



**Metropolitan State University of Denver
Vice President for Student Affairs**

Metropolitan State University of Denver (MSU Denver) invites inquiries, nominations, and applications for the position of Vice President of Student Affairs (VPSA). The successful candidate will play a critical role in fulfilling the University's mission by leading the recently reorganized student affairs and career development programs as a direct report to the president.

After years of capital investments, expansion of the faculty, and significant growth in the student population, MSU Denver is poised to accelerate its upward trajectory and create a more dramatic imprint in the city of Denver, the state of Colorado, and beyond. Under the leadership of recently appointed President, Dr. Janine Davidson—an accomplished scholar, national security strategist, and distinguished veteran—the University will fulfill its promise of guiding its students and alumni in achieving the American Dream. The VPSA will play a pivotal role in advancing this vision by creating new programs and initiatives that improve student success, enhancing student retention and graduation rates, and engaging community and industry partners. Key to these efforts will be an enhanced University-wide emphasis on career preparation and workforce development through experiential learning, internships, co-ops, apprenticeships, and work-study opportunities for its students.

The University

Established in 1965 as Colorado's "College of Opportunity", MSU Denver is a comprehensive, baccalaureate and master's degree granting urban university that offers arts and sciences, professional, and business courses and programs to a diverse student population. Over the last decade, as part of its journey to become a preeminent public urban university, Metropolitan State College of Denver received legislative authority to change its name to Metropolitan State University of Denver and become a master's-degree-granting educational institution. It now offers five master's degrees and has built four new cutting-edge facilities. Public-private partnerships in support of academic programs added new revenue streams to the budget and revolutionized these programs while benefiting the economy of Denver and Colorado. Recent initiatives to hire full-time, tenure-track faculty, brought in more than 250 new professors who helped create the energy and engagement necessary for the support of substantial growth in underrepresented student populations and improvements in retention and graduation rates.

MSU Denver today represents a promise and commitment to students to provide them with a transformative academic experience and a pledge to the community to be a courageous change agent and a gateway to opportunity in Denver, Colorado, and the nation. Since 2005, MSU Denver has increased the number of degrees it has granted annually from 2,280 to 3,445 and in the last 10 years its first-time freshman retention rate has improved from 62 percent 65 percent (2005 – 2015). Total student headcount is 20,000, taught by 1,452 faculty members and supported by 709 staff members and over the past 12 years, the diversity of the University's student population has increased to 42% (students of color) and with a 26% Latino undergraduate population, the institution has emerging Hispanic Serving Institution status. By

strategically creating public-private partnerships in areas such as hotel management, aerospace and advanced manufacturing and modern music education, MSU Denver has offered students unique opportunities to be prepared for the workplace, while also serving the workforce needs of Colorado. In 2012, the University opened its state-of-the-art Hotel and Hospitality Learning Center, one of only a few collegiate hospitality learning laboratories connected to a fully functioning hotel in the country.

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

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

Students

Students at MSU Denver are predominantly from Colorado and the Denver metro area. With 75 percent of alumni remaining in the greater Denver area, it is common to find an MSU Denver graduate no matter where you go or where you work. The high number of internships and students with part-time jobs creates a different kind of community feel than your typical residential university campus. Classes often feature speakers from local businesses or community leaders, and student projects and learning experiences happen in and around the Denver area. While many universities claim that their city is a classroom, at MSU Denver, located in the heart of downtown that is literally the case.

Student Affairs at MSU Denver

The VPSA shares a passion for helping students make the dream of a college degree a reality. The VPSA will collaborate across the University and with external partners to provide a broad range of services and programs designed to help students develop as individuals, engage with their communities and achieve their educational and professional goals. Student Affairs includes four departments that collectively provide wrap-around services to ensure students are engaged and supported throughout their education and through the job search process.

The Office of the Vice President advances the mission of Student Affairs by coordinating strategic planning, assessment, communications, professional development and administrative operations for all Student Affairs and Career Services.

Student Engagement and Wellness includes Campus Recreation, Counseling Center, Dean of Students Office, LGBTQ Student Resource Center, Health Center at Auraria, Student Activities, Met Media, and Veteran/Military Student Center.

Enrollment Management includes Office of Admissions, Office of the Registrar, Office of Financial Aid and Scholarships, Call Center and Welcome Desk, Office of Testing Services, Center for Urban Education (CUE), TRIO High School Upward Bound.

Career Services includes Career Advising and Employer Engagement.

Position Summary

Reporting to the President, the VPSA will work collaboratively with the University's Senior Leader Team, other direct reports to the President, and the MSU Denver community to develop strategy based on best practices that will lead to the creation and implementation of enrollment strategies and student programs that will support the optimal student experience: graduating on time, with minimal or no debt, pursuing careers of choice, and becoming loyal alumni. In addition, to partnering with the University's academic deans, faculty, Council of Chairs, and Faculty Senate to further student success efforts, the VPSA will also actively engage and partner with employers to create experiential learning opportunities and job placement programs for students and MSU Denver graduates.

The VPSA will lead the Division of Student Affairs in supporting MSU Denver's mission by strategically shaping enrollment, providing effective student-centered programs that advance student success via extracurricular activities and social support, and ensuring access to services that are designed to enrich the learning environment and prepare graduates for the workforce. The VPSA will foster MSU Denver's relationships with high schools, school districts, and community colleges in Colorado and will work with other senior University leaders to nurture external relationships and partnerships for student scholarship, experiential learning, and job placement. The VPSA will also work with the Vice President of University Advancement and the Vice President for Administration and Finance to explore public-private partnerships that will create opportunities for students to enter successful careers via direct hiring pathways, apprenticeships, internships, co-ops, and mentoring.

The VPSA will work in very close collaboration with the Provost and all relevant stakeholders to contribute to University-wide success in identifying, attracting, enrolling, retaining, educating, developing, and graduating MSU Denver's diverse student body.

The VPSA will provide leadership to an array of offices and programs charged with or centered on enrollment and student engagement, wellness, academic success, and career placement. Direct reports to the VPSA include the following:

- Associate Vice President for Enrollment Management
- Associate Vice President for Student Engagement and Wellness
- Director of Career Pathways
- Assigned administrative staff in the Office of Student Affairs

Responsibilities

In their role as MSU Denver's chief student affairs officer, the VPSA will be responsible for facilitating the development and wellness of MSU's student population. In leading these important efforts that support and enhance the quality of undergraduate and graduate experiences, the VPSA will lead with an emphasis on increased academic success and graduation rates.

Furthermore, the VPSA will:

- Create and implement a compelling vision aligned with the University's aspirations to be a leader in student success, access, and upward mobility while diminishing student achievement gaps and advancing the learning-centered culture of the University;

- Develop external relationships with the business community, government leaders, entrepreneurs, and other employers to support the University's goals for career development and job placement;
- Create opportunities for support and engagement within the University learning community and community at large;
- Assure opportunities for development of leadership and citizenship, while reflecting diverse and global perspectives;
- Provide support for healthy living and flourishing in a campus environment;
- Create an environment to enhance academic and career success and provide pathways to and into the University;
- Enhance the University's commitment to diversity, inclusion, and multiculturalism;
- Supervise the development of a comprehensive strategic enrollment plan that advances the University's goals around undergraduate education, diversity, and internationalization;
- Create and sustain an environment that emphasizes student wellness and student life excellence to ensure student success;
- Develop and enhance partnerships with internal and external constituents including fundraising to support student success needs;
- Build and sustain a team and organization that advances student success;
- Oversee the budgetary strategic planning and fiscal management of student services; and
- Communicate with diverse internal and external audiences including representing the University at the state level and testifying before the state legislature where appropriate.

Challenges and Opportunities

The next Vice President for Student Affairs will have the opportunity to make an impact in several important areas:

- **Strategic Visioning and Organizational Enhancement** – In serving as MSU Denver's inaugural Vice President for Student Affairs, the VPSA will have the opportunity to develop and implement strategies to establish best practices within the unit while maintaining a close collaboration with the Division of Academic Affairs. The VPSA will analyze current operations and work to establish Student Affairs as a new, standalone organization whose partnership with Academic Affairs focuses on creating an effective and efficient environment committed to student success.
- **Student Success and Career Entry** – The next Vice President will be a champion for MSU Denver's students and partner with other University divisions to identify and create opportunities for students to enter into successful careers, advance in their existing careers, or pursue advanced study. The VPSA must serve as an active and dynamic participant in the University's external relations efforts and represent MSU Denver passionately to stakeholders in the private industry, not-for-profit, and governmental sectors in order to establish new opportunities for student success beyond graduation.
- **Student Advocacy** – MSU Denver's VPSA will be a thought leader and innovator in developing and implementing strategies that address the needs of its unique student population. The VPSA must be passionate about MSU Denver's commitment to supporting its significant first-generation college student population and endeavor to foster an environment that is positive, supportive, and engaging for a diverse student body that encompasses traditional, non-traditional students, and transfer students. As an

advocate for all of MSU Denver's students, the Vice President must lead the discussion and actions taken related to the many issues impacting student success.

- **Enhancing the Student Experience and Student Retention** – The next Vice President will play a lead role in the enhancement of the MSU Denver student experience and highlight the value of its academic and student success programs. The VPSA will amplify the University's commitment to providing a high-value educational experience to its students while enhancing existing programs and offerings. The Division of Student Affairs will lead in enhancing the student experience in an effort to form a stronger bond between students and MSU Denver that further defines the University as a destination for those seeking success.
- **Developing New Resources** – The Vice President will identify and explore new methods of revenue generation that will include grant writing and targeted development activities. In serving as a tireless advocate for MSU Denver's students, the VPSA will leverage externally funded resources to support the University's commitment to academic excellence, the success of its students, and make strategic and purposeful growth possible.

Required Qualifications`

MSU Denver's next VPSA will be a seasoned administrator who is passionate about MSU Denver's mission, vision, and the success of its diverse student body. Leading candidates for the VPSA role will be or possess:

- An earned Master's degree in an appropriate discipline related to student affairs and/or career services from an accredited institution;
- A record of at least 10 years in progressively responsible positions in student affairs or career services in higher education;
- A record of commitment to diversity (i.e. recruitment and retention of diverse staff; promoting a work environment that is inclusive and collegial for all);
- Knowledge of the challenges and complexities of urban institutions;
- An understanding of the most pressing issues impacting Student Affairs organizations and the students they serve in today's social, political, and economic environment coupled with an understanding of related compliance and legal issues;
- Demonstrated leadership of staff through teamwork and collaboration, and demonstrating a commitment to empowering staff and professional development;
- Demonstrated ability to lead and coordinate the work of multiple offices and individuals – both those within and outside one's unit – in support of outstanding service to students;
- Demonstrated strong analytical capacity to produce forward-looking, transparent plans and models that link expenditures to outcomes;
- Demonstrated ability to assess the effectiveness of programs to achieve goals and make changes if and when needed;
- Personal qualities of honesty, integrity, candor, a sense of humor, and a strong desire and ability to collaborate;
- Demonstrated ability to engage effectively with faculty, staff, and students;
- Successful leadership and management experiences, including strategic planning, financial management, and management of staff;
- Excellent written and oral communication skills;
- Demonstrated ability to supervise, motivate, and evaluate senior staff;

- Demonstrated accomplishments in collaborating with other members of a leadership team in implementing change; and
- Effective decision-making abilities, including the distribution of fiscal and human resources and the use of staff time and talent.

Preferred Qualifications

- Demonstrated ability to link academic planning with enrollment management strategies;
- Demonstrated ability to integrate the use of appropriate technologies in administrative systems;
- Demonstrated ability to work and communicate effectively with members of higher education, including coordinating and governing boards, legislators, and community/business leaders;
- Demonstrated ability to develop programs and work effectively with faculty and all other members of the University community;
- Demonstrated ability to develop partnerships and relationships with alumni, friends, parents and businesses;
- Demonstrated ability to leverage state resources with grant funded projects, revenues from public-private partnerships (P3s), private philanthropic support and other innovative streams of revenue in support of the University mission;
- Experience in providing leadership in campus-wide emergency and crisis situations and supporting students and their families;
- A strong sense of vision for and a commitment to strategic planning at a university similar to MSU Denver; and
- Knowledge of programs that focus on the improvement of retention and graduation rates of all MSU Denver students.

Qualities

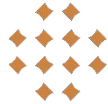
In addition, the successful candidate should possess the following qualities and characteristics:

- A consummate professional who embraces a team environment and works with colleagues in the spirit of partnership, transparency, and fiscal responsibility;
- The ability to enhance the student experience by developing programming, which contains measurable outcomes, aimed at increasing the retention and graduation rates and career success of students;
- The ability to develop student success programming using high impact or proven practices which achieve desired outcomes;
- The ability to advance initiatives aimed at student success, engagement, and career entry;
- The ability to promote partnerships between the university and the region, including high schools and community colleges;
- The ability to use data to inform effective practices with students from varying backgrounds and needs;
- A record of and reputation for personal and professional integrity and fairness;
- Demonstrated flexibility and diplomacy in leadership style;
- The ability to work collaboratively with other divisions, with special emphasis on the relationship between Academic Affairs and Student Affairs; and
- Leadership skills with an emphasis on organizational effectiveness, team building, budgeting, and planning including the use of metrics for monitoring goal attainment.

Application Process

The Search Committee will begin reviewing applications immediately and continue to accept applications and nominations until the position is filled. Applicants must submit: a current resume or curriculum vitae and a cover letter describing relevant experience and interest in the position. Nomination letters should include the name, position, address and telephone number of the nominee. All applications and nominations will be handled in confidence.

Applications and letters of nomination should be submitted by email to:



**Storbeck
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& ASSOCIATES

Alberto Pimentel, Managing Partner
Robin Reyes, Associate

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

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