



*The Spelman & Johnson Group*

## **Position Specification**

**Vice President for Student Affairs  
University of North Dakota  
Grand Forks, ND**

### **OVERVIEW OF THE UNIVERSITY**

#### **Quick Facts**

The University of North Dakota (UND) is the state's most comprehensive intensive research university and the primary center for professional education and training. With a world-class faculty, creative and innovative students, and a recognized entrepreneurial spirit, UND is classified by the Carnegie Foundation as a "high research activity" university. UND has generated more than \$353 million in sponsored research and other funds over the last five years and has an estimated economic impact on the state and region of nearly \$1 billion a year.

Founded by the Dakota Territorial Assembly in 1883, six years before statehood, UND was intended to be, and has remained, a university with a strong liberal arts foundation surrounded by a variety of professional and specialized programs. UND is one of only 47 public universities in the nation with both accredited graduate schools of law and medicine. It is admired for its spacious, beautiful campus and extensive resources. The University has earned an international reputation for its academic and research programs in aerospace, the arts and humanities, business and public administration, education, engineering, law, medicine, nursing, and the sciences. Of particular note, the Aviation Program in the School of Aerospace is widely renowned as one of the premier academic training programs in the world. UND continues a long tradition of academic and athletic excellence through the transition to Division I

The University is located in Grand Forks, a welcoming and civic/community-minded college town of 66,586 on the Red River of the North separating North Dakota and Minnesota. (*Money Magazine* just named Grand Forks #97 on its 2010 list of Top 100 Best Places to Live.) The campus includes 223 buildings (over 6 million square feet under roof) on 549 acres. Grand Forks has over 2,200 acres of natural, open green space in the heart of town, including miles of bike trails, many parks, and greenways along the Red River. The city has a wide variety of concerts, festivals, athletic events, and cultural traditions. The city is linked by Interstate 29 to Fargo, North Dakota, 70 miles to the south, and to Winnipeg, Manitoba, 150 miles to the north. Grand Forks is 300 miles northwest of Minneapolis and a day's drive from Chicago, Milwaukee, and Des Moines. Commercial air service links the Grand Forks International Airport to Minneapolis and onto other destinations worldwide.

## **University of North Dakota Mission Statement**

The University of North Dakota, as a member of the North Dakota University System, serves the state, the country, and the world community through teaching, research, creative activities, and service. State-assisted, the University's work depends also on federal, private, and corporate resources. With other research universities, the University shares a distinctive responsibility for the discovery, development, preservation, and dissemination of knowledge. Through its sponsorship and encouragement of basic and applied research, scholarship, and creative endeavor, the University contributes to the public well-being.

The University maintains its original mission in liberal arts, business, education, law, medicine, engineering and mines; and has also developed special missions in nursing, fine arts, aerospace, energy, human resources, and international studies. It provides a wide range of challenging academic programs for undergraduate, professional, and graduate students through the doctoral level. The University encourages students to make informed choices, to communicate effectively, to be intellectually curious and creative, to commit themselves to lifelong learning and the service of others, and to share responsibility both for their own communities and for the world. The University promotes cultural diversity among its students, staff, and faculty.

In addition to its on-campus instructional and research programs, the University of North Dakota separately and cooperatively provides extensive continuing education and public service programs for all areas of the state, region, and beyond.

## **University Leadership – President Robert Kelley**

Dr. Robert Kelley began serving as UND's 11th president July 1, 2008. He had been dean of the College of Health Sciences and professor of medical education and public health at the University of Wyoming since 1999. Previously, he was associate vice chancellor for research and executive associate dean of the graduate college at the University of Illinois at Chicago, and professor of biological sciences at the College of Liberal Arts and Sciences and professor of anatomy and cell biology at the College of Medicine, both at the University of Illinois at Chicago. At the University of New Mexico, he served as chair of anatomy and senior executive associate dean, as well as other faculty capacities. He also taught at the University of California, Berkeley.

Dr. Kelley earned his bachelor's degree in biology and chemistry from Abilene Christian University in Abilene, Texas, in 1965, and his master's degree in 1966 and doctorate in 1969, both in cell and developmental biology from the University of California, Berkeley.

Dr. Kelley served as chair of the Assembly for the Association of American Medical Colleges, chaired the Council of Academic Societies for the AAMC, and was a member of the executive board of the National Board of Medical Examiners, which is responsible for the U.S. medical licensure examination. In addition, he served the National Institutes of Health (NIH) on several study sections, served on the director's advisory board for NIH strategic planning, and chaired the Minority Biomedical Research Support Program advisory committee in the NIH Division of Research Resources. That program helped support research for historically black universities, tribal colleges, and "minority-majority" institutions. He also served as principal investigator for the University of Wyoming/Northern Rockies INBRE (IDeA Network of Biomedical Research Excellence), an NIH program which promotes biomedical research and connects the state's community colleges with the University of Wyoming.

### **Institutional Organizational Structure (Executive Cabinet)**

Robert Kelley, President of the University

- Paul LeBel, Vice President for Academic Affairs and Provost
- Josh Wynne, Vice President for Health Affairs and Dean of the School of Medicine and Health Sciences
- Phyllis Johnson, Vice President for Research and Economic Development
- Alice Brekke, Vice President for Finance and Operations
- Robert Boyd, Vice President for Student Affairs (Retiring 12/31/10)

### **Academic Standing and Accreditation**

UND is a fully accredited member of the North Central Association of Colleges and Secondary Schools (NCA) since the association was organized in 1913. The most recent NCA review was conducted in 2003 when reaffirmation of accreditation was given to all curricula from undergraduate through doctoral level. UND is a member of the National Association of State Universities and Land-Grant Colleges. UND is on the list of universities accredited to European universities by the Association of American Universities. The University is also a member of the American Council of Education. Many individual academic units and programs throughout the University are fully accredited by their accrediting bodies.

### **Academic Departments & Programs**

School of Aerospace Sciences  
College of Arts & Sciences  
College of Business & Public Administration  
College of Education & Human Development  
School of Engineering & Mines  
College of Nursing  
Graduate School  
School of Law  
School of Medicine & Health Sciences

Other Academic Programs

- Integrated Studies Program
- Trio Programs
- Air Force and Army ROTC
- Division of Continuing Education
- Honors Program
- International Programs
- Summer Institute of Linguistics

### **The Faculty & Staff**

- 303 tenured and 161 tenure-track faculty, of whom 93 percent hold the highest degrees in their fields
- 937 professional and scientific staff
- 1,151 general staff

## The Student Body

- The University of North Dakota enrolls 13,172 students (fall 2009) in 217 fields of study from baccalaureate through doctoral and professional degrees. 46 % come from North Dakota; the rest represent all 50 states, eight Canadian provinces, and more than 50 countries from around the world
- 10,440 undergraduate students
- 2,732 graduate and professional (law and medicine) students
- 52% men, 48% women
- 2.7% American Indian, 1.5% African-American, 1.2% Latino-American, and 1.5% Asian-American
- 2,765 students live in UND's 14 residence halls
- 113,615 degrees granted since 1889
- 96,808 living alumni
- 6,401 students enrolled in distance education courses and 22,430 persons took part in credit and non-credit activities through the Division of Continuing Education in 2008

## University of North Dakota – Selected Institutional Facts and Highlights

- The Carnegie Foundation classifies UND as a “high research activity” university.
- *Entrepreneur Magazine* and *The Princeton Review* named UND's entrepreneurship program one of the top 25 in the country.
- UND is one of only 74 universities (and one of only 47 public institutions) in the nation with both a Law School and Medical School.
- *Washington Monthly* ranks UND in the top 70 public universities in the country (up 30 spots in one year).
- UND has been listed in *Forbes Magazine's* top 20 “most wired campus” and provides access and electronic services in the areas of teaching and learning management systems; information creation, collaboration, and retrieval services; and training and support in the use of unique and specialized software.
- ISSAC (International Space Station Agricultural Camera), built from scratch by UND students and faculty, was installed on the International Space Station in April 2009.
- The American Academy of Family Physicians ranked UND's School of Medicine and Health Sciences as the top medical school in the country for producing family medicine physicians. *U.S. News and World Report* ranked UND's School of Medicine and Health Sciences among the top five family medicine programs and also recognized UND's Center for Rural Health as a leading national resource for rural health information.
- About 90% of UND graduates work in their chosen field, and 95% go on to full-time employment or further studies.
- Average class size is 25 students, with 2,900 classes offered across UND's 10 Colleges/Schools . Only 3% of undergraduate classes have over 100 students and 92% have 50 or fewer students.
- Over 85% of UND students share in more than \$100 million of financial aid annually.
- UND is known for leading “green energy” research, including the development of biojet fuel.
- UND's Air Traffic Control program has long been ranked first in the nation by the FAA, and NASA regularly collaborates with UND's research and uses its aerospace inventions.
- The aerospace program has the world's largest collegiate training fleet of aircraft. The UND Flying Team just secured its 16<sup>th</sup> victory in the SAFECON flying competition organized by the National Intercollegiate Flying Association (NIFA).
- UND has 26 programs focused on educating American Indian students, serving Native communities, or conducting research on American Indian populations, including undergraduate and graduate programs in medicine, nursing, and psychology. UND has trained 20% of the nation's American Indian physicians enrolled in federally recognized tribes and has graduated 169 American Indian nurses prepared at the baccalaureate level and 35 at the master's level.

- UND's exceptional efforts to serve American Indian populations include the Center for Rural Health, which focuses on translational research to American Indian communities; the Institute for the Study of Tribal Gaming Law and Policy, the nation's first and only academic institute dedicated to researching the impacts of tribal casinos on economic development and tribal-state relations; Indians Into Medicine (INMED); Indians Into Law (INLAW); Recruitment-Retention of American Indians Into Nursing (RAIN), and Indians Into Psychology Doctoral Education (INPSYDE).
- The Northern Plains Center for Behavioral Research is one of the first in the nation built with NIH funding that supports behavioral scientists in nursing and psychology.
- UND has the only Nurse Anesthesia program in the state; CRNAs administer approximately 32 million anesthetics each year in the US and are the sole provider of anesthesia in nearly 100% of ND's rural hospitals.
- Undergraduate psychology students have appeared in over 50 publications in the last 8 years.
- The Electrical Engineering department has the only accredited distance education program in the nation.
- 89% of freshmen students live on campus their first year.
- There are over 270 chartered student organizations on campus (average club size is 22 students), countless student activities, and a robust Student Government. Additionally, there are 12 fraternities and 6 sororities that make up a strong Greek community.
- The College of Education and Human Development is the largest and most comprehensive of its kind in this region with over 1,000 undergraduate students studying in a full range of high quality programs in education and the human services and another 400 students studying at the graduate level.
- The University of North Dakota's tradition-rich athletics department, home to 20 varsity teams, is built on a foundation of athletics excellence, academic achievement and a commitment to community service. It has been home to 11 NCAA championship teams, including seven Division I men's ice hockey national championships, and numerous individual national champions. In the classroom, 75 Fighting Sioux student-athletes have garnered Academic All-America honors, while 33 have earned prestigious NCAA postgraduate scholarships. UND athletics' involvement in the community is just as impressive, with nearly 7,000 hours of community service logged in 2009-10 alone.

## **OVERVIEW OF STUDENT AFFAIRS**

### **Mission, Values, Principles**

#### Mission Statement

The University of North Dakota Division of Student Affairs provides leadership through comprehensive and inclusive student support services and educational opportunities designed to enhance the overall development of lifelong learners, and by extending university resources to all constituents.

#### Values and Principles

- Recognize that helping prospective, current, and former students accomplish their educational, career, and life goals is the primary reason for our existence.
- Expect quality and foster it in all that we do, continually assessing student and institutional performance.
- Respect tradition, learn from experience, encourage and support creativity; and embrace change and the opportunities it brings.
- Act with integrity in all endeavors.
- Treat everyone with dignity and respect.

- Recognize our colleagues as the cornerstones of our organization and acknowledge that our strength comes from their empowerment and motivation.
- Appreciate and respect diversity of people, ideas, and thought to create a cross-culturally competent community.
- Encourage teamwork and celebrate success.
- Maximize educational partnerships advancing high expectations for active student learning and engagement.

### **Student Affairs Organizational Structure and Current Personnel**

#### Vice President for Student Affairs

- Vice President's Office Staff
  - Jill Novotny, Administrative Officer
  - Fred Wittmann, Director of Ceremonies and Special Events
  - Dawn Botsford, Special Events Coordinator
  - Jan Flatin, Administrative Secretary
- Alice Hoffert, Associate Vice President for Enrollment Management
  - Deb Melby, Admissions
  - Mark Thompson, Career Services
  - Kenton Pauls, Enrollment Services
  - Lisa Burger, Student Success Center
  - Robin Holden, Student Financial Aid
  - Elaine Metcalfe, TRIO Programs
- Cara Halgren, Interim Associate Vice President for Student Services and Dean of Students
  - Leigh Jeanotte, American Indian Student Services
  - Myron Veenstra, Counseling Center
  - Debrah Glennen, Disability Support Services
  - Cara Halgren, Judicial Affairs/Crisis Programs
  - Tony Trimarco, Memorial Union
  - Kay Mendick, Women's Center
- Laurie Betting, Associate Vice President for Health and Wellness
  - Michelle Eslinger, Student Health Services
  - Yvette Halverson, Health and Wellness Facilities
  - Amanda Bentow, Health and Wellness Operations
  - Kim Ruliffson, UND Worksite Wellness
- Other Reports
  - MC Diop, Multicultural Student Services

#### **Office of the Vice President for Student Affairs**

The Vice President is responsible for providing creative and imaginative leadership, activities, and services to on- and off-campus students of the University of North Dakota. The Vice President and staff in the Vice President's Office are committed to the general welfare and vitality of the institution and serve as a primary liaison between the Student Affairs Division and other components of the University. They serve as a conduit for information to and from the units within the Division and as a contact point for the general public.

#### **History of the Position**

Dr. Robert Boyd is retiring from UND after serving the university for 32 years, most recently as the Vice President for Student and Outreach Services since 1998. Prior to assuming the Vice President role in 1998, Dr. Boyd was Dean of Outreach Programs for 19 years. When chosen as Vice President, UND President

Kendall Baker created a new division that included the former student affairs units, a newly created enrollment management unit, and the Division of Outreach Services, and renamed the division as Student and Outreach Services. A year later under President Charles Kupchella, an additional unit, Wellness, was added to the Student and Outreach Services Division.

Prior to Robert Boyd, the Vice President for Student Affairs (VPSA) was Dr. Gordon Henry, who held the position for fourteen years until his retirement in 1998. Henry began working at UND in 1970, serving in a variety of administrative roles within Division of Student Affairs, including head resident in the Residence Halls, assistant dean of men, associate dean of students/director of the Memorial Union, and interim dean of students. In 1984 he was appointed Vice President of Student Affairs.

With Dr. Boyd's retirement, President Kelley made the administrative decision to move Outreach Services (continuing education, online and distance learning, academic planning, etc.) out of the VPSA's portfolio. Further, with this change, the name of the Division will return to Student Affairs. It is important to note that with multiple new Cabinet-level officers and ongoing alignment of UND's vision and institutional priorities under the Kelley administration, discussions about organizational structure are continuing.

### **Responsibilities of the Vice President for Student Affairs Position**

The VPSA provides creative vision and leadership for all student affairs programs and activities. With a mission to keep students central in all decisions and actions, the VPSA and student affairs staff champion an institutional atmosphere in which student academic and personal success are encouraged and fostered, and provide outstanding services and programs that enrich the student experience.

Reporting to the President and as a member of the President's Cabinet, the VPSA is committed to the general welfare and vitality of the institution and works with UND's senior administrative team to develop and execute university-wide strategic plans and institutional goals. As the primary liaison between Student Affairs and other major components of UND, the VPSA is highly visible and maintains strong connections with a broad array of constituent groups. The VPSA is a lead spokesperson for student services, the development and quality of student life, and the enhancement of student learning. The VPSA models an active commitment to diversity and inclusion, a profound commitment to student success, enthusiasm for the profession, and the talent to incorporate best practices into the organizational culture.

The VPSA is responsible for long-range planning, policy development and implementation, and the general administration of four divisional units. These Student Affairs units include Student Services / Dean of Students, Enrollment Management, Health and Wellness, and the VPSA's Office, which includes Multicultural Student Services and the Office of Ceremonies and Special Events. The VPSA oversees 207 benefitted staff and over 475 student staff, and administers a combined auxiliary and appropriated budget of \$19.4 million.

Additional responsibilities include:

- Serve as the key and primary student life advocate on campus and bring voice to student needs, concerns, issues, and goals;
- Convert broad institutional goals into action plans within the division, and provide general leadership to Student Affairs, including the establishment of divisional vision, goals, objectives, and organizational culture;
- Develop and maintain strong collegial contacts throughout the university, and understand how various stakeholder groups value and use Student Affairs and its services;
- Maintain close, transparent, and collaborative relationships with other Vice Presidents to create better integrated student support programs;

- Improve the overall student experience by sharing divisional priorities, bringing theory-to-practice information to the VP team, and leading the institution to incorporate student affairs perspectives in the broader work of the university;
- Serve as the “public face” of student affairs and, on many occasions, the institution. The Vice President maintains significant contact with all levels of the university as well as with important local/state-wide constituents;
- Convene and facilitate multiple committees and work groups on behalf of the division and institution;
- Welcome and encourage the involvement of student leaders and promote a culture of student-centered service;
- Work to provide a collaborative environment that encourages Student Affairs and Academic Affairs to support student learning experiences;
- Maintain a collegial and collaborative supervisory style, allowing reporting departments appropriate autonomy balanced with “hands-on” management; and
- Understand and support the broader mission/goals of the University of North Dakota.

### **Characteristics of the Successful Candidate**

The successful candidate will ideally possess the following qualities, attributes, and experiences (listed without regard to institutional prioritization):

- A master’s degree (doctorate or other terminal degree preferred) in higher education administration or a similar field;
- Progressively responsible leadership experience in student affairs;
- A strong record of administration, including experience in program assessment and strategic planning;
- Proficiency in managing organizational change while working in a collaborative environment;
- Excellent oral/written communication and presentation skills;
- Demonstrated working knowledge of judicial affairs, legal issues and crisis/emergency management;
- A working knowledge of (or experience with) preventive and wellness health practices in the collegiate population or campus setting;
- The ability to lead, motivate, and supervise a large and diverse staff;
- Demonstrated effectiveness in budget planning and management, including auxiliary enterprises;
- Expertise in creating partnerships with a broad array of internal and external university constituents, including students, faculty, staff, parents, and the public;
- A demonstrated commitment to diversity and the ability to develop inclusive communities;
- An understanding of issues facing today’s college students;
- The ability to be innovative and incorporate best practices into student affairs programs and services;
- Adaptability, flexibility, and a collegial and engaging interpersonal style.

Additionally, the following characteristics and attributes were identified by various stakeholders when considering the position of Vice President for Student Affairs:

- An appreciation for the range of issues students face when matriculating as new students and continuing to graduation, and an ability to provide resources and programs to support student achievement;
- A strong presence at Cabinet meetings, and the ability to advocate for divisional and student needs within the context of broader institutional goals;
- The confidence to advocate for students on “out of the box” ideas to all levels of administration;
- An interpersonal style and manner that is articulate and insightful in order to establish credibility and influence with on- and off-campus stakeholder groups in the public and private sectors;
- An understanding of collaborative governance;
- The ability to strategically manage organizational change;

- An active learner who will continue to stay abreast of current trends in student affairs, student wellness, student services, and enrollment management;
- An understanding of student physical and mental health needs and issues, and the ability to manage student emergencies;
- An understanding of student rights and responsibilities, as well as sound conduct/judicial protocols;
- Familiarity with fraternities/sororities and how to develop strong Greek life programs, as well as honor societies and professional associations affiliated with various academic programs;
- Someone who is culturally competent and will be a voice for diversity and multiculturalism at UND;
- Someone who is inspirational and can motivate/empower others to high levels of achievement;
- The ability to make “wise” decisions that are grounded in theoretical knowledge and practitioner skills;
- An understanding of state and federal regulations as related to both enrollment/admissions practices and general student affairs work;
- The capacity to manage a large business enterprise with multiple revenue streams (including auxiliary services, appropriated funds, and student fees);
- A sense of patience and diplomacy with a broad array of constituents who have varying perspectives, and the ability to be both firm and flexible;
- An understanding of, and an appreciation for, the “Midwestern ethic” of genuineness, modesty, egalitarianism, and mutual respect;
- A sensitivity to the rural culture from which many students come;
- A work orientation that values both process and product;
- The ability to use assessment strategies/models, including working with institutional research, to support change management and verify outcomes;
- Affect and personal style were mentioned as highly important by all stakeholder groups—with words such as “genuineness,” “humility,” “integrity,” “friendly,” “inclusive,” “diplomatic,” “thoughtful,” “upbeat,” and “unflappable” frequently used to describe the desired Vice President’s style. Students stated that they value an “open, honest, no-BS” interpersonal style.

### **Likely Opportunities, Priorities, and Challenges of the Position**

In transitioning to becoming a member of the UND leadership team, the new Vice President for Student Affairs will encounter the following opportunities, priorities, and challenges:

UND’s President, Robert Kelley, and all members of his executive cabinet have been in their positions for two years or less (though some cabinet members and other key administrative personnel have worked at UND for longer periods of time). Because of this, a tremendous opportunity exists to help shape the overall direction of the institution and to participate in mid- and long-term strategic planning and goal setting. President Kelley indicates very clearly that he values excellent critical and creative thinkers, and is looking for a VPSA who maintains a collaborative style and desires to partner in setting the overall direction for the institution. Similarly, because of the relatively young tenure of the cabinet, the Vice President, along with cabinet colleagues, will be encouraged to look at the structure of various offices and programs to ensure that excellent service is being provided to students. Examples of this are how to better integrate counseling/health/wellness services; where housing and residence life are ideally sited to best serve students; and how to best integrate career services into a comprehensive first-year experience.

As a part of a strategic planning and prioritization process that corresponds to ongoing structured campus conversations about UND’s current and future directions, the Vice President will be encouraged to think broadly about the division and will be afforded the opportunity to manage progressive organizational change to incorporate best practices in student affairs. President Kelley would like the Vice President to do a full assessment and functional review of the division, and will support the new Vice President in shaping a

program that most effectively supports students' academic goals, personal success, and retention to graduation.

Diversity and multiculturalism are valued and practiced at UND, and the Vice President will need to support diversity and inclusion through enrollment goals and practices, support and advocacy for underrepresented populations, student retention activities, financial aid and scholarship support, student programs and activities, staff recruitment and training, and the development of programs that encourage multiculturalism and cross-cultural competencies. Further, there has historically been a strong sense of interconnectedness between UND, American Indian students, and regional tribal governments and colleges, and it will be important to build on those connections.

In the area of diversity, one challenge has been the ongoing dialogue about the impending retirement of the UND nickname and logo, an institutional trajectory established by the authority of the North Dakota State Board of Higher Education in early summer 2010. An inclusive and well-articulated transition plan and process with participation from key stakeholders is underway at UND. Opinions are mixed among all campus sub-groups, including students, faculty, staff, alumni, and donors. Though the course has been set and expectations have been outlined by the NCAA, State Board of Higher Education, and UND itself, this transition will continue to be a point of conversation, and a potential source of conflict, on and off campus. Managing conversations with grace and finesse will be important while ensuring and safeguarding continued student success across the entire campus and community.

A challenge and an opportunity is to be able to develop outstanding student affairs programs at an institution that greatly values both its undergraduate students and professional/research/graduate students. As the premier research institution in North Dakota, students are drawn to the institution for its high caliber academic programs, but the size of UND also brings with it a much stronger sense of campus community than at larger research institutions. The Vice President needs to be attuned to the motivators and needs of a very academically diverse student body.

Because UND has such strong and increasingly intensive research activity, the Vice President and his/her staff should look for opportunities to help undergraduate students link with research-oriented academic programs. There are excellent opportunities to provide undergrads with experiential or service-learning experiences that will help them launch their careers or assist them as they prepare for graduate programs. Conversely, as the UND's research footprint increases, it will also be important not to lose the essence of the undergraduate experience and its roots in a broad-based liberal arts education on campus.

There is increasing emphasis on distance learning at UND. This priority will continue as part of the national, regional, state, and institutional imperatives to deliver excellent educational products to a student body that increasingly has a "virtual" presence on a physical campus. Because of this, it is important for the Vice President and student affairs staff to think broadly and creatively about what it means to provide student support services for those students engaged in distance education and continuing education.

The area of enrollment management continues to be an area of opportunity. The institution does not have significant growth goals, yet would like to see more high achieving students attend UND, including National Merit Scholars. The university is ranked #3 in the nation in the percentage of 18-24 year-olds attaining a bachelors degree, and expectations related to student retention are highly valued. Given the demographic realities of North Dakota, UND also desires to enroll more out-of-state and international students, more students of color, and more students from metro/urban areas. (Currently, approximately 50% of UND students are from North Dakota, with 25% from Minnesota and 25% from other states and international locations.) As a part of these goals, the new Vice President will need to work with academic colleagues to discuss new enrollment management strategies and greater integration of enrollment management services.

It was broadly and consistently stated that the institution is in excellent shape yet has tremendous potential. The new VPSA will be encouraged to think both strategically and tactically about how to increase the positive reputation of the university and the positive experience of UND's students.

Additional opportunities/priorities:

- Continue working to integrate college academic advising (which reports to Academic Affairs), career advising, and advisement for undeclared students (which reports to student affairs);
- Emphasize innovation in new student recruitment;
- Continue strong relationships between student affairs offices and athletics/student athletes;
- Encourage increased alcohol and drug education throughout campus and the Grand Forks community;
- Look for ways to give greater voice, and greater opportunities, to mid-level staff;
- Increase the efficiency and timeliness of communication with students and other departments;
- In this time of transition, encourage best practices dialogues across all reporting departments;
- Look for opportunities to “showcase” students and student events;
- Participate, as appropriate, in UND's Capital Campaign, slated for public launch in fall 2010, and the largest such campaign in UND's history

### **Measures of Success for the Position**

At an appropriate interval after joining UND's leadership team, the following indicators will initially define success for the new Vice President for Student Affairs:

A leadership style that is progressive and innovative. It is expected that the new Vice President will develop strategic, outcomes-oriented plans—and will continue to shape Student Affairs into a high-functioning division while focusing on the academic and personal development of students.

The new Vice President will have demonstrated good communication and problem-solving skills, will have conducted outreach and connected with key institutional/local/state stakeholders, and will have a good sense of UND's mission, goals, and needs.

There will be positive sustainability for key enrollment metrics: healthy enrollment with modest increases in FTE numbers, an understanding of the enrollment funnel at UND and where best to outreach/market to new students, improved retention numbers and 4/6-year degree completion rates, and an overall sense of stability in institutional enrollment trends.

The Vice President will have reviewed offices and functions within Student Affairs to ensure programs are organizationally sound and supported to move forward. The Vice President will be encouraged to initiate reviews of organizational structure with emphasis on outcomes that create/integrate programs to best support student success.

Strong relationships with students will have been cultivated, including student leadership organizations such as Student Government, Association of Residence Halls (ARH), and Inter-Fraternity Council (IFC)/Panhellenic Council (PHC). These relationships need to be developed early in the new Vice President's tenure at UND. Students are very active and involved on campus, and it is hoped that the Vice President will look for avenues to support a vibrant campus atmosphere of student activities and programs.

UND values collegiality, teamwork, and a sense that commitment to the greater good of the institution supersedes personal goals. There is both a clear expectation that the Vice President for Student Affairs serve as a strong advocate for students and the division, and that the new Vice President think broadly about institutional needs. A sense of “community” and community building at UND is a principal attribute.

## Overview of Benefits

UND offers a highly comprehensive benefits package, including, but not limited to:

- Health Insurance
- State/UND Life Insurance
- Long Term Disability Plan
- Cancer & Intensive Care Plan
- Dental Insurance Plan
- Vision Insurance Plan
- Workers Compensation
- Annual Leave, Sick Leave, Paid Holidays, Funeral, Jury Duty & Military Leave
- Flex Comp Plan
- Retirement Plan
- Supplemental Retirement Annuities
- Employment Assistance Program
- Access to Athletic and Other Campus Activities
- Educational Opportunities
- Spouse/Dependent Tuition Waiver
- Credit Union

For comprehensive benefits explanation, see UND website:

<http://www.und.edu/dept/payroll/html/benefits.htm#summary>

## APPLICATION AND NOMINATION PROCEDURES

Review of applications will begin immediately and will continue until the position is filled. A resume and accompanying cover letter stating the applicant's qualifications and vision for the position may be submitted via the SJG website at [www.spelmanandjohnson.com](http://www.spelmanandjohnson.com) under the link, "Open Positions." Nominations for this position may be emailed to [pwr@spelmanandjohnson.com](mailto:pwr@spelmanandjohnson.com). If you are unable to submit materials electronically, please call 413-529-2895.

### **SJG — The Spelman & Johnson Group**

University of North Dakota – Vice President for Student Affairs  
Peter W. Rosenberg, Senior Associate

**Visit the University of North Dakota website at [www.und.edu](http://www.und.edu)**

Any submission regarding this opening is subject to the North Dakota Open Records laws. The names of all candidates and nominees are a matter of public record under the statutes and policies of the State of North Dakota.

UND is an equal opportunity, affirmative action employer and is committed to achieving excellence through diversity.

SJG has prepared this document based on personal interviews and information copied, compiled or quoted in part from source documents obtained from our client institution, and as such, the contents of this document are 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, and the material presented here should be relied upon for informational purposes only.