



FLORIDA STATE UNIVERSITY
PANAMA CITY

Director of Enrollment Management

Leadership Profile

December 2023

WittKieffer

Executive Summary

Florida State University Panama City (FSU Panama City), a unique, residential campus of one of Florida's preeminent public universities, invites inquiries and applications for a collaborative and creative leader to join their exceptional campus community as director of enrollment management.

The director of enrollment management at FSU Panama City holds a pivotal role within the leadership team and reports directly to the chief executive officer and dean. Tasked with overseeing all aspects of enrollment management, this director will spearhead strategic initiatives for student recruitment, admissions, and financial aid for undergraduate and graduate programs. The director will develop and implement a comprehensive enrollment management plan, emphasizing quantitative analysis, strategic decision-making, and a culture of continuous improvement. Collaborating with the dean, senior staff, and faculty, the director will craft a clear vision focused on student success, growth of new student enrollments, improving retention and graduation rates, and establishing effective financial aid practices.

The responsibilities extend to engaging various stakeholders, including faculty, alumni, high school counselors, and external partners. The director will expand dual enrollment and other enrollment opportunities, working closely with academic units, high schools, state/community colleges, and the community. Emphasizing data analysis and continuous improvement, the director will provide data-based reports and recommendations to the dean, monitor enrollment data, and ensure alignment with strategic goals.

As a campus leader, the director will play a crucial role in enrolling undergraduate and graduate students from diverse populations. Mentoring and supervising a talented enrollment management team, collaborating across campus, and advocating for FSU Panama City's unique mission within Florida State University are also key components of this dynamic role, making it an exciting opportunity for a visionary leader in higher education.

The salary will be competitive and will be commensurate with education and experience. FSU offers a [robust Total Rewards package](#), including medical coverage and retirement.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this document.

Role of the Director of Enrollment Management

The director of enrollment management will be an integral part of the leadership team at FSU Panama City under the direction of the dean and chief executive officer. The director of enrollment management will be responsible for all areas of enrollment management and will provide strategic leadership and direction for FSU Panama City's student recruitment, admissions, student enrollment, and financial aid. The director also works collaboratively with units across the campus on various initiatives, including new student orientation.

The director is responsible for **development of the strategic enrollment management plan**. This includes developing, implementing, and achieving an enrollment management program built upon quantitative analysis, strategic decision-making, and an ethos of continuous improvement, while fostering a culture that emphasizes strong personal relationships, customer-service, communication, transparency, entrepreneurship, flexibility, and collaboration. The director will partner with the dean, senior staff, and faculty to establish an ambitious, clearly articulated vision emphasizing enrollment management and student success. Leads the creation and implementation of a multi-year strategic enrollment plan to grow annual freshman, transfer and graduate new student enrollments, enhance the campus's retention and graduation rates, establish a sustainable model for financial aid packaging, scholarships and mobilize a clear message that leverages FSU Panama City's unique position within higher education for prospective students and their parents.

Duties will also include, but are not limited to:

Engagement of Campus Stakeholders: Develops and implement initiatives to ensure engagement of faculty and alumni in recruitment/admissions processes, development of relationships with secondary school counselors, area state/community colleges, and other external partners. On campus, the director will establish and maintain close working relationships with the dean, senior staff, faculty, Dean's Council and Development Board members, alumni leaders, and other community members.

Expansion of Regional Dual Enrollment Opportunities: Works with the Dual Enrollment Program by working closely with academic units and the dean's office, as well as local high schools in the service area, including the new Collegiate School at FSU Panama City, to provide high school students the opportunity to earn college credit while enrolled in high school; responsible for all aspects: planning, coordinating enrollment process; and continued promotion and awareness of the program to high school students/parents, counselors & teachers.

Data Analysis and Continuous Improvement: Engages in continuous data analysis to provide data-based reports and recommendations to the dean and work closely with enrollment management and other key stakeholders to monitor data on student enrollment and retention to shape strategic direction; regularly re-evaluate the effectiveness of FSU Panama City's recruitment, admission, and financial aid programs to ensure alignment with the strategic goals and direction.

Manages the budget for enrollment management and student success, ensuring that resources are allocated to achieve goals. In collaboration with campus advancement/marketing, ensures FSU Panama City is creatively represented on the admissions and financial aid websites and in other digital and social media. Creatively develop and utilize existing and emerging technologies to communicate and build relationships with students, families, secondary school counselors and state/community colleges.

Ambassador for the FSU Panama City: Communicates the campus' message, including the [FSU Panama City Promise](#), to prospective students and their families, current students and parents, secondary schools, alumni, faculty, staff, trustees, and other external constituents. This includes disseminating the benefits and offerings of the campus to educators and others in the local community and beyond.

Staff Management and Professional Development: Oversees recruitment, management, professional development, and retention of direct reports and staff in enrollment management. Engages in, and supports, professional development activities for the benefit of FSU Panama City and the enrollment management team.

Cross-campus and Cross-university Collaboration: Ensures interaction and collaboration with faculty, administrative units within the campus, and the Office of Admissions at FSU in Tallahassee and with all academic deans of all colleges at FSU. Works with the Advancement Office, and Student Affairs, assisting with the planning and execution of freshmen and transfer orientation, fall convocation, recruitment events, and other duties and responsibilities as required.

Additional information is available at pc.fsu.edu.

Opportunities and Expectations

As a campus leader, the director of enrollment management will help FSU Panama City continue to enroll undergraduate and graduate students from throughout the region, Florida, and beyond. They will also work with the campus community to advance FSU Panama City's recruitment and yield programming, enabling the campus to compete successfully for students and achieve its enrollment goals.

In addition, the director of enrollment management will:

Lead the campus' recruitment and yield efforts. The director is an active leader of the FSU Panama City's admissions effort—across campus, and in front of students, families and counselors in myriad venues. She or he will coordinate an admission strategy to meet established first-year, transfer and graduate recruitment goals. To facilitate this, they will oversee and support the management, planning and execution of all campus recruitment events, as well as recruitment-related travel. The director will also oversee the development and execution of a strategic recruitment plan, serve as the primary liaison for all external and internal partners, and regularly assess the effectiveness of various recruitment tactics.

Innovate in all phases of enrollment. The director will leverage the assets of FSU Panama City and the region to develop multiple strategies to grow campus enrollment. She or he will be a resource and a leader for campus leadership and program directors on contemporary and effective ways to create additional interest in FSU Panama City and its programs. The director will also be expected to explore new means to engage prospective students and cultivate interest within the wide variety of prospective students FSU Panama City seeks to enroll, and the people who influence their college-going decisions.

Partner with the chief executive officer and dean and faculty leadership to develop and execute enrollment strategy. The director will serve as part of the campus leadership group. In that role and in collaboration with senior administrators, faculty leaders, and campus marketing, the director will oversee the development and execution of specified, strategic recruitment plans to develop the recruitment strategies and tactics for undergraduate and graduate programs and the various subpopulations (traditional undergraduate, working adults, military and veteran students, etc.) that FSU Panama City serves regionally and markets it seeks to further development.

Mentor, train and supervise the enrollment management team. To lead this group, the director will be responsible for supervising and providing guidance to the members of a close-knit and talented staff. This is achieved by transparently establishing professional expectations (individually and across the staff), overseeing accountability for each member, and building a cohesive team environment within Enrollment Management. The director will design and implement a comprehensive training and professional development plan for the growth of the members of the team.

Collaborate across campus to inspire and engage partnership in meeting enrollment goals. This includes working closely with FSU Panama City faculty, staff, and students in the mutual interest of recruiting, retaining, and graduating successful students who find meaningful work and lives. In addition, the director will collaborate closely with administrative and faculty partners at FSU's Tallahassee campus, creating further opportunities for successful recruitment and enrollment, and clearly advocating for the unique mission of FSU Panama City within Florida State University.

Professional Qualifications and Personal Qualities

FSU Panama City is seeking a talented, experienced, strategic and innovative enrollment management professional who will bring a collaborative, transparent and forward-thinking approach to recruitment and yield for first-year and transfer students. The director will also be responsible for financial aid and scholarships for FSU Panama City students and recruitment and marketing of the campus' graduate programs. The next director of enrollment management will have a record of successful leadership, demonstrated skills in all areas of university enrollment, and successful experience working with staff and campus colleagues to attain new student enrollment goals.

Candidates must have an earned master's degree and five years' experience in a related academic or student services field, or a bachelor's degree and seven years of related experience. Two years of experience must be in a supervisory role.

Other requirements are exceptional communication, leadership, and interpersonal skills.

In addition, the ideal candidate should demonstrate most of the following professional and personal qualities and qualifications:

- Five years of experience in a supervisory role.
- A proven record of success in managing a dynamic enrollment management team and in growing enrollment in both the undergraduate and graduate levels.
- Knowledge of trends, best practices, and emerging issues in higher education admissions and strong analytical abilities and experience in developing and executing successful recruitment and admissions strategies.
- Significant experience using a CRM system (Slate is FSU's admissions CRM) and with data analysis.
- A clear understanding of the importance of financial aid and scholarships in attracting and retaining students.
- Knowledge and experience with significant scholarship and financial aid processes.
- Experience with transfer recruitment and admissions, especially from community colleges, as many students transfer to FSU Panama City after receiving Associate of Arts degrees.

About Florida State University Panama City

Overview

Florida State University Panama City (FSU Panama City) offers life-changing educational and social opportunities that prepare students, faculty and community members to achieve their goals, develop a richer culture of diversity and foster a spirit of lifelong learning. Partnering with area military installations, industry leaders and other Florida State University departments and colleges, FSU Panama City makes higher education more accessible to the residents of Northwest Florida.



History of FSU Panama City

What started as a small educational center in Panama City in 1972, supported by the interest of local educational and governmental organizations, became a campus of Florida State University in 1982. It moved to its current location, a modern, 26-acre campus, in 1986. FSU Panama City is adjacent to Gulf Coast State College and sits on the shore of North Bay and minutes from the Gulf of Mexico.

In 1998, a commission recommended the addition of daytime classes and programs and an increase in resident faculty. In the fall of 2000, full-time, daytime undergraduate programs began in Electrical Engineering, Information Sciences, Elementary Education, Social Science Education and Social Work. Since 2000, FSU Panama City has grown to offer more than thirty degree programs. Over the last 25 years, the campus' facilities have also been enhanced several times.

In June 2012, FSU's Board of Trustees approved a four-year academic plan for FSU Panama City which allowed the campus to offer a general-education and lower-level courses that are focused on upper-level majors offered at FSU Panama City. This historic decision allowed for the admission of the first freshman class in fall 2013.

Campus Enrollment

In the fall 2023 semester, FSU Panama City had more than 1,200 students and serves more than 3,000 FSU students. Total enrollment has grown by approximately 25 percent since 2018. The largest portion (34 percent) is in the College of Applied Studies, which is administratively housed at FSU Panama City.

Approximately nine (9) percent of the student body is lower-division undergraduate (freshman and sophomore standing), 57 percent is upper-division undergraduate (junior and senior), 29 percent are graduate and professional, and five (5) are unclassified.

The student body represents over 50 counties in Florida and more than 30 U.S. states. About four percent of students are non-U.S. citizens. About 31 percent of FSU Panama City students identify as non-white, 54 percent are women, and 40 percent are older than 25. More information can be found in [the FSU Fact Book](#).

FSU Panama City enjoys a strong relationship with Gulf Coast State College through an inter-institutional articulation agreement and several partnerships that serve students as well as the faculty and staff of both institutions. The [Connect to FSU Panama City program](#) provides pre-enrollment advising and services to prospective students at Chipola, Gulf Coast, Northwest Florida, and Pensacola state colleges.

In 2021, FSU Panama City created the FSU Panama City Promise Scholarships. The FSU PC Promise Scholarship provides free tuition and fees to students who are residents of Northwest Florida and whose combined family and student income is less than \$60,000 or are Pell eligible. These funds are made possible through the generosity of area donors.

FSU Panama City is also an initial campus for students who are admitted to [Florida State's Seminole Pathway](#). The program consists of a summer term start at FSU Panama City, continuing with enrollment through fall and spring semesters in Panama City. After completion of three terms at FSU Panama City, students choose to continue there or apply for a change of location to the FSU Tallahassee campus.

Academic and Residential Experience

FSU Panama City is home to FSU's 16th college, the [College of Applied Studies](#). The college was established to create programs that support and anticipate the needs of businesses and industry in Northwest Florida, preparing work-force ready students to meet the region's economic demand.

There are over 45 faculty members based at FSU Panama City, supplemented by faculty members from FSU's Tallahassee campus.

Undergraduate programs include Accounting, Business Administration, Civil & Environmental Engineering, Commercial Entrepreneurship, Computer Programming & Applications, Computer Science, Crime Scene Investigation, Electrical & Computer Engineering, Elementary Education, Financial Planning, Hospitality & Tourism Management, Law Enforcement Intelligence, Law Enforcement Operations, Mechanical Engineering, Preprofessional Health, Professional Communication, Psychology, Public Health, Recreation & Tourism Management, Social Science Interdisciplinary, and Social Work.

Graduate programs are Master of Arts in Professional Communication; Master of Science in Applied Behavior Analysis, Civil & Environmental Engineering, Electrical Engineering, Law Enforcement Intelligence, Organizational Management & Communication, Professional Communication, and Systems Engineering; Master of Social Work; and Doctor of Nurse Anesthesia Practice.

Academic support is provided through faculty as well as the [Chapman Family Foundation Center for Academic Advising & Student Success](#). FSU Panama City's [Student Affairs office](#) provides support through its accessibility services, counseling, and student involvement teams, and support for the Student

Government Council and the Campus Ministry Association. Campus recreation and athletics includes recreation and intramural sports and a varsity Esports team. There is also a student engagement collaboration with neighboring Gulf Coast State College.

The campus is also proud to support students who are active-duty military, reservists, and veterans.

In 2021, [Seminole Landing student housing](#) opened. Located along the bay, Seminole Landing is a 346-bed, on-campus apartment community exclusively for full-time undergraduate and graduate students at FSU Panama City and Gulf Coast State College. Fully-furnished apartments feature one, two and 4-bedroom floor plans with multiple resident amenities.

In 2023, the Collegiate School at Florida State University Panama City (TCS) opened as a developmental laboratory charter high school, beginning with an inaugural class of 9th graders in August 2023. TCS will expand to add additional grades each year. By 2026, TCS will offer all high school grade levels.

Leadership



Randy Hanna has served as the dean and chief executive officer of Florida State University Panama City since 2016. He previously served as Chancellor of the Florida College System and a member of the board of trustees of Florida A&M University, the University of West Florida and Tallahassee Community College. He also served as a member and chairman of the Florida State Board of Community Colleges.

A graduate of the University of Pennsylvania, where he received his Doctor of Education degree, Dr. Hanna earned a Juris Doctor with High Honors from Florida State University. He received a Master of Business Administration from Goizueta Business School at Emory University and a Bachelor of Science from the University of Florida. He

was recognized for his outstanding service with the receipt of the Grad Made Good Award from FSU in 2014.

In addition to serving as dean of FSU Panama City, Dr. Hanna serves as the dean of the College of Applied Studies for the university. Under his administration, the university has created five new degree programs at FSU Panama City: bachelor's degrees in mechanical engineering, hospitality management and commercial entrepreneurship and master's degrees in systems engineering and law enforcement intelligence.

As chancellor of the Florida College System, he led the system's legislative efforts in conjunction with the council of presidents, successfully pushed for the expansion of workforce programs and led the system-wide efforts of enhanced focus on graduation and retention rates.

A leader of a successful multi-state law firm, Bryant Miller Olive P.A., he served as chairman of the Florida Board of Bar Examiners and the Federal Judicial Nominating Commission for the Northern District of Florida. He was also a recipient of the Florida Bar President's Pro Bono Service Award.

Panama City, Florida

Panama City is located in Northwest Florida on the beautiful Emerald Coast of the Gulf of Mexico, about a two-hour drive from both Pensacola and Tallahassee. The area is known for its beautiful beaches, crystal-clear waters, and abundant marine life. Visitors and residents enjoy a variety of water sports, including swimming, snorkeling, and fishing. The area is also home to several golf courses, including the Bay Point Golf Club, the Hombre Golf Club, and the Holiday Golf Club. Other popular attractions in the area include the Gulf World Marine Park, the Shipwreck Island Waterpark, the Pier Park shopping center, the Science and Discovery Center of Northwest Florida, Aaron Bessant Park Amphitheater, the Panama City Center for the Arts, and the Bay County Historical Society Museum.

Panama City is the seat of Bay County. In the 2020 census, the county's population was 175,216. The county is home to several parks, including St. Andrews State Park, which features a beach, a pier, and a nature trail. Other popular attractions in the county include the Panama City Beach Winery, the Panama City Beach Conservation Park, and the Bay County Public Library. The area's airport, Northwest Florida Beaches International Airport, is served by American, Delta, Southwest, and United, with daily non-stop service to over a dozen major cities and hub airports.

The area was recently named by the U.S. Census Bureau as one of the 25 fastest growing metropolitan regions in the country. Panama City's subtropical climate has short mild winters and long, hot humid summers. Panama City, and the rest of the western portion of Florida's Panhandle region, is in the Central Time Zone.

More [information is about the area](#) is available on the FSU Panama City website.



Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as two separate documents, a resume and a letter of interest addressing the themes in this profile. Professional references are not requested at this time.

WittKieffer is assisting Florida State University Panama City in this search, which will remain open until an appointment is made. Preference will be given to applications received by January 15, 2024.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

Christy Pratt, Robert Springall, and Ethan Robles
FSUPC_Enrollment@wittkieffer.com

*Florida State University is an Equal Opportunity/Access/Affirmative Action/Pro Disabled & Veteran Employer.
FSU's Equal Opportunity Statement can be accessed at:*

https://hr.fsu.edu/sites/g/files/upcbnu2186/files/PDF/Publications/diversity/EEO_Statement.pdf