



## **Associate Vice President for Enrollment and Student Services VACANCY ANNOUNCEMENT**

The University of Nevada, Las Vegas (UNLV) invites applications and nominations for the position of Associate Vice President for Enrollment and Student Services (AVPESS).

### **The University**

Founded in 1957, UNLV is a doctoral-degree-granting institution comprised of approximately 31,000 students and more than 3,900 faculty and staff. To date, UNLV has conferred more than 136,000 degrees, producing more than 120,000 alumni around the world. UNLV is classified by the Carnegie Foundation for the Advancement of Teaching as an R1 research university with very high research activity. The university is committed to recruiting and retaining top students and faculty, educating the region's diversifying population and workforce, driving economic activity through increased research and community partnerships, and creating an academic health center for Southern Nevada that includes the launch of a new School of Medicine.

UNLV has created one of the most affirmative and dynamic academic environments in the country. UNLV continues to rise in U.S. News & World Report's annual listing of the nation's most diverse universities for undergraduates. The university is tied for first in the publication's annual Best Ethnic Diversity listing. UNLV has placed in the top 10 for the past six years and continues to show its commitment to serving a diverse population and building the future for Las Vegas and Nevada. In 2012, UNLV achieved designations from the Department of Education as a Title III & Title V Minority Serving Institution (MSI). In 2015, UNLV achieved designations as an Asian-American and Native-American, Pacific Islander-Serving Institution (AANAPISI), and as a Hispanic Serving Institution (HSI).

UNLV is located on a 332-acre main campus and two satellite campuses in Southern Nevada. For more information, visit us on line at: <http://www.unlv.edu>.

### **Top Tier Initiative**

UNLV's drive to rise among the nation's top public research universities took a major step forward when it was elevated to R1 "very high research activity" status by the Carnegie Classification of Institutions of Higher Education. R1 is the gold standard for university research classifications, and out of 4,000 institutions nationwide, UNLV now is one of just 130 with the distinction.

With campus-wide involvement, UNLV has launched a strategic plan that will position the institution to join the ranks of the nation's top public universities in research, education, and community impact by 2025. UNLV has established clear metrics with subsequent goals and progress indicators that will allow explicit tracking, ensuring continuous achievement towards meeting Top Tier strategic objectives and demonstrating clear fulfillment of the institutional mission. For more information please visit: <https://www.unlv.edu/toptier/initiative>.

## **UNLV on the Move**

For more than a decade, UNLV has pursued an ambitious and aggressive agenda aimed at firmly placing the University on a trajectory that would elevate the university's teaching, research, and community impact and establish it as one of our nation's distinguished universities. Recent accomplishments include achieving R1 status (seven years ahead of schedule), launching a new medical school, improving six-year graduation rates, building better student support systems, and establishing collaborations that position UNLV students to participate in projects with national and global impact .

To achieve its institutional goals and continue its upward progression, UNLV has recruited a talented and visionary group of leaders including: Dr. Lily Garcia, recently named Dean of the School of Dental Medicine; Dr. Jennifer Keene, Dean of the College of Liberal Arts; Dr. Barbara Roth, Vice Provost for Faculty Affairs; Dr. Javier Rodríguez, Vice Provost for Academic Programs; Dr. Angela Amar, Dean of the School of Nursing; Dr. Mary "Maggie" Farrell, Dean of University Libraries; Dr. Mary S. Croughan, VP for Research and Economic Development; and Dr. Eric Chronister, Dean of the College of Sciences. This dynamic and forward thinking team of leaders, coupled with the existing cadre of visionary administrators guided by Dr. Juanita Fain, Vice President for Student Affairs, are challenging conventional thinking and establishing a pathway for UNLV's future growth, academic and research innovation, and student success. Although UNLV is in the process of recruiting new senior leaders, its trajectory will not change and all new administrators will be expected to make significant contributions toward advancing UNLV's commitment to becoming a top 100 American research university.

The next Associate Vice President for Enrollment and Student Services will join a team of passionate and accomplished leaders who are energized by what could be, embrace an entrepreneurial mindset, welcome challenges and enjoy the flexibility to chart their own course. There is no doubt the next Associate Vice President will have the opportunity to make a dramatic imprint on UNLV's changing landscape.

## **Division of Student Affairs**

The Division of Student Affairs provides quality services and programs that create educational opportunities, foster collegiate success, enhance continuous learning, and promote a just and inclusive campus. Working in partnership with the university and surrounding communities, Student Affairs is a service-oriented division that strives to establish a safe and secure learning environment that is diverse, dynamic, and student-centered.

Student Affairs – the heartbeat of the university – is the pulse that keeps everything circulating to give students a rich array of experiences in addition to their formal education. Each unit in Student Affairs plays an important role in developing the different, daring, and diverse student body that has become UNLV's most recognizable trait. The division is proud of its people, its departments, and its progress. It works hard every day to enhance learning, nurture student success, and foster a vibrant and inclusive community that is helping lift UNLV into the top tier of universities.

The UNLV Top Tier Initiative is an extension of UNLV's vision to enter the top 100 of American research universities, as designated by the Carnegie Foundation as a Highest Research Activity (R1) University. Student Affairs is making a difference on and off the UNLV campus. Recent Top Tier accomplishments for the Division of Student Affairs include:

- #18 Nationwide for yield – U.S. News & World Report.
- Voted “Best for Vets” College – 2017 & 2018 Military Times.
- Nevada’s Best Higher Ed Institute for LGBT+ Students – Bestcolleges.com & campuspride.org.
- \$136 million administered in federal grants by the Center for Academic Enrichment & Outreach (CAEO), one third of UNLV’s federal funding.
- \$4.6 million grant from the National Science Foundation to increase the number of underrepresented STEM students.
- 83% of school students in CAEO programs enroll in postsecondary education programs.

One of the core themes of UNLV’s “Top Tier Vision by 2025” Strategic Plan is to focus on recruiting, retaining, and graduating a diverse body of students through innovative learning experiences, access to mentoring and research opportunities, and a vibrant campus community. Student Affairs will play a crucial role in accomplishing this goal by improving student outcomes, increasing undergraduate retention, increasing the undergraduate graduation rate, increasing participation in post-secondary education, enhancing the student experience, and closing the achievement gap among underserved student populations.

### **Enrollment and Student Services**

As one of the units in the Division of Student Affairs, Enrollment and Student Services (ESS) works collaboratively within the campus community to support the vision and academic mission of the university; promoting a culture of service with a commitment to recruit, retain, and graduate a diverse student body that demonstrates high academic achievement, strong leadership ability, and a sense of community responsibility, as successful and active alumni, and future donors.

Enrollment and Student Services contains the units of Admissions, Enterprise Application Services, ESS Marketing and Communications, Financial Aid and Scholarships, International Students and Scholars, Military and Veteran Services, and Registrar.

Enrollment and Student Services works tirelessly to ensure UNLV students are able to easily navigate the required operations that make their experience a smooth one on campus. This begins with early outreach programs to potential future students, following through to the recruitment and admissions process that brings our diverse student body to campus. The unit also oversees orientation, acclimating our new student body to all the exciting potential options for them to pursue. Additionally, ESS assists students and the campus with maintaining curriculum and ensuring students are registering in the right classes to progress towards their degree, administering and awarding the nearly \$150 million in student grant aid and loans each year, assisting our International students and faculty with their visas and providing programming to assist them with their transitions to campus, providing a one-stop integrated resource to help our active military, veterans, and family of veterans be successful at UNLV, and awarding over 5,600 degrees and certificates every year. ESS assists our students through the entirety of their experience with UNLV.

Each year ESS works with over:

- 100,000 prospective students
- 18,000 undergraduate applications
- 30,000 students
- \$150 million in student financial aid
- 17,000 course sections over the fall and spring semesters
- 5,600 degrees and certificates

Adjusting to college and navigating through an institution of higher education is not always an easy task. That is why ESS is constantly looking for how it can improve the way the office serves its student body and campus as a whole, whether that means extending hours, embracing new technologies, or simply listening to our students to find the best new ways to help them, ESS is always a willing campus partner in our students' success.

### **Position Summary**

The Associate Vice President (AVP) for Enrollment and Student Services (ESS) is responsible for providing leadership and vision for the comprehensive administration of functions and services related to the oversight of undergraduate enrollment growth and retention efforts at UNLV. The AVP is expected to provide management and budgetary oversight for the Office of the Registrar; Student Financial Aid and Scholarships; Undergraduate Admissions; Enterprise Application Services; Enrollment and Student Services Marketing and Communications; International Students and Scholars; and, Military and Veteran Services. The Enrollment and Student Services unit is comprised of 125 FTE and a budget of \$15.5 million.

The Associate Vice President for Enrollment and Student Services provides institutional leadership for undergraduate recruitment and enrollment management; serves as a member of the Student Affairs Vice President's Council and the President's and Provost's Academic Council; serves as the primary liaison with internal and external constituents for issues related to access, admissions policies, and student financial aid and scholarship guidelines. The AVP is expected to work collaboratively with other members of the Student Affairs Council and advise the Vice President for Student Affairs on divisional, university, and external matters, as appropriate.

Direct Reports to the AVP include:

- Director of Military & Veteran Services
- Director of Marketing and Communications
- Executive Director Enterprise Application Services
- Executive Director Financial Aid & Scholarships
- Executive Director, Financial Systems and Special Projects
- Executive Director, Office of International Students & Scholars Services
- Executive Director of Undergraduate Admissions
- Office of the Registrar

## **Opportunities & Challenges**

The next AVP must be an experienced leader with a proven track record of developing and implementing university-wide enrollment management plans and student success initiatives supported by effective marketing and recruitment strategies. The successful candidate will be expected to address the following challenges and opportunities:

- Provide leadership to the ESS team while working in collaboration with the Provost Office and other key campus constituents to develop and implement a comprehensive enrollment plan that supports UNLV's mission and goals.
- Collaborate with academic units, the Provost Office, and institutional integrated marketing and branding to create effective marketing and recruiting strategies to ensure the successful implementation of the university's enrollment management plan.
- Identify best practices nationally across all the functional areas within the unit and assist in their successful implementation while utilizing current higher education trends and data analytics to support informed-decisions.
- Serve as a passionate advocate on behalf of ESS when working with stakeholders and constituents at all levels and across the entire campus. The AVP must be an engaged and inspired presence when serving as a member of the Vice President for Student Affairs' Council as well as the Provost's and the President's Academic Council. The AVP will play a leading role in strategic planning, goal setting, and the creation of strategic initiatives for ESS.
- Promoting a culture that values inclusion, collaboration, and professional development for ESS staff. The AVP must establish a comprehensive professional development and training program that promotes effective team-building, professional advancement, staff-appreciation, and ultimately, a positive work environment.
- The AVP must develop effective strategies for enhancing communication within the unit and beyond. The AVP will promote open and transparent decision-making and build trust and collaboration with all key stakeholders.
- The AVP will work in partnership with the Provost Office and the Office of Information Technology to advise the University on the appropriate technology, applications, and systems needed to support ESS and leverage technology for the benefit of the students and staff.

## **Qualities and Characteristics**

The AVP will be a seasoned enrollment management and student success professional and possess exceptional leadership qualities such as vision, integrity, creativity, dynamism, collegiality, inclusiveness and sound judgment. The individual must be passionate about UNLV's mission and commitment to student success. The next AVP will possess:

- A sophisticated understanding of enrollment management and strategic planning.
- Strong knowledge and understanding of administrative systems and other applications related to higher education, enrollment management and financial aid management.
- Strong analytical skills and the ability to evaluate and use data in planning and decision-making.
- Knowledge of the uses of technology to enhance student services.
- Demonstrated ability in establishing effective working relationships with students, staff, faculty, administrators, and external constituencies.

- A strong commitment to customer/student services and community relations.
- Knowledge and ability to provide leadership in personnel management, budget planning and management, and assessment planning and implementation for staff in Enrollment and Student Services.
- Ability and experience to create and implement student-centered programs and services.
- Ability to successfully develop, interpret and apply policies and regulations in a complex university setting.
- Ability to work collaboratively with others, including academic administrators, to achieve enrollment goals.
- Ability to deploy resources to broaden the university's visibility and enhance student success
- Commitment to and skill in promoting cultural diversity.
- Excellent writing, communication, interpersonal, and organizational skills to create a professional public presence.
- Ability to think creatively, synthesize ideas, and provide leadership.
- Sound judgement about complex issues; ability to anticipate problems, generate multiple solutions and resolve problems.

#### **Required Qualifications**

- A master's degree from a regionally accredited college or university;
- Ten (10) years of progressive responsibility in higher education administration including experience in higher education enrollment management;
- A minimum of five (5) years direct supervisory experience as a Director or above in enrollment services is required;
- Experience with the implementation of comprehensive college or university enrollment management plans with evidence of effectiveness in marketing and recruitment;
- A clear understanding of enrollment management theory and practice;
- Experience in the development and implementation of data-driven strategic plans;
- Ability to organize administrative units to maximize achievement of recruiting and enrollment goals;
- Demonstrate support for diversity, equity and inclusiveness as well as participate in maintaining a respectful, positive work environment.

#### **Preferred Qualifications**

- An earned doctorate degree from a regionally accredited college or university.

#### **Application and Nomination Process**

The Search Committee will begin reviewing applications immediately and continue to accept applications and nominations until the position is filled. Applicants must submit: a current resume or curriculum vitae and a cover letter describing relevant experience and interest in the position. Nomination letters should include the name, position, address and telephone number of the nominee. All applications and nominations will be handled in confidence.

Applications and letters of nomination should be submitted by email to:



**Alberto Pimentel, Managing Partner**  
**Emy Pena, Partner**  
Storbeck/Pimentel & Associates  
6512 Painter Avenue  
Whittier, CA 90601  
Email: [apsearch@storbeckpimentel.com](mailto:apsearch@storbeckpimentel.com)  
Refer to code "**UNLV-AVPESS**" in subject line

**EEO/AA STATEMENT**

UNLV is an Equal Opportunity / Affirmative Action educator and employer committed to achieving excellence through diversity. All qualified applicants will receive consideration for employment without regard to, among other things, race, color, religion, sex, age, creed, national origin, veteran status, physical or mental disability, sexual orientation, genetic information, gender identity, gender expression, or any other factor protected by anti-discrimination laws. The University of Nevada, Las Vegas employs only United States citizens and non-citizens lawfully authorized to work in the United States. Women, under-represented groups, individuals with disabilities, and veterans are encouraged to apply.

**SAFETY AND SECURITY STATEMENT**

UNLV is committed to assisting all members of the UNLV community in providing for their own safety and security. [The Annual Security Report and Annual Fire Safety Report compliance document](#) is available online.