



University of Colorado **Denver**

Dean, School of Education and Human Development

Leadership Profile

Fall 2021



WittKieffer

Executive Summary

The [University of Colorado Denver](#) (CU Denver) invites inquiries, nominations and applications for the position of dean of the School of Education and Human Development.

The School of Education and Human Development is a statewide and national leader for educational quality, access and equity across the education and human development lifespan, birth through higher education. Offering 14 areas of studies, the school is the largest graduate school of its kind in Colorado, serving students seeking degrees/licensure and offering many options for continuing education. With approximately 172 faculty and lecturers, 59 staff and serving 1,400 students, the school is committed to educating for a more just and compassionate world. Through innovative research and partnerships, the school strives to be a passionate agent of change, inspiring upcoming generations to learn from the past and shape the future.

Reporting to the Provost and Executive Vice Chancellor for Academic and Student Affairs, [Constancio Nakuma](#), the dean will join the university at a time of great momentum and change as CU Denver has prioritized reaching its fullest potential as a public urban research university by 2030. Part of the University of Colorado System, CU Denver is home to nearly 15,000 students (over 10,000 undergraduate and 4,700 graduate), has over 1,100 faculty members across eight schools and colleges, and offers 117 degree programs both in-person and online. Over 70% of the fall 2021 entering class were students of color or first generation. In 2021, the campus received [Hispanic Serving Institution](#) (HSI) status and is on track to be classified as an Asian American and Native American Pacific Islander Serving Institution (AANAPISI).

[Chancellor Michelle Marks](#) joined CU Denver in July 2020 and immediately engaged university stakeholders in a [100 Days of Listening](#) tour and established an [Equity Task Force](#) charged with addressing priority action items centered on [diversity, equity and inclusion](#). Utilizing the momentum from these conversations, CU Denver launched a university-wide strategic planning process in January 2021 and released a series of [Vision Team Reports](#). Completed in June 2021, the CU Denver [strategic plan](#) provides a vision and strategy that differentiates CU Denver and ensures it is achieving its greatest level of impact around big ideas, innovative solutions and equitable access to high-quality education within a diverse workforce context.

The incoming dean will be expected to lead, support and galvanize the School of Education and Human Development around a distinctive vision that highlights and strengthens the school's culture of care, respect, community and collaboration. The dean must foster an environment where creativity and innovation can thrive, and lend their personal leadership and character to cultivating a more diverse, equitable, just and inclusive community. In addition, the dean will build deep relationships with community partners to leverage the tremendous support and opportunities afforded by this vibrant, entrepreneurial school.

The current vision for this position include candidates who have an outstanding record of scholarly and educational achievement; a nuanced understanding of the fields of education and human development; a history of successful administrative leadership; a commitment to the university's and college's mission and values; demonstrated impact in advancing diversity, equity and inclusion; experience building community partnerships; a record of supporting excellence in teaching, scholarship and service; and the

capacity to be a skilled fundraiser and advocate. Preferred candidates must be eligible at the rank of full professor within the School of Education and Human Development.

For information on how to apply or to submit nominations, please refer to the "Procedure for Candidacy" at the end of this document.

Role of the Dean, School of Education and Human Development

The dean of the School of Education and Human Development is a key member of the provost's leadership team, serving as a strategist, advocate, leader and spokesperson for academic and student concerns, as well as other matters related to the well-being of the school. As the chief executive and academic officer for the school, the dean has overall responsibility for defining the school's strategic priorities, developed in concert with faculty, and rooted in equity and social justice; recruiting, retaining and supporting a diverse faculty, staff and student body; creating a supportive and collaborative work environment; enhancing the value and prominence of the school's educational programs, research activities and community programs and partnerships; and ensuring the short- and long-term economic health of the school.

The dean also serves as the school's primary ambassador, advocate and spokesperson to external communities including alumni, donors, school district leadership, community mental health providers and the greater community. The new dean will encourage interdisciplinary and collaborative relationships within the school and among other schools and colleges at CU Denver. The dean must be passionate about and committed to engaging a dynamic community of faculty, students and staff to address the most pressing challenges in education and human development today and advance the school's role as a thought leader in Colorado and beyond.

As the chief fiscal and operational steward of the school, the dean will oversee an annual budget of \$17.4 million, and provide leadership, support and mentorship to the college's 172 faculty and 59 staff. The college's senior leadership team is comprised of the following:

- Associate Dean, Advanced Education & Doctoral Programs
- Associate Dean, Teacher Education & Undergraduate Experiences
- Associate Dean, Equity, Diversity and Inclusion
- Assistant Dean, Digital Learning & Technology
- Assistant Dean, Student Success & Enrollment Management
- Assistant Dean, Finance & Human Resources
- Executive Director, Continuing and Professional Education

Opportunities and Expectations for Leadership

Advance an entrepreneurial and innovative vision

The school has been incredibly entrepreneurial and creative in identifying new opportunities of growth and avenues for greater impact. The incoming dean must not only continue to support and champion existing programs, but also bring an innovative, forward-thinking vision for the school's future. Completed in June 2021, the [CU Denver strategic plan](#) provides a vision and strategy that differentiates CU Denver and ensures it is achieving its greatest level of impact around big ideas, innovative solutions and equitable access to high-quality education within a diverse workforce context. The incoming dean will ensure that the work of the school is in alignment with institutional goals, while collaborating with school faculty, staff and students to chart a path forward that advances the school's education, research and practice mission. To that end, the dean must fully leverage the school's entrepreneurial spirit to further support innovation and creativity across the school, motivating faculty and staff to seize new opportunities in pursuit of academic excellence and supporting the university's goal of reaching R1 status while supporting the school's goal of sustained high-quality scholarship and partnerships. The incoming dean will amplify a history of excellence and innovation by providing strategic thought and planning that is both agile and transformative.

This is a pivotal moment for both the university and the school. With a new chancellor and provost ushering in an exciting new era for the institution, the school continues to mourn the loss of its long-serving and beloved dean, [Rebecca Kantor](#). The incoming dean must respect, honor and build upon Dr. Kantor's incredible legacy by leading with empathy, respect, compassion and authenticity. The next dean will provide the professional and personal leadership to cultivate an environment of care, while helping the school transition to its next chapter.

COVID-19 has dramatically changed college and university campuses, and CU Denver is no exception. As the university returns to "normalcy," the dean will be expected to provide vision and strategy around the use of new modes of program delivery and technology utilization in service of advancing the mission of the school and university. This should build off the work completed by the university's [Digital Strategy Task Force](#) charged with creating a vision for campus-level digital strategy, maximizing the university's deep expertise in online learning. An entrepreneurial dean will leverage and capitalize on the experience gained over the past year and a half, to think deeply about how best to position the school for the future. The dean will also need to remain vigilant and thoughtful about how best to harness and embrace new modes of instruction while maintaining a high quality, high impact curriculum and research and an education that reflects and extends the university's mission and institutional goals.

Affirm a safe, welcoming and inclusive workplace and culture that is rooted in diversity, equity and social justice

The new dean will be arriving on the heels of the university's 2030 strategic plan where a central goal is to be nation's first equity-serving institution and to be recognized as a people-centered ["Best Place to Work"](#). This goal was derived from a series of deliberate actions led by Chancellor Marks since her arrival in 2020, including the formation of the [Equity Task Force](#). The incoming dean must exemplify steadfast leadership in supporting university-wide efforts and play a critical role in advancing the school's commitment to being a statewide and national leader for educational

and human development access and equity. To that end, the school desires a dean who will address the core challenges and institutional barriers to achieving equity. The dean must also value and support the school's existing environment where all members of the community feel seen, valued and have a sense of true belonging. The dean will promote a culture in which everyone shares a commitment to and accountability for upholding diversity, equity, inclusion and social justice as core values and who will model fairness and respect for all. In addition, the dean will honor and elevate student voice with dignity and respect by engaging in authentic conversations, partnerships, collaboration and praxis.

Recruit, develop and retain exceptional faculty and staff

As leader of the school's faculty, the dean is responsible for ongoing recruitment and retention of education and human development teachers, researchers and practitioners. To continue recruiting and retaining the best, the dean must further cultivate an environment that fosters cutting-edge scholarship and innovative practice, and work to break down structural barriers to hiring and promoting underrepresented faculty and staff. Working in partnership with program leads, associate and assistant deans, and senior staff the dean will develop strategies to recruit and retain a diverse, exceptional faculty and staff, investing appropriately in mentorship and professional development to facilitate individual excellence and success. The dean will foster a community that inspires and empowers each of its members to achieve their full potential, enabling the school to do the same.

Further support community partnerships in Colorado and beyond

The school has been successful in creating and providing innovative, tailored and community-driven solutions to education and human development challenges and inequities faced by Colorado communities. The school's commitment to improving education and mental health outcomes to underserved communities in Colorado has resulted in the creation of innovative and groundbreaking programs and partnerships. For example, the school has been a leader in serving rural communities while maintaining a strong presence in urban communities. With a focus on enhancing the role the school plays in high-need communities, the dean will be expected to actively engage in outreach activities to foster deeper connections, develop new partnerships and maintain current ones, with the goal of providing exceptional service to the community and opportunities for research and practice for students and faculty. The dean must care deeply about putting education and human development knowledge into practice and be committed to working proactively with school districts and mental health stakeholders to improve PK-12 education and socio-emotional health and wellness throughout the region, country and world.

Generate new resources and serve as a spokesperson on behalf of the school

The dean will take initiative to seek out and generate external resources to advance school and university goals by personally identifying, soliciting and stewarding individual and institutional donors. As the chief fundraiser and spokesperson for the school, the dean will advocate for student success and faculty excellence with current and prospective donors. To do so, the new dean must partner with faculty, staff and administrators, both within the school and across the university, to identify potential investments that will enable the school to achieve its ambitious goals. The dean should solidify the school's position as a leader in national and international conversations about the future of education and mental health equity and access.

Professional Qualifications and Personal Qualities

The University of Colorado Denver seeks in its next dean an energetic, dynamic and forward-thinking leader to bring the School of Education and Human Development to further prominence locally, nationally and internationally. In addition, the university seeks a leader with the following attributes:

- **Commitment to mission:** Ability to articulate and embody the university and school's missions of educational equity and access; a commitment to the transforming power of education and the centrality of human development, particularly as applied to equity and socially just solutions for diverse communities;
- **Academic accomplishment:** A strong understanding of academic culture, substantial record of impactful scholarship, demonstrated excellence as a teacher and a strong reputation in the academic community; an earned doctorate or terminal degree; and preferred candidates must be eligible for appointment at the rank of full professor within the School;
- **Strategic vision and leadership:** A visible, engaged presence and the interpersonal agility to galvanize a community around a shared, inclusive, forward-thinking vision; ability to implement ambitious plans in ways that inspire a community to solve problems, build consensus and have greater impact; a compassionate leader who uses consultation, diplomacy and inclusion to inform decision-making processes; record of effective administrative leadership in an educational context;
- **Compassionate communication:** An empathetic, clear, transparent and empowering communication style; an openness to listening and to integrating the input of others especially as the school heals and moves forward; in advocating for the school's priorities, an ability to convey the mission, vision and impact of the school and university to external audiences; the capacity to serve as thought leader within Colorado and beyond;
- **Champion for diversity, equity, inclusion and social justice:** A record of vigorous engagement and commitment to advancing diversity, equity, inclusion and social justice; exemplary skills in communicating, collaborating with and supporting a diverse community; experience encouraging a culture of diverse thought and comfortably participating and leading conversations about social issues that impact the broader community; a successful track record in removing barriers to inclusion and in affirming diversity in all its forms;
- **Community-building:** Ability to foster a deep sense of community both internally at the school and externally with partners; an inclination to listen, learn and to be a visible and positive presence at the school and on campus; ability to foster a culture and community where kindness, humility and care are high priorities;
- **Collaboration:** A relationship-based leadership style that values teamwork and collaboration; a firm belief in shared governance and a high level of collegiality in working with faculty, staff and students; experience bringing people together to solve challenges and seize opportunities;

experience facilitating strong partnerships among academic programs and other divisions of the university;

- **Fundraising and external relations:** Successful experience or strong potential for success in fundraising; eagerness to build relationships with and solicit donors and to engage with the school's alumni; ability to identify, build and steward community relationships and partnerships;
- **Personal qualities and leadership style:** Compassion, empathy, integrity, energy, curiosity and enthusiasm; forward-looking, entrepreneurial and a life-long learner.

The School of Education and Human Development

The School of Education and Human Development at the University of Colorado Denver is a statewide and national leader for educational quality, access and equity across the education lifespan, from birth through higher education. The school is the largest graduate school of education and human development in Colorado, serving students seeking degrees/licensure and offering many options for continuing education. The school's degree programs engage students in a strategic and interrelated combination of course work and internships in Denver metro schools, agencies and community-based organizations. The school offers three doctoral level programs as well as an educational specialist degree, 13 master's degrees in multiple program areas, and two undergraduate degrees, along with numerous licenses, endorsements and certificates. The undergraduate and graduate programs prepare and inspire education and mental health leaders to have a profound impact in fostering student opportunity and statewide achievement and success across rural, urban and diverse communities. The academic programs, world-class faculty and curriculum reflect the philosophy of inclusion and social justice. Through innovative research and partnerships, the school strives to be a passionate agent of change, inspiring upcoming generations to learn from the past and shape the future. The school's commitment to equity, diversity, inclusion and social justice works toward a more just and compassionate world.

Mission, Vision, and Values

Leadership for Educational Equity: *Prepare and inspire education and mental health leaders to have a profound impact in fostering student opportunity, achievement and success in urban and diverse communities.*

Vision: *A leading school of education providing national expertise on educational issues and socially-just solutions for urban and diverse communities. Through innovative research and partnerships, we strive to be passionate agents of change, inspiring upcoming generations to learn from the past and shape the future.*

Commitment to Diversity: *Our thriving urban setting fuels our commitment to diversity and social justice throughout Colorado.*

The physical location of CU Denver in the heart of the city provides unique opportunities for students, faculty and staff to engage with children and youth, families, schools, community colleges, businesses and non-profits with diverse perspectives and backgrounds. Our commitment to diversity, inclusion and social justice works toward a more just and compassionate world.

We believe that all students, diverse in race, ethnicity, economic resources, language, fluency, abilities, geography, first-generation status, age, gender and sexual identities, deserve access to an excellent education. Our academic programs and curriculum reflect this philosophy of inclusion and social justice.

Academics

The School of Education and Human Development has 14 areas of study: [counseling](#), [couple and family therapy](#), [culturally and linguistically diverse education](#), [early childhood education](#), [educational foundations](#), [leadership for educational organizations](#), [learning technology and design](#), [learning, developmental and family sciences](#), [literacy education](#), [research and evaluation methods](#), [school psychology](#), [special education](#), [STEM education](#) and [teaching](#). The degree programs focus on outcome-based education which results in graduates who are prepared for a lifetime of success making positive contributions to the lives of other.

Below are the individual degree programs:

- B.A. Education & Human Development
- B.S. Human Development & Family Relations
- M.A. Culturally & Linguistically Diverse Education (with endorsement option)
- M.A. Culturally & Linguistically Diverse Education, St. Vrain School District Partnership
- M.A. Curriculum & Instruction
- M.A. Early Childhood Education
- M.A. Early Childhood Education, Early Childhood Special Education Specialist (with licensure and endorsement option)
- M.A. Early Childhood Education, Innovative Early Childhood Education, Boulder Journey School Partnership
- MA in Learning Design & Technology
- M.A. Learning, Developmental & Family Sciences, Friends School Teacher Education Program Partnership (with license)
- M.A. Learning, Developmental & Family Sciences, Mile high Early Learning Partnership
- M.A. Learning, Developmental & Family Sciences, Boulder Journey School Teacher Education Program Partnership (with licensure)
- M.A. Leadership for Educational Organizations, Principal Licensure, Administrator Licensure, Early Childhood Education and Leading Change for Student Success in Higher Education
- M.A. Literacy Education (with Reaching Teacher K-12 endorsement option)
- M.A. Research & Evaluation Methods
- M.A. Special Education (with Special Education Generalist endorsement (ages 5-21) option)
- M.A. STEM, Education, Math
- M.A. STEM, Education, Science
- M.A. STEM, Math-Science
- M.A. Teaching, with licensure
- M.A. Counseling, Clinical Mental Health
- M.A. Counseling, School Counseling (with licensure option)
- M.A. Couple and Family Therapy
- Ed.D. Leadership for Educational Equity, Early Childhood Education
- Ed.D. Leadership for Education Equity, Executive Leadership (with licensure option)

- Ed.D. Leadership for Educational Equity, Higher Education
- Ed.D. Leadership for Educational Equity, Latin@ Learners & Communities
- Ed.D. Leadership for Educational Equity, Mathematics Education
- Ed.D. Leadership for Educational Equity, Professional Learning & Technology
- Ed.D. Leadership for Educational Equity, Science Education
- Ed.D. Leadership for Educational Equity, Urban & Diverse Communities
- Ph.D. Education and Human Development, Critical Studies in Education
- Ph.D. Education and Human Development, Early Childhood Policy
- Ph.D. Education and Human Development, Family Science & Human Development
- Ph.D. Education and Human Development, Inclusive Early Childhood Education
- Ph.D. Education and Human Development, Leadership for Educational Organizations
- Ph.D. Education and Human Development, Mathematics Education
- Ph.D. Education and Human Development, Research & Evaluation Methods
- Ph.D. Education and Human Development, Science Education
- Psy.D. School Psychology (with licensure)

Continuing and Professional Education

The School of Education and Human Development's Continuing and Professional Education arm is a site of innovation, flexibility and customized programs that serve the professional development needs of all educators, teachers and leaders. Programs co-developed with district and community partners extend the reach of the school across the metro area and the entire state. The continuing and professional education office is one of the most active in the university and provides a wide array of degrees, courses, an alternative teacher licensure program, certificates, endorsements, workshops and leadership training tailored to meet professional development needs.

Partnerships

Partnerships are the heartbeat of the School of Education and Human Development. They bring life to the preparation of students, the research of faculty and graduate students, and enable the school to continually engage with schools, districts, community and human service organizations in ways that simultaneously renew and transform the school's work and the lives of children, families and adults alike.

The School of Education and Human Development has a 25-year history of working in close partnership with schools and communities to support educator preparation, counseling and human development, ongoing professional learning for practitioners, research and evaluation and technical assistance. The school's partnerships are grounded in deep relationships with each school, district and organization, seeking to understand their context, their strengths and assets, and how work done together can positively impact everyone involved. The school's Office of Partnerships and Office of Continuing and Professional Education are jointly responsible for facilitating and coordinating collaborations with districts, schools and the broader community to support all clinical experiences for undergraduate and graduate. Teacher candidates across multiple teacher education pathways and brings synergy to the broader partnership efforts within the school. On the human development side of the school, there are equally strong partnerships. The school partners closely with multiple community-based programs, agencies and non-profits where our Human Development and Family Relations students complete internships and

practicum. Similarly, our counseling program has a strong network of mental health partners where students complete internships, along with a long working relationship with the university's Counseling Center, to co-prepare teachers in practicum settings.

Research and Grants

Each year, the School of Education & Human Development secures millions of dollars in external funding for research projects. Research is conducted in partnership with schools and communities. The faculty and doctoral students identify, assess, research and solve problems together. As a result, students are able to learn directly from the professors and teachers who are innovating and redefining best practices in the fields of education and mental health. Students have the opportunity to learn from numerous faculty members who are the go-to experts in their field. The faculty are engaged in a variety of research and development activities that make lasting improvements in student achievement, for early childhood learners up to adult students. Today, faculty members' research spans a wide range of subjects including early childhood education, multilingual education, assessment within STEM programs, fractions and the brain, the right to learn, cultural identities, counselor learning, and development and mobile learning. The common thread among the research in the school is the equity lens that all of our faculty bring to their different areas.

Centers and Initiatives

- [ThingStudio](#)
- [Paraeducator Resource and Research Center](#)
- [The Research Center](#)
- [The Evaluation Center](#)
- [National P-3 Center](#)
- [Student and Community Counseling Center](#)
- [Center for Practice Engaged Education](#)

About University of Colorado Denver

Overview

Nestled in the center of one of America's most vibrant and fastest-growing cities, the University of Colorado Denver is Denver's public urban research university. It educates a diverse student body through quality academics, ambitious research, creative work and civic engagement in the city it calls home. Leveraging its proximity to and partnership with so many public, non-profit and private-sector employers,



CU Denver graduates gain the powerful combination of immersive classroom and real-world applied experiences that are in demand today. CU Denver provides well-educated top talent and a new generation of knowledge to fuel the future of Denver and the region.

CU Denver offers more than 100 academic degree programs from the bachelor's to doctoral level, in the heart of downtown where more than 15,000 students pursue academic programs that range from business,

health, engineering and global energy management to music industry studies to criminal justice. As part of the state's largest public university system, CU Denver is a major contributor to the Colorado economy, with nearly 2,500 employees and an annual economic impact exceeding \$800 million.

Part of the University of Colorado System, CU Denver is home to more than 10,000 undergraduate students and 4,700 graduate students. 70% of the fall 2021 entering class were students of color. The campus was designated a Hispanic Serving Institution fall 2021 – the first Colorado research university as such – and anticipates designation as an Asian American and Native American Pacific Islander Serving Institution in the coming year – the first AANAPISI in Colorado. Many students are first generation and most work while pursuing their studies. Over 30% of the undergraduate students are pursuing health-related degrees. The campus employs 2,000 faculty and staff and has an annual budget of \$330 million. CU Denver is located in downtown Denver, Colorado, and shares the Auraria campus, which is the largest campus in the state, with two other distinct and separate institutions: Community College of Denver and Metropolitan State University of Denver. Each institution has its own neighborhood, and the three institutions maintain and manage the campus with a shared-governance model through the Auraria Higher Education Center (AHEC). In addition to shared facilities (e.g., classrooms, labs, student union, library, health center) on the Auraria Campus, CU Denver owns and operates three academic and administrative buildings in the downtown's urban core.

Strategic Priorities

The [2030 strategic plan](#) is a profound repositioning of CU Denver to be a public urban research university that works for learners of all kinds and at all stages of life, industries and employers that need talent ready to hit the ground running, and communities requiring new solutions and discoveries.

In June 2021, the university's radically new plan laid out five bold goals to accomplish by 2030 to:

1. Become the nation's first equity-serving institution.
2. Become known as the "university for life."
3. Be internationally known for research and creative work that impact society.
4. Serve as the anchor institution for an open innovation district in Denver.
5. Be known as a people-centered "best place to work."

CU Denver Leadership

Michelle A. Marks, Ph.D.
Chancellor, University of Colorado Denver

Since joining CU Denver in July 2020, Chancellor Michelle Marks has pursued an ambitious vision for the future of CU Denver and its impact as a leading urban public research university.

An innovator dedicated to making higher education equitable for the good of society, Dr. Marks believes the urgent national need for equitable education, amplified in this time of great societal challenge, demands long-term solutions. She is leading CU Denver to address long-standing structural inequities through a reimagined approach to lifelong learning.

Dr. Marks began her tenure at CU Denver with a [100-day listening tour](#) and continues to listen through ongoing engagement with the University community. In fall 2020, she convened an [Equity Task Force](#) to address long-term equity issues at the University, and in spring 2021 she committed \$4 million to [support its roadmap](#) for CU Denver to become an exemplar equity-serving institution.



Dr. Marks led CU Denver in a highly collaborative, ambitious strategic planning process that completed in June 2021. [CU Denver's 2030 Strategic Plan](#) promotes social mobility and workforce sustainability through an evolved vision of an equity-serving institution. It outlines goals for advancing research and creative work, developing an open innovation in downtown Denver, and being known as the University for Life, among others.

Prior to her current role, Dr. Marks led academic innovation and new ventures at George Mason University. There, she pioneered the ADVANCE pathways program, a new collaborative paradigm that united high school, community college, university, and corporate partners to create an extended learning community offering students and families affordable access to superior

education and employment opportunities.

Dr. Marks has dedicated her career to the study of leadership and team effectiveness. As a professor of management in GMU's School of Business, her research focused on organizational leadership development and teamwork. Dr. Marks has been recognized for leadership throughout her career, culminating in such awards as the George Mason University Alumni of the Year Award (2017), Executive MBA Professor of the Year award (2008 and 2011), and Teaching Excellence Award (2006). She holds a Ph.D. in industrial/organizational psychology from George Mason University.

In addition to her chancellor role, Dr. Marks is a tenured full professor in CU Denver's Business School. She currently serves on the boards of the Metro Denver Economic Development Corporation, the Denver Education Compact, and the Coalition of Urban Serving Universities (USU), part of the Association of Public & Land Grant Universities.

Constancio K. Nakuma, Ph.D. **Provost**



Constancio Nakuma began his tenure as provost and executive vice chancellor for academic and student affairs at CU Denver on July 1, 2021. A linguist and multilingual global educator, Dr. Nakuma is a longtime leader in higher education committed to promoting and advocating for an inclusive, learner-centered, and experientially-anchored lifelong learning orientation in education.

Prior to being named CU Denver's provost, Dr. Nakuma served as associate provost for academic affairs at Clemson University. While in this role, he redesigned and oversaw the successful restructuring of Clemson University's principal learning-support units, the Office of Teaching Effectiveness and Innovation (OTEI) and Clemson Online, to refocus them on promoting learner-centered instructional excellence in all modalities across all disciplines. He also initiated Clemson University's micro-credentialing and digital badge issuance efforts to create alternative and more flexible pathways to the traditional degree or certificate, and led the development of a strategic plan for integrating project-based learning and high impact educational practices into the curriculum.

Dr. Nakuma has extensive experience in the academic arena, having previously served as senior associate dean for academic affairs in the college of architecture, arts, and humanities, and as chair/head of the department of languages at Clemson University. He was elected to service on the national council of the association of departments of foreign languages (ADFL), a constituent of the Modern Language Association of America (MLA). Prior to Clemson, he directed the language and world business (L&WB) program at the University of Tennessee-Knoxville. Dr. Nakuma's research in general and applied linguistics focuses on phonological and morphological phenomena associated with language acquisition and language loss. He has earned multiple awards, including for faculty excellence from the Clemson University Board of Trustees (2006); for outstanding leadership and dedicated service as department chair from the Clemson University department of languages (2002-2008); and for excellence in teaching and advising (1997) from the University of Tennessee-Knoxville.

He holds a BA (Hons) in French and Spanish from the University of Ghana-Legon; an MA in Linguistics from the University of Paris X-Nanterre, France; a Ph.D. in Linguistics from Sorbonne Nouvelle, Paris III, France; and an MBA from Saint Mary's University, Halifax, NS, Canada. He is proficient in four languages.

In addition to his provost role, Dr. Nakuma is a tenured professor in CU Denver's college of liberal arts and science.



University of Colorado System

The University of Colorado is a public research university system with four campuses: University of Colorado Boulder, University of Colorado - Colorado Springs, University of Colorado Denver and University of Colorado Anschutz Medical Campus. It is led by a president and governed by a nine-member elected Board of Regents. With more than 67,000 degree seeking students and an additional 8,000 taking courses for credit, nearly 6,500 students taking online courses exclusively, over 6,200 full-time instructional faculty and an additional 1,700 research faculty members, CU is the largest institution of higher education in Colorado and has an annual budget of \$4.8 billion. CU researchers attracted more than \$1.45 billion in sponsored research funding in 2021. Academic prestige is evidenced by the university's five Nobel laureates, 10 MacArthur "genius" Fellows, 20 astronauts and 20 Rhodes Scholars. For more information about the entire CU system, go to www.cu.edu.

The University of Colorado System has four distinct campuses and is led from a System office President. The three campuses in addition to CU Denver are [CU Boulder](#), [CU Colorado Springs](#) and [CU Anschutz Medical Campus](#). CU Denver's relationship with CU Anschutz, a world-class R1 university with six health

professional schools offering over 40 degree programs, is a close one, and CU Anschutz contracts with CU Denver for some of its student services.

Denver, Colorado

Denver has established itself as a great city on many accounts. In fact, *U.S. News & World Report* awarded it the 2020–2021 #2 spot for [Best Places to Live](#) — second only to Boulder, Colorado. Fort Collins and Colorado Springs took 4th and 5th place making Colorado a sought-after destination for high-quality of life including job market, housing affordability and more.

Set at the front range of the Rocky Mountains and known as the Mile High City, it is geographically stunning. Denver has a reputation for being extremely dynamic for business and livable for individuals and families. Many consider the Denver Metro area to have the perfect blend of outdoor adventure and metropolitan sophistication. It is one of the nation’s fastest-growing cities and in 2016 was named the best place to live in the U.S.A. by *U.S. News & World Report*.

While the city itself has fewer than 700,000 residents, the six-county metro area has a population approaching three million. The state of Colorado is ranked annually as one of the best states in which to do business, and Denver is known for its blend of large corporations and manufacturers as well as vibrant small business environment.

Denver has a mild, dry, mostly sunny climate (whereas the mountains receive the majority of the snow) with 300 days of sunshine. The Denver metro area receives eight to 15 inches of precipitation a year. As such, parks and multiple outdoor activities are abundant year-round in Denver. The city itself has over 200 parks, and of course, Denver is in close proximity to many prominent ski, golf and recreation resorts.



Culture thrives in Denver. The city's diverse population supports culture through the Scientific and Cultural Facilities District (SCFD). This cultural district is home to many popular attractions like The Denver Performing Arts Complex, the second-largest arts center in the nation. SCFD also offers the Denver Museum of Nature and Science, The Denver Art Museum, The Denver Zoo and well-known Botanic Gardens. Denver is one of only a few cities to offer eight professional sports teams, and has built new stadiums in recent years. Excellent shopping and restaurants are found throughout the city, from Cherry Creek Shopping Center to downtown's pedestrian-friendly 16th Street Mall.

As might be expected of a thriving, vibrant city, Denver is home to exceptional public and private schools, colleges and universities, religious institutions and vibrant neighborhoods.

For more information visit www.denver.org or www.denverchamber.org.



Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as two separate documents, a CV or resume and a letter of interest addressing the themes in this profile. Professional references are not requested at this time.

WittKieffer is assisting the University of Colorado Denver in this search. For fullest consideration, candidate materials should be received by January 17, 2022.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

Alejandra Gillette-Teran and Ashlee Winters Musser
CUDenverSEHD@wittkieffer.com

Compensation and Benefit Information

Compensation range: \$220,000-\$260,000

Benefits: The University of Colorado offers a full benefits package. Information on university benefits programs, including eligibility, is available at www.cu.edu/employee-services.

University of Colorado Denver is committed to recruiting and supporting a diverse student body, faculty and administrative staff. The university strives to promote a culture of inclusiveness, respect, communication and understanding. We encourage applications from women, ethnic minorities, persons with disabilities and all veterans. The University of Colorado is committed to diversity and equality in education and employment.