

UCLA Extension

Assistant Dean for Enrollment and Student Services

Leadership Profile

Spring 2024



WittKieffer

Executive Summary

UCLA Extension invites nominations and applications for a forward-thinking, inclusive, and visionary executive to serve as Assistant Dean for Enrollment and Student Services.

Excelling in quality, innovation, and impact, UCLA Extension is one of the nation's oldest, largest, and most comprehensive continuing and professional studies providers, offering programs and classes to more than 50,000 students per year. Adult learners choose from approximately 4,500 classes and certificate programs to meet their professional development, continuing education and personal enrichment needs. Alumni are leaders, change makers, and open thinkers whose creative impact effects positive change in local and global communities.

This is an exciting time for UCLA with its purchase of a historic art deco building in Downtown Los Angeles as part of its goal to strengthen engagement within the city and help steward a more equitable workforce for Los Angeles. The Downtown campus allows for the expansion of in-person and hybrid learning opportunities, giving UCLA Extension the chance to work closely with local companies, nonprofits, and government to craft novel programs specific to their needs.

Reporting to the Associate Dean, Administration/CFO, the Assistant Dean for Enrollment and Student Services (ADESS) is responsible for leading integrated student services functions at UCLA Extension, driving strategic planning to deliver service excellence and actively contributing to institution-wide enrollment, retention, persistence, and completion efforts. The ADESS oversees a staff of approximately 29 individuals from a wide range of student service business functions and units including Marketing and Enrollment Management, Advising and Student Success, Registration, Financial Aid, Veterans Services, and Career Services. The ADESS is responsible for the development, implementation, and ongoing evaluation of a comprehensive enrollment management plan based on the student lifecycle, from inquiry through attainment of educational goals.

The ideal candidate will possess extensive knowledge of continuing education and adult learners to more effectively create services that will support students' experiences and success. It will be important for the ADESS bring a broad understanding and current knowledge of trends in retention and student success, enrollment management, financial aid strategy, and general issues in continuing education; knowledge of regulatory compliance, including federal rules and regulations as well as applicable professional standards; operational skills including business acumen for determining cost-efficient customer service processes; research and data analysis skills for reviewing performance metrics; and skills in financial forecasting. Creative problem-solving skills, operations management ability, and a strong commitment to service excellence; demonstrated ability to work with diverse stakeholders and functional teams; outstanding organizational skills to manage multiple projects and perform efficiently and courteously in a fast-paced environment; and the ability to set priorities, meet deadlines, and follow through on multiple tasks and projects with attention to detail will be assets for the role.

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

Role of the Assistant Dean for Enrollment and Student Services

The Assistant Dean for Enrollment and Student Services (ADESS) is responsible for leading integrated student services functions at UCLA Extension. The ADESS is responsible for the development, implementation, and ongoing evaluation of a comprehensive enrollment management plan based on the student lifecycle, from inquiry through attainment of educational goals and is charged with delivering service excellence and actively contributing to institution-wide enrollment, retention, persistence, and completion efforts.

Reporting to the Associate Dean of Administration & CFO, the ADESS oversees an annual operating budget of \$2.5 million and a division of approximately 29 staff members from the following functional areas:

- Advising and Student Success (Enrollment Coaches)
- Marketing and Enrollment Management
- Financial Aid
- Registration
- Career Services
- Veterans Services

Key responsibilities for the ADESS include:

Student Services Strategy and Implementation:

- Manage long-range strategic planning in the areas of enrollment management (enquiry, conversion, advisement, application, enrollment, student support, intervention, retention, completion, and post-completion) and support student engagement for the institution.
- Lead development of institutional student/customer service philosophy and track service standards and metrics. Gather and interpret data and adjust strategy as needed.
- Work with the Director of Academic Advising and Student Success to develop a strategic plan and staffing requirements for a Student Affairs unit that will include advising, career, veteran, and additional services to be developed. Work to establish and track standards and metrics for the Student Affairs Unit. Gather and interpret data then adjust strategy as needed.
- Develop strong collaborative relationships with UCLA campus partners to identify opportunities for integration of UCLA Extension students into appropriate events, support services and social engagements.
- Maintain knowledge of best practices in student services, research new developments and innovative enrollment strategies in continuing higher education. Recommend changes to maintain relevance of programs and services to meet evolving student and institutional needs.

- Work in partnership with the Director of Marketing and Enrollment Management to develop and implement marketing campaigns that promote student service programs and other activities to further strategic enrollment initiatives.
- Work closely with academic departments to ensure effective scheduling and communication of program information.

Operational Management and Leadership:

- Develop the overarching goals and priorities of the Enrollment and Student Success team, increasing enrollment numbers, improving student retention, and enhancing the overall student experience. Expand recruitment efforts to reach underrepresented or new/developing markets. Partner with the Director of Marketing and Enrollment Management to develop targeted marketing campaigns to attract prospective students.
- Enhance support services, including counseling, advising, and career development.
- Cultivate and steward relationships with key stakeholders within the Enrollment Management team and other relevant departments.
- Supervise Extension's Registrar and maintain the integrity of UCLA Extension academic records. The Registrar oversees the collection/recording of course grades, certifies the awarding of certificates, provides for the distribution of grades, and oversees the generation of transcripts of student records for current and former students. Responsible for ensuring that the Registrar adheres to federal, state, and University governing policies. Ensures that processes are in place for secure storage and retrieval of student records, course listings and descriptions, grade reports, and class schedules.
- Assure UCLA Extension's compliance with federal, state, and University academic regulations and policies governing students.
- Oversee the Student Services functional area for UCLA Extension, including Marketing and Enrollment Management, Advising and Student Success, Registration, Financial Aid, Veterans Services, and Career Services. Lead strategic planning in these areas and develop staffing plans, as appropriate. Utilize ongoing needs assessment data and national trends to identify related emerging student support needs and develop strategic recommendations for the Dean.
- Develop and track the annual student services operating budget, including the establishment of appropriate controls to ensure sound fiscal stewardship of university resources.
- Serve as subject matter expert on student services-related policy, and work with policy stakeholders to review and revise existing policies and support new policy creation as needed.
- Direct development of student services specific onboarding and ongoing training for new and continuing staff.
- Establish short and long-term service goals and implement staff training to achieve and maintain high-quality and consistent customer service.
- Foster positive and collaborative working relationships with colleagues to promote

openness among team members and responsiveness to stakeholders.

- Facilitate a work environment and culture that fosters open-mindedness, understanding, compassion and inclusiveness among individuals and groups. Advance strategies for enhancing equity, diversity, and inclusion; protecting civil rights; and upholding dignity for all in the workplace and our community.
- Ensure all functional areas have policies, processes, technology, and resources necessary to achieve enrollment and student success goals. Support the development of standard operating procedures for each unit in student services.

Evaluation and assessment:

- Oversee ongoing research initiatives to inform broader Extension strategic planning processes, including needs assessments, user studies, focus groups, post-event surveys, etc.; gather and interpret data and adjust strategy as needed.
- Lead the development of performance standards, metrics, and consistent evaluation processes for all student services staff.
- Establish and track departmental business metrics (e.g., cost per function, time per function) in order to identify areas for efficiency and improvement.
- Lead cross-institutional teams to create definitions for conversion/matriculation/retention/completion/post-completion. Collect and interpret current data in keeping with the established definitions, set benchmarks, track, and identify trends then present quarterly reports with recommended actions to Dean's Council.
- Lead the development, implementation, and tracking of outcome-related assessments for student affairs functions.
- Conduct quantitative statistical analysis to identify drivers of student success and develop predictive enrollment models.
- Develop data set to support and assess enrollment, financial aid, and student success initiatives.
- Report on student enrollment and financial KPIs such as retention/persistence, graduation, demographic/geographic trends, and enrollment models/forecasts.
- Identify and interpret enrollment trends or patterns in complex historical recruitment data sets to inform day-to-day enrollment management operations.

Enrollment at UCLA Extension

As UCLA's principal provider of continuing education, most UCLA Extension courses are designed for the post-baccalaureate professional-level student. Enrollment is typically reserved for adult students 18 years of age and older. Students under 18 years of age may receive consent to enroll based on special academic competence and approval by the instructor. Students must be at least 21 years of age to enroll in viticulture, enology, and other courses where wine or other alcoholic beverages are studied and served. UCLA Extension serves over 50,000 students per year.

UCLA Extension offers over 40 [specializations](#). These are short series of courses designed to help students quickly gain knowledge in a focused area of student and acquire in-demand skills sought by employers.

Additionally, UCLA extension offers over 100 [certificates](#), which provide practical knowledge in a particular field, balancing theory and practice with an emphasis on real-world experience. Most certificate programs are open enrollment.

UCLA Extension also hosts several one-day [conferences, workshops, and multi-day events](#) throughout the year, which dive under trending topics of today's industries. Intensive bootcamps provide another opportunity for students to learn in-demand skills in a short amount of time.

UCLA Extension offers a variety of [loan, grant, and scholarship options](#) for students.

In an ongoing effort to eliminate barriers to education and strengthen the global community's connection to UCLA, [UCLAXOpen](#) provides no-cost personal enrichment and professional development courses and seminars in an online format.



Opportunities and Expectations for Leadership

The Assistant Dean for Enrollment and Student Services will have an opportunity to build a foundation for leadership and pursue initiatives that have a lasting impact at UCLA Extension. The position has both significant scope and complexity. Beyond the day-to-day leadership, the Assistant Dean will be asked to address the following strategic priorities:

Grow enrollment to further the mission of UCLA Extension

For over a century, UCLA Extension has helped prepare people to live better lives through the power of education. As it looks to the future, UCLA extension sees an opportunity to provide more opportunities for exceptional continuing, lifelong, and professional education to empower individuals and organizations to thrive in an ever-changing world. The new Downtown campus offers easier access for students as well as the chance to explore opportunities to make a difference in the community. The ADESS will employ an innovative, data-informed approach to develop and implement a multi-year enrollment plan that optimizes growth opportunities. It will be important to work with leadership and faculty to examine programmatic offerings, leverage the institution's strengths, and expand program options to be responsive to students' interests. Additionally, the ADESS will work closely with local companies, nonprofits, and government to craft novel programs specific to their needs.

Enhance the ability of the enrollment coaches to engage students and contribute to enrollment growth.

Key to enrollment growth is reengaging current students to take additional classes. Enrollment coaches will be instrumental in helping UCLA Extension understand the evolving needs of students. The ADESS will cultivate coaches' capacity to capture information about why students take classes and what content they are seeking. The ADESS will also build mechanisms to relay that information to the academic departments to develop appropriate courses to meet those expectations.

Develop marketing that will communicate UCLA Extension's value and impact.

UCLA Extension has a tradition of successfully developing and launching bold new programs and classes to help Angelenos, Californians, and the world population enrich their lives, tackle social issues, and facilitate career mobility and transition. Alumni are leaders, change makers, and open thinkers whose creative impact effects positive change in local and global communities. The ADESS will provide bold and creative leadership to communicate institutional distinctiveness and expand UCLA Extension's service mission. The ADESS will work collaboratively with campus partners to develop strategies, backed by analytics, to highlight UCLA's impact over its 100+-year history as well as its relevance in the future. The ADESS will also ensure that marketing strategies are nimble and responsive to the ever-changing market forces and that the appropriate messaging reaches prospective students and partners for best impact on enrollment decisions.

Nurture relationships with corporate partners.

UCLA Extension boasts a diverse student body ranging from emerging talent to accomplished professionals. In their abiding pursuit of professional excellence, students and alumni are highly motivated and eager to apply the latest approaches in the corporate setting. The ADESS will identify opportunities to partner with corporate entities and nonprofits to provide internship and/or

permanent employment for UCLA Extension students and alumni. The proximity to businesses in Downtown Los Angeles area will enhance the ADESS's ability to be proactive in exploring strategic partnerships that will help steward a more equitable workforce.

Cultivate and support the Division of Enrollment and Student Services to execute on institutional aspirations.

This is a sizeable division. The ADESS will communicate with frequency, transparency, and candor regarding UCLA Extension's ambitious goals and help staff members translate that into how they work. The ADESS will develop data-driven strategies and establish benchmarks, metrics, and timelines to ensure tasks are undertaken with discipline and intentionality and progress toward goals can be measured. Additionally, the ADESS will enhance staff members' skills in leveraging existing and emerging technologies to increase responsiveness and the quality of engagement with students. The ADESS will model customer service, student support, and a cooperative and optimistic approach; encourage openness and consistent communication and information sharing; and facilitate an imaginative, forward-thinking, and results-driven ethos to help drive enrollment growth.



Professional Qualifications and Personal Qualities

The next Assistant Dean for Enrollment and Student Services should demonstrate the following knowledge, skills, and abilities.

Education

- Bachelor's degree in related area and/or equivalent experience/training. (Required)
- Master's degree and/or terminal degree and/or equivalent education and experience. (Preferred)
- Minimum of eight years of career progression and experience in higher education administration

Experience

- Demonstrated knowledge of Student Services and Student Affairs operations and practices, preferably in a public or private university setting.
- Extensive knowledge of continuing education and adult learners to more effectively create services that will support student experience and success.
- Knowledge of regulatory compliance in student services, including federal rules and regulations as well as applicable professional standards.
- Operational skills including business acumen for determining cost-efficient student services processes, research and data analysis skills for reviewing performance metrics, skills in financial forecasting to keep student services budget on track to meet goals, understanding of policies and practices to foster a healthy and productive workplace.
- Demonstrated connective leadership ability and experience in leading teams.
- Creative problem-solving skills, operations management ability, and a strong commitment to service excellence.
- Demonstrated ability to work with diverse stakeholders and functional teams to keep operations and management consistent, well-coordinated, and iterative for the day-to-day high functioning of the department.
- Outstanding organizational skills to manage multiple projects and perform efficiently and courteously in a fast-paced environment that maintains a fluctuating workload, conflicting and competing priorities, with frequent distractions and interruptions.
- Ability to set priorities, meet deadlines, and follow through on multiple tasks and projects with attention to detail.
- Knowledge of UCLA and UCLA Extension policy and practice, including UC Senate Regulations and Bylaws, and UC policies as they relate to student services and conduct.
- Knowledge of Americans with Disabilities Act.
- Strict adherence to the federally mandated Family Educational Rights and Privacy Act (FERPA) laws and compliance with the University's payment card security standards.
- Excellent written communication skills that are logical, concise, and grammatically correct.

- Demonstrated skills in gathering and analyzing data, then writing related analytical reports and project proposals.
- Excellent interpersonal communication skills and demonstrated ability to initiate and maintain cooperative, effective working relationships with employees (at all levels) and the public.
- Demonstrated proficiency in using standard computer office applications such as Microsoft Outlook, Word, Excel, Access, PowerPoint, or other productivity software.
- Experience working with Customer Relationship Management (CRM) tools.
- Broad understanding and current knowledge of trends in retention and student success, enrollment management, financial aid strategy, and general issues in continuing education.



About University of California, Los Angeles

Overview

For over a century, [UCLA Extension](#) has helped prepare people to live better lives through the power of education. UCLA Extension has a rich history dating back more than 100 years—1917 to be exact—when it took root in downtown Los Angeles before UCLA was founded in 1919. As one of the nation’s oldest, largest and most comprehensive continuing and professional studies providers, UCLA Extension gives students a wide range of options to advance in their career, switch careers, or achieve personal growth.

Excelling in quality, innovation and impact, UCLA Extension is one of the top continuing and professional education providers in the United States, offering programs and classes to more than 50,000 students per year. Adult learners choose from approximately 4,500 classes and certificate programs to meet their professional development, continuing education, and personal enrichment needs. Students are served through partnerships with businesses, non-profits and governmental agencies in Los Angeles, the State of California, the United States and internationally.

Strategic priorities include access, equity, diversity and inclusion, continuous quality improvement, program innovation and research-based information. UCLA Extension's work is informed by guiding principles that expand access to UCLA, university-level programs, student, and career services through outreach to underrepresented communities and populations in the field of higher education.

Mission

We are UCLA, offering exceptional continuing, lifelong, and professional education to empower individuals and organizations to thrive in an ever-changing world.

Vision

We create innovative, socially just pathways to pursue knowledge and apply skills by connecting the resources of UCLA with diverse and worldwide communities. Our alumni are leaders, change-makers, and open thinkers, whose creative impact effects positive change in local and global communities.

Location

UCLA Extension has multiple [locations](#) across Los Angeles.

Guiding Principles

Honoring our organization's rich history, we have developed a set of guiding principles to ground our daily work and serve as drivers for future growth and success.

Over the next decade, UCLA Extension will be guided by the following principles:

- **Excellence:** In academic programs, teaching, service, and learning outcomes.
- **Access, Equity, Diversity, and Inclusion:** Extending access to UCLA, our programs and services through outreach to underrepresented communities and populations, while serving as a model organization for EDI in the field of continuing higher education.
- **Social Impact:** Leveraging our platform to tackle major social issues such as poverty, homelessness, climate change and inequality.
- **Local to Global Engagement:** Strategic community engagement to serve the needs of our constituents in Los Angeles and beyond.
- **Transparency:** Creating a culture and community of practice that values, embraces, and promotes transparency in all that we do.
- **Accountability:** Being accountable to our performance goals and each other.
- **Collegiality:** Working collaboratively across the organization and UCLA to achieve common goals.
- **Truth, Knowledge and Understanding:** Tackle the growing issue of misinformation by promoting the responsibility of professionals and organizations to uphold truth, knowledge, and understanding as a fundamental core value.

Leadership

Eric A. Bullard, Ph.D.

Dean, Continuing Education and UCLA Extension



Eric Bullard, Dean of Continuing Education and UCLA Extension views his role at the university as a steward for public good. As a first-generation college graduate and alumnus of public higher education, he is committed to the public teaching and research mission of higher education, and sees public universities as change agents for individuals, families, cities, and society at large.

Previously Dr. Bullard spent five years as Associate Vice President of International Programs and Global Engagement and Dean of the College of Professional and Global Education at California State University – Los Angeles. In addition, he served as Associate Dean of the College of Continuing and

Professional Education at California State University – Long Beach. He also spent five years at California State University – San Marcos as Assistant Dean and Associate Dean of Extended Learning.

John P. Lyons

Associate Dean, Chief Financial Officer, UCLA Extension



John P. Lyons began his tenure as Associate Dean, Chief Financial Officer (CFO), at UCLA Extension in August 2020.

In his executive role, Lyons guides the division of continuing education whose annual revenues are \$60 million, offering 5000 courses (remote, online, hybrid, classroom) per year, with centers in six (6) locations in Los Angeles County. As Associate Dean at UCLA Extension, Lyons directs the administrative units of finance, information technology, facilities and student and alumni services.

Lyons has more than 20 years of experience in higher education. He was most recently the Associate Dean for Administration and Operations at the College of Professional and International Education at California State University, Long Beach (CSULB). In that role, Lyons oversaw a self-supporting budget of more than \$30 million annually and an additional \$2 million state allocation for international education.

His administrative responsibilities included oversight of Human Resources and Personnel; Finance and Business Services; Facilities Planning and Management; Information Technology Services; and, Advanced Media Production. At CSULB, he was instrumental in realigning administrative units to support the organization's mission and oversaw a multi-million-dollar construction project to build an energy-neutral LEED® Platinum 35,000 square foot classroom building for the College of Professional and International Education.

Before joining CSULB, John served as Executive Director of International, Graduate, and Extended Education at Cal Poly San Luis Obispo, and as Director of Concurrent Enrollment and Design Your Own Programs at the University of California, Santa Barbara Extension.

Lyons holds a master's degree in Latin American and Iberian Studies earned at the University of California, Santa Barbara.

Board of Advisors

The UCLA Extension [Board of Advisors](#) is a group of distinguished professionals who engage in thoughtful discussions addressing some of the most important questions as UCLA Extension looks toward the future of professional and continuing education and lifelong learning.



Los Angeles, California

UCLA is a vital part of one of the world's most dynamic cities — Los Angeles. Los Angeles holds many distinctions and is considered the entertainment capital of the world, a cultural mecca boasting more than 100 museums, many of them world-class, and a paradise of idyllic weather.

Los Angeles County has the largest population of any county in the United States and is one of the most populous metropolitan areas in the world. Its nearly 10 million residents represent more than 140 cultures and speak an estimated 224 languages. With an average of 292 sunny days per year and UCLA's location five miles from world-famous Santa Monica beach, which includes access to a 22-mile-long path for bicycling, skating, jogging and walking, L.A. has much to offer in the way of a healthy and happy lifestyle. Home to the largest city park in the country, countless hiking trails and some of the nation's best music, theaters and farmers markets, Los Angeles is internationally recognized as one of the most livable cities in the world.

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 UCLA Extension in this search. Review of materials has begun and will continue until an appointment has been made. For fullest consideration, candidate materials should be submitted as soon as possible.

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

Charlene Aguilar, Ed.M. and Shelley Arakawa, J.D.
UCLA-ADEnrollmentSS@wittkieffer.com

To be considered for this position, you must also [apply online to the UCLA Career site](#).

The target salary range for this position is between \$180,000 to \$195,000 annually.

The University of California is committed to providing a workplace free of discrimination and harassment. The University prohibits discrimination against any person employed; seeking employment; or applying for or engaged in a paid or unpaid internship or training program leading to employment with the University of California. In addition, the University prohibits harassment of an employee, applicant, paid or unpaid intern, volunteer, person participating in a program leading to employment, or person providing services pursuant to a contract. The University undertakes affirmative action, consistent with its obligations as a federal contractor.