,600 full-time members, 500 adjunct faculty, and a staff of approximately 2,900.

## Leadership

Michael Fitts, JD is the 15<sup>th</sup> president of Tulane University. In his first year at Tulane in 2014, he launched task forces to lead the University in deepening its unique strengths for interdisciplinary collaboration in research and teaching and a deeply engaged undergraduate experience. Previously, President Fitts served 14 years as Dean of the Law School at the University of Pennsylvania, where he was recognized for greatly boosting offerings in interdisciplinary education, growing the faculty by more than 40 percent, quadrupling the endowment, and doubling student financial aid. He earned a bachelor of arts degree from Harvard University and received his juris doctorate from Yale Law School.

Robin Forman, PhD was appointed Senior Vice President for Academic Affairs and Provost in September 2016. He previously served as Dean of the Emory College of Arts and Sciences and the Asa Griggs Candler Professor of Mathematics at Emory University. Dr. Forman received a bachelor of arts and a master's of arts in mathematics from the University of Pennsylvania and a doctoral degree in mathematics from Harvard University. His research, which has been funded projects by the National Science Foundation, the National Security Agency, and the Defense Advanced Research Agency, focuses on combinatorial methods in topology and geometry.

## [THE NEWCOMB INSTITUTE](#)

The Newcomb Institute is an interdisciplinary academic center dedicated to shaping the future by educating students to achieve gender equity. Its mission is furthered by developing leaders, discovering solutions to intractable gender problems of our time, and providing opportunities for students to experience synergies between curricula, research, and community engagement through close collaboration with faculty.

## [History](#)

Critical to understanding the Newcomb Institute of today is an understanding of its past. After losing her young daughter, Josephine Louise Newcomb's vision was to create a place where women could receive a liberal academic education – a vision that was realized in the founding of Newcomb College in 1886. Characterized as pioneering and prestigious throughout the country, Newcomb continued to develop as an independent women's college until 1987 when Newcomb College students and faculty merged with those of greater Tulane University. Simultaneously, the Board of Trustees established the Newcomb Foundation to promote the education of women and outlined the existence of a body of faculty members, Newcomb Fellows, to act in support of the College's mission, paving the way for what is the modern Newcomb Institute. Today, the Newcomb Institute strives to create a supportive and responsive environment where students, faculty, staff, alumnae, and community members of all backgrounds and identities can contribute and thrive.

## Faculty and Research

Faculty members from across Tulane are drawn to the mission, access to resources, and supportive culture found at the Newcomb Institute. [Newcomb Fellows](#) are faculty members from across the University who share in its mission and vision. Newcomb Fellows may be full-time, visiting, administrative, post-doctoral, or professors of practice. Core faculty fellows teach and conduct research on gender, and affiliated fellows are faculty members or administrators with a demonstrated interest in gender equity and/or a strong connection to and affiliation with the historic Newcomb College and the Newcomb Institute. Over 90 faculty across Tulane are currently affiliated with the Institute.

The Newcomb Research Center funds faculty research and teaching through competitive internal [grant programs](#). The Institute works with faculty to develop and issue [research reports](#) and connects faculty to undergraduate research assistants. It also hosts weekly writing retreats for women faculty, faculty [reading groups](#), writers in residence, and several endowed lecture series.

## Students

Reflecting its founding mission to educate undergraduate women, the Newcomb Institute offers an array of curricular and co-curricular opportunities, most notably the [Newcomb Scholars Program](#). This is the only small cohort honors program for Tulane undergraduates, and it accepts an average of 20 intellectually curious and motivated students each year to participate in a rigorous interdisciplinary learning experience about feminist leadership over the course of four years. Through this program, Newcomb Scholars have the opportunity to take small, discussion-based courses that closely examine women and gender in relation to higher education, leadership, and scholarly pursuit. All required courses are instructed by Newcomb Institute administrative faculty who bring their firsthand experience as active researchers in the space of gender inequity to the classroom. The culmination of membership in this selective cohort is a two-semester independent research project designed to engage Scholars in the development of their own intellectual identities.

Student support is not limited to the Newcomb Scholars Program, though. The Newcomb Institute sponsors more than 20 [student-run organizations](#), organizes the [Newcomb Big/Little](#) and [mentoring programs](#), [sponsors internship and grant opportunities](#), and offers courses created through cross-campus partnerships and designed with gender in mind. In partnership with Tulane Housing and Residence Life, the Institute is also involved with programming in the [Spark Residential Learning Community](#), which encourages first-year women to build their networks and engage in activities focused on gender, leadership, and social change.

## Alumnae

The [Newcomb Alumnae Association](#) (NAA) is the alumnae association of Newcomb College at Tulane University, chartered by the State of Louisiana in 1910. The NAA is affiliated with the Newcomb Institute and offers programming and services to Newcomb College graduates and all undergraduate Tulane alumni. NAA's over 30,000 cherished alumnae give their time, energy, and financial support to cultivate a lifelong Newcomb community. Whether serving as a New Orleans "Town Mom" to a first-year student, joining in the traditions at Under the Oaks, joining a local book club, or sitting on the Board of Directors, NAA members honor the legacy of the H. Sophie Newcomb Memorial College by supporting the Newcomb Institute and Tulane University.

## Programming

Beginning in Fall 2021, undergraduate students can earn a [certificate in Gender-Based Violence](#) through the School of Liberal Arts in partnership with the Newcomb Institute. Those in human resources, law, counseling, and medical professions all engage with victims and survivors of gender-based violence and could benefit from this certificate program. Many students already dedicate time to working on the issue outside of class through service as members of Sexual Aggression Peer Hotline and Education (SAPHE) or as Peer Health Educators (TUPHEs), as members of the All In student coalition, or as interns in the Title IX office, or at The Well. This certificate offers a curricular complement to that work.

The [Public Leadership Education Network](#) (PLEN) offers a series of seminars in Washington D.C. that provide college students with the valuable opportunity to explore their career interests through meetings with industry leaders, interactive workshops, and site visits in the nation's capital. PLEN seminars range in topic from law to public policy, health policy, STEM, women and Congress, and more. Full-time undergraduate students can apply to Newcomb Institute to cover the costs of travel, lodging, and the registration fee.

[Feminist Camp](#) is a conference-retreat that provides participants with a front-row seat to feminist work, activism, and action beyond classroom theories. Feminist Camp takes place in the spring semester in New York City and Seattle; full-time undergraduate students can apply to Newcomb Institute to cover the costs of travel, lodging, and the registration fee.

The Summer Internship Funding Program offers competitive grants of up to \$2,000 to support housing and travel costs for undergraduates in internship positions that relate to Newcomb Institute's mission. The [Reproductive Rights and Reproductive Health Internships Program](#) provides undergraduate students with an opportunity for a paid internship at reproductive rights and reproductive health organizations in New Orleans, or a chance to work with Tulane faculty conducting related research. Participants attend biweekly meetings where they learn from each other and leaders in the field. The [Digital Research Internship Program](#) offers students a paid opportunity to obtain a technology skillset with tangible experience working on digital research and digital media projects in the humanities and sciences. The [Gender and Archives Diversity Research Fellowship](#) offers students a paid opportunity to conduct significant archival research on individuals or campus communities that have been underrepresented in the history of Tulane University, with an intersectional focus on gender.

Fridays at Newcomb is a weekly lecture series featuring diverse speakers who are leaders in their field, ranging from Tulane faculty members to community activists, politicians, and poets. Fridays at Newcomb are free and open to the public, and lunch is provided.

Beyond campus, community members are invited to participate in the creation of projects that benefit the lives of women and girls with resources available through the [Emily Schoenbaum grant](#). Community collaborations made possible through grants such as this have deepened partnerships with the New Orleans community and paved the way for increased research, internship opportunities, and other modes of experiential learning. The resulting synergy of teaching, learning, and service is a unique strength of the Newcomb Institute and one that the next Executive Director will work to preserve and bolster.

## [The Newcomb Archives](#)

The Newcomb Archives collects, preserves, and makes available records that document the history of women and gender in the Gulf South. The Nadine Robert Vorhoff Collection is a non-circulating special collections library devoted to women's education, prescriptive literature, culinary history, gender and sexuality, third-wave feminist zines, and other topics. The archives and special collections are open to all students and faculty for research, by appointment. Faculty may also schedule primary source research instructional sessions for their classes.

## **Facilities**

The Newcomb Institute occupies an enviable position in the center of campus with stunning, new facilities. The Commons, a 77,000 square-foot multipurpose, student-centered space, opened in fall 2019 and offers a state-of-the-art dining facility, conference rooms, event space, market, and the Newcomb Institute. The layout takes advantage of opportunities to create internal connections and further enhance a strong campus identity for the Institute. The Newcomb Institute occupies 19,000 square feet of the third and top floor with sweeping views of downtown New Orleans. It includes an event space for 75 to 100 people, a courtyard, and a library with a 32-seat reading room and study space.

## **THE ROLE OF THE EXECUTIVE DIRECTOR**

Reporting to the Provost, the Executive Director leads a talented professional staff and administrative faculty of 19 across teaching, research, alumnae relations, development, events, communications, archives, and operational responsibilities. The work of the Institute is also supported by the over 90 affiliated faculty across Tulane as well as its dedicated alumnae base. The Newcomb Institute Director's Advisory Council (DAC) serves as an advisory group to the Executive Director, bringing the perspectives of a variety of constituencies to bear on matters of Newcomb Institute policy, activities, programs, and goals, and to help the Executive Director advance the interests of the Newcomb Institute and its mission. The Institute's annual operating budget is approximately \$2 million, funded by a robust endowment valued at \$42 million.

The Executive Director will lead through influence and bring a natural proclivity for collaboration, fostering and developing more extensive relationships across campus and in the community. Effectively partnering with deans and department and program leaders to jointly hire faculty and enhance teaching and scholarship on gender will enhance Newcomb Institute's impact and reach and position the Institute and Tulane as thought leaders and exemplars of advancing women's leadership and gender equity in all fields and disciplines. The Executive Director will leverage the Institute's resources, rich history, stellar facilities, and passionate community of scholars, students, staff, and alumnae to chart a vision for the next chapter of Newcomb Institute's evolution.

## **OPPORTUNITIES AND CHALLENGES FOR THE EXECUTIVE DIRECTOR**

The next Executive Director of the Newcomb Institute will address the following key opportunities and challenges:

### **Establish a vision for the future of the Newcomb Institute that builds upon its tremendous history**

The next Executive Director will have the opportunity to strengthen the position of the Newcomb Institute and Tulane University as a leader in gender equity while simultaneously preserving the history and spirit that define the Newcomb community. In order to build toward the future, the Executive Director will need to not only support the execution of the current strategic plan but also identify future strategies to remain nimble within an everchanging educational and societal landscape. This will require a consultative approach and continuous innovation around ways to best position students for lives of leadership and the support provided for faculty working on solutions to timely and challenging gender issues in their scholarly engagements. The Executive Director will inherit a very broad and strong foundation of existing programming to foster and enhance. A new strategic vision should seek to reflect the Newcomb Institute's multipronged mission and align its diverse programming with a shared sense of purpose. In furthering the work of the Institute, the Executive Director will ensure Institute structures and processes are both effective and sustainable.

### **Promote a spirit of interdisciplinary collaboration and foster relationships across campus**

The Newcomb Institute is endowed with impressive resources of space, funding, and varied expertise, and opportunities for collaboration across campus abound. The next Executive Director will be charged to further cultivate partnerships between the Institute and the greater Tulane community to establish itself as a go-to partner and an academic force for gender equity within every facet of university life. This will manifest as strong relationships with deans across campus to identify more opportunities for interdisciplinary work through joint hiring, programming, and research in both the historically engaged areas of humanities and the social sciences, as well as the lesser-connected STEM disciplines and professional schools. Using the Gender-Based Violence Certificate as a model, growing interdisciplinary curricular programs is of potential interest. Opportunity also exists to engage more deeply with the student affairs, residential life, Title IX, and equity, diversity, and inclusion offices. The next Executive Director should embrace the adage that all ships rise, and the success, development, and legacy of the Newcomb Institute will only grow in impact should the right partnerships be forged across the breadth of disciplines and fields across campus.

### **Support, develop, and recruit a diverse and talented faculty and staff**

The Executive Director will inherit a strong team of staff whose functions and expertise are wide-ranging. They will further develop and empower the team to lead in their respective areas and leverage their institutional memory and many talents. Ensuring staffing structures and workflows are well aligned with the Newcomb Institute's future vision will be critical to organizational sustainability and succession planning.

In the spirit of collaboration, the Executive Director will also enhance the Institute's footprint on campus, actively seeking out opportunities for joint faculty hires across the full breadth of disciplines at Tulane. There is not an academic school or department on the Tulane campus whose mission does not intersect in fundamental ways with that of the Newcomb Institute, and the Executive Director will also more meaningfully engage Newcomb Fellows and attract other existing faculty to connect with the Institute. In recruiting, developing, and supporting both new and affiliated faculty as well as staff, the Executive Director will prioritize practices that reflect the Newcomb Institute's commitment to intersectional equity in all its forms.



## **Raise the profile of the Newcomb Institute on campus and beyond to garner support and resources**

The Executive Director will act as the face of the Newcomb Institute both on campus and off. They should be an expert storyteller, marketer, fundraiser, and steward of resources, past and future. The Executive Director will ideally bring an extensive professional network and seek out opportunities to engage, both personally and to elevate other faculty voices, in public scholarship and contribute to the national dialogue and policy around gender inequity in today's society. They will be primarily responsible for supporting strategies to grow awareness of both current offerings and potential impact of the Newcomb Institute, whether that is by engaging more fully with students and faculty on campus, developing community partnerships in New Orleans, or involving alumnae and donors. The Executive Director will foster a close relationship with the loyal alumnae base, illustrating the positive influence current contributions are having on the Institute and opportunities to sustain and grow the impact of the community they hold dear. They will leverage the Director's Advisory Council and Newcomb Alumnae Association in furthering donor engagement and trumpeting the successes of the Institute and its community members to broaden its reach.

## **QUALIFICATIONS**

Tulane seeks in its Executive Director an exceptional leader who will position the Newcomb Institute and Tulane University as leaders in educating and graduating women leaders and supporting and developing faculty scholarship in gender. The Search Committee seeks candidates who bring many of the following skills and experiences:

- An earned doctorate or terminal degree in an academic discipline relevant to the Newcomb Institute and a strong record of teaching and scholarship, as evidenced by tenure in their field;
- A demonstrated commitment to the pursuit of intersectional gender equity in all of its forms;
- The ability and enthusiasm to build relationships and collaborate with a broad array of internal and external partners to craft a shared vision for the Newcomb Institute that promotes and powers its diverse scholarly and programmatic strengths;
- The capacity to identify and think strategically about opportunities for creative collaboration across colleges, departments, and disciplines;
- An ability to leverage the Institute's assets to assist in making strategic hires across Tulane;
- A commitment to and passion for undergraduate education and leadership development;
- Demonstrated track record in fundraising and philanthropy;
- Strong fiscal leadership and entrepreneurial management skills, preferably in a responsibility centered management (RCM) environment;
- Personnel management experience;
- A fair, collegial, empowering, and transparent leadership style;



- Strong oral and written communication skills; and
- A desire to embrace, participate in and learn from the city and community of New Orleans.

## TO APPLY

Tulane University has retained Isaacson, Miller, a national executive search firm, to assist the search committee in its identification and review of candidates. Nominations and applications, including – as individual attachments – a cover letter and a CV, should be submitted online electronically and in confidence to:

**Kate Barry, Partner**  
**Elizabeth Dorr, Managing Associate**  
**Ellen Egitton, Associate**  
**Isaacson, Miller**  
<https://www.imsearch.com/search-detail/S8-442>  
263 Summer Street, 7th Floor Boston, MA 02210

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