



## **Associate Vice Chancellor for Enrollment and Director of Admission**

The University of Denver seeks nominations and applications for the position of Associate Vice Chancellor for Enrollment and Director of Admission.

### **The University of Denver: An Overview**

Founded in 1864, the University of Denver is an independent, doctoral granting research university with high research activity. The University has become increasingly prominent nationally and internationally for its creative, 21<sup>st</sup>-century approaches to problem-based scholarship, a holistic, student-centered approach to learning, and a dedication to the public good through local, national and international partnerships. It plays an integral role in the cultural, social, economic and educational life of the vibrant and fast-growing city and region it calls home.

Known as DU, the University of Denver is located on a 125-acre campus just minutes from downtown. During the last 20 years, the University has invested over \$640 million in the construction of new buildings, including the Ritchie Center for Sports and Wellness, the Newman Center for the Performing Arts, Olin Hall, the Ricketson Law Building, Ruffatto Hall (Morgridge College of Education), the Daniels College of Business, the Joy Burns Center and the Anderson Academic Commons (home of Penrose Library), as well as two new residence halls. In the last year, the Daniel Felix Ritchie School of Engineering and Computer Science building and the Anna & John J. Sie International Relations Complex, which expands the Josef Korbel School of International Studies, have opened. Currently, the University is in the design phase of three transformational projects: a new Community Commons (reimagined student center), a 500-bed first-year residence hall and a Career Achievement Center—all being designed to support programming aligned with DU IMPACT 2025. The University is also undertaking a campus/community master plan to create the campus and its surrounding neighborhood into a knowledge/innovation/residential village. The beautiful campus, with sweeping views of the Denver skyline and the Rocky Mountains, is also designated as an arboretum.

Both the city of Denver and the state of Colorado are attractive destinations for business and industry. Denver holds the top spot for the second year in a row for best places for business and careers ([Forbes 2016](#)). The city is the second fastest growing city in the country and is a magnet for young professionals with a median population age of just 34. In 2015, Denver ranked Number 13 in the country for best cities for technology jobs ([NerdWallet, 2015](#)). The nine-county Metro Denver and Northern Colorado region ranked fourth for fossil fuel energy employment and fifth among the nation's 50 largest metros for cleantech employment in 2015. Colorado has one of the highest per capita

concentrations of federally-funded science and research centers in the nation with 30 federal laboratories including the U.S. Department of Energy's [National Renewable Energy Laboratory \(MetroDenver.org 2015\)](#). Colorado ranks as the second most educated state in America with more than 39% of adults holding a bachelor's degree or higher and a median household income of \$63,909, far higher than the \$55,775 for the average American household ([24/7 WallSt.com](#)). Colorado is expected to rank among the top ten states for job growth for the sixth year in a row in 2017 ([Colorado Business Economic Outlook 2017](#)).

*U.S. News and World Report's* 2016 Best Places to Live ([BusinessInsider.com](#)) study ranked the city of Denver in the top spot, citing the city's proximity to outdoor recreation, a progressive mind-set, and its walkability. With 300 days of sunshine a year, there are [plenty of reasons](#) to get outside. Not only is Colorado the country's most popular ski destination, but it is also home to four national parks, 42 state parks and many outdoor recreation areas for boating, hiking, camping, swimming, snowmobiling, bird watching, picnicking, world-class fishing, hunting, and biking. DU students, faculty and staff enjoy countless adventures in the great outdoors of the vast Rocky Mountains and can explore the diverse cultural attractions, sporting events and the vibrant city scene of Colorado's Mile High City.

### **The Strategic Plan: DU IMPACT 2025 (<http://imagine.du.edu/>)**

The University of Denver has a bold and courageous vision for higher education in the 21<sup>st</sup> century. The University is creating sweeping changes that will have an enormous impact on its students, the research of its faculty, the community and beyond. The University will innovate around its strengths in teaching, learning, and discovery. The faculty will accelerate the ways research can be used to address society's most vexing problems. The plan is the direct result of thousands of interviews with students, faculty, friends, community partners, and critics as well. Each unit is in the process of developing its own strategic plan intended to align with the goals and aspirations of DU IMPACT 2025.

### **Academic Profile**

*U.S. News and World Report* lists the University of Denver among the nation's top 100 universities. DU is categorized as a research university with higher research activity by Carnegie classification. The University enrolls about 11,600 students from all regions of the United States and 83 other countries in its distinguished undergraduate liberal arts and sciences, graduate and professional programs. The University's academic programs are led by twelve academic deans. Each program features cutting-edge curricula, professor-led courses and access to the latest tools and technology. The 11:1 student-to-faculty ratio and small classes allow personalized instruction as well as multiple opportunities for research, exploration, and holistic student development. There are over 700 full-time appointed faculty members, of which 90 percent have earned the highest degree in their fields. DU faculty often collaborate on scholarly inquiry and pedagogical reflection with faculty and students from other disciplines, divisions, schools, and colleges across campus.

These efforts -- and many others like them -- deepen the University's intellectual portfolio and expand the opportunities available for its faculty and students.

### **Student Life**

In fall 2016, there were 5,754 undergraduates and 5,861 graduate students. Ten percent of students are international, 55 percent of students are female, and 19 percent identify as domestic students of color. DU students are ethnically, culturally and religiously diverse. Moreover, DU offers one of the most accomplished athletic programs in the country, attracting high caliber student athletes from around the world. What binds them together is a commitment to scholarly excellence, attention and access to professors and an insatiable curiosity and drive to make a difference in the world. Students work closely with faculty, staff, peers and members of the broader Denver/Rocky Mountain area and even global communities on projects, research and fieldwork. They cross disciplines to discover new perspectives and approaches to problem solving. To prepare students for the challenges of productive citizenship, the University of Denver offers rigorous programs that emphasize critical thinking, innovative problem solving, ethical leadership and global experience. When students leave DU, they are ready to make a difference in organizations and communities around the world.

### **Finances**

The University has total annually budgeted revenues of \$434 million and total endowment assets in excess of \$623 million as of September 30, 2016. In FY 2016, the University raised \$48 million in annual giving commitments. FY 2016 sponsored research expenditures exceeded \$25 million. The University's research partnerships with corporations include Lockheed Martin, United Launch Alliance, DePuy, Arrow Electronics, DaVita, Ball Corporation and others.

The University has 4,583 employees, comprised of 1,599 appointed staff, 701 appointed faculty, 264 non-appointed hourly staff, 578 adjunct faculty and 1,441 student employees, making it Denver's second largest non-retail employer. Forty-three percent of faculty are female, and 16 percent identify as persons of color. Sixty-four percent of staff are female, and 19 percent identify as persons of color.

### **Alumni**

There are more than 140,000 active alumni worldwide. Notable DU alumni include former U.S. Secretary of State Condoleezza Rice; former U.S. Army Chief of Staff General George W. Casey Jr.; former U.S. Secretary of the Interior Gale Norton; Time Magazine Editor at Large David von Drehle; former New York Times editorial page editor Andrew Rosenthal; Olympic gold medalist Michelle Kwan; Jim Lentz CEO of Toyota North America; Andy Taylor Executive Chairman of Enterprise Holdings; Jim Nicholson, former US Secretary of Veteran Affairs and Peter Coors, chairman of the board of MillerCoors.

## **Diversity and Inclusive Excellence**

DU is leading the efforts on inclusive excellence. Three senior administrators on the Chancellor's senior staff have direct accountability in areas of inclusive excellence: the Vice Chancellor for Campus Life and Inclusive Excellence; the Vice Chancellor for Human Resources and Inclusive Community; and the Senior Advisor to the Chancellor and Provost on Diversity and Equity, who works with academic deans on unit-specific diversity plans. The University is fully committed to recruiting and retaining a diverse community and promotes the full participation and prosperity of all of its members. The Vice Chancellor will be a key partner with the other senior staff members in these efforts, providing advice in the University-wide recruitment, retention and support of students, faculty and staff from diverse backgrounds.

## **About the Chancellor**

[Rebecca Chopp](#), PhD, has been chancellor of the University of Denver since September 2014. Her vision for the University—[DU IMPACT 2025](#)—builds on the University's strengths, including an undergraduate liberal arts program and professional graduate programs in education, law, business, social work, psychology and international studies. Combining these strengths, Chopp's *practical liberal arts* model focuses on the 21<sup>st</sup>-century transformation of knowledge to propel society forward; the holistic education of students to prepare them to lead diverse organizations and communities; and the University's engagement in local and global organizations and communities.

A visionary leader, Chopp emphasizes the importance of developing DU as an intentional community—among students, faculty, staff, alumni, and friends of the University—and creating a welcoming and inclusive global community and a campus where people from all backgrounds can thrive. She believes that leaders must consult broadly and often—which is why the process that led to DU IMPACT 2025 included over 4,000 people over several phases of its development. Its implementation will continue to depend on senior leadership who believe in consultation and engagement.

From 2009 to 2014, Chopp was president of Swarthmore College, founded in 1864 outside Philadelphia and ranked the third-best liberal arts college in the United States by *U.S. News and World Report*. At Swarthmore, Chopp passionately upheld the College's longstanding commitment to admitting the most highly qualified students without regard for their financial circumstances.

Before joining Swarthmore, Chopp served as president of Colgate University, where she led a comprehensive strategic plan that expanded the university's academic space, strengthened academic programs and developed new interdisciplinary centers. She also served as provost and executive vice president for academic affairs at Emory University and as a dean at Yale University.

Chopp is a widely-published author and editor. A native of Kansas, Chopp received a BA from Kansas Wesleyan University, a MDiv from St. Paul School of Theology, and a PhD from the University of Chicago.

### **About the Vice Chancellor for Enrollment**

Todd Rinehart served as the Associate Vice Chancellor and Director of Admission since 2004, and was recently promoted to the Vice Chancellor for Enrollment at the University of Denver (CO). In his 21<sup>st</sup> year at Denver, Rinehart has helped elevate the University's undergraduate reputation with unprecedented growth in enrollment, academic quality, and diversity. Rinehart previously worked at the University of Louisiana-Lafayette (La) and Bowling Green State University (OH). BGSU is also where Rinehart earned bachelor's and master's degrees in education.

Rinehart recently completed a two-year term as chair of NACAC's Steering Committee on Admission Practices, a committee that wrote a new code of ethics for admission professionals, aligning emerging practices with the values and principles of the association. Prior to that, Rinehart chaired NACAC's national Admission Practices Committee, where his team monitored and enforced compliance with NACAC's Statement of Principles of Good Practice (SPGP). Additionally, Rinehart is a noted speaker at local, regional, and national conferences, covering key issues related to enrollment management, college admission, and ethical practices. He has built an admission and financial aid team that is nationally recognized and respected for delivering results, providing ethical and student-centric service, and committed to college access.

### **The Enrollment Division (Admission and Financial Aid)**

The Enrollment Division is a key strategic division of the University, with a mission to cultivate, enroll and support vibrant and intellectually motivated students who will graduate from the University of Denver. The division houses Undergraduate Admission, International Student Admission and Financial Aid.

The Associate Vice Chancellor and Director of Admission will partner with the Vice Chancellor in leading a team of 50, including the direct supervision of the Directors/ Associate Directors of Admission responsible for visit programs; diversity and community partnerships; enrollment services; technology; and regional admission recruitment.

The University of Denver has experienced progressively growing and steady enrollments, increasing the size of the first-year class from 1,200 to 1,500 in the past five years. This year the division once again exceeded targets and enrolled an exceptionally strong class, welcoming 1,516 first-year students with twenty-three percent identifying as students of color and sixty-eight percent hailing from outside of Colorado.

The comprehensive cost of attendance for the 2017-2018 academic year will total \$65,448 for undergraduate students. Eighty-five percent of full-time undergraduate students

receive financial assistance and the University currently meets eighty-four percent of need for students receiving need-based aid. The University is poised to launch a significant capital campaign, which will include a \$500 million commitment to financial support for students.

### **Enrollment Priorities at the University of Denver**

Specific opportunities and responsibilities for the next Associate Vice Chancellor for Enrollment and Director of Admission include:

#### ***Meet undergraduate enrollment objectives.***

In partnership with the Vice Chancellor and enrollment team the Associate Vice Chancellor will assist in the development, execution and assessment of enrollment and financial aid strategies and tactics leading to the continued development of a state-of-the-art enrollment approach that addresses objectives, resources and opportunities of the 21st century. He/she will offer innovation in the development, execution and assessment of the division's operating policies and procedures, which have direct impact on achieving enrollment goals.

The Associate Vice Chancellor will lead metrics-driven efforts to drive key decisions related to the development and execution of admission plans and programs. He/She will organize, track, report and assess enrollment data to inform and shape departmental efforts in achieving enrollment and revenue goals. Further, the Associate Vice Chancellor will assist in the development of financial aid leveraging strategies.

#### ***Serve as an industry expert and passionate representative of the University.***

The AVC will represent the Division and University at a wide variety of community and professional events, both internal and external. The AVC will readily engage in speaking opportunities at school programs, conferences and other key events. He/She will cultivate and maintain relationships with key constituents, high schools, community based organizations and foundations and others in advancing the goals and objectives of University enrollment.

In addition, the AVC will assist with the division's communication and marketing plans, including engagement in the creation and implementation of print, electronic and other related marketing materials. He/she will assist in providing brand direction, photo selection, content development and editing of all communication/marketing materials and related projects, working closely with vendors to develop/create and execute materials for search, application and deposit campaigns.

#### ***Enhance campus diversity.***

The Associate Vice Chancellor will contribute to efforts to identify, attract, recruit, enroll and support students from a diverse array of domestic racial, ethnic, economic and first-generation backgrounds, as well as a diverse mix of international students, representing the global community.

The Associate Vice Chancellor will assist in leading the division in confirming the University's promise to student access and support, increasing enrollment opportunity, persistence and graduation rates. He/she will promote cultural enhancement, impacting student learning at and beyond the University of Denver.

***Ensure financial accessibility for qualified students.***

With the long-term goal of meeting 100% of undergraduate financial need, the Associate Vice Chancellor will contribute to data analysis, leading to metrics-driven decisions in financial aid initiatives. The AVC will assist in the development, monitoring, assessment and planning of the division financial aid budget, which includes merit awards, leveraging policies and the overall discount rate.

The AVC will work closely with the Vice Chancellor and the AVC/Director of Financial Aid to ensure the financial aid process is streamlined and effectively serving students through the financial aid application, awarding, and notification processes for students and families. In addition, he/she will work to increase financial literacy among students, their families and the DU community and encourage responsible decision making in regards to college costs.

***Create optimal team and workplace.***

The Associate Vice Chancellor will recruit, hire, develop and retain a talented staff of admissions counselors and enrollment services professionals. He/she will enhance staff development and collaboration in cultivating a team culture that aligns with, reflects and supports the enrollment division's values and aspirations. In addition, he/she will identify professional development opportunities for division staff and have oversight of weekly staff meetings and summer staff retreats. The AVC will offer exceptional quality service and embrace and value the University's commitment to Inclusive Excellence.

He/She will identify, evaluate and prioritize staffing needs and models with clear and measurable objectives. The AVC will have direct responsibility for assessing and managing staff in the file reading processes to ensure consistent, accurate, and equitable practices. The Associate Vice Chancellor will manage the staff responsible for departmental programming including, but not limited to: visit programs, file reading and evaluation, diversity recruitment and regional admission counselors, ensuring all are working toward achieving the larger enrollment management objectives.

The AVC will offer assistance in the planning and development of the annual departmental budget and provide leadership in monitoring and assessing the budget on a monthly, quarterly, and annual basis. He/She will provide oversight and direction to assist admission counselors with the management of travel and program budgets within the larger division budget.

### **Desired Qualifications and Characteristics**

Reporting to the Vice Chancellor for Enrollment and serving as a valued and collaborative member of his senior team, the Associate Vice Chancellor for Enrollment and Director of Admission plays an important leadership role within the division.

The successful candidate will be an approachable and collaborative leader, able to serve as a creative and nimble expert in design, implementation and administration of student-centric strategic enrollment management programs, processes and initiatives.

The ideal candidate will possess:

- bachelor's degree in a relevant discipline, although an advanced degree is strongly preferred;
- significant experience in leading and managing complex enrollment management or admissions divisions and/or units;
- the ability to help position the University to meet the changing demographic trends and financial realities of prospective students;
- expertise and record of achievement in championing a University-wide commitment to diversity and inclusive excellence;
- ability to articulate passionately the value of private higher education and its accessibility to broad range of students and their families;
- deep understanding of current trends and best practices in enrollment management;
- familiarity with financial aid policies and practices;
- ability to leverage data and metrics to inform and shape enrollment strategy on a continuous basis;
- strong ethical grounding with a track record of visionary and responsible leadership;
- experience developing and executing comprehensive marketing and communications plans;
- a demonstrated ability to develop a strong office culture and lead effective and cohesive teams;
- a track record of building strong systems and processes to enhance long term enrollment strategies;
- strong communication and presentation skills;
- a management style that builds on a strong organization and team, while requiring accountability and measurable results;
- an entrepreneurial nature and a willingness to take calculated risks;
- strong listening skills, comfortable and effective at all levels of the organization; and
- the ability to advocate for resources, with a keen focus on demonstrable return on investment.



For best consideration, please send all confidential nominations, inquiries and expressions of interest to:

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*The University of Denver is committed to enhancing the diversity of its faculty and staff and encourages applications from women, minorities, members of the LBGT community, people with disabilities and veterans. The University is an equal opportunity/affirmative action employer.*