



**Vice President for University Advancement /  
Executive Director of the MSU Denver Foundation  
Position Profile**

Metropolitan State University of Denver (MSU Denver) invites inquiries, nominations and applications for the position of Vice President of University Advancement / Executive Director of the MSU Denver Foundation (VPUA). This vibrant University has experienced significant growth and success in recent years and is poised to accelerate its upward trajectory and become a more prominent gateway to opportunity in the state and nationally. To accomplish its ambitious goals, MSU Denver seeks a forward-thinking and creative development professional to elevate the private fundraising profile of the University.

**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, Janine Davidson, Ph.D., 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 hands-on learning experiences for students, while also cultivating a local talent pipeline for state industry. This growth relies on increased financial support of the university.

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.

She seeks an entrepreneurial leader with a strong record of fundraising success and a demonstrated history of planning and executing strategic initiatives. Desire, knowledge and ability to build and grow a successful and sustainable fundraising operation is key.

**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, and 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 200 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 just under 20,000, taught by over 1,400 faculty members and supported by 700 staff members. 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 is on the road to becoming a federally designated Hispanic Serving Institution. By strategically creating public-private partnerships in areas such as hotel management, aerospace and advanced manufacturing, and modern music education, MSU Denver offers students unique opportunities to be prepared for the workplace, while also serving the workforce needs of Colorado.

MSU Denver is poised to continue its critical role in Colorado and the nation – offering higher education that transforms lives and lifting students up the socio-economic ladder. 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. In 2017, Military Times ranked MSU Denver one of the top Colorado colleges for veterans and 52<sup>nd</sup> in the U.S. for its vet-friendly campus and programs.

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/>.

### **University Advancement**

University Advancement is the centralized fundraising branch of MSU Denver dedicated to securing private philanthropic support for the institution. The branch consists of five primary departments: Development, Foundation and Advancement Services, Alumni Relations and Giving, Donor Relations and Advancement Events, and Corporate and Foundation Relations. Its mission is to inspire impactful and innovative investments to support the mission of MSU Denver as it transforms lives, communities and higher education. Together these departments work to secure private gifts from individuals, foundations and corporations, while engaging alumni, donors and friends of the University through various campus and community activities.

University Advancement comprises 33 staff members who are all employees of the University. The Vice President supervises the University Advancement staff, providing leadership and strategy for all fundraising and engagement efforts, while also serving as the lead development officer for the University.

### **MSU Denver Foundation, Inc.**

The MSU Denver Foundation is the sole nonprofit, direct-support corporation charged with promoting the development and general welfare of the University by receiving, investing and administering private support. Since 1986, the Foundation has compiled a \$10.7 million endowment and manages \$22.7 million in assets. In 2017 alone, 530 students were awarded \$1,507,105 in private scholarship support. The role of the Foundation Board is to help establish strategic direction in response to the priorities established for the University by its Board of Trustees, cultivate supporters and relationships that will benefit MSU Denver, raise financial resources and steward the Foundation's assets, all in support of the University's stated mission.

The Foundation is governed by a volunteer Board of Directors consisting of community leaders, heads of foundations and CEOs from the most celebrated businesses in Colorado.

### **Position Summary**

Reporting directly to the President and serving as the chief advancement officer for the University, the VPUA provides strategic and operational leadership for University Advancement and also serves as the Executive Director of the MSU Denver Foundation. As a member of the President's Senior Leadership Team, the VPUA counsels the President and works with campus leaders and members of the Foundation Board to create annual and long-term funding strategies for the University's fundraising priorities. The VPUA also advises the President on all matters pertaining to the management of fundraising, alumni engagement and donor relations, and provides leadership in the planning and directing of all philanthropic initiatives for the University. As the Executive Director of the Foundation, the VPUA will continue to expand the Board's impact and ability to support the University in developing and implementing advancement strategies to meet or exceed annual and long-term fundraising goals. This position also oversees the administration of alumni programs and annual giving as managed by the Office of Alumni Relations and Giving.

Identifying, activating and leveraging industry partnerships will also be a central focus of the VPUA. In an effort to guide the development of new and existing resources and to establish priorities, the VPUA will work with University Advancement leadership to create and implement a metrics-driven major gifts program and, through portfolio evaluation and a commitment to relationship-based fundraising, the VPUA will develop a comprehensive donor pipeline focused on long-term, sustained philanthropic support for the University. Emphasis will be placed on growing a culture of philanthropy by increasing awareness of MSU Denver in local, regional and national philanthropic communities. In consultation with the President and Foundation Board, the Vice President will establish annual and long-term fundraising and engagement goals.

### **Responsibilities**

As MSU Denver's chief advancement officer, the VPUA will be responsible for facilitating the development of new partnerships with industry and providing leadership in the University's outreach, networking and philanthropic activities. In leading these important efforts that enhance and diversify revenue streams, the VPUA will embrace, as a guiding principle, the commitment to providing a transformative academic experience and increasing student success. Furthermore, the VPUA will:

#### **University Advancement, Leadership and Strategic Planning**

- Serve on the President's senior staff and oversee all private fundraising and advancement programs.
- Inspire, lead and develop a high-functioning advancement staff that will make lasting contributions to the University.

- Provide strategic direction to the University Advancement staff in support of the University's fundraising and engagement efforts.
- Collaborate with the President and University leadership to set annual and long-term fundraising priorities.
- Participate in Universitywide strategic planning to create and implement development plans that address fundraising needs through the execution of relevant programs, initiatives and projects.
- Develop relevant strategies to increase philanthropy across all areas and through all vehicles (principal gifts, major gifts, corporate giving, foundation giving, private grants, annual giving, sponsorships and planned gifts).
- Provide ongoing counsel and training in all areas of fundraising and engagement to the President, University senior leadership, faculty, trustees and Foundation Board members.
- Serve as the chief fundraiser for the University.
- Actively engage with top prospects for cultivation, solicitation and ongoing stewardship.
- Develop a comprehensive donor pipeline focused on long-term, sustained philanthropic support for the University.
- Oversee and work with professional fundraising staff to increase proficiency and effectiveness in major-gift cultivation, planned giving and pipeline development.
- Work collaboratively with academic deans and University leadership to plan and implement fundraising programs, initiatives and strategies.
- Oversee and work with the Foundation and advancement services staff to maximize back-end and procedural effectiveness and efficiency, including gift processing, database management, accounting and reporting.
- Provide leadership and vision to the Assistant Vice President for Strategic Engagement to create and execute strategic plans for increasing engagement and giving from more than 90,000 alumni worldwide.
- Provide leadership and vision to the Executive Director of Corporate and Foundation Relations to develop comprehensive strategies for engaging local and regional entities with MSU Denver for the purposes of philanthropic support.
- Provide leadership and vision to the Director of Donor Relations and Advancement Special Events to create and implement a comprehensive stewardship program for donors.
- Communicate regularly and transparently with University Advancement staff and other internal/external constituents regarding fundraising and financial activities of the Foundation.
- Create and manage the annual budget, being a good steward of University and Foundation dollars.
- Supervise professional staff, including evaluations, recruitment, professional development, training and mentoring.

### **MSU Denver Foundation**

- Provide leadership to the Board of Directors on all issues related to philanthropy.
- Recruit, retain and engage board members who possess a desire to contribute to the fundraising process.
- Inspire the Board of Directors to elevate the philanthropic culture and expectations of the University.
- Ensure that annual government reports are completed and filed as required by regulation and law.

- Assist with the recruitment efforts for new members and provide an onboarding program that leads to effective assimilation into the mission of the Foundation.
- Serve as a member of the Board of Directors for HLC@Metro Inc. – the entity that owns and operates the SpringHill Suites Downtown hotel.

### **Challenges and Opportunities**

The next Vice President for University Advancement / Executive Director of the MSU Denver Foundation will have the opportunity to make an impact in several important areas:

- **Strategic Planning** – The next VPUA will play a critical role in developing an ambitious strategic plan for the University Advancement organization that will challenge staff, inspire donors and volunteers, and create a heightened level of enthusiasm and excitement among members of the campus and Denver community.
- **Establishing a Culture of Philanthropy** – MSU Denver has achieved significant gains in student enrollment, student success and in serving the region's diverse student community. That said, the new VPUA will lead the University's efforts to create and elevate the culture of giving and philanthropy amongst all internal and external University constituents to support these achievements and match their success in this arena.
- **Creating New Partnerships** – The VPUA must be an entrepreneurial leader with the ability to envision and articulate a coherent vision for MSU Denver's advancement programs. In working within an organization that is emerging and enhancing its identity and structure, the VPUA will inspire confidence in the University's academic values and mission while developing relationships and establishing MSU Denver as a prominent partner with business and community leaders in Denver, the region and nationally.
- **Diversifying the Donor Base** – MSU Denver's new President has captured the attention of regional business, nonprofit, and government leaders with her compelling vision for the future of the University and her energy in achieving the goals being set. Therefore, the VPUA will need to leverage this new energy and direction in collaborating with the President to develop and employ strategies to build and subsequently diversify the potential donor base.
- **Developing the MSU Denver Brand** – The VPUA will promote the University's campus and its noteworthy achievements regionally and locally to enhance public visibility and further strengthen its reputation. The Vice President will work with campus leadership to develop a coordinated and dynamic marketing and media strategy to support the University's vision and priorities thereby positioning the institution as an important contributor to the Denver region with an extraordinary commitment to first-generation college students and undergraduate education.
- **Staff Development and Team Building** – The Office of University Advancement has many talented and enthusiastic professional staff members who are poised to take on new challenges and advance the mission of the University. The new VPUA will need to harness and leverage this enthusiasm in a manner that will allow each staff member to contribute to his or her fullest potential while furthering the unit's progress toward achieving further success in philanthropic activities and alumni engagement. Moreover, the VPUA must provide the leadership necessary to create an environment that encourages entrepreneurship, values collegiality and rewards success.

- **Commitment** – To be successful, the Office of University Advancement requires a VPUA with vision, tenacity and the ability to inspire. This individual must be a leader with the ambition to chart a bold course for success and the commitment to seeing all plans come to fruition. Therefore, the new VPUA must possess a high level of energy, enthusiasm and the willingness to make a long-term commitment to the University and its aspirations.

### **Required Qualifications**

MSU Denver's next VPUA must have a deep commitment to students who will be transformed by what the University has to offer, a passion for meeting the needs of MSU Denver's students and knowledge of and experience with addressing the unique challenges and opportunities of an urban public university. Leading candidates for the VPUA role will possess:

- An earned baccalaureate degree from an accredited college or university.
- Ten years of professional fundraising experience, including five years in a leadership capacity or a combination of experiences that would be equivalent to success in leading a sophisticated university development program.
- Advanced knowledge of relationship-based, donor-centric fundraising principles for a comprehensive program, including capital campaigns.
- A significant history in the cultivation and closing of high six- and seven-figure charitable gifts.
- Ability to develop and nurture excellent working relationships with internal and external constituencies, including trustees, Foundation Board members, alumni, faculty, deans, staff, students, funders, and corporate, foundation, community, and civic leaders.
- Experience delegating key administrative responsibilities in a shared management model.
- A mission-driven focus that enables the candidate to embrace challenges and reach stretch goals through innovation and creativity.
- A critically sound understanding of "metrics" and the incorporation of systematic major-gift fundraising operations.
- Experience working with an organization having a Board of Directors, including the associated services for volunteer leadership and related committees.
- A detail-orientation with the ability to provide the University and Foundation leadership with regular and timely reports that track activity toward annual program goals.
- Exceptional written and oral communication skills with the ability to represent the University and Foundation at public gatherings through clear and passionate presentations.
- Effective management and communication skills.
- A history of providing unwavering support for the University, its leadership and the core values of the institution.
- High personal integrity, trustworthiness and ethical principles.

### **Preferred Qualifications**

- An advanced academic degree.
- Fundraising experience within a public higher-education institution.
- Dynamic, humble leadership abilities capable of inspiring and motivating growth.
- Experience with common donor records systems, including Raiser's Edge and the dynamic reporting options.

- Experience with public-private partnerships whereby philanthropic and joint-venture business opportunities come together to advance student success and financial stability.
- Substantial experience building and growing a successful volunteer fundraising board.
- The willingness to understand the special needs of a multicultural urban educational environment and to embrace the cultural strengths and nuances of the institution.

### **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:



**Storbeck  
Pimentel**

**& ASSOCIATES**

Alberto Pimentel, Managing Partner  
Email: [apsearch@storbeckpimentel.com](mailto:apsearch@storbeckpimentel.com)  
Refer to code "MSUDenver-VPUA" in the subject line

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

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## Quick Facts

<b>Endowment Value</b> \$10.77 million	<b>Total Managed Assets</b> \$22.7 million	<b>Combined Budget</b> \$3.5 million annually - \$2.8M UA   \$700K Fnd	<b>Staff</b> 33 total (27 FTE, 4 PTE, 2 Con)
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## Organizational Structure

### University Advancement

University Advancement is a university division that houses five functional areas: Office of Development, Office of Alumni Relations & Giving, Foundation and Advancement Services, Corporate and Foundation Relations, and Stewardship. Each area is managed by a member of the Advancement Senior Leadership Team. All advancement staff are employees of the university.

### MSU Denver Foundation, Inc.

The MSU Denver Foundation, Inc. is a 501(c)3 non-profit direct-supporting corporation created to benefit the University and its students. The Foundation is responsible for gift processing, records management, information systems and investments. Personnel assigned to the Foundation are MSU Denver employees with University benefits.

### Foundation Board of Directors

The Foundation is governed by a Board of Directors who are organized to support the fundraising efforts of the university. The Foundation Board is made up of 28 individuals with ties to various industries, communities and affiliations. The Vice President of University Advancement/ Executive Director of the MSU Denver Foundation, Inc. has a dotted line to the board.

### Alumni Association

The Alumni Association is a 501(c)4 non-profit corporation established with the purpose of creating broad and meaningful opportunities for alumni to engage with each other, the University and the larger MSU Denver community in ways that support the strategic goals of the university. The Association is governed by an 11 person board of directors and has gone through substantial rebuilding over the last two years. University Advancement’s AVP for Strategic Engagement serves as the board’s Executive Director.

## Fundraising Facts

<b>10-Year Fundraising Average:</b>	\$3,811,518 (Fiscal Years 08-17)
<b>5-Year Fundraising Average:</b>	\$4,347,435 (Fiscal Years 13-17)
<b>Greatest Amount Raised in a Single Fiscal Year:</b>	\$7,273,176 (Fiscal Year 17)
<b>Largest Single Gift:</b>	\$1,500,000 (Fiscal Year 14)

### Giving Designation Breakdown

Over the last 10 years, gifts have primarily been raised in support of annual scholarships:  
47% Annual Scholarships | 26% Endowments | 14% Operations | 10% Capital Projects | 3% Unrestricted

### Donor Breakdown

The donor base is primarily made up of alumni, individuals corporate, foundation and non-profit constituents. Over the last 10 years:

- **Individuals** give the most **gifts** annually
- **Alumni** make up the largest number of **donors** annually
- **Foundations** contribute the most **money** annually:

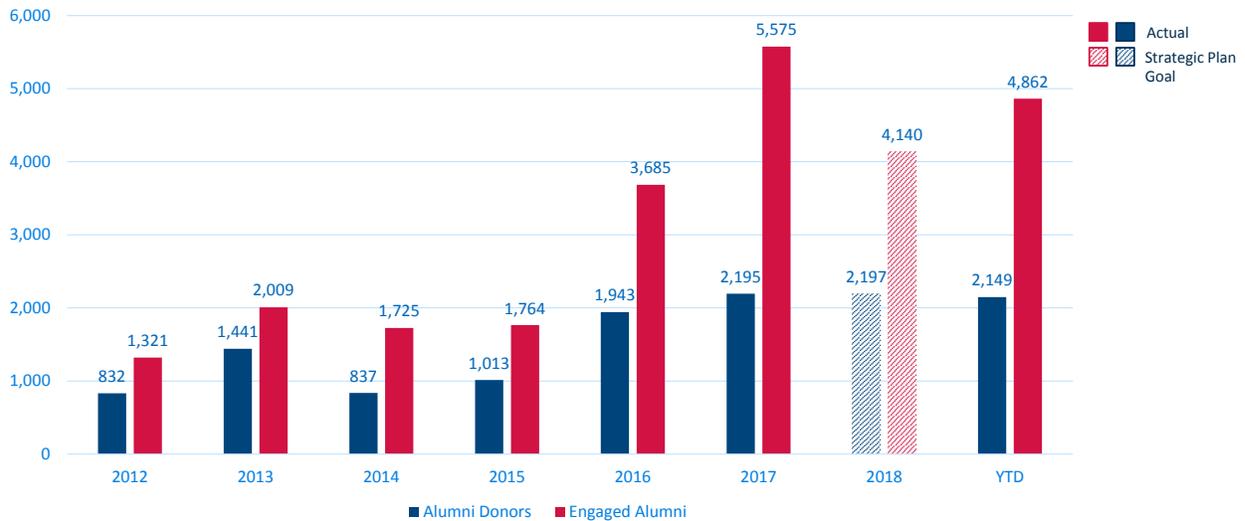
CONSTITUENCY	GIFTS	DONORS	MONEY
Alumni	46%	<b>57%</b>	7%
Individuals	<b>49%</b>	36%	29%
Corporations	3%	5%	9%
Foundations	2%	1%	<b>49%</b>
Non-Profits	>1%	1%	5%

# Alumni Engagement and Giving

## Alumni Demographics

Total Alumni	90,866
Living Alumni	87,640 (96%)
Contactable Alumni	87,560 (99%)
Alumni Living in Colorado	68,798 (78%)
Alumni Living in Denver Metro Area	61,795 (70%)

## 7 Year Trend – Alumni Engagement & Giving



## Current Public/Private Partnerships

### Hotel and Hospitality Learning Center

A unique combination of a higher-education classroom building, a teaching laboratory, a commercial hotel– Springhill Suites by Marriott–and a conference center, the Hotel and Hospitality Learning Center (HLC) is the home to the Hospitality, Tourism and Events Department at MSU Denver. The HLC is the only such facility in Colorado.

### Tivoli Brewing Company

By partnering with the Tivoli Brewing Company, housed in the Tivoli Student Union on the Auraria campus, students are provided with access to this 30 barrel brewhouse, bottling, and distribution center. Through this partnership, and others, students receive high-quality instruction and experiential learning opportunities unmatched by other programs nationally and internationally.

### York Space Systems

York Space Systems' innovative factory is located within MSU's Aerospace and Engineering Sciences building as part of the Advanced Manufacturing Sciences Institute. The facility houses York Space Systems' full engineering and design team, production facility, as well as a Mission Operations Center to operate spacecraft on-orbit, in real-time.

### Lockheed Martin Space Systems

A targeted \$1Million investment by the Lockheed Martin Space Systems (LMSS) Corporation of Colorado created the Lockheed Martin Additive Manufacturing Laboratory, centered around a Stratasys Fortus 900mc machine, a 3D printer that will uniquely position MSU Denver as an educational institution in the field of production tooling development.

### Hartwig, Inc.

On the subtractive machining and inspection side, a partnership with Hartwig, Inc. is providing our students and faculty with hands on exposure to state-of-the-art advanced manufacturing equipment, processes and materials.