

# SEARCH PROFILE:

VICE PRESIDENT, STRATEGY  
AND INNOVATION



**FRONT RANGE**  
**COMMUNITY COLLEGE**

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**Front Range Community College (FRCC) invites inquiries, nominations, and applications for a Vice President, Strategy and Innovation (VPSI). President Colleen Simpson seeks a VPSI who is a strategic thinker, collaborative team member, and skilled communicator. The VPSI will have a strong background in strategic planning, assessment, accreditation, and communication and innovative approaches for the future of higher education and FRCC. This person must also be able to build a culture of trust and transparency across campus and in the community.**



## ABOUT FRONT RANGE COMMUNITY COLLEGE

Front Range Community College (FRCC) focuses on the success of more than 27,000 students annually in classes for college credit, and more than 5,000 people each year in business training and continuing education. The college has three campuses in communities, from Denver's north metro area to Colorado's border with Wyoming.

FRCC is the No. 1 transfer institution for the University of Colorado Boulder and Colorado State University and a major transfer school for other Colorado colleges and universities. Studies from the four-year institutions show FRCC students do as well as—or better than—students who started there. FRCC also has special transfer agreements with Colorado School of Mines, Regis University, and other institutions. Our students transfer all over the US, including transfers to universities such as Cornell and Duke.

Our commitment to career/technical education is reflected in the more than 20 certificate or Associate of Applied Science programs with state, regional, and/or national accreditation. Through these programs, we train students for immediate employment and careers in more than 35 high-demand fields. FRCC has earned continued accreditation from the Higher Learning Commission. The accreditation report commended FRCC for providing "high-quality education, wherever and however its offerings are delivered."

### LEADERSHIP

Dr. Simpson assumed the presidency at FRCC in August 2022, bringing with her extensive experience in higher education. Her background includes roles in enrollment management, student affairs, academic affairs, teaching, and leadership. Prior to joining FRCC, she served as the Vice President of Student Services and Regional Learning Centers at Northeast Wisconsin Technical College, where she focused on academic innovation, student-centered experiences, and addressing regional educational and workforce development needs. Earlier in her career, at Bronx Community College, part of the City University of New York (CUNY), she led efforts to enhance student access, engagement, and degree completion. Dr. Simpson holds an EdD in educational leadership, administration, and policy from Fordham University, an MSEd in higher education administration and a BBA in international marketing from Baruch College within the CUNY system.



**Colleen Simpson, EdD,  
College President**

## ABOUT FRONT RANGE COMMUNITY COLLEGE (CONT.)

### ONE COLLEGE: REIMAGINING OUR FUTURE

“One College: Reimagining our Future” is an ambitious initiative undertaken by FRCC to reshape the institution’s trajectory. Under the guidance of the President and her Cabinet, and in collaboration with directors, deans, faculty, and staff across the college, we are redefining and realigning key leadership roles and their associated departments. The overarching aim of this endeavor is to foster a cohesive, unified culture, promoting greater operational efficiency and consistency across all three campuses. This strategic transformation is geared towards enhancing the overall experience, making FRCC more accessible for students and employees.

### AN EMERGING HISPANIC SERVING INSTITUTION

FRCC currently serves a large number of Latinx students, who make up more than 25% of FRCC’s student body. The college is working to officially become a designated Hispanic Serving Institution (HSI). Becoming an HSI is an intentional commitment to being a college where Latinx students thrive. FRCC’s mission is to enrich lives through learning—for all our students equitably.

### ONE COLLEGE, THREE LOCATION + ONLINE

At FRCC, we make affordable, high-quality education convenient for our students. We have three campus locations—Boulder County, Larimer, and Westminster—each with unique characteristics and program offerings. We also provide robust online offerings to help make education even more accessible.

Each campus location provides exceptional educational opportunities and immerses students in unique communities, each with its own distinct character and charm.

Ranked one of America’s Top Online Colleges in 2023 by *Newsweek*, FRCC offers 48 programs that students can complete entirely online. Our online faculty are experts at teaching in a virtual environment. We also provide student support—from technology tools to an online student union to free online tutoring— to ensure our students stay on track.

### BOULDER COUNTY CAMPUS

Nestled against the stunning backdrop of the Rocky Mountains, the Boulder County Campus is located in one of Colorado’s most picturesque regions. Boulder County is known for its vibrant cultural scene, progressive values, and a strong commitment to environmental sustainability. Here, students can engage in a diverse and inclusive community known for its active outdoor lifestyle, tech-savvy entrepreneurship, and access to numerous hiking and biking trails.

### LARIMER CAMPUS

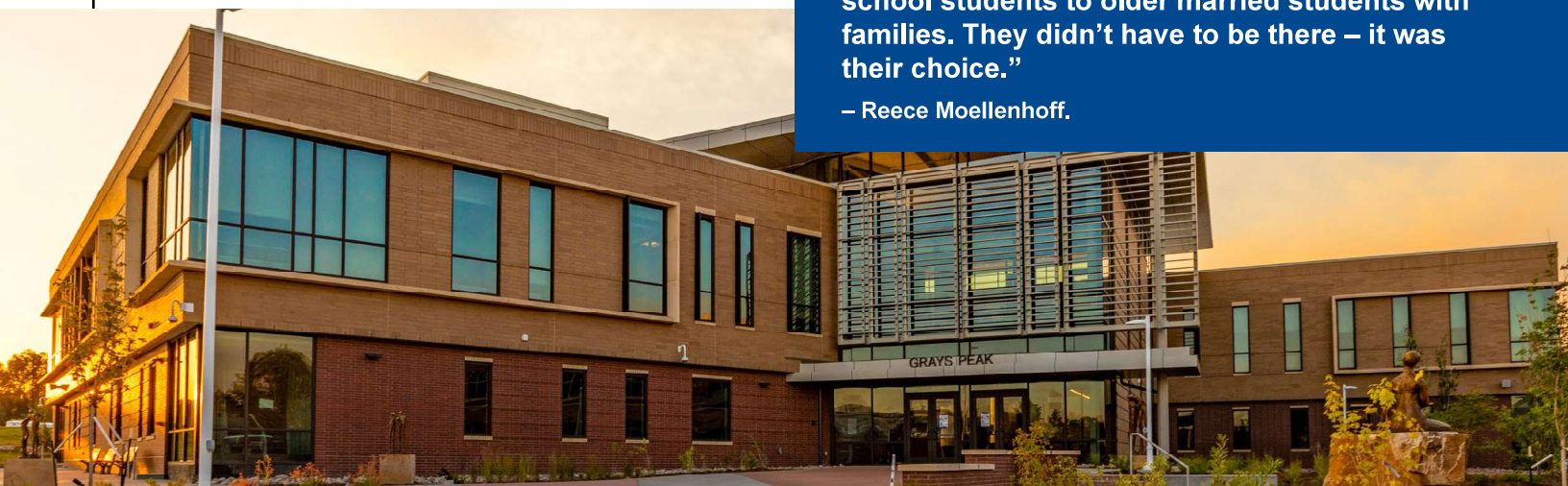
Located in Larimer County, our Larimer Campus finds its home in the dynamic city of Fort Collins. Larimer County offers a blend of urban conveniences and the scenic beauty of Northern Colorado. Fort Collins is famous for its vibrant music scene and a welcoming atmosphere. The community places a high value on education, making it an ideal environment for students looking to immerse themselves in both academic pursuits and the vibrant local culture. The Larimer Campus is a hub of educational excellence in this dynamic and forward-thinking community.

### WESTMINSTER CAMPUS

The Westminster Campus is strategically located in the northwest Denver metropolitan area, providing students with access to the bustling urban life that defines Colorado’s capital city. Westminster, a vibrant suburban community, offers diverse cultural experiences, from shopping and dining to art and entertainment. This area is known for its job opportunities and business growth, making it an attractive destination for career-focused individuals. The Westminster Campus serves as a gateway to a world of possibilities, bridging the gap between higher education and Denver’s vibrant cityscape.

**“I absolutely loved the people on campus. The age range was different – it was broad. People came from all different backgrounds, from high school students to older married students with families. They didn’t have to be there – it was their choice.”**

**– Reece Moellenhoff.**





## QUICK FACTS

- 3 Campuses – Boulder County, Larimer, and Westminster campuses
- 48 Online Programs – 28 degree and 18 certificate programs that can be completed fully online
- #1 Transfer Institution with 30 guaranteed transfer programs – The top transfer institution for CU-Boulder CSU, Colorado Mesa University and CSU Global
- Average class size – 15
- \$31 million in scholarships and grants given
- Ranked one of America’s Top Online Colleges in 2023 by *Newsweek*

### CAMPUS COMMUNITY (FALL 2023)

Undergraduate enrollment – 11,942  
 Concurrent (high school students) – 7,958  
 Student to faculty ratio – 18:1  
 Average class size – 16  
 Classes taught by full-time faculty – 42%

### STUDENT DEMOGRAPHICS

#### **Gender**

Female – 59%  
 Male – 41%

#### **Ethnicity**

Two + Race – 4%  
 American Indian – 1%  
 Asian – 4%  
 Black – 2%  
 Latin(x) – 27%  
 Unknown – 1%  
 White – 58%  
 International – 2%

#### **Other**

First Generation (neither parent earned a bachelor’s degree) – 48%  
 New students – 25%  
 Transfer-in students – 14%  
 Continuing & readmit students – 62%  
 Median Age – 22  
 Youngest – 16  
 Oldest – 80

**“I’m confident that I would not have finished my bachelor’s degree if I hadn’t started at FRCC. I can’t say enough good things about my experience.”**

– Zoey Hesnault-Thalken.

### RETENTION AND GRADUATION

#### **First Year Retention**

Full-time students – 54%  
 Part-time students – 40%

#### **Three-Year Graduation Rate**

Full-time students – 35%  
 Part-time students – 16%

**Transfer Rate (AA/AS/AGS students) – 20%**

### COST OF ATTENDANCE

Expense	In-State	Out-of-State
Tuition	\$3,940.80	\$16,173.80
Fees	\$200	\$200
Books & Supplies	\$1,460	\$1,460
Room & Board	\$14,679	\$14,679
Misc. Expenses	\$7,715	\$7,715

### FINANCIAL AID

Type of Aid being Received	% Receiving	Average Amount
Full-time students (grants)	38%	\$5,213
Full-time students (loans)	24%	\$5,601

### ACCREDITATION

College Accreditation – Higher Learning Commission

Program Accreditation – All programs listed in the college catalog are approved by the State Board for Community Colleges and Occupational Education (SBCCOE), the Colorado Department of Higher Education (CDHE), the Colorado State Approving Agency for Veterans Education and Training, and the Higher Learning Commission (HLC). In addition to college accreditation, many FRCC programs have additional program accreditation, recognition, and/or approval by State Departments and/or National Associations.



## LEADERSHIP PROFILE

As a key member of the President's Cabinet and advisor to the President, the Vice President, Strategy and Innovation (VPSI) will provide strategic leadership in the areas of data science & institutional research, institutional effectiveness, assessment and accreditation, digital accessibility initiatives, as well as oversight of innovative and strategic planning for the College. This newly created cabinet position will work closely with all divisions across the college to develop long-term strategies that align with the college's strategic planning process.

### **ROLE OF THE VICE PRESIDENT, STRATEGY AND INNOVATION**

Reporting directly to the President and working closely with a new senior leadership team, the VPSI will be poised to lead transformative and institutional change. The VPSI will provide leadership in identifying strategic institutional priorities and lead the institution's strategic planning while cultivating collaborative relationships with the college community and external stakeholders. The VPSI will develop and advise the President's Cabinet and college leadership on short- and long-term institutional planning and provide information and research to support decision-making and strategic planning.

The VPSI will be a visionary leader, a strategic thinker, a skilled communicator and facilitator, an exceptional collaborator, and a consensus builder who will facilitate change and engage the college in challenging decisions. The successful candidate will understand vision, institutional effectiveness, and assessment and have the ability to align strategic priorities across the College. The VPSI must articulate the president's vision as it applies to the various divisions across FRCC. The VPSI will engage faculty, staff, leadership, students, and community in the strategic planning process, creating excitement in the realization of the strategic goals and driving forward momentum.

In alignment with FRCC's mission and vision, the new VPSI will provide leadership in the areas of institutional research, grant writing processes and management, data analytics, project management, digital accessibility, assessment, and accreditation and have an in-depth knowledge of how FRCC uses data for teaching and learning, student success, and continuous improvement. The College seeks someone who understands how the areas within the division impact each other and how the work impacts the institution.

The ideal person for this role will keep abreast of innovative trends within higher education and be able to think and collaborate with others on how innovative projects strategically align with FRCC. The VPSI will also provide oversight for assessment and its impact on accreditation. As of September 1, 2024, FRCC will enter year 7 of the 10-year Higher Learning Commission re-accreditation cycle.

As the strategic planning process leader, the VPSI will be a thought partner to the President, cabinet, and the college community on the planning process that will officially begin in Fall 2024. The VPSI will understand FRCC culture, help the College engage more effectively while understanding the big picture, and hold others accountable. Trust will be a significant factor in the relationship between the VPSI, the President, and the Cabinet. The VPSI must be a talented relationship builder with unmatched listening skills who appreciates the culture of shared governance.

**"At FRCC the teachers knew who you were, and were willing to stay after class and help you. They definitely give you the attention you need."**

**– Monica Martinez.**

## LEADERSHIP PROFILE (CONT.)

### STRATEGIC LEADERSHIP

- Shapes college strategy and policies by advising the President and actively participating in the President's Cabinet. Serves as a key advisor on various long-term strategic initiatives to translate goals and vision into action plans.
- Partners with Cabinet and college leadership and collaborates with college stakeholders to drive the strategic plan forward. Builds an atmosphere of coordination and a clear understanding of the college's mission, vision, and goals. Provides strategic direction and leadership for departments of responsibility, ensuring that each department supports the college's mission and vision for student success, has strong department-level leadership, and operates efficiently and effectively.
- Addresses key opportunities and challenges to ensure FRCC's ongoing success, including leading FRCC's offices of Data Science and Institutional Research, and Assessment and Accreditation, ensuring transparency, stability, and open communication.
- Collaborates with cross-functional teams to achieve timely, high-impact, relevant, and responsive outcomes. Develops processes to accomplish measurable institutional goals.
- Advises the President, Cabinet, and extended leadership on institutional research data analysis to support information dissemination, decision-making, and continuous improvement. Fosters a culture of evidence in support of data-informed decision-making processes.

### ADMINISTRATIVE OPERATIONS

- At the direction of the President, serves as lead change champion for assigned college efforts; leads special projects, task forces, and committees; supports and moves new initiatives forward by resolving issues impeding cohesive movement towards organizational goals; provides clear and timely communication regarding project scope and status to ensure stakeholder buy-in and mission alignment.
- Develop and review strategies to ensure college initiatives align with the strategic plan and desired outcomes and are rooted in equity and inclusion.

- Ensures that all departments of responsibility provide excellent service to their customers, including students, faculty, staff, and external stakeholders.
- Identifies grant funding opportunities that align with the College's objectives and priorities. Collaborates with the Executive Director, foundation, and community partnerships to identify advocacy opportunities.
- Creates a systematic and targeted approach to connect legislative priorities and local and regional opportunities that impact community colleges.

### PEOPLE MANAGEMENT AND DEVELOPMENT

- Provides student-centered leadership that values inclusive excellence and promotes equity.
- Develops and implements short- and long-term departmental goals, monitors performance, and provides timely feedback to enhance professional development.
- Creates a community culture and develops relationships with people of diverse identities, perspectives, and cultural backgrounds across the college.

### DEPARTMENT LEADERSHIP

- Provides data science and institutional research leadership to support information dissemination, decision-making, and continuous improvement. Fosters a culture of evidence in support of data-informed decision-making processes.
- Provides leadership for grant administration and approach, ensuring alignment with the college's strategic priorities.
- Provides leadership for accreditation and assessment, ensuring a culture of meaningful and sustainable assessment at the institution. Leads institutional processes aligned with Higher Learning Commission (HLC) reaffirmation of accreditation.

**"I've had the best time at FRCC. It's just so cool how many opportunities are here in this smaller school setting."**

– Quinlyn Sloan.





# LEADERSHIP PROFILE (CONT.)

## QUALIFICATIONS

- A master's degree is required—a Ph.D., Ed.D, or terminal degree from an accredited institution is preferred.
- Proven experience leading institutional priorities that have altered the institution's strategic direction to ensure it is future-ready.
- Significant years of increasingly responsible experience developing and executing short- and long-term strategies, initiatives, and planning through data-informed decisions.
- Understanding of forecasting and how to look at the long-term strategic health of the institution.
- Previous experience in leading robust portfolios of teams across multiple departments.
- Experience aligning institutional goals with community needs and industry trends.
- Proven record of developing relationships and building consensus among diverse stakeholders to enhance the organizational mission and processes.
- Demonstrated experience in leading teams through change.
- A leadership record with a solid commitment to diversity, equity, and inclusion with an equity focus on decision-making.
- Exceptional communication skills.
- Knowledge of working in a larger city or state entity in relation to regulations and policy.

## REQUIRED COMPETENCIES:

### Commitment to Values:

Demonstrates leadership and collaborative behaviors and actions that support FRCC values.

### Student Success Focus:

Makes decisions that support a student-first culture. Focus on priorities that place students at the center of the institution's work.

### Strategic Planning:

Develops a vision for the future and creates a culture in which the long-range goals can be achieved.

### Diversity, Equity & Inclusion:

Demonstrates behaviors that convey the importance of diverse lived-experiences and using an equity lens to guide decisions. Develops strategies and initiatives that value and promote the DEI goals of the college.

### Organizational Design:

Understanding that the changing landscape of higher education drives changing components, or the organizational structure, based on emerging trends and issues for student success.

### Institutional Culture:

Seeks an understanding of the institution's culture while creating strategies that build on the past and present to address the future.

**“I would highly recommend starting at FRCC. I got a great foundation from my instructors for a four-year university.”**

– Giovanni Hernandez.

### Change Catalyst:

Ability to encourage others to seek opportunities for different and innovative approaches when addressing problems and opportunities. Uses data and research to guide college progress and growth.

### Data Informed Culture:

Continue to identify opportunities to refine data collection on outcomes that enhances the decision-making capacity for the institution.

### Communication:

Effectively communicates ideas and information to a variety of constituency groups. Engages in courageous conversations.

### Motivation:

Ability to inspire oneself and others to reach goals and/or perform to the best of their ability.

### Coaching:

Serve as a coach and mentor to emerging leaders to strengthen the leadership pipeline.

### Governance:

Engage with different stakeholders to gain insight into decisions that have the potential to affect them.

### Strategic resource allocation and divisional budget development:

Directs development and monitoring of the College's annual budget of approximately \$120M general fund. Ensures that the college's resources are aligned to support college strategies.

### Local, State & Federal Policy:

Knowledge of local, state, and federal policies and an understanding of how the policies impact college operations and priorities. Advance efforts to redesign strategies to get the necessary outcomes and to come in compliance with policies.





## APPLICATIONS, NOMINATIONS & INQUIRIES

Academic Search is assisting Front Range Community College with this search. Prospective candidates may arrange a confidential conversation with Senior Consultant Ms. Kate Nolde by booking [here](#). Please send a CV prior to your call to [kate.nolde@academicsearch.org](mailto:kate.nolde@academicsearch.org).

To apply, a candidate should submit (in three separate attachments---PDF format preferred): 1) a substantive letter of intent addressing how the candidate's experiences match the position requirements; 2) a current CV/resume; and 3) a list of five professional references with complete contact information. No references will be contacted without the explicit permission of the candidate. Inquiries, nominations, and applications should be submitted electronically and in confidence to [FrontRangeVPSTR@academicsearch.org](mailto:FrontRangeVPSTR@academicsearch.org). When submitting a nomination, please include the nominee's full name, title, position, and email address. The position

will remain open until filled, but only applications received by **Thursday, September 26, 2024, will receive full consideration.**

The anticipated salary is \$142,800 - \$157,080 annually.

The College provides equal employment opportunities without regard to race, color, religion, sex/gender (including pregnancy), sexual orientation, gender identity, national origin, age, disability, marital status, veteran or active duty military status, familial status, height, weight, genetic information or any other status protected by applicable law.

To learn more about FRCC Non-Discrimination policies, please click [here](#).

Learn more about Front Range Community College at [www.frontrange.edu](http://www.frontrange.edu).

# ABOUT ACADEMIC SEARCH

Academic Search is assisting Front Range Community College in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute.

