



Provost and Executive Vice President for Academic Affairs Position Profile

Metropolitan State University of Denver (MSU Denver) invites inquiries, nominations and applications from visionary and inspiring leaders interested in serving as the University's next Provost and Executive Vice President for Academic Affairs (Provost/EVPAA). The successful candidate will have an opportunity to build upon the legacy of Dr. Vicki Golich who will be retiring at the end of the 2019-2020 academic year following 10 years of exemplary service to the University and the Denver community. MSU Denver seeks an individual who will capitalize upon the University's current momentum and leverage its vision and values toward creating a more dramatic imprint in the City of Denver, the State of Colorado, and beyond.

The Provost/EVPAA will be a critical strategic advisor to President Janine Davidson and an indispensable partner and voice amongst MSU Denver's senior leadership team in determining all academic matters, priorities, and objectives that promote MSU Denver's vision and commitment to student success. They will also work closely with the faculty of the University to continue stewarding and growing academic excellence.

President Janine Davidson

MSU Denver is led by President Janine Davidson, Ph.D., a dynamic and forward-thinking leader with extensive experience guiding large and complex organizations. Davidson became President of MSU Denver on July 24, 2017, after most recently serving as the 32nd undersecretary of the United States Navy. As the ninth President of MSU Denver, Dr. Davidson is committed to holding the line on the American dream by providing students with an excellent, high-value education that propels them up the socioeconomic ladder.

While MSU Denver is a leader in educating Coloradans through programs relevant to the state's economy, Davidson aims to build the institution's reputation nationally and internationally. She is spearheading the launch of a Classroom to Career Hub, scaling up the University's workforce-partnership programs to deliver real-world learning experiences for students, while also cultivating a local talent pipeline for state employers.

In her first year as President, Davidson has championed an inclusive leadership model, bringing together people from a wide variety of backgrounds and perspectives to provide strategic direction on the University's future. She also testified before Colorado's Joint Budget Committee about the inequitable higher-education funding model and made the case that investing in MSU Denver will help the state achieve its educational and economic goals.

The University

Established in 1965 as Colorado's "College of Opportunity," MSU Denver is a comprehensive, baccalaureate and master's degree granting urban university. The University offers its degrees through integrated curriculum in the liberal arts, natural and physical sciences, health and applied sciences, business, education, and hospitality to a diverse student population through the following colleges and schools:

- College of Letters, Arts and Sciences
- College of Professional Studies
- College of Business
- School of Education
- School of Hospitality

MSU Denver is among the largest public four-year universities in Colorado. It is one of the state's most accessible, diverse, and affordable universities; the University attracts and serves students from a variety of socioeconomic and ethnic backgrounds. As an urban university committed to the local community, excellence in teaching and learning is MSU Denver's primary objective. Located in the heart of Denver, MSU Denver shares a 75-acre campus with two other post-secondary institutions. Over the last decade, as part of its journey to become a preeminent public urban university, Metropolitan State University of Denver received legislative authority to change its name from Metropolitan State College of Denver and become a master's-degree-granting educational institution.

MSU Denver has increased the number of degrees it has granted annually from 2,280 in 2005 to 3,445 and over the period between 2005 – 2015 its first-time freshman retention rate has improved from 62 percent to 65 percent. A current student body of approximately 20,000 is taught by 1,452 faculty members and supported by 709 staff members. Over the past 12 years, the diversity of the University's student population has increased to 44% students of color, and with a 28% Latino/a undergraduate population, the institution has recently achieved Hispanic Serving Institution (HSI) status. With close to 48% transfer student population, the Provost/EVPAA will need to help develop President Davidson's vision for MSU Denver to become a national model in serving transfer students.

MSU Denver has offered students unique opportunities to be prepared for graduate programs and the workplace by strategically creating public-private partnerships in areas such as hotel management, aerospace engineering, advanced manufacturing and modern music education, while also serving the workforce needs in Colorado. The University remains committed to its robust, well-rounded curriculum in traditional academic fields, evidenced by the recent faculty-led effort to strengthen and update the general studies program. Years of collaboration have led to unique programming as well as visiting professorships that support MSU Denver's role as a leader in the community, building bridges and encouraging dialogue among Denver's diverse communities. See for example the Richard T. Castro Distinguished Visiting Professorship, as well as the Rachel B. Noel Distinguished Visiting Professorship. MSU Denver is a dedicated partner with the city and region for advancing civic discourse and maintains a commitment to supporting the liberal arts and humanities demonstrated by the work of the Denver Project for Humanistic Inquiry (D-Phi); the thriving and robust offerings, both on campus and off, provided by the Center for Visual Arts; as well as annual signature events produced by the departments of Art, Music, and Theatre and Dance. For more information about MSU Denver generally, please visit <https://msudenver.edu/>.

Position Summary

Reporting to the President, the Provost/EVPAA serves as the University's chief academic officer. This individual will oversee and align academic and budgetary policies and priorities, ensure faculty quality, help to expand relationships with key internal and external stakeholders, and further strengthen the educational excellence of the institution. In guiding an innovative community of scholars and students, this individual will provide leadership to support an interdisciplinary, student-centered culture across the campus. The Provost/EVPAA will be an active partner with the University's Student Affairs division. It will be especially important for the Provost/EVPAA to work collaboratively, not just with Student Affairs, but with all departments, deans, programs, chairs, and faculty in promoting initiatives that focus on student retention, progression, and completion. The Provost/EVPAA will possess a clear academic vision and serve as an articulate and persuasive spokesperson and advocate for the Academic Affairs division. In addition, they will assist the President in effectively conveying the significance of MSU Denver as a partner to the Denver community and region.

The Provost/EVPAA is charged with the overall administration of all academic units, works closely with Deans and faculty to develop, implement, and promote educational and scholarship goals, and provides leadership to ensure excellence in the University's academic mission. Furthermore, the Provost/EVPAA will support the further development of a rich and positive campus climate through the recruitment, retention, and recognition of excellent, diverse faculty, staff, and students. As MSU Denver's chief academic officer, the Provost/EVPAA will lead, manage, operationalize, and coordinate cross-unit/cross-functional programs and initiatives in Academic Affairs to promote student success defined as graduating students in a timely fashion, with minimal or no debt, and well prepared to pursue their careers of choice,

or further education at the graduate level. Another dimension of student success at MSU Denver pivots upon the traditional public university's commitment to cultivating well-informed, curious, civically engaged global citizens. The Provost/EVPAA will also oversee all aspects of academic accreditation, allocation of teaching facilities, faculty development, and academic personnel.

The Provost will work collaboratively with the Academic Affairs Senior Leadership Team and manage the following direct reports:

- Vice Provost for Faculty Affairs
- Associate Vice President for Curriculum and Academic Effectiveness
- Associate Vice President for Innovative and Life-long Learning
- Associate Vice President, Graduate Studies
- Associate Vice President, Online Learning
- Director, Undergraduate Studies
- Director, Office of Sponsored Research and Programs
- Dean, College of Letters, Arts and Sciences
- Dean, College of Business
- Dean, College of Professional Studies
- Dean, School of Education
- Dean, School of Hospitality, Events and Tourism
- Strategic Planning and Financial Analysis Manager
- Project Manager, Academic Affairs, and
- Executive Assistant to the Provost/EVPAA

For information regarding the Office of Academic Affairs, please visit <https://www.msudenver.edu/academic-affairs/>.

Duties and Responsibilities

The Provost/EVPAA is also responsible for:

- Supervising curriculum development and implementation to ensure that MSU Denver academic programs are rigorous and prepare graduates to pursue their personal and professional dreams in an interdependent, global, diverse, and technologically sophisticated 21st century;
- Ensuring course scheduling to allow students to graduate in four years;
- Overseeing academic policies to ensure their relevance and appropriateness for a modified, open-enrollment institution of higher education;
- Providing leadership to warrant MSU Denver's regional accreditation at the highest level, as well as discipline-specific professional accreditations (e.g., AACSB, ABET, NASM, NAST, ACEND, etc.);
- Overseeing and providing support for all aspects of undergraduate education, including embedded High Impact Practices as appropriate (e.g., undergraduate research, honors, study abroad participation, supplemental academic instruction);
- Overseeing graduate education, ensuring that MSU Denver's graduate culture is separate and distinct from undergraduate culture as required by the Higher Learning Commission;
- Ensuring that faculty have sufficient professional development training and support to utilize appropriate pedagogy to engage students successfully in their learning;
- Empowering faculty and staff to apply for and implement successful public and private grants with support from the Office of Sponsored Research and Programs and from University Advancement;
- Overseeing all personnel – faculty and staff (nearly 1,000 persons) – performance expectations, evaluations and discipline/sanctions, including all matters related to retention, tenure, promotion, reappointment, post tenure review, sabbatical and other leave applications;
- Managing strategically a budget of ~\$100M;
- Participating in external community organizations.

Opportunities and Challenges

The Provost/EVPAA will serve as the Chief Academic Affairs Officer of the University and will have the opportunity to make an impact in several important areas.

- **Developing a New Vision for the Division of Academic Affairs** – MSU Denver’s recent reorganization and separation of Student and Academic Affairs into two divisions was as a result of MSU Denver’s growth of its nontraditional student population. The next Provost/EVPAA will have the opportunity to establish new strategies, goals, and vision to enhance and strengthen the Division of Academic Affairs. They will collaborate and establish partnerships with the University community and the Denver region to further elevate the academic enterprise of the University.
- **Advocating for Academic Affairs** – The next Provost/EVPAA will need to be a strong advocate for the Division of Academic Affairs. They will play an essential part in creating a robust academic enterprise by working collaboratively with the academic Deans, faculty, and cabinet members, including the Vice President for Student Affairs, to continue the strong relationship between the two divisions, in preparing the University’s traditional and nontraditional student population to succeed both academically and professionally.
- **Enhancing and Establishing New Academic Programs** – The new Provost/EVPAA will need to nourish and elevate the stature of the Academic Affairs division at MSU Denver. The Provost/EVPAA will need to engage with and understand current and emerging trends in higher education to identify and explore the best practices for the University. The Provost/EVPAA will form partnerships with external organizations within the Denver region to emphasize and increase academic opportunities and develop new revenue streams.
- **Allocating Funds Strategically and Developing New Revenue Streams** – In serving as the Chief Academic Affairs Officer for MSU Denver, the Provost/EVPAA will need to manage resources strategically and explore new resources to support current and new academic programs. By establishing partnerships with internal and external University constituents to address the needs of the growing nontraditional student population and professional demands within the region, the Provost must be vibrant and entrepreneurial in forming ideas to allocate funds and generate new revenue opportunities for the University.

Required Qualifications

MSU Denver’s next Provost/Executive Vice President for Academic Affairs will be an accomplished academic administrator and will possess exceptional leadership qualities such as wisdom, integrity, decisiveness, optimism, dynamism, collegiality, inclusiveness, and sound judgment. The successful candidate will be an individual capable of engaging community stakeholders in the academic mission of the University and must be passionate about MSU Denver’s mission, vision, and the success of its students. In addition, leading candidates will possess:

- An earned PhD in an academic discipline from an accredited institution;
- A scholarly record that demonstrates eligibility for a tenured, full professor faculty academic appointment at Metropolitan State University of Denver;
- A record of commitment to diversity (e.g., recruitment and retention of diverse faculty and staff; infusion of diversity into the curriculum; promoting a work environment that is inclusive and collegial for all faculty, staff and students);
- Successful leadership and management experiences, including strategic planning, financial management, and management of staff;
- Demonstrated ability to integrate wrap-around student support services effectively with academic program delivery to achieve student success;
- Demonstrated ability to link academic planning with enrollment management strategies;
- Demonstrated ability to support the use of appropriate information technology for pedagogical, administrative, and student support needs;
- Excellent written and oral communication skills;

- Demonstrated ability to work collaboratively with senior administrators, deans, department chairs, faculty, and staff to achieve common goals (e.g., student recruitment, retention, and persistence to graduation);
- Demonstrated skills and abilities to supervise, motivate, and evaluate senior staff in Academic Affairs;
- Demonstrated accomplishments in collaborating with other members of a leadership team in implementing change;
- Demonstrated ability to be both a team leader and a productive team member; and
- Effective decision-making abilities, including the distribution of fiscal and human resources and the use of faculty and staff time and talent.

Preferred Qualifications

- Demonstrated ability to create and support an active, student centered learning environment;
- A minimum of 10 years of experience as an academic administrator in higher education;
- Demonstrated ability to determine an appropriate array of excellent academic programs responsive to the needs of the region and supportive to the overall mission and vision of the University;
- Demonstrated ability to integrate the use of appropriate technologies in the curriculum and in administrative systems;
- Demonstrated ability to work and communicate effectively with members of higher education, including coordinating and governing boards, legislators, and community/business leaders;
- Demonstrated ability to develop and implement programs and work effectively with faculty and all other members of the University community;
- Demonstrated ability to develop partnerships and relationships with alumni, friends, parents and businesses;
- Demonstrated ability to leverage state resources with grant funded projects, revenues from public-private partnerships (P3s), private philanthropic support, and other innovative streams of revenue in support of the University mission;
- A strong sense of vision for and a commitment to strategic planning at a University like Metropolitan State University of Denver as it strives to achieve its mission; and
- Knowledge of programs that focus on the improvement of retention and graduation rates of all MSU Denver students.

Application Process

The Search Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Applicants must submit: a current resume or curriculum vitae and a cover letter describing relevant experience and interest in the position. Nomination letters should include the name, position, address and telephone number of the nominee. All applications and nominations will be handled in confidence.

Applications and letters of nomination should be submitted by email to:



Alberto Pimentel, Managing Partner

Email: apsearch@storbeckpimentel.com

Refer to code "MSUDenver-PEVPAA" in the subject line

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