



The Auraria Campus represents a truly unique higher education community in the dynamic downtown urban environment of Denver, Colorado. The 150-acre campus is home to three distinct public institutions of higher learning:

- Community College of Denver
- Metropolitan State University of Denver
- University of Colorado Denver

LEADERSHIP OPPORTUNITY

Auraria Higher
Education Center

The Auraria Higher Education Center (AHEC), governed by the Auraria Board of Directors, is a separate state entity providing the facilities, land, and shared services in support of these prominent academic institutions.

The collective student population is nearly 42,000, with approximately 5,000 faculty and staff.

The Auraria Board of Directors now seeks a new **Chief Executive Officer** to lead further development and the effective management of this dynamic campus.

POSITION OVERVIEW

The Chief Executive Officer (CEO) is responsible for the efficient operations on the shared Auraria Campus and is further responsible for administering the mission of the Auraria Higher Education Center (AHEC) to provide for the land, physical plant and facilities necessary to accommodate and house AHEC's constituent institutions of higher education. The CEO works in partnership with and under the direction and supervision of the Board of Directors of the Auraria Higher Education Center (the Auraria Board).

The AHEC CEO is charged with overseeing this "village" of connected yet distinct neighborhoods within the City of Denver. Like many town managers, the AHEC CEO partners with a wide variety of stakeholders including faculty, staff, students, residents, business groups, city officials, transportation leaders, and visitor groups to ensure that the campus is well-managed and serves the needs of each group effectively.

AURARIA CAMPUS MASTER PLAN — 2007-2017

AHEC is committed to providing an effective, efficient, and supportive environment, which facilitates the missions of the three institutions. Toward that end, an extensive planning process was led beginning with the 2007 Campus Master Plan where the concept of institutional neighborhoods was introduced. A notable change came with the 2012 Campus Master Plan, which further embraced those neighborhoods, expanding them along the primary roadways into Denver, and developing a central core with shared facilities built upon specific disciplines, such as the sciences, performing arts, visual arts, library, and common student union.

The Auraria Campus Master Plan also now reflects the three institutional neighborhood concept plans and associated academic data that have been developed to accurately appreciate their individual growth and program needs.

RECENT ACCOMPLISHMENTS AND STRATEGIC PRIORITIES

In the last ten years, a number of important initiatives have been achieved on the Auraria campus under the leadership of the AHEC team. The incoming CEO will have the opportunity to build on these successes and lead new efforts to support the three institutions who call Auraria home. The primary areas of focus are the following:

Master Plan and Strategic Planning:

The 2012 Campus Master Plan was developed, envisioning and capturing the expanded neighborhood concept. Subsequently, a more integrated 2017 Plan was cultivated with institutional input, evolving into an active and dynamic visionary document to strategically guide future planning and development.

- As a result, more than \$635M has been collectively invested in the development and renovations to the campus.
- The Campus now represents more than 4.5M built square feet, adding almost 3.4M square feet since the campus first opened, with nearly 40% of that growth occurring during this period.
- A core community gathering site was envisioned, developed and creatively funded to ensure that the most grounding element of the Master Plan was achieved via the addition of the student-oriented Tivoli Quadrangle and surrounding roadways for pedestrian, bike and vehicle access.

Partnerships: Partnerships have been formed with the City of Denver, Downtown Denver Partnership, neighborhood communities and other important stakeholders, recognizing the positive physical, social and economic impact of the Campus.

Connectivity Initiative and Projects:

Consistent with the Denver Area Plan, numerous connectivity projects have been launched and completed, ensuring an integration of the campus as part of the social, physical, and economic fabric of the City.

Formal Agreement Orchestration and Development:

Tri-institutional agreements were developed and memorialized to create a series of roadmaps for future decision making, not the least of which has been dedicating annual funds to controlled maintenance and developing a blended funding formula.

Extended Capital Renewal: The next three years of stand-alone capital renewal projects (2019- 23) have been developed in detail through use of a facilities conditions index report.

Land Acquisition/Negotiations:

Significant and complex land negotiations were completed with RTD, allowing for the addition of a second light rail station on campus. The final land acquisition and required clean-up for the future athletic complex has been completed.

Auxiliary Enterprise Development and Revenue Strategies:

Several projects have been completed to identify new sources of revenue such as vertically oriented parking lots and the most effective use of the Tivoli Student Union and other student facilities.

Financial Creativity: Several creative funding strategies have been explored and implemented. This includes an electrical infrastructure initiative, which was creatively wrapped into an internal buy-out of two of the institutions from the financing of the future recreation field site and a subsequent creatively funded package for electrical infrastructure. The result was the campus now has electrical infrastructure designed to support the full master plan build-out. Other such creative projects will be actively pursued in the future.

Ground Leases: While countless commercial leases had been done, ground leases were a new element of the conceptual neighborhoods. Eight ground leases have been negotiated and finalized, including some unique packages involving public-private ventures. Base templates now exist, making future ground leases more routine. Two more facilities are currently planned which will require ground leases: 1) CU Denver first year student housing, will represent the first time that there has been housing built on campus property. 2) CU Denver Engineering and Physical Sciences Building.

Program Evaluation and

Development: Multiple programmatic service areas have been evaluated and developed. Programs must be continually reviewed for responsiveness. The Bookstore operation is at a crossroads due to industry changes. Likewise, the Media Services has continued to be reviewed as the institutional technology needs have become much more individualized. The Campus Center for Safety is a newly enhanced program that will be anticipated to deliver a much broader service to the three institutions.

Collaboration and Partnership:

Countless other goals were achieved because of the partnership and collaboration that has been forged with the leadership of the three institutions that so proudly share the Auraria Campus. This is the core of campus success and should never be taken for granted. It requires constant cultivation and appreciation.



QUALIFICATIONS

The Auraria Board seeks a talented, proven executive who understands how to manage complex, multi-dimensional facilities, oversee construction and renovation projects, who values working in partnership with myriad stakeholders, and who has a passion for supporting mission-driven enterprises. Qualified candidates will also have experience in these areas:

Minimum Professional Requirements

- Demonstrated commitment to AHEC's mission of providing world-class campus facilities to a multi-dimensional university complex that serves a highly diverse, robust, urban population.
- Extensive senior level experience in positions of significant responsibility and complexity in similar functional areas, with proven leadership skills and the ability to work with multiple stakeholders and foster positive relationships between different entities.
- Experience in overseeing physical plant and infrastructure facilities, together with proven abilities to manage daily operations of such facilities and to direct large capital projects involving myriad stakeholders.

LOCATION

Urban sophistication meets outdoor adventure in Denver. Downtown Denver's record-setting growth in jobs, residents, and visitors is attracting significant development activity. In total, 83 projects have been completed over the past five years or are currently under construction, bringing over \$5 billion in investment throughout downtown. These projects add nearly 10,000 new residential units, over 4 million square feet of office space, and 3,200 new hotel rooms to our center city, creating opportunities for future growth and innovation.

Denver's neighborhoods are alive with tasty chef-owned restaurants, art galleries, and one-of-a-kind boutiques. Across the city, you will find charming cafes, bookstores, artists, worldclass cultural facilities, big name shopping, brewpubs, and a wide assortment of restaurants serving all cuisines. Seven professional sports teams call Denver home, and the city is the gateway to unparalleled outdoor adventure opportunities no matter what season.¹

Our campus is located in the heart of this bustling, sophisticated city. We are within walking distance to three main sports arenas, Union Station, the 16th Street pedestrian mall, and major museums and cultural facilities. The Auraria Campus is fully connected to the vibrant energy and sophisticated offerings of the Mile High City.

- Experience in collaborating effectively with governing bodies such as boards of directors, city councils, or other such oversight entities with proven ability to develop long-term relationships with members of these groups.
- Experience in working with elected and appointed government officials and developing effective public policy solutions as appropriate.
- Undergraduate degree from an accredited college or university in business or public administration, organizational development, or a closely related field.

Preferred Leadership Skills

- Demonstrated entrepreneurial, creative and community-oriented approach to implement organization, administrative and financial goals and strategies.
- A dynamic and skilled leader who is visionary, open-minded, strategic, and able to work collaboratively and inclusively with others.
- Proven ability to develop and implement effective business models to deliver long-term financial sustainability.
- Experience with strategic planning, budgeting and management for capital or other major programs and a demonstrated understanding of community and infrastructure development.
- Proven ability to develop and direct highly skilled staff members and to ensure a culture of excellence where inclusion is valued.
- Excellent oral and written communications skills with a strong customer service orientation.

Other Preferred Qualifications

- Senior level experience with administration and operational organizations in a government, military base, or higher education setting; or as a City or Town Manager or Administrator.
- Understanding of how to develop and maintain effective public-private partnership ventures.
- Advanced degree in business or public administration, organizational development, law, or a closely related field.

Unique Personal Characteristics

- Personal commitment to providing the very best services to the constituent institutions which have very diverse missions;
- Vision in projecting the needs of the Auraria Campus, and how they will be accomplished;
- Ethics and a high sense of personal integrity;
- Proven ability to manage multiple tasks and maintain focus on critical projects for the campus;
- Ability to be a perceptive and humble leader, with excellent listening skills and the aptitude to maneuver complex political situations effectively; and,
- Tact, diplomacy and proven leadership skills that will motivate and elevate the organization to the next level of excellence.

1. Downtown Denver Partnership, VisitDenver

COMPENSATION AND BENEFITS

The staff of AHEC are employees of the State of Colorado and thus follow the compensation and benefit structures developed by the state. A competitive salary range that allows for long-term growth in compensation has been developed and approved by the Auraria Board of Directors for the CEO position. Key highlights of the benefits plan include participation in the State of Colorado Public Employees Retirement Association (PERA) retirement plan, various medical health insurance options, life insurance and other optional levels of coverage, and paid time off.

HOW TO APPLY

Qualified candidates are encouraged to apply by sending a cover letter, resume, and salary requirements to our search consultant Carolyn McCormick of Peak HR Consulting, LLC at carolyn.mccormick@peakhrconsulting.com. All applications are to be submitted electronically. To learn more about AHEC and the details of this position, please visit us at www.ahec.edu.

Auraria Higher Education Center is an Equal Opportunity Employer. There is no discrimination for or against any applicant based on age, race, color, religion, sex, national origin, political affiliation, sexual orientation, disability, or protected veteran status. Applicants have rights under Federal Employment laws including the Family Medical Leave Act (FMLA), Equal Employment Opportunity (EEO), and the Employee Polygraph Protection Act (EPPA). Please review information about these laws on the Colorado Department of Labor & Employment website.

