



## Vice President of Student Affairs

### Leadership Profile

December 2025



**WittKieffer**

## Executive Summary

Lindenwood University (Lindenwood), a private institution committed to comprehensive student success and holistic student development, invites nominations, applications, and expressions of interest in its search for a Vice President of Student Affairs (VPSA).

A historic institution rooted in the heart of Missouri, Lindenwood has long been a beacon of academic excellence and innovation. As the second oldest university west of the Mississippi River, Lindenwood University has served students worldwide with affordable, high-quality academic programs committed to real experience and real success. After 192 years of academic excellence, Lindenwood is committed to a set of core values - students first, thriving together, doing what is right, and leading with grit – Lindenwood is poised for its next chapter of growth.

Lindenwood's 200-acre campus is situated in the vibrant, historic community of St. Charles, Missouri, a city of nearly 70,000 and part of a rapidly growing county of over 400,000 residents. Its distinctive charm and proximity to St. Louis – offering world-class arts, culture, recreation, and professional sports – make it an exceptional home for students, faculty, and staff. Today, Lindenwood is in the midst of meaningful transformation. The University continues to expand its educational reach through strategic acquisitions, innovative academic models, and investments in student success and career readiness. The university enrolls over 6,000 students from all 50 U.S. states and more than 75 countries. The student population encompasses 4,400 undergraduates and 1,600 graduate students.

Reporting to the provost and being a member of the cabinet, Lindenwood is eager to welcome an energetic and relational leader as its next VPSA and lead the work of the Students Affairs team in fostering engagement, belonging, and personal growth while supporting retention and persistence goals. The reporting relationship to the provost underscores a commitment to a partnership between academic affairs and student affairs to enhance student success. The VPSA will provide vision, leadership and strategic direction for a \$9.2 million operating and \$12.7 million overall budget and a portfolio of 27 staff and 102 student employees that includes the following areas: Residence life and housing operations, Student activities and campus programming, Student conduct and community standards, Career services and experiential learning, Student health and counseling services, Campus recreation and wellness, Student leadership development, New student orientation and transition programs, and Commuter student services.

The successful candidate will be an experienced leader who demonstrates exceptional administrative, financial, and managerial acumen and possesses a broad knowledge of current student affairs issues and trends. Leveraging a talented and dedicated team, they will foster a vibrant and inclusive student experience and position Lindenwood's residential program as a cornerstone of institutional stability.

The ideal candidate will have a master's degree and 15 years of progressive leadership experience in student affairs, with demonstrated success in retention strategies, crisis management, and residential operations. A commitment to diversity, equity, and inclusion, exceptional interpersonal skills, and knowledge of national best practices in student affairs are essential.

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

## Role of the Vice President of Student Affairs

The Vice President of Student Affairs will provide strategic and operational leadership for all aspects of student life, student development, residential housing operations, and co-curricular programs. This position is responsible for creating a comprehensive student experience that supports academic success, personal development, institutional retention goals, and maximizes residential occupancy as a critical revenue driver for the university.

Reporting to the provost, this position ensures deep integration between student affairs and academic affairs, creating seamless support for student success from enrollment through graduation. The VPSA will also be responsible for strategic management of residential housing operations to drive occupancy, enhance student experience, and generate sustainable revenue. This organizational structure reflects the university's commitment to holistic student development, the recognition that student affairs and academic affairs must work in concert to achieve institutional goals, and the critical importance of residential housing to institutional financial health.

The VPSA will oversee a \$9.2 million operating and \$12.7 million overall budget and a portfolio of 27 staff and 102 student employees within the following areas:

- Residence life and housing operations
- Student activities and campus programming
- Student conduct and community standards
- Career services and experiential learning
- Student health and counseling services
- Campus recreation and wellness
- Student leadership development
- New student orientation and transition programs
- Commuter student services

### Key Responsibilities of the VPSA

#### Strategic Leadership for Student Success

- Develop and implement comprehensive student affairs strategy aligned with academic mission and institutional financial objectives
- Lead student success initiatives with focus on retention, persistence, and timely graduation
- Establish clear student affairs goals with measurable outcomes and accountability
- Provide strategic counsel to provost and Cabinet on student experience, campus culture, and residential housing strategy

- Partner closely with academic leadership to integrate student support with academic programs

### **Residential Housing and Occupancy Management**

- Provide strategic leadership for all residential housing operations with direct accountability for occupancy rates and housing revenue
- Develop and implement comprehensive strategies to drive residential occupancy and maximize housing revenue
- Understand student housing market dynamics, competitive positioning, and pricing strategies
- Create compelling residential programming and living-learning communities that attract and retain students
- Develop data-driven occupancy forecasting models and implement proactive recruitment and retention strategies for residential students
- Optimize housing assignment processes, room selection systems, and residential facility utilization
- Design and execute marketing strategies that position on-campus housing as a value proposition for student success
- Collaborate with Enrollment Management on residential student recruitment and yield strategies
- Manage housing operations budget to ensure cost-effectiveness while maintaining high-quality student experience
- Assess facility needs and work with leadership on capital planning for residential facilities
- Develop pricing models and discount strategies that balance occupancy goals with revenue optimization

### **Student Retention and Success**

- Lead institutional retention strategy in partnership with Academic Affairs and Enrollment Management
- Develop early alert systems and intervention strategies for at-risk students, with particular attention to residential student retention
- Create comprehensive student support ecosystem addressing academic, personal, and social needs
- Utilize data analytics to identify retention challenges and measure program effectiveness
- Coordinate care team approach for students in distress
- Recognize connection between residential student experience and retention outcomes

### **Crisis Management and Student Care**

- Serve as primary institutional contact for student emergencies and crises

- Oversee student conduct processes ensuring fairness and educational outcomes
- Lead behavioral intervention and threat assessment processes
- Ensure compliance with Title IX and other student-related regulations
- Manage student health and safety protocols including residential safety and security

### **Campus Culture and Community Development**

- Foster inclusive, welcoming campus environment for diverse student population
- Develop programming that builds community and enhances student engagement, particularly within residential communities
- Support student organizations and campus activities
- Create opportunities for leadership development and civic engagement
- Promote campus traditions and institutional pride
- Build vibrant residential culture that serves as competitive advantage in student recruitment

### **Team Leadership and Professional Development**

- Recruit, develop, and retain high-performing student affairs professionals, including residence life and housing operations staff
- Establish clear expectations and accountability for direct reports, with particular focus on housing occupancy metrics
- Foster collaborative, student-centered culture across student affairs units
- Provide coaching and professional development opportunities
- Build organizational capacity in residential operations and revenue optimization

### **Assessment and Continuous Improvement**

- Establish a comprehensive assessment program for student affairs services
- Develop and monitor key performance indicators including housing occupancy rates, retention rates, and student satisfaction
- Utilize student feedback and outcomes data to improve programs
- Benchmark residential operations against peer institutions and best practices

- Report regularly on student affairs outcomes, housing occupancy, and strategic progress
- Support accreditation and program review processes



## Opportunities and Expectations for Leadership

The Vice President of Student Affairs will address the following critical leadership themes, among others:

- **Shape a student success and retention strategy**

Leveraging an integrated academic and student affairs portfolio, the VPSA will serve as a key collaborator on initiatives to improve retention, persistence, and graduation rates at Lindenwood. The VPSA will have demonstrated a history of strategic engagement with faculty, college, and academic affairs administrators to build initiatives that support a student success agenda and enhance the coherence of the Lindenwood student experience. They will bring a deep knowledge of student affairs, including current trends in student success and retention strategies. Under their leadership, the Office of Student Affairs (OSA) will impact institutional metrics through innovative and effective student support programs and structures.

- **Foster a vibrant and exceptional student experience**

The VPSA will be the driving force behind a vibrant, holistic student experience that fosters engagement, community, and belonging. This leader will craft and execute a bold strategic vision for Student Affairs,

integrating residential life, student involvement, and academic achievement into a seamless journey that supports retention and success.

The new VPSA will bring a strong understanding of national best practices in student affairs and a robust professional network to elevate Lindenwood's approach to student development, campus housing operations, and residential life. This leader will enhance the on-campus residential experience, creating dynamic living-learning environments that foster student engagement, connection, and a strong sense of belonging, all essential drivers of academic success and degree completion. They will champion a culture of belonging, shaping policies, programs, and leadership development opportunities that reflect the diverse needs and experiences of Lindenwood's campus community. The next VPSA will inspire innovation, collaboration, and excellence, creating a student experience that sets Lindenwood apart, drives an exceptional standard for cultivating a world class student experience, and contributes significantly to enrollment, retention, and graduation rate growth.

- **Inspire a student-centered team**

The VPSA will join a dynamic, experienced, and highly engaged staff dedicated to the university's mission and eager to meet the varying needs of the student body and campus community. They will promote synergy across the units within Student Affairs and harness the knowledge and skills of a talented staff to meet the institutional value "to put students first." They will develop a culture of transparency and partnership that is embedded in a student-centered ethos.

- **Drive residential strategy for institutional sustainability**

With direct responsibility for Lindenwood's 2,000 student residential community, the VPSA will implement strategies to drive residential occupancy and maximize housing revenue. As the university pursues strategic enrollment growth, the VPSA will position Student Affairs as a critical partner in achieving institutional goals, ensuring housing and engagement strategies directly contribute to recruitment, retention, and revenue. Through competitive positioning and a compelling residential program, the VPSA will ensure housing revenue remains a cornerstone of institutional sustainability, and the residential program enhances Lindenwood's reputation and financial health.

## Professional Qualifications and Personal Qualities

The next Vice President of Student Affairs will have an extraordinary commitment to the student experience in the context of a "Students First" community, exceptional relationship-building skills, and have a distinguished record of leadership.

### Minimum Qualifications

- A master's degree in a relevant area and 15 years of progressive student affairs leadership in higher education
- Demonstrated success in improving student retention and success outcomes
- Strong background in comprehensive student affairs including residence life and student support services

### Preferred Qualifications

- Proven experience managing residential housing operations with direct accountability for occupancy rates and housing revenue
- Strong understanding of student housing as a revenue driver and demonstrated ability to develop and execute occupancy optimization strategies
- Experience with housing pricing models, market analysis, and residential demand forecasting
- Track record of driving housing occupancy through strategic programming, marketing, and student engagement
- Experience with crisis management, student conduct, and Title IX compliance
- Proven leadership of large, complex student affairs organizations
- Exceptional interpersonal and communication skills
- Commitment to success for all students
- Experience with data-driven decision making and student affairs assessment
- Understanding of contemporary issues in higher education and student affairs
- Experience at private, comprehensive residential universities of similar size
- Track record of successful collaboration between student affairs and academic affairs
- Experience reporting to Chief Academic Officer or in integrated model
- Background in student success initiatives and retention strategy
- Experience with living-learning communities and residential programming innovation
- Knowledge of housing facility planning and capital project management
- Experience with EAB Navigate or similar student success technology platforms
- Understanding of NCAA Division I or II athletics and student-athlete residential needs
- Professional involvement in NASPA, ACPA, ACUHO-I, or related organizations
- Crisis management and behavioral intervention team experience
- Experience managing housing operations during enrollment fluctuations or turnaround situations



## About the Office of Student Affairs

The Office of Student Affairs is dedicated to strengthening the campus community by promoting opportunities for intellectual, cultural, ethical, and spiritual growth. We strive to create an environment where students can explore their passions, develop meaningful relationships, and engage fully in the life of the university.

Our mission is to help students establish strong learning skills, gain a broad and deep understanding of the arts, humanities, and sciences, and participate in athletic, recreational, and cultural activities that contribute to their social and physical well-being. Through engagement in special events, leadership opportunities, and service initiatives, students develop their capacity for achievement, responsibility, and personal growth. The Office of Student Affairs encourages self-discovery and personal fulfillment, equipping students with experiences and skills that will serve them throughout their lifetime.

At the core of our community is a commitment to fostering peace, harmony, and shared purpose. The University community thrives when members uphold policies and guidelines that maintain order, fairness, and the common good. Lindenwood University is a voluntary community built on loyalty, mutual respect, and a shared commitment to education, personal growth, and the enrichment of the broader campus. By embracing these values, students contribute to a vibrant, inclusive, and supportive environment that empowers everyone to succeed academically, socially, and personally.

### Divisional Units

- [Residential Life](#)
- [Office of Student Involvement](#)
- [Community Standards and Conflict Resolution](#)
- [Career Services](#)
- [The Wellness Center: Student Health Center](#)
- [Student Life Campus Recreation](#)
- [Student Life Leadership Development](#)
- [New Student Orientation](#)
- [Commuter Life](#)
- Student diversity and inclusion initiatives

### Organizational Chart

#### ***Vice President of Student Affairs (VPSA)***

- **Director, Center for Campus Community and Connection**
  - Office Assistant, Residential Life, Student Employee (2)
- **Director, Student Counseling Resource Center**
  - Intern
  - Coordinator, Student Counseling Resource Center

- Case Manager, Student Counseling
- Staff Counselor (2)
  
- **Director, Student Involvement**
  - Program Coordinator, Campus Activities
    - Campus Activity Board, Student Employee (5)
  - Coordinator, Student Involvement
    - Student Involvement Assistant, Student Employee (3)
  - Program Manager, Fraternity and Sorority Life
    - Fraternity and Sorority Life Assistant, Student Employee
  - Program Manager, Student Experience
    - Administrative Assistant, Student Employee
    - Lion Leader, Student Employee
  - Coordinator, Student Experience
  - Coordinator, Campus Recreation
    - Student Employee Recreation Center Attendant (6)
    - Student Employee Intramural Official (4)
    - Student Employee Intramural Supervisor (3)
  
- **Director of Operations, Food Services**
  
- **Dean of Students**
  - Manager, Campus Recreation
  - Director, Community Standards and Conflict Resolution
  - Associate Director, Residential Life
    - Residential Community Coordinator
      - Student Employee Office Assistants (4)
      - Student Employee Resident Assistants (3)
      - Student Employee Lead Office Assistant (1)
    - Area Coordinator
      - Student Employee Office Assistants (4)
      - Student Employee Lead Office Assistants (2)
      - Resident Assistant (1)
    - Assistant Director, Residential Life
      - Residential Community Coordinator
        - Student Employee Office Assistant (5)
        - Student Employee Resident Assistant (5)
        - Student Employee Lead Office Assistant (1)
      - Residential Community Coordinator
        - Student Employee Resident Assistant (7)
      - Assistant Director, Residential Life
        - Residential Community Coordinator
          - Student Employee Office Assistant (6)
          - Student Employee Resident Assistant (5)
          - Student Employee Lead Office Assistant (1)
        - Residential Community Coordinator
          - Student Employee Office Assistants (6)
          - Student Employee Resident Assistants (7)
          - Student Employee Lead Office Assistant (1)
        - Residential Community Coordinator
          - Student Employee Resident Assistant (11)

## About Lindenwood University

### Overview



Founded in 1832, Lindenwood University is a place where potential meets purpose. Nestled in the thriving community of St. Charles, Missouri, just outside St. Louis, Lindenwood empowers students to *Discover Their Roar*. The university's mission goes beyond academics; it is dedicated to inspiring students to uncover their unique strengths and passions, equipping them to make a lasting impact on their fields and communities.

Lindenwood offers more than 100-degree programs for students in the St. Louis metro area and online, spanning undergraduate, graduate, and professional studies. Faculty, staff, and administration are committed to an integrative curriculum that prioritizes the talents, interests, and future of each student. Accredited by the Higher Learning Commission (HLC), Lindenwood University's accreditation is exclusive to the institution and does not extend to other Lindenwood Education System (LES) institutions, each of which maintains separate accreditation.

The [Lindenwood Education System](#) (LES) is a private, nonprofit corporation that serves as the parent organization for distinct, independently accredited institutions, including Lindenwood University, Dorsey College, and Ancora Education. Together, these institutions provide programs ranging from certificates to graduate-level degrees, both on-campus and online. LES unites its member schools through a shared mission to expand access, diversify programs, foster innovation, and address regional workforce needs and skills gaps across multiple disciplines.

Lindenwood University is recognized nationally and internationally for its innovation, entrepreneurial spirit, and extraordinary dedication to student success. With nearly 200 years of heritage, the university has developed a distinctive approach to education that encourages each student to become an enlightened, principled citizen of a global community. Education at Lindenwood is viewed as a pathway to personal freedom and responsibility, the keystones of a thriving democracy.

As an independent institution firmly rooted in Judeo-Christian values, Lindenwood upholds principles that include belief in an ordered, purposeful universe, the dignity of work, the worth and integrity of the individual, the obligations and privileges of citizenship, and the primacy of truth. Combined with a dynamic campus, innovative academic programs, and a focus on student growth, Lindenwood University provides a transformative educational experience that prepares students to excel personally, professionally, and socially in a complex, interconnected world.

## Mission

### **Real Experience. Real Success.**

Enhancing lives through quality education and professional preparatory experiences.

## Vision

### **The Next Great Learner-Centric University**

Lindenwood University, a nationally recognized institution of higher learning, delivers comprehensive student-centric learning and community engagement through innovative, relevant, and forward-thinking academic and experiential programs.

## Brand Promise

### **Discover Your Roar**

At Lindenwood, we inspire you to awaken the Lion within and discover your roar so you can make your unique mark on the world.

## Our Core Values

At Lindenwood, our purpose is to support our students in reaching their educational and professional goals, achieving our mission of providing real experiences that lead to real success.

**We put our students first.** We have an unwavering commitment to providing the highest quality education, service, and experience by connecting with our students at every interaction in their educational journey and beyond.

**We thrive together.** As team members, we foster a community founded on collaboration, authenticity, support, and understanding.

**We do what is right.** We work hard and hold ourselves accountable for our decisions, actions, and words.

**We have grit.** We relentlessly pursue innovation, adaptability, and continuous learning, even in the presence of challenges.

## History and Tradition

Lindenwood is an independent, public-serving, University that has a historical relationship with the Presbyterian Church and is firmly rooted in Judeo-Christian values. These values include belief in an ordered, purposeful universe, the dignity of work, the worth and integrity of the individual, the obligations and privileges of citizenship, and the primacy of the truth.

Take a tour of Lindenwood's beautiful campus [here](#).

## Leadership



### **Dr. John R. Porter, President**

Dr. John R. Porter is Lindenwood University's 23<sup>rd</sup> president, a role he assumed in July 1, 2019. Porter worked for 33 years for IBM, the last 15 in senior management, and has also served as a board member in higher education and as an adjunct instructor and visiting professor.

Immediately prior to starting his current role, he served as vice president of services for a premier IBM Business Partner--Gulf Business Machines in Dubai. He has served as a member of the Board of Trustees at Evangel University, from which he holds a bachelor's degree. He has an MBA from Washington University in St. Louis and has earned a Doctor of Education degree from Johns Hopkins University.

During his professional career, Porter has worked in numerous locations in the United States, as well as in South Africa and Dubai. Porter and his wife, Beverly, have three adult children, all of whom live in the Kansas City area.



### **Dr. Kathi Vosevich, Provost and Vice President, Academic Affairs**

Dr. Kathi Vosevich, Provost and Vice President, Academic Affairs, specializes in Shakespeare and Writing, having earned her PhD in English with distinction from the University of Denver and her MA in English with distinction from St. Louis University, where she also earned her Honors BA in English, graduating summa cum laude and Phi Beta Kappa. She has more than 12 years of senior administration experience and 17 years of student-celebrated teaching experience, as well as over 150 academic and corporate publications, including a monograph on Joseph Heller (who wrote *Catch-22*), a scholarly chapter on the education of the Tudor queens in an award-winning collection for Syracuse UP, and an award-winning advanced composition textbook for Simon and Schuster. Vosevich was also selected to be editor of *Aletheia* (one of the nation's few peer-reviewed journals for undergraduate scholarship) after a nationwide search, and she serves on the regional board of the Alpha Chi National Honor Society. With more than a decade of corporate experience with such Fortune 500 companies as Microsoft, Sprint, and Intel, earning multiple marketing and excellence awards, Vosevich brings a winning combination of real experience and real success to Lindenwood.

## St. Charles, Missouri



St. Charles, Missouri is a historic city located just 22 miles from downtown St. Louis, offering residents the advantage of metropolitan access while enjoying the distinct charm, amenities, and sense of community. Founded in 1769 and known as the starting point of the Lewis and Clark Expedition, the city's deep history is woven throughout daily life, most notably in the Historic Main Street district with its preserved 19th-century architecture, boutique shopping, diverse dining, and cultural landmarks such as the First Missouri State Capitol and the Lewis & Clark Boathouse. St. Charles is widely appreciated for its affordability and livability, with a cost of living below the national average that appeals to both families and professionals. Highly regarded school districts, including Fort Zumwalt and Francis Howell, contribute to its reputation as an ideal place to raise a family. Residents enjoy abundant outdoor recreation with more than 800 acres of parks, scenic riverfront spaces, and the Katy Trail for biking and walking, as well as a lively calendar of community events like Christmas Traditions®, Oktoberfest, and art fairs. Walkable neighborhoods such as New Town and Frenchtown foster strong connections among residents, while local entertainment, breweries, and venues like Ameristar Casino add to the city's energy. Economic stability, supported by proximity to major employers such as Boeing and Mastercard and continued growth in education, healthcare, and retail, further enhances the city's appeal. People choose to call St. Charles home because it offers a rare balance of historic character, modern convenience, strong schools, outdoor amenities, and a welcoming, community-oriented lifestyle where residents can truly put down roots and feel connected.

## Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Lindenwood University in this search, which will remain open until an appointment is made. Expedient application is encouraged.

Nominations, inquiries, and application materials can be directed to:

Jen Meyers Pickard, Ph.D., Corin Edwards, Bronwen Pelaez, Ph.D.

[LindenwoodVPSA@wittkieffer.com](mailto:LindenwoodVPSA@wittkieffer.com)

*Lindenwood University is an Equal Opportunity Employer and complies with appropriate federal, state, and local equal opportunity laws. Lindenwood is firmly committed to a policy of equal treatment of all job applicants and employees regardless of race, color, religion, gender, age, sexual orientation, gender identity, national origin, veteran status, disability, or any other legally protected characteristic.*