EXECUTIVE SEARCH PROFILE

ASSISTANT VICE CHANCELLOR
FOR ENROLLMENT MANAGEMENT

UNIVERSITY of WISCONSIN Superior

R.H. PERRY & ASSOCIATES
SEARCH COUNSEL TO HIGHER EDUCATION
THE OPPORTUNITY

The University of Wisconsin-Superior community invites applications and nominations for the Assistant Vice Chancellor for Enrollment Management, who will develop and implement a comprehensive, mission-shaped and data-informed enrollment management plan focused on retention, recruitment and admissions consistent with the strategic goals and direction of the University and the Growth Agenda for Wisconsin.

THE UNIVERSITY

The University of Wisconsin-Superior is one of 13 four-year universities in the University of Wisconsin (UW) System, overlooking beautiful Lake Superior on the northwest tip of the state. Located near downtown Superior, the 124-acre main campus has a number of recently constructed or renovated high-quality educational facilities. More than 200,000 residents live in the Superior-Duluth metro area, and the region offers a number of outstanding outdoor recreational activities.

Established in 1893 with a mission to train teachers, UW-Superior today is Wisconsin’s Public Liberal Arts College, so designated by the UW Board of Regents in 1998. A member of the Council of Public Liberal Arts Colleges (COPLAC) since 2001, the University serves more than 2,700 traditional and non-traditional students and is dedicated to the integration of liberal and professional studies and serving a diverse population.
In 2004, the University launched significant liberal arts high-impact practices across the campus, which include a First Year Experience, Academic Service Learning, Undergraduate Research, Global Awareness, Writing Across the Curriculum, and a Senior Year Experience. UW-Superior promotes the values of academic excellence, integrity, and community within a collegial environment. At the core of the University’s values are the appreciation for, and examination of, diversity, inclusivity and equity.

UW-Superior maintains its founding values through emphasis on excellence in teaching as well as service to the community and the region. The core mission is student-centered and values-oriented. Accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools, the University awards five Bachelors degrees, two Masters degrees, as well as a number of professional certification programs. The 120 dedicated faculty members offer a rich mix of undergraduate and graduate programming that integrates theory and practice, liberal and professional education, teaching, scholarship and creativity. UW-Superior offers day, evening, weekend, and distance learning classes.
Values

We value intellectual growth, honesty, individual attention, professionalism, and respect for others and the diversity of peoples and cultures.

BACKGROUND

Created in 2007, the Assistant Vice Chancellor for Enrollment Management position at UW-Superior has direct managerial responsibility and oversight for the Offices of Admissions, Financial Aid, Student Success, and the Registrar. The Assistant Vice Chancellor reports to the Provost & Vice Chancellor for Academic Affairs, Dr. Faith Hensrud, and is a member of the Chancellor’s Cabinet.

The position requires interaction and coordination with members of the Provost’s Leadership Team, Campus Life, University Relations and Athletics, and is expected to develop and enhance valuable partnerships with external constituents. The Assistant Vice Chancellor must ensure the appropriate dissemination and adherence to state and federal regulations, University and UW System policy, and other matters pertaining to the assurance of program compliance and success.

The University has proposed an educational attainment goal of an additional 1,700 degrees by 2025, in response to UW System’s Growth Agenda for Wisconsin. The target enrollment for UW-Superior is 3,500 students, and while new student population numbers have been stable, there has been flat growth and the University has seen recent decreases in transfer student populations.
BACKGROUND (continued)

However, with five majors now fully online and one hybrid program, there has been an increase in students enrolled in distance learning programs, which the University plans to expand. Increasing retention rates, particularly of at-risk students, also presents an ongoing challenge, but the University has taken steps to increase campus-wide coordination and shared responsibility and accountability for these critical efforts.

RESPONSIBILITIES & OPPORTUNITIES

The responsibilities and opportunities for the Assistant Vice Chancellor include the following:

• Serve as an active member of the senior administrative team at the University of Wisconsin-Superior, providing counsel to the Chancellor and Provost on all aspects of enrollment management;

• Provide strong advocacy for the goals and needs of the enrollment management division with the cabinet, working collaboratively with cabinet colleagues to set direction and establish priorities for the University’s future; Ensure that UW-Superior complies with state and federal regulations and University and UW System policies related to enrollment functions;

• Oversee budget, personnel, technology and workflow for a complex division of the University. Build a coherent and cohesive enrollment management division, drawing on the strengths of current staff, and create a supportive and collaborative environment for their success and professional development;

• Develop a data-driven strategic plan to increase enrollment at Wisconsin’s public liberal arts university, including specific plans, goals and strategies for recruitment, admission, financial aid and retention. Establish measurable goals for diversity, academic profile, net revenue, and student success;

• Integrate graduate students, international students and distance learners into the strategic plan and collaborate closely with the offices responsible for the enrollment of these students;

• Review progress toward the goals of the strategic plan regularly, ensuring that the division’s human and financial resources are appropriately directed toward the implementation of the plan; analyze, evaluate and report data related to the enrollment plan and initiatives, and make adjustments to strategies based on that analysis;

• Serve as the chief retention officer of the University, overseeing and coordinating retention initiatives and working closely with faculty, academic staff and department chairs to develop a student-centered focus that will improve retention and student success;

• Engage faculty and staff, senior leadership, athletic staff, alumni and students in the recruitment process;

• Collaborate with the University Relations Office to create and disseminate a clear and compelling message to prospective students, to strengthen the marketing activities of the enrollment division—print, electronic and social media—and to ensure consistency of brand, and timeliness of campaigns;
RESPONSIBILITIES & OPPORTUNITIES (continued)

- Develop student financial assistance programs that address the University’s need for revenue growth and maintain a commitment to affordability for students and their families; and,

- Serve as one of the primary public faces for UW-Superior with enthusiasm, passion and eloquence.

QUALIFICATIONS

The University of Wisconsin-Superior seeks a dynamic leader, possessing a minimum of five years of senior administrative leadership experience in enrollment management or a related field, to make a significant impact across the University, and who has:

- High professional standards and a personal code of ethics characterized by honesty, integrity, and fairness;

- Skill as a visionary and innovative leader with a sense of urgency;

- A proven track record of setting and reaching enrollment goals in a higher education environment;

- Successful experience in the development and implementation of strategic enrollment plans;

- Strong leadership, management, technology, and budgeting skills, and successful experience in using qualitative and quantitative data to drive planning and decision making;

- A passion for liberal arts education and for providing access to students from all socio-economic backgrounds;

- Knowledge of best practices in all aspects of enrollment management—recruitment, admission, financial aid and student success—and at least five years experience in one or more of those areas;

- The ability to lead, develop, motivate and assess personnel; a collegial, collaborative and transparent leadership style; the ability to be a “hands on” team leader and team player;

- Excellent interpersonal and communication skills, both oral and written;

- Cultural competency demonstrated by experience in and commitment to working with diverse populations;

- Understanding of shared governance and proven ability to work well with faculty;

- A master’s degree (required), an earned doctorate will be considered an asset.
UNIVERSITY OF WISCONSIN-SUPERIOR EMPLOYMENT POLICIES

The names of nominees and applicants who have not requested in writing that their identities be kept confidential, and of all finalists, will be released upon request.

The University reserves the right to check additional references with notice given to the candidates at the appropriate time in the process.

Employment will require a criminal background check. A pending criminal charge or conviction will not necessarily disqualify an applicant. In compliance with the Wisconsin Fair Employment Act, the University does not discriminate on the basis of arrest or conviction record.

Employment is subject to federal laws that require verification of identity and legal right to work in the United States as required by the Immigration Reform and Control Act.

For UW-Superior campus safety information and crime statistics/Annual Security Report, see http://www.uwsuper.edu/safety/clery or contact the Office of Campus Safety at (715) 394-8114 for a printed copy.
### Key Indicators 2012-2013

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
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<tbody>
<tr>
<td>Investment in Plant, less depreciation</td>
<td>$55,043,736</td>
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<tr>
<td>Plant Replacement Insured Value</td>
<td>$168,465,671</td>
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<tr>
<td>Cost of Operating Physical Plant</td>
<td>$11,106,652</td>
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<tr>
<td>Endowment</td>
<td>$8.5 million</td>
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<tr>
<td>Budget (FY 2013)</td>
<td>$73,892,026</td>
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<tr>
<td>Tuition Income (FY 2012)</td>
<td>$12,493,617</td>
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<tr>
<td>Student Enrollment (Fall 2012)</td>
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<tr>
<td>Total: 2,700</td>
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<tr>
<td>Undergraduate: 2,550</td>
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<tr>
<td>Graduate: 150</td>
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<td>Fall 2012 Class:</td>
<td></td>
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<tr>
<td>Freshmen (FT), first-time, degree-seeking: 361</td>
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<tr>
<td>Transfer: 298</td>
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<tr>
<td>Graduate (FT), all degree-seeking: 59</td>
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<tr>
<td>Average ACT Score</td>
<td>22</td>
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<tr>
<td>High School Rankings</td>
<td>Top 10% = 12%</td>
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<td></td>
<td>Top 25% = 28%</td>
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<td></td>
<td>Top 50% = 71%</td>
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<tr>
<td>First-Year Retention Rate</td>
<td>64%</td>
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<td>Graduation Rate</td>
<td>6 years: 44%</td>
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<tr>
<td>Living Alumni</td>
<td>23,000</td>
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<tr>
<td>Number of Full-time Faculty:</td>
<td>122 faculty, 90 instructional academic staff</td>
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<td>Tenured/Tenure-track:</td>
<td>Faculty 68 tenured (56%), 54 tenure track (44%)</td>
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<td>Average Faculty Salaries:</td>
<td>Professor: $67,000</td>
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<td>(Source: Almanac of Higher Education 2012)</td>
<td>Assoc. Professor: $55,400</td>
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<td></td>
<td>Asst. Professor: $51,100</td>
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<tr>
<td>Student to Faculty Ratio</td>
<td>14:1</td>
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<tr>
<td>Degrees offered:</td>
<td>BA, BS, BFA, BME, MS, MA, MSE, Ed.S</td>
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<tr>
<td>Athletics</td>
<td>NCAA Division III</td>
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APPLICATION PROCEDURES

To ensure full consideration, candidates should e-mail to UWSuper@rhperry.com the following application materials as MSWord or PDF attachments: a cover letter addressing the responsibilities, opportunities and qualifications listed above; a current résumé or C.V.; the names, phone numbers and e-mail addresses of three references; and, a maximum two-page statement of vision for sustained excellence in enrollment management and retention.

Review of applications begins March 22, 2013, and the anticipated start date is July, 2013, or earlier if possible.

FOR FURTHER INFORMATION, PLEASE CONTACT:

DR. JEAN A. SCOTT, Senior Consultant
Telephone: (757) 585-2644

OR

MR. PAUL G. DOEG, Senior Consultant
Telephone: (406) 220-2129

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POLICY

R. H. Perry & Associates is committed to the highest standards of professionalism in all dealings with candidates, sources, and references. We fully respect the need for confidentiality and assure interested parties that their background and interests will not be discussed without consent of the applicant prior to her or his becoming a candidate.

UW-Superior is an Affirmative Action/Equal Opportunity Employer and Educator.

www.uwsuper.edu