



UNIVERSITY OF
**NORTHERN
COLORADO**



Leadership Profile

Associate Vice President of
Research and Dean of the
Graduate School

The Opportunity

The University of Northern Colorado (UNC) invites applications and nominations for associate vice president of research and dean of the graduate school (Dean/AVP). The Dean/AVP will be an innovative academic leader with the proven leadership and administrative skills that will help continue a long history of excellence within the university.

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 D/PU- Doctoral Professional University 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 Graduate School at the University of Northern Colorado is committed to graduate student success. Our size and engaged faculty provide personalized interactions, customized learning opportunities and meaningful collaborations, inspiring students to achieve beyond their expectations.

The ideal candidate will be an energetic, innovative and forward-thinking leader of high integrity who will work with university leadership in order to advance the University's preeminence in research and graduate studies. The Dean/AVP will have a record of accomplishment in scholarship activities, and have a deep appreciation for the University's full range of research, scholarship, and other creative assets. He/she will have a commitment to enhancing the diversity among graduate students, faculty, researchers, and staff and to providing an inclusive environment for all members of the UNC community. The next Dean/AVP will be a visible and compelling advocate for graduate education and will work collaboratively to advance the strategic vision for Research and Graduate Education.

For more information on how to apply, see the section entitled "*Procedure for Candidacy*" at the end of this document.

The Role of the Associate Vice President for Research and Dean of the Graduate School

Reporting to the Provost, the Associate Vice President of Research and Dean of the Graduate School will be expected to champion and help create a culture of excellence in research across the university by clearly establishing a vision for research and creative work, and by working with internal stakeholders to develop strategies to evolve research at the university. The Dean/AVP is also expected to support the University's graduate degree program and students by advocating for graduate programs and articulating the University's vision for graduate education. To achieve these objectives, the Dean/AVP will initiate and lead projects to establish strategic directions in research and graduate education.

The Dean/AVP will play a central role in fostering the university goal of promoting faculty excellence by participating in, and informing university decisions, policies, and procedures regarding faculty professional development, recruitment and retention as these issues relate to the overall goal of research excellence. The Dean/AVP will work with campus leadership, academic units, and faculty across the university in the maintenance, innovation, development and implementation of graduate programs. This individual will also represent the graduate school at the campus, local, state and national levels.

This position will also be expected to work within the research infrastructure at UNC to develop and reimagine processes and procedures, with a specific emphasis on increasing research capacity, streamlining compliance, developing emerging faculty research and working with the UNC foundation.

In addition, the Dean/AVP will:

- Have a commitment to excellence in graduate education and research and creative activity;
- Articulate the university's research and development priorities, strategic direction, and distinctiveness to both internal and external stakeholders and collaborators;
- Provide perspective and counsel on the national landscape of graduate education and the national and regional demands to ensure programs are future-oriented and in alignment with the university's vision and goals;
- Provide outstanding leadership and administrative acumen, including an ability to lead complex finances and budgetary strategies, handle personnel matters and provide effective management of an administrative team;
- Work directly with the graduate programs to improve the recruitment, advising, time-to-degree, career planning and placement of graduate students;
- Establish and monitor graduate education metrics;

- Improve all efforts at communicating research accomplishments and messaging throughout and beyond the university;
- Benchmark and advance the culture of externally funded research, and high impact scholarship and creative activity.

Opportunities and Expectations for Leadership

In addition, the Dean/AVP will be expected to address the following leadership objectives.

Advance research excellence and a vision for the future

The Dean/AVP of the graduate school will assist the President, the Provost and other campus leaders in preparing and advocating for the university's federal research agenda. This individual will ensure the integration and alignment of research-related planning with the University's overall strategic plan. Additionally, he or she will provide leadership for executing plans to meet goals for sponsored research, federal initiatives, and research development.

The Dean/AVP will have a strong voice in shaping the university's strategic direction and future relative to research and the role it can play in advancing and furthering scholarly activity and the research enterprise. As the intellectual leader, the Dean/AVP will ensure effective strategies are in place to enhance the graduate school research activity as well as the university's research activity as a whole.

Create and articulate a vision for the role and future of graduate education

The Dean/AVP joins a community of ambitious leaders and scholars at an exciting time as they will participate in a strategic planning process that will establish the direction of the university. This provides an opportunity for the Dean/AVP to play a central and influential role in shaping the future of graduate education and the research enterprise at UNC. The next dean must be a thought leader and be able to work collaboratively and productively with university leadership and faculty to create and articulate a compelling vision for the future that will enhance the graduate school success. This individual must stay current with the trends of graduate school education and well versed in what is happening in graduate education today.

Advocate for graduate students and graduate education

The associate vice president of research and dean of the graduate school will be an articulate, compelling and persuasive advocate for graduate education. The dean will engender the respect, trust and confidence of university leadership so that the graduate school has a strong voice in shaping the university's strategic direction.

The Dean and AVP will be attuned to the unique needs of graduate students and

the academic, financial and other challenges they face in pursuing their degrees. He or she will work to address these needs and advocate for students both externally and internally. This leader must also work in partnership with the other deans to understand their programs to create a collaborative environment across the university.

Strengthen a cohesive team and ensure strong operations

The Dean/AVP will provide leadership to build a strong and cohesive team. The Dean/AVP will provide leadership that empowers the administrative team to achieve a level of operational excellence where resources are maximized, and processes are efficient and customer-oriented. The Dean/AVP will assess the current infrastructure and make recommendations for change that enable the graduate school and Office of Sponsored Research to fulfill their roles on campus.

Qualifications and Qualities

A candidate for the position must hold an earned terminal degree or equivalent, a professional record of accomplishment suitable for appointment at the rank of professor in an academic unit, and should have an appropriate level of academic administrative and supervisory experience.

The selected candidate should also demonstrate:

- A record of commitment to and passion for graduate education;
- A strong knowledge of the internal and external mechanisms required to expand a research program;
- The ability to carry out the many administrative responsibilities of the position, including academic planning, fiduciary oversight and budget management, faculty development and personnel decisions;
- An inclusive approach to strategic and operational planning;
- The capacity to lead a diverse group of faculty, staff and students;
- A successful record of professional accomplishment in research and creative activity;
- A commitment to academic excellence and innovation regarding strengthening research and scholarship;
- A sophisticated understanding of graduate programs and graduate students;
- A personal commitment to and record of success in advancing diversity and supporting an equitable and inclusive environment.

In addition, the Dean/AVP will be committed to operational excellence and high-quality education as evidenced by:

- A strategic capacity to envision, create and capitalize on novel opportunities

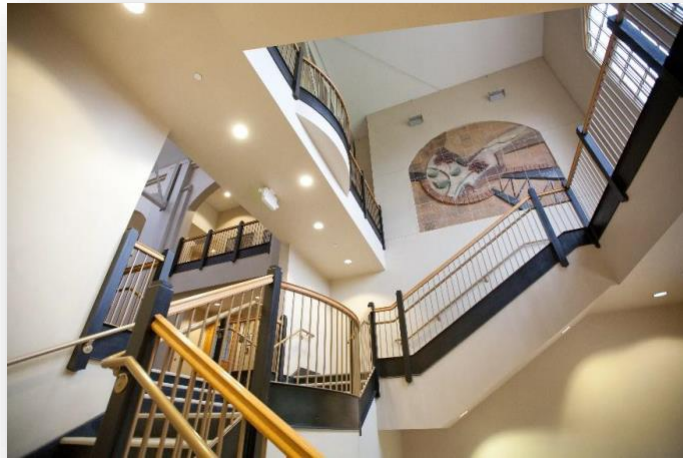
for the graduate school;

- Demonstrated ability to facilitate and attract support for research;
- A commitment to research as a core component of the academic enterprise;
- Experience with the critical decision-making areas of academic planning, program prioritization and resource allocation;
- The ability to delegate effectively while instilling a high degree of accountability;
- Superb communication skills, excellent relationship-building skills and display sensitivity to issues of diversity and inclusion;
- An entrepreneurial spirit with the mindset and personality to stimulate new directions, growth and promote existing resources to the best advantage to build for the future;
- A sense of creativity, entrepreneurship and the willingness to explore innovative ways of achieving targeted objectives;
- Effectiveness in managing conflict and managing needs and interests across diverse stakeholder groups while maintaining mutual respect and inclusive decision making.

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% 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% of UNC graduate students earn a degree in Education and Behavioral Sciences and more than 20% 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. 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% of its incoming freshmen and the second choice for 23%. Their motivations for attending college are both pragmatic and intellectual. 90% say that getting training for a specific career was very important in their decision to attend college, and 89% say learning about things that interest them was very important.

Well over half of UNC graduate students are pursuing master's degrees, many in professional programs and about 22% of graduate students are pursuing doctorates. Of students who earn a graduate degree, over 40% do so to enter their chosen career, 22% do so to earn a promotion or raise and 12% 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 152 Carnegie-classified D/PU-Doctoral/Professional University in the nation, 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, recently constructed at the heart of campus, is a new multi-use student-focused building that serves as 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 12,242 students, 76% undergraduates and 24% graduate students.
- 62% of students are from Colorado and 2.5% are international students.
- 30% of student's self-report as an ethnic minority.
- 72% of first-time students receive grants, scholarships or other gift aids.
- 40% of undergraduates are first generation and 27% are low-income.
- 65% of graduate students are pursuing master's degrees.
- 83% of undergraduates and 32% of graduate students are full-time.
- UNC has 100 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

Dr. Andrew “Andy” Feinstein is a proven academic leader who is passionate about student success. He became UNC’s 13th president in July 2018.



During his busy first year at UNC, Dr. Feinstein focused on student success, fiscal sustainability and communication. He created a Division of Student Affairs and launched a Strategic Enrollment and Student Success initiative to improve student retention and graduation rates. Both made significant gains this fall. He also consolidated two divisions into a Division of University Advancement to integrate UNC’s work to build relationships, share its story and generate support. As a result of a campus-wide effort to confront UNC’s \$10 million structural deficit, by July 2020, the university will no longer be deficit spending.

Emphasizing transparency, communication and collaborative decision making, Dr. Feinstein has met with the faculty of every academic department and school on campus. He also traveled throughout the state to meet UNC alumni and friends, higher education leaders, legislators and policymakers. This fall he launched Rowing Not Drifting: 2020-2030, a strategic planning process to articulate a 10-year vision and goals for achieving it.

Dr. Feinstein’s career in higher education spans 30 years. He most recently served five years as provost and senior vice president at San Jose State University. Prior to that, he served in roles including professor, department chair, associate dean, dean, and senior advisor to the president at the University of Nevada, Las Vegas and California State Polytechnic University, Pomona. He has published numerous journal articles and books on topics such as student success, strategic management, simulation modeling, purchasing and foodservice operations. He earned bachelor’s and master’s degrees in Hotel Administration from UNLV and a Ph.D. from The Pennsylvania State University.

Provost Mark Anderson



Dr. Mark Anderson joined UNC as the provost and senior vice president for Academic Affairs in the spring of 2019. Dr. Anderson most recently served as Dean of the College of Science and Mathematics at Kennesaw State University. As the Dean, he oversaw the expansion of research in the college that contributed to KSU’s change in classification to a Carnegie classified R2-Doctoral University, High Research. He also led college efforts to improve student outcomes success, with a focus on student success in foundational mathematics and science courses. At UNC, Dr. Anderson is helping to lead the Strategic Enrollment and Student Success plan (unco.edu/president/planning/enrollment-management/implementation-

team.aspx). Prior to his tenure as Dean, Dr. Anderson served in roles including Department Chair, Director of Graduate studies, and as a faculty member at the University of Colorado-Denver and Virginia Tech.

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

Interested individuals can find additional information regarding the position and application process at www.unco.edu/provost/dean-search . Search or position questions can be sent via email to graddeansearch@unco.edu.

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.

