

**TEXAS A&M
UNIVERSITY
VICTORIA**

Vice President for Enrollment Management
Leadership Profile

December 2025



WittKieffer

Executive Summary

Texas A&M University-Victoria (A&M-Victoria) seeks an experienced, collaborative, and innovative leader to serve as its next Vice President for Enrollment Management (VPEM). This role comes at a pivotal moment in the institution's history: A&M-Victoria recently joined the Texas A&M University System and welcomed a new president, creating a unique opportunity to build on this momentum and shape the University's future.

The next VPEM will be expected to lead with vision and strategy in several key areas. First, they must strengthen recruitment and retention by developing multi-year plans that grow the applicant pool and improve conversion rates across diverse student populations, including traditional, transfer, and non-traditional learners. Second, they will set strategies that align with A&M-Victoria's expanding academic portfolio and leverage system resources to meet regional workforce needs. Additionally, the VPEM will champion innovation in enrollment operations, including the evaluation and implementation of advanced technologies, predictive analytics, and financial aid optimization.

Student success is central to A&M-Victoria's mission. Serving a student body where approximately 65% are first-generation and many come from rural communities, the VPEM must demonstrate a strong record of supporting access and achievement while communicating the value of higher education to a region where college-going rates fall below the state average. The VPEM will foster collaboration across campus and with external partners to build pipelines, enhance marketing efforts, and secure resources that support students.



The successful candidate will bring progressive leadership experience in enrollment management, a proven record of data-informed decision-making, and the ability to inspire teams and build partnerships. A bachelor's degree is required; a graduate degree is preferred. A commitment to integrity, innovation, and student-centered leadership will be essential as A&M-Victoria continues to grow its impact as a dynamic destination institution within the Texas A&M University System.

For information regarding how to apply, submit nominations, or inquire about the role, please see the section "Procedure for Candidacy" at the end of this document.

Opportunities and Expectations for Leadership

The next Vice President for Enrollment Management will be expected to advance the following priorities, among others:

Build on recent momentum as the University moves towards a new future. The new VPEM will join after an academic year where the University has seen significant and positive changes: it [officially](#) became a part of the Texas A&M University System in September, welcomed a [new president](#) in November, and will receive \$25 million in state appropriations to help build new academic programs (aviation and agribusiness programs are expected to start in Fall 2026 and engineering programs in Fall 2027). This creates a unique opportunity for the VPEM to work with President Hardigree, campus leaders, faculty, staff, alumni, and community members to build on the momentum that has been generated and identify strategies to grow enrollment. The percentage of students in the region who pursue higher education falls below the state average, requiring University leaders who are strong communicators of the value of higher education and who ensure the University is effectively meeting the needs of the communities it serves.

Set recruitment strategies for diverse academic programs serving a wide range of students. Beginning in 1973, the institution offered upper-level undergraduate courses as part of the University of Houston and was approved by the state legislature to become a degree-granting institution in 1983. In 2010, the University went through downward expansion to add courses at the freshman and sophomore levels and has continued to grow its graduate programs over the course of its history. Subsequently, the University enrolls a wide range of traditional, transfer, and non-traditional students across a mix of in-person, hybrid, and online courses. Many of A&M-Victoria's students come from the region's rural communities and approximately 65% of undergraduates are first-generation students. The next VPEM must have an understanding of the student populations the University serves and demonstrated experience setting effective recruitment strategies across a range of undergraduate and graduate academic programs. With these students in mind, the VPEM will work to assemble proactive multi-year recruitment plans that will grow the size of the applicant pool, increase the conversion rate from admit to enroll, and ultimately enhance the ability to recruit, enroll, and retain students.

Create a positive environment to work and promote collaboration. The Division of Enrollment Management has experienced significant leadership turnover in the last three years and seeks a Vice President who will bring stability, positivity, and a strategic approach that leverages the talent within the unit. This individual should facilitate collaboration across all [areas represented within the Division](#) and with units across the University to ensure the greatest success in enrollment management efforts. This includes working closely with academic leadership and faculty to build relationships and student pipelines with K-12 schools, community colleges, industry, and community partners; partnering with the University's Marketing & Communications team to ensure alignment and effective use of resources in the promotion of A&M-Victoria through a variety of mediums; and engaging with Advancement & External Relations to identify scholarships and resources to support students. The VPEM will also be supported by colleagues across the Texas A&M University System, providing a unique opportunity to leverage the knowledge and experience of peers at similar institutions.

Evaluate, implement, and advocate for technology and resources. The next Vice President must be a forward-looking enrollment leader with the ability to evaluate the University's current and future needs as it relates to technology and resources, including customer-relationship management systems, student-information systems, predictive analytics, and financial aid optimization strategies. The University is currently evaluating a new student-information system and hopes to make a decision on a new platform in 2026. This individual should be skilled at analyzing and contextualizing data to set strategies, inform decisions, and most effectively utilize limited resources for the greatest impact.

Professional Qualifications and Personal Qualities

Texas A&M University-Victoria seeks an enrollment management professional who is a results-driven and innovative leader with a proven track record of success in enrollment management, strategic planning, and data-informed decision-making. Progressive leadership experience in enrollment management and a bachelor's degree are required. A graduate degree is preferred. Additionally, the successful candidate should demonstrate the following qualities and qualifications:

- A passion for the range of student populations that A&M-Victoria serves and a demonstrated record of attracting and supporting successful outcomes for traditional, transfer, and non-traditional students.
- An understanding of current and emerging trends in higher education and the ability to develop a clear vision for enrollment management that aligns with the University's mission and strategic initiatives while fostering a culture of innovation and continuous improvement.
- The ability to build a high-performing and highly collaborative team, ensuring accountability for outcomes and serving as a champion for the success and professional development of staff.
- A demonstrated record of developing and implementing data-informed enrollment strategies, including proficiency in using data to drive decisions, assessing performance, and forecast trends.
- Experience identifying opportunities to utilize technology to improve outcomes and maximize resources.
- Expertise in identifying and expanding into new markets to meet evolving student, industry, and community needs.
- Experience leveraging financial aid and donor-funded scholarships strategically to drive enrollment growth and support student success.
- Strong communication skills, the ability to effectively communicate across a variety of audiences, and a collaborative approach that builds partnerships and trust with others.
- The highest levels of personal and professional integrity.

About Texas A&M University-Victoria

Overview

Texas A&M University-Victoria is the most recent addition to the Texas A&M University System. The University was founded in 1973 as part of the University of Houston System and was transferred to the Texas A&M University System during the 89th Texas Legislative Session. A&M-Victoria is the only four-year university in a 100-mile radius and is just 30 miles from the Texas Gulf Coast. The University is a Hispanic-Serving Institution located in the Coastal Bend region of Texas. It serves the educational needs, promotes economic well-being, and advances the community and region's quality of life through teaching, research, and service excellence. The university is



accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), and it offers more than 50 academic programs, as well as concentrations and certificates. The university also has several accreditations for specific areas and programs, including from the AACSB, ABET, CACREP and CCNE. In addition to its recent transition into The Texas A&M University System, A&M-Victoria is in the process of adding academic programs in three major areas: aviation, agribusiness, and engineering.

In addition to academic excellence, A&M-Victoria has a thriving Athletics program that offers six competitive teams: baseball, softball, men's and women's soccer, and men's and women's golf. The Jaguars are part of the National Association of Intercollegiate Athletics, and the baseball, softball and soccer teams compete in the Red River Athletic Conference. The golf teams compete in the Association of Independent Institutions Conference. Learn more about Texas A&M University-Victoria's history, academic programs, and campus facilities [here](#).

Mission

Texas A&M University-Victoria, a dynamic destination institution serving Texas and the world, is dedicated to providing every student educational and leadership opportunities to become a successful professional and an engaged global citizen. Innovative educational activities challenge students to make meaningful connections between their learning and their lives in a complex world. Texas A&M University-Victoria promotes economic development and advances quality of life through teaching, research, and service excellence.

Core Values

Academic Excellence: Academic excellence accessible to a diverse community.

Continuous Improvement: Continuous improvement and responsiveness to engaging issues.

Free Expression: Freedom of inquiry and expression of truth in a culture of mutual respect, cooperation, and teamwork.

Ethics: The highest standards of ethics, integrity, and accountability.

Leadership

Christian Hardigree, President



In October 2025, the Texas A&M University System Board of Regents voted unanimously to approve Christian E. Hardigree, J.D., as the next president of Texas A&M University-Victoria.

Hardigree comes to Victoria from the University of South Florida, where she served as Regional Chancellor of the St. Petersburg campus and as a member of the OneUSF executive team, overseeing academic programs, operations, and a \$130 million capital portfolio. Under her leadership, USF St. Petersburg increased enrollment by 26 percent, secured \$59 million dollars in support for students and faculty, and forged new partnerships with the U.S. Navy and local employers.

A seasoned higher-education leader and attorney, Hardigree previously served as the founding dean of the School of Hospitality at Metropolitan State University of Denver and as the founding director of the Michael A. Leven School of Culinary Sustainability & Hospitality at Kennesaw State University. She holds a Juris Doctor from Mercer University and a B.S. in Hotel Administration (cum laude) from the University of Nevada, Las Vegas, and is a Fulbright Scholar (2024).

Texas A&M University System

The Texas A&M University System is one of the largest and most impactful higher education systems in the country, with an annual budget of \$7.3 billion. Its statewide network includes 12 universities, a comprehensive health science center, eight state agencies, Texas A&M-Fort Worth and the Texas A&M-RELLIS. The System serves nearly 170,000 students and reaches millions more through service, research, and outreach programs each year. With nearly \$1.6 billion in annual research expenditures, the System fuels innovation, supports communities, and drives Texas' economy forward.



Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a letter of interest addressing the themes in this profile and a CV or resume. WittKieffer is assisting Texas A&M University-Victoria in this search. For full consideration, candidate materials should be received by **February 11, 2026**. Application materials, nominations, and inquiries should be directed to Ashlee Musser, Kim Migoya, and Ryan Crawford at TAMUV-VP@wittkieffer.com.

The Texas A&M University System is an Equal Opportunity/ Veterans/ Disability Employer.