



WISCONSIN
UNIVERSITY OF WISCONSIN-MADISON

SEARCH FOR THE VICE PROVOST FOR ENROLLMENT MANAGEMENT Madison, Wisconsin

The University of Wisconsin–Madison invites applications and nominations for the position of Vice Provost for Enrollment Management.

THE SEARCH

The University of Wisconsin–Madison (“UW–Madison” or “the university”)—a land-grant institution that is among the nation’s most renowned and impactful public research universities—seeks a collaborative and strategic leader to serve as its next Vice Provost for Enrollment Management (VPEM).

Reporting directly to the Provost and Vice Chancellor for Academic Affairs, and working closely with the Chancellor and other senior leaders, the VPEM is responsible for organizing and creating a vision for the Division of Enrollment Management (DEM). The units currently within the Division, including Undergraduate Admissions and Recruitment, Student Financial Aid, and Registrar, as well as an applied research unit (SSTAR Lab), provide foundational support and services for the academic infrastructure throughout the student lifecycle. The new VPEM will be UW–Madison’s chief enrollment officer, tasked with shaping a comprehensive institutional strategy while forging a forward-looking, analytical, student-centric, collaborative, ethical, and access-oriented approach to enrollment management.

Since its founding in 1848, the University of Wisconsin–Madison has been a national leader in innovation, academic excellence, and public service. Guided by the Wisconsin Idea—the belief that education should extend beyond the classroom to improve lives across the state and around the world—UW–Madison cultivates bold thinkers, trailblazers, and engaged citizens. Its globally recognized research enterprise and enduring commitment to inclusivity and discovery drive meaningful impact on a global scale. Its mission is to foster a learning environment that promotes the discovery and sharing of knowledge to improve the quality of life for current and future generations. The university values the contributions of each person and respects the profound ways their identity, culture, background, experience, status, abilities, and opinion enrich the university community. These values are exemplified by [Bucky’s Tuition Promise](#) and [Bucky’s Pell Pathway](#), aid programs that provide support for low-income students, as well as the [Wisconsin](#)

[Tribal Education Promise](#), which reflects UW—Madison’s dedication to inclusivity by covering full tuition and living expenses for Indigenous students from Wisconsin’s 11 tribes.

Ideal VPEN candidates will demonstrate a successful track record of senior-level enrollment management experience, including but not limited to: leading and mentoring high functioning teams; promoting a culture of data-driven decision making; collaborating with senior campus leaders and faculty to promote student success; communicating with diverse audiences; building sustainable systems and processes using contemporary technology where applicable; fostering a diverse and inclusive student body; and understanding the nuances of interdivisional collaboration in a highly decentralized institution. This individual will be an effective spokesperson for the mission, vision, and goals of both the Division of Enrollment Management and the university and will bring a proven ability to collaborate with campus leaders to advance institutional priorities. Additionally, strong candidates for this role will possess outstanding judgement, understand when to preserve continuity and when to disrupt, excel at strategic decision-making, always put students first, and value inclusivity, while supporting efforts to ensure the fulfillment of the [Wisconsin Idea](#) in the state of Wisconsin and beyond.

UW—Madison has retained Isaacson, Miller, a national executive search firm, to assist in the search. Full details on applying for the position can be found at the end of this document.

UNIVERSITIES OF WISCONSIN

The Universities of Wisconsin comprise a system of 13 public universities united under a shared mission to provide accessible, high-quality education, foster research and innovation, and serve communities across the state. With campuses stretching from urban centers to rural regions, the Universities of Wisconsin educate over 161,000 students annually and drive economic, cultural, and civic vitality throughout Wisconsin. Each campus contributes to the system’s collective strength, offering distinctive programs, research opportunities, and community engagement aligned with local and statewide needs. At the heart of this system is the University of Wisconsin—Madison, the flagship and largest institution.

The Universities of Wisconsin are governed by an 18-member Board of Regents, which sets policy and oversees the system’s direction. A system President, appointed by the Board, leads the overall administration and coordination across the 13 universities. Each campus is led by a Chancellor who manages day-to-day operations and reports to the President. More information about the Universities of Wisconsin can be found [here](#).

UNIVERSITY OF WISCONSIN—MADISON

As a public land-grant university and one of the most prolific research institutions in the world, [UW—Madison](#) is home to those who are driven by a desire to explore new worlds and apply new ideas to real-world problems. With a total annual budget of over \$4 billion, including more than \$1.7 billion in annual research expenditures, UW—Madison has been in the top ten for national research spending every year since 1972. Few institutions match UW—Madison’s incredible depth and remarkable breadth. The

university's 23 schools, colleges, institutes, and divisions include an academic medical center; a college of engineering; schools of veterinary medicine, pharmacy, and nursing; a school of computer, data, and information sciences; a land-grant agricultural research program and extension program; and an excellent array of physical and natural science, social science, humanities, and arts programs. Ranked 39th overall and 13th among the nation's public institutions by *U.S. News and World Report*, UW—Madison is one of the nation's preeminent research universities and has been named a “new Ivy” by Forbes. UW—Madison generates \$30 billion annually in economic impact.

UW—Madison is a vibrant academic community of over 52,000 students, including 36,902 undergraduates, supported by an 18:1 student-to-faculty ratio. The university offers a broad and rigorous array of academic programs, including 136 undergraduate majors, 148 master's programs, 120 doctoral programs, and numerous professional degrees. More than 2,000 full-time faculty and over 20,000 staff members contribute to the university's dynamic learning and research environment. Reflecting a strong commitment to student success, UW—Madison boasts a first-year retention rate of 96.1%, a four-year graduation rate of 75.8%, and a six-year graduation rate of 89.5%.

UW—Madison's faculty are members of and leaders in some of the most prestigious academies and professional organizations in the United States and around the world, including Nobel Laureates and MacArthur “Genius Grant” honorees.

Student Body and Campus Life

Over its long and proud history, UW—Madison has cultivated a distinctive student culture rooted in academic excellence, civic engagement, and the Wisconsin Idea. Badgers are known for being curious, driven, and socially conscious students who don't just learn, but lead, question, and serve. Whether advancing groundbreaking research, championing social causes, or building community on and off campus, UW—Madison students embody a spirit of innovation and purpose. At UW—Madison, it's always a great day to be a Badger, where learning meets action, and students shape the world around them. UW—Madison offers reciprocity with the state of Minnesota. [The Minnesota-Wisconsin Tuition Reciprocity Agreement](#) allows students from one state to pay reduced tuition rates at universities in the other state.

UW—Madison enrolls students from all 50 states and more than 100 countries, reflecting its broad national and global reach. Applications have steadily increased over the past decade, and for Fall 2024, the university received over 65,000 first-year applications with an acceptance rate of 45.2% and a yield rate of 28.6%. That year, UW—Madison welcomed 8,514 new freshmen and 1,373 transfer students. True to its public mission, the university remains deeply committed to Wisconsin families, pledging to enroll at least 3,600 state residents annually, evidenced by the fact that 45% of the incoming freshman class is from Wisconsin, upholding the values of the Wisconsin Idea. As of Fall 2024, 17% of the undergraduate population were first generation, and 19% were Pell recipients.

Student life at UW—Madison is vibrant, diverse, and deeply engaging, offering a balance of academic rigor, community involvement, and spirited tradition. With more than 1,000 student organizations, including

cultural groups, service clubs, academic societies, and intramural sports, students have endless opportunities to connect and lead. UW—Madison also fosters a strong sense of civic responsibility and inclusion, with many students involved in public service, research, activism, and global engagement.



Athletics are a vital part of life at UW—Madison, deeply woven into the campus culture and community spirit. Competing in the Big Ten Conference and NCAA Division I, the Wisconsin Badgers field 23 varsity teams, including nationally recognized programs in football, basketball, volleyball, and men's and women's hockey. Recent achievements highlight this tradition of excellence include the women's ice hockey team secured its record-setting eighth NCAA championship in 2025; men's basketball earned a No. 3 NCAA Tournament seed and advanced to the Round of 32; and men's cross country claimed its seventh straight Big Ten title and placed fourth nationally, while volleyball continued its dominance with a strong NCAA Sweet 16 showing and multiple All-Big Ten honorees.

Beyond varsity sports, UW—Madison offers a thriving network of club and intramural sports, promoting health, teamwork, and recreation for all students. Athletics are deeply integrated into the university's identity, emphasizing not just competition but also academic achievement, character, and community engagement.

The Division of Enrollment Management (DEM)

UW—Madison has a cohesive enrollment division that currently includes the Office of Student Financial Aid, the Office of Undergraduate Admissions and Recruitment, the Office of the University Registrar, as well as an applied research unit (SSTAR Lab). DEM is currently guided by its [Strategic Framework](#), employing a comprehensive approach to attract, enroll, and support the most talented students. This approach prioritizes equitable and seamless experiences, values data-informed practice, embraces responsible stewardship, provides inclusive support, fosters collaboration, and expands access to the university. With students at the center of every action, decision, process, and service, the Division's work drives the impact of UW—Madison as a world-class institution committed to excellence and student success.

The Division is comprised of a dedicated team of more than 200 full-time staff, 50 part-time employees, and 130 student workers. With an operating budget of \$25.6 million, it also oversees a comprehensive financial aid program that distributes over \$600 million annually in federal, state, institutional, and private funding.

- **The Office of Student Financial Aid:** The Office of Student Financial Aid at UW—Madison is committed to making higher education accessible and affordable for all students. It administers federal, state, institutional, and private financial aid programs, distributing more than \$600 million annually. The office provides personalized guidance and services related to scholarships, grants, loans, and student employment, while working closely with other campus leaders, including the Vice Chancellor for Student Affairs, to promote student success across campus.
- **Office of Undergraduate Admissions and Recruitment:** The Office of Undergraduate Admissions and Recruitment at UW—Madison leads the university's efforts to identify, attract, and enroll a talented, diverse, and academically strong student body. Through a holistic admissions process, strategic outreach, and personalized engagement, the office supports prospective students and their families as they navigate the college search and application process. Its work helps ensure access to a world-class education while advancing the university's commitment to excellence, access, and inclusion.
- **Office of the Registrar:** The Office of the Registrar supports the university's teaching and learning mission by providing essential services related to enrollment, curriculum, academic records, and credit. Through collaborative partnerships across campus, the office develops and implements tools, guidance, and processes that serve the needs of students, faculty, and staff. Rooted in the values of efficiency, service, and the Wisconsin Idea, the office plays a key role in fostering a connected and effective academic community.
- **The Student Success Through Applied Research (SSTAR) Lab:** The SSTAR lab partners closely with DEM and other internal and external collaborators to conduct research on issues related to college opportunity.

Leadership

[Dr. Jennifer L. Mnookin](#)

The 30th leader in UW—Madison's history, Chancellor Mnookin is a top legal scholar dedicated to advancing the university's mission in research and education. She launched the Wisconsin RISE initiative, the university's largest cross-campus effort, aimed at expanding research and tackling complex challenges affecting Wisconsin and the world. Previously, she was the dean of the University of California, Los Angeles School of Law and has also held positions at the University of Virginia and Harvard. She holds degrees from Harvard, Yale Law School, and the Massachusetts Institute of Technology and is an elected member of the American Academy of Arts and Sciences.

[Dr. John Zumbrunnen](#)

Dr. John Zumbrunnen serves as the Senior Vice Provost for Academic Affairs and Vice Provost for Teaching and Learning at UW—Madison and assumed the role of Interim Provost in June 2025. In his role as senior vice provost, he works closely with the provost on strategic initiatives and special projects, while his work as vice provost for teaching and learning involves close collaboration with deans and academic leaders across campus to provide leadership, coordination, and administrative support for the university's teaching and learning mission. Dr. Zumbrunnen is a past recipient of the Chancellor's Distinguished Teaching Award, the Phi Beta Kappa Excellence in Teaching Award, and the Alliant Energy Underkofler Excellence in Teaching Award. Despite his administrative duties, he continues to lead the short-term summer study abroad program "UW Summer Launch in Ireland: Battles, Borders and Bogs." Prior to his current roles, he served as faculty director of Chadbourne Residential College, an educational innovation senior fellow, and chair of the Department of Political Science.

ROLE OF THE VICE PROVOST FOR ENROLLMENT MANAGEMENT

The Vice Provost for Enrollment Management (VPEM) at the University of Wisconsin—Madison leads the development and implementation of a student-centered undergraduate enrollment strategy that aligns with the university's mission and institutional goals. Grounded in a student-first philosophy, the VPEM provides strategic direction for DEM, which includes the Offices of Undergraduate Admissions and Recruitment, Student Financial Aid, the Registrar, and the SSTAR Lab. These units in DEM work collaboratively to deliver critical services across the student lifecycle—from recruitment through graduation and beyond, ensuring access, student success, and a high-quality experience.

In addition to strategic leadership, the VPEM oversees the administrative infrastructure that supports student learning and success, while providing guidance and supervision to DEM directors. This includes promoting best practices in hiring, retention, performance management, and professional development, in accordance with UW System and campus policies. The VPEM fosters clear communication, proactive program development, and a culture of collaboration, innovation, and continuous improvement across all DEM units.

As a member of the Provost's leadership team, the VPEM works closely with campus partners, including the Deans Council, the Vice Provosts Council, the Office of Data, Academic Planning & Institutional Research (DAPIR), and the Office of the Vice Chancellor for Finance and Administration to ensure enrollment strategies align with institutional goals and adhere to the wider policy environment. The VPEM also works closely with other campus leaders, including the Vice Chancellor for Student Affairs, to assess and, as necessary, modify existing and develop new approaches to the undergraduate student experience and student success. The VPEM is also responsible for the division's fiscal stewardship, managing budgets and investing in initiatives that enhance services and student outcomes. Across all aspects of the role, the VPEM leads with a student-first approach, shaping an inclusive and supportive environment that helps students thrive.

Given UW—Madison's highly decentralized structure, the VPEM must be adept at navigating complex governance systems, diverse budget models, and multifaceted organizational dynamics. Success in this context requires a leader who can build consensus, foster alignment across units, and lead collaboratively within a large and complex public institution. Experience in similar environments will be especially valuable, enabling the VPEM to bridge institutional silos, coordinate cross-campus efforts, and advance shared priorities with clarity and purpose.

KEY OPPORTUNITIES AND CHALLENGES FOR THE VICE PROVOST FOR ENROLLMENT MANAGEMENT

Shape a strategic vision for enrollment management in a rapidly evolving higher education landscape

The Vice Provost for Enrollment Management must work to further evolve a forward-looking strategic plan that aligns with the broader goals of the institution, ensuring that enrollment strategies support and advance the university's mission. This leader should bring a collaborative vision that is both measurable and adaptable, capable of responding to the evolving landscape of higher education, the shifting needs of students, and statewide priorities. The VPEM must exercise discretion, insight, and sound strategic judgment to address institutional priorities in a changing environment.

The VPEM must also demonstrate a strong commitment to holistic admissions practices, equitable student support services, and effective retention strategies that foster student success and well-being throughout their academic journey.

Furthermore, the VPEM must be a leader who can diplomatically balance competing priorities and delicately cater to numerous stakeholders across the state and nationwide. The VPEM must be able to lead through uncertainty and work through differences. Partnering with the University's Office of Strategic Communications, the VPEM must be able to communicate nimbly and intentionally to represent Wisconsin's intentions.

Advance enrollment strategies that promote access and affordability for students from a wide range of backgrounds

The next Vice Provost for Enrollment Management should embody and actively promote the values of the Wisconsin Idea, which envisions a university whose impact extends far beyond campus, enriching communities across the state and beyond. To support Wisconsin residents, [The Wisconsin Guarantee](#) is a bold commitment to accepting students who rank in the top 5% of their high school class in Wisconsin, demonstrating the university's dedication to serving the state and providing access to high-achieving residents. Building on this, the VPEM must also champion initiatives that advance access, belonging, and success for all students. The VPEM must spearhead enrollment strategies that will continue to attract, yield, fund, and support the most talented student body.

Build strong relationships and serve as a collaborative partner across UW—Madison

In UW—Madison's highly decentralized environment, the success of enrollment strategies depends on strong cross-campus partnerships, particularly with academic units and external community-based organizations. The next Vice Provost for Enrollment Management must recognize the critical importance of these relationships and prioritize building authentic, trust-based connections. As a visible and engaged leader, the VPEM should serve as a trusted connector who actively invests in long-term collaboration, fostering alignment across campus stakeholders to advance shared goals and enhance the university's enrollment and student success efforts.

It will be crucial for the VPEM to clearly communicate and explain to partners what choices are made and why, and then forecast the resources necessary to support the choices. The VPEM must be a unifier and systems thinker who can convene, collaborate, and champion the importance of this work. Success will come to those who can harness the collective power of admissions, financial aid, registrar, and countless campus partners to adequately support students as they progress towards graduation.

Lead, empower, and nurture a high-performing, collaborative, and diverse enrollment division

Strong leadership of the Division of Enrollment Management requires more than strategic vision; it demands a deep investment in people and the organizational culture. This includes fostering a culture of continuous improvement through team building, professional development, and process enhancement. The VPEM must bring a strong commitment to mentoring and cultivating the next generation of enrollment management leaders, ensuring the team remains innovative, skilled, and future-ready. Equally important is the ability to nurture a flexible, supportive, and empowering work environment that values employee well-being. It is essential that the next VPEM not only sustain this culture but also continue to strengthen and celebrate it as a foundation for collective success.

Follow the data and foster innovation while balancing competing priorities at UW—Madison to yield dynamic undergraduate classes

The next Vice Provost for Enrollment Management will help the university leverage a data-driven approach to strategic enrollment planning. As a collaborative partner across academic and administrative units, the VPEM should integrate research and analytics into a shared, future-focused vision that aligns with the university's mission and goals. A demonstrated capacity to align enrollment strategy with institutional priorities is essential. The university seeks a leader who can balance forward-thinking innovation with a deep respect for established successes, ensuring progress is rooted in both evidence and institutional values.

QUALIFICATIONS AND CHARACTERISTICS

The following qualifications represent the broad set of skills and personal qualities deemed important for success as the next Vice Provost for Enrollment Management. While no candidate will embody every quality, ideal candidates will bring many of the following professional qualifications and attributes:

- Active participation and leadership shaping current conversations guiding the field of enrollment management, with particular knowledge and awareness of legislation and compliance requirements affecting student recruitment, retention, and financial aid.
- Proven record of working collaboratively with key campus and unit leaders in managing student enrollment and recruitment to meet the strategic goals of campus and schools/colleges.
- Demonstrated effectiveness in interpreting, influencing, and applying board of regents and university higher education policies and procedures. Experience implementing, interpreting, and complying with current federal rules and policies such as the Family Educational Rights and Privacy Act (FERPA), the Higher Education Act (HEA) and the Gramm—Leach—Bliley Act (GLBA) at a complex and comprehensive university in an ever-changing and dynamic landscape.
- Demonstrated experience using data to shape and achieve institutional strategy and goals.
- Demonstrated commitment to fostering diversity of background and viewpoint across an organization and fostering a healthy and inclusive climate that enables success for members of the organization.
- The creativity and problem-solving skills needed to address both challenges and opportunities related to enrollment management, including the appropriate organizational strategies, and the ability to drive positive change.
- Demonstrated experience in effectively working in an environment that requires prioritization and efficient use of existing resources and strategic creation of new resources. Ability to work in partnership with university foundations and alumni associations to steward donor relationships and raise funds and scholarships, develop grant proposals and seek external funding for initiatives that support student access, recruitment, and success.
- Demonstrated leadership within a complex organization, including strong supervisory, organizational, and communicative skills.

THE COMMUNITY OF MADISON, WISCONSIN

Located in a beautiful natural environment and on an isthmus between two lakes, Madison is the capital city of the state of Wisconsin. Madison's technology economy is growing rapidly, and the region is home to the headquarters of Epic Systems, Exact Sciences, American Family Insurance, Sub-Zero, and Lands' End, as well as many biohealth, biotech, healthcare IT, and health systems startups. Madison is the second largest city in the state, with a city population of approximately 260,000 and a regional population of over 1 million. Madison is primed for additional population and business growth over the next ten years. It ranks as one of the leading cities for net migration of Gen Z and young talent, outperforming larger cities like Austin, Nashville, and Atlanta, and is conveniently close to Chicago and Milwaukee. Dane County Regional Airport (MSN) offers convenient regional and national air service to and from Madison. The city is also well-connected by long-distance intercity bus routes, providing direct links to Milwaukee and Chicago airports, as well as to Amtrak service in Chicago.

The community celebrates its native nation roots and takes pride in the vibrant diversity of the city and surrounding region. The university occupies the ancestral Ho-Chunk land, a place their nation has called Teejop (day-JOPE) since time immemorial. In 2019, the university created the Tribal Relations office, one of more than 20 such offices located at universities in the United States today. The Black Business Hub—a 4-story, 80,000 square foot, state-of-the-art center of commerce and entrepreneurship—is devoted to incubating, accelerating, and networking Black and other entrepreneurs. Additionally, the Center for Black Excellence and Culture brings a cultural gathering space to support attracting Black talent to the city and giving Black professionals a reason to keep their skills in Madison. The Centro Hispano of Dane County, which celebrated its 40th anniversary in 2023, serves the multifaceted needs of the region's Latinx/e community, one of the fastest-growing populations in the state of Wisconsin.

The city has a passionate university-centered sports fanbase centered around the university. Sports venues include Camp Randall Stadium, the Kohl Center, LaBahn Arena, Wisconsin Field House, and the Alliant Energy Center. The city is home to a vibrant food scene featuring James Beard Award winners, gastropubs, and farm-to-table restaurants. Rich in culture and the arts, Madison offers the Dane County Farmers' Market, Overture Center, multiple theaters, music ensembles, museums, and numerous arts venues. The city also has a number of programs directed at youth and the arts, including Madison Youth Arts, a dedicated and purpose-built youth arts center for young people to inspire and be inspired, discover the arts, make connections, and explore their creativity. Learn more about Madison, Wisconsin [here](#).

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process, with a priority application date of August 4, 2025. Inquiries, nominations, referrals, and CVs/resumes with cover letters should be sent via the Isaacson, Miller website:

<https://www.imsearch.com/open-searches/university-of-wisconsin-madison/vice-provost-enrollment>.

Electronic submission of materials is required.

Dan Rodas, Alycia Johnson, and Nicole Sancilio
Isaacson, Miller

Important information regarding confidentiality: Unless confidentiality is requested in writing, UW—Madison is required by Wis. Stat. sec. 19.36(7) to release the names of all applicants to anyone who requests that information. If you would like to request confidentiality, please indicate that via this survey: <https://www.research.net/r/UW-Madison-VPEM-Confidentiality>. All candidates who advance to the finalist stage will be announced publicly prior to their campus visits.

The University of Wisconsin is an Equal Opportunity Employer. We promote excellence by acknowledging skills and expertise from all backgrounds and encourage all qualified individuals to apply. Please visit <https://apps.diversity.wisc.edu/questionnaire.aspx> to complete voluntary self-identification information. PVL #316156.

If you need to request a disability or pregnancy-related accommodation for any step in the process (e.g., application, interview, pre-employment testing, etc.), you can find information about how to make a request at the following website: <https://employee disabilities.wisc.edu/disability-accommodation-information-for-applicants/>

Employment will require a criminal background check. It will also require you and your references to answer questions regarding misconduct, including sexual violence and sexual harassment.

The Annual Security and Fire Safety Report (<https://jobs.wisc.edu/asr>) contains current campus safety and disciplinary policies, crime statistics for the previous 3 calendar years, and on-campus student housing fire safety policies and fire statistics for the previous 3 calendar years. UW—Madison will provide a paper copy upon request; please contact the University of Wisconsin Police Department.

