

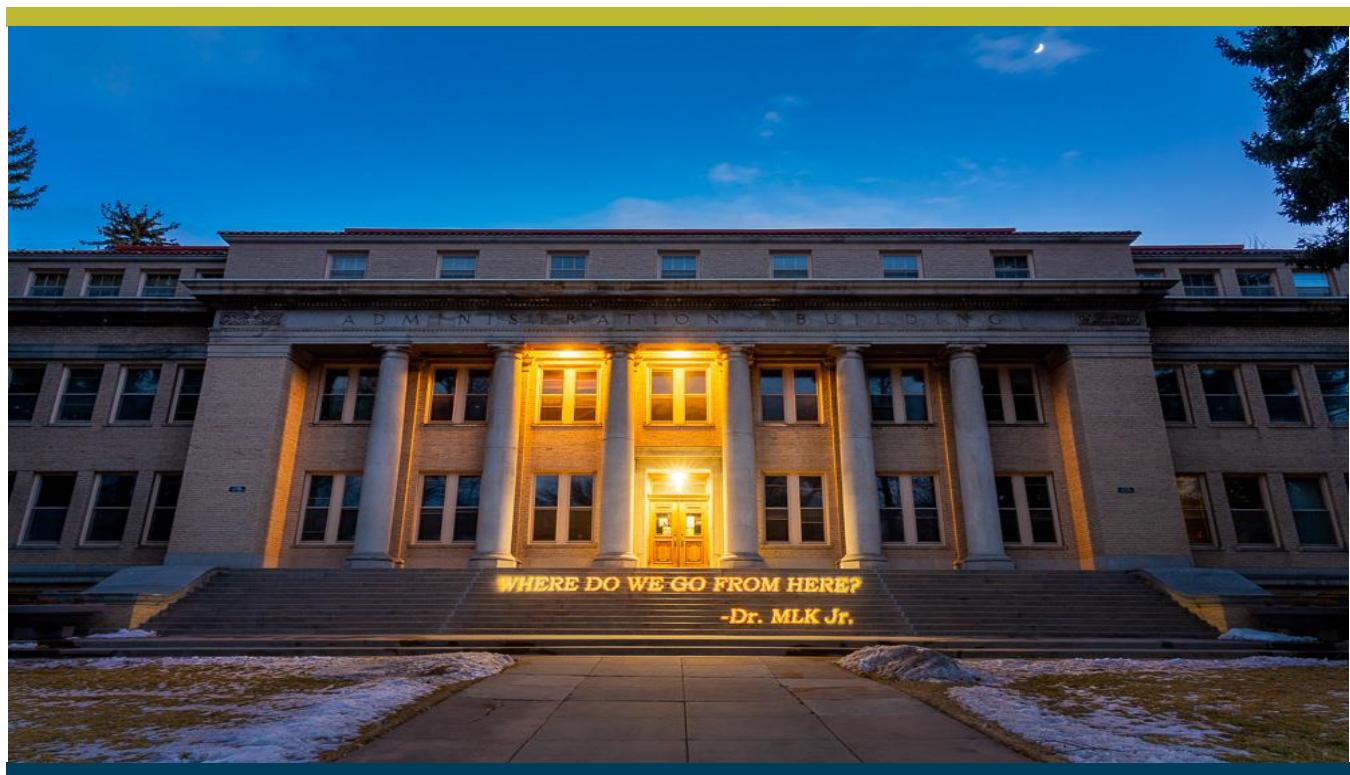


COLORADO STATE UNIVERSITY

Vice President for Diversity and Inclusion

Leadership Profile

February 2021



WittKieffer

Executive Summary

Colorado State University (CSU) invites applications and nominations for the role of Vice President for Diversity and Inclusion (VPDI).

Our tradition of providing a high-quality, affordable higher education to all who have the desire and ability to achieve it runs deep. CSU remains the “university of choice” for Colorado residents -- more Colorado high-school students choose CSU than any other campus, and one in four CSU students are first generation.

CSU is a land-grant institution located in Fort Collins with a student body exceeding 34,000 students, 7,000 employees, and, as a Carnegie 1 Research Institution, annual research expenditures exceeding \$350 million. Faculty at CSU are among the best in their fields and combine classroom learning with experiential learning in the arts, field, and laboratory. CSU is recognized as a leader in student success and supports the holistic student experience, integrating the health and well-being of students into major initiatives.

The Vice President for Diversity and Inclusion will join CSU amidst a time of increasing opportunity and transformative cultural change. The university anticipates unveiling a plan for the Courageous Strategic Transformation this spring, in which diversity, inclusion, equity, and justice are written into our institutional purpose, identified as core values, and foregrounded as building blocks for effective transformation. CSU is also seeking a federal designation as a Hispanic Serving Institution and anticipates having the requisite Latinx enrollment within the next five years. Reporting to [President Joyce McConnell](#) and serving on the president's executive leadership team, the new VPDI will set an ambitious course that reflects the distinctiveness of the university, its mission as a land grant institution, with the [acknowledgement of our institutional history, responsibility, and commitment](#), and its aspirations to become a more diverse, inclusive, just, and equitable community.

In collaboration with the university community, the VPDI will reimagine and articulate a strategic vision for advancing diversity, equity, inclusion, and social justice; assess and determine structures to meet the university's goals while also building relationships and fostering collaboration; provide leadership to a team of dedicated professionals; and serve as an ambassador in the university and local communities.

In order to achieve these goals, the VPDI must be a talented professional who is eager to lead purposeful action and has a shared responsibility for the community. The VPDI will define, inspire, and execute the work of inclusion to engage all corners of Colorado State's university communities. The VPDI will work with colleagues across the institution to translate current research and theory to practice on diversity and inclusion. Candidates should provide evidence of supervisory and leadership experience and be able to demonstrate a record of success in building strategic coalitions and serving as a connector across organizational and cultural boundaries.

Additional information about CSU can be found at www.colostate.edu. For information regarding how to apply, submit nominations or inquire about the role, please see the section "Procedure for Candidacy" at the end of this document.

University's Commitment to Diversity and Inclusion



Colorado State University is committed to embracing diversity through the inclusion of individuals reflective of characteristics such as: age, culture, different ideas and perspectives, disability, ethnicity, first generation status, familial status, gender identity and expression, geographic background, marital status, national origin, race, religious and spiritual beliefs, sex, sexual orientation, socioeconomic status, physical appearance, documentation status, and veteran status with special attention given to populations historically underrepresented or excluded from participation in higher education. The

University's commitment to diversity is a longstanding one that reflects our role and mission as a land-grant institution and recognizes the work that is needed to precipitate change.

Office of the Vice President for Diversity and Inclusion

Founded in 2010, the Office of the Vice President for Diversity and Inclusion (VPDI) is committed to fostering an inclusive university environment through the active engagement of Colorado State University employees at three levels:

- Individual: VPDI resources to support the individual include the Educate Yourself blog, trainings such as Creating Inclusive Excellence Program and the Faculty Institute for Inclusive Excellence, the Diversity Symposium, a monthly Diversity Newsletter, and more.
- Organizational: VPDI resources aimed at the organizational level include specialized trainings tailored for specific units, the development of departmental diversity plans, community building affinity groups, and more.
- Systemic: At the systemic level, the VPDI conducts the Employee Climate Survey and offers intersectional takeaways and department-specific data. VPDI committees such as the Commission on Diversity and Inclusion, make policy change recommendations and develop new university-wide initiatives.



Areas of Focus

The Office of the Vice President for Diversity and Inclusion (VPDI) fosters an inclusive environment that promotes and nurtures diversity, broadly defined, at Colorado State University. Our goal is to further develop an environment where all members of the University community are welcomed, valued, and affirmed. Consistent with the university's developing plan for Courageous Strategic Transformation, we achieve this by focusing on the following areas:

- Actively support efforts to increase recruitment, retention, and promotion of faculty and staff from historically marginalized and underrepresented populations;
- actively support efforts to increase retention and recruitment of students of color from historically marginalized and excluded populations;
- build an environment in partnership with other Divisions and Colleges at CSU where students are more culturally competent and have skills to enter into a diverse global workplace;
- improve the university climate of inclusion;
- enhance effectiveness of curriculum, educational programs, and research, with regard to diversity and inclusion; and
- increase outreach and engagement with external communities.



Role of the Vice President for Diversity and Inclusion

Reporting to **President Joyce McConnell** and a member of the president's executive leadership team, the Vice President for Diversity and Inclusion will serve as the university's executive level leader for strategic planning and implementation of mission-driven institutional diversity efforts at CSU. The VPDI provides oversight and supervision of the Office of the Vice President for Diversity and Inclusion and serves as an integrating partner with university leaders, faculty, staff, students, various university committees, and external constituencies.

Key responsibilities and additional duties include but are not limited to the following:

- Understand, invest in, and engage with Colorado State University's shared governance structures while building relationships and collaborating with university units to effect culture change;
- Define and prioritize an actionable plan for diversity, equity, inclusion, and justice by establishing clear, measurable goals and metrics to measure and monitor and evaluate success, and the effectiveness of diversity, equity, and inclusion initiatives;
- Be a hub of knowledge and lead as a key resource for equity and inclusion at the university
- Grow internal and external partnerships and guide the university community on issues related to diversity, equity, and inclusion;
- Provide guidance on recruitment and retention efforts creating an inclusive and welcoming environment and culture for faculty and staff
- Collaborate with a broad set of units at the university (e.g., Academic Affairs, Human Resources, Student Affairs) to navigate and implement purposeful and sustainable programming and assistance related to diversity, equity, and inclusion for faculty, staff, and students;
- Provide strategic direction for training initiatives on cultural competency, gender differences, disability, BIPOC groups, and other topics designed to increase awareness and understanding of diversity, equity, and inclusion issues working toward systems and a culture of justice.;
- Manage the department budget, including developing budget proposals, justifying expenses, and monitoring accounts.
- Develop and maintain relationships with on-campus constituents and with the Fort Collins community.



Opportunities and Expectations for Leadership

This is an opportunity for a creative, innovative and insightful VPDI who will provide a courageous and strategic vision for diversity, equity and inclusion. The VPDI will be responsible for addressing the following critical leadership issues, among others:

- **Reimagine and articulate a new strategic vision for advancing diversity, equity and inclusion from an organizational lens.** In collaboration with stakeholders, the VPDI will develop a vision and strategy for advancing inclusion and equity toward a culture centered in justice. The VPDI will bring marginalized voices to the center of the conversation. As the university strives to cultivate policies and practices in support of its goals to advance courageous and strategic initiatives around educational equity, the successful candidate will lead and support transition and organizational change from an intersectional lens. Key areas of opportunity include providing guidance on recruitment and retention efforts for all faculty and staff positions; working to create and sustain a welcoming and inclusive university culture through policy and practice changes; and implementation of purposeful and risk-taking initiatives to enact a transformative equity centered agenda.
- **Assess and determine the structure to meet the goals of diversity, equity and inclusion.** It will be essential for the VPDI to analyze the current environment to develop an approach for systemic change. Using qualitative and quantitative data approaches and building upon existing data, the new leader will develop and communicate strategies to assess programs, policies, and procedures and establish appropriate outcome-based goals. The VPDI will make the practice of power visible and accountable at all levels, including making periodic reports of results to the university community, all levels of the administration, and the Board of Governors.
- **Lead the efforts of diversity, equity and inclusion by building relationships and fostering collaboration at the university.** As a strategic partner it will be critical for the new vice president to build and maintain strong and collaborative relationships with institutional leadership and key colleagues across the university. The VPDI will use their positional power, resources, and skills in non-oppressive, inclusive structures and processes to mobilize others. It is expected that the VPDI will engage in meaningful discourse and incorporate diverse perspectives. The VPDI will increase transparency and integration by engaging key constituencies (e.g., deans, faculty, students, staff, alumni, and Board of Governors) in discussions about institutional priorities, relevant data, and shared goals. There is recognition that the VPDI will also be supported through university partners, and there are real opportunities to strengthen connections across the university and galvanize the community by: 1) harnessing the energy of those ready to support diversity, equity, inclusion, and justice, and 2) providing guidance on sustainable university initiatives that include building cultural competencies and leadership, and recruitment and retention efforts for all faculty and staff positions.
- **Manage and provide leadership for a team committed to transformational work of diversity, equity, and inclusion:** This is a position for a skilled leader who models respect and encourages others to lead. The VPDI will lead a team that is collaborative, experienced, and integrated and that looks forward to employing both traditional and innovative methods to manage an office of inclusive excellence. The VPDI will enhance collaboration between the Office and key university stakeholders, promote a culture of change, and enable the staff to operate at the highest

level of quality. In addition, the VPDI will support the continued professional development of staff and foster an environment of teamwork—providing direction, clarity, and support for department operations and personnel.

- **Serve as an ambassador at the university and beyond.** The Office of the Vice President for Diversity and Inclusion will provide strategy and leadership in support of cross-university efforts to address issues of diversity, equity, and inclusion. The VPDI will cultivate trust and shape constructive working relationships that will maximize resources and generate support and enthusiasm for the institution's diversity efforts. The successful candidate will demonstrate intentionality, integrity, respect, empathy, and responsiveness in leadership and decision-making. The new leader will work with senior leadership to devise creative ways to surface issues and facilitate healthy and forward-thinking discussions around diversity, equity, inclusion, and social justice. The VPDI, along with executive colleagues, will actively listen and communicate with clarity and transparency to ensure stakeholders feel heard, valued, and confident that individual complaints and institutional inadequacies are addressed thoughtfully and thoroughly by the university.



Professional Qualifications and Personal Qualities



Colorado State University seeks an innovative, collaborative leader with the vision and commitment to advocate and champion for diversity, equity, and inclusion initiatives across the university in concert with programs, centers, and its communities.

The successful candidate will demonstrate passion, be a dynamic communicator with strong listening and collaboration skills, and facilitate and work to create a culture of trust and confidence. The candidate will be equipped to challenge barriers to the creation of a more inclusive university community.

Candidates should demonstrate the following characteristics:

Education/Certification

Preference for earned doctorate or terminal degree or an advanced degree beyond the bachelor's degree with equivalent professional experience in diversity, equity, and inclusion equivalent to an earned doctorate.

Knowledge and Work Experience

- Demonstrated experience working in a Diversity, Equity, and Inclusion role in higher education, or an equivalent combination of demonstrated relevant skills and experience.
- Previous experience in higher education is highly preferred.
- Minimum of seven (7) years of demonstrated supervisory or equivalent leadership experience is preferred.
- Record of success in building strategic coalitions and serving as a connector across organizational and cultural boundaries.
- Familiarity with the standards of professional practice as outlined by the [National Association of Diversity Officers in Higher Education](#)

Leadership Skills and Competencies

- The ability to lead with vision while responding to new possibilities and emerging challenges;
- Prior experience participating in or leading strategic planning activities, including demonstrated experience designing and implementing complex, cross-functional initiatives;
- The ability to engage in outcomes-based strategic analysis of opportunities and challenges and assess the effectiveness of diversity, equity and inclusion initiatives and programs toward actionable recommendations and outcomes;
- Experience as an influential communicator with the ability to clearly explain complex concepts to a variety of audiences and diverse constituencies;
- Demonstrable skill in creating open, respectful, and clear communication, written and oral, that contributes to addressing complex issues;
- Proven problem and conflict resolution skills and the ability to mediate controversy and build consensus to reconcile competing interests;
- Experience as a creative organizational change agent for equity, diversity, and inclusion;
- Knowledge of diversity and inclusion issues and associated trends in higher education or a comparable complex organization, alongside the ability to translate research to practice;
- Strong leadership and team-building skills with demonstrated ability to supervise diverse staff and empower leadership in others.



About Colorado State University

Overview

Colorado State University (CSU) was founded as the Colorado Agricultural College in 1870, six years before the Colorado Territory was granted statehood, and it was one of 68 land-grant colleges established by President Abraham Lincoln's signing of the Morrill Act. Our tradition of providing a high-quality, affordable higher education to all who have the desire and ability to achieve it runs deep, and CSU remains the "University of Choice" for Colorado residents—more Colorado high-school students choose CSU than any other campus.

Colorado State University in Fort Collins, the CSU System's flagship campus, is on a trajectory of growth and momentum, with a student body exceeding 34,000 students, 7,000 employees, and, as a Carnegie 1 Research Institution, an annual research expenditures exceeding \$350 million. CSU has invested more than \$1.5B in its physical infrastructure over the last decade, transforming it into one of the most beautiful, state-of-the-art campuses in the country.



CSU is a member of the NCAA at the Division 1 level, Mountain West Conference, with 16 collegiate sports programs. CSU is home to several world leading research centers and programs, including the veterinary medicine program ranked among the top three in the nation and some of the world's most prestigious programs in animal cancer research, journalism and communications, performing arts, atmospheric sciences, alternative energy solutions, and infectious disease.

CSU has 76 undergraduate degree programs and 118 graduate degree programs, and has made significant investments in student recruitment, financial aid, student services, and retention. The last five years has been the most successful fundraising era in the university's history; the university just completed a \$1B campaign more than a year ahead of schedule.

Even as CSU has grown, we've kept our student-faculty ratio at 18:1. Within six months of graduation, 84 percent of students have secured employment or continuing education and 89 percent of graduates say they would choose CSU again.

CSU educates students both to make a living and to make a difference, and our faculty transform the world through their research, scholarship, engagement, and teaching. This is what it means to be a research university in the 21st century, and Colorado State University is proud to carry on that distinguished academic tradition.



PRINCIPLES of COMMUNITY

THE PRINCIPLES OF COMMUNITY SUPPORT THE COLORADO STATE UNIVERSITY MISSION AND VISION OF ACCESS, RESEARCH, TEACHING, SERVICE AND ENGAGEMENT. A COLLABORATIVE AND VIBRANT COMMUNITY IS A FOUNDATION FOR LEARNING, CRITICAL INQUIRY, AND DISCOVERY. THEREFORE, EACH MEMBER OF THE CSU COMMUNITY HAS A RESPONSIBILITY TO UPHOLD THESE PRINCIPLES WHEN ENGAGING WITH ONE ANOTHER AND ACTING ON BEHALF OF THE UNIVERSITY.

INCLUSION

We create and nurture inclusive environments and welcome, value and affirm all members of our community, including their various identities, skills, ideas, talents and contributions.

INTEGRITY

We are accountable for our actions and will act ethically and honestly in all our interactions.

RESPECT

We honor the inherent dignity of all people within an environment where we are committed to freedom of expression, critical discourse, and the advancement of knowledge.

SERVICE

We are responsible, individually and collectively, to give of our time, talents, and resources to promote the well-being of each other and the development of our local, regional, and global communities.

SOCIAL JUSTICE

We have the right to be treated and the responsibility to treat others with fairness and equity, the duty to challenge prejudice, and to uphold the laws, policies and procedures that promote justice in all respects.

Colorado State University

Mission

The Colorado State University System exists to support, enhance, and protect the unique missions of its constituent institutions and to encourage collaboration that benefits students and Colorado.

Inspired by its land-grant heritage, CSU is committed to excellence, setting the standard for public research universities in teaching, research, service, and extension for the benefit of the citizens of Colorado, the United States, and the world.

Vision

The Colorado State University System will create the financial sustainability to fulfill its mission, while expanding its statewide presence and creating opportunities for building a stronger future for Colorado.

Values

We embrace these values as we fulfill *Our Commitment to Building a Stronger Colorado*:

- An entrepreneurial attitude, while consistently demonstrating fiscal responsibility and resourcefulness.
- A passion for excellence and a commitment to continuous quality improvement.
- A willingness to collaborate and work with others in an environment of respect and trust.
- A commitment to open communication, ethical conduct and full accountability.
- A loyalty to the mission, with a specific emphasis on meeting student needs.
- An appreciation for diversity and inclusiveness.

Accreditation

Colorado State University has been accredited by the Higher Learning Commission (HLC) and the North Central Association of Colleges and Schools since 1925. Institutional accreditation by the HLC, also known as regional accreditation, provides assurance to prospective students and other constituents that course credits and degrees earned from the institution meet quality standards of higher education. Accreditation is a requirement for federal financial aid and may be a requirement for some employment opportunities, professional licensure, and graduate education.

Academic Colleges

The university is comprised of 14 colleges and schools, which offer 78 undergraduate majors and 118 graduate programs.

College of Agricultural Sciences

The [College of Agricultural Sciences](#) (CAS) and the Agricultural Experiment Station (AES) focus on the safety, security and sustainability of food and natural resource systems. With 10 research centers and its Fort Collins campus, CAS and AES innovate in local communities for global impact with team science, innovation and public-private partnerships. Students in CAS experience hands-on learning and scientific inquiry while developing professional skills for tomorrow's food and agricultural industry. The college is adding state-of-the art infrastructure including the Temple Grandin Equine Center, The JBS Global Food Innovation Center and the Nutrient Agricultural Sciences Building.

College of Business

The [College of Business](#) is an AACSB-accredited business school known for its top-ranked on-campus and online programs focused on helping create innovative business solutions to address the challenges of today and tomorrow. College faculty are known for creating immersive educational experiences and delivering cutting-edge research, resulting in their national status as No. 9 in human resources and No. 17 in supply chain in top journals. The college encompasses a purpose-driven community that consistently seeks to transform lives through business education, scholarly research and community engagement, ultimately using business to create a better world.

College of Health & Human Sciences

The [College of Health & Human Sciences](#) works to improve health and well-being in all aspects of the human experience through technology, advancements in science and research, and applying creative thinking to everyday human environments. With a commitment to the principles of equity and inclusive excellence, the College of Health & Human Sciences provides transformative academic, research, and outreach programs that promote the health and well-being of people, their environments, and communities in which they live.

College of Liberal Arts

The [College of Liberal Arts](#) is a community of arts, humanities, and social science scholars who study the cultural, social, environmental, and historical context in which we live, and examine what it means to be human. With state-of-the-art facilities such as the University Center for the Arts, Digital Liberal Arts Hub, and Anthropology Bones Lab, students can explore and create in a variety of scientific and creative spaces. The College offers 19 majors, 35 minors, and 23 graduate programs. Our faculty are renowned teachers, earning more than 100 teaching awards. Our research and creative artistry includes 15 research centers, multiple NEH and NEA grants, two Guggenheim Fellows, and more than 400 active research projects.

College of Natural Sciences

In the [College of Natural Sciences](#) "Discovery Begins Here." It is comprised of the departments of Biology, Biochemistry & Molecular Biology, Chemistry, Physics, Psychology, Mathematics, Statistics, and Computer Science. By harnessing the power of the foundational sciences, the college leads transformative research,

education, and community engagement. Guided by the principles of inclusiveness and integrity, the college is committed to providing a positive educational experience for each student, an environment of growth and achievement for each faculty and staff member, significant new knowledge within the sciences, and scientific and mathematics literacy for society.

College of Veterinary Medicine & Biomedical Sciences

In the [College of Veterinary Medicine & Biomedical Sciences](#), We improve the health of animals, people, and the planet through innovative and dedicated teaching, research, outreach, and clinical service. Through our actions, we empower the next generation of leaders to change the world. Our college is ranked as the #3 veterinary school in the nation (U.S. News & World Report). Our animal hospital and laboratories provide service to over 50,000 patients each year. We receive over \$45M annually in extramural research funding and are the #1 veterinary school for NIH funding. Our biomedical sciences programs deliver bachelors, masters and doctoral degrees in a wide variety of the life sciences.

Walter Scott, Jr. College of Engineering

The [Walter Scott, Jr. College of Engineering](#) plays a vital role in fulfilling Colorado State University's land-grant mission. We provide a transformative education that equips our graduates to become leaders and innovators. We conduct research that provides solutions to not just the grand challenges of today, but those of tomorrow. We provide service to society that translates ideas into reality and spurs economic development. The values embodied in the land-grant act are the foundation for what we do.

Warner College of Natural Resources

[Warner College of Natural Resources](#) is one of the largest and most comprehensive natural resource colleges with wide ranging graduate and undergraduate degree offerings that rival any natural resources program in the nation. Emphasizing hands-on, experiential learning, and other high-impact pedagogical practices in students' environmental fields of choice, Warner College is an established leader in natural resources education, outreach, and research both in Colorado and around the world. Beyond academic offerings, the College is home to a variety of research and outreach centers and agencies that significantly enhance its impacts and opportunities for students.

Colorado State University System's Strategic Plan: Building a Stronger Colorado: How We Will Fulfill Our Commitment

The [Colorado State University System](#) includes: Fort Collins, Pueblo, and Global campuses

As a major economic engine in Colorado, the CSU System is focused on growing the state's economy. We plan to achieve this through our strategic plan: *Our Commitment to Building a Stronger Colorado*.

The plan has four initiatives that build on efforts already underway at the campuses (Fort Collins, Pueblo and Global Campus). It is designed to harness our strengths across campuses with an eye toward

benefiting Colorado. Furthermore, it commits to a collaborative effort to find a sustainable funding source for Colorado's public higher education system.

Ensure Student Satisfaction and Success

- We will continue to protect access and affordability.
- We will ensure students receive the support they need to succeed, graduate and obtain the benefits of their post-graduate careers.
- We will increase retention and graduation rates, reduce student-related debt, and improve critical thinking skills and disciplinary knowledge.
- We will foster engagement in the broader life of the university.

Expand Statewide Presence

- We will expand our statewide presence by increasing the number and impact of education by increasing mutually beneficial partnerships with communities in Colorado.
- Our outreach efforts include initiatives aimed at increasing the percentage of students enrolling in higher education and increasing the proportion of students who choose to enroll in one or more of the CSU System campuses. Through our CSU Extension offices in 60 of the 64 counties, and CSU-Global's student and alumni engagement in 63 of the 64, we are in a unique position to serve Coloradans statewide.

Create Financial Sustainability

- We will reinforce our contributions to Colorado in teaching, research and service, and the positive economic impact of the state's investment in public higher education.
- We will examine new and existing financial models with a goal of expanding our revenue sources while continuing to seek operational efficiencies.
- We will collaborate to obtain a sustainable source of funding for higher education in Colorado.

Transform Colorado's Future

- We will provide an educated workforce to keep Colorado competitive in the global marketplace through teaching, research and outreach.
- We will create new companies to help Colorado generate jobs.
- We will increase applied research activities to enhance the quality of life for Coloradans. We will increase the number of our discoveries entering the marketplace.

- We will increase the pipeline of students from K-12 who pursue science, technology, engineering or math at a CSU campus, with a special emphasis on first-generation college students.

More information can be found here: <http://www.csusystem.edu/about/strategic-plan>

University Leadership

Joyce McConnell

As the first woman president in CSU's long history, Joyce McConnell is proud to lead one of our nation's best land grant universities and equally proud to embody the progress that CSU has made in embracing and celebrating the diversity of its campus community. In her September 2019 Fall Address to the campus community, McConnell announced a Race, Bias and Equity Initiative to directly address the challenges that CSU is facing today. That initiative has since addressed more than a decade of student demands and is currently focused on developing equity training for university leaders and graduate student teachers and on expanding the university's resources for first-generation students.

In response to COVID, McConnell led CSU through a rapid, successful transition to virtual learning and operations in March 2020 and through a proactive budget response to the pandemic that saw strategic cuts to university operations but no layoffs or furloughs for any faculty or staff. She also recently led the university through a successful in-person Fall 2020 semester and the launch of a Spring semester with an in-person component to approximately 67% of undergraduate courses.

McConnell is currently leading the Courageous, Strategic Transformation of CSU, a process grounded in a commitment to equity, sustainability, excellence and student success.

Prior to stepping into the presidency at CSU, McConnell spent more than 20 years at another flagship, R1 land grant institution, West Virginia University. She joined the faculty of the WVU College of Law in 1995 and held progressive leadership positions thereafter. She was appointed dean of the College in 2008 and immediately fundraised for a \$36 million renovation and expansion of the College building. She also expanded the College's interdisciplinary opportunities and implemented state-of-the-art experiential and clinical programs and facilities.

McConnell was named provost of West Virginia University by President Gordon Gee in 2014. In this role, she galvanized innovation and entrepreneurship at WVU with her creation of the university-wide WVU Idea Hub. Committed to the power of interdisciplinary education and research, she fostered the expansion of WVU's Energy Institute, ADVANCE Center and Center for Excellence in STEM Education. To elevate connections among disciplines critical to analytical thinking, problem-solving and understanding the human condition, she established a Humanities Center. And as an expression of her long-held commitment to diversity and inclusion and its relationship to faculty and student success, she created the university's LGBTQ+ Center and focused the campus on the success of all students.

During a period of significant transition for West Virginia University, economic crisis in the state of West Virginia, soul-searching across higher education and political and cultural upheaval for our nation, McConnell publicly committed to the principles that guide her leadership. She led WVU to completely rethink their approach to Title IX, with the result that the university is now a national

leader in proactive Title IX initiatives on campus. And she consistently spoke to and for the faculty of WVU on such thorny and critical topics as free speech and diversity.

In addition to being passionately committed to the mission and success of land grant institutions, McConnell is an advocate for equity in education and the workplace, as well as an advocate for the preservation and protection of our environment. She is a past President of three sections of the Associations of American Law Schools: the sections on the Dean, on natural resources and energy law, and on women in legal education. She has served on the National Collegiate Athletic Association Division I Committee on Infractions and is a member of the Board of Governors for Antero Resources. From 2016-2019, McConnell also chaired the Board of Trustees for the Nature Conservancy in West Virginia, embodying her long-standing commitment to the TNC mission of creating a world where people and nature can thrive.

In 2014, McConnell was named the 2014 Public Servant of the Year by the West Virginia Association for Justice and awarded the Special Places Award by West Virginia Land Trust in 2010. She earned an undergraduate degree from Evergreen State College, a law degree from Antioch School of Law, and a master of laws from Georgetown University Law Center.

Married for 36 years to fellow lawyer Vince Trivelli, her best friend and “partner in adventure,” McConnell savors a variety of adventures in her down time, from visiting daughter Alexandra in New York City to reading, cooking, hiking and listening to music. She finds both inspiration and relaxation in natural beauty and looks forward to—as she puts it—“exploring all of this beautiful mountain state. I consider all of Colorado CSU’s campus and I want to learn it by heart.”



Fort Collins, Colorado

Fort Collins is the beautiful home of Colorado State University. Located just 57 miles north of Denver, the State capitol, Fort Collins is known for its livability, eco-consciousness, and a vibrant business culture. The city has over 4,300 acres of green space, 29 miles of in-town trails, and 143 miles of bike lane.



Colorado State University and its renowned research facilities attract numerous high-tech companies to Fort Collins. Hewlett Packard, AMD, Intel, and Amago have relocated to the area. A number of recent start-up businesses are focused on agri-tech, clean energy, and bioscience. The city is known for its commitment to business while engaging in planning that focuses on community spirit, solutions to sprawl, and appreciation for outdoor living.

The vibrant downtown community features an amazing array of restaurants, the highest density of casual dining restaurants in the U.S. Shops, clubs, galleries, theaters, and music venues add to the lively and walkable Old Town district.

The area is surrounded by views of the Rocky Mountains and outdoor enthusiasts enjoy four seasons of abundant recreational activities. The opportunity for outdoor adventure is everywhere: whitewater rafting, back country hiking, fishing, skiing, and snowboarding.

Forbes Magazine, Money Magazine, and Outside Magazine have each noted Fort Collins as one of the best places to live. The city is known for its emphasis on education, the arts, recreation, and business. As living affordability is an increasing problem in the university vicinity, CSU is actively working to add attainable housing, public transit, childcare, and increased health and wellness facilities in support of the community.

Fort Collins is located in Larimer County, the North Front-Range of Colorado. Within Larimer County, the population race and ethnicity demographics are: 82% white (non-Hispanic), 12% Hispanic population, 3% multi-racial, 2% Asian, and 1% Black or African American. Larimer County's population rose 10.7% from 2010-2015. In Colorado overall, racial and ethnic minorities are predicted to comprise about 46% of the population in 2050, compared to about 30% in 2015.

Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Colorado State University in this search. For fullest consideration, candidate materials should be received by April 9, 2021.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

Charlene Aguilar, Christine Pendleton, Bree Liddell
CSUVPD@wittkieffer.com

Colorado State University is committed to providing an environment that is free from discrimination and harassment based on race, age, creed, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, gender identity or expression, or pregnancy and will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. Colorado State University is an equal opportunity/equal access/affirmative action employer fully committed to achieving a diverse workforce and complies with all Federal and Colorado State laws, regulations, and executive orders regarding non-discrimination and affirmative action. The Office of Equal Opportunity is located in 101 Student Services.

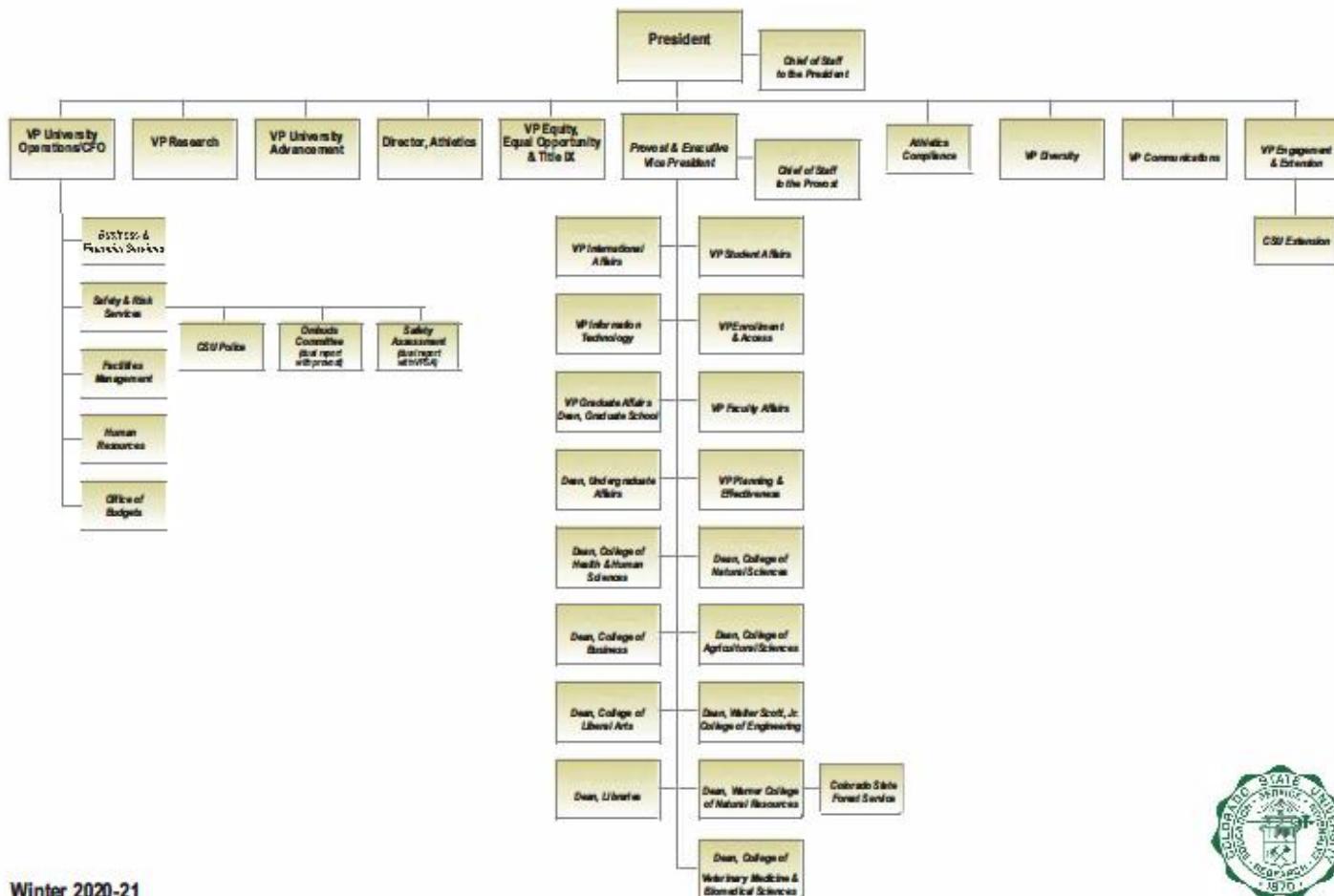
Colorado State University strives to provide a safe study, work, and living environment for its faculty, staff, volunteers and students. To support this environment and comply with applicable laws and regulations, CSU conducts background checks. The type of background check conducted varies by position and can include, but is not limited to, criminal history, sex offender registry, motor vehicle history, financial history, and/or education verification. Background checks will also be conducted when required by law or contract and when, in the discretion of the University, it is reasonable and prudent to do so.

Salary range: \$250,000-\$275,000 annual salary plus benefits

Colorado State University (CSU) is committed to providing employees with a strong and competitive benefits package that supports you, your health, and your family. Visit CSU's Human Resources website for detailed benefit plan information for permanent full-time and part-time faculty and administrative professional employees in the following University benefit areas. <https://hr.colostate.edu/wp-content/uploads/sites/25/2021/01/benefits-summary-afap.pdf>.

Appendix I: Organization Chart – VPs and Deans

Colorado State University Organizational Chart | VPs and Deans



Winter 2020-21

