Executive Summary

The University of Texas at El Paso (UTEP) is seeking an experienced and forward-thinking enrollment leader to be its Assistant Vice President for Admissions and Recruitment (AVP). This senior leadership role oversees all undergraduate recruitment and admissions activities, new student orientation, campus visits, and re-enrollment initiatives. The AVP will provide innovative leadership and vision to support UTEP’s unique student population, largely first-generation students from socioeconomically underprivileged backgrounds. This role is integral to facilitating the successful transition of undergraduate students through a student-centered approach that promotes a sense of belonging and offers exemplary customer service.

The university serves a unique role and presents an exciting opportunity for an enrollment leader who is deeply committed to student access and all the ways admissions and recruitment can collaboratively serve students and support the institution. UTEP is proud to be an institution that delivers on the excellence expected from R1 status and the opportunity provided through open access. It has very deep connections to the 12 school districts in Texas Education Region 19 and cultivates college-going aspirations among the region’s students from elementary through high school. The university also works closely with El Paso Community College in the development and execution of P-16 strategies, concurrent enrollment initiatives, service to students who swirl between the institutions, and support of traditional transfer students.

The AVP will be responsible for the overall quality and integrity of undergraduate student recruitment and admissions activities. They will oversee the successful execution of several aspects of the university’s strategic enrollment plan, including the identification of key markets, collaborative establishment of annual goals, and implementation of initiatives to promote enrollment growth. The AVP will also serve as a primary point of contact for community partners, nurturing relationships and achieving buy-in for key initiatives. Leadership will be provided to the Office of Admissions and Recruitment, the Department of New Student Orientation and Campus Visits, and the Enrollment Success Center.

The ideal candidate will have a master's degree and at least five years of progressively responsible leadership in student services in a higher education setting. They should have extensive knowledge of undergraduate recruitment and a proven record of accomplishment with recruitment strategies and increasing new student enrollment from both primary and secondary markets.

UTEP takes great pride in helping students overcome barriers so they can thrive in their academic pursuits. Ideal candidates will demonstrate ability and experience with navigating and resolving issues that impact student matriculation. Exemplary interpersonal and communication skills, both verbal and written, are essential, along with a strong record as an enrollment leader and a role model in serving students.

Preferred qualifications include a doctoral degree, Spanish language fluency, and experience working with first-generation students of socioeconomically underprivileged status. This is an exciting opportunity to make a significant impact on the lives of students and the university community.

UTEP is America’s leading Hispanic-serving university and ranked in the top 10 nationally for social mobility. Located at the westernmost tip of Texas, where three states and two countries converge along the Rio Grande, Ninety-four percent of the university's nearly 25,000 students are from historically underrepresented backgrounds, and many are the first in their families to go to college. At UTEP, students have access to 171 bachelor's, master's, and doctoral degree programs in eight colleges and schools. UTEP is the only open-access, top-tier research university in the United States, yet its retention rates exceed those of many selective institutions. UTEP’s strategic goals are outlined in American’s Leading Hispanic-Serving University: 2030 Strategic Plan.

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.
Role of the Assistant Vice President for Admissions and Recruitment

Overview

The Assistant Vice President for Admissions and Recruitment serves as a senior campus leader for all undergraduate recruitment and admissions activities, undergraduate new student orientation program, campus visits, and activities supporting the re-enrollment of students with a break in enrollment from the university. This role supports and facilitates the matriculation and successful transition of undergraduate students through a student-centered approach that promotes student belonging and offers exemplary customer service.

Reporting to the Vice President of Enrollment Management, Amanda Vasquez-Vicario, the AVP is responsible for a team of 27 staff with three direct reports: Director of Admissions and Recruitment, Director of New Student Orientation and Campus Visits, and Director of Enrollment Success Initiatives. The AVP manages an operational budget of $1.35 million.

Duties and Responsibilities

▪ Responsible for the quality and integrity of all undergraduate student recruitment and admissions activities, new student orientation programming for undergraduate students, campus visits, and the Enrollment Success Center, which supports the re-enrollment of students with a break in enrollment from the university.

▪ Oversee the successful execution of related components of the university’s strategic enrollment plan. This includes critically evaluating the success of initiatives, recommending modifications that may be needed, and implementing changes that may enhance the recruitment and admission of undergraduate students.

▪ Collaborate with university leadership on the successful implementation, evaluation, and updating of the university’s strategic recruitment plan, including identification of key markets, establishment of annual goals, monitoring annual progress, and modifying key initiatives as needed to promote enrollment growth among new undergraduate students.

▪ Serve as a key point of contact for community partners, including K-12 district leaders, to increase the matriculation of key student demographics. This includes nurturing relationships, facilitating regular meetings, collaboratively establishing goals, and achieving buy-in for key initiatives.

▪ Provide leadership to the Office of Admissions and Recruitment, ensuring successful implementation of recruitment strategies and admissions activities as articulated in the strategic enrollment plan and university’s recruitment plan. Supports the Director of Admissions and Recruitment in ensuring compliance with all relevant federal, state, and UT System regulations pertaining to undergraduate admission, tuition residency determinations, state reporting, and other requirements.

▪ Provide leadership to the Department of New Student Orientation and Campus Visits, ensuring the enhancement and execution of a successful new student orientation program, including programming for parents and family members, which offers a vibrant introduction to campus while facilitating various enrollment activities that are vital to the student’s successful matriculation. This requires nurturing of key relationships with campus partners, including academic advising and the academic colleges.

▪ Provide leadership to the Enrollment Success Center, supporting all efforts to return students with a break in enrollment from the university. Oversee the establishment of goals, evaluation of initiatives, and implementation of modifications as needed to meet established goals.

▪ Represent UTEP in state and national conversations as appropriate.
• Ensure that all activities under the AVP’s purview support UTEP’s mission of access and excellence.

• Collaborate with campus leaders to identify opportunities to improve the student experience, student belonging, institutional reputation, and other appropriate goals.

• Develop strong external partnerships that support the vision of the Division of Enrollment Management and the university.

• Carries out supervisory responsibilities as required by the current organizational structure, in accordance with the organization’s objectives, policies, and applicable laws.

• Additional duties and projects as assigned by the Vice President for Enrollment Management.
Opportunities and Expectations for Leadership

The Assistant Vice President for Admissions and Recruitment will report directly to the Vice President of Enrollment Management, Amanda Vasquez-Vicario, and be an integral member of the recently reorganized Enrollment Management leadership team. The AVP will lead the implementation of admissions, recruitment, and new student orientation activities, inspiring their team, and working collaboratively on campus and in the community to realize the priorities in UTEP's strategic enrollment plan and the success of its students.

In addition, the Assistant Vice President for Admissions and Recruitment will be expected to:

▪ **Develop extensive community partnerships**
  The new AVP will be tasked with establishing, developing, and maintaining relationships with myriad partners in the El Paso region and beyond. Building on the longstanding relationships with leaders, teachers, and counselors from within the El Paso K-12 ISD, it will also be important for the AVP to establish and strengthen partnerships with other critical stakeholders in the area coming from the business and nonprofit sectors.

▪ **Effectively use and disseminate data**
  It will be essential for the new AVP to be a data-driven decision maker and to understand, interpret, and share complex admissions and recruitment data with internal and external constituents. The AVP will be expected to track and report data regularly, discovering insights on which recruitment efforts are yielding positive outcomes, and when and how to change course.

▪ **Contribute to creative marketing and branding efforts**
  In collaboration with the Marketing and Communications team, the AVP manages the flow of information to high schools, community colleges and the public through counselor newsletters, publications, recruitment videos, public presentations, and electronic media. The AVP will play an important role in helping UTEP to tell its compelling story of binationalism more effectively, highlighting its R1 status, and commitments to access and social mobility.

▪ **Support overall enrollment growth**
  This leader will focus their efforts on recruiting and yielding new students and re-enrolling stop-out students while also supporting the retention and persistence of continuing students. UTEP experienced significant enrollment growth between the years 2000 and 2019, from 15,000 students to a peak of just over 25,000 students. While UTEP has continued to break all-time records of first-year student enrollment numbers in the years since 2019, overall enrollment has declined slightly in the past 4-5 years.

▪ **Diversify geographic recruiting markets**
  A major priority for this position will be to identify opportunities in existing and potential secondary markets, develop recruiting strategies for these emerging markets, and ultimately to diversify the geographic backgrounds of the student body in alignment with strategic university goals. With heightened competition for El Paso students coming from postsecondary institutions both locally and outside of the region, UTEP has more recently started to expand its recruitment efforts in secondary markets. Going forward and as the prospective student population in El Paso gradually declines over time, this will be a more critical enrollment goal for the AVP to meet and it will also include the need to expand the number of transfer partnerships.

▪ **Build on and leverage a culture of shared responsibility**
  There is a culture among the faculty, staff, and students at UTEP to support enrollment as everyone’s responsibility. For example, the university leadership recognizes that additional campus housing will be needed if UTEP is to be successful in enrolling more out-of-region students and is working to support the addition of campus housing. Among those in the Enrollment Management division, and the entire institution, there is a mentality that “it takes a village” to remove barriers and support students through enrolling, persisting, and graduating from UTEP. The new AVP will be expected to nurture this culture and incorporate it into strategic recruitment plans.
Professional Qualifications and Personal Qualities

The University of Texas at El Paso seeks an assistant vice president with a strong record of admissions and recruitment success and progressive leadership experience. A master's degree (or higher) is required. The ideal candidate will have at least five years of progressively responsible leadership in student services in a higher education setting, including three or more years supervising and leading staff members. Candidates must also have demonstrated successful experience in leading student service teams in a higher education setting and extensive knowledge of student services, especially undergraduate recruitment.

Candidates must also demonstrate and possess the following qualifications:

▪ Proven track-record as a role model in student recruitment and customer service
▪ Ability to navigate and resolve compliance student issues that may affect student matriculation
▪ Ability to analyze and interpret federal and state regulations related to student recruitment, admission, tuition residency, and other related processes
▪ Exemplary interpersonal and communication skills, both verbal and written
▪ Demonstrated experience in working with students and families
▪ Proficient technical skills in data management, data processing concepts, and student information systems

UTEP seeks candidates who possess strong leadership and management qualities, including:

▪ Growth/asset mindset
▪ Servant leadership
▪ Financial acumen
▪ Exceptional and effective collaboration

Finally, the most competitive candidates will also possess one or more of the following qualifications:

▪ A record of innovation in recruitment of traditional and non-traditional undergraduate students in an institution's primary and secondary markets
▪ Eight years of progressively responsible leadership in recruitment, admissions, and/or student orientation, including five years of experience supervising and leading staff members
▪ Record of developing staff for growth and leadership opportunities
▪ Intercultural competency and Spanish fluency
▪ Earned doctoral degree
▪ Experience working with first-generation students of socioeconomically underprivileged status
▪ Deep understanding of, and practical experience with, community engagement and outreach at all elementary and secondary school grades and with community college students
About University of Texas at El Paso

Overview

The University of Texas at El Paso is America’s leading Hispanic-serving university. Located at the westernmost tip of Texas, where three states and two countries converge along the Rio Grande, UTEP is a public research university that transforms lives. Ninety-four percent of UTEP’s nearly 25,000 students are minorities, and many are the first in their families to go to college. At UTEP, students have access to 171 bachelor’s, master’s, and doctoral degree programs in eight colleges and schools.

UTEP is the only open-access, top-tier research university in America, yet its retention rates exceed those of more selective institutions. With well over $100 million in annual expenditures for research in aerospace, health, cybersecurity, water, border issues, and dozens of other impact areas, The University of Texas at El Paso earned R1 status by the Carnegie Classification of Institutions of Higher Education in 2018 and that classification was reaffirmed in 2022. UTEP is one of 141 R1 universities out of the nearly 4,000 accredited degree-granting institutions in the United States, placing it in the top 5% of all universities when it comes to research. UTEP is also one of 22 Hispanic-Serving Institutions to achieve R1 status.

UTEP is the only R1 university in the United States to have continued with a 100% undergraduate student admission rate while it built research excellence. With 83% Hispanic enrollment and 94% minority enrollment, it also has the highest percentage of Hispanic students of any R1 university in the United States.

Located in the second-most educated city in Texas, UTEP is recognized as one of the best research universities in the country for connecting students with the community around them. UTEP is one of four in Texas to hold both top-tier research and community engagement distinctions from the Carnegie Foundation.

UTEP advances discovery of public value and positively impacts the health, culture, education, and economy of the community it serves. With more than $130 million in total annual research expenditures, the university is ranked among the top five percent of colleges and universities in research and fifth in Texas for federal research expenditures at public universities.

The university employs approximately 4,000 faculty, staff, and students. It has one of the lowest out-of-pocket costs of any research university in the U.S., underscoring its commitment to offer an exceptional education at a great value. Almost 25 percent of graduates from the lowest income quintile ultimately reach the top income quintile, placing UTEP in the top 10 universities in America for social mobility.

Enrollment Management at UTEP

The Division of Enrollment Management at UTEP, led by Vice President of Enrollment Management Amanda Vasquez-Vicario, includes the areas of Admissions and Recruitment, New Student Orientation and Visits, and Enrollment Success Initiatives (Stop-Outs), which fall under the AVP for Admissions and Recruitment. The division’s functions also include Registration and Records, Student Testing, Financial Aid and Scholarships, and Outreach and Student Access.

The enrollment management team leaders work together as thought partners, frequently meeting, communicating, and supporting one another whenever possible. Whether going out in the community to lead programming in the local K-12 schools or running one of several new student orientation events, the enrollment team leaders pitch in and cover for one another to support overall divisional goals. Success in this role requires both strategic and tactical approaches to enrollment management and the ability to go back and forth between on the ground recruiting and bigger picture strategy.
There are 19 full-time staff in Admissions and Recruitment, four in New Student Orientation and Campus Visits, four in Enrollment Success Initiatives, and a total of 106 in the division as a whole.

*The Division of Enrollment Management organization chart is included at the end of this leadership profile.*

**Leadership**

**Heather Wilson, President**

Dr. Heather Wilson became the 11th president of The University of Texas at El Paso in 2019 after serving as Secretary of the United States Air Force. She is the former president of the South Dakota School of Mines & Technology, and she represented New Mexico in the United States Congress for 10 years. In the private sector, she has served as a senior adviser to defense and scientific industry. Active in community and national affairs, she is a member of the National Science Board, which oversees the National Science Foundation. Recently, she was elected inaugural Chair of the Alliance of Hispanic Serving Research Universities.

Dr. Wilson is the granddaughter of immigrants and was the first person in her family to go to college. She graduated from the U.S. Air Force Academy in the third class to admit women and earned her master’s and doctoral degrees from Oxford University in England as a Rhodes Scholar.

President Wilson is an instrument rated private pilot. She and her husband, Jay Hone, have three adult children and two granddaughters.

**Amanda Vasquez-Vicario, Vice President for Enrollment Management**

Dr. Amanda Vasquez-Vicario became vice president for enrollment management in 2023. She started her career as a middle school teacher and then joined UTEP 16 years ago. Her past roles at the university include adjunct faculty, curriculum manager for the Office of the Provost, and most recently, assistant vice president for enrollment services. In her academic and research career, she has focused on access to higher education for underrepresented student populations and students’ sense of belonging on campus.

Dr. Vasquez-Vicario holds bachelor’s and master’s degrees from UTEP and a Ph.D. in Educational Administration from New Mexico State University. She and her husband, Juan, have four children.
El Paso

UTEP is located in El Paso County, a highly livable, bi-cultural community, with affordable homes and attractive neighborhoods. The city of El Paso is adjacent to both the state of New Mexico and the country of Mexico, making it a leading area for cultural diversity and border health research. El Paso comprises 248 square miles and is the sixth largest city in Texas and the 23rd largest in the United States. Approximately 2.2 million people live in the combined metropolitan area of El Paso and Ciudad Juárez. El Paso is consistently ranked among the safest large cities in the United States.

Located in the Chihuahuan desert, El Paso is shielded by the Franklin Mountains. The city experiences more than 300 days of sunshine annually and a dry climate, making it possible to enjoy outdoor activities year-round.

The city is home to several Fortune 500 company sites. El Paso boasts a robust economy with a strong job market in various sectors such as healthcare, education, and manufacturing. One of the U.S. Army's largest installations and the home of the 1st Armored Division, Fort Bliss, is also located in El Paso. Beyond work, El Paso offers a plethora of recreational and cultural activities. The city is surrounded by stunning natural beauty, including the Franklin Mountains State Park, offering endless opportunities to outdoor enthusiasts for hiking, biking, and rock climbing. The city’s rich cultural heritage is reflected in its numerous museums, art galleries, and festivals.

The El Paso International Airport offers non-stop service to numerous hub airports and vacation destinations with service by Alaska, Allegiant, American, Frontier, Southwest, and United. Amtrak's Sunset Limited also provides passenger rail service from El Paso to Los Angeles to the west and New Orleans to the east.

Additional information can be found at http://visitelpaso.com/
**Procedure for Candidacy**

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a resume and a letter of interest addressing the themes in this profile. Application materials should be submitted using WittKieffer's candidate portal.

WittKieffer is assisting UTEP in this search. For fullest consideration, candidate materials should be submitted promptly. The university will review candidates until a candidate is selected.

Nominations and inquiries can be directed to:

**Robert Springall and Jessica Cummings**

**UTEPAdmissions@wittkieffer.com**

*In keeping with its access, excellence, and impact mission, The University of Texas at El Paso is committed to an open, diverse, and inclusive learning and working environment that honors the talents, respects the differences, and nurtures the growth and development of all. We seek to attract faculty and staff who share our commitment.*

*The University of Texas at El Paso is an Equal Opportunity/Affirmative Action employer. The University does not discriminate on the basis of race, color, national origin, sex, religion, age, disability, genetic information, veteran status, sexual orientation, or gender identity in employment or the provision of services in accordance with state and federal law. Discrimination on the basis of sex includes an employee’s or prospective employee’s right to be free from sexual harassment under Title IX of the Higher Education Amendments of 1972.*
THE UNIVERSITY OF TEXAS AT EL PASO
DIVISION OF ENROLLMENT MANAGEMENT

VICE PRESIDENT FOR
ENROLLMENT MANAGEMENT
Amanda Vasquez-Vicario

AVP FOR OUTREACH AND
STUDENT ACCESS
Ivette Savina
- El Paso Collaborative
- Educational Talent Search
- Gear Up
- High School Equivalency Program
- Innovation in Outreach
- Student Support Services Program
- Upward Bound
- Early College High School Academic Success Center

AVP FOR ADMISSIONS
AND RECRUITMENT
Vacant
- Admissions and Recruitment
- New Student Orientation and Campus Visits
- Enrollment Success Center (Stop-outs)

REGISTRAR AND AVP FOR
ENROLLMENT OPERATIONS
Nohemi Gallarzo
- The Registrar’s Office
- Transfer Credit Articulation
- Student Testing

AVP FOR FINANCIAL AID
AND SCHOLARSHIPS
Heidi Granger
- Financial Aid
- Scholarships