SEARCH PROSPECTUS:

ASSOCIATE VICE PRESIDENT
FOR ENROLLMENT MANAGEMENT

Excelsior College®
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Founded in 1971, Excelsior College is a regionally accredited, not-for-profit distance learning institution focused on providing educational opportunity to adult learners. Nationally recognized as one of the pioneers in distance learning and the assessment of learning, Excelsior offers affordable higher education opportunities for individuals looking to complete their degree. With a diverse student body and a long history of educating first-generation college students, active-duty military personnel, and veterans, the Excelsior College community is strongly committed to its mission of supporting the academic success and personal growth of their students.

Excelsior College seeks to fill the position of Associate Vice President for Enrollment Management with an individual who shares that commitment to supporting the success of adult learners. Reporting directly to the Provost, the Associate Vice President will join a leadership team dedicated to delivering on the mission, vision, and values of the institution.
HISTORY
Excelsior College was founded in 1971 by the New York State Board of Regents and operated until 1998 as a program under the authority of The University of the State of New York by which degrees and diplomas were awarded during that period. In 1998, the Board of Regents granted the College a charter to operate as a private, not-for-profit, independent institution and, on January 1, 2001, Regents College became Excelsior College. In the early 2000’s, Excelsior was among the first institutions to develop and offer courses via fully online instruction. Today, an independent board of trustees composed of prominent individuals in the fields of education, business, military, and the professions from across the United States governs Excelsior College, ensuring the College delivers upon the promise of its mission, vision, and values.

MISSION
Excelsior College provides educational opportunity to adult learners with an emphasis on those historically underrepresented in higher education. The College meets students where they are—academically and geographically, offering quality instruction and the assessment of learning.

VISION
Excelsior College is a provider of choice for adults seeking access to higher education and academic success, and it is a model for addressing societal and workforce needs.

VALUES
Accessibility and Completion
Excelsior provides programs and services that meet students where they are academically and geographically, and provides support services needed for completion.

Affordability
Excelsior prudently manages its resources to invest in people and offer high-quality education credentials at an affordable price.

Excellence
Excelsior expects a collaborative effort and full engagement from all to develop and provide programs of exceptional value to students and employers.

Trustworthiness
Excelsior values and practices integrity and honesty in our relationships with students, each other, and the communities we serve.

Equity and Inclusion
Excelsior practices inclusion by welcoming and valuing all students, staff members, and faculty members in our learning community, and providing them with educational opportunities.

Collaboration
Members of the Excelsior community work together to develop, deliver, and sustain high-quality academic products and services for students.
Search Prospectus: Associate Vice President for Enrollment Management

Leadership

The position of Associate Vice President for Enrollment Management reports directly to the Provost and Vice President for Academic Affairs, John Caron. Dr. Caron is the College’s second-ranking officer with strategic responsibilities that span the entire institution. He was named to this position in July 2019 after working for more than 20 years in higher education in various senior leadership positions at nationally recognized institutions such as Endicott College, Johns Hopkins University, Northeastern University, Brown University, and Bennington College.

During his career in higher education, Dr. Caron has worked to remove barriers to success, managed recruitment, provided academic strategic direction, and revamped, retired, and launched new programs. He has served on senior leadership teams and led strategic priorities to align with the vision of the institution. Dr. Caron has also taught undergraduate and graduate courses at community colleges and universities. He is a member of the President’s Council on Diversity & Inclusion at Excelsior College, chaired a task force on diversity, equity and inclusion at Endicott College, and served as a trainer/facilitator for the Social Issues Training Program at the University of Massachusetts at Amherst.

Excelsior’s Home in Albany, NY

From its early beginnings, 400 years ago as a Dutch settlement, Albany has grown into the diverse, vibrant capital city of New York State, with approximately 1 million people residing in the capital district. From the Albany Pine Brush Preserve to the Adirondack Mountains to the Berkshires, there are myriad opportunities for outdoor enthusiasts; patrons of the arts and history-lovers will find the Albany Institute of History & Art, the Underground Railroad History Project of the Capital Region, Capital Repertory Theater, the Albany Symphony Orchestra, New York State Museum, and other attractions in the city. A wide variety of restaurants provide diverse dining options and the Capital Craft Beverage Trail promotes the area’s most popular craft beverage facilities, many located in the emerging Warehouse District. The African American Cultural Center of the Capital Region, Inc. provides free arts programs to youth as well as educational, cultural and performing arts events, and other programs. Beautiful churches and cathedrals in downtown Albany also offer an array of worship services and cultural programs.

Excelsior College’s location in Albany brings it into easy proximity for all the city has to offer. Approximately 400 administrators, faculty, and staff work together to advance the mission of the institution and ensure the success of the nation-wide student population of the College.

“Diversity, equity, and inclusion are more than just lofty words. These values demand a life-long commitment to challenging bias, marginalization, and oppression. At Excelsior College, we believe including diverse voices and perspectives in the process of innovation creates impact. Our shared purpose and commitment to these beliefs and values are grounded in the understanding that we are strengthened immeasurably by welcoming and valuing all students, staff, and faculty members.”

—Provost John Caron
ABOUT EXCELSIOR COLLEGE (CONT.)

FAST FACTS
SUMMER 2019

ENROLLMENT: 23,357

DEMOGRAPHICS

Gender
- Female: 11,474 (49%)
- Male: 11,879 (51%)
- N/A: 4 (<1%)

Age
- <24: 2,206 (9%)
- 24–29: 3,965 (17%)
- 30–39: 8,956 (38%)
- 40–49: 5,604 (24%)
- 50–59: 2,205 (9%)
- 60+: 408 (2%)
- N/A: 13 (<1%)

Average: 36.5 years

Race/Ethnicity
- White: 14,342 (61%)
- Black or African American: 4,214 (18%)
- Hispanic: 2,681 (11%)
- Two or More Races: 889 (4%)
- Asian: 707 (3%)
- Unknown: 247 (1%)
- Native Hawaiian or Other Pacific Islander: 143 (<1%)
- American Indian or Alaskan Native: 134 (<1%)

Employment
- Full-time: 74%
- Part-time: 7%
- Not employed: 19%
- Active: 35%
- Veteran: 14%
- Non-military: 51%

Military Service

Enrollment

<table>
<thead>
<tr>
<th></th>
<th>Associate</th>
<th>Undergraduate</th>
<th>Baccalaureate</th>
<th>Certificate</th>
<th>Master’s</th>
<th>Baccalaureate-Master’s</th>
<th>Grad Certificate</th>
<th>Total</th>
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<tr>
<td>Undergraduate</td>
<td>2,869</td>
<td>11,663</td>
<td>50</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>14,582</td>
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<tr>
<td>Graduate</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>1,459</td>
<td>487</td>
<td>0</td>
<td>0</td>
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<td>Nursing</td>
<td>5,832</td>
<td>636</td>
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<td>201</td>
<td>160</td>
<td>0</td>
<td>0</td>
<td>6,829</td>
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<tr>
<td>TOTAL</td>
<td>8,701</td>
<td>12,299</td>
<td>50</td>
<td>1,660</td>
<td>647</td>
<td>0</td>
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<td>23,357</td>
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COURSE ACTIVITY

Overall course completion rates
- Undergraduate: 94%
- Graduate: 96%

GRADUATES OF EXCELSIOR COLLEGE

- Graduates in past fiscal year: 6,059
- Graduates to date: 177,200
- Largest programs:
  - Associate in Science in Nursing
  - Bachelor of Science in Liberal Studies
- Average length of time to degree completion: 2.8 years

EXAM PASS RATE

- 79% of all exams

6,272 students completing 12,418 exams
Reporting to the Provost & Vice President for Academic Affairs, the Associate Vice President for Enrollment Management (AVPEM) oversees execution of enrollment strategy and advises senior leadership regarding initiatives to guide revenue and enrollment goals. The AVP EM is a highly visible leader, facilitating both internal and external partnerships to ensure a consistent, proactive student experience.

The AVP EM leads the development and implementation of an enrollment management strategy in pursuit of the College’s goal of expanding the size and diversity of the student body. The AVPEM is responsible for ensuring that the budget, planning, and operational functions and services of the Offices of Admissions, Registrar, and Student Financial Services (this includes Financial Aid, Bursar, Course Registration and One Stop) are managed in an integrated manner and as a part of a consistent, proactive, student/customer experience. The AVPEM is responsible for collaborating with Marketing and Analytics, Data & Support to develop and implement data-informed marketing, recruiting, and admission strategies and increase conversions from inquiry through enrollment. The AVPEM also works collaboratively with Technology & Facilities Services to develop and implement appropriate technology and systems to ensure a coordinated enrollment management effort and cohesive, efficient, and effective service delivery. As a highly relational leader, the AVPEM works closely with the Provost, School deans, the Vice Provost for Academic and Faculty Support, the Associate Vice President for Student Success, and Faculty Program Directors to facilitate student recruitment, retention, and degree completion, particularly for underrepresented groups.

The successful candidate must have the ability to work with and be sensitive to the educational needs of post-traditional learners. In addition, the successful candidate will have proficiency in enrollment analytics with a proven record of successfully using data-informed decision-making methods to achieve convert inquiries to applications and, ultimately, enrollments.

**LEADERSHIP AGENDA**

Ultimately, the primary goal of this role is to improve elements of the conversion, yield, and financial aid processes that allow Excelsior to strengthen enrollment and student success. Priorities to that end include:
Defining, refining, and consistently communicating points of institutional distinctiveness
Recent trends have created greater emphasis upon degree completion, transfer credit, and distance education and upon use of technology as a primary delivery tool—three areas in which Excelsior College has been a national pioneer. This has been a double-edged sword, however; while these trends have reinforced the importance of Excelsior’s core mission and strengths, they also have led to a commensurate increase in competition. In collaboration with the Vice President for Marketing and Business Development, the successful candidate will work to clarify, refine, and communicate Excelsior’s points of distinction in this crowded marketplace.

In addition to defining this concept, the AVPEM will be adept in multiple modalities of messaging and communicating content during the enrollment process—social media, person-to-person contact, text messages, podcasts, the institution’s website, email, et al.—in ways that ensure conversion, yield, and reenrollment for those who need to stop out during the time of their study. A keen understanding of trends in higher education, communication tools, and the emerging needs of adult education will be essential to successfully carrying out this role.

Utilizing systems, data, and technology to achieve enrollment and revenue goals
The successful candidate will be a systems thinker who uses data and technology as tools to advance the work of the enrollment management area. The AVPEM will have a sound understanding of process improvement and project management, leading efforts to increase student satisfaction and reduce barriers to enrollment through admissions and financial aid processes that are streamlined, proactive, and modern. Proficiency in the use of a CRM to increase both effectiveness and efficiency is desirable, as is awareness of how to integrate its use beyond the enrollment process and across other technology platforms. This person will have a sharp financial mind, assessing return on investment, opportunity costs, et al in guiding decision making around initiatives and use of resources. Above all, the AVPEM will keep student success and completion—the hallmark of Excelsior—at the center of all processes and decisions.

Provide leadership, support, and sense of team to staff
Staff are committed to Excelsior College and united in their passion for student success, and they are excited for the opportunity to advance their work under this new organizational structure. As one direct report put it, they are “ready to advance to a new horizon.” The ideal candidate will be proficient in offering the appropriate blend of leadership, accountability, voice, and autonomy to direct reports—resulting in a sense of teamwork across the portfolio. In particular, they will communicate effectively within the areas in the portfolio and across campus. In addition, the AVPEM will serve as a close colleague to the deans of the three schools at Excelsior, the AVP for Student Services, and the Vice Provost for Academic and Faculty Support as well as a key advisor for the Provost.
POSITION SUMMARY (CONT.)

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Lead the development and implementation of an enrollment strategy by collaborating with units and personnel across the College.
- Conduct and apply relevant research and analysis related to enrollment management including enrollment predictions and trend analyses; financial aid and scholarship awards; course section availability; new student orientation and, coordinated communications to students.
- Continually examine and integrate new technology systems operations in the areas of admission, financial aid, bursar, course registration, one stop, and records to promote more efficient, effective, and responsive processes.
- Employ consistent, proactive, frictionless, and student-friendly enrollment processes based on best practices in admissions and financial aid.
- Lead initiatives to utilize existing and emerging technologies/platforms (ERP software, student information systems, etc.) to improve student service and efficiency, integrating these platforms as possible with other campus resources.
- Provide direction, support, oversight, and supervision of the executive directors of Admissions, Registration and Student Financial Services, and Registrar.
- With a high degree of awareness of relevant higher education trends, issues, and opportunities, helps to keep the College in a national leadership position for distance learning and understanding the needs of post-traditional learners.
- Assist with initiatives as needed by the Provost, and other duties as assigned.

REQUIRED QUALIFICATIONS

Excelsior seeks candidates with the combination of education and work experience required to be successful in this role and recognizes that may take a variety of forms.

- An earned bachelor’s degree from a regionally accredited institution is required. An advanced (masters or doctorate) degree, or progress toward one, is preferred.
- A minimum of seven years of higher education or higher education-related experience, with at least three years of leadership experience including supervisory and budget responsibility, is required.
- Preference will be given to individuals with experience at institutions with extensive online offerings, and to those with extensive and successful enrollment management-related experience.
PREFERRED CHARACTERISTICS

• Ability to develop and execute a college-level vision for enrollment, supported by performance measures and continuous feedback mechanisms
• Ability to develop and sustain interpersonal professional relationships, cultivate trust, and demonstrate emotional intelligence.
• Ability to motivate, inspire, lead, and manage through direct supervision, influence, and collaboration.
• Ability to provide leadership for enrolling and serving an ethnically and culturally diverse student population.
• Ability to work both independently and collaboratively with others throughout the College.
• Capacity for being an internal consultant and facilitator of high engagement change management processes
• Demonstrated integrity, commitment to high standards, ability to achieve results.
• Approaches work with grit and with a drive to continue learning (improving one’s abilities, developing new skills, growing in role, demonstrating resiliency)

• Excellent analytical and written communication and presentation skills.
• Experience cultivating a culture of innovation
• Experience in identifying and communicating points of institutional distinctiveness to achieve enrollment goals.
• Extensive knowledge of relevant trends and best practices in higher education, particularly those pertaining to enrollment management, marketing, and non-traditional student populations
• Leadership at a college or university in the areas of admissions, financial service, and registration, preferably at an institution serving adult (age 25 and above) and/or online learners.
• Proficiency in utilizing technology (CRM, SIS, etc.) to improve student service and efficiency.
• Strong analytical and problem-solving skills, including project management experience that demonstrates attention to detail and ability to manage multiple complex projects to timely completion.

APPLICATIONS AND NOMINATIONS

The search is being assisted by Academic Search, Inc. To arrange a confidential conversation about this position, please contact the consultants conducting the search, Dr. Scott Flanagan and Ms. Bethany Zecher Sutton, by email (scott.flanagan@academicsearch.org and bethany.sutton@academicsearch.org) or by phone (202-332-4049). The position is open until filled. To apply, a candidate should submit a thoughtful letter of interest addressing the leadership agenda, the required qualifications and desired characteristics; a current, long-form resume or curriculum vitae (showing relevant administrative responsibilities and accomplishments); and the names, phone numbers and addresses of at least five professional references, with an indication of the candidate’s relationship to each reference. References will not be contacted until a later stage in the search, and only with the candidate’s foreknowledge.

Nominations and application materials are to be sent to:

excelsioravpem@academicsearch.org

Excelsior College is an Equal Opportunity/Affirmative Action/ADA employer committed to excellence and diversity that strives to enhance our ability to develop a diverse faculty and staff to increase our potential to serve a diverse student population.
ABOUT ACADEMIC SEARCH

Academic Search, Inc. is assisting Excelsior College in this work. For more than four decades, Academic Search has offered executive search services exclusively to institutions of higher education. Academic Search was founded on the principle of strengthening higher education leadership through professional search services. We are the only search firm in the nation with a formal relationship to a premier leadership development program. As the subsidiary of the American Academic Leadership Institute (AALI), Academic Search provides substantial financial support to a number of leadership identification, development, and support programs across all sectors of public and private higher education. For more information, visit www.academicsearch.org/.

Committed to identifying and developing leadership by providing the highest level of search to our clients and assisting in enriching the pipeline of potential leaders in higher education.

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