



Vice Chancellor for Enrollment Management

At a pivotal moment in its history, the University of Denver seeks nominations and applications for the position of Vice Chancellor for Enrollment Management.

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, 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 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 21st 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 21st-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.

The Division of Enrollment Management

The Division of Enrollment Management 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 Vice Chancellor will lead a team of 50, including 6 direct reports, in a comprehensive enrollment, financial aid and retention strategy, aimed to achieve the goals and priorities of the University. He/she will manage a division budget of \$4.8 million. In addition, the Office of Financial Aid annually manages more than \$100 million in undergraduate institutional grant aid and processes more than \$130 million in federal and state financial aid for undergraduate and graduate students.

Since 2005, the University of Denver has experienced progressively growing and steady enrollments, realizing a fifteen percent increase over the past five years in the number of enrolled first year students. Twenty-four percent of the entering class represent students of color and nearly sixty-eight percent of first year students enroll from out of state. The division has met the enrollment goal for the entering class of 2017.

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 aid and the University currently meets eighty-four percent of need for this population. 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 for the next Vice Chancellor for Enrollment Management include:

Meet undergraduate enrollment objectives.

In partnership with the enrollment team and University leadership, the Vice Chancellor will develop a comprehensive recruitment and communication plan that is relevant and responsive to the marketplace and will lead 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 strategy and decision making to impact the application life cycle with the intent of yield improvement to meet both the enrollment and budget goals of the university.

The Vice Chancellor will lead metrics-driven efforts to identify and measure the most desired qualities for students enrolling at the University, with the goal of meeting or

exceeding annual undergraduate enrollment and revenue goals with the optimal mix of students. He/she will work with the Director of Financial Aid and senior leadership team to determine the most effective strategy to leverage need and merit aid to enroll students who will thrive at DU.

Enhance campus diversity.

The Vice Chancellor will direct 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 Vice Chancellor will lead efforts within the division to confirm the University's promise to student access and support, increasing enrollment opportunity, persistence and graduation rates. He/she will work with University leadership to promote cultural enhancement, impacting student learning and leading at and beyond the University of Denver.

Additionally, the Vice Chancellor will support the University's commitment to help meet the need gap for the Denver areas most promising future leaders and fulfill the promise these students present to the city of Denver and region. Through this commitment, The Denver Promise, the University is poised to nurture generations of local leaders.

Ensure financial accessibility for qualified students.

With the goal of meeting 100% of undergraduate financial need, the Vice Chancellor will partner with University leadership to achieve fundraising goals in the approaching capital campaign to support financial aid initiatives. The Vice Chancellor will analyze data, lead metrics driven decisions and continually measure success of financial aid initiatives, ensuring every dollar is leveraged strategically.

The Vice Chancellor will work closely with the academic units to streamline and create clarity through the financial aid application, awarding and notification process 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 Vice Chancellor will recruit, hire, develop and retain a talented staff to achieve the goals of the enrollment division and the University. He/she will cultivate a team culture that aligns with, reflects and supports the enrollment division's values and aspirations.

Additionally, the Vice Chancellor will identify, evaluate and prioritize physical and technological resources necessary to meet objectives. Through strategic planning and goal setting, the Vice Chancellor will lead a team with clear and measurable objectives.

Lead comprehensive approach to enrollment management and student services.

The Vice Chancellor will partner with departments and divisions across the University to ensure an all-inclusive, seamless approach to the student life cycle intended to directly impact persistence and graduation of students enrolling at the University of Denver. He/she will lead efforts to integrate systems data, leading to the development of a more robust, shared student profile to better coordinate and inform student communication.

He/she will be a key leader in the University's ongoing strategy to match academic and residential programs with the needs of students, employers and society. The Vice Chancellor will be a strategic leader on the Chancellor's senior staff, providing the necessary data to lead to the creation of innovative and interdisciplinary academic programs to meet market demand and prepare students for success. He/she will contribute to university wide efforts ensuring faculty and staff remain student focused.

The Vice Chancellor will partner with Deans and graduate enrollment personnel in strategy development to attract talented students in support of graduate enrollment goals.

Desired Qualifications and Characteristics

Reporting to the Chancellor and serving as a valued and collaborative member of her senior team, the Vice Chancellor for Enrollment Management is the principal steward of the University of Denver's recruitment and financial aid initiatives.

The successful candidate will be an approachable and collaborative leader able to forge a vision for the University as an intentional community and university of choice. The individual will be a creative and nimble expert in design, implementation and administration of enrollment management programs, processes and initiatives.

The ideal candidate will possess:

- bachelor's degree in a relevant discipline, although an advanced degree is preferred;
- significant experience in leading and managing complex enrollment management divisions and/or units;
- the ability to help position the University to meet the changing demographic trends and financial realities of prospective students;
- expertise in championing a University-wide commitment to diversity and inclusive excellence;
- 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;
- a firm grasp of current regulatory and compliance requirements for financial aid and other reporting;

- a demonstrated ability to develop a strong culture and lead effective and cohesive teams;
- a track record of building strong systems and processes to enhance long term enrollment strategies;
- proven experience in coaching and guiding institutional leadership, to include academic administration;
- strong communication and presentation skills;
- a management style that builds on a strong organization and team, while requiring accountability and measurable results;
- ability to manage change in a dynamic environment;
- a keen ability to “sell” new ideas and initiatives to internal and external audiences;
- a willingness to take calculated risks;
- strong listening skills, comfortable and effective at all levels of the organization;
- ability to communicate a compelling and inspired vision or sense of core purpose, talk about possibilities, and inspire and motivate; 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:

Susan VanGilder, Partner
Beth McCarthy, Associate
Storbeck/Pimentel & Associates, LP
DUVCEnrollment@storbecksearch.com

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.