



University of Colorado **Denver**

Vice Chancellor for Diversity, Equity and Inclusion

Leadership Profile

Fall 2020



WittKieffer

Executive Summary

The University of Colorado Denver (CU Denver) seeks an experienced and inspiring leader to serve as its next vice chancellor for diversity, equity and inclusion (VCDEI).

Part of the University of Colorado System, CU Denver is a comprehensive urban research institution in metropolitan Denver. With eight schools and colleges, the university is home to more than 14,000 students and 1,138 faculty members and offers 110 degree programs both in-person and online.

Reporting directly to Chancellor Michelle Marks, who joined the CU Denver community on July 1, 2020, the new vice chancellor will direct the university's strategic initiatives for diversity, equity, and inclusion and serve as an active member of the chancellor's cabinet. Chancellor Marks spent her first ten days in office dedicated to an extensive listening tour specifically focused on understanding issues of equity and racial justice effecting the CU Denver community. Chancellor Marks has made a formal Commitment for Action inspired by community ideas, experiences and expertise at the university. The actions, which include establishing an [equity task force](#), are set on a schedule that will have both immediate and long-term impact on the CU Denver community. Additional details about this commitment can be found on page four of this document under the sub-header: Commitment to Diversity and Inclusion.

Located in the heart of downtown, CU Denver combines innovative research and accessible education with the advantages that only a dynamic urban environment such as Denver can provide. As the university approaches its 50th anniversary in 2023 and pursues federal designation as a Hispanic-Serving Institution (HSI), there is great opportunity for the new vice chancellor to have a strong impact. The campus community is eager to embrace a new leader who will build upon the university's strengths; position the campus as a place that brings people into the conversation around diversity, equity and inclusion; and achieves progress along a number of dimensions, creating a more just, equitable and belonging climate at CU Denver.

The VCDEI has immediate opportunity to drive and develop initiatives that will create meaningful change on the campus. This leader will be expected to finalize a diversity, equity and inclusion strategic plan and lead its implementation; partner with units across the campus to enhance diversity, equity and inclusion and build community; lead the Office of Diversity and Inclusion and establish a system of accountability using data and reporting; and proactively engage in resource development to support diversity initiatives.

CU Denver seeks a dynamic, collaborative and nimble leader whose style builds trust with the campus community. It is worth noting that this is not a status quo position: The expectation is that the VCDEI will lead an effort that is campus-wide and effective, and that brings the institution to a very different place. The new vice chancellor will bring a proven record of accomplishment in advancing diversity and will lead with integrity and honesty. The ideal candidate will bring a significant background in diversity leadership with demonstrated experience influencing and improving organizational culture. Candidates should have a clear understanding of project management processes and an ability to work in a collaborative, mission driven environment with diverse internal and external audiences. Experience facilitating nuanced conversations around diversity issues and the First Amendment is highly desired. A Ph.D. or other terminal degree is preferred.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy on page 16.

Commitment to Diversity and Inclusion

I see an increasingly fractured world out there, and I think higher education needs to do its part to ensure the next generation of leaders has the toolset to find common ground and to come prepared with better solutions. This involves really listening to each other, learning about our differences, and finding empathy for each other in a respectful way. Our society needs campuses like CU Denver to make this a priority.

Then-Chancellor-Elect Michelle A. Marks, May 2020

CU Denver is truly a diverse academic community that attracts students of all ages and backgrounds. It is home to 49% first-generation students and 42% students of color from 48 states and 64 countries. Believing that diversity enriches the educational experience for all, the university is focused on creating a welcoming and respectful learning environment where a culture of inclusion can flourish. The university is an anchor institution that offers services, resources and guidance to enhance diversity university-wide and fosters a culture of inclusion on campus and with the community

During Chancellor Marks' first ten days in office, she embarked on an extensive listening tour dedicated to hearing from the campus community about how equity and racial justice effects their personal and professional lives. Insights noted [here](#) helped to shape the chancellor's perspective and commitments to action; actions for immediate and future steps that will increase the sense of equity and belonging at CU Denver. With this elevated commitment, the CU Denver community will set a cultural tone to move toward becoming an even more socially and racially just academic institution. Below is an abridged accounting of the actions and commitments; additional details are available [here](#).

Actions Completed by September 30, 2020

- [Relaunched a national search](#) for the next vice chancellor for diversity and inclusion by Mid-August.
- Appointed a part-time [faculty fellow](#) in the chancellor's office to advise on issues of concern to underrepresented CU Denver.
- Worked with the Auraria Higher Education Center (AHEC) to develop an [advisory committee](#) for the tri-institutional police department to examine its relationships, practices and policies.
- University leadership took mandatory training related to equity and racial justice by the start of the fall semester.

Commitments for the 2020 – 2021 Year

- Work with the provost, deans and vice chancellors to create a strategy for diversifying the composition of our faculty and staff.
- Provide greater transparency at all levels when conducting leadership searches including requiring national searches and that search committees are trained on issues of diversity and equity.
- Charge our new vice chancellor for communications with highlighting and amplifying the voices of CU Denver's underrepresented community and implementing an approach to ensure we adopt

meaningful change. Additionally, avoid calling on underrepresented faculty and staff to carry the burden to speak on diversity and equity.

- Continue our work to achieve the designation of “Hispanic Serving Institution” in 2021.
- Continue the [Teach-Ins](#) to engage and create a greater shared understanding and common language as CU Denver tackles social justice issues as a community.
- Invite leading authorities on diversity, equity, and inclusion to campus.
- Host additional listening sessions in spring 2021 for our campus community to provide advice, guidance, and expertise.
- Ask Faculty Assembly to develop a plan for expanding inclusive pedagogy and curriculum and provide resources for diversifying their syllabi and work with administrative units to look at the effects of the ACT/SAT test-optional admissions policy, with an eye toward developing policies that ensure CU Denver welcomes those potentially disadvantaged by requiring these measures.

Establishing an Equity Task Force

- Address equity issues, with particular focus on student success, a culture of belonging, academic issues and curriculum, hiring, promoting and retaining more diverse faculty and staff, and institutional policy review.
- Appoint members (students, faculty, and staff) in wide consultation across campus and in partnership with shared governance groups.
- Staff with dedicated project managers to minimize the work placed on task force members.
- Committee will review the summarized feedback received in the equity listening sessions and take additional tasks to improve the quality of life on campus.
- Complete DEI plan by end of the 2020-21 academic year.

Two items merit additional explanation here:

First, the CU Denver community's deep commitment to centering equity is core to its mission. As the campus faced budget cuts, for example, in the wake of COVID, the faculty and staff underscored its commitment by holding harmless faculty and staff earning less than \$60,000 a year and tiered its salary cuts according to income.



Second, while the intent is for the Equity Task Force to construct a diversity, equity and inclusion plan by the end of the 2020-21 academic year, the new VCDEI will play a significant role in reviewing that plan, helping to finish its development, and determining how best it can be executed.

Role of the Vice Chancellor for Diversity, Equity and Inclusion

We at CU Denver support and join with those who are collectively raising their voices against racial injustice. As a public urban research university, our values and core identity are centered around our commitment to equity, fostering an educational community that is representative of our society, and embracing the differing viewpoints that emerge from this community.

Chancellor Marks, June 2020

The position of vice chancellor for diversity, equity and inclusion (VCDEI) is the senior diversity officer responsible for diversity, equity and inclusion and related strategic initiatives for the University of Colorado Denver campus. This individual reports directly to the chancellor and is an integral part of the leadership team. The position provides leadership for enhancing and sustaining diversity, promoting a culture of inclusiveness and developing strategic initiatives that contribute to the success of all faculty, staff, and students.

The VCDEI serves as an appointing authority and supervises staff in Diversity and Inclusion offices located on the CU Denver Campus. These offices currently include [The Center for Identity & Inclusion](#) and [The Women and Gender Center](#). Responsibilities include:

- Oversee development and implementation of a comprehensive diversity and inclusion strategic plan for the campus based on the overall campus strategic plan
- Coordinate and promote high profile campus diversity events that stress diversity as a core value and illustrate the importance of diversity's relationship to institutional excellence
- Partner with the provost, deans, schools, colleges and academic and student affairs units to develop and successfully implement their diversity and inclusion plans
- Assist all schools, colleges and units in their efforts to recruit and retain diverse faculty, staff, undergraduate, and graduate students
- Foster the design and integration of programs aimed at student access and success, with particular attention to programs that serve historically underserved students as well as both internal and external pipeline programs, e.g., to graduate education and the health professions
- Work with the provost, vice chancellors, associate vice chancellors, deans and faculty to provide thought leadership and foster faculty research and curriculum development on diversity, inclusion and related issues, including culturally responsive teaching and learning
- Shepherd the process for CU Denver in attaining HSI status with the U.S. Department of Education
- Foster and build teamwork in an institutional environment of shared governance among schools, colleges, and academic and student affairs units to accomplish the university's diversity and inclusion objectives

- Devise and monitor systems of quantitative and qualitative evaluation that measure success for diversity and inclusion, reporting evaluative results regularly to the university community and using the results for continuous improvement
- Work with CU Advancement and the Office of Sponsored Programs to promote grant-writing, development and fundraising activities specifically to enhance efforts in diversity and inclusion and student success
- Develop effective communication and consultative relationships with key internal and external community stakeholders; engage visibly as a liaison with the community and build an effective relationship between the community and the CU Denver campus around issues of diversity and inclusion
- Serve as the primary resource for the campus on matters related to diversity and inclusion, maintaining a clearinghouse for information on these matters (excepting areas related to legal compliance)
- Assist with developing policies and procedures for improving and strengthening efforts in promoting diversity and inclusion
- Provide leadership and coordination of diversity planning to ensure the successful development and implementation of diversity and inclusion initiatives
- Serve as spokesperson on matters related to maintaining and enhancing a diverse and inclusive campus environment
- Collaborate with the other chief diversity officers within the University of Colorado system
- Help to develop and implement diversity training/professional development for senior leadership, administrators, faculty, and staff

Opportunities and Expectations for Leadership

We must reject hatred and use our levers of education, open dialogue, and resolve to create a more equitable and belonging climate at CU Denver.

Chancellor Marks, September 2020

The VCDEI, with empowerment and authority from the chancellor, will be asked to use this leadership position to aid in creating a more equitable and belonging climate at CU Denver, which will require addressing the following critical leadership issues, among others:

- **Finalize and implement a campus-wide strategic plan for diversity, equity and inclusion**
CU Denver is preparing to launch a campus-wide strategic planning process in January 2021; advancing the university's broad definition and engagement of diversity for faculty, staff, and students will be a critical piece of this plan. The VCDEI – who will work with the equity task force in completing the plan– will engage with the campus community to formulate and articulate a vision around diversity, equity and inclusion and to provide leadership, concrete steps, counsel, advocacy, and a point of connection and communication for all at the university to achieve that vision. Key areas of opportunity include the development and shaping of inclusive recruitment and retention processes and practices for both faculty and staff; policies that promote a more equitable campus community; the intentional inclusion of the broadest possible range of voices; and sustained training programs that help faculty, staff, and students achieve the university's vision.

- **Partner with units across the campus to enhance DEI and build community**

The VCDEI will work to be viewed by all stakeholders as a thought leader and essential resource to amplify and engage discussions of diversity, equity and inclusion. The VCDEI will play a key role in the deliberations of senior leadership and will work with divisions across the campus to encourage creativity and innovation in programming, pedagogy, recruitment, retention, and training, and advance aspects of the university's work to create an equitable community.

As the nature of public discourse remains poor and society is increasingly divided, the VCDEI must work to promote and facilitate a more productive and respectful discourse that engages all members of the community and respects the university's commitment to freedom of speech and expression.

- **Lead the Office of Diversity and Inclusion in carrying out its mission**

The VCDEI will provide effective management and leadership for the Office of Diversity and Inclusion and bring together the staff to create a shared vision. It will be essential for the VCDEI to develop and support the staff to optimize the team's capabilities to be innovative, collaborative - not only with one another but also with those across the university – and results-oriented. Leading a team that appreciates professional development, the VCDEI will be expected to leverage knowledge of the emerging trends, networks, and resources to support staff members' further growth.

- **Use best and promising practices and metrics for decision-making around diversity and inclusion efforts and to create a culture of accountability**

The VCDEI will be expected to collect and analyze information to understand climate at the university and use this data to support informed and collaborative decision-making and implement interventions based on best practice. It is also expected that there will be consistent communication of progress and challenges to hold leaders across the university accountable. The chancellor's expectation is that the VCDEI will optimize all tools available, and will lead accountability for stronger student success outcomes including closing graduation rate disparities; diversifying the hiring and retention of faculty and staff; , and collaboratively providing a cohesive, inclusive and welcoming culture for all members of the campus community.

- **Proactively engage in resource development and prioritization to support diversity initiatives:**

While the Office of Diversity and Inclusion has the financial resources to meet its current goals, additional resources will enhance and propel the work of the office to even higher levels. The university hopes to obtain HSI status in 2021, which will open up additional philanthropic opportunities. Therefore, the VCDEI will enhance the partnership with the university's advancement office to secure additional resources to support diversity, equity and inclusion initiatives.

Professional Qualifications and Personal Qualities

CU Denver seeks a visionary, collaborative leader whose style builds trust with the campus community. The ideal candidate will bring a proven record of accomplishment in advancing diversity and inclusion, demonstrated experience in improving organizational culture, and leadership that is imbued with integrity, honesty, and transparency. Candidates should have a clear understanding of project management processes and an ability to work in a collaborative environment with diverse internal and

external audiences. Candidates who have experience facilitating nuanced conversations around diversity issues and the First Amendment are highly desired.

The new vice chancellor will be a confident, high energy leader who has most if not all of the following professional qualifications and personal qualities:

- **Fit with mission:** A deep resonance with the mission and possibilities of a CU Denver education including a drive that is constantly student centered, belief in opportunity and the transformative power of education, and commitment to CU Denver's particular mix of students (diverse, older); a strong understanding of faculty work and the faculty world, an eagerness to tie in to the academic and intellectual enterprise of the university, an understanding and appreciation of shared governance; strong commitment to community; and an ability to take a principled and clear position, even in times of crisis.
- **Leadership skills:** The ability to provide collaborative, creative, and community-building leadership to the staff within the office; capacity to bring communities together, foster healing, and create a culture of belonging; track record of inspiring collaboration and innovation, and of motivating and unifying teams toward a common purpose; capacity to serve as a key adviser and thought partner to the chancellor and other senior leaders, with the attendant skills of a trusted and additive contributor to the overall leadership of the university; and the energy, inspiration, enthusiasm, credibility, and empathy to interact with colleagues at all levels of the organization in a manner that engenders buy-in and encourages all to work together on behalf of the university.
- **Expertise in diversity and inclusion:** Proven track record of advocacy for and success in fostering a positive environment for diversity, equity and inclusion; a full and nuanced understanding how to help an institution create a more sustainably diverse academic community; history of advancing successful diversity, equity and inclusion initiatives and programs and a record of moving the needle in the recruitment, retention, and development of faculty, staff, and students from underrepresented groups; understanding of how curriculum development efforts can advance a diversity mission, along with a knowledge of the range of evidence for the educational benefits that accrue to students, staff, and faculty through diversity, inclusion, and equity; and, capacity to lead programs focused on student access and success and to develop and facilitate professional development on topics such as culturally responsive pedagogy, diversity and hiring, and implicit bias.
- **Management skills:** The ability to manage and develop people, programs, and operations effectively and to make necessary changes to the organization and infrastructure so as to achieve objectives; skill at promoting a culture of high performance, engagement, accountability, and continuous improvement; effectiveness and the ability to make things happen in a complex environment; success in developing, implementing, and assessing strategic plans with positive results; capacity to garner external resources through grants and gifts; and the capacity to carry out the many responsibilities of the role including planning, analysis, resource and budget allocation, and supervision.
- **Communication skills:** Exceptional communication skills for engaging with a wide variety of individuals and groups; demonstrated ability to build and maintain positive interpersonal relationships within a culturally diverse urban environment; the capacity to formulate, articulate, and persuade a

wide range of audiences around a shared vision; demonstrated skill in listening with care and working with others collaboratively to reach critical decisions, and the ability to communicate effectively about issues, decisions, and developments large and small.

- **Personal qualities:** A demonstrated confidence and ability as a nimble and courageous senior leader with the humility to be an effective part of a collaborative and collegial senior team; a lack of self-promotion together with the desire to partner with others in service of the strongest possible effort; an ability to listen and hear ideas and thoughts from a variety of interested parties and partners and to integrate the thinking and views of others into one's own; integrity and trustworthiness; authenticity, flexibility, adaptiveness, and resilience; optimism, and a sense of humor are all desired qualities.
- **Credentials:** A Ph.D. or other terminal degree is preferred (and a faculty appointment may be made available to a candidate possessing the appropriate qualifications and credentials).

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 (CU 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, nonprofit 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's provides well-educated top talent and a new generation of knowledge to fuel the future of Denver and the region. It is *CU in the City*.

CU Denver offers more than 100 academic degree programs, from bachelor's to doctoral level, in the heart of downtown. Here, 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 annual economic impact exceeding \$800 million.

In 2004, the Denver and Anschutz campuses were consolidated to realize enhanced mission outcomes with greater academic, administrative and operational efficiencies. The University of Colorado president announced in 2014 that the CU Denver campus and the CU Anschutz Medical Campus would each be led by its own chancellor, reporting to the president. The institution would continue to be consolidated, and the structure would provide dedicated leadership on each campus to address their respective unique opportunities and challenges. A number of units and programs continue to be consolidated including academic and student affairs, human resources, information technology, finance and facilities. The consolidated services for the two campuses preserve the unity of the academic and administrative areas and allow ongoing-shared services and efficiencies. The arrangement allows the CU Denver Chancellor the ability to direct the academic focus while benefiting from a close relationship with the region's premier medical campus. The two campuses remain a single academic entity, accredited by the Higher Learning

Commission, and are an integral part of the four-campus University of Colorado system. Chancellors represent their respective campus to the external community and to the Board of Regents.



CU Denver has a diverse student body of nearly 11,000 undergraduate and over 4,000 graduate students. Over 60% of the fall 2019 entering class are students of color; the campus is an emerging Hispanic-Serving Institution. Many students are first generation and most work while pursuing their studies. Over 30% of the undergraduate students pursuing health-related degrees. The campus employs 1,800 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.

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 \$1.2 billion in sponsored research funding in fiscal year 2018-19. 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.

Strategic Priorities

CU Denver is a diverse teaching and learning community that creates, discovers and applies knowledge to improve the health and well-being of Colorado and the world. In 2016, the university established five

strategic priorities to guide its ongoing success as Colorado's public, urban research university. The strategic priorities include:

- **Student Success**: Elevate student success through increased enrollment, retention and graduation rates
- **Scholarly Excellence**: Advance scholarly excellence and innovation in teaching, research and creative work.
- **Community Asset**: Strengthen the university's position and impact as a vital community asset.
- **Inclusive Culture**: Create a more cohesive, collaborative and inclusive culture.
- **Financial Sustainability**: Achieve long-term financial sustainability and stability.

Safe Return: COVID-19

The University of Colorado Denver gradually returned to campus in fall 2020 with a firm commitment to providing a [flexible plan](#) designed to keep the community safe, ensure its students ongoing success and innovate for the future. The university posts [weekly updates](#) with related news and resources and a commitment to transparency and the wellbeing of its campus community. While at the time of this publication a firm decision has not been made yet, it is anticipated that a hybrid academic experience and on-going alternative work arrangements will continue into the spring of 2021.

A testament to CU Denver's proactive efforts, it has very promising metrics relative to the infection rate more broadly. The university continues to work with Denver Public Health and community partners to provide a safe and proactive pathway for its students, faculty, staff and those impacted directly or indirectly by the virus.

Leadership

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



Michelle Marks has been chancellor of CU Denver since July 1, 2020. A longtime leader in higher education, Dr. Marks has the business acumen of an experienced senior administrator as well as the spirit of an academic. She is known for developing innovative programs that help students succeed, attract new student populations, facilitate research opportunities, and drive new revenue growth.

Prior to being named CU Denver's next chancellor, Dr. Marks served as vice president for academic innovation and new ventures at George Mason University. She led strategic partnerships designed to deliver online programming at scale, create pathway programming for international students, and support adult degree completion. She also forged critical relationships with businesses, government, and education institutions to support the university's mission.

Dr. Marks has extensive experience in the academic arena, having previously served as Mason's vice-provost for academic affairs and associate provost for graduate education. As a professor of management in Mason's School of Business, Dr. Marks' research focused on organizational leadership development and teamwork. She has published studies illustrating the dynamic nature of the collaborative processes used by organizational teams and the critical roles of team leaders. Among the numerous awards she's received are 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 BS in psychology from James Madison University and an MA and PhD in industrial/organizational psychology from George Mason University.

In addition to her chancellor role, Dr. Marks is also a tenured professor in CU Denver's Business School.

Mark Kennedy, President, University of Colorado



Mark Kennedy was named 23rd president of the University of Colorado on May 2, 2019, and officially started leading the CU system July 1, 2019. He oversees a university system with four campuses (Boulder, Colorado Springs, Denver and the Anschutz Medical Campus), more than 67,000 students, 37,000 employees and a \$4.8 billion annual budget.

Kennedy served as president at University of North Dakota from July 2016 to June 2019. He had also served as director of the Graduate School of Political Management at George Washington University and in the U.S. House of Representatives. He also played leadership roles at Pillsbury and the company that is today known as Macy's.

He earned a bachelor's degree from St. John's University and a master's in business administration with distinction from the University of Michigan.

More about President Kennedy can be found [here](#).

University of Colorado Board of Regents

The [board of regents](#) comprises nine members serving staggered six-year terms, one elected from each of Colorado's seven congressional districts and two from the state at large. The board is charged constitutionally with the general supervision of the university and the exclusive control and direction of all funds of and appropriations to the university, unless otherwise provided by law.



Denver, Colorado

Denver has established itself as a great city on many accounts. 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 USA 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). The Denver metro area receives eight to fifteen inches of precipitation a year. As such, parks and outdoor activities are abundant 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 separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting the University of Colorado Denver in this search. For fullest consideration, candidate materials should be received by **December 4, 2020**.

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

Nominations and inquiries can be directed to:

Charlene Aguilar, Christine Pendleton, Robin Mamlet
CUDenverDEI@wittkieffer.com

University of Colorado Denver | Anschutz Medical Campus 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.