



THE UNIVERSITY OF TEXAS AT EL PASO

Associate Vice President for Enrollment Marketing and Creative Services

Leadership Profile

October 2024



WittKieffer

Executive Summary

The University of Texas at El Paso (UTEP) is seeking an experienced and forward-thinking marketing leader to be its Associate Vice President for Enrollment Marketing and Creative Services (AVP). This senior leadership role oversees all enrollment marketing activities as well as the Creative team of the Division of Marketing and Communications.

Working closely with the Marketing and Communications leadership team and the Vice President of Enrollment Management, the AVP will be responsible for the overall quality and delivery of the marketing elements of the strategic enrollment plan. Growing UTEP's institutional brand recognition in identified emerging and potential new secondary markets will be among the top priorities for this new leader to support.

The AVP reports to the Vice President of Marketing and Communications and is responsible for managing the team of 11 creative services professionals as it develops into a more proactive, strategic, and efficient unit that is prepared to meet the changing needs of the university. Serving as chief creative director for the team's marketing plans and deliverables, the new leader will foster a culture of critique and feedback to promote the team's understanding of enrollment needs and ensure consistency in quality. The AVP will also manage the department budget with an eye toward maximizing return on investment of resources.

The AVP will serve as a positive and respected campus leader and ambassador for the university, and the Division of Marketing and Communications both internally and externally. The new leader will identify opportunities to enhance the university's relationship with its internal (students, faculty, and staff) and external (prospective students, alumni, donors, parents, legislators, community members and others) markets and constituents.

The ideal candidate will have a bachelor's degree in marketing, design, writing, or a related field, and at least seven years of progressive leadership in creative management. They should have extensive knowledge of marketing best practices and a proven record of accomplishment of leading creative professionals and managing complex projects successfully. Exemplary interpersonal and communication skills, both verbal and written, are essential, along with a demonstrated experience as a marketing leader, a mentor to creative professionals, and a cross-organizational collaborator.

Preferred qualifications include experience in higher education as a marketing professional working with prospective students and families, and the units that serve them. Experience working with bicultural audiences and developing mindshare in new geographic regions and audience segments is also highly sought.

UTEP is America's leading Hispanic-serving university and ranked in the top 10 nationally for social mobility. The campus is located in the westernmost tip of Texas, where three states and two countries converge along the Rio Grande. Ninety-four percent of UTEP's 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 Associate Vice President for Enrollment Marketing and Creative Services

Overview

The Associate Vice President for Enrollment Marketing and Creative Services (AVP) is responsible for all deliverables produced by the Creative team in the Division of Marketing and Communications. Additionally, the AVP provides critical leadership in the planning, creation, and execution of UTEP's recruitment marketing. The AVP works closely with, and reports to, the Vice President of Marketing and Communications to successfully deploy marketing deliverables and effectively communicate with stakeholders.

The AVP manages the creative team, overseeing production schedules, quality control, and standards reinforcement (including visual brand management). The AVP ensures that the Creative team's deliverables are highly effective and produced in an efficient fashion. The division seeks to produce work at or beyond the level of quality that is commensurate with Carnegie R1 public universities which also communicates the University's value in clear and compelling fashion.

As a member of the Marketing and Communications leadership team, the Associate Vice President provides strategic input on major divisional initiatives in support of UTEP's mission. When appropriate, the AVP will also act on behalf of the Vice President for Marketing and Communication in his absence.

Duties and Responsibilities

Support the Strategic Enrollment Plan and Institutional Marketing Priorities

- As top priority, the AVP is responsible for the planning, creation, and fulfillment of materials required for meeting UTEP's enrollment goals, in collaboration with the Vice President for Marketing and Communications and the Vice President for Enrollment Management.
- Collaborate with colleagues on the Marketing and Communications Leadership team to ensure the division's creative resources are prioritized for maximum institutional benefit.
- Perform additional leadership duties as assigned by the Vice President for Marketing and Communications.

Elevate and Professionalize the Creative Services Team's Performance

- Lead and supervise the creative team to maximize productivity, meet goals, and maintain quality standards. Provide mentorship, coaching, and motivation to creative team members, monitor team performance, and proactively address any issues. Demonstrate strong leadership alignment with the division's values and guiding principles.
- Promote a long-term vision for producing creative deliverables that are equal to, or superior to, deliverables from aspirational competitors.
- Work closely with project managers and creative professionals to ensure timely and high-quality project delivery. Implement efficient project management processes, streamline workflows, and foster collaboration among team members to optimize productivity and meet project goals.
- Foster a creative culture across the division, encouraging innovative thinking and collaboration among team members. Build strong relationships and collaboration across various departments, promoting a unified and efficient workflow.

- Develop and deploy metrics capture and reporting for all teams, sub teams and staff reporting through the AVP, to help measure the performance of individuals, the Creative team, and the effectiveness of the division.

Provide Creative Direction, Review, and Feedback

- Build a culture of critique in the division by championing quality review and facilitating mechanisms for constructive feedback on marketing deliverables.
- Provide strategic guidance and support for marketing plans, offering insights and creative direction to drive successful outcomes. Collaborate with other AVPs in the assigning of project managers.
- Review and provide feedback for all marketing plans. As needed, create marketing plans, and serve as a marketing plan director. Serve as a project manager as needed.
- Oversee all divisional photo/video capture and original video creation.
- Provide primary oversight for all graphic design support.
- Analyze and direct the creation of creative materials/deliverables, ensuring they effectively communicate the University's strategic messages.

Standardize and Optimize Workflows and Output

- Create, document, and enforce Standard Operating Procedures for the production of creative deliverables, including scope, creative brief, review, and deadline processes.
- Oversee visual brand management by deploying a clear visual brand review process and ensuring that stakeholders and brand users are familiar with brand guidelines.
- Review and manage creative contracts and vendor relationships, ensuring adherence to brand standards and quality expectations. Evaluate and select vendors, negotiate contracts, and oversee the creative services procurement process.
- Manage the Digital Asset Manager, ensuring that it is effectively used as a hub for UTEP's photographic assets.

Opportunities and Expectations for Leadership

The Associate Vice President for Enrollment Marketing and Creative Services will report directly to the Vice President of Enrollment Management, Lucas Roebuck, and be an integral member of the Marketing and Communications leadership team. The AVP will execute the marketing elements of the University's strategic enrollment plan, provide leadership and direction for the division's Creative team, and collaborate with marketing colleagues across campus to create bold and compelling print and digital communications to prospective students and families and other stakeholders. The AVP will set priorities with finite resources, effectively planning, and managing the financial resources and staffing of the division to meet current needs while allowing for attainment of strategic initiatives.

In addition, the Associate Vice President for Enrollment Marketing and Creative Services will be expected to:

Develop a high performing creative services team, individually and collectively

The AVP will direct Marketing and Communications' Creative team of 11 professionals and several student workers and set a vision for this team to achieve optimal productivity and effectiveness. Through individual coaching, mentoring, and evaluation, the AVP will nurture and harness the team's talents as it develops into a more professional and modern operation producing work on par with aspirant institutions. The leader will establish internal practices to ideate, create, review, and modify work before it is shared with senior stakeholders. In addition, the AVP will foster a responsive and inclusive culture that welcomes change, innovation, and constructive feedback.

Manage creative projects in coordination with Marketing and Communications leadership

The AVP serves as a primary project manager for the Creative team's marketing plans and takes the lead on managing the relationship with the enrollment management team, with a primary focus on executing the marketing elements of strategic enrollment plan. This leader has the potential to make a significant impact on how UTEP is perceived by external audiences and resulting enrollment outcomes.

Support expansion of recruiting in secondary markets

This leader will support Enrollment Management's growth of UTEP's prospective student mindshare in emerging and new secondary markets. With heightened competition for El Paso students coming from postsecondary institutions both locally and outside of the region, UTEP has recently started to expand its recruitment efforts in secondary markets. The new AVP will home in on key secondary markets, developing robust marketing strategies that are tailored to each target audience with ongoing evaluation and refinement of the plan in alignment with the enrollment calendar.

Create digital marketing innovation

The associate vice president will drive digital marketing initiatives to enhance the university's online presence and engagement to benefit undergraduate enrollment and graduate and professional programs. Use data analytics to measure the effectiveness of digital and traditional marketing campaigns and adjust strategies accordingly.

Maintain a high level of service delivery and client service

The AVP will set and oversee the division's approach for delivering marketing and communications services to units across campus, ensuring units receive both strategic and tactical support for various marketing and communications needs. Identify opportunities to streamline the team's work with cross-campus stakeholders. Develop and implement service delivery models.

Perform market listening

On behalf of the division, the AVP will maintain awareness and understanding of major national and global developments in higher education, marketing, and related fields to proactively identify potential disruptions, their impact on UTEP, and implications for the institution's marketing and communications. Leverage keen understanding of UTEP and competitor market positioning to refine strategy and priorities.

Professional Qualifications and Personal Qualities

The University of Texas at El Paso seeks an associate vice president with a strong record of marketing experience, leadership of creative professionals, and familiarity with higher education and student recruitment.

The ideal candidate will have at least seven years of creative management experience. A bachelor's degree in marketing, design, writing, or a related field is required.

Candidates must demonstrate and possess the following qualifications:

- Expert project management skills
- Experience with brand management best practices
- Familiarity with multimedia production environments
- Basic familiarity with Adobe Creative Suite software
- Excellent communications skills, including writing skills
- Demonstrated experience with creative quality control

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

- Effective storytelling
- Experience with communicating to senior/executive management
- Planning and organization for teams
- Receiving and giving creative feedback effectively and constructively
- Mentorship
- Growth mindset

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

- At least four years in higher education marketing or closely related experience
- Familiarity with the use of modern video and still cameras
- Spanish-language competency
- Event production experience
- Record of developing creative teams and cultivating staff for growth and leadership opportunities
- Experience working with multicultural audiences
- Familiarity with the enterprise-class constituent relationship management (CRM) systems (Ellucian CRM Recruit, Salesforce, etc.)
- Practical experience with student recruitment, including high school students, community college students, and students at other universities (for graduate program recruitment); a record of innovation in recruitment of traditional and non-traditional undergraduate students in an institution's primary and secondary markets

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 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 146 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.

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 \$145 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.

Marketing and Communications at UTEP

The Division of Marketing and Communications at UTEP handles all aspects of communications, marketing, and media relations. This includes developing and executing annual marketing plans, providing writing and editorial support, and offering creative services such as photography, videography, and graphic design. The division also enhances the University's digital presence through digital marketing, web development, and user experience improvements. Additionally, the Media Relations team promotes the University's mission and success through media engagement and manages the University's social media accounts and newsletters.

Marketing and Communication is led by Vice President Lucas Roebuck. Each of the division's four areas—Enrollment Marketing and Creative Services, Planning and Editorial, Online Marketing and Analytics Services, and Media Relations—is overseen by an associate or assistant vice president. There are over 30 full-time staff and several student interns employed by the division.

The Division of Marketing and Communications organization chart is included at the end of this leadership profile.

Enrollment Management at UTEP

The leaders in the Division of Enrollment Management will be critical partners for the Associate Vice President. Enrollment Management at UTEP includes the areas of Admissions and Recruitment, New Student Orientation and Visits, and Enrollment Success Initiatives (stop-out student engagement), Registration and Records, Student Testing, Financial Aid and Scholarships, and Outreach and Student Access.

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.

Active in community and national affairs, she is a member of the National Science Board, which oversees the National Science Foundation, and serves as a board member of the Texas Space Commission. She was the inaugural Chair of the Alliance of Hispanic Serving Research Universities and is a member of the board of directors of Lockheed Martin Corporation.

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 two adult children and two granddaughters.

Lucas Roebuck, Vice President for Marketing and Communications



Mr. Lucas Roebuck was appointed as UTEP's inaugural vice president for marketing and communications in May 2021. Immediately prior to his appointment at UTEP, he served as vice president for marketing and chief communications officer at the University of Texas at Tyler.

The son of a Mexican immigrant, Roebuck spent several years as a child in the bi-national communities of Mexicali-Calexico and Tijuana-San Diego. Before joining UT Tyler in 2017, his career included jobs as a newspaper editor, TV news assignment editor, communications professor, and as a communications director in both higher education and healthcare settings.

Mr. Roebuck studied journalism at John Brown University in Arkansas and later earned an M.A. in the same field from the University of Arkansas. He is a first-generation college graduate. He and his wife, Cherissa, have four children.



El Paso

UTEP is located in El Paso County, a 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, and 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 to outdoor enthusiasts endless opportunities 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

UTEPMarketing@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.

Marketing and Communications Division Organizational Chart

