



UNIVERSITY OF
**NORTHERN
COLORADO**



Leadership Profile

Provost and Senior Vice President

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Leaders Connecting Leaders

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This Leadership Profile is intended to provide information about the University of Northern Colorado and the position of Provost and Senior Vice President. It is designed to assist qualified individuals in assessing their interest.

The Opportunity

The University of Northern Colorado (UNC) seeks an experienced and inspiring academic and administrative leader to serve as its next provost and senior vice president.

Founded in 1889, UNC is highly regarded for prestigious programs and an innovative faculty of teacher-scholars who are committed to student success. The university is a Carnegie-classified R2-Higher Research institution that educates approximately 13,000 students from 50 states and 49 countries. It offers more than 100 undergraduate programs and 120 graduate programs in a broad array of academic disciplines at its 260-acre main campus in Greeley, at satellite campuses and online. Acclaimed for its expertise in education, business, health sciences and performing arts, UNC is also a recognized leader in community and civic engagement. About 500 full-time and 300 part-time faculty members deliver world-class instruction, pursue cutting-edge research and creative activities and provide exemplary service among five colleges: Humanities and Social Sciences; Business; Education and Behavioral Sciences; Natural and Health Sciences; and Performing and Visual Arts. The university has an operating budget of \$205 million.

The next provost and senior vice president will be a key partner to President Andy Feinstein, who took office in July 2018, following a national search to identify the successor to UNC's retiring president of 16 years. The incoming provost and senior vice president will lead crucial planning for student success, strategic enrollment management and bolstering the university's research productivity while also working with the chief financial officer to reimagine UNC's resource allocation model to more fully empower the colleges. In collaboration with fellow university leaders, deans, faculty, staff and students, the provost will develop and empower the academic leadership team; cultivate a strategic vision and priorities for academic affairs; contribute to long-term financial sustainability of UNC; advance an institutional culture of diversity and inclusion; and foster a campus culture of shared governance, communication, transparency and respect.

The ideal candidate will be an engaged, inspiring leader with a demonstrated commitment to UNC's heritage, mission and core values. The provost will advance those values by building on the university's traditions and strengths, actively seeking consensus among all its constituencies and exercising superb management and decision-making skills. The provost will communicate effectively with both internal and external constituencies, articulating clearly and passionately UNC's mission and strategic aspirations. He/she will work effectively with the president in pursuit of strategic initiatives that will further strengthen the university and the community. The provost will embrace the faculty's commitment to excellence in teaching, underscored by quality scholarship, research and creative activities and understand the connections between the two. The provost will strengthen and foster a vibrant and diverse community of students, faculty, and staff, enhancing relationships with alumni, parents, community leaders, elected officials and others associated with the university. An earned terminal degree and demonstrated success in academic administration and leadership are required.

For information on how to apply, please see "Procedure for Candidacy" at the end of this document.

The Role of the Provost and Senior Vice President

The provost and senior vice president reports to the president, advises him on academic matters and serves as a key member of the president's cabinet. The provost and senior vice president works collaboratively with other divisions to cultivate strong working relationships, using data, common and best practices, continuous assessment and improvement, shared governance and varied student success strategies. The office of the provost also guides policy development and resource allocation to support the university's diverse colleges, campuses and student populations, ensuring their collaborative and distinctive contributions.

Additional responsibilities:

- Provides academic leadership and oversight for the university's five college deans;
- Responsible for the development of policies and guidelines involving academics and related administrative functions;
- Responsible for high achievement in internal metrics;
- Builds the university's academic reputation and financial support;
- Responsible for academic budgetary development and administration and for maximizing available resources to promote academic excellence;
- Oversees recruitment, development and retention of high-quality students, faculty and academic staff;
- Engages university faculty, staff, industry leaders, and representatives of community and civic groups in support of the academic mission; and
- Represents UNC on state and national councils and committees.

An organizational chart of the university and academic affairs may be found at: [University and Academic Affairs Organizational Chart](#).

Opportunities and Expectations for Leadership

Develop and empower the academic leadership team

The incoming provost and senior vice president will have the opportunity to evaluate, assess and identify the optimal structure for the provost's office to effectively address university priorities and the expanding demands of the provost's role. This will likely involve decentralizing some decision-making to streamline processes and provide more autonomy to the deans. The provost will work with the president and chief financial officer to reimagine the university's resource allocation model to more fully empower the colleges and ensure the long-term financial sustainability of the university. This will require that the provost be an exceptional listener, communicator and collaborator, both within and beyond academic affairs.

Cultivate a strategic vision and priorities for academic affairs

UNC's commitment to high-quality innovative teaching at the undergraduate and graduate level has evolved from its roots as the state normal school. As evidenced by a committed and student-focused faculty, teaching still serves at the forefront of the academic enterprise. As UNC heads into a new chapter of its history, it will be critical for the campus to develop a well-defined vision and priorities that balance innovative teaching pedagogies and research. In partnership with the president, senior leadership team and academic affairs, the provost will lead crucial planning for student success, strategic enrollment management and bolstering the university's research productivity. The provost will be comfortable with change management, have a vision for 21st century education and work to unify the university community in supporting student retention, success and graduation.

Contribute to long-term financial sustainability of UNC

Like many public research universities, UNC faces budgetary headwinds because of decreasing appropriations from the state legislature. To address these funding realities, the provost and senior vice president will collaborate with the president and the senior leadership team to ensure that academic units not only have resources to support high-quality teaching and research but also operate as efficiently as possible. The provost will build upon work recently begun to examine UNC's range of academic programs and course offerings, eliminate redundancies and create efficiencies, while also considering opportunities for revenue growth such as online programs and public-private partnerships. The incoming provost should be an experienced change manager and academic administrator capable of managing and leveraging resources to incentivize innovation, entrepreneurialism, philanthropy and creativity in support of student success.

Advance an institutional culture of diversity and inclusion

UNC places a high priority on growing a diverse and inclusive community of faculty, staff and students. The provost and senior vice president will work with the deans and faculty to ensure a curriculum that integrates multiple voices and perspectives and a pedagogy of shared inquiry that respects all persons. The provost will ensure that enrollment policies reflect UNC's mission as a public university with a long tradition of serving first-generation students and students from traditionally underrepresented groups. The provost will support processes for hiring,

developing and retaining faculty and staff – particularly faculty of color – who reflect the increasing diversity of UNC students. He/she will continue the university's efforts to be an inclusive community and to foster further integration and collaboration in support of diversity and inclusiveness across campus offices and constituencies. The provost will be proactive and responsive to emergent student concerns and embrace growth in the areas of diversity and inclusion as essential to fulfilling the university's mission.

Foster a campus culture of communication, transparency and respect

UNC's campus culture is respectful, collegial and collaborative. Faculty and staff take a genuine interest in high-quality teaching, learning outcomes, research and the success of their students. The provost and senior vice president should embrace an inclusive, team-oriented approach to managing the academic enterprise and foster a culture of honesty, integrity and transparency. The provost will model open dialogue and communication around the decision-making process and enthusiastically welcome the practice of shared governance. A high priority should be placed on building productive, collaborative and constructive relationships with colleagues, faculty, deans and other campus constituents in an effort to instill trust and teamwork that leads to positive results.

Personal Qualifications and Qualities

The University of Northern Colorado seeks a visionary scholar with impeccable credentials to collaborate with the president in leading the university into the future. The background, skills and qualities the successful candidate will offer, ideally, include these:

Leadership

Academic accomplishment: A record of instruction, scholarship and research excellence that merits appointment as a tenured full professor in one of the departments of the university.

Commitment to mission: The ability to thrive in UNC's environment through passionate advocacy for the university; identification with its mission and a deep understanding of its role in the broader higher education landscape.

Commitment to excellence: Sincere and intense appreciation for excellence in teaching, research, scholarship, creative activities and student success and a record of recruiting and developing people and programs of the highest quality.

Strategic vision: Ability first to engage the community in crafting a compelling vision that builds on completed work and then to create an environment that enables the university to achieve that vision.

Management

Management experience: A history of successful, progressive administrative leadership, strong human resource and financial management experience, as well as being adept at conflict resolution and negotiation.

Budget: A strong understanding of complex budgets and how they relate to enrollment management.

Diversity: A commitment to diversity and the underserved, particularly with respect to students, staff and faculty; a record of accomplishments of individual action and institutional leadership to advance diversity and inclusion in all its forms.

Breadth: A natural and instinctive curiosity about widely diverse intellectual and creative endeavors.

Accreditation: A familiarity and fluency with accreditation standards and expectations.

Fundraising: The capacity and capability to contribute to external resources efforts and fundraising initiatives.

Collaborative management style: Experience leveraging the talents of faculty and staff to design and implement initiatives that enrich the university community. Evident commitment to contemporary research-based management strategies that enable faculty and staff to achieve their full potential within the university community. A leadership style that evinces respect for others and demonstrates focus on clearly defined goals over a significant period of time. A capacity to delegate to others.

Communication and Interpersonal Skills

Emotional Intelligence: Ability to work with others; an inclination to circulate, listen, learn and be a visible presence on campus; adeptness at working with faculty, students, staff and the media, as well as high-level corporate, university and government leaders; exceptional listening skills; understanding of the intersection between emotions, motivations and behavior.

Personal qualities: Unquestioned personal integrity; strong self-awareness; inspiring and energetic with the ability to earn the trust of faculty, staff and students; the ability to empathize with others; resilience under pressure; and an outlook that is a balance of optimism and realism.

University of Northern Colorado: An Overview

Founded in 1889, as the State Normal School of Colorado and tucked between the Rocky Mountains and Colorado's stunning high plains, the University of Northern Colorado has grown from its roots as a teacher's college into an institution with international draw and status.

Academic Programs

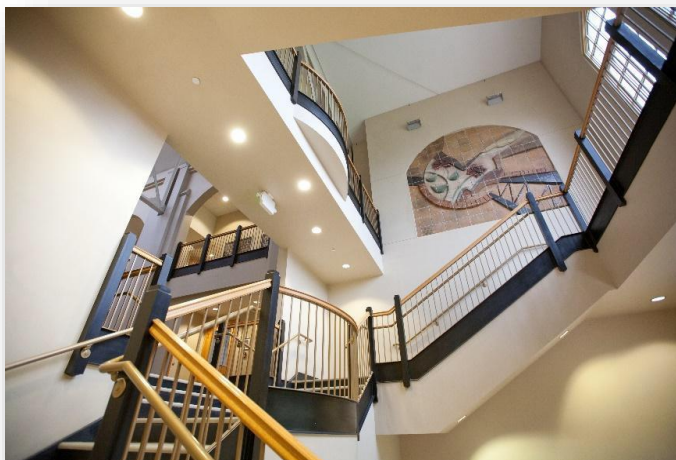
UNC is a public doctoral research university that strives to cultivate the unique potential of each of its 13,000 students and is positioned to advance knowledge through discovery because of its just-right size, expert faculty and tradition of research and hands-on learning. By immersing students in innovative teaching and research methods in the classroom and in the field, UNC provides its students with an exceptional educational experience. UNC's talented and dedicated faculty are housed in the University's five colleges:

- [Education and Behavioral Sciences](#)
- [Humanities and Social Sciences](#)
- [Kenneth W. Monfort College of Business](#)
- [Natural and Health Sciences](#)
- [Performing and Visual Arts](#)

Acclaimed for its expertise in education, business, health sciences and performing arts, UNC offers more than 100 undergraduate programs and 120 graduate programs in a broad array of academic disciplines on campus, off campus and online. Undergraduate students study in a liberal arts tradition that supports them in exploring broadly, making connections, thinking critically and using what they learn to make a difference in the world around them. More than 40 percent of UNC undergraduates earn a degree in the Natural and Health Sciences or the Humanities and Social Sciences. Graduate students work closely with faculty mentors whose expert guidance supports them in attaining professional competency. Over 60 percent of UNC graduate students earn a degree in Education and Behavioral Sciences and more than 20 percent earn a degree in the Natural and Health Sciences.

UNC also offers more than 60 extended campus programs throughout the state and online, meeting an increasing demand among adult learners and working students in industry-relevant disciplines. Of UNC's 120 graduate programs, almost half are taught at satellite locations or online.

Research, scholarship and creative works are essential components of academic life for both faculty and students at UNC. Many undergraduate degree programs require a research



experience and most graduate programs require a thesis, capstone project, or dissertation. UNC faculty purposefully connect research and teaching, by bringing what they learn from their research into the courses they teach and by inviting students to join their work. Faculty and student work on research, scholarship and creative works focuses on knowledge creation as well as the application of knowledge to solve real world problems. Surveys of current and former students show that they value these relationships and see them as one of the primary benefits of attending UNC.

Students

There is no typical UNC student. UNC prides itself on being a university where students don't have to conform in order to belong. Whatever their unique talents may be, UNC helps students reach their fullest potential. The university prepares students not only to have successful careers but also to lead fulfilling lives, engage in intelligent public discourse, participate in government and thrive in a changing, global world.

UNC has a long history of serving students who are often underrepresented at research universities. More than one-third of UNC undergraduates are the first in their family to go to college and more than one-quarter are eligible for federal need-based financial aid. Of all UNC students, more than one-quarter identify as students of color.

UNC is the first-choice college for 70 percent of its incoming freshmen and the second choice for 23 percent. Their motivations for attending college are both pragmatic and intellectual. 90 percent say that getting training for a specific career was very important in their decision to attend college, and 89 percent say learning about things that interest them was very important.

Well over half of UNC graduate students are pursuing a master's degree, many in professional programs and about 22 percent of graduate students are pursuing a doctorate. Of students who earn a graduate degree, over 40 percent do so to enter their chosen career, 22 percent do so to earn a promotion or raise and 12 percent do so to change careers. Many graduate students are employed while attending UNC, and almost one-quarter continue the same job after graduating.

One of 107 Carnegie R2-Higher Research institutions in the nation and smaller than most public R2s by 3,000 students, UNC **offers students uncommon access to research and scholars.**

UNC students feel seen, heard, and supported at significantly higher rates than at peer institutions, according to results of the CIRP Freshmen Survey conducted by the Higher Education Research Institute at UCLA.

More than half of UNC faculty incorporate **service learning or community-based research** into their courses and scholarship.

UNC faculty include **18 Fulbright Scholars.**

Campus Commons, under construction at the heart of campus, is a new multi-use student-focused building that will be a **gateway to campus, a unique support hub for students, and a showcase for UNC's world-class music and musical theatre programs.**

Mission Statement

The University of Northern Colorado shall be a comprehensive baccalaureate and specialized graduate research university with selective admission standards. The university shall offer a comprehensive array of baccalaureate programs and master's and doctoral degrees primarily in the field of education. The University of Northern Colorado has statewide authority to offer graduate programs for the preparation of educational personnel.

Vision Statement

The University of Northern Colorado strives to be a leading student-centered university that promotes effective teaching, lifelong learning, the advancement of knowledge, research and a commitment to service. Graduates are educated in the Liberal Arts and professionally prepared to live and contribute effectively in a rapidly changing, technologically advanced society.

UNC by the Numbers

- UNC has 12,862 students, 77% undergraduates and 23% graduate students.
- 80% of students are from Colorado and 3% are international students.
- 28% of students self-report as an ethnic minority.
- 72% of first-time students receive grants, scholarships or other gift aid.
- 40% of undergraduates are first generation and 27% are low-income.
- 66% of graduate students are pursuing master's degrees.
- 81% of undergraduates and 34% of graduate students are full-time.
- UNC has 106 undergraduate programs and 120 graduate programs, including 60 programs offered at satellite locations or online.
- A member of the NCAA Division I Big Sky Conference since 2006, UNC fields 19 intercollegiate teams.
- Of 141,400 alumni, almost half are in Colorado.
- Almost one-third of the winners of the Colorado Department of Education's Teacher of the Year award are UNC graduates.

University of Northern Colorado President Andy Feinstein



Andy Feinstein is the 13th president of the University of Northern Colorado. He took office in July 2018, following a national search to identify the successor to UNC's retiring president of 16 years. He brings to UNC a career-long devotion to teaching and learning, student success and research, scholarship and creative activities.

Since his arrival at UNC, President Feinstein has focused on listening and learning by engaging with campus and community members. In September, he convened a President's Leadership Council, with campus-wide representation, to provide advice, perspective and insight on major operational issues affecting UNC. Three task forces are also working to identify student success goals, re-think UNC's structure for student affairs and examine the university's academic portfolio.

Before coming to UNC, President Feinstein was the provost and senior vice president for academic affairs at San José State University (SJSU), one of the largest and most diverse public universities in the Western United States. Prior to joining SJSU in July of 2013, he was dean of the Collins College of Hospitality Management and the James A. Collins Distinguished Chair at the California State Polytechnic University, Pomona. While dean, he also served as the chancellor-appointed director of hospitality management education for the entire California State University system.

President Feinstein began his academic career at the University of Nevada, Las Vegas, where he was professor, chair of the Department of Food and Beverage Management, associate dean for strategic initiatives at the Harrah College of Hospitality and senior advisor to the president.

As a scholar, Feinstein has published more than 30 refereed journal articles, numerous books and book chapters and presented at dozens of meetings and conferences on such topics as student success, strategic management, simulation modeling and foodservice operations. He earned his bachelor's and master's degrees in hotel administration from the University of Nevada, Las Vegas and a Ph.D. from The Pennsylvania State University.

Greeley, Colorado

UNC's history has been intertwined with Greeley's since the creation of the State Normal School in 1889 when the town's citizens recognized the value that increased access to education would bring to their community.

Greeley is a vibrant, friendly and genuinely diverse community of about 100,000 residents, a city where it is easy to get involved and affordable to live. The sun shines more than 300 days a year, summers are pleasant and winters are picturesque. Situated along the Front Range Urban Corridor, Greeley is about an hour north of Denver and an hour east of Rocky Mountain National Park.

Ranked by the U.S. Census Bureau as the state's fastest growing metropolitan statistical area, Greeley is thriving. Economic growth and development provide an abundance of opportunities for an active lifestyle, along with emerging career opportunities for UNC's graduating students. Today, in addition to its educational and cultural impact, UNC makes a \$329-million economic impact in northern Colorado, returning \$8.70 in revenue for every dollar it receives from taxpayers. The University and City have been active partners in revitalizing the neighborhoods and businesses around campus for the past decade, establishing a University District in 2009 and the Greeley Creative District in 2014. Downtown Greeley, an easy walk from UNC, is undergoing a transformation with an influx of entrepreneurs, artists and shops.



Procedure for Candidacy

Nominations, expressions of interest and applications are invited. Interested individuals should provide a letter describing their interest in and qualifications for the position and curriculum vitae. Review of candidate materials will begin immediately and continue until the position is filled. For fullest consideration, materials should be submitted Monday, November 26th. These materials should be sent electronically via e-mail to the University of Northern Colorado consultants, Mercedes Vance, Zachary A. Smith, Ph.D. and Robert W. Luke at UNC_Provost_CAO@wittkieffer.com.

The University of Northern Colorado is an equal opportunity/affirmative action/Title IX employer that is committed to a culturally diverse staff, faculty, and student body. UNC prohibits discrimination on the basis of race, color, national origin, sex, age, disability, creed, religion, sexual preference or veteran status. Veteran status and people with disabilities are encouraged to apply.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from University of Northern Colorado documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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