



Indiana State University

Vice Provost for Enrollment Management Position Profile

Indiana State University seeks applications and nominations for an exceptional individual to serve as Vice Provost for Enrollment Management. The university has seen historic enrollment levels in recent years and seeks a visionary leader to help the institution continue to move forward under its new strategic plan.

The Role of the Vice Provost for Enrollment Management

The Vice Provost for Enrollment Management reports directly to the Provost and Vice President for Academic Affairs, and partners with academic deans, faculty, and administrative leaders. The Vice Provost will oversee the development of a comprehensive integrated strategic enrollment plan that enhances the university's reputation and effectively promotes its enrollment, retention, and student success.

The Vice Provost provides vision and strategic direction for:

- Undergraduate admissions;
- Recruitment of first-year, transfer, international, and distance and online education students;
- Financial aid and student scholarships;
- New student orientation; and
- University marketing and brand development.

In addition, the Vice Provost will support the College of Graduate and Professional Studies and the university's five academic colleges in the recruitment of graduate students.

The Vice Provost for Enrollment Management is responsible for leading a team of more than 60 professionals in driving enrollment growth and enhancing the university's reputation. This individual will build upon the enrollment growth over the last eight years and advance the goals established in the university's strategic plan, "[There's More to Blue.](#)"

The Vice Provost will be expected to:

- Oversee the development of a strategic enrollment management plan that incorporates enrollment and revenue goals;
- Forecast enrollment projections;
- Build on and improve successful marketing and recruitment strategies for first-year, transfer, international, distance and online, and graduate students;
- Develop new markets while sustaining and growing primary markets;
- Develop recruitment and admission initiatives to ensure student access and student success;
- Monitor and ensure that institutional financial aid resources meet the needs of both new and continuing students as much as possible while supporting institutional enrollment goals;

- Ensure that all admission, financial aid, and marketing operations are conducted in accordance with state and federal regulations and procedures;
- Coordinate with all constituent offices to plan and execute New Student Orientation;
- Oversee the university's marketing activities, including: brand management and marketing communication for internal and external audiences.

Qualifications and Skills

The successful candidate should demonstrate the following qualifications and skills:

- A master's degree;
- Ten years of progressively responsible and demonstrated success in higher education enrollment management, including marketing, with at least five years as a supervisor of professional staff;
- Demonstrated ability to lead and support a diverse staff and work with a diverse faculty and student body;
- Demonstrated ability to work collaboratively across university divisions to advance a unified recruitment strategy;
- Prior work with the strategic planning process, including development and execution;
- Excellent written and verbal communication skills, including expertise in presenting publicly and speaking on behalf of the university; and
- Ability to identify data needed to drive decision-making as well as analyze and present enrollment metrics.

The University

Founded in 1865, Indiana State University (ISU) is a comprehensive, state-assisted public institution offering degrees through the doctoral level. Classified as a community engaged institution by the Carnegie Foundation, ISU has been named to the President's Higher Education Honor Roll for Community Service each year since its creation. The university was ranked first in the nation among national universities for service by the Washington Monthly in 2015 and has been in the top three institutions in the country for the past five years in hours of community service provided by its students. The Princeton Review has recognized ISU as one of the "Best in the Midwest" for 13 years in a row.

The university offers more than 100 undergraduate majors within the Colleges of Arts and Sciences; Business; Education; Health and Human Services; and Technology. The College of Graduate and Professional Studies offers more than 75 graduate programs in conjunction with the university's academic colleges. Minority students constitute 25% of 2016-2017 enrollees, one of the most diverse student populations in Indiana. Enrollment has grown by more than 30 percent in the past eight years, reaching historic levels in fall 2015 with more than 13,500 students. While the majority of students are from Indiana, the university also attracts students from throughout the United States and more than 70 countries. Indiana State has a long tradition of serving underrepresented populations; more than half of freshmen are Pell-eligible, and a large percentage of enrollees are first-generation college students. In addition, the university has the largest percentage of 21st Century Scholars, Indiana's scholarship program for students from low-income households.

The ISU Sycamores have nine women's teams and six men's teams competing in intercollegiate athletics at the NCAA Division I level. The university has been a member of the Missouri Valley Conference since 1977.

Strategic Plans

In fall 2009, the university launched a strategic plan, [*The Pathway to Success*](#). Guided by this plan, ISU has:

- Had unprecedented growth in enrollment;
- Developed new degree programs in high demand fields such as health care, unmanned systems and genetic counseling;
- Greatly expanded experiential learning opportunities for students;
- Nearly completed a 10-year plan to upgrade student housing;
- Been named the number one national university in the U.S. for community service;
- Successfully concluded its first comprehensive fundraising campaign; and
- Made progress in diversifying its faculty and staff.

Seven years later, a new strategic plan, [There's More to Blue](#), was launched. Building upon the success achieved by the previous plan, the new plan sets aggressive goals in improving student success, continuing enrollment growth, incorporating career-readiness into the curriculum, ensuring the impact of the university's commitment to community service, creating distinctive programs and experiences, utilizing resources effectively to maintain affordability, increasing revenue streams, and attracting and retaining great employees. The plan emphasizes building an environment of inclusive excellence.

Leadership

President

Deborah Curtis began as President of Indiana State University in January 2018. Curtis served as the provost and chief learning officer at the University of Central Missouri since 2012. Prior to becoming provost at Central Missouri, Curtis served as dean of the College of Education at Illinois State University from 2006 to 2012, interim dean from 2005 to 2006, and as director of the Cecilia J. Lauby Teacher Education Center and Clinical Experiences and Certification Processes from 2001 to 2005. She served on the faculty of Illinois State for 26 years, advancing to the rank of full professor.

She earned her Ph.D. in curriculum and instruction from State after completing a master's degree in music education from the University of Illinois and a bachelor's in music education from MacMurray College. She also taught at University School, Indiana State's laboratory school, for one year to fill in for a teacher on maternity leave, a role that led to her decision to pursue her doctorate and a career in higher education.

Provost and Vice President for Academic Affairs

Michael Licari became provost and vice president for academic affairs at Indiana State University in July 2015. Prior to joining Indiana State, he served as interim provost and executive vice president for academic affairs at the University of Northern Iowa. Additionally, he served as associate provost and dean of the graduate college; interim associate dean of the graduate college; interim head of the political science department; administrative fellow in the provost's office; associate director of the Master of Public Policy program; and assistant professor, associate professor and professor of political science at Northern Iowa.

He holds a Bachelor of Arts degree in political science from the University of Minnesota, Minneapolis and a Master of Arts and a Ph.D. in political science from the University of Wisconsin-Milwaukee. His teaching has been in public policy, public administration, and statistics, including classes on public health policy.

The Community

The seat of Vigo County, Terre Haute has approximately 60,000 residents. The west-central Indiana community serves as the retail, healthcare, manufacturing, service and cultural hub for 16 Indiana and Illinois counties in the Wabash Valley. Terre Haute is home to four colleges (Rose-Hulman Institute of Technology, Saint-Mary-of-the-Woods College, Ivy Tech Community College and Harrison College) in addition to ISU.

In the past decade, there has been a resurgence of the downtown due to strong working relationships among the university, the City of Terre Haute, the Terre Haute Economic Development Corporation, the Chamber of Commerce and other public and private entities. Two new hotels have been built and an arts corridor has been developed featuring a growing collection of public art and a number of local museums and boutiques. Indiana State has also partnered with a third-party developer to build apartments for upperclassmen in the heart of downtown. Recently, the ISU Foundation collaborated with Barnes and Noble to build a shared facility that includes the university's bookstore and offices for the Foundation and the ISU Alumni Association.

The Wabash River Development and Beautification Board has created a strategic plan called Riverscape which utilizes Terre Haute's riverfront to spur economic development and provide a landmark destination for tourists. The project includes the development of the Wabashiki Fish and Wildlife Area on the west bank of the river and the development of ISU's Gibson Track and Field on the east side. In early 2017, Core Redevelopment began work on a \$23-million repurposing of a former manufacturing plant adjacent to the track complex to create 165 loft-style, market-rate apartments.

The university is also working with the City of Terre Haute, the Vigo County Commissioners, and the Terre Haute Convention and Visitors Bureau to renovate and add convention meeting space to Hulman Center. The Indiana General Assembly has approved \$37.5 million in funding for this \$75-million project.

Nomination and Application Process

The Search Committee will begin reviewing applications immediately and continue to accept applications and nominations until the position is filled. However, in order to assure the fullest consideration, candidates are encouraged to have complete applications submitted to the search firm assisting the University as soon as possible. Requested application materials include a letter of interest; resume or curriculum vitae; and the names, telephone numbers, and e-mail addresses of at least five professional references. All applications, nominations, and inquiries will remain confidential. References will not be called until after the first screening of applications and then only after the applicant has given explicit permission. All application materials must be submitted electronically in Microsoft Word or PDF format.

Please direct all applications, nominations, and inquiries for the position to the search firm assisting the university at the contact information below:

Ryan Crawford, Partner | Gretchen Hoffman, Senior Associate
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Refer to code "ISU-VPPEM" in subject line

Indiana State University is an affirmative action/equal opportunity employer with a strong institutional commitment to the achievement of diversity among its faculty, staff, and students.