

UNIVERSITY OF THE PACIFIC

Vice President for Enrollment Management Position Profile

University of the Pacific, a nationally ranked university in northern California known for its personalized attention to students within a comprehensive university setting, seeks an experienced, energetic, optimistic and innovative leader to serve as its next Vice President for Enrollment Management. This is a tremendous opportunity to have a large impact on California's oldest university by shaping and implementing the University's enrollment strategies; establishing an exceptional team of enrollment professionals; incorporating best practices and innovations; advancing the use of data and selecting the constituent relationship management (CRM) system; and promoting a shared commitment across the faculty, staff, and leadership to grow and retain an academically strong and diverse undergraduate and graduate student body. The VP for Enrollment reports directly to the President of the University and is one of six VPs who serve on the Cabinet.

The University

Pacific is committed to providing students with a superior, personalized educational experience that integrates the liberal arts with professional learning and prepares them for a meaningful life and a successful career. The 168-year-old university, ranked 125th among national universities by *U.S. News and World Report*, has a rich history of innovations in higher education. **Pacific ranks 39 of top performers in social mobility, and 3 in salary after attending among sized universities in California and 13 salary after attending among California universities.** Pacific is set apart from other universities by its highly personalized attention to each student in small and one-on-one learning environments of the kind found in renowned liberal arts colleges, combined with providing the wide variety of academic, professional and extracurricular choices of a major university.

The University's iconic main campus, often cited as one of the nation's most picturesque college campuses, is in Stockton, California; a Sacramento campus in California's state capital is home to the McGeorge School of Law, a new School of Health Sciences, and an expanding set of graduate programs that serve the regional economy; and a campus in downtown San Francisco houses the Arthur A. Dugoni School of Dentistry and additional health and technology graduate programs. Pacific is recognized nationally and internationally for its academic programs in health-related fields, particularly dentistry and pharmacy; provides exceptional liberal arts learning as well as engineering, business, music and education paths for its undergraduates. Pacific's 11 schools and colleges on its three campuses offer students their choice of 80-plus majors, including 21 graduate programs and 12 accelerated program options. For example, students can go directly into certain professional programs, including pharmacy, dentistry and law, while accelerated programs in business, engineering and education make it possible to earn both undergraduate and graduate degrees in five years. Pacific is well-known for its small class sizes, averaging 23 and a student-faculty ration of 13:1, dedicated faculty, and numerous opportunities for real-world learning, including opportunities to study overseas. A broad suite of educational and developmental services ranging from mental health to tutoring to comprehensive career services also support students' well-being and academic success.

Pacific has experienced unprecedented fundraising success, particularly for student scholarships, with the bequest of a transformational \$125 million estate gift in 2008, distributed to Pacific in FY2014 from Robert and Jeannette Powell, who both served on the university's Board of Regents. The gift established the Powell Match program which matches new or enhanced scholarship and

academic program endowments on a 1:1 basis. The Powell Match program is the cornerstone of the university's comprehensive fundraising campaign, 'Leading with Purpose', The Campaign for University of the Pacific, which started in 2013 and publicly launched in October 2017. With a \$300 million goal, the campaign represents the largest fundraising endeavor in the university's history. To date, more than \$247 million has been committed in the campaign, including 308 Powell Matches, many of which are focused on scholarships. In the past decade, Pacific's endowment has grown by \$300 million and nearly tripled in size in the last five years, and \$21 million in new academic program endowments have been established. Since the campaign began, the amount of endowed donor-funded scholarship distributions has more than tripled from \$3.5 million to nearly \$11 million in 2019.

Pacific's main campus, which houses the majority of academic programs for undergraduates in Stockton is ideally situated in the heart of northern California, 45 minutes from the state capital of Sacramento, 90 minutes from San Francisco and the Napa Valley region and two hours from Lake Tahoe.

For more information about the University of the Pacific, please visit <https://www.pacific.edu/>.

The Division of Enrollment Management

The Division of Enrollment Management is committed to attracting motivated, astute undergraduate students and supporting them throughout their academic journey by providing them with personalized attention and a dedicated service team. [Undergraduate Admission](#) recruits, admits, and enrolls students at both the freshman and transfer levels for January and August intake. Recruiting relies on relationships with high school counselors, community colleges, and recruiting materials and communications that convey to prospective students Pacific's commitment to excellent academics, a personalized learning experience, and preparation for a successful career. Prospective undergraduate students can apply directly to Pacific or through The Common Application. Graduate and professional admission is managed by the Deans in the Schools and College. The [Office of Financial Aid](#) processes and awards money to students at the undergraduate and graduate level, working closely with admission colleagues at the undergraduate and graduate levels.

Opportunities and Challenges

It is a pivotal time to be joining the University, as the VP for Enrollment (VPEM) s/he will have a tremendous opportunity to shape the vision and direction of the University's enrollment management culture and landscape. The VPEM will lead an operation that has demonstrated its ability to deliver a class and improve recruitment and financial aid strategies. The VPEM will build a culture of continuous improvement and professionalism that is needed to ensure consistent enrollment growth. As Pacific already has national stature, there is great potential to further increase the name recognition of Pacific nationally and internationally to meet enrollment objectives.

In doing so, the VP for Enrollment will be expected to address the following:

- ***Develop a vision and strategy to grow undergraduate, graduate, and professional enrollments*** - The VP will be a strategic thought partner to the President and Provost on enrollment strategy, serving as the chief architect to attract applicants locally, nationally, and internationally, with an eye on diversity, talent, and potential, and then working closely with the entire campus to retain them. While Pacific has crafted a broad framework for an enrollment strategy, the VP will be expected to invigorate efforts and create an action plan that will strengthen the admissions cycle from application to admission to

matriculation. It is an especially vital time as undergraduate enrollment challenges are pervasive in higher education-particularly independent universities. Strategies and success in increasing applications and admit pools as well as yield rates provide opportunities for enrollment growth. While Enrollment Management's focus is primarily on undergraduate enrollment, the VP will also work in close collaboration with the Deans on recruiting, program development, pricing, and revenue generation to fulfill the University's aspirations around graduate and professional enrollment growth for both full time and part time-students. This will entail working closely with Marketing and Communications and the Deans at the Stockton campus, as well as those at the San Francisco and Sacramento campuses, to reinforce comprehensive marketing approaches that attract students by building the brand recognition of the entire University. Throughout all areas of enrollment management, the VP will convene and foster best practices. The VP will have a strong grasp on predictive analytics and how best to leverage the CRM, sharing information within Enrollment Management and across the university to encourage more data-driven decision making while also ensuring campus leadership is well-informed. The VP will work closely with faculty in encouraging and supporting academic programs that appeal to changing demographic and student career interest. The VP will understand and articulate the evolving higher education enrollment landscape to the broader campus community, setting ambitious but realistic goals, building relationships through transparency, meaningful partnerships, and communicating expectations regarding growth and excellence.

- ***Ensure effective pricing strategies are utilized, including capitalizing on strategic use of financial aid at the undergraduate, graduate, and professional level*** - The VP should bring insights regarding national trends in tuition and aid practices to guide institutional strategy and strategically and proactively utilize funded and unfunded financial aid to attract, yield, and shape a strong undergraduate class. The VP is expected to optimize the use of institutional aid budgeting, awarding, and net revenue outcomes while maximizing the use of endowed scholarship funds. In doing so, it will be crucial for the VP to keep leadership abreast on all matters related to the University's enrollment related finances throughout the year, especially as related to projected undergraduate enrollment and discount rates. While the level of professional and graduate student aid is determined by the relevant Deans, the VP is expected to provide insights and guidance and assure all financial aid is within budget and compliant with all laws. The VP will be expected to evaluate current practices and offer optimal solutions to leverage financial aid and student billing to foster recruitment and retention efforts.
- ***Further integrate admissions and financial aid through team building, professional development, and process improvement for a more comprehensive enrollment strategy*** - In order to execute an enrollment management strategy effectively, more must be done to promote synergy between admissions and financial aid and to build, nurture, and lead a professional staff in a competitive market. From creating new outreach strategies to streamlining financial aid processes and improving yield, the VP will comprehensively manage the admission and enrollment cycle and cultivate the team effort around new objectives. The VP will use a strong command of admissions and financial aid trends to improve the recruitment and retention of top talent but also first-generation and underrepresented students. The VP will also evaluate and assess third-party vendors to determine whether they fit objectives and can deliver, or whether their services need to be established in-house.

- ***Increase visibility to expand a diverse pool of qualified students interested in Pacific*** - Pacific enjoys a strong reputation throughout California, but it has the opportunity to grow in national and international prominence and recognition. The VP will be expected to work closely with Marketing and Communications to evaluate current outreach efforts and find new ways to expand outreach locally, nationally, and internationally to spread the reach of Pacific and establish a stronger brand identity amongst potential undergraduate, graduate, and professional students. The VP will be expected to brainstorm fresh strategies for recruitment and streamline effective outreach campaigns to ensure consistent and impactful messaging.
- ***Strategically partner with Academic Affairs and Student Life to support retention and student success initiatives*** - While recruiting, pre-matriculation, and matriculation are the main objectives for the VP, the next VP will be expected to be a key partner with the campus, especially Academic Affairs, in student success strategy, from recruitment to graduation. This will include facilitating a smooth handoff of students from admissions to Academic Affairs and Student Life, and providing seamless support for students, especially around financial aid matters, to ensure their retention. The VP is responsible for executing a highly effective cross-divisional pre-matriculation plan that assures a smooth and welcoming transition for students from admits to enrolled undergraduates.
- ***Expand the use of technology and data analytics*** - The VP will be charged with selecting and developing a sophisticated metrics-oriented approach to recruitment, enrollment, and aid strategies. The VP will be charged with advancing the role of analytics and the CRM in the day-to-day functions of Undergraduate Admissions and Financial Aid while also encouraging their use more broadly across the university. The VP will leverage technology in enrollment modeling and projection as well as in creating efficiencies for admission and financial aid processes, compiling data analytics regularly for transparency and to communicate effectiveness of the enrollment management strategy. This fluency with technology should also be used to improve numerous touchpoints with students, from the evaluation of applications for admission, to leveraging financial aid to attract exceptional students to Pacific, to partnering with the Registrar and Academic Affairs for proactive student support. Financial aid distribution will especially need to be enhanced with online services, early estimating, marketing of institutional aid, and reporting formats.

Position Summary

Reporting to the President, and a member of the Cabinet, the VP for Enrollment leads the university's efforts to grow undergraduate enrollment of talented and diverse students who share values of excellence, character, and community. The VP and to support graduate and professional programs. The VP for Enrollment will bring insights on the strategy of enrollment management at Pacific, fostering a culture that integrates divisions, faculty, and campuses around strategy, and ensures close partnerships between enrollment management staff and others working toward University goals. S/He is a liaison with the Board of Regents regarding undergraduate enrollment matters. Additionally, the new VP will work closely with the Provost, other Vice Presidents, and institutional leaders on recruiting goals and student success initiatives, as well as with the Deans from all three campuses to achieve their graduate and professional admissions objectives. As the Registrar, CRM, Summer Session, and International Programs are located in Academic Affairs, and Marketing and Communications reports to a central office, close collaboration will be necessary to ensure a sound and comprehensive enrollment management strategy.

Reporting to the VP for Enrollment is a Director of Admissions and Director of Financial Aid, with a total staff of 47 and an operating budget of approximately \$3M. The Undergraduate Admissions office consists of 29 staff and the Office of Financial Aid consists of 16 staff, with two staff dedicated to administrative support of the Division of Enrollment Management. The division is currently being overseen by an interim VP on contract until the position is filled. The VP for Enrollment is directly responsible for undergraduate admissions and institutional financial aid. In addition, s/he provides leadership regarding graduate and professional enrollment activities that report to Deans by promoting partnerships, shared best practices, and professional development opportunities. The VP for Enrollment is part of the cross-divisional team, led by the Provost, to advance undergraduate student retention with a focus on the experience from the first inquiry to completion of the first year. S/He will bring to the institution an understanding of what students need and expect when selecting an institution and strategic and innovative insights for how Pacific can best attract and enroll a growing student body. Recognizing that the role is effectively the “chief revenue officer,” the VP for Enrollment will also bring an understanding of financial aid strategies at the undergraduate, graduate, and professional levels.

The VP for Enrollment will need to possess a demonstrated knowledge of the major elements of and current best practices in successful programs for admissions and financial aid management, an in-depth understanding of student market trends and prospect development, and be able to leverage technology for data-driven decision making. To be successful, s/he must possess excellent execution, managerial, analytical, communication, and interpersonal skills while addressing the following:

- Develop a vision and strategy to grow undergraduate, enrollments and collaborate with the Deans to grow graduate and professional program enrollments.
- Build a team of talented and effective enrollment management professionals with a culture that embraces continuous improvement and development;
- Foster and strengthen collaborations across Enrollment Management, Academic Affairs, Student Life and Marketing and Communications;
- Establish and capitalize on strategic use of financial aid at the undergraduate, graduate and professional level;
- Increase visibility to expand a diverse pool of qualified students interested in Pacific;
- Further integrate admissions and financial aid through team building, professional development, and process improvement for a more comprehensive enrollment strategy;
- Lead implementation of pre-matriculation strategy developed as part of the enhancement of the first-year experience; and
- Find new ways to partner with the Academic Affairs and Student Life to support retention and student success initiatives.

Qualifications and Characteristics

The successful candidate should be an innovative and collaborative enrollment management leader with a distinctive record of achievement, including expertise in designing, implementing, and managing enrollment and financial aid processes. Experience at a private university is strongly preferred. Additionally, candidates will possess many, if not all, of the following professional qualifications and personal characteristics:

- Proven leadership ability to attract and develop talented managers and teams that embrace continuous improvement and exceptional service to potential and current students, parents and institutional colleagues;
- Experience in developing strategic admissions and financial aid models;

- Proven ability to analyze, summarize, and present complex data to various constituencies, including administration, faculty, staff, the board, students, and families;
- Familiarity with undergraduate, graduate, and professional admissions strategies;
- A proven track record of building and sustaining racial and economic diversity in a student body and a deep understanding of the educational value of a diverse community;
- Proven ability to build and maintain effective partnerships with the Office of the Provost, school and college leaders, Student Life, and other areas across a university;
- Demonstrated executive leadership skills including visionary leadership, strategic thinking, commitment to excellent services, and an innovative spirit with a commitment to promote excellence in education;
- Excellent collaboration and consensus-building abilities;
- A high level of transparency; and
- Experience with software systems that support recruitment, admission review, financial aid management, and student success.

Application and Nomination Process

The Search Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Applicants must submit a current curriculum vitae and a letter of interest describing relevant experience. Submission of materials via e-mail is strongly encouraged. Nomination letters should include the name, position, address and telephone number of the nominee. All nominations and applications will be handled in confidence.



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