THE OPPORTUNITY

The University of Wisconsin-Superior community invites applications and nominations for the 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 metro Superior-Duluth 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 2,600 traditional and non-traditional students and is dedicated to the integration of liberal and professional studies and serving a diverse population.
THE UNIVERSITY (continued)

In 2004, the University launched significant liberal arts high-impact practices across the campus, which include 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, the University awards four Bachelors degrees, four Masters degrees, as well as a number of professional certification programs. The 109 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 online classes.

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

The Vice Chancellor for Enrollment Management position at UW-Superior serves as the Chief enrollment officer with principal responsibility for developing and implementing a comprehensive strategic enrollment management plan focused on recruitment, admissions, and retention consistent with the university’s strategic goals and direction. The Vice Chancellor for Enrollment Management has direct managerial responsibility and oversight for the Offices of Admissions, Financial Aid, University Marketing and Communications (shared with Chancellor), Academic and Career Advising, Registrar, Athletics (shared with Chancellor), International Programs, and TRiO. The Vice Chancellor reports to the Chancellor and is a member of the Chancellor’s Cabinet.

The recently expanded portfolio of the Vice Chancellor for Enrollment Management reflects the University’s goal to improve interaction and coordination between these administrative areas that directly impact recruitment, admission, and retention of students in all degree programs. The Vice Chancellor will also collaborate with faculty and Campus Life to ensure that key campus constituents are not only part of the larger discussion, but also assist in the implementation of the enrollment plan.

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 3,000 students, and while new student population numbers have been stable, there has been flat growth. It should be noted that six majors are now fully online and, along with one hybrid program, have increased distance-learning enrollments. This will continue to be an area where 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.

The 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.
RESPONSIBILITIES & OPPORTUNITIES

The responsibilities and opportunities for the 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 Enrollment Management (SEM) 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, department chairs, and classified staff 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;
• Lead the Marketing and Communications team in the creation and disseminate of clear and compelling messages 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;
• Develop student financial assistance and literacy programs that address the University’s need for revenue growth, maintain a commitment to affordability for students and their families, and provide essential tools for students and recent alumni to manage debt.
RESPONSIBILITIES & OPPORTUNITIES (continued)

• Serve as one of the primary public faces for UW-Superior with enthusiasm, passion and eloquence.
• Oversee and manage the offices of Admissions, Financial Aid, University Marketing and Communications (shared with Chancellor), Academic and Career Advising, Registrar, Athletics (shared with Chancellor), International Programs, and TRiO.
• Other duties as assigned

QUALIFICATIONS

Required: At least five years of experience in an administrative leadership position in enrollment management or a related field; master’s degree from an accredited institution.

Preferred: Doctorate degree from an accredited institution

Knowledge, Skills, Abilities:

• Knowledge of recruitment, marketing, admissions, financial assistance, advisement and retention policies, principles and practices.
• Knowledge and ability to lead organizational structure, workflow and operating protocols.
• Knowledge and skill in using qualitative and quantitative data to drive effective program development, marketing, recruitment, admission and student retention.
• Possession of high professional standards and a personal code of ethics characterized by honesty, integrity, openness and fairness.
• Strong leadership and administrative skills managing operational aspects of the enrollment management program including, but not limited to: strategic planning, personnel, budget and fiscal management, web-based technology enhancement, and continuous improvement assessment of the unit’s operations in all areas.
• Strong analytical critical thinking, project management, problem recognition and resolution skills adept at setting and attaining key strategic goals.
• Effective interpersonal written and verbal communication skills, with proven ability to foster collaborative efforts and partnership building with internal and external constituencies within a diverse community.
• Strong analytical and problem solving skills, including the ability to identify, consult and resolve issues that impact institutional needs and priorities and experience in using data to make sound decisions and foster improvement.
• Skill as a visionary and innovative leader, seeking innovation as well as the ability to review and evaluate the results of that innovation.
• Ability to demonstrate commitment in promoting personal and civic responsibility as well as cultural diversity.
• Ability to lead, develop, motivate and assess personnel with a collegial, collaborative and transparent leadership style and the ability to be a “hands on” team leader and team player.
• Ability to work within and commitment to a system of shared governance.
• Ability to commit to inclusive excellence.
• Ability to work evenings and weekends as appropriate.
<table>
<thead>
<tr>
<th>Key Indicator</th>
<th>Description</th>
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<tbody>
<tr>
<td>Investment in Plant, less depreciation</td>
<td>$67,378,561</td>
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<tr>
<td>Plant Replacement Insured Value</td>
<td>$247,201,996</td>
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<td>Cost of Operating Physical Plant</td>
<td>$5,400,000</td>
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<tr>
<td>Endowment</td>
<td>$12 million</td>
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<td>Budget (FY 2015)</td>
<td>$74,460,302</td>
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<tr>
<td>Tuition Income (FY 2015)</td>
<td>$15,296,276</td>
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<tr>
<td>Student Enrollment (Fall 2015)</td>
<td>Total: 2,505</td>
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<td></td>
<td>Undergraduate: 2,380</td>
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<td></td>
<td>Graduate: 125</td>
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<tr>
<td>Fall 2015 Class</td>
<td>Freshmen (FT): 356 (1st time; degree seeking) Transfer: 281</td>
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<td>Graduate (FT), all degree-seeking: 53</td>
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<td>Average ACT Score</td>
<td>22</td>
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<tr>
<td>High School Rankings</td>
<td>Top 10%: 7%</td>
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<td>Top 25%: 17%</td>
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<td>Top 50%: 62%</td>
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<tr>
<td>First-Year Retention Rate</td>
<td>72%</td>
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<td>Graduation Rate</td>
<td>6 years: 43%</td>
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<tr>
<td>Living Alumni</td>
<td>25,000</td>
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<td>Number of Full-time Faculty: Tenured/Tenure-track</td>
<td>109 faculty, 90 instructional academic staff</td>
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<td>Faculty: 66 tenured (60%), 22 tenure track (40%)</td>
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<td>Average Faculty Salaries: (Source: Almanac of Higher Education 2012)</td>
<td>Professor: $67,943</td>
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<td>Associate Professor: $56,585</td>
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<td></td>
<td>Asst. Professor: $53,860</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 professional references; and, a maximum two-page statement of vision for sustained excellence in enrollment management and retention.

Application due date is January 18, 2016. Review of applications begins February 4, 2016. The anticipated start date is July 2016 or earlier.

FOR FURTHER INFORMATION, PLEASE CONTACT:

MR. THOMAS K. DaRIN, Senior Consultant
585 451-9385

or

MR. PAUL G. DOEG, Senior Consultant
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.

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 www.uwsuper.edu/safety/clery or contact the Office of Campus Safety at (715) 394-8114 for a printed copy.

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

www.uwsuper.edu