



Provost and Executive Vice Chancellor

At a pivotal moment in its history, the University of Denver invites nominations and applications for the position of Provost and Executive Vice Chancellor.

The University seeks a collaborative, proven and innovative leader who will bring both bold, creative vision and operational competence to the role of Provost and Executive Vice Chancellor. This individual will lead academic affairs within an outstanding and distinctive University to position it for greater national prominence. The University is comprised of a nearly even distribution between undergraduates pursuing [liberal education programs](#) and graduate and professional students across several nationally ranked [graduate schools and colleges](#). A growing number of cross-school institutes and centers round out its strengths.

Serving as the chief academic and budget officer, the Provost will have a powerful impact on the academic mission and future direction of the University. The Provost will benefit from the work already begun on DU IMPACT 2025 (<http://imagine.du.edu/>), the University's strategic plan with four interrelated transformative directions, and be readily welcomed as a leading figure in refining, evolving, and driving the strategic plan. In support of the University, and with a focus on the student experience and building the endowment, [Chancellor Rebecca Chopp](#) is embarking on a comprehensive campaign in support of DU IMPACT 2025 and anticipates a significant and growing leadership role for the Provost as she begins the critical external work of completing the campaign.

The University of Denver: An Overview

Founded in 1864, the University of Denver is an independent, doctoral granting university with high research activity. The University has become increasingly known nationally and internationally for its creative, 21st-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 commonly as DU, the University of Denver is located on a 125-acre campus less than 30 minutes from downtown. During the last 20 years, the University has invested more than \$640 million in the construction of new buildings, including the Ritchie Center for Sports and Wellness, the Newman Center for the Performing Arts, the Chambers Center for the Advancement of Women, 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 just 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 integrate 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 position 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 (its median population age is 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, significantly 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. The ethnic and cultural diversity of the Denver Metro area includes a Latino/Hispanic population that represents about a third of the population, a strong and visible African American community, a diverse array of Southeast Asian refugees and immigrants, and a similarly diverse population of refugees and immigrants from East Africa.

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 21st century. The University is creating substantial 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. Implementation of the University plan is being led by the Provost with the strong support of Chancellor Chopp. The expectation is that the new Provost will continue to lead its implementation while shaping the plan's ongoing evolution.

Academic Profile

U.S. News and World Report lists the University of Denver among the nation's top 100 universities. The Carnegie Classifications identify DU as a research university with higher research activity. The University enrolls about 11,600 students from all regions of the United States and 83 foreign 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 class sizes allow personalized instruction as well as multiple opportunities for research, exploration, and holistic student development. There are more than 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, colleges across campus and community partners. 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 minority. DU students display great ethnic, cultural, and spiritual diversity. 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 engagement. 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; Prosecutor of the Special Court of Sierra Leone Brenda J. Hollis; Hockey Hall of Fame Member Craig Patrick; Speaker of the Colorado House of Representatives Crisanta Duran; CEO of Reynolds American Debra Crew; Chief Strategy Officer of Snapchat Imran Khan; Chairman of Cox Enterprises Jim Kennedy and Peter Coors, chairman of the board of MillerCoors.

Diversity and Inclusive Excellence

DU shows a demonstrated commitment to 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 University embraces a distinctive philosophy that

employs senior leadership as catalysts in a concerted effort to recruit all members of the University community – students, staff, faculty and administrators – in the implementation of comprehensive plans for diversity and inclusion. DU's [IRISE research incubator](#) is just one example of that commitment. The Provost will be a key partner with the other senior staff members in these catalytic efforts, providing advice in the University-wide recruitment, retention and support of students, faculty and staff from diverse backgrounds.

Since 2005, DU has seen a 62 percent increase in domestic students of color, from 13 to 21 percent of the student body. Another 8-10 percent are international students from over 35 countries around the globe. Seventeen percent of appointed faculty members are domestic persons of color, and three percent are international. New hiring guidelines and retention efforts are designed to support an increasingly diverse set of faculty and staff members.

About the Chancellor

[Rebecca Chopp, PhD](#), has been chancellor of the University of Denver since September 2014. From 2009 to 2014, Dr. Chopp was president of Swarthmore College in Pennsylvania, founded in 1864 outside Philadelphia and ranked the third-best liberal arts college in the United States by *U.S. News and World Report*. There she served as president and passionately upheld the College's longstanding commitment to admitting the most highly qualified students without regard for their financial circumstances. She supported innovative ways for faculty and students to interact and extended its distinct role in educating students to build inclusive communities and to become leaders motivated to contribute to the common good. Before joining Swarthmore, Dr. 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. Dr. Chopp has a strong track record of mentoring colleagues who have gone on to serve as presidents and successful leaders. She is a widely-published author and editor. Dr. Chopp is also the immediate past chair of the Centennial Conference President's Council. Previously, Dr. Chopp served on the governing boards of the Association of American Colleges and Universities and the National Survey of Student Engagement. She has also served as a member of the executive committee of the Annapolis Group, the Board of Trustees of the Carnegie Foundation for Teaching, and president of the American Academy of Religion. A native of Kansas, Dr. Chopp received a BA from Kansas Wesleyan University, an MDiv from St. Paul School of Theology, and a PhD from the University of Chicago. Each of her alma maters has honored her with distinguished awards, and she has received six honorary doctorates from other colleges and universities.

The Role of the Provost

Reporting to Chancellor Chopp, the Provost and Executive Vice Chancellor leads and advocates for more than 700 faculty across the following schools, colleges, divisions and programs, while simultaneously serving as a key senior administrator for a nimble and thriving University.

Schools, Colleges and Academic Programs

The University of Denver has twelve distinguished degree-granting academic units. The undergraduate offerings are located within the Daniel Felix Ritchie School of Engineering and Computer Science, the Daniels College of Business, the Division of Natural Sciences & Mathematics, the Division of Arts, Humanities and Social Sciences, the Josef Korbel School of International Studies, the Morgridge College of Education and University College. Each of these schools and colleges hosts graduate programs as well. Additional programs at the graduate level are offered through the Graduate School of Professional Psychology, the Graduate School of Social Work, the Graduate Tax Program, the Strum College of Law, the ILIFF School of Theology and a range of interdisciplinary degree programs that leverage faculty expertise across schools and colleges. Colorado Women's College and the University Libraries are academic units that report to the Provost as well.

An array of undergraduate academic programs contributes to the vibrancy of student learning at the University. They include the Boettcher Scholars, the Center for Community Engagement and Service Learning, the Common Curriculum, Living & Learning Communities, the Undergraduate Research Center, the Honors Program and the Writing Program. Direction and oversight by the Provost contribute to the significant impact these programs have on students' academic lives.

The Provost works closely with the faculty, the Faculty Senate and both the Undergraduate and Graduate Councils, engaging faculty actively on key academic and curricular issues and decisions and ensuring appropriate consultation on other key institutional decisions. The Provost plays a vital role in the University's budget process and allocation of resources and works closely with other members of the senior team to provide leadership across the University.

The Provost serves as a leader within the Chancellor's senior team, which includes the Vice Chancellor for Legal Affairs/University Counsel, the Senior Advisor to the Chancellor and Provost on Diversity and Inclusion, the Vice Chancellor for Athletics and Recreation, the Vice Chancellor for Business and Financial Affairs, the Vice Chancellor for Campus Life and Inclusive Excellence, the Vice Chancellor for Enrollment, the Vice Chancellor for Human Resources and Inclusive Community, the Vice Chancellor for Institutional Partnerships, the Vice Chancellor for Communications and Marketing, the Vice Chancellor for Advancement and the Vice Chancellor for University Technology Services/Chief Information Officer.

The Provost oversees the academic units and undergraduate academic programs in close partnership with Deans and faculties, Office of Teaching and Learning, Office of Graduate Studies, Institutional Research & Analysis, Office of Internationalization, Office of the Registrar, Planning, Budget, and Analysis, Research and Scholarship, and Special Community Programs. Other direct reports within the Office of the Provost include the Senior Associate Provost for Academic Administration, the Senior Advisor for Academic Innovation and Design, the Associate Provost for Graduate Studies, the Associate Provost for Internationalization, the Associate Provost for Research, the Associate Provost for Teaching and Learning, the Associate Provost for Undergraduate Academic Programs, the Budget Officer, the Special Advisor to the Chancellor and Provost for Diversity and Inclusion, the Program Manager, the Manager for Operations & Projects and the Administrative Assistant.

Opportunities and Challenges

The next Provost will arrive at a transformational time at the University, with a bold strategic plan and enormous excitement about the future of the University. The opportunities and challenges for the next Provost include:

Evolving and implementing the strategic plan, DU IMPACT 2025: The new Provost will work closely with administrative and faculty leaders across the University to coordinate and imagine how best to bring to life the academic initiatives prioritized by DU IMPACT 2025. An important and evolving activity will entail tethering initiatives to current and future resources. The Provost also will explore new organizational alignments to support the strategic directions of the institution as described in DU IMPACT 2025. In support of DU's long term financial aspirations, the Provost will represent the academic priorities and aspirations of the University to the faculty, the Board of Trustees, alumni and key donors, local officials and prospective students and families. In all of these interactions, the Provost must be an articulate, persuasive, and engaging presence, able to lead the University through a time of change and improvement.

Leading the effort to redefine the University's budgeting, forecasting and academic planning model: Working closely with the Chancellor, the Provost will work to more effectively align DU's resources management model with a new and dynamic 21st-century post-secondary economic marketplace. The creation of a clear, robust and transparent budget and resource management process is a vital condition to the institution's long-term competitive viability.

Supporting the Office of the Chancellor and embracing a significant leadership role: The Provost will have enhanced duties, given the University's engagement with the new strategic plan and the Chancellor's strong external commitments in support of the plan. The Provost will function as the individual who will stand in for the Chancellor during her heightened development activities. A common vision and close working relationship with the Chancellor will invigorate the work of the Provost and bring increased vitality to the University community.

Designing and leading an enhanced Office of the Provost: To accommodate the larger role the office will play, the next Provost will have the opportunity to build a larger senior staff to manage an increased set of responsibilities. A larger senior staff should enable the University to be more opportunistic—exploring and seizing opportunities in fast-changing and competitive environments. An expanded staff support also should allow time for the Provost to work intensively with the Deans on shared goals. This investment in a brighter and bolder future matches a broad cultural shift at DU. Taking calculated risks has become a part of the institutional ethos, and the next Provost will have ample opportunities to elevate the University's prominence nationally and internationally through these efforts.

Seeking powerful ways to strengthen further the academic excellence, resource management and uniqueness of the University and its academic units, both individually and collectively: The Provost will serve as a cooperative and creative partner to the University's Deans and faculty in further articulating the elements that will integrate their efforts and allow additional synergies and partnerships while also making each academic unit individually compelling and successful—as both are key to creating an even more powerful and cohesive intellectual community. In addition to providing key academic vision for initiatives—such as new traditional and hybrid degree programs, interdisciplinary teaching and research, online learning, micro credentials and skills for workforce development—the Provost will work to further strengthen the operational and administrative infrastructure of the University to ensure that inventive ideas and modernized curriculum can be implemented readily and easily. The Provost's central role in setting and managing the institutional budget significantly increases the accountability mechanisms available for these activities. All of these efforts will be undertaken with care and transparency, so members across the DU community and stakeholders beyond the University will understand the rationale for these high-impact decisions.

Leveraging DU's commitment to the teacher-scholar model for further distinction and national renown: The synergies between teaching and research at DU are sources of excitement, pride and uniqueness. The Provost will build upon the current successes and assist in fostering new and bolder paths for DU's research identity, which is focused on bridging the gap between academic scholarship and the pressing and complex problems facing the local, national and global publics. Creating a larger and expansive research footprint without losing the integration of teaching and

research is an important part of the University's future. The Provost will play an instrumental role in shaping this agenda and must cogently articulate the strategy and its impact with external audiences, including donors and corporate partners. There will also be an opportunity to strengthen further the University's connection with the city of Denver and the surrounding region by connecting faculty and student research to current and emerging societal issues.

Advancing the University's strong commitment to establishing a culture of diversity and inclusion: The Provost, in collaboration with the Senior Advisor on Diversity and Inclusion and other academic leaders, will play a central role in signaling to the University community the importance of continuing the University's efforts to diversify the student body, faculty and staff and develop a culture in which widely diverse members of the University community are not only welcomed, but viewed as essential in the development of academic excellence. This is a difficult task for all institutions of higher learning, and the University of Denver is currently emerging as a leader in this arena. It is essential that the Provost possess the skills and passion to advance these efforts.

Leading the effort in developing new programs, including joint programs between undergraduate and professional education and among graduate offerings: The next Provost will engage and challenge the faculty to think creatively about how to provide unique and transformative educational experiences that are rooted in DU's strong liberal arts tradition and connect those professional programs and experiences that position graduates for a life of purpose and accomplishment. Reconfigurations of existing programs and the launch of new programs should take shape with due consideration of historical and current data to ensure that opportunities for the University are maximized.

Engaging faculty, staff and students in academic planning and delivery as well as ensuring the appropriate resources for these initiatives: Faculty, staff and students possess unique and insightful perspectives about how roles, policies and practices could most benefit the institutional community. These ideas must be discussed actively and openly for the best possible directions to be pursued. Understanding the viewpoints of these groups also is essential for effectively communicating academic priorities and the rationales for these choices. The next Provost will have the ultimate responsibility for ensuring that the appropriate resources are dedicated and managed to assure the success of these academic initiatives.

Fulfilling the vision of the University: The next Provost must be highly knowledgeable about national trends in academic affairs and higher education overall, including the escalating challenges and scrutiny universities face. The individual brings an authentic appreciation of what makes DU distinguished and a keen interest in leading a public good-focused private university to an even more accomplished future.

Desired Qualities and Qualifications

The ideal candidate will bring a distinguished academic record that commands the respect of the scholarly community and merits appointment as a tenured full professor at the University of Denver. In addition, the individual must have significant administrative experience appropriate to the size and complexity of the University of Denver. The next Provost will possess many of the following qualities and experiences:

- A collaborative approach to leadership, coupled with the ability to inspire authority and make decisions in the Chancellor's absence;
- Emotional intelligence, superb intellect, flexibility, high energy, and self-confidence to enable successful navigation of a complex and thriving institution;
- A dedication to the public good;
- The ability to lead and manage an organization through a time of cultural change;
- A strong entrepreneurial spirit, interest in taking advantage of opportunities to advance the institution as they emerge;
- An ability to understand and promote a private research university and be committed to growing educational and research aspirations appropriately scaled to the University;
- Exceptional budgetary and financial management skills, including awareness of the near-term interdependencies and long-term implications of financial decisions in a large, complex organization;
- Experience and comfort using data from multiple sources to inform strategy, policy and practice;
- A commitment to accountability through clear and relevant metrics;
- A strong track record of successful personnel management, including experience mentoring talented faculty, staff, administrators, and students to perform at their best;
- The ability to set high standards for faculty and willingness to communicate those standards with exceptional clarity;
- The ability to work effectively within a shared governance culture;
- A commitment to inclusive excellence and ability to ensure a welcoming and nurturing environment for a diverse community of faculty, staff and students and a track record of leadership in this arena;
- An appreciation of student-centered approaches to academic affairs;
- An understanding of the intercollegiate athletics program;
- A desire to leverage the notable consistency of view among stakeholders regarding the University's assets and belief that the institution is poised to achieve a higher level of distinction;

- A commitment to the combined and transformative power of the liberal arts, professional education and graduate education as well as to the University's mission of providing students with an academically challenging and intellectually vibrant environment; and,
- An interest in using literature and public discourse to increase the visibility of the University.

Information for Candidates

This position is anticipated to begin in the summer of 2018. The salary and benefits will be competitive. Please send all nominations, inquiries and expressions of interest in confidence and electronically to:

Shelly Weiss Storbeck, Managing Partner

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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.