



# University of Dayton

**Vice President of Student Development  
& Chief Student Experience Officer**

**Position Profile**



## **Come Fly With Us**

**Keeling Associates**  
Change for Learning

# THE SEARCH

**The University of Dayton**—a distinguished institution renowned for its commitment to academic excellence, cutting-edge research, and holistic student growth—invites applications for the position of **Vice President for Student Development and Chief Student Experience Officer (VPSD)**. The community seeks an innovative and inspiring leader to help shape the future of a student experience that is grounded in values of service, justice, and faith.

As a Catholic and Marianist school that prizes inclusive excellence and values the dignity of every person no matter their identity, the University of Dayton maintains an ongoing commitment to diversity, equity, and inclusion. Over the past ten years, the institution has doubled the percentages of undergraduate students of color and Pell-eligible students, and the impact on the quality of the educational environment and the lives of all students has been profound. The University seeks a VPSD who is eager and able to work across the campus to advance these critical values and directions.

This is a particularly exciting time to join the University as it continues to invest in student success and in high-impact experiential learning opportunities. The Vice President for Student Development and Chief Student Experience Officer will play a pivotal role in operationalizing goals and improving student outcomes, making University offerings easier to navigate, and facilitating cross-divisional initiatives that enhance students' development, wellbeing, success, and retention. The VPSD will be responsible for deepening connections between the division and academic units to further strengthen the holistic education that sets the University of Dayton apart. This role demands a dynamic leader who can champion integrative learning in the Catholic and Marianist tradition, creating a transformative student experience that leverages UD's distinctive curricular and co-curricular offerings within **a diverse, vibrant, and truly unique residential community**.



# ABOUT THE UNIVERSITY OF DAYTON



In 1850, The University of Dayton was founded when members of the Society of Mary (Marianists) purchased a hilltop farm a short distance outside the growing town of Dayton, Ohio, and established a small school for boys, known first as St. Mary's Institute and later as St. Mary's College. The school continued to grow and became the University of Dayton in 1920. In 1935, women were admitted as full-time students, 40 years ahead of many other Catholic universities. The school's mission evolved as it grew into a fully accredited, comprehensive university.

The institution's hallmark is learning that spans the boundaries of the liberal arts, sciences, and professions and integrates theory and practice. The aim is to create reciprocal, mutually beneficial relationships in the greater community that provide meaningful learning experiences for students, strengthen civic life, and spark community-engaged scholarship and venture creation. As a Catholic, Marianist university, UD strives to educate for formation in faith; provide an integral, quality education; educate in family spirit; educate for service, justice, peace, and integrity of creation; and educate for adaptation and change. These core educational values have guided the University as it has grown, redefined itself, and achieved remarkable success over more than a century and a half. It is deeply committed to pursuing diversity, equity, and inclusion within a shared mission, building consensus, and fulfilling its founding vision of educating the whole person through integrating learning and scholarship with leadership and service. UD's culture is characterized by a strong commitment to collegiality and inclusivity; excellence in service to students, stakeholders, and professional societies; and impactful research and artistic creation.



The University of Dayton comprises six academic units: the College of Arts and Sciences and the Schools of Business Administration, Education and Health Sciences, Engineering, Law, and University Libraries. UD's Carnegie classification is "doctoral intensive university." More than 35 centers and institutes, including the nationally recognized University of Dayton Research Institute (UDRI), provide faculty, students, and staff with tremendous opportunities for research, experiential learning, and community engagement.





# University of Dayton

In 2015, the University received the Carnegie Community Engagement Classification, recognizing the institution's long-standing commitment to community engagement through teaching, service, research, and partnerships within the Dayton community.

While the University of Dayton is a predominantly undergraduate-serving institution, and prides itself on delivering a transformational holistic undergraduate experience, it also has a select number of graduate programs at the master's and doctoral level as well as a health scholarly agenda. UD has 645 full-time faculty members, 323 part-time faculty, and 1,363 full-time staff members.

UD boasts student graduation rates (82%) well above national averages, and 98% of UD graduates are employed or pursuing graduate studies or military service within six months of graduation. In 2017, the University became a member of the American Talent Initiative (ATI), the alliance of high-graduation rate institutions striving to graduate 50,000 additional low-income students collectively by 2025, and has increased Pell enrollment at UD from under 12 percent a decade ago to 17 percent this year. The most recent entering class has more than 20% Pell-eligible. University of Dayton President Eric F. Spina serves on the steering committee of ATI and has been active nationally in making the case for the value and importance of enrolling qualified students from disadvantaged economic backgrounds.

For more information about the University of Dayton, please visit <https://udayton.edu/>



## FAST FACTS

# 10,700

*undergraduate,  
graduate and law  
students*



# NO. 1

*Catholic university  
for engineering R&D  
and physical STEM  
R&D*

# LEADERSHIP AND STRATEGIC VISION

Eric F. Spina, Ph.D., the 19th president of the University of Dayton, took office in July 2016. He earned doctoral and master's degrees in mechanical and aerospace engineering from Princeton University. When he joined UD, President Spina led a far-reaching, campus-wide visioning process that inspires and guides the University's planning and strategic investments. Under his leadership, the University has established new benchmarks, attracting the most diverse and academically gifted undergraduate classes in UD's history, and recording new highs in philanthropic commitments and sponsored research.

In 2017, UD launched its strategic vision, "For the Common Good". This vision resulted from nearly a year of consultation across the University and its broader community to help define UD's distinctive aspirations for the next two decades. The vision emphasizes the importance of deeper and more enduring community partnerships, as well as the importance of creating a transdisciplinary faculty and extending UD's research strengths. Now over six years in, the University has made bold and exciting headway in meeting its numerous ambitious goals and is in the process of creating a new vision focused on our undergraduate education.

Darlene Weaver, Ph.D., began serving as Provost and Executive Vice President of Academic Affairs in Fall 2023. Before joining UD, Dr. Weaver was the Associate Provost for Academic Affairs at Duquesne University in Pittsburgh, a position she held since 2019. Dr. Weaver, who specializes in ethics, is a graduate of Carnegie Mellon University, Yale University, and the University of Chicago and brings 25 years of experience in Catholic higher education after holding faculty appointments at Georgetown University, Villanova University, and Duquesne. Dr. Weaver is leading collaboration through shared governance to enhance UD's academic operations and outcomes, grow student retention and success, support UD's teacher-scholar model, and cultivate partnerships to advance UD's strategic priorities.

## DIVERSITY, EQUITY, INCLUSION, & ANTI-RACISM

Grounded in the foundational Marianist, Catholic principles of respecting the human dignity of every person and solidarity for the common good, the University of Dayton is committed to inclusive excellence. Following a two-year comprehensive study of the social climate and diversity-related efforts, in 2019 the University of Dayton launched the **Flyers Plan for Community Excellence**. The strategic plan is informed by a critical and honest examination of the University's past, a comprehensive assessment of the present environment, and a commitment to adapt to a changing world where students, faculty, and staff will lead and serve in pursuit of the common good.

## UNIVERSITY FINANCES

The University's overall operating budget exceeds \$700 million, with an endowment of over \$860 million and a total long-term investment pool of \$1.2 billion. The University launched a comprehensive public campaign called **'We Soar'** in Spring of 2023, focused on engagement, participation, and philanthropy. As of June 2024, the campaign exceeded the \$400 million philanthropic goal, and with more than one year remaining in the campaign, progress will continue in order to maximize student impact.

# THIS IS STUDENT DEVELOPMENT

## MISSION

The Division of Student Development cultivates student learning in the Catholic and Marianist tradition. We challenge students to construct inclusive communities of purpose, demonstrate practical wisdom, and choose value congruent behaviors. We support students as they create safe and healthy environments where differences are respected and celebrated. We inspire students to discover their vocation as they develop the skills needed to lead for the common good.

## VISION

Foster an inclusive community where every student is provided with transformative opportunities and unwavering support that promote holistic development and a deep sense of belonging.

## INCLUSIVE EXCELLENCE STATEMENT

The Division of Student Development works to create an inclusive, diverse and equitable working, learning and living environment. We are called to explore the complexity of identity, dialogue across differences, reflect upon our practices, and hold ourselves and others accountable for creating change in honor and respect for the inherent dignity of every person.

## CORE VALUES

**Dignity and Respect:** We uphold the inherent dignity of every individual.

**Excellence in Education:** We provide exceptional and transformative educational experiences.

**Innovation and Creativity:** We foster an environment that sparks curiosity, critical thinking, and forward-looking ideas.

**Integrity and Value-Driven Behavior:** We align our thoughts, words, and actions with our values, principles, beliefs, and faith traditions.

**Learning in Community:** We value learning within a supportive and collaborative community.

**Service for the Common Good:** We instill a sense of responsibility to contribute positively to local and global communities.

**Solidarity and Compassion:** We cultivate a community of empathy, unity, and connection.



## BY THE NUMBERS

**103**

*Full-time employees*

**21**

*Part-time employees*

**16**

*Graduate Assistants*

**413**

*Student Employees*



## SUPERVISING RELATIONSHIPS

This position reports to the Provost and Executive Vice President for Academic Affairs and serves on the President's Cabinet, President's Council, Educational Leadership Council, and Provost's Council.

**Reporting to this position:** Associate Vice President for Student Development and Dean of Students, Assistant Vice President for Health and Wellbeing & Executive Director of Campus Recreation, Assistant Vice President for Student Development, Executive Director of Student Development & Director of Communications/Community Relations, Director of Budgets and Financial Operations, and Executive Assistant to the Vice President

## DEPARTMENTS WITHIN THE STUDENT DEVELOPMENT DIVISION

### COMMUNITY LIVING

- Community Standards and Civility
- Housing and Residence Life
- Multi-Ethnic Education and Engagement Center
- Office of the Dean of Students
- Student Care and Advocacy

### HEALTH AND WELLBEING

- Counseling Center
- Student Health Center
- Campus Recreation
- Center for Alcohol and Other Drugs Resources and Education
- The Brook Center

### STUDENT INVOLVEMENT AND LEADERSHIP

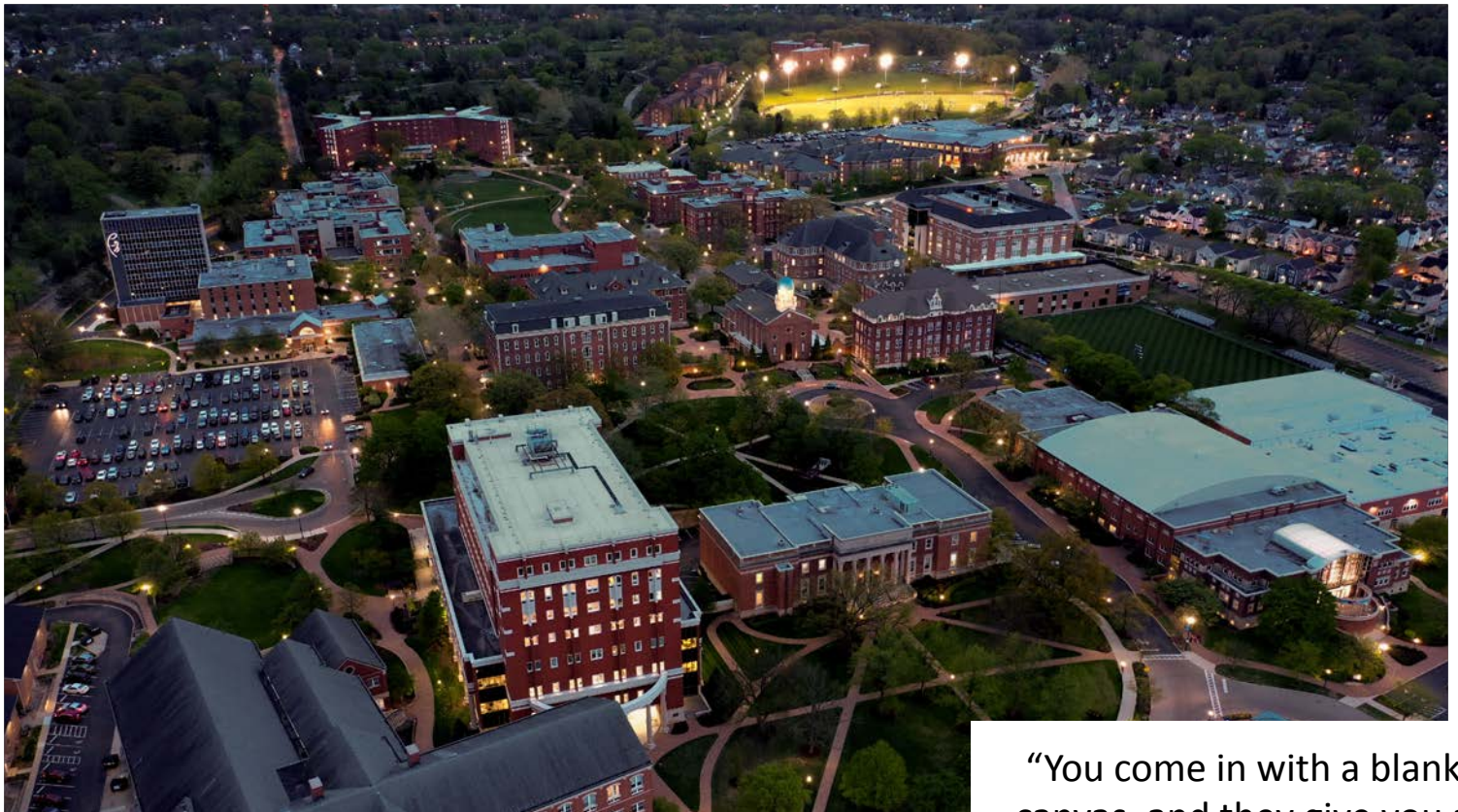
- Assessment and Planning
- Center for Student Involvement
- Information Technology
- Student Transitions and Family Programs

### OFFICE OF THE VICE PRESIDENT



# THE REGION

The Dayton region is a vibrant, diverse community boasting a renewed downtown, historic neighborhoods, and a highly favorable cost of living. Dayton is noted for its long history of innovation and invention and is entering a new chapter of development, attracting recent commitments by Joby Aviation and Semcorp to Dayton's industrial sector and INTEL's planned microchip factories near Columbus. It is also home to nationally recognized arts organizations and bountiful and well-maintained parks and rivers. The University is on a beautiful 388-acre campus comprising over 40 academic, recreational, athletic, and administrative facilities. As a proud anchor institution, UD has long been deeply engaged in the city of Dayton through mutually beneficial, innovative partnerships. In 2019, UD completed the construction of a community-facing building that houses The Dayton Foundation, the Dayton Development Coalition, and the university's Fitz Center for Leadership in Community. UD continues to invest in community partnerships, collaborating with Premier Health to develop onMain, a 38-acre district adjacent to campus where industry, government, business, and academic partners will converge and accelerate Dayton's national leadership in digital transformation technologies, applications, and processes. onMain will ignite increased STEM degrees and credentials, new jobs, new student internship opportunities, significant growth in commercialization activity, and hundreds of millions of new research dollars. More information about Dayton and the Southwest Ohio Region can be found here: <https://www.daytoncvb.com/>.



“You come in with a blank canvas, and they give you a million types of paint.”

- CARLOS RODRIGUEZ, RECENT ALUMNUS, ABOUT EXPERIENTIAL LEARNING OPPORTUNITIES AT UD



# SPECIFIC RESPONSIBILITIES

- ▶ **Contribute to President's Cabinet, President's Council, Educational Leadership Council, and Provost's Council to achieve UD's mission and strategic priorities.**
- ▶ **Provide vision, leadership, and strategic direction for the Student Development departments and programs. Manage and supervise, directly, seven staff members within the division.**
  - Develop and manage the budget for the Division of Student Development. Allocate resources effectively to support student programs and services while ensuring fiscal responsibility and sustainability.
  - Optimizing revenue and supporting holistic learning and development in Housing & Residence Life.
  - Implement assessment tools to measure the effectiveness of student development programs and services. Utilize data to drive continuous improvement and to inform strategic planning and decision-making.
  - Provide leadership during student crises and emergencies. Develop and implement policies and procedures to ensure student safety and well-being.
  - Ensure that student development programs comply with university policies, legal regulations, and accreditation standards. Stay informed about trends and best practices in student affairs.
- ▶ **Further develop and implement a comprehensive shared vision for Student Development that aligns with UD's holistic educational mission and advances the University's strategic priorities within its 'One University' model.**
  - Lead initiatives that promote student engagement, success, and retention through outside-the-classroom learning.
  - Oversee and facilitate cross-divisional collaboration to enhance programs and services that support student development and well-being, including counseling, career services, housing, and student activities. Ensure that these services are accessible, effective, and responsive to student needs.
  - Embrace the UD culture of dialogue, mutual respect, and transparency grounded in Marianist community ideals.
  - Work collaboratively with academic departments, faculty, and other campus units to integrate student development efforts more deeply with academic and co-curricular learning.
- ▶ **Engage regularly with students and be visible on campus; actively participate in campus life.**
  - Build and maintain strong relationships with student organizations, parents, alumni, and UD community partners in the city of Dayton, the southwestern Ohio region, and beyond.
  - Promote and support diversity, equity, and inclusion practices and initiatives across the campus. Foster a campus culture that respects and values differences and provides equitable opportunities for all students.
- ▶ **Perform other duties as assigned by the Provost to accomplish the University's goals.**

# QUALIFICATIONS

- ▶ Master's Degree in relevant field required, Doctorate is preferred.
- ▶ A minimum of five years of progressively responsible administrative leadership experience within student development/affairs, including personnel management, budget and planning, program development, outcome-oriented assessment, and strategic planning; seven or more years is preferred.
- ▶ Experience in employing effective crisis management skills.
- ▶ A demonstrable commitment to diversity, equity, inclusive excellence, and anti-racism, with a track record of individual action and leadership to advance diversity, equity, and inclusion.
- ▶ An expressed commitment to engaging with and advancing the core Catholic and Marianist values of the University of Dayton.
- ▶ Evidence of developing effective collaborations and relationships across campus constituencies, as well as with community partners and key stakeholders that expand beyond the campus community.
- ▶ Demonstrated success in integrating and collaborating across student development/affairs and academic affairs.



- ▶ Experience with cross-divisional collaboration to advance strategic enrollment and revenue generation.
- ▶ Collaboration with campus and public partners to promote safety and compliance.
- ▶ Exceptional supervision skills and the ability to lead staff through transition.
- ▶ Skill in articulating a clear and compelling divisional vision that inspires and engages staff, faculty, and students.
- ▶ Knowledge of contemporary theories and practices of student development, campus environmental design, retention, leadership, and higher education administration.
- ▶ Excellent communication skills and a proven record of building rapport with a wide range of campus constituents, including students, parents, faculty, staff, alumni, and community liaisons.
- ▶ Leadership in developing a cohesive and integrated campus environment that enhances the student learning and living experience.
- ▶ Ability to understand and work within an inclusive academic community that values its history and faith while encouraging students from all backgrounds to discover what is meaningful and worthwhile to them.



# APPLICATION PROCESS

The University of Dayton has partnered with Keeling & Associates in this search process. Interested candidates should send a cover letter and resume/CV, preferably in PDF format, to [recruiting@keelingassociates.com](mailto:recruiting@keelingassociates.com). The subject line of the email should read “University of Dayton – Vice President.”

Confidential inquiries and nominations should be addressed to Dr. Liliana Rodríguez, Vice President and Senior Consultant, at [lrodriguez@keelingassociates.com](mailto:lrodriguez@keelingassociates.com).

All applications received by **October 10, 2024** will receive full consideration.

# EEO STATEMENT

*Informed by its Catholic and Marianist mission, the University is committed to the principles of diversity, equity, and inclusion. Informed by this commitment, we seek to increase diversity, achieve equitable outcomes, and model inclusion across our campus community. As an Affirmative Action and Equal Opportunity Employer, we will not discriminate against minorities, women, protected veterans, individuals with disabilities, or on the basis of age, race, color, national origin, religion, sex, sexual orientation or gender identity.*



University  
of Dayton

