

SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE

Vice Chancellor for Enrollment Management Leadership Profile

October 2024



WittKieffer

Executive Summary

Southern Illinois University Edwardsville (SIUE) announces its national search for an experienced and visionary leader to serve as the Vice Chancellor for Enrollment Management.

A metropolitan university, SIUE serves a diverse student body of more than 12,000. The Edwardsville campus encompasses 2,660 acres of woods and rolling hills in the scenic beauty of southwestern Illinois. The university has a center in East St. Louis, which includes a charter high school, Head Start, Upward Bound, and dental clinic and a nursing clinic; SIU School of Dental Medicine is located in Alton; and the Center for Crime Science and Violence Prevention in Belleville. SIUE competes at the NCAA Division I level in the Ohio Valley Conference and the Mid- American Conference (wrestling). SIUE's safety record has yielded a "Top 50 Safest College Towns in America" designation for the city of Edwardsville. SIUE provides students with a high-quality, affordable education and prepares them for successful careers and lives of purpose to shape a changing world.

SIUE received the 2023 Higher Education Excellence in Diversity (HEED) award from INSIGHT Into Diversity magazine, the oldest and largest diversity-focused publication in higher education. SIUE joins a select group of 19 institutions that have earned the distinction annually since 2014. SIUE is one of 62 university campuses in the world and the only public institution in Illinois to be part of the Sustained Dialogue Campus Network (SDCN), which helps university faculty, staff and students address issues of race, ethnicity, class, gender, sexual orientation, religion, age, ability status and other topics that often are not effectively discussed in diverse groups. The non-profit group Campus Pride ranked SIUE in the top 100 among the 2021 Most Affordable LGBTQ-Friendly Colleges and Universities. SIUE's LGBTQ-Friendly Campus Climate Index and Sexual Orientation scores are 4.5 out of 5 stars. SIUE's Gender Identity/Expression score is 4 out of 5 stars. SIUE is also nationally recognized as a 2022-23 Military Friendly® School and among the Military Times Best for Vets: Colleges.

Reporting directly to the Chancellor with close collaboration and coordination with the Provost, Vice Chancellors, and other senior leaders, the Vice Chancellor for Enrollment Management (VCEM) is a key leadership position responsible for providing strategic direction and oversight of systems and operations to advance the enrollment practices of SIUE. Candidates must be an experienced enrollment management practitioner who demonstrates at least seven years of leadership experience with the development, implementation, and assessment of the university's enrollment strategy and goals, and collaborating with academic units, campus leaders, and other administrative functions to realize the strategy and achieve the goals. Candidates must have demonstrated success in enrolling a diverse body of students, including first-time, transfer, international, and adult learners. Experience serving one or more public universities will be an advantage. The successful candidate must hold a master's degree, and a doctoral degree in an appropriate field is preferred.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy on page 13.

Role of the Vice Chancellor for Enrollment Management

The Vice Chancellor for Enrollment Management oversees the division of Enrollment Management including more than 90 staff members working in the following departments: undergraduate, graduate, and international admissions; student financial aid; transfer and articulation; student employment; and records and academic services; enrollment management, systems, research, and analytics; military and veterans services; retention and student success (including first-year and exploratory advising, testing services, and learning support services); Summer Success Program and the CORE Team college preparatory programs.

The VCEM will join a university community that is committed to making social mobility possible for all individuals and entire families through its high-quality educational experiences and commitment to inclusive excellence, as outlined in the University's Strategic Plan. This includes the opportunity to help shape the future of SIUE by transforming the enrollment management infrastructure and strategy to make SIUE a destination of choice for students who seek something greater.

The VCEM is expected to be ambitious, creative, collaborative and data-driven with a focus on making meaningful progress toward reaching SIUE's strategic plan targets. These include an enrollment target of 14,500 while ensuring strategic growth that reflects SIUE's commitment to inclusive excellence, our values and goals; reaching 90% retention, a four-year graduation rate of 45% and a six-year graduation rate of 75%, while ensuring that equity gaps are closed.

The successful candidate will embrace the bold targets set forth in the University Strategic Plan and work collaboratively with Deans and other divisions to ensure that SIUE is well-positioned to serve its goals of access and affordability while ensuring inclusive excellence. They will work collaboratively with key constituencies to leverage data to understand and strategically enroll the university's current enrollment markets, develop and enter new markets, and shape policies and processes that will support the university's commitment to access and degree attainment for a diverse community of learners. The VCEM will have the opportunity to shape and formalize enrollment management processes that greatly improve efficiency across the campus, inclusive of students, their families, and university constituencies.

A major priority for the VCEM will be the implementation and evaluation of a bold, highly adaptive strategic enrollment management plan that includes innovative solutions that foster and support recruitment, enrollment, and retention, and are responsive to the changing demographic of learners and the competitive student market. The VCEM should be familiar with the scope of enrollment management best practices within higher education, including predictive data analytics, institutional research, marketing, maximizing the utility of an enrollment CRM, and campus visitor experience.

Poised at a moment of opportunity, the next VCEM will serve as a member of the Chancellor's Council and provide innovative, forward-thinking vision that leverages the commitment of SIUE Enrollment Management and university leadership to move SIUE to implement strategies and practices that respond to national trends and are best-in-class. They will provide reliable and trustworthy counsel to the Chancellor and Provost on all matters related to enrollment management, including transparent communication associated with major decisions and important division matters. This position requires a talented and visionary individual who will work to develop innovative strategies in collaboration with academic units and key constituents to successfully create and execute efficient enrollment strategies.

Opportunities and Expectations for Leadership

- Work closely with the Chancellor, Provost, Chancellor's Council, and Dean's Council members, and others across the university to develop and implement strategic, entrepreneurial, and data-driven enrollment strategies driven by institutional priorities. Provide leadership in fulfilling the university's recruitment and retention goals, including generating excitement and motivating university constituents to collaborate and unite in achieving those goals.
- Demonstrate an abiding commitment to anti-racism, diversity, equity and inclusion within enrollment management operations and outcomes. In particular, the VCEM should be ready to champion ADEI efforts in terms of work environment, student success, employee recruitment, professional development and retention.
- Develop and execute a comprehensive goal-based and data-driven annual recruitment and enrollment plan focused on creative and effective student recruitment and enrollment experience.
- Ensure recruitment and admissions strategies provide prospective students with consistent and exemplary experience, while also leveraging the unique value proposition for the university.
- Strengthen partnerships and collaboration with K-12, business and industry, community- based organizations, and philanthropic partners to expand and grow current educational opportunities and identify new ways to support students through pre-college pipelines, transfer, and pathway programs.
- Lead a transparent and forward-looking budgeting process for the enrollment area that aims high, projects clear outcomes for expenditures, and evaluates achievements in the context of cost-effectiveness.
- Develop, manage, and support an effective, highly professional, and diverse leadership team dedicated to enrollment management in a holistic support of enrollment, and promote professional development to ensure a well-trained and motivated staff.
- Collaborate with other university divisions to implement academic and student development goals, initiatives, standards, policies, and procedures, and to achieve undergraduate and continuing education enrollment goals.
- Monitor and ensure that institutional financial aid resources, including scholarships, meet the needs of both new and continuing students.
- Conduct compliance-related activities with admissions, financial aid, and other functions as necessary to ensure efficient and timely compliance with Title IV, Family Educational Rights and Privacy Act (FERPA), and other regulations.
- Facilitate communication and cooperation within and among the enrollment management division, departments, and other administrative academic units of the institution.
- Work collaboratively with University Marketing and Communications to develop and implement a comprehensive marketing plan that supports the achievement of enrollment goals.
- Oversees university scholarship and financial aid programs and budgets that ensure full lifecycle student recruitment, admission, retention, and overall success. Develops scholarship strategy and scholarship fund-raising goals with the SIUE Foundation and University Advancement. Develop and implement a strategic framework to deploy scholarship resources for the optimal recruitment, success, and retention of students. Ensures timely awarding of scholarships and other financial aid; ensures effective and strategic packaging, awarding, delivery, and fund management of all student aid programs.

- Oversees the design of marketing and promotion plans in coordination with University Marketing and Communications to include media placements, social media strategies, print materials, push/drip marketing, and web enhancement, via best-of-class marketing and CRM tools.



Advancing diversity, equity, inclusion, belonging and anti-racism

Wholly committed to nurturing an open, respectful, and welcoming climate that facilitates learning and work, SIUE holds every community member responsible for contributing to such a campus environment. SIUE provides an education that explores the historical significance of diversity in order to understand the present and to better enable its community to engage in the future. It strives for a student body and workforce that is both diverse and inclusive. The next VCEM will use these guiding tenets as a through-line in their leadership, assessing current systems, structures, and practices for alignment with these commitments. They will ensure that the university's enrollment management culture and practices are founded in the core values of diversity, equity, inclusion, belonging, and anti-racism.

Professional Qualifications and Personal Qualities

- Educational Background: Master's degree from an accredited institution is required; completion of a Ph.D. or equivalent terminal degree is valued.

Professional Experience: 7 years of relevant and progressive leadership experience in higher education. 10 or more years of experience is valued. The strongest candidates will also have demonstrated success in carrying out the responsibilities of a higher education administrator including personnel supervision, fiscal management, and external relations.

- Enrollment management, marketing, and analytical expertise: extensive experience and a track record of developing and implementing strategic, data-driven enrollment management plans based on effective use of marketing, information technology, predictive modeling, and CRM analytics. Extensive knowledge of regional, national, and international student enrollment trends, both undergraduate and graduate, particularly within public universities and research institutions. Strong competency in enrollment analytics, financial aid modeling, policy, and compliance. A demonstrated record of success increasing enrollment as well as net tuition revenue.
- Innovative thinking: evidence of entrepreneurial thinking that leads to new strategies and a strong vision; ability to strategically plan and serve as a catalyst for organizational change, cultivate a shared vision with others, and motivate others to transfer vision into action.
- Leadership aptitude: ability to shape a culture based upon the pillars of the institutional strategic plan with student success at the core. Evidence of effective staff management, including hiring, mentoring, and retaining excellent talent. Commitment to the professional development of staff. Supervision experience in a union-represented environment is valued.
- Commitment to anti-racism, diversity, equity, and inclusion: demonstrated track record of recruiting, enrolling, and retaining diverse populations of students. Demonstrated understanding of the importance of anti-racist, diverse, equitable, and inclusive environments within a higher education setting.
- Collaborative Approach: demonstrated ability to collaborate effectively with key partners, including but not limited to faculty, staff, senior administrators, students, alumni, K-12 partners, community college partners, civic leaders, corporations, and foundations. Evidence of significant partnership with campus constituencies to develop innovative enrollment and marketing strategies, that are appropriately adaptive for distinctive programs, schools/programs, and students.

About Southern Illinois University Edwardsville



Overview

Emphasizing teaching, research, and public service programs, SIUE is a premier metropolitan university with more than 12,000 students enrolled. Founded in 1957, SIUE is a fully accredited public institution beautifully situated in Edwardsville, Illinois, on 2,660 acres just 25 miles from St. Louis, Missouri. SIUE provides students with a high quality, affordable education that prepares them for successful careers and lives of purpose. Built on the foundation of a broad-based liberal education and enhanced by hands-on research and real-world experiences, the academic preparation SIUE students receive equips them to thrive in the global marketplace. SIUE is committed to diversity, equity, inclusion, and anti-racism. In June of 2020, SIUE established an Anti-Racism Task Force to make substantive and transformative changes necessary to realize the university's values through principled and intentional actions. SIUE is classified as a doctoral/professional institution in the Carnegie Classifications of Institutions of Higher Education system.

The university recently launched a new strategic plan and enhanced its brand position. SIUE welcomed Dr. James T. Minor as its new chancellor on March 1, 2022, and is poised to go forward with a bold vision, ambitious goals and a strong value proposition.

University Mission

Southern Illinois University Edwardsville is a student-centered educational community dedicated to communicating, expanding and integrating knowledge. In a spirit of collaboration enriched by diverse ideas, our comprehensive and unique array of undergraduate and graduate programs develop professionals, scholars and leaders who shape a changing world.

University Vision

Southern Illinois University Edwardsville will achieve greater national and global recognition and academic prominence through innovative and interdisciplinary programs that empower individuals to achieve their full potential.

University Values

Civic Engagement

- Social, civic, and political responsibility – globally, nationally, locally, and within the university
- Active partnerships and a climate of collaboration and cooperation among students, faculty, staff, alumni, and the larger community
- Sustainable practices in environmental, financial, and social endeavors

Excellence

- High-quality learning within and beyond the classroom
- Continuous improvement and innovation
- Outstanding scholarship and public service

Inclusion

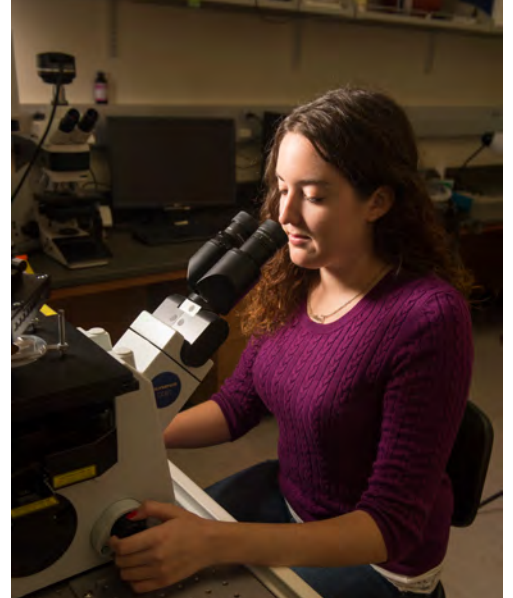
- A welcoming and supportive environment
- Openness to the rich diversity of humankind in all aspects of university life
- Respect for individuals, differences, and cultures
- Intellectual freedom and diversity of thought

Integrity

- Accountability to those we serve and from whom we receive support
- Honesty in our communications and in our actions

Wisdom

- Creation, preservation and sharing of knowledge
- Application of knowledge in a manner that promotes the common good
- Lifelong learning





SIUE awards degrees in 45 undergraduate, 64 graduate, and four doctoral programs encompassing the arts and sciences, nursing, education, business, and engineering. Doctoral programs are available in the School of Education (Ed.D.) and in the School of Nursing (D.N.P.), featuring a concurrent M.B.A./D.N.P. in partnership with the School of Business. The School of Engineering and College of Arts and Sciences feature cooperative doctoral programs (Ph.D.). The School of Dental Medicine awards a professional degree in dental medicine (D.M.D.), and the School of Pharmacy awards a professional degree in pharmacy (Pharm.D.). Additionally, the School of Pharmacy features a cooperative Doctor of Philosophy (Ph.D.) and concurrent programs in healthcare informatics and business administration.

The largest campus in the SIU System, SIUE includes campuses in Alton and East St. Louis that extend the university's reach and broaden its academic and service-oriented mission.

The Alton campus is home to the SIU School of Dental Medicine, located on 26 acres in Upper Alton. The location of the School provides dental students with a unique combination of a small- town environment with easy access to a major metropolitan area. The School offers a nationally recognized dental education to nearly 200 students or approximately 50 students in each class year. Its International Advanced Placement Program enables qualified dentists who have graduated from an international dental school to pursue a Doctor of Dental Medicine degree at the institution.

With a focus on empowering people and strengthening communities, the SIUE East St. Louis Center prioritizes encouraging, supporting, and improving success in the areas of education, career, and life goals of East St. Louis residents and surrounding urban communities. The Center provides comprehensive programs, services, and training in the areas of education, health, social services, and the arts. It plays a wide role in SIUE's baccalaureate, professional, and master's programs by supporting clinical and practicum experience. Also located on the campus is the SIUE East St. Louis Charter High School, a school of choice for families in East St. Louis School District 189. Its mission is to prepare students to be career- and college-ready upon graduation.

Colleges or Schools

The **College of Arts and Sciences** offers degree programs in the natural sciences, humanities, arts, social sciences and communications. The College touches the lives of all SIUE students, helping them explore diverse ideas and experiences, while learning to think and live as fulfilled, productive members of the global community.



The School of Business has earned accreditation from the Association to Advance Collegiate Schools of Business (AACSB International).

Undergraduate degrees are offered in accountancy and business administration, with specializations in computer information systems, cybersecurity, economics, entrepreneurship, finance, human resources, international business, management, marketing and supply chain management.

Graduate degrees include accountancy, business administration, computer management, and information systems and marketing research. For the 15th consecutive year, the School of Business was named an outstanding business school by The Princeton Review.

The School of Education, Health, and Human Behavior offers a wide range of fields including public health, exercise science, nutrition, instructional technology, psychology, speech-language pathology and audiology, educational administration, and teaching and learning. The School supports the community through on-campus clinics and outreach to children and families.

The School of Engineering offers eight fully accredited undergraduate degrees, five master's degrees, and two cooperative doctoral programs, all housed in a state-of-the-art facility. Students learn from expert faculty, perform cutting-edge research, and participate in intercollegiate design competitions.

The School of Nursing, enrolling more than 1,700 students in its baccalaureate degree program on the Edwardsville campus, helps to solve the region's shortage of baccalaureate-prepared nurses and enhance the quality of nursing practice within all patient service venues. The School's master's and doctoral programs prepare nurses for advanced roles in clinical practice, administration, and education.

The curriculum in the **School of Pharmacy** is nationally recognized as a model that offers students a unique combination of classroom education, research, community service, and patient care. Areas of excellence include a drug design and discovery core, pediatric practice, chronic pain research and practice, and diabetes research and practice.



SIUE **School of Dental Medicine** students manage approximately 35,000 patient visits each year at patient clinics in Alton and East St. Louis. In addition, students offer oral health treatment, screenings and education to more than 10,000 people annually through a wide variety of off-campus community outreach events. These opportunities provide students the training they need to graduate and become highly skilled dentists.

Leadership

Dr. James T. Minor, Ph.D. - Chancellor



Dr. James T. Minor, Ph.D., became the 10th chancellor in Southern Illinois University Edwardsville's history on March 1, 2022.

"I am extraordinarily honored to serve SIUE and the SIU System," Minor said. "We will go boldly forward as an institution that realizes human potential; amplifies access for all individuals with a critical focus on equity; and defines the region by our intellectual, social and economic impact."

Minor previously served as assistant vice chancellor and senior strategist in the office of the chancellor at California State University, which recently posted the highest graduation rates in its history. He has successfully advocated for hundreds of millions of dollars in support of graduation initiatives and served as principal investigator for \$7.5 million in funded programs and research.

Prior to his post at California State University, Minor served as deputy assistant secretary at the U.S. Department of Education where he administered more than \$7 billion in federal higher education programming.

A recognized thought leader in the field of higher education, Minor has a noted resume of teaching and scholarship in educational policy, administration in higher education, academic governance and more. Born in Detroit, Michigan, he holds a doctorate in educational leadership and policy analysis from the University of Wisconsin-Madison, as well as a bachelor's in sociology from Jackson State University and a master's in sociology from the University of Nebraska.

Student Life

SIUE enrolls over 12,500 students in a variety of undergraduate, graduate and doctoral programs. Nearly 3,000 students live on campus at SIUE. This includes undergraduates, graduate students, international students and nontraditional students.

On SIUE's main campus, you can explore 2,660 acres with a network of trails, forested woodland, lakes and outdoor activities.

SIUE is nationally recognized as a 2022-23 Military Friendly® School and among the Military Times Best for Vets: Colleges. The designations underscore the university's commitment to connect the military and civilian world through its Office of Military and Veteran Services.

SIUE received the 2023 Higher Education Excellence in Diversity (HEED) award from INSIGHT Into Diversity magazine, the oldest and largest diversity-focused publication in higher education. SIUE joins a select group of 19 institutions that have earned the distinction annually since 2014.

SIUE is one of 62 university campuses in the world and the only public institution in Illinois to be part of the Sustained Dialogue Campus Network (SDCN), which helps university faculty, staff and students address issues of race, ethnicity, class, gender, sexual orientation, religion, age, ability status and other topics that often are not effectively discussed in diverse groups. SDCN leaders learn to build more cohesive, engaged, and diverse campus communities.

The non-profit group Campus Pride ranked SIUE in the top 100 among the 2021 Most Affordable LGBTQ-Friendly Colleges and Universities. SIUE's LGBTQ-Friendly Campus Climate Index and Sexual Orientation scores are 4.5 out of 5 stars. SIUE's Gender Identity/Expression score is 4 out of 5 stars. SIUE is home to over 500 international students from 57 nations.

In 1974, SIUE declared itself a "World University," which means it recognizes that it is part, not only of state and national communities but also of a global community. As a symbol of this declaration, the United Nations flag is flown on the main campus flagpole.

SIUE is certified at the Division I level by the NCAA and is a member of the Ohio Valley Conference, as well as an affiliate member of the Mid-American Conference in wrestling. The SIUE Intercollegiate Athletics program seeks to provide students with opportunities to enhance their education, to represent the university, and to participate in competitive sports while developing skills and understanding. Among all public universities, SIUE student-athletes ranked #1 in Illinois on the NCAA referred to as the GSR (or Graduation Success Rate), and #5 in the country. Six SIUE teams scored a perfect 100% for graduating student-athletes. Spring 2023 marked 34 consecutive semesters that SIUE student-athletes have earned a combined GPA of 3.0 or higher.



Local Community

About Edwardsville/Glen Carbon

The Edwardsville/Glen Carbon community is safe and welcoming with a small-town feel and easy access to the St. Louis metro area. Edwardsville and Glen Carbon are thriving centers of population growth and economic development. The community provides easy access to arts and entertainment opportunities presented in St. Louis and on the SIUE campus. Area residents also enjoy world-class dining and shopping, as well as an abundance of bike trails, parks and healthy living opportunities. Edwardsville/Glen Carbon, located within Madison County, provides access to more than 100 miles of trails and bikeways in the MCT Trails system.

The City of Edwardsville is ranked among the nation's top 15 safest college towns by Research.com in its 2023 Safest College Towns list. Ranked 13th nationally, Edwardsville was number three in Illinois and ranked ahead of all Missouri college towns. Edwardsville and Glen Carbon, as well as surrounding communities, benefit from strong public school systems. Area school districts provide safe and supportive learning environments where students can grow through academic and extra-curricular opportunities.

About the Greater St. Louis Region

Just 25 miles from the SIUE campus, Greater St. Louis offers all of the amenities of a major metropolitan city. With more than 2.8 million residents, St. Louis is the 20th-largest metropolitan area in the country. St. Louis is a biotech and business hub and is home to nationally known Fortune 500 companies. St. Louis Lambert International Airport provides convenient travel to anywhere in the world.

The St. Louis region offers easy access to a variety of attractions and activities. SIUE employees enjoy entertainment and cultural offerings including the St. Louis Symphony Orchestra and live, outdoor performances at The Muny in Forest Park. St. Louis is also home to popular professional sports teams:

- St. Louis Cardinals, Major League Baseball
- St. Louis Blues, National Hockey League
- St. Louis City SC, Major League Soccer





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 pleased to be assisting SIUE in this search. The review of candidate materials will begin immediately with a preferred deadline of December 9.

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

Nominations and inquiries can be directed to:

Jeff Compher, Amy Crutchfield Nieves, and Bree Liddell

SIUE-VCEnrollment@wittkieffer.com

Southern Illinois University Edwardsville nurtures an open, respectful, and welcoming climate that facilitates learning and work. As an Equal Opportunity Employer committed to an inclusive and diverse workforce, we will not discriminate against any person on the basis of race, national origin, religion, disability, age, marital status, sex, sexual orientation, or veteran status.