



Vice President for Administration and Finance / Chief Operating Officer Position Profile

Metropolitan State University of Denver (MSU Denver) invites inquiries, nominations and applications for the position of Vice President for Administration and Finance/Chief Operating Officer (VP/COO). The campus community seeks an innovative, collaborative and entrepreneurial senior administrator to provide strategic direction and bold leadership in service of the University's mission. After years of capital investments, expansion of the faculty, and significant growth in the student population, MSU Denver is poised to accelerate its upward trajectory and create a more dramatic imprint in the City of Denver, the State of Colorado, and beyond.

The VP/COO 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 institutional priorities and objectives that promote MSU Denver's academic vision and commitment to student success and ensure their successful and effective implementation. In their position, the VP/COO will play a key role in leveraging the University's intellectual, fiscal, and human resources to best realize MSU Denver's promise of becoming the model urban university for opportunity, diversity, excellence and transformation.

President Janine Davidson

MSU Denver is led by President Janine Davidson, Ph.D., a dynamic and visionary 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 socio-economic 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 that offers arts and sciences, professional, along with business courses and programs to a diverse student population. Over the last decade, as part of its journey to become a preeminent public urban university,

Metropolitan State College of Denver received legislative authority to change its name to Metropolitan State University of Denver and become a master's-degree-granting educational institution. It now offers five master's degrees and has built four new cutting-edge facilities. Public-private partnerships in support of academic programs added new revenue streams to the budget and revolutionized these programs while benefiting the economy of Denver and Colorado. Recent initiatives to hire full-time, tenure-track faculty, brought in more than 250 new professors who helped create the energy and engagement necessary for the support of substantial growth in underrepresented student populations and improvements in retention and graduation rates.

MSU Denver today represents a promise and commitment to students to provide them with a transformative academic experience and a pledge to the community to be a courageous change agent and a gateway to opportunity in Denver, Colorado, and the nation. Since 2005, MSU Denver has increased the number of degrees it has granted annually from 2,280 to 3,445 and in the last 10 years its first-time freshman retention rate has improved from 62 percent to 65 percent (2005 – 2015). Total student headcount is 20,000, taught by 1,452 faculty members and supported by 709 staff members and over the past 12 years, the diversity of the University's student population has increased to 42% (students of color) and with a 26% Latino undergraduate population, the institution has emerging Hispanic Serving Institution status. By strategically creating public-private partnerships in areas such as hotel management, aerospace and advanced manufacturing and modern music education, MSU Denver has offered students unique opportunities to be prepared for the workplace, while also serving the workforce needs of Colorado. In 2012, the University opened its state-of-the-art Hotel and Hospitality Learning Center, one of only a few collegiate hospitality learning laboratories connected to a fully functioning hotel in the country.

MSU Denver is poised to continue its critical role in Colorado and the nation – offering higher education that transforms lives and the University is a leader in the state in the salaries earned by its graduates in their first year out of college. In 2014, MSU Denver enrolled more qualified undocumented high school graduates under the state's ASSET law than all other Colorado public colleges or universities combined, giving these students the opportunity to not just transform their own lives, but to greatly impact the community. MSU Denver was ranked as Colorado's top four-year institution and 32nd nationally in the Military Times annual "Best for Vets: Colleges 2015" issue.

Occupying 150 acres on the Auraria Campus and sharing academic space with the University of Colorado Denver and the Community College of Denver, MSU Denver continues to expand in response to the needs of students and the mission it serves. For more information about MSU Denver, please visit <https://msudenver.edu/>.

Position Summary

Reporting directly to the President of the University, the VP/COO is a key member of the President's executive cabinet and is responsible for providing leadership on all fiscal, operational, and administrative matters. The VP/COO will serve as a significant contributor to advancing MSU Denver's mission and strategic direction by leading an organization responsible for the delivery and administration of the University's wide-range of financial and professional services. Moreover, the VP/COO will serve as a strategic partner to the President, Provost, and other members of the senior leadership team to enhance existing and develop new financial and administrative practices that will leverage MSU Denver's strengths toward achieving its goals including its commitment to student success, academic and operational excellence, and its dedication to promoting a campus and organizational climate of inclusion and equity.

As VP/COO, this individual will provide oversight and stewardship for all aspects of the University's financial resources, while fostering an environment of the highest integrity and compliance. This includes adherence to all fiduciary boundaries and constraints, in accordance with all applicable local, state, and federal rules or regulations and/or other auditory, legal, or reporting requirement. In addition, the VP/COO serves as the primary liaison and institutional representative to the Department of Higher Education, state legislature, and other external agencies on fiscal and operational matters. In this capacity, the VP/COO is involved in discussions regarding the financial health of the University, allocation of resources, and approval of various plans and projects.

The VP/COO directly supervises the unit directors, representing approximately 100 employees, across seven main areas:

- Human Resources
- Budget
- Facilities Planning, Space Management and Emergency Preparedness
- Accounting
- Student Accounts
- Information Technology Services
- University Effectiveness and Innovation

As the VP/COO oversees an administrative portfolio that includes all aspects of financial and business services, human resources, and other areas of University-wide administration and operations, the VP/COO and his/her organization will work closely with leadership in other key divisions across the University—including Academic Affairs, University Advancement, and Student Affairs. The VP/COO must partner effectively with the senior leaders across the University in order to identify best practices, policies, and procedures that will not only promote organizational excellence and the effective stewardship of university resources, but also cross-cutting relationships that will advance the University's goals and each representative division's contributions to achieving them.

Responsibilities

As the Chief Operating Officer/Chief Financial Officer of the University, the VP/COO will both partner across the University and directly oversee the branch operations, responsible for:

- Providing strong creative and collaborative leadership for the University's fiscal, operational, and administrative affairs in support of the mission and goals of the University.
- Planning, directing, and coordinating the University's annual operating and capital fiscal plans; evaluating and advising on the financial and operational impact of policy options; leading the development of MSU Denver's neighborhood on the Auraria campus, facility backfill projects and campus-wide space-swap initiatives; and providing expert advice along with fiscal and operational policy recommendations to the President and University leadership.
- Ensuring that the physical and virtual infrastructure available to MSU-Denver adequately supports the mission of student success.
- Ensuring compliance with relevant university policies and procedures, and federal, state and local regulations applicable to the financial, operational, and administrative activities of the campus.
- Leading the stewardship of the University's financial strategy and models; identifying and recommending opportunities to the University that will maintain or improve funding

streams; and leveraging the University's available resources for maximum impact. This includes supporting the University's fundraising efforts and maximizing revenue generation from traditional and nontraditional sources, including public/private partnerships.

- Leading the development of personnel and maintaining a culture of excellence in human resources/talent recruitment that is effective and efficient through continuous process evaluation and redesign, adoption of new technology solutions, and assessment of best practices.
- Leading innovative professional development programs that enhance the opportunities for growth and leadership across the campus community.
- Leveraging institutional technologies and working collaboratively with the campus community to lead innovative academic and business practices that continue to transform processes and produce better outcomes for students, faculty and staff.
- Designing and maintaining relevant University-wide data analytics and metrics that clearly track the University's progress in meeting its ambitious goals and allow senior leaders to tell the MSU Denver story.
- Cultivating positive working relationships across the University to promote a culture of client service, innovation, and quality services.
- Ensuring that campus activities are carried out in a safe and healthy environment and that internal controls and procedures are appropriately identified and implemented.
- Ensuring emergency procedures are adequate and well understood across the MSU Denver community and are designed and updated in collaboration with critical external partners.
- Representing the University on internal and external committees, task forces, and affiliated organizations. This includes serving as a member of the HLC@Metro Board of Directors and working with Chief Business Officers from the Auraria Higher Education Center (AHEC), the Community College of Denver (CCD), and the University of Colorado at Denver (UCD) on issues related to tri-institutional matters.
- Representing the University in the greater external community by working effectively with a diverse population, legislators and lobbyists, and key external community stakeholders.
- Working collaboratively with MSU Denver's diverse faculty, staff, students, and other key University leadership to foster and maintain the University's commitment to inclusive leadership.
- Modeling a commitment to the student-centered role and mission of Metropolitan State University of Denver.

Opportunities and Challenges

The next VP/COO will engage with a wide range of stakeholders in the community to serve as a champion and active participant in facilitating the success of the University's faculty, staff, and students through highly-engaged partnerships that promote and guide operational excellence. Furthermore, the new VP/COO will be well-positioned to address the following opportunities and challenges:

- **Developing a New Vision for the Organization** – The VP/COO will have the unique opportunity to create a new vision for an organization that is committed to supporting MSU Denver's faculty, students, and the academic enterprise. In partnering closely with the President, Provost, and other senior University leaders, the VP/COO will identify new strategies to engage campus constituents, increase customer service, improve organizational effectiveness and efficiency, and maximize the use of university resources in support of the University's mission, vision, and organizational culture.

- **Creating New Operational Strategies** – The VP/COO will play a significant role in creating new and innovative strategies for the future that will include the development of processes and practices that leverage institutional knowledge and existing infrastructure, while implementing best practices. By developing a comprehensive perspective of the University, this individual will be in an advantageous position to partner with other key University stakeholders in a discussion that leads to new operational procedures that will minimize bureaucracy, increase transparency and delivery, and capitalize on the cross-divisional strengths.
- **Promoting Customer Service and Engagement** – Given the wide range of business and financial services that it provides, the VP/COO will lead an organization that is far-reaching and crucial to the execution of important services that support the University's constituents at all levels. The VP/COO must be committed to promoting an organizational culture that embraces a strong commitment to high-quality customer service and is focused on accountability, outcomes, and clear performance metrics to ensure that customer needs are being met and expectations are exceeded.
- **Working with a Dynamic Leadership Group** – The new VP/COO must be a creative problem-solver who is genuinely enthused to join an environment that promotes forward-thinking and innovation. MSU Denver's senior leadership team is a strong, dynamic, and collaborative group of administrators who are dedicated to the University's success and were attracted to MSU Denver because of its entrepreneurial spirit and deep commitment to student success and academic excellence. In this leadership group, the VP/COO will find others seeking to break through silos, wisely allocate resources, and identify new opportunities for success.
- **Identifying New Revenue Streams** – The VP/COO will work closely with the Provost, Deans, Vice Presidents, and faculty in identifying and developing new revenue streams for the University. In addition to building upon existing relationships, the VP/COO will lead in the exploration of new entrepreneurial partnership opportunities with key members and industries within Denver, Colorado, and beyond in the larger regional and national communities.

Qualities and Characteristics

Essential qualities and characteristics sought in the next VP/COO include:

- A willingness to take calculated risks.
- The ability to be data-driven and make evidence-based decisions, while remaining receptive to qualitative and non-immediate indicators of success.
- The ability to promote organizational cohesiveness and a foster a stronger sense of community and esprit-de-corps.
- A collegial and collaborative leadership style, that remains bold and goal-oriented.
- The ability to solicit and synthesize stakeholder/constituent feedback and input, coupled with the ability provide timely solutions to challenging problems.
- A track-record of promoting innovative solutions and creative problem-solving.
- A high tolerance of ambiguity and the ability to adapt to changing fast-changing circumstances.
- A demonstrated track-record of success in empowering others
- A frank, direct, and inviting communication style that engages internal and external stakeholders and engenders a strong sense of trust and accountability.

Required Qualifications

Successful candidates for the VP/COO position will possess:

- Ten years of experience in progressively responsible financial/administrative management/senior-level leadership positions.
- An in-depth knowledge of the full range of issues addressed by a COO that includes leading change in a complex and dynamic environment.
- A proven ability to develop funding models that enhance administrative efficiencies and maintain or improve University funding streams.
- Demonstrated experience in public private partnerships that can maximize revenue sources from nontraditional sources is preferred.
- A Master's degree in Business Administration, Finance, or related field is preferred.

Application Process

The Search Committee will begin reviewing applications immediately and 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
and/or
Navid Nakai, Senior Associate

Email: apsearch@storbeckpimentel.com
Refer to code "MSUDenver-VP/COO" in the subject line

Storbeck/Pimentel & Associates
6512 Painter Avenue
Whittier, CA 90601

Metropolitan State University of Denver is an equal opportunity employer.