



University of Colorado **Denver**

Senior Vice Chancellor for Strategic Enrollment and Student Success

Leadership Profile

Winter 2020-21



WittKieffer

Executive Summary

The University of Colorado Denver (CU Denver) seeks an experienced, strategic, and inspiring leader with an unwavering commitment to students to serve as its inaugural senior vice chancellor for strategic enrollment and student success.

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 15,000 students and 1,138 faculty members, offering 110 degree programs both in-person and online. Since 2004, CU Denver and the CU Anschutz Medical Campus have worked together as a consolidated university with administrative, research, and academic shared services that support and advance the missions of both campuses.

Reporting directly to a new provost and executive vice chancellor and with a dotted line to Chancellor Michelle Marks who joined the CU Denver community on July 1, 2020, the senior vice chancellor will work with key stakeholders to imagine, develop, and drive the optimal student experience from pre-enrollment through graduation. As a member of the chancellor's cabinet and key advisor to the chancellor as well as a member of the provost's leadership team, the senior vice chancellor will structure and lead a recently-created division, providing strategic, visionary, and over-arching leadership to a constellation of offices and services focused on enrollment management, student success, and student affairs that - once combined - will promote seamless student support and a culture of engagement and belonging across the university.

The senior vice chancellor will have oversight of a \$40 million portfolio comprised of 250 staff that includes student recruitment and retention; student enrollment operations and compliance; student success initiatives; academic achievement; the Auraria Library; student and campus community engagement; health and wellness advocacy and support; and international affairs. Working closely with the provost, chancellor, and CFO, the senior vice chancellor will lead the creation and implementation of the university's first integrated plan for strategic enrollment management and student success that is aligned with the university's new strategic plan (to be completed by June 2021).

CU Denver seeks an experienced, dynamic, collaborative, and nimble leader who builds trust and forms solid partnerships to advance student-centered initiatives that advance and improve the student experience and support faculty teaching excellence. The senior vice chancellor will bring significant expertise and success in enrollment management and will possess a demonstrated commitment to diversity in all its forms, advancing CU Denver's diversity, equity, and inclusion agenda through successful student enrollment, retention, engagement, and support strategies and initiatives. Deft leadership, communication, and inclusiveness skills are essential along with analytic strength and technological sophistication; a proven capacity for embedding institutional values within enrollment and student affairs priorities and aspirations; and the ability to keep student welfare always at the forefront by anticipating and responding to matters that influence recruitment, retention, and the student experience.

CU Denver is committed to an ethical foundation, sense of shared responsibility, and culture of trust, and the new senior vice chancellor must possess impeccable moral character and conviction in serving the greater good of the university. For information on how to apply or to submit nominations, please refer to the section, "Procedure for Candidacy" at the end of this document.

Role of the Senior Vice Chancellor for Strategic Enrollment and Student Success

The senior vice chancellor for strategic enrollment and student success will work across the CU Denver community to craft the organization and leadership that will foster and support the optimal student experience, forging the framework and supports that will define what is possible for students at a great modern, urban university of the future.

This is a transformational role. The senior vice chancellor will touch all forms of student life from pre-application through graduation. The senior vice chancellor serves as the senior officer responsible for enrollment management, student success, student affairs, and their related strategic initiatives, reporting directly to the provost and executive vice chancellor, and with a dotted line to the chancellor, and serving as an active member of the chancellor's cabinet and provost's leadership team. The senior vice chancellor will design and lead the structure for a boldly-imagined effort that will inspire stakeholders to contribute to university-wide success in identifying, attracting, enrolling, retaining, developing, and graduating an outstanding and exceptionally diverse student body. The new leader will provide the leadership for developing and enacting the strategic enrollment plan for the university; advancing initiatives that strengthen retention, graduation, and student success; bolstering a collaborative and cohesive team; and enabling an infrastructure that promotes a culture of seamless student engagement, support, and belonging across the university.

The senior vice chancellor will oversee a comprehensive, \$40 million portfolio comprised of 250 staff across the following enrollment, student success and student affairs departments and services:

- **Enrollment Management** oversees the university's enrollment strategy and associated offices including recruitment, enrollment marketing, recruitment technology, admissions, dual and concurrent enrollment, pre-collegiate development, and K-12 partnerships.
- **Student Enrollment Operations and Compliance** includes the service offices of the registrar, compliance, digital strategies, financial aid and scholarships, and the campus undergraduate admission non-recruiting operations.
- **Student Community and Engagement** includes the disability resources services, veterans and military support services, student career development, housing and dining, career services, internships, student life, student organizations, student engagement, TRIO, student support services, and McNair Scholars.
- **Academic Achievement** includes the learning resource center, center for excellence in teaching and learning, undergraduate research and creative activities, university honors and leadership, academic advising, and the office of student transitions and family engagement which includes new student orientation, the first year experience, transfer initiatives, and the center for undergraduate exploration and advising.
- **The Health and Wellness Advocacy and Support** area brings together the office of the dean of students, including case management, behavioral intervention, and student conduct, the student and community counseling center, and wellness and recreation services.

- **The Office of International Affairs** includes international student and scholar services, international enrollment management, global education, international operations, China operations, international partnerships, and international marketing and communications.
- **The Auraria Library** which serves the three institutions on the Auraria campus: CU Denver, Community College of Denver, and the Metropolitan State University of Denver.



- **The Student Success Initiatives** office supports campus efforts to retain and graduate enrolled students by leading innovation and collaboration across campus, administering student success software (EAB Navigate), implementing Early Alert, and promoting the use of data analytics and national best practices to campus faculty/staff and leadership.

Additional responsibilities of the senior vice chancellor include:

- Bring leadership, vision, expertise, integrity, inclusiveness, and energy to the overall enrollment strategy and function, working to implement the current undergraduate strategic enrollment plan and partnering with the chancellor, provost, the senior vice chancellor for finance and administration, the deans, and other key university stakeholders to develop the graduate strategic enrollment management plan.
- Advance data analysis to shape enrollment directions and make appropriate adjustments to an integrated and strategic enrollment effort.
- Regularly assess the effectiveness of recruitment activities and financial aid programs, making appropriate adjustments so as to lead an effort that is continuously proactive and responsive to market forces and university needs.
- Facilitate seamless integration of the student experience for both on the ground and online students from the point of admission through registration, course enrollment, graduation, and career placement.
- Provide leadership in the development and implementation of the university's student success initiatives to ensure all students are offered the resources and relationships necessary for high-quality learning, academic persistence, and degree completion.

- Act as the lead administrator for the university's student success roadmap to include goals, benchmarks, strategies, and deadlines.
- Leverage the university's investment in student success technology systems and processes to maximize the university's allocation of resources and provide relevant information for faculty, staff, and students to best support student retention and completion, including work toward eliminating the equity gap.
- Conduct strategic assessment of partnerships and pathways, including monitoring, evaluation and adaptation to best leverage existing enrollment pathways and partnerships as well as to build new partnerships and pathways.
- Ensure quality delivery of shared services to CU Denver and CU Anschutz campuses.
- Support the engagement and development of faculty by advancing the use of evidence-based, learning-centered best practices in teaching and learning.
- Focus on strategies to promote even greater success by students from minoritized populations, transfer students, first generation college students, post-traditional students, those eligible for federal Pell grants, and international students.
- Direct efforts to successfully complete initiatives of associated entities, e.g. Colorado Commission on Higher Education, APLU/USU, and others.
- Develop and manage the budget for the office of the senior vice chancellor for strategic enrollment and student success.
- Represent the provost and chancellor internally and externally as requested.
- Manage special projects and develop reports as requested by the provost and chancellor.
- Other duties as assigned and required.

Opportunities and Expectations for Leadership

The senior vice chancellor, in close partnership with the provost and chancellor, will guide and enhance a holistic and inclusive student experience from pre-enrollment through graduation. This will require addressing the following critical leadership issues, among others:

- **Develop and implement a plan for enrollment, student success, and student affairs that is aligned with CU Denver's strategic direction**

The university is launching a comprehensive strategic planning process in January 2021, to conclude in June 2021. The new senior vice chancellor will support the chancellor and senior leadership to implement, assess, and refine this plan. In addition, and working within the parameters of these evolving institutional plans and goals, the senior vice chancellor will establish plans for enrollment,

student success, and student affairs that align with the strategic priorities, values and financial capacity of the university.

CU Denver is a diverse academic community that attracts students of all ages and backgrounds. It is home to 49% first-generation college students and 42% students of color. The campus is an emerging Hispanic-Serving Institution and aspires to be designated as an Asian American and Native American Pacific Islander-Serving Institutions, the first in Colorado. Of its 15,000 students, 70% are undergraduate and 30% are in graduate programs. As such, CU Denver is committed to supporting a holistic and inclusive approach to recruitment, retention, and student affairs that focuses on all stages of the student life cycle. Key considerations for the new senior vice chancellor will include the cost of attendance; amount and type of financial aid awarded; recruitment of traditional, post-traditional, transfer, online, and graduate students; student satisfaction with the CU Denver experience; the imperative to foster an inclusive, positive environment for student growth for all of the university's students; and student persistence to graduation and beyond.

- **Effectively manage change in a dynamic environment with high aspirations**

This is an exciting time to be at CU Denver. With new senior leadership and expectations to build a top-flight enrollment management program and overall student experience, the senior vice chancellor will optimize the university's ability to attract, enroll, develop, and graduate an increasingly diverse and talented student body. Taking time to understand and honor past practices and the successes those have generated, the new leader will assess the infrastructure, policies, and processes across the new division to develop a team and operation that enhances the division's ability to advance and achieve the university's priorities and goals. The senior vice chancellor will ensure that changes are communicated with frequency, transparency, and clarity; refine and support cross-institutional coordination; and facilitate the smooth integration of major developments.

- **Expand and strengthen the university's reach while balancing net tuition revenue and commitment to access**

Tuition is an essential complement to state support for CU Denver; yet, maintaining broad access to a transformative education is at CU Denver's core. The senior vice chancellor, working in collaboration with the CFO, will explore traditional and innovative ways to build a more robust enrollment pipeline and funnel. High priorities for the new senior vice chancellor will be to optimize philanthropic, institutional, state, and federal resources to meet enrollment goals; manage the complexities and trade-offs that accompany the contemporary enrollment effort; and guide discussions regarding how best to balance the profile of the entering class and net revenue needs.

- **Ensure a seamless student experience from pre-enrollment to graduation**

CU Denver has a diverse student body of nearly 11,000 undergraduate and over 4,500 graduate students. Over 60% of the fall 2020 entering class are students of color and first generation. The campus is on track to receive formal Hispanic-Serving Institution classification in 2021. The next senior vice chancellor will work in concert with the provost, the vice chancellor for diversity, equity, and inclusion, and other key partners from academic affairs to ensure that CU Denver improves on its

success in closing the equity gap for traditionally underrepresented, underserved students and those who work full-time and balance a demanding course load and complex personal lives.

The senior vice chancellor will also anticipate, manage, and provide leadership for a complex portfolio of issues, policies, functions, initiatives, and offices so as to provide synergy, support for, and coordination of enrollment, student success, and student affairs, working to foster a seamless experience for students from point of first contact through graduation. The senior vice chancellor will engage in community-wide conversations about the ideal student academic and engagement experiences at CU Denver and how best to achieve these. The senior vice chancellor will be a bold and creative leader who will collaboratively build and organize a student success structure that will foster and support a superior student experience that aligns with, reinforces, and extends the university's new strategic plan, mission, and goals.



These endeavors will require a sophisticated approach to analytics in understanding the student experience and each of its elements fully with attention to the entire enrollment trajectory of the students brought into the university community. While great attention must be paid to the overarching student trajectory, the senior vice chancellor will also lead a division charged with attending to every aspect of student life. This position will require an attentiveness to

issues and concerns for all students and the ability to lead difficult and complex conversations on matters such as student mental health; diversity, equity and inclusion; food insecurity; civil discourse; sexual assault/Title IX; and other issues in the national conversation in student affairs, leading the university to thoughtful and proactive policy development and practice on these and related issues.

- **Advance an inclusive environment for an exceptionally diverse community**

During Chancellor Marks' first ten days in office, she embarked on an extensive listening tour dedicated to hearing from the community about how equity and racial justice impacts their personal and professional lives. In October 2020, she announced the formation of [*The CU Denver Equity Task Force*](#) charged with leading a collective effort to address systemic issues that may be hindering a sense of a welcoming and an inclusive environment for all.

In the chancellor's charge to the task force she states:

I charge this task force with developing and recommending an action plan to ensure all members of the university community have the opportunity to experience what CU Denver has to offer equitably, focusing on structural and environmental barriers to success of students, faculty, and staff.

Past investments, initiatives, and work by many have attempted to help CU Denver become more equitable and inclusive. That said, this progress has been slow. The charge of the task force includes reviewing the current state of equity on campus, as well as past and present initiatives designed to support more equitable experiences and opportunities across the campus. The task force is also charged with evaluating whether past initiatives remain the right ones while simultaneously recommending new or alternate strategies that will make CU Denver a more equitable institution.

An important take away from Chancellor Marks' investment is that the current faculty and administrative body's demographic and lived experiences do not align with those of the student body. Chancellor Marks has charged university leaders with outlining and taking intentional steps toward becoming an even more socially and racially just academic institution. The senior vice chancellor must join with leadership to enact a plan that not only continues to support diversity in the student body but also in the university's hiring and retention, ensuring the faculty and administrative body will come to reflect the demographic and cultural richness of the student body.

- **Promote equity, inclusion, and belonging**

Diversity, equity, and inclusion is a top priority for CU Denver. Foundational to the university's success, the senior vice chancellor will work with senior leadership to develop a more cohesive, collaborative and inclusive culture, ensuring that all who learn, teach, research, and work at the university feel that they belong.

Along with other senior leaders, the senior vice chancellor will encourage, normalize, and actively participate in conversations about identity, culture, and other issues at CU Denver and continue to champion issues of equity and racial justice impacting the CU Denver community in a proactive, empathic, and transparent manner.

The senior vice chancellor must ensure that the voices of underrepresented students and staff as well as champions for equity and social and racial justice are amplified. These efforts must ensure that CU Denver is doing everything possible to adopt meaningful change and oppose prejudice, oppression, and racist actions in all their forms.

The senior vice chancellor will work closely with the vice chancellor of diversity, equity, and inclusion and other university champions to ensure that this work remains visible as a university priority, is integrated into every strategic initiative, and realizes its goals.

- **Further the use of data analytics and technology to develop a more nuanced, sophisticated, and strategic enrollment effort and enhance the student experience**

Sophisticated enrollment management and student success teams require a well-planned infrastructure to ensure the information needed on prospective and enrolled students is readily accessible both to the teams and to institutional leadership. The senior vice chancellor will be experienced in envisioning and developing the critical infrastructure systems and components necessary for a highly efficient enrollment management and student success operation.

The new senior vice chancellor will bring a best practices and forward-thinking approach to the division that anticipates future trends, challenges, and priorities. An increasingly strategic use of data and technology to guide decisions should be a key element in the process of change management. It will be imperative for the senior vice chancellor to envision and develop the necessary infrastructure to promote the sharing of information across the division and university so that data and progress toward enrollment, the student experience, and student success and related goals are effectively and regularly communicated. In leading the new division, the senior vice chancellor will maintain the flexibility required to anticipate and respond to the rapidly shifting education environment within and external to CU Denver, developing and sustaining a stronger competitive edge in an increasingly complex regional, national, and global landscape.

Professional Qualifications and Personal Qualities

The senior vice chancellor for strategic enrollment and student success will be a strategic, innovative, and collaborative leader with an unwavering commitment to students, taking an authentic interest in the lives and development of pre-college and college students including undergraduate and graduate students, first generation students, online learners, and adult learners. The successful candidate will be a skilled and deeply experienced professional who is adept at change management, with the ability to establish a dynamic vision for a student-centered unit, motivate and inspire colleagues, and manage priorities while maintaining forward momentum. The senior vice chancellor will have the ability to coalesce institutional priorities and achieve transformative results using appropriate technology and sophisticated data analysis to inform strategic decisions.

The senior vice chancellor for strategic enrollment and student success will demonstrate 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 community; demonstrated impact in enhancing diversity, equity, and inclusive excellence; a strong understanding of faculty work and the faculty world in relation to supporting enrollment and student success efforts; and an eagerness to tie in to the academic and intellectual enterprise of the university with an understanding and appreciation of shared governance.
- **Leadership skills:** Successful experience within enrollment management and/or student affairs leading strategic planning, substantive and decisive evaluation of student success programs, learning outcomes assessment and accreditation, and the application of new technologies; demonstrated experience in supporting diversity and inclusion among students, faculty, and staff, and supporting recruitment and retention initiatives of diverse faculty, students, and staff across the inclusion spectrum; an ability to take a principled position, even in times of crisis; a track record of inspiring

collaboration and innovation amongst students, faculty and staff, and of motivating and unifying teams toward a common purpose; and the capacity to serve as a key adviser and thought partner to the chancellor, provost, and other senior leaders, with the attendant skills of a trusted and additive contributor to the overall leadership of the university.

- **Proven effectiveness and expertise in enrollment management:** A track record of achievement in developing and implementing successful enrollment strategies and initiatives; significant professional experience managing the complex interplay of marketing and recruiting campaigns and enrollment and retention goals, and expert knowledge of the strategic use of financial aid; and a record of success in attracting, selecting, and enrolling the desired classes of new students.
- **Exceptional analytical and technological skills:** Experience with appropriate technology and the use of sophisticated data analysis to inform strategic decisions and the assessment of opportunities and challenges; ability to produce forward-looking, transparent plans, and budgets that link expenditures to outcomes; and analytical capacity to assess the effectiveness of how funds are employed to achieve enrollment, student success, and student affairs goals.
- **Commitment to retention and student success, and a holistic understanding of student affairs:** Demonstrated interest in the lives and development of pre-college and college students; an ability to recruit and support students to persist in their educational experience and a commitment to assuring the success of all students from diverse backgrounds; an understanding of student development that is aligned with the university's mission; ability to lead the building of programs that anticipate needs of a contemporary and diverse student body; familiarity with student engagement, academic achievement, health and wellness, residential education, and other student affairs functions; demonstrated success in shaping, influencing, and articulating institutional, state, regional, and/or national higher education policy; and knowledge of and ability to use student success best practices, prior experience, professional standards, and the research literature to guide and support both enrollment and student affairs work.
- **Management skills:** Demonstrated success in managing complex projects, groups, programs, and operations effectively and the ability to make necessary changes to the organization and infrastructure so as to achieve objectives; ability to work with and supervise others, manage budgets and financial projections, plan and organize work, work effectively with colleagues across divisions, and make decisions aligned with strategic priorities; demonstrated success in higher education administrative positions, which includes: team building and collaboration, transparency in decision-making, respect for other opinions and voices, and the ability to exercise creativity, vision, and an entrepreneurial spirit in developing and achieving goals.
- **Communications skills:** Exceptional communication skills, ability to present information effectively, and respond to questions from internal and external audiences with grace and finesse, both orally and in writing, including 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; the ability to communicate effectively about issues, decisions, and developments large and small; and possess a style of communication that builds trust and mutual respect.

- **Personal qualities:** A demonstrated confidence and ability as a nimble senior leader with the humility to be an effective part of a collaborative and collegial senior team; a lack of ego and 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; flexibility and resilience; optimism; and a sense of humor are all desired qualities.
- **Credentials:** Demonstrated progressively responsible higher education experiences and expertise leading a large staff across a complex division, with a particular focus on enrollment management and the student experience; a bachelor's degree is required and an earned doctorate or terminal degree is preferred.

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.

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. Given that several of the enrollment, student success, and student affairs departments and services overseen by the senior vice chancellor for strategic enrollment and student success (SVC) for the Denver campus also support the Anschutz campus, a service level agreement has been established between CU Denver and CU Anschutz which defines the services to be provided to CU Anschutz. The executive vice chancellor of academic and student affairs (EVC) for CU Anschutz has the authority over decisions affecting academic and student affairs at CU Anschutz, and the SVC, in partnership with the EVC and the CU Denver provost, will ensure the effective provision of the services defined in the service level agreement with the Anschutz 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 4,500 graduate students. Over 60% of the fall 2020 entering class are students of color; the campus is an emerging Hispanic-Serving Institution and aspires to also be designated as an Asian American and Native American Pacific Islander-Serving Institutions, the first 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 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.

The University of Colorado

CU Denver is part of the University of Colorado System, which has four distinct campuses and is led from a [system office](#) by [President Mark Kennedy](#). The other three campuses are [CU Boulder](#), [CU Colorado Springs](#), and [CU Anschutz Medical Campus](#). CU Denver's relationship with Anschutz, a world-class R1 university with six health professional schools offering over 40 degree programs, is a close one, and Anschutz collaborates with CU Denver for some of the administrative, academic and student services.

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. 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 the State 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 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 **February 15, 2021**.

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

Nominations and inquiries can be directed to:

Robin Mamlet, Jen Meyers Pickard, Ph.D. and Melissa Fincher
CUDenverSeniorViceChancellor@wittkieffer.com

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.