



**Search for the Director of Equity and Civil Rights/Title IX Coordinator**  
**University of Maryland, Baltimore County**  
Baltimore, Maryland

[UMBC \(University of Maryland, Baltimore County\)](#) seeks an experienced civil rights practitioner and strategic leader to serve as its Director of Equity and Civil Rights and Title IX Coordinator (Director), who will build meaningful relationships throughout a diverse campus community and advance the practices of the [Office of Equity and Civil Rights \(ECR\)](#) in pursuit of becoming a model operation in higher education. The Director will manage the Office of Equity and Civil Rights while collaboratively working to provide long-term vision, leadership, and strategic direction to ensure the University's compliance with all federal, state, and local laws and regulations—understanding that the success of these services is the foundation of UMBC's welcoming and supportive culture for all students, faculty, and staff.

Committed to inclusive excellence in practice and values, UMBC is proud to be one of the nation's fastest-growing and most diverse public top-tier universities. With the recent appointment of [President Valerie Sheares Ashby](#) and incoming [Provost Manfred H.M. van Dulmen](#), the campus enters a period of growth, innovation, and transformation. The University's vibrant campus is regarded as a new model for American higher education – a place where talented students, faculty, and staff thrive in a culture that embraces and encourages innovative ideas and collaboration. As the country becomes increasingly diverse, UMBC views itself as a prototype of the university as it evolves; its innovation will come to define public higher education.

Recently created by [Tanyka M. Barber](#), the inaugural Vice President for Institutional Equity and Chief Diversity Officer, to pave the way for a new chapter of high-quality support, ECR is responsible for advancing the university's core value of inclusive excellence by ensuring university compliance with non-discrimination laws, regulations, and policies, including, but not limited to, Title VI, Title VII, Title IX, Americans with Disabilities Act (ADA), ADEA, Section 504 of the Rehabilitation Act, the Clery Act, and VAWA. While leading the full portfolio of UMBC's non-discrimination, fair employment, and equal opportunity services, the Director also serves specifically as the University's Title IX Coordinator.

Reporting to the Vice President for Institutional Equity and Chief Diversity Officer, the University is seeking an innovative, committed, and passionate professional who has broad civil rights knowledge and experience and has a demonstrated commitment to ensuring an inclusive learning, living, and working environment free from harassment, discrimination, hate, and bias for all members of the UMBC

community. As a visible and accessible leader who thoughtfully exercises unwavering high integrity in the balance of transparent communication and required confidentiality, the Director will collaborate closely with various campus partners such as the Division of Student Affairs, Human Resources, Campus Police, Office of the Provost, Inclusion Council, shared governance bodies, Office of the General Counsel, and other campus leaders.

UMBC has engaged the services of Isaacson, Miller, a national executive search firm, in this recruitment effort. All applications, inquiries, and nominations should be directed in confidence, as indicated at the end of this document.

### **UNIVERSITY OF MARYLAND, BALTIMORE COUNTY**

Founded in 1966, UMBC is a mid-sized public research university in the Baltimore-Washington corridor and a member of the University System of Maryland (USM). It was the first public university in Maryland to include students of all races, and it is federally designated as a Minority Serving Institution. UMBC was established upon the land of the Piscataway and Susquehannock peoples, and, over time, citizens of many more Indigenous nations came to reside in the region. UMBC humbly offers its respects to all past, present, and future Indigenous people connected to this place.

In the 2021 Carnegie Classification of Institutions of Higher Education, UMBC ascended to the highest level of research activity, achieving the Research 1 (R1) categorization for doctoral institutions. The University delivers a distinctive undergraduate educational experience characterized by a strong liberal arts and sciences core and offers graduate programs in engineering, information technology, science, humanities, social sciences, public policy, and human services. UMBC's Graduate School offers 41 master's degree programs, 24 doctoral degree programs, and 24 graduate certificate programs. The Division of Professional Studies offers an array of professionally focused master's degrees, graduate certificates, individual courses, and non-degree training programs.

Thirty-five new academic programs have been added since 2006, including three new departments: gender, women's, and sexuality studies; media and communication studies; and marine biotechnology. Most of the University's academic programs are offered on its 500-acre main campus near Baltimore, with some programs offered at the Universities at Shady Grove campus – a distinctive partnership of nine USM institutions – in Rockville, Maryland, and select research and teaching facilities in downtown Baltimore.

The University enrolls almost 14,000 students, and it enjoys more than \$118 million in externally funded research annually. UMBC has increased its international student population, more than doubled the proportion of students from low-income households, and more than doubled its number of annual graduates – from 1,700 to nearly 3,500 over the past 20 years.

UMBC has achieved a remarkable national and international reputation for innovation and student success, particularly in STEM. It has modeled for the world what it means to practice inclusive excellence

– most notably through its Meyerhoff Scholars Program, which has been replicated at numerous institutions throughout higher education since its inception in 1988. UMBC consistently ranks among the most innovative universities and of the highest quality undergraduate teaching. For over a decade, The Chronicle of Higher Education has recognized UMBC as a “great college to work for.”

UMBC ranks among the U.S.’s top 100 public universities in federal research support, #14 in NASA funding, and #40 in federal funding for social sciences. In 2020, UMBC was honored by the Carnegie Foundation for the Advancement of Teaching with its distinguished Carnegie Community Engagement classification. Significantly, UMBC is the nation’s #1 producer of Black undergraduates who go on to complete a PhD in the natural sciences or engineering, and #1 for Black undergraduates who complete an MD/PhD.

For more information about UMBC, please see [umbc.edu](http://umbc.edu).

## THE UMBC COMMUNITY

UMBC’s Vision Statement is remarkable in its clarity and ambition: *“Our UMBC community redefines excellence in higher education through an inclusive culture that connects innovative teaching and learning, research across disciplines, and civic engagement. We will advance knowledge, economic prosperity, and social justice by welcoming and inspiring inquisitive minds from all backgrounds.”*

UMBC serves 14,148 total students: 10,490 undergraduates and 3,658 graduates. Most students (94 percent of undergraduates and 44 percent of graduates) come from the state of Maryland, the majority coming from Baltimore, Howard, Montgomery, and Prince George’s counties, as well as the City of Baltimore. As of Fall 2023, 18 percent of undergraduate and graduate students were international, and over 100 countries are represented in the entire student body.

The University is firmly committed to access and is a diverse and welcoming community, with just over 50 percent of students self-identifying as students of color. As of Fall 2023, across undergraduate and graduate students, the University enrolled a student body comprising 28 percent White students, 20 percent Black/African American students, 19 percent Asian American students, 8 percent Hispanic/Latinx students, and 18 percent international students. Fifty-four percent of students self-identify as men and 46 percent as women, a relatively stable trend held over the past 20 years.

UMBC’s 1,185 faculty are recognized nationally and internationally, notably in the areas of research, scholarship, and creative achievement. In FY 2023, UMBC faculty submitted proposals for over \$400 million in extramural funding and secured more than \$140 million in new extramural awards, and campus-wide annual extramural research expenditures reached an all-time record of \$110 million in FY 2023, including \$89 million from federal funding sources. The rich and rigorous environment for teaching and learning is supported by approximately 560 full-time instructional faculty members, of which 425 hold the ranks of professor, associate professor, or assistant professor. Of those tenured or on the tenure track,

approximately 49 percent self-identify as women, 6 percent as Black or African American, 5 percent as Hispanic or Latino, and 18 percent as Asian.

Essential to all University activities and initiatives are the employees who tirelessly support and advance the institution's mission and enhance the student experience at UMBC. The University employs approximately 1,291 staff members in a variety of non-faculty roles. As of 2023, 60 percent of UMBC staff self-identify as women, 20 percent as Black or African American, 3 percent as Hispanic or Latino, 5 percent as Asian, 0.08 percent as American Indian or Alaska Native, and 0.2 percent as Native Hawaiian or Other Pacific Islander.

UMBC embraces a strong shared-governance model, in which academic success is facilitated by fostering an empowering institutional culture and broad leadership for innovation among senior leaders, administrators, staff, faculty, and students. The University Steering Committee, comprising the leaders of the University's three senates, the Graduate Student Association, and the Student Government Association, are the cornerstone of UMBC's shared governance system. The strong shared governance model at UMBC is a key element of its empowerment. To learn more about each of the groups, please visit <https://usc.umbc.edu/>.

## LEADERSHIP

**Valerie Sheares Ashby** was appointed to the presidency of UMBC on August 1, 2022. She is the first woman to serve in this role.

Dr. Sheares Ashby previously served as dean of Duke University's Trinity College of Arts & Sciences. In this role since 2015, she led a 700-person faculty spanning nearly 40 departments and programs in rethinking what it means to deliver a world-class liberal arts education while navigating a pandemic and consistently promoting diversity and inclusion as a means of achieving excellence in both teaching and research.

She received her BA and PhD degrees in chemistry from the University of North Carolina at Chapel Hill (UNC) and completed postdoctoral research at Universität Mainz in Germany as a National Science Foundation Postdoctoral Fellow and NATO Postdoctoral Fellow. A full bio on President Sheares Ashby can be found at [umbc.edu/leadership/president/](http://umbc.edu/leadership/president/).

**Tanyka M. Barber** is UMBC's inaugural Vice President for Institutional Equity and Chief Diversity Officer, leading the university's efforts to foster inclusive excellence for the campus community. Before joining UMBC, she was a partner at TNG, one of the largest education-focused law and consulting practices in the country. The Maryland native has also served in DEI leadership positions at Morgan State University, Baltimore County Public Schools, and the Maryland Commission on Civil Rights. Before earning her law degree, Barber held several roles in the public health field, including program manager for Morgan State's Public Health Program and national health coordinator for the NAACP. A full bio on Tanyka Barber can be found at <https://umbc.edu/stories/umbc-welcomes-tanyka-m-barber/>.

## **DIVISION OF INSTITUTIONAL EQUITY**

Under the direction of Vice President Barber, all of UMBC'S civil rights compliance and DEI functions were restructured to fall within the newly created Division of Institutional Equity. As a result, the Office of Equity and Civil Rights (ECR) was created to provide expert guidance, support, and best practices for the full scope of civil rights matters. The Division will expand to include units focused on diversity, equity, and inclusion for faculty, staff, and students, social justice, and restorative practices.

### **Inclusion Council**

Now accountable to the Vice President for Institutional Equity and Chief Diversity Officer, the Inclusion Council serves as an advisory council for the Division of Institutional Equity. The Inclusion Council is made up of students, faculty, staff, and alumni working with the campus community. Members also act as ambassadors for the Division across campus, and serve as thought partners who provide invaluable feedback on equity issues as they arise. UMBC'S important [Retriever Courage](#) initiative is now a part of the Inclusion Council'S work. The goals of the Inclusion Council include empowering, connecting, and building upon the existing equity work across campus and championing the campus'S commitment to inclusive excellence.

### **Office of Equity and Civil Rights**

UMBC'S Office of Equity and Civil Rights (ECR) was created in April 2023 to replace the former Office of Equity and Inclusion (OEI). The office is responsible for promoting and supporting the [University's core values](#) of inclusive excellence, equity, and diversity. ECR has primary responsibility for managing UMBC'S efforts related to [Title IX](#) as well as other civil rights issues, including [discrimination](#), harassment, hate, and bias.

The office'S mission is to not only ensure compliance with the University'S [Policy on Sexual Misconduct, Sexual Harassment and Gender Discrimination](#) and [Policy on Discrimination and Equal Opportunity](#) through prompt, fair investigations, education and training, and outreach and engagement; but also, to foster an equitable, inclusive, and accessible environment for all members of our campus community through partnerships and initiatives.

ECR continues to build an expert team of staff. Current staffing includes an interim Director, one case manager, and two investigators. A training and prevention manager will start in late April. The Director has the support of leadership to onboard a hearing officer, administrative assistant, and external support as needed.

The office has a [confidential online reporting/referral form](#) for all discrimination, harassment, hate, or bias incidents which permits *anonymous* and *confidential* reporting by students, faculty, and staff. In addition, all students, and all new faculty and staff are required to complete [mandatory training](#) related

to sexual misconduct. The Office of Equity and Civil Rights will continue to develop and deliver ongoing training, education, and prevention initiatives related to discrimination and harassment for all students, faculty, and staff.

#### **ROLE OF THE DIRECTOR OF EQUITY AND CIVIL RIGHTS AND TITLE IX COORDINATOR**

The Director will provide essential leadership, knowledge, and direction for the ECR office regarding matters of equity, civil rights, and Title IX. By aligning with the University's overarching mission and values, the successful Director will underscore the University's commitment to move beyond compliance with regulations and processes to implement best practices by exceptionally providing critical services and resources to the campus community of students, faculty, and staff. As the campus compliance leader, the Director will have an active role on the Inclusion Council and remain knowledgeable on trends and updates impacting equity and civil rights both internally and externally and serve as a partner and advisor to campus leaders. The Director will develop and empower the staff to help mobilize best-in-class efforts of the office to position the University as a model and leader in public higher education civil rights compliance operations. The role provides ample opportunity for a skilled and experienced leader to shape the direction and impact of the office, reporting and response, and training services in a data-driven, future-forward manner.

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

***Serve as a trusted thought leader and visible campus partner while elevating ECR's profile across UMBC's campus.***

The Director will be critical in promoting the ECR Office's resources and services across campus with a proactive approach to engagement and awareness. To that end, the Director will aim to strengthen the identity, processes, mission, and resources of the office for the broader campus community. This will require a leader to serve as a visible and welcoming presence on campus while reflecting those same traits throughout the office. Additionally, the Director will be called upon for guidance and direction regarding equity and civil rights for the UMBC community. To do so effectively, the Director will emphasize and elevate partnership and collaboration across campus while maintaining the goal of serving the broader campus community. Success in this endeavor will further the university's commitment to compliance and will help position the university as a model of excellence for equity and civil rights matters.

***Be a knowledgeable advisor in times of crisis and complex situations, both internally and externally.***

UMBC is not immune to moments of crisis or complex, difficult situations. As a large and diverse campus, there will be moments where members of the community will be impacted by events on both local and international scales. The Director will often be called upon to assist fellow leadership in responding to challenging situations as well as remaining knowledgeable of trends and potential changes in laws to proactively address concerns. An ideal candidate will have experience in crafting responses, via both

communication and initiatives, to campus-wide crises and will have the leadership capability to remain levelheaded when faced with challenging situations.

***Create a strategic vision for civil rights education, training, and resources for the UMBC community using a data-driven approach.***

The Director will have the opportunity to develop, promote, and execute a strategic vision for the ECR office which will result in an increased level of awareness, education, and utilization of resources. To do so successfully requires a strategic, data-driven vision that provides a blueprint for measuring progress and success. The ideal candidate will have previous experience using data-driven approaches to develop strategic plans, analyze results, and capitalize on opportunities for training and education as well as process improvement. This will also require being skilled at translating and communicating data to the campus community in an efficient manner when necessary.

***Standardize high-quality services and transparent reporting processes that prioritize open and efficient communication.***

To deepen trust in the office and the services it provides to UMBC, the Director will have a proven track record of timely response to incidents and steady progress through office procedures while executing all work with excellent quality and thoroughness. The Director will also be essential in creating, maintaining, and emphasizing the importance of process and compliance when working with multiple campus stakeholders. To do this effectively, the Director will need to have a proactive approach to communication and partnerships while maintaining those efforts amid competing priorities. Additionally, the Director must understand the delicate balance of communicating necessary information while also upholding confidentiality. The ideal candidate will be a forward-looking leader with experience in enforcing compliance when building and implementing processes, all while prioritizing and establishing fair and transparent communication.

***Further develop and enhance ECR office staff through recruitment, retention, and development.***

The Director will not only serve as a leader for the campus community, but for the ECR office staff. Through leading by example and cultivating an intentional space for growth and development, the Director will have a critical role in creating an open, supportive, and innovative office culture that nurtures staff skills and wellbeing. The Director will have the opportunity to develop and sustain staff members, who will also serve as resources for the greater mission of the office and university. The Director will identify efficiencies and advocate for resources for ECR to maximize effectiveness for the benefit of the campus community.

## QUALIFICATIONS AND CHARACTERISTICS

The successful candidate will bring a spirit of strategic innovation and a proven track record of success in leadership and civil rights compliance matters. While no single candidate will have all the qualifications, the search committee seeks candidates with a well-rounded combination of the following abilities:

### Essential Qualifications:

- Master's degree and five (5) years of professional experience specifically related to equal opportunity, nondiscrimination, and/or civil rights (e.g., Title VI, Title VII, Title IX, VAWA, the Clery Act, ADA, Section 504, ADEA, Equal Pay Act, etc.) compliance and best practices; or,
- Bachelor's degree with at least seven (7) years of professional experience specifically related to equal opportunity, nondiscrimination, and/or civil rights (e.g., Title VI, Title VII, Title IX, VAWA, the Clery Act, ADA, Section 504, ADEA, Equal Pay Act, etc.) will be considered equivalent.
- Proficient knowledge of and experience serving in a role(s) within the Title IX/discrimination/harassment resolution process as a Title IX Coordinator, EEO/AA coordinator, investigator, decision-maker, or similar role.
- Ability to read and interpret complex legal documents (e.g., case law, federal/state statutes, regulations, and guidance documents, etc.) to evaluate their impact on policy, procedures, and practices.
- Strong understanding of working with confidential and highly sensitive information and maintaining confidentiality in compliance with university policies, procedures, and federal and state laws/regulations.
- Must be able to work efficiently in a time-sensitive environment and exercise independent judgement in the development, implementation, and evaluation of policies, procedures, training, and initiatives related to sexual misconduct, discrimination, harassment, and retaliation prevention, response, and resolution.
- Keen interpersonal skills, cultural awareness, and sensitivity to interact, collaborate, establish rapport, and maintain productive working relationships with students, faculty, administrators, staff from diverse populations, and external stakeholders.
- Excellent written and verbal communication skills with a strong attention to detail and the ability to review, evaluate, and provide constructive feedback on the work product of ECR staff.
- Experience in developing and presenting educational and training programs.
- Demonstrated leadership abilities to include the proven ability to engage in strategic thinking, critical analysis, problem solving/conflict resolution, and supervision of teams.
- Proficiency with Microsoft Office and case management systems (e.g., Advocate, Maxient).

### Preferred Qualifications

- Juris Doctor from an ABA accredited law school
- Prior experience working in a higher education setting.
- Two (2) years of supervisory experience.

- Experience and/or training in facilitating mediation, informal resolution, and/or restorative practices.

## **APPLICATIONS, INQUIRIES, AND NOMINATIONS**

Interested candidates must submit a letter of interest and a current resume or curriculum vitae to be considered for the position. Confidential inquiries, nominations, and application materials should be directed to:

Keight Tucker Kennedy, Partner (she/her)

Tiffany Weber, Managing Associate (she/her)

Alexis Ditaway, Associate (she/her)

Alexis Scott, Senior Search Coordinator (she/her)

<https://www.imsearch.com/open-searches/university-maryland-baltimore-county/director-equity-and-civil-rightstitle-ix>

*The University of Maryland, Baltimore County, values safety, cultural and ethnic diversity, social responsibility, lifelong learning, equity, and civic engagement. Consistent with these principles, the UMBC does not discriminate in offering equal access to its educational programs and activities or with respect to employment terms and conditions on the basis of a UMBC community member's race, creed, color, religion, sex, gender, pregnancy, ancestry, age, gender identity or expression, national origin, veteran status, marital status, sexual orientation, physical or mental disability, or genetic information.*