Vice Provost for Strategic Enrollment Management

Leadership Profile
The Position

Virginia Commonwealth University invites nominations for and applications from individuals interested in assuming an exciting leadership opportunity as Vice Provost for Strategic Enrollment Management.

**VCU seeks a national expert in student enrollment strategy, recruitment and retention.** Broadly, the vice provost provides leadership and oversight related to the recruitment, retention and graduation of students at all levels. The incumbent works closely with senior leadership within and outside of the division. The Vice Provost for Strategic Enrollment Management provides strategic leadership and direction in all facets for planning and meeting the enrollment, recruitment and retention goals of the university. The Vice Provost for Strategic Enrollment Management reports directly to the Senior Vice Provost for Academic Affairs.

**About the Division of Strategic Enrollment Management**

The Division of Strategic Enrollment Management strives to attract and retain a talented and diverse student body that will not only graduate at a high rate, but will also go on to contribute to a highly skilled 21st-century workforce. The Vice Provost for Strategic Enrollment Management advises the Provost and Vice President for Academic Affairs and the President on policies and best practices and develops measurable goals for the division, including the university’s enrollment management plan. The VPSEM will ensure that all students have clear and transparent access to policies related to degree progress. The successful candidate will create a collaborative culture within the division to achieve a high level of innovation, excellence and success in support of the student population served by the university.

The Division of Strategic Enrollment Management provides admission, accounting and academic support functions to prepare students for success. Units within the division manage financial aid, university admissions and student registration.
About the University

Virginia Commonwealth University is a major, urban public research university with national and international rankings in sponsored research. Located in downtown Richmond, VCU enrolls more than 31,000 students in 220 degree and certificate programs in the arts, sciences and humanities. Fifty-two of the programs are unique in Virginia, many of them crossing the disciplines of VCU’s 13 schools and one college. The VCU Health brand represents the health sciences schools of VCU, the VCU Massey Cancer Center and the VCU Health System, which comprises VCU Medical Center (the only academic medical center and Level I trauma center in the region), Community Memorial Hospital, Children’s Hospital of Richmond at VCU, MCV Physicians and Virginia Premier Health Plan.

VCU is rooted in a rich history dating to the 1838 founding of the Medical College of Virginia, which now comprises one of the two downtown Richmond campuses. The Monroe Park Campus began as the Richmond School of Social Work and Public Health in 1917. The two campuses merged in 1968 to become VCU, the most comprehensive urban university in the state and one of the most successful research universities in the nation. VCU’s third campus is located in Doha, Qatar, and is a cornerstone of Education City, which is now host to seven other branch campuses of prestigious universities – Weill Cornell Medical College, Texas A&M University, Georgetown University School of Foreign Service, Carnegie-Mellon University, Northwestern University, HEC Paris and University College London.

As an urban institution of higher learning, VCU and its partners have contributed immeasurably to the development of the fabric of the city of Richmond, transforming it into a center of artistic and cultural growth, business development and social services. In consequence, the city and its leadership in business, industry and cultural affairs have given extraordinary support to the university’s growth, complementing the support of the commonwealth. Richmond, the capital of Virginia, is a diverse cultural city, surrounded by historic neighborhoods, parks and the scenic James River.

VCU’s Strategic Plan – Quest for Distinction

Virginia Commonwealth University is in the sixth year of its strategic plan — Quest for Distinction. The plan guides the university forward in the areas of student success, faculty and staff excellence, research and innovation, community impact, and resource accountability.

Just the Facts (2016-17)

Enrollment:
Total: 31,231
Undergrad: 24,212
Graduate: 5,259
In-State: 83%
Out-of-State: 17%
Full-Time: 82%
Part-Time: 18%
Female: 59%
Male: 41%
Ethnic Enrollment: 45%

Student-to-Faculty Ratio
18.4:1

Faculty and staff
FT faculty: 2,274
Professional: 1,718

Alumni
Total: 182,746

Sponsored Research:
$271 million

*Source: About VCU and VCU FactCard 2016-17
http://www.vcu.edu/about/facts-and-rankings.html
https://opds.vcu.edu/media/decision-support/factsandfigures/facts-cards/FactCardFinalWebsiteVersion.pdf
Central to the plan is innovation and carefully monitored metrics to provide a “dashboard” that graphically depicts the university’s national impact.

Mission

As the premier urban, public research university in Virginia, VCU’s mission is to advance knowledge and student success through its commitments to:

• An engaged, learner-centered environment that fosters inquiry, discovery and innovation in a global setting
• Research that expands the boundaries of new knowledge and creative expression and promotes translational applications to improve human health
• Interdisciplinary collaborations that bring new perspectives to complex problems and mobilize creative energies that advance innovation and solve global challenges
• Health care that strives to preserve and restore health for all people, to seek the cause and cure of diseases through groundbreaking research and to educate those who serve humanity
• Diversity that provides a climate of inclusion, a dedication to addressing disparities wherever they exist and an opportunity to explore and create in an environment of trust
• Sustainable, university-community partnerships that enhance the educational, economic and cultural vitality of the communities VCU serves in Virginia and around the world

Vision

VCU will be a premier urban, public research university distinguished by its commitment to the following:

• The intellectual and academic success of a diverse student body
• Research and discovery that advances knowledge, inspires creativity and improves human health
• The global engagement of students, faculty and staff that transforms lives and communities

**Core Values**

• **Accountability**: committing to the efficient and transparent stewardship of our resources to achieve institutional excellence
• **Achievement**: ensuring distinction in learning, research and scholarly pursuits, service, and patient care
• **Collaboration**: fostering collegiality and cooperation to advance learning, entrepreneurship and inquiry
• **Freedom**: striving for intellectual truth with responsibility and civility, respecting the dignity of all individuals
• **Innovation**: cultivating discovery, creativity, originality, inventiveness and talent
• **Service**: engaging in the application of learning and discovery to improve the human condition and support the public good at home and abroad
• **Diversity**: ensuring a climate of trust, honesty and integrity where all people are valued and differences are recognized as an asset
• **Integrity**: adhering to the highest standards of honesty, respect and professional and scholarly ethics

**The Provost and Vice President for Academic Affairs**

• Gail Hackett, Ph.D., was named VCU's provost and vice president for academic affairs on March 1, 2015. She previously served as provost and executive vice chancellor at the University of Missouri, Kansas City, a position she held since 2008.
• At UMKC, Hackett led the strategic planning committee that created and developed the university’s 10-year strategic plan, guiding academic strategic plans and a new campus master plan that emphasizes research, student success and diversity. She also chaired the university budget committee, which resulted in UMKC implementing a new responsibility-based budget model. Under Hackett’s leadership, UMKC significantly increased quality program and course offerings through online and distance learning.
• Hackett served in several administrative positions during a 20-year career at Arizona State University, including university vice provost and founding dean of University College. Hackett also held faculty positions at the University of California, Santa Barbara, and The Ohio State University. A prolific scholar and teacher, Hackett has published more than 70 peer-reviewed articles. Two additional articles are pending publication.
• She has chaired 25 dissertations and theses. In addition to serving as associate editor for the Journal of Counseling Psychology (1993-99), Hackett has served on the editorial boards for The Counseling Psychologist, Journal of Counseling and Development, Journal of Vocational Behavior, and Counselor Education and Supervision. She has received numerous awards throughout her career including the Outstanding Achievement and Contribution Award of the
Arizona State University Commission on the Status of Women; the Women of Color Psychologies Publication Award of the Association for Women in Psychology; and the Counseling Research Award of the American Educational Research Association. She is a fellow of the Western Psychological Association, the American Association of Applied and Preventive Psychology, the Society for the Psychology of Women and the Society of Counseling Psychology of the American Psychological Association, and the American Psychological Society.

• Hackett holds an academic appointment as professor of psychology in the College of Humanities and Sciences. She received a Ph.D. in Counseling Psychology, a Master of Education degree in counseling and a bachelor’s degree in psychology from The Pennsylvania State University.

Accreditation

Virginia Commonwealth University is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate, master’s, doctoral and first-professional degrees. For more information, visit sacs.vcu.edu.

About Richmond, Virginia

The metropolitan area offers minimal traffic congestion with less than a 25-minute commute on average. Richmond is centrally located with the Atlantic beaches, Blue Ridge mountain ski slopes and hiking, and Washington, D.C., all within a two-hour drive.

For more information on the city of Richmond, please visit:

• www.grpva.com/living-in-richmond

• www.visitrichmondva.com

The Position of the Vice Provost for Strategic Enrollment Management

In partnership with the Strategic Enrollment Management team and university leadership, the Vice Provost for Strategic Enrollment Management will develop a comprehensive multi-year recruitment and retention plan. The Vice Provost will lead the continued development of a state-of-the-art enrollment approach that addresses objectives, resources and opportunities. The successful candidate will offer innovation in strategy and decision-making to impact the application life cycle, with the intent of yield improvement to meet both enrollment and university
budget goals. The Vice Provost will lead metrics-driven efforts to identify the most desired qualities and optimal mix of students enrolling at VCU in order to meet or exceed annual undergraduate enrollment and revenue goals.

**Responsibilities of the Vice Provost for Strategic Enrollment Management**

- Design, develop and implement a strategic, comprehensive multi-year enrollment plan for the university
- Identify and develop strategies related to advancing the division’s mission
- Work to develop and implement a comprehensive marketing plan that supports achievement of enrollment goals
- Set and monitor progress toward achieving division priorities
- Oversee division budget (interim currently also oversees scholarship budget in dual role)
- Collaborate with Division of University Relations and senior-level leadership (in unit, in other units, outside of the university)
- Empower senior-level reports to effectively lead their respective teams
- Oversee the analysis, presentation and utilization of data, especially related to actual and projected student enrollments
- Work closely with Office of Planning and Decision Support to identify enrollment trends and develop projections and effective yield strategies for recruitment, admission and financial aid decisions by interpreting statistical models; generate comprehensive institutional enrollment reports
- Work closely with other members of the Provost’s leadership team

**Required Qualifications**

The successful candidate will hold a master’s degree or higher in a relevant field or have an equivalent record of professional achievement and qualification with increasing levels of demonstrated success, demonstrated experience working in and fostering a diverse faculty, staff and student environment, or a commitment to do so as a faculty member at VCU. Other qualifications include the following:

- Experience with higher education academic operational areas, including admissions, enrollment and financial aid
- Experience with student recruiting practices
- Experience with academic support functions
- Experience in budgeting
- Ability to critically examine raw and synthesized data
- Relationship-building and collaboration skills
- Ability to manage senior-level personnel and to empower direct reports to effectively support their teams
- Ability to present or provide presentation information to senior organizational decision-makers (such as the VCU Board of Visitors.)
Preferred Qualification

The successful candidate will hold a doctoral degree or another appropriate terminal degree preferred, or master’s degree in relevant field, or have an equivalent record of professional achievement and qualifications with increasing levels of demonstrated success.

Salary

The salary is competitive and commensurate with qualifications and experience.

Applicant Review

Confidential applications and nominations will be accepted until the position is filled. The best date of consideration is October 29, 2017. Candidate screening will begin immediately.

How to Apply

Inquiries, nominations and applications are invited. The search will be conducted with a commitment of confidentiality for candidates until finalists are selected. Greenwood/Asher & Associates Inc. is assisting VCU in this search. Initial screening of applications will begin immediately and will continue until an appointment is made. Submission of materials as PDF attachments is strongly encouraged. Confidential inquiries, nominations and application materials should be directed to Greenwood/Asher. Basic personal and demographic information must also be submitted to VCU’s job site https://www.vcujobs.com/postings/66931 by November 1, 2017.

Applications and letters of nominations should be submitted to:

Jan Greenwood, Betty Turner Asher, Partners
Lisa Hagen, Executive Search Consultant
Greenwood/Asher & Associates Inc.
42 Business Centre Drive, Suite 206
Miramar Beach, FL 32550
Phone: 850-650-2277 / Fax: 850-650-2272
Email: jangreenwood@greenwoodsearch.com
Email: bettyasher@greenwoodsearch.com
Email: lisahagen@greenwoodsearch.com

For more information about Virginia Commonwealth University please visit: http://www.vcu.edu/

Virginia Commonwealth University is an equal opportunity, affirmative action university providing access to education and employment without regard to age, race, color, national origin, gender, religion, sexual orientation, veteran’s status, political affiliation or disability.