



Search for the Associate Vice President for Enrollment Management
Old Dominion University
Norfolk, Virginia

Old Dominion University, located in the City of Norfolk in the metropolitan Hampton Roads region of coastal Virginia, is a dynamic public research institution that serves its students and enriches the Commonwealth of Virginia, the nation, and the world through rigorous academic programs, strategic partnerships, and active civic engagement. – Mission Statement

THE SEARCH

Old Dominion University (ODU) invites nominations and applications for their next Associate Vice President for Enrollment Management (AVPEM). Reporting directly to the Vice President for Student Engagement and Enrollment Services (SEES), the AVPEM will serve as ODU's chief enrollment officer, tasked with shaping a comprehensive enrollment strategy while also forging a forward-thinking, data-driven, collaborative, sustainable, and access-oriented approach to enrollment management.

Founded in 1930, originally as the Norfolk division of the College of William and Mary, Old Dominion University has sought to have a positive impact on the lives of those within the Coastal Virginia community and across the Commonwealth. The University is dedicated to continuing this trajectory while focusing on innovation in academics and research and on entrepreneurial developments that impact the region, nation, and world. With over 24,000 undergraduate and graduate students across 175 programs on campus and 100 programs online, ODU features a diverse and engaged student body. Today, the University contributes over \$2.6 billion to Virginia's annual economy. ODU generates more than \$78 million annually in research and sponsored-program expenditures and, as of December 2021, has been designated a Research 1 (R1) institution by the Carnegie Classification of Institutions of Higher Education.

In addition to the University's growing research enterprise, many other exciting initiatives are coming to fruition, including a health sciences center in partnership with Sentara Healthcare and the pending merger with Eastern Virginia Medical School (EVMS); a School of Supply Chain, Logistics, and Maritime Operations and a School of Data Science; and additional majors and buildings that will help make ODU an attractive university of choice.

The ideal candidate will have a distinguished record of success in enrollment management; possess a demonstrated commitment to the core values of diversity, excellence, and access; have experience with complex budget structures and resource allocation; exhibit superior interpersonal communication skills across varied constituencies; be able to develop and implement a strategic vision; display an ability to manage and motivate a diverse professional staff; and understand the nuances of interdivisional collaboration in a highly centralized institution. Additionally, strong candidates for this role will possess outstanding judgment, excel at strategic decision-making, always put students first, and value inclusivity while being sensitive to the needs and demographics of the State of Virginia.

Isaacson, Miller, a leading national executive firm, has been retained to assist with this recruitment. All inquiries, nominations, and applications with cover letters should be submitted in confidence to the search firm as indicated at the end of this document.

OLD DOMINION UNIVERSITY

Old Dominion University began its tradition of excellence when it was founded in 1930 by the College of William and Mary, the second oldest university in the United States. Established as an extension of William and Mary in Williamsburg, Virginia, and Virginia Polytechnic Institute in Blacksburg, Virginia, Old Dominion began educating teachers and engineers. The two-year school rapidly evolved into a four-year institution and was granted independence in 1962 as Old Dominion College. With considerable growth in enrollment, the expansion of research facilities, and the addition of graduate programs led the Board of Visitors to approve the name change to Old Dominion University.

Today, Old Dominion is a powerhouse for higher education with seven academic colleges and three schools and colleges: [College of Arts and Letters](#), [Strome College of Business](#), [School of Cybersecurity](#), [Darden College of Education and Professional Studies](#), [Batten College of Engineering and Technology](#), [College of Health Sciences](#), [College of Sciences](#), [School of Continuing Education](#). Undergraduate students can also discover the benefits of a small liberal arts college within a large research-intensive institution by enrolling in the [Perry Honors College](#). The [Old Dominion University Graduate School](#) has offered master's degrees since 1964 and doctoral degrees since 1971. The University has achieved designation as a research university with high research activity from the Carnegie Foundation for the Advancement of Teaching.

Proud of its past, Old Dominion constantly looks to the future and prides itself on its continually expanding research and teaching programs. An ever-evolving university, Old Dominion is an agent of change for its students, the region, and the nation it serves. Old Dominion is Virginia's forward-focused, public doctoral research university for students worldwide who want a rigorous academic experience in a profoundly multicultural community. ODU has a nationally recognized faculty that use real-world expertise and innovative teaching methods to challenge students to achieve their highest goals. Their determined entrepreneurial approach to problem-solving drives cutting-edge research, eminent scholarship, and strategic partnerships with government, business, industry, organizations, and the arts.

UNIVERSITY LEADERSHIP & STRATEGIC DIRECTION

Dr. Brian O. Hemphill | President

President Brian O. Hemphill, PhD assumed his role as Old Dominion University's 9th president on July 1, 2021. President Hemphill's road to ODU has taken him from the University of Arkansas-Fayetteville, a flagship university, where he served as Associate Vice Chancellor and Dean of Students, to Northern Illinois University, a large, public, research university, where he served as Vice President for Student Affairs and Enrollment Management and Associate Professor for eight years; West Virginia State University, a public, land-grant, research university, where he served as the 10th President and Professor for four years; and, most recently, Radford University, a comprehensive university, where he served as the seventh President and Professor for five years. While at Radford University, President Hemphill built lasting relationships with many entities and officials throughout the commonwealth and beyond as the institution experienced historic growth and success in programmatic diversification and expansion, infrastructure improvements, and philanthropic giving. President Hemphill earned a PhD in Higher Education Administration and Policy Studies from the University of Iowa, a Master of Science in Journalism and Mass Communication from Iowa State University of Science and Technology, and a Bachelor of Arts in Organizational Communication from Saint Augustine's University.

Dr. Brandi Hephner LaBanc | Vice President for Student Engagement and Enrollment Services

Dr. Brandi Hephner LaBanc serves as the Vice President for Student Engagement and Enrollment Services. Before joining Old Dominion University, Dr. Hephner LaBanc faithfully and successfully engaged in the student affairs profession for over 25 years at several institutions. Throughout her career, she has been focused on the well-being of all students, which took shape in her instrumental work at the William Magee Center at Ole Miss and the Okanagan Charter at UMass Amherst. Furthermore, she has spearheaded inclusion work, enhancing the campus climate to serve all students equitably. She has also proudly led efforts to enhance campus responsiveness to student needs, specifically focusing on collaborative and systemic approaches to enhancements and solutions. Her collective work to positively impact individual students has included focused efforts to increase engagement and success rates, including the First-Generation and Transfer Task Force at UMass Amherst and strategic collaborations at Ole Miss to improve retention rates significantly. She earned her bachelor's degree in accounting at the University of Akron, her master's degree in higher education administration and student personnel at Kent State University, and her doctoral degree at Northern Illinois University in adult and higher education.

Strategic Plan

In January 2023, Old Dominion University adopted its 2023-2028 strategic plan, [Forward-Focused: Where Innovation Meets Possibilities](#). The title reflects the bold and innovative goals and strategies brought forth by those directly involved in thinking and rethinking the future of Old Dominion University. The ODU Board of Visitors approved the strategic plan in late 2022, culminating in more than a year of work by campus

stakeholders to chart a course for the University. The information gathered by the Office of Institutional Effectiveness and Assessment and nearly 300 individuals who contributed to the plan's development helped to identify 30 goals and 103 strategies across seven focal areas. The [seven focal areas](#) of the strategic plan include Academic Excellence; Branding, Marketing, and Communication; Corporate/Community Partnerships and Economic Development; Philanthropic Giving and Alumni Engagement; Research Growth; Strategic Enrollment Growth; and Student Engagement and Success.

ACADEMICS

Old Dominion University offers an impressive array of academic programs; a diverse, committed, and accessible faculty; and sophisticated facilities. On-campus, ODU offers over 90 undergraduate degree programs and 66 graduate programs at the master's, education specialist, and doctoral levels, plus a wealth of certificate and professional development programs across its different colleges: College of Arts and Letters, Strome College of Business, Darden College of Education and Professional Studies, Batten College of Engineering & Technology, College of Health Sciences, College of Sciences, Patricia & Douglas Perry Honors College, School of Cybersecurity, School of Continuing Education, and The Graduate School.

The institution's educational mission is supported by over 800 faculty members. Faculty members are talented teachers and productive scholars who interact closely with their students inside and outside the classroom. The student-faculty ratio is 16:1, with classrooms and modern buildings equipped with state-of-the-art teaching technology.

Accredited by the Southern Association of Colleges and Schools, the institution is ranked as "A Best National University" by *US News & World Report* and is among "America's Top Colleges" by *Forbes*. As a military-friendly institution, ODU is ranked in the top "Best for Vets" among public higher education in Virginia by *Military Times*. Learn more about ODU's Facts & Figures [here](#).

Division of Digital Learning

Old Dominion University continues to be a pioneer in digital learning. In January 2023, the Division of Digital Learning rebranded ODUOnline to become [ODUGlobal](#). This transformation symbolizes ODU's commitment to honoring its rich heritage while embracing the future. ODUGlobal offers more than 100 programs to meet the needs of degree completers, transfer students, graduate students, and military-affiliated students worldwide. With top-notch support, coaching and advising from first inquiry through graduation, online students are part of the vibrant Monarch community. Taught by accomplished faculty members, the online courses incorporate state-of-the-art technologies to deliver an enriched learning experience. By incorporating these innovative approaches, ODUGlobal helps ensure that students are well-prepared for the future.

COASTAL VIRGINIA REGION & THE HAMPTON ROADS

Old Dominion University's waterfront campus is in the heart of vibrant Coastal Virginia - a prime place to learn, work and play. Approximately 1.75 million people live in the region, which is home to the cities of Chesapeake, Hampton, Newport News, Norfolk, Portsmouth, Suffolk, and Virginia Beach. Each city has its unique attractions, events, and activities.

Norfolk, a metropolitan city, is home to the world's largest naval base and the North American Headquarters for NATO (North Atlantic Treaty Organization). From internship opportunities with some of the world's top companies to great shopping and dining to beautiful beaches, there's always something new to discover. Colonial Williamsburg and NASA Langley, the birthplace of the US space program, are also a short distance from the University.

One of the most notable characteristics of the Hampton Roads is its connection to water. Located on the Eastern Coast of the United States, the region borders the Chesapeake Bay and the Atlantic Ocean. The Roads also have a strong military presence with 15 military bases in the area representing every branch of the United States Military.

Old Dominion University is approximately a four-hour drive from the District of Columbia or a 50-minute flight and 15 minutes from Norfolk International Airport.

STUDENT BODY AND CAMPUS LIFE

Old Dominion University is one of Virginia's largest and most diverse universities. ODU has a time-honored tradition of providing a diverse and welcoming community where students, faculty, and staff learn from different backgrounds, cultures, and experiences.

In Fall 2022, ODU received approximately 15,000 first-year applications with an admit rate hovering around 96% and a yield rate of 22% with an incoming class target of approximately 3000 first-year students per year. 3,098 first-year students enrolled at ODU for the Fall 2022 semester, with approximately 42% percent receiving a Pell Grant. ODU has achieved a retention rate of 74% for first-year students who enrolled in Fall 2021 and are seeing an increase in their 4-year and 6-year graduation rates, which are at 49% and 53%, respectively.

Currently, ODU has more than 24,000 on-campus and off-campus students, and 90% of students hail from the great State of Virginia. In contrast, the remaining 10% represent the out-of-state population, including more than 500 international students from 90+ countries. 38% of students represent underrepresented ethnic groups, 25% are military-affiliated, and 47% of first-time minority students graduate from ODU within six years.

With over 300 student organizations and 28 fraternities and sororities, ODU fosters student success through campus engagement and experiential learning, and student life can overflow with sports, music, art, culture, and other activities on campus. Residential students are offered various living options and amenities, with 14 housing options divided between first-year living communities and upper-class communities located across four neighborhoods on campus. For more information on student life, please visit www.odu.edu/life.

Student-athletes at ODU are recruited by the Department of Athletics, which enables the students to reach their full academic and athletic potential. As members of the Sun Belt Conference, American Athletic Conference, and the BIG EAST Conference, student-athletes and the athletic division enriches the campus experience and helps enhance the University's visibility and reputation. For more information on athletics, please visit www.odusports.com.

DIVISION OF STUDENT ENGAGEMENT & ENROLLMENT SERVICES

Led by Vice President Brandi Hephner LaBanc, ODU's Division of Student Engagement & Enrollment Services is focused on recruitment, engagement, active learning, and student success. From admissions, leadership, and student involvement to graduation and lifelong career services, the division actively supports students to ensure they make the most out of their collegiate experience. The organization chart for the Division of Student Engagement & Enrollment Services can be found [here](#).

ROLE OF THE ASSOCIATE VICE PRESIDENT FOR ENROLLMENT MANAGEMENT

The AVPEM will convene, lead, and partner with the enrollment divisions' senior leadership to establish goals, policies, and practices consistent with strategies for full lifecycle enrollment management. Hiring and retaining a strong, diverse, and talented team will be integral to succeeding in this role. The AVPEM will oversee and manage an operating budget of \$8.6 million and the distribution of more than \$200 million in student financial aid. The AVPEM has six direct reports (Assistant VP for Enrollment and Executive Director of Admissions; Director of CRM & integrated Systems; Director of Student Financial Aid; Director of Technology & Data Analysis; Enrollment Planning & Data Analyst; Budget and Business Manager; and an Assistant to the AVPEM) and oversees a total staff of approximately 85 full-time employees.

The AVPEM will be expected to develop strong key partnerships with internal and external stakeholders, e.g., marketing and communications, academic deans, etc., to advance the mission of enrollment management, ensure recruitment and overall branding messages are aligned, attract a steady pipeline of quality students over time, and ensure a high degree of service is offered in every student interaction. The role of the AVPEM will offer the opportunity to innovate and further develop professional staff while also creating forward-thinking systems and procedures that will promote collaboration among campus leaders and push the student's lifecycle, from prospect to graduation, into a new era at ODU.

This individual will be a leader in enrollment management who will utilize a data-driven, systematic assessment to plan for changes in the higher education environment. The AVPEM will forecast enrollment trends to help position the University to meet the changing patterns of student enrollment and recruitment in the region, the state, and nationally, particularly in a post-pandemic era. This would include creating accessible pathways for transfer students, first-generation students, low-income students, undocumented students, students of color, and other historically marginalized populations. It will be essential for the AVPEM to have a deep commitment to diversity, equity, inclusion, and experience working with both military-affiliated, urban, and rural student populations.

The AVPEM must be a leader and an advocate who will think strategically about outreach, recruitment, retention, and student success while energizing the entire University community around its commitment to making ODU a highly desirable university of choice.

OPPORTUNITIES AND CHALLENGES

The AVPEM will work in partnership with the Vice President for Student Engagement and Enrollment Services to develop and implement an overarching enrollment strategy, in accordance with ODU's strategic plan, that enhances both excellence and equity; attracts diverse students of exceptional achievement and potential; supports the provision of transformative academic experiences; adapts to opportunities, constraints, and changes in the competitive landscape; and contributes to the academic, cultural, and financial health of the University. The next Associate Vice President can expect to address the following opportunities and challenges in undertaking this vitally important role:

Re-envision and implement an overarching enrollment strategy to exceed institutional goals

Under the general direction of the Vice President for Student Engagement and Enrollment Services, the AVPEM will ensure that enrollment targets are attained and that the academic quality and overall excellence of the undergraduate student body are maintained and enhanced under their leadership. This individual will work closely with leaders within the Office of Admissions, the Office of Financial Aid, and across campus to identify and achieve targets that contribute to the success and growth of the University. The AVPEM must bring a record of success using data and metrics to realign and reshape the enrollment direction of ODU in response to today's enrollment challenges. The AVPEM must also bring knowledge of enrollment trends and emerging technologies that align with institutional goals and strategic direction. Additionally, the AVPEM works directly with marketing and communications partners to align overall branding and marketing for the University with growth objectives.

Use data and evolving technologies to inform enrollment modeling best practices while collaborating with campus partners

The AVPEM will help the institution leverage enrollment modeling techniques to inform a data-driven approach to all enrollment strategies, including how the institution will continue to communicate, market,

distribute, strategize, and ultimately award merit and need-based aid. The AVPEM will be a systems-thinker, leveraging technology and predictive analytics to improve ODU's ability to forecast and successfully recruit and yield undergraduate and graduate students. In collaboration with the President, Vice President for Student Engagement and Enrollment Services, and academic deans, AVPEM will assess and define ODU's institutional enrollment priorities and then develop an enrollment plan that effectively matches the opportunities with institutional needs and priorities.

The AVPEM will be critical for enhancing the student recruitment and enrollment experience and leveraging institutional priorities while working closely with academic and administrative leaders across the various colleges at ODU. The AVPEM must facilitate the sharing of information and admissions data across campus by establishing and maintaining strong partnerships and executing a process that streamlines communication methods and tools across the University to provide opportunities for a clear articulation of admissions and enrollment efforts, accomplishments, and next steps.

Serve as an inspiring leader to evolve, empower, and unify ODU's enrollment division

The AVPEM will work to evolve further and unite the division of enrollment management and all reporting offices around a comprehensive vision and strategy through team building, professional development, and process improvement. With the employment of best practices and innovations, the AVPEM will work to develop a strong sense of teamwork, equity, and investment among student and professional staff within the division. This individual will serve as a mentor and coach and cultivate a culture that aspires to excellence and promotes values of humility, learning, collaboration, integrity, and impact that engenders continual development and growth for the division.

To be successful in this role, it will require developing and empowering the team; providing counsel and support to enhance integration and the creation of synergistic systems and processes; advocating on behalf of the team and their work; leading with both data and heart; listening acutely; and promoting improved practices for enrollment. This individual must attend to the development and retention of staff while celebrating their success.

Partner across the University to promote and sustain student success and retention initiatives at ODU

The AVPEM will work closely with senior campus leadership and other directors under the Student Engagement and Enrollment Services umbrella to help coordinate student success and retention efforts to foster an inclusive and supportive environment for ODU's diverse student body.

This individual will partner closely across campus to develop enrollment planning processes concerning ODU's physical capacity for supporting undergraduate and graduate enrollment growth and ODU's ability to adequately provide levels of instructional and student support services to enable admitted students to succeed. Furthermore, they will partner across campus to achieve even greater measures of student

success related to student recruitment, yield, retention, persistence, and completion for undergraduate and graduate students.

Position ODU to strategically grow enrollment and support diversity, equity, and inclusion across the university

The AVPEM will join and embrace a culture that not only believes in but embodies the values of diversity, equity, and inclusion. As a member of the senior leadership team, the AVPEM will bring a demonstrated track record of impact in this area and will advance actionable initiatives that embed diversity, equity, and inclusion in the enrollment process and for all who call it home; students, faculty, staff, leadership, and alumni.

With a widely expected result from the United States Supreme Court, this AVPEM must be prepared to be vigilant, mission-driven, and creative in the face of threats to the vitality of diversity on campus. The AVPEM will have an astute understanding of enrollment and retention challenges facing the higher education landscape today and in the future. With an eye on accessibility and affordability, the AVPEM will work with all stakeholders to ensure students and families have the necessary systems, supports, and advocates in place to pursue an education at ODU and persist to graduation and succeed while doing so.

PROFESSIONAL AND PERSONAL QUALIFICATIONS

Old Dominion University seeks a visionary leader and change agent willing to take calculated risks. The ideal candidate will have experience prioritizing budget funds and have experience with change management as it relates to continuously improving business processes at a large comprehensive university. The AVPEM should also have a demonstrated knowledge of state, national, and international demographics and diversity in all dimensions on trends impacting enrollment. While few candidates will possess all the qualifications and characteristics, the ideal candidate for the Associate Vice President for Enrollment Management will have many of the following:

- A bachelor's degree is required; a graduate degree is highly desirable.
- Experience with strategic enrollment management assessment and planning.
- In-depth experience with data-driven analyses of enrollment information, including modeling and forecasting as a basis for broader institutional decision-making.
- Current knowledge of best practices in enrollment marketing, recruitment, and communication strategies, as well as a firm understanding of demographic trends and how to optimize them to achieve enrollment goals; experience integrating technologies is highly desirable.
- Demonstrated knowledge of financial aid operations with experience with strategically awarding aid and scholarships to meet enrollment goals.
- Deep and demonstrated commitment to student recruitment, retention, and success, emphasizing diversity, equity, and inclusion.

- Ability to maintain effective working relationships across a centralized university and to facilitate institutional change in a collegial environment.
- Unwavering commitment to mentorship, professional development, and team building.
- A proven capacity for decisive, highly skilled, creative, and courageous leadership and strategic thinking.
- A record that demonstrates the highest degree of integrity, transparency, honesty, and fairness.
- Exceptional capacity to listen to and for both written and oral communication; an effective public presence reflecting comfort and skill as a spokesperson.
- Experience with Salesforce CRM and Banner systems.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: [Old Dominion University Associate Vice President for Enrollment Management](#).

Keight Tucker Kennedy, Partner
Alycia Johnson, Managing Associate
Lehman Robinson, Associate
Alexis Scott, Senior Search Coordinator

As an affirmative action and equal opportunity employer, ODU promotes the full realization of employment opportunity for all persons, including minorities, women, individuals with disabilities, and veterans. ODU bases all employment decisions only on job requirements. These efforts apply to all employment actions, including but not limited to recruitment, selection, hiring, promotion, and compensation.