

VICE PROVOST FOR ENROLLMENT MANAGEMENT SEARCH



University of Missouri

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THE SEARCH

The <u>University of Missouri</u> ("Mizzou" or "MU") seeks a dynamic, innovative, and visionary leader to serve as the next Vice Provost for Enrollment Management ("VPEM"). The Vice Provost will propel Mizzou into a new era of enrollment management. Mizzou has achieved tremendous momentum as an institution–evident through historic highs in student success (retention, graduation, and placement rates), research expenditures, state appropriations and donor support, and through initiatives like <u>MizzouForward</u>.

91.3% Freshman Retention Rate

\$462M research expenditures in fiscal year 2023, marking the 10th consecutive year of increases 76.2% Six-Year Graduation rate

\$504.6M

Μ

95.2% Successful outcome

rate for new graduates

in core funding in fiscal year 2025 with additional funding to support capital improvement projects at all four UM System universities

THE SEARCH (continued)

MU's next VPEM will build and implement an enrollment management strategy that fully leverages campus partnerships, enhances our approach to financial aid, capitalizes on our gains in student success and keeps us on the forefront of recruitment trends. By understanding and marketing the holistic student experience and integrating marketing and communication efforts, this VPEM will lead MU's continued trajectory of success. They will balance an evolving admissions strategy with a deep commitment to our land-grant mission and origins, ensuring that our enrollment management efforts enhance and sustain Mizzou's overall success.

Mizzou's next VPEM will have the opportunity to build and drive an integrated enrollment management vision for one of the most comprehensive universities in the United States. Mizzou, founded in 1839, is the flagship of the four-campus University of Missouri system. Mizzou is a proud member of the AAU and is designated as a Carnegie R1 and Land-Grant University. It is home to numerous major research centers and the world's first journalism school. MU has set a record of more than \$462M in research expenditures in the fiscal year 2023, marking its 10th consecutive year of increases. The University is also one of only six public universities in the country with schools or colleges of engineering, medicine, veterinary medicine, agriculture, arts and science, law, and a powerful research reactor (the most powerful at any university in the country) all on one campus. Additionally, Mizzou boasts a traditional, residential campus that enhances the student experience. At Mizzou, more than 31,000 students work toward completion of 300-plus degree and certificate programs enabled by the University's almost 17,000 employees, including more than 2,200 faculty members across its thirteen Colleges and Schools. Its annual operating revenues total \$3.5 billion, and its endowment stands at over \$1.4 billion. Mizzou is centrally located in Columbia, Missouri, a place consistently ranked as one of America's best places to live, and its central location provides convenient access to the 65% of students who are Missouri residents.

The next VPEM will have the opportunity to lead Mizzou's enrollment strategy toward establishing consistent, robust incoming class sizes, raising the student profile, and providing affordable educational access to students from the state of Missouri and beyond. To be successful, the VPEM will bring knowledge of nationwide enrollment trends and strategies to implement at Mizzou. Leveraging cross-campus partnerships, the next VPEM will align and engage an experienced staff to facilitate and support student success. With an increased number of students relying on financial assistance, Mizzou's commitment to affordability remains paramount to its Land-Grant mission; therefore, the next VPEM will also have the chance to optimize the use of merit and need-based financial aid to achieve success.

Isaacson, Miller, the national executive search firm, has been retained to support the University of Missouri in this recruitment. Confidential inquiries, nominations, and applications should be directed as indicated in the Nominations & Applications section of this document.



THE ROLE

The VPEM reports to the Provost, leads the more than 120-person <u>Division of Enrollment</u> <u>Management</u> in its mission and strategy and manages its \$17 million budget. The direct reports to the VPEM include the Assistant Vice Provost, Enrollment Services and University Registrar; the Executive Director of Student Recruitment and Admissions; the Director of Student Information Systems; the Director of Community Relations & NCAA Certification; Director of Enrollment Management Marketing & Communications; and the Business Administration Manager.

REASONS WHY STUDENTS CHOOSE MIZZOU

Academic Programs | Mizzou offers 300+ degree programs so students can explore and pursue their passions.

Student Opportunities | With more than 600+ student organizations and high-impact opportunities like study abroad and undergraduate research, students gain hands-on leadership and learning experience.

SEC School | As land-grant, AAU, R1 research university and a member of the prestigious SEC athletic conference, Mizzou offers students a wide variety of top-notch college experiences.

Campus/Location | Our beautiful campus is nestled in a wonderful community. Mizzou is located in the heart of Columbia, Missouri, which is consistently ranked as one of the best college towns in the United States.

Affordability | Mizzou is the #1 value among Midwest flagship institutions.



ENROLLMENT MANAGEMENT OVERVIEW

The <u>Division of Enrollment Management</u> coordinates strategic enrollment planning for the University of Missouri and ensures that the university's enrollment goals maximize institutional resources while prioritizing the student experience. The division also maintains the student information system and generates enrollment data and reports for institutional decision-making.

OFFICES AND AREAS

Student Recruitment and Admissions (50+ employees)

- International Admissions
- <u>New Student Programs</u>
- <u>Undergraduate Admissions</u>
- <u>Visitor Relations</u>

College Affordability and Pathways (30+ employees)

- <u>Student Financial Aid</u>
- Office for Financial Success
- Community College Partnerships

Enrollment Services (30+ employees)

- <u>University Registrar</u>
- Veterans Center
- Student Information Systems

Research and Communication (10+ employees)

- Enrollment Communications
- Enrollment Research

OPPORTUNITIES & EXPECTATIONS

Opportunities abound here for a strategic and innovative leader. Strategic opportunities for our next VPEM include:

Lead and shape the future enrollment direction and recruitment strategy.

The ideal candidate will be a leader capable of setting thoughtful, informed strategic enrollment goals, allowing us to plan and invest accordingly and adapt to changes in total enrollment. The next VPEM will consider multi-faceted factors in setting enrollment targets, balancing history, forecasts, and strategic market shifts to achieve sustainable growth and maintain market share, while preserving the mission and prestige of the 185-year-old land-grant university.

One distinguishing feature of Mizzou is the open admissions policy in support of our land-grant mission. Unlike other universities that maintain a waitlist system, Mizzou does not place applicants on hold. If an applicant meets the minimum qualifications for admission to Mizzou, the applicant is accepted. The VPEM will possess a nuanced understanding of the implications of any significant changes in our admissions policies (such as possibly implementing a waitlist), weighing the pros and cons, and navigating the associated risks, particularly given demographic challenges. This strategic dialogue will shape Mizzou's admissions approach in the coming years.

Keep MU at the forefront of recruitment trends in higher education.

Mizzou seeks an innovative leader who possesses a deep understanding of emerging and challenging markets. The next VPEM will be adept at identifying and implementing new strategies to effectively recruit students in response to evolving technology and applicant trends. The candidate will know how to enhance Mizzou's appeal to transfer students, ensuring that recruitment efforts remain dynamic and competitive. Further, this leader will set goals for increasing the number of applications and leveraging Mizzou's compelling story to attract and excite more prospective students.

Partner with campus leaders to make data-driven decisions and provide structural solutions to organizational barriers.

MU seeks a leader who can strategically and operationally leverage data to optimize all aspects of enrollment operations. The VPEM will partner with fellow vice provosts and cabinet members to make effective data operations a priority, fostering a collaborative environment for data sharing and utilization. This concerted effort to optimize the use of predictive data will better position Mizzou's recruitment and enrollment strategies. This role offers a unique opportunity to shape the data strategy at a pivotal time for the University.

OPPORTUNITIES & EXPECTATIONS (cont.)

One point of pride is a key tool in this space, our Enrollment Life Cycle Metrics and Outcomes (ELMO) platform. ELMO is a comprehensive data hub created by MU Analytics. The concise, logical format of this tool that enables informed decisions and critical inquiries will be an important asset for the new VPEM. Launched in November 2023, the platform covers all aspects of student enrollment, from applications to career outcomes. including information on applications, enrollment, retention, completions, and career outcomes, all presented through Power BI. ELMO offers leadership a valuable tool to explore our student body demographics, enrollment data, and application trends, facilitating the development of data-informed enrollment strategies.

Lead a rich recruitment and retention portfolio to ensure students receive the necessary experiences and services to thrive and remain at Mizzou.

Our next VPEM will have the exciting opportunity to lead all recruitment activities and campus visits, while also playing a pivotal role in advancing student success. This leader will guide the Director of Financial Aid, the Office of Financial Success, visitor relations, and the registrar, driving innovation across these key areas. Their ability to gain buy-in and effectively manage and support these diverse functions and teams will be crucial to our continued success and the realization of our institutional vision.

Serve as an effective member of the Provost and Chancellor's leadership teams.

This person will advise and counsel members of the cabinet and board of curators on key strategic issues, ensuring that decisions are well-informed and sound. This role requires strong interpersonal skills and the ability to work effectively within a diverse leadership team to advance the institution's goals.

Leverage financial aid to ensure long-term financial success.

Tuition remains a primary concern for prospective students, with an increasing necessity for scholarships and financial aid to afford education. Our next leader will seek to further leverage our applicant pool by employing data-driven predictive models for more precise financial aid allocation. This involves leveraging financial aid offerings and fully articulating strategies around the financial aid budget and the complex interplay of financial and merit-based aid. The university has an on-going relationship with Ruffalo Noel Levitz, a national leader in this area, to annually model and reevaluate merit and need-based scholarship offerings.

One of our signature scholarships is the Missouri Land Grant award, a need-based program guaranteeing full tuition and fees for Missouri residents eligible for the Federal Pell Grant, which supports our mission to make education affordable for all Missourians. Our commitment to innovation is evident in our leadership of a state-wide effort to assist families with the new FAFSA, involving digital marketing, a state road show, and a week of action, earning us national and institutional recognition for our success.

OPPORTUNITIES & EXPECTATIONS (cont.)

Develop and implement strategies to sustain and grow MU's retention and graduation rates, maximizing impact and the university's mission.

MU boasts a retention rate of 91.3%, a 6-year graduation rate of 76.2%, and a 4-year graduation rate of 58.4%, marking all-time bests for the institution. Growing these already impressive rates requires continuous strategic effort. The next leader will be instrumental in developing and implementing strategies to not only maintain but also enhance our retention and graduation rates.

Enhance communication and collaboration, furthering strategic knowledge sharing and trend identification.

This position offers the opportunity to improve the overall student experience and recruitment through strategic system integration. This systems level thinker will seek to enhance communication and collaboration between and across the central and distributed resources that support the academic units—as well as across key partnerships with the Provost's Office (including the Deans), President's Office, Undergraduate Studies, the Graduate School, Student Affairs and Marketing and Communications, the CFO, Advancement, etc., fostering knowledge sharing and trend identification so as many stakeholders are well-informed and positioned for success as possible.













QUALIFICATIONS & CHARACTERISTICS

The next VPEM will inspire staff, students, and community leaders with ambitious objectives and build a plan to lead the institution toward those objectives. The VPEM will have the personal leadership qualities and skills to successfully advocate for the resources necessary to realize the vision. Candidates should possess the following capabilities and/or characteristics:

REQUIRED QUALIFICATIONS

- Forward-thinking and innovative in strategy, vision, leadership, and accountability.
- Experience with integrating and aligning complex processes and communicating operational changes.
- Committed to building a community that values the uniqueness of every individual.
- Engages deeply with the entire organization, fostering relationships across multiple levels and constituencies.
- Collaborates effectively by synthesizing and building upon the ideas of others, fostering a culture of shared understanding.
- Empowers direct reports and staff, recognizing the complexity of the organization with numerous moving parts.
- Creates a positive work environment by cultivating motivation, satisfaction, and engagement among team members.

QUALIFICATIONS & CHARACTERISTICS (cont.)

- Leads and navigates a respectful and inclusive approach to change initiatives, ensuring active involvement of all parties.
- Utilizes data and data analysis to inform and substantiate decision-making processes.
- Possesses high acumen in financial aid, staying on top of national and state trends and developments in the enrollment management space, and able to pivot initiatives as needed.
- Ensures compliance and responsiveness to regulatory changes and changes to federal and state laws while upholding our core values.
- Leads a culture of openness where information, whether positive or challenging, is communicated regularly.
- Possesses effective interpersonal skills and can communicate with the board of curators and relevant external constituencies regarding strategic initiatives.

MINIMUM QUALIFICATIONS

A Master's degree in a relevant area and 10 years of experience from which comparable knowledge and skills can be acquired, or a Bachelor's degree in a relevant area and 12 years of experience from which comparable knowledge and skills can be acquired is necessary. In addition to these minimum qualifications, the committee will evaluate candidates based on the presence of some or any of the following:

- Demonstrated experience in enrollment management or other settings from which comparable knowledge and skills can be acquired.
- A record of increasing responsibility as an enrollment management leader within either admissions, financial aid, or registrar's office.



NOMINATIONS & APPLICATIONS

The Search Committee will begin reviewing candidates immediately and will continue until the position is filled. Priority consideration will be given to materials received by **September 25, 2024.** Applications should include a CV/resume and a letter of interest that addresses the opportunities described above. The University is partnering with Isaacson, Miller for this search. Nominations and inquiries of interest may be sent in confidence to Carrie Alexander (<u>calexander@imsearch.com</u>) or Arianna Williams (<u>awilliams@imsearch.com</u>) of Isaacson, Miller; or Patrick Arens (<u>parens@umsystem.edu</u>) or Anna Cramer (<u>cramerae@missouri.edu</u>) of the University's Executive Recruitment Team.

University of Missouri System:

Patrick Arens, Lead HR Consultant Anna Cramer, HR Consultant Tiffany Hendren, Recruitment Coordinator **Issacson, Miller:** Carrie Alexander, Partner Arianna Williams, Associate Marlyn Desire, Search Coordinator

Email contact: <u>umhrexecutivesearch@umsystem.edu</u>

Search Webpage: https://www.umsystem.edu/ums/hr/tmr/mu-vice-provost-enrollment-management-

<u>search</u>

APPLY HERE

The University of Missouri System is an Equal Opportunity Employer. Equal Opportunity is and shall be provided for all employees and applicants for employment on the basis of their demonstrated ability and competence without unlawful discrimination on the basis of their race, color, national origin, ancestry, religion, sex, pregnancy, sexual orientation, gender identity, gender expression, age, disability, or protected veteran status, or any other status protected by applicable state or federal law. This policy applies to all employment decisions including, but not limited to, recruiting, training, promotions, pay practices, benefits, disciplinary actions and terminations. For more information, visit https://www.umsystem.edu/ums/hr/eeo.

The University of Missouri System values the uniqueness of every individual and strives to ensure each person's success. Contributions from individuals with diverse backgrounds, experiences, and perspectives promote intellectual pluralism and enable us to achieve excellence in learning, research, and engagement. This commitment makes Mizzou a better place to work, learn, and innovate.



ABOUT THE UNIVERSITY OF MISSOURI

At the <u>University of Missouri</u>, our past success, present growth and vision for the future make us a go-to for high-achieving students, faculty and staff who want to accomplish their greatest aspirations.

Mizzou provides all the benefits of two universities in one – it's a major land-grant institution and Missouri's largest public research university. Founded in 1839 in Columbia, Missouri, Mizzou is the first public university west of the Mississippi River and the first state university in Thomas Jefferson's Louisiana Purchase territory. Today, MU serves as the flagship campus of the four-campus <u>University of Missouri System</u>. It is one of only 37 public universities in the U.S. – and the only public institution in Missouri – to be selected for membership in the <u>Association of</u> <u>American Universities</u>.

Considered one of the nation's top-tier institutions, Mizzou has a reputation of excellence in teaching and research. MU offers more than 300 <u>degree programs</u> – both on campus and <u>online</u> – and is designated as "comprehensive doctoral with medical/veterinary" by the Carnegie Foundation for the Advancement of Teaching.

Mizzou is recognized nationally and receives top rankings for programs such as <u>journalism</u>, <u>dispute resolution</u>, <u>family and community medicine</u>, <u>textile and apparel management</u>, the <u>Campus</u> <u>Writing Program</u> and more. As one of only six public universities in the country with <u>medicine</u>, <u>veterinary medicine</u>, <u>law</u>, <u>engineering</u> and <u>agriculture</u> all on one campus, MU provides Missouri with an educated workforce for in-demand professions.

ABOUT THE UNIVERSITY OF MISSOURI (cont.)

At Mizzou, we know how to make an impact – and our work reaches far beyond our campus. Our researchers disclose, on average, more than 100 new inventions each year, spawning commercialization of life-changing innovations. When you join our community, you'll be part of our collective effort to teach, learn and to drive change that results in better lives and brighter futures.

Mizzou Tigers are lifelong learners, and that includes our faculty and staff members. All employees have the opportunity to pursue personal and professional growth and acquire new skills for their own benefit and the benefit of the university.

Our university seeks to support the whole employee, and that includes a competitive compensation and benefits package, a healthy work-life balance, a focus on career planning and plenty of opportunities to succeed and be recognized for your accomplishments.

We support an engaged and energized university community through competitive medical, dental and vision insurance as well as diverse programs to support whole-person wellness.

The university also empowers its employees to make a lasting financial plan with retirement plan options, some of which are accessible to all faculty and staff, no matter their eligibility for other benefits.

Mizzou is a world-renowned educational and research institution, and our first-rate faculty, staff and students are part of something big. And we're growing. As the University of Missouri's boldest investment in its history, MizzouForward was launched as a 10-year transformational effort that focuses on faculty excellence, infrastructure growth and student success to ensure we are providing world-class education and conducting cutting-edge research.



COMPREHENSIVE CAMPAIGN: ACHIEVING EXCELLENCE

In 2020, the completion of the capital campaign, Mizzou: Our Time to Lead, resulted in \$1.4 billion and provided 30 additional endowed faculty positions, more than doubled the university's endowment, funded new signature centers, and established 306 new funds supporting students, research, and key educational programs.

In 2025, Mizzou plans to publicly launch a \$2 billion comprehensive campaign to deliver even more for Missourians and expand its land-grant mission of teaching, research and engagement to a new generation. The campaign themes include Educate Future Leaders, Save and Improve Lives, Build a Sustainable World, Strengthen Communities and Develop Champions. Each theme provides donors with a variety of opportunities and projects to philanthropically support, ranging from agriculture to medicine, the sciences, student success or athletics. With the deans of our 13 college and schools playing a critical role, the comprehensive campaign will fuel the growth of the Mizzou creating real change for Missouri and beyond.

UNIVERSITY LEADERSHIP

In March 2017, Mun Y. Choi assumed his role as the 24th president of the University of Missouri System. In July 2020, President Choi was also appointed chancellor of the University of Missouri-Columbia after the Board of Curators voted unanimously to merge the positions of UM System President and MU Chancellor. He serves as the chief executive and academic officer for four universities, as well as a health care system and a statewide extension mission. President Choi previously served as provost and executive vice president at the University of Connecticut (UConn), and over his 30-year career in higher education has held faculty leadership and teaching positions at UConn, Drexel University and the University of Illinois at Chicago. He holds a Ph.D. from the Department of Mechanical and Aerospace Engineering at Princeton University and is an Elected Fellow of the American Society of Mechanical Engineers. Since arriving on campus, President Choi has worked to advance opportunities for success and well-being in Missouri, the nation, and the world through transformative teaching, research, innovation, and engagement. President Choi oversees all academic, public, business and, financial affairs for the System under the policies and general supervision of the University of Missouri Board of Curators.

Matthew Martens was appointed Provost and Executive Vice Chancellor in June 2024 after serving as interim since February 2024. Dr. Martens is the chief academic officer for the university and oversees faculty development and support as well as undergraduate, graduate, and professional education. Dr. Martens also has a central role in the MizzouForward initiative to hire new faculty and staff, retain outstanding faculty and staff, and invest in faculty and student success programs. Dr. Martens received a bachelor's degree from Boston College, a master's degree from the University of North Carolina, and a doctorate in educational and counseling psychology from the University of Missouri.

The University of Missouri System is governed by a Board of Curators made up of nine members appointed by the Governor with the advice and consent of the Senate. Curators serve six-year terms with three positions expiring every two years. The Board is constitutionally comprised and carefully balanced in partisan terms. No more than five Curators can be from the same political party, with at least one, but no more than two from each of Missouri's eight congressional districts. The Curators are also advised by a student representative from one of the four University of Missouri System campuses.

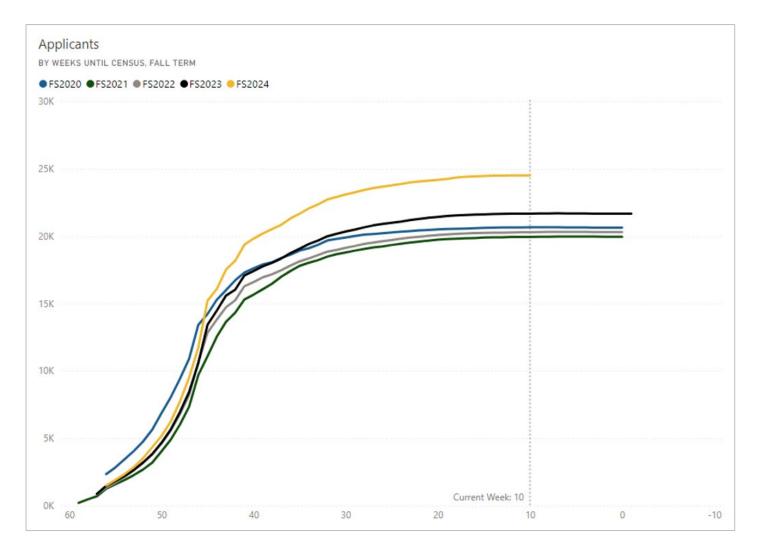


ABOUT COLUMBIA

<u>Columbia</u> has been consistently rated as one of the most desirable places to live and work in the U.S. This college city of 128,000-plus residents has the best of both worlds - small-town convenience and warmth with urban sophistication and amenities. Located halfway between St. Louis and Kansas City, Columbia boasts affordable housing, moderate cost of living, diverse cultural and economic opportunities, and excellent public schools. Columbia is a progressive community with rural roots and is a quintessential college town. While Mizzou football defines the scene on Saturday in late summer and fall, other popular events include the annual True/False documentary film festival, the monthly First Fridays Art Walk and the spring Unbound Book Festival. Mizzou's campus is adjacent to downtown Columbia, within walking distance of restaurants, clothing stores, ice cream shops, and music venues. Downtown's shopping corridor is packed with designer boutiques, jewelers, florists, bookstores, sweets shops, and purveyors of eco-friendly products and novelty items. Columbia's location in central Missouri is a two-hour drive to either Kansas City or St. Louis; a local regional airport connects the city directly to Chicago and Dallas. Columbia boasts multiple city parks for outdoor recreation as well as easy access to Rock Bridge State Park and Stephens Lake. The region's caves, forests, streams, and cliffs offer endless exploration for outdoor adventurers. The popular MKT Trail takes cyclists and hikers all through Columbia and links to the 225-mile Katy Trail, which stretches across the state.

TREND DATA & RELATED INSIGHTS

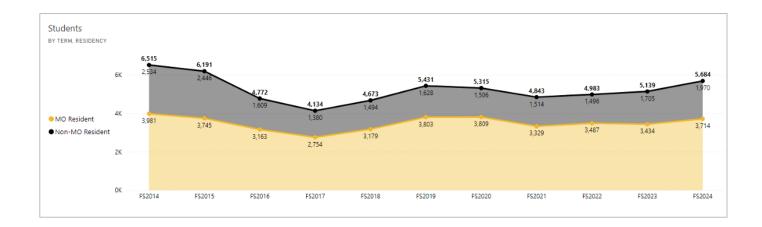
FTC Applications



TREND DATA & RELATED INSIGHTS (cont.)

FTC Enrollment

FS2024 data is as of 7/8/2024. All other years show final census data. FS2024 class is projected to be approximately 6000.



Demographics of FS2024 FTC who have accepted admission (paid the enrollment fee/deposit).

