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President Sandra Harper has announced the search for the Vice President for Enrollment Management (VPEM) at McMurry University and invites nominations and applications for this exceptional opportunity. The Vice President will provide strong, collegial leadership and overall direction in enrollment planning, recruitment, admission, financial aid, and retention, as well as supervision of the Directors of Admission, Financial Aid, and the Dyess Air Force Base Center. This is a new organizational pattern for these units that contribute so greatly to the enrollment, retention, success, and graduation of students. The VPEM will report to President Harper and serve on the President’s Cabinet. The VPEM will work closely with the VP for Marketing and Communication to provide an integrated strategic marketing and enrollment approach.

Since 2014, the University has shown a 16.1% increase in headcount (1175 in Fall 2019) and a 21.7% increase in Full Time Equivalents (1103 FTE in Fall 2019). McMurry operates in the black and has a growing endowment of $90,000,000.
Founded in 1923 as a United Methodist institution, McMurry University is a vibrant and comprehensive center of undergraduate education. McMurry has a national reputation for excellence and value through the achievements of its faculty, students, and graduates. The University enrolls students in programs in Arts and Letters, Business, Natural and Computational Sciences, Education, Nursing, and Social Sciences and Religion.

The University offers a diverse academic curriculum that allows students to choose from 45 majors, plus pre-professional preparation programs in medicine, dentistry, engineering, law, pharmacy, and physical therapy. The University also offers the Master of Science in Nursing (MSN) in one of two tracks, education or family nurse practitioner. The three-week May Term gives students an opportunity to explore a subject outside their major, and the Servant Leadership Program teaches students about ethics and helps develop leadership qualities. Degrees offered include the following: BA, BBA, BFA, BIS, BME, BS, BSN, MSN. Additionally, the Masters of Accountancy was launched in Fall 2019. The largest majors are Education (16.3 percent) and Business (17.6 percent) in 2019-20. The student/faculty ratio is 10:1 and 75.6% of classes have fewer than 20 students.

McMurry is guided by five core values:

- Christian Faith as the foundation of life,
- Personal Relationships as the catalyst for life,
- Learning as the journey of life,
- Excellence as the goal of life, and
- Service as the measure of life.

The campus is located on 52 acres in Abilene, Texas, a city of more than 118,000. Abilene provides a perfect balance between big-city and small-town living. Known as the “Friendly Frontier,” Abilene lies in the geographic center of Texas, an easy drive to Dallas/Ft. Worth or Austin. Area attractions include the Abilene Zoo, historic Paramount Theater, Frontier Texas, four public golf courses, two city-owned lakes, and many more museums, cultural, and recreational options.

Abilene was recently recognized by Money Magazine as one of the top 100 safest places to live. [http://abilenetx.gov](http://abilenetx.gov)

McMurry University is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate and master’s degrees. The University also is listed by the University Senate of the United Methodist Church, the Texas Education Agency, and the Commission on Collegiate Nursing Education (BSN Program). McMurry is a member of the National Association of Schools and Colleges of the United Methodist Church, the National Collegiate Honors Council, the Council of Independent Colleges, the Association of Governing Boards, and the College Board. The University is designated as a Hispanic Serving Institution.
**Honors Program**
The McMurry University Honors Program is a four-year track designed to enrich the college experience. Honors courses are small and guarantee a stimulating intellectual challenge. During the senior year, each honors student prepares a thesis that stands as the pinnacle of academic achievement. The thesis is the product of the student’s independent research conducted under the supervision of his or her major professors. McMurry students’ honors theses have won national and regional awards. Beginning in the freshman year, every honors student has the opportunity to travel to the Great Plains Regional Honors Conference to present an academic paper. Honors courses, thesis research, and conference participation help honors students develop the skills, creative independence, and confidence necessary for success in graduate training and professional life.

**Servant Leadership Program**
McMurry University offers a unique, exciting program for students not only to gain general education credits, but also to become involved in the Abilene community.

While the program offers many courses, its major component is the Servant Leadership class, SLD 1310. Inspired by Robert K. Greenleaf’s concept of the servant as leader and McMurry’s Christian heritage, the course exposes the student to the nature, styles, and skills of leadership; and introduces the concept of service in leadership and leadership in service.

Students completing SLD 1310 are encouraged to prepare a co-curricular transcript. Information about volunteer and service activities over the course of one’s college career can be submitted to the servant leadership office.

Sophomore, junior, and senior level courses in servant leadership are available as well. Students may choose a concentration in servant leadership through the Bachelor of Interdisciplinary Studies major.

While fulfilling three credit hours of the general education requirements, the course and its field experiences inspire students to see servant leadership as a way of life rather than just a brief experience in their academic careers.

**Student Success Efforts**
The academic leadership works in close collaboration with enrollment management in McMurry’s efforts to retain students through student success. Specifically, they are focused on collaborating with the Gardner Institute in their Gateways to Completion program, a three-year effort that focuses on improving student success in key “gateway” courses. Additionally, the academic leadership launched the “Mindset for Success” program. This program is designed to provide students with additional academic support through the development of student success plans and more intrusive advising.
The Academic Enrichment Center (AEC)
The AEC, located in the Jay Rollins Library, is also an integral part of the academic area of McMurry and will enhance the work of the “Mindset for Success” program. The center serves the University by providing academic support and instructional resources for students, staff, and faculty in a comprehensive learning environment by offering academic counseling, tutoring, a complete computer lab, and study skills training.

McMurry Virtual Campus
Through online courses students can review computer materials anytime, anywhere. Part of the course content may involve streaming video, graphics, audio, course websites, and other instructional materials. Course tools (email, chats, discussions) encourage interaction. Currently, students can complete baccalaureate degrees in general business and criminal justice entirely on-line. A unique “aides to teach” program is also offered in a hybrid format.

Dyess Air Force Base Program
In cooperation with the Community College of the Air Force (CCAF) and Abilene’s Dyess AFB, McMurry University is making it easier than ever for active military personnel to earn the baccalaureate degree. Through an initiative referred to as Blue Streak, active duty military personnel can take selected courses through the University at the Dyess AFB campus, main campus, or online. Blue Streak classes count both toward the CCAF General Education Course component, as well as toward a baccalaureate degree from McMurry University or other schools.
FACULTY PROFILE

In 2019-20, McMurry has 141 faculty members, 84 of whom are full-time. Seventy-nine percent of those with full-time faculty rank have terminal degrees, and 58 percent of full-time faculty are tenured. Seven full-time are ethnic minorities, including African American, Hispanic, and Asian. The teaching load is 12 credit hours per semester and the student/faculty ratio is 10:1. The average class size is 14.

STUDENTS AND STUDENT LIFE

McMurry University encourages students to participate in learning experiences outside of the classroom. Upon enrollment, students are engaged in an active new student orientation program called SOAR (Student Orientation & Registration) during the summer and War Hawk Welcome Week in August. McMurry students may choose from more than 40 student organizations, including 10 social clubs; several academic, honors, pre-professional and service organizations; intramural; and other special-interest groups.

A few of the opportunities are McMurry Student Government, men’s and women’s social clubs, numerous honorary professional clubs, Alpha Phi Omega service organization, intramurals, Fellowship of Christian Athletes, McMurry Student Foundation, Campus Activities Board, Better Together Alliance and the Religious & Spiritual Life Council.

There are 20 varsity sports competing as The War Hawks in NCAA Division III. Those sports include: men’s baseball, basketball, soccer, tennis, track/cross country, football, golf, and swimming; and women’s basketball, volleyball, softball, soccer, swimming, track/cross country, golf, and tennis. McMurry introduced a coed Esports program in the 2019-20 academic year.

ENROLLMENT

The following data were collected for students enrolled in the Fall Semester of 2019:

- Headcount 1175/FTE 1103. Among the total headcount, 47.6% identified themselves as White; 14% Black; 28.7% Hispanic, and other groups represented include Asian, Hawaiian Pacific Island, American Indian/Alaska Native, two or more races, and non-resident alien. The breakdown regarding genders is 49% male and 51% female. Just over 3% of the total enrollment were international students (41).
- Residential students: 540
- The age range was 15 to 66 with a mean of 23.3 and a median age of 21. There were 303 students age 24 and over.
THE CAMPUS AND FACILITIES

The McMurry University campus is a beautiful and well-maintained site with the centerpiece being Old Main. There are 23 buildings on the 52-acre campus, including five residence halls, one of which offers student apartments. Among the facilities are:

RADFORD AUDITORIUM
Located on the northeast corner of the campus, Radford Memorial Auditorium further enhances the dignity and beauty of McMurry University. The building is a gift from Mrs. J.M. Radford, philanthropist and prominent McMurry benefactress. Standing as a beacon to Christian higher education, the tower of this building, which rises to a height of over one hundred feet, may be seen from a distance of over twenty miles. Modern Gothic in architectural style, the heart of this building is its spacious auditorium and sanctuary, which seats twelve hundred people. Admissions offices are located in Radford.

LIBRARY FACILITIES
The Jay-Rollins Library and its Learning Commons serve the students, faculty, and staff of the University and the Abilene Community as a member of the Abilene Library Consortium. The library contains over 156,550 volumes as well as a growing collection of digital and print resources, including databases, online books, journals, and media. The Learning Commons encompasses a student computing area, a Periodicals reading area, the Academic Enrichment Center (AEC), MOVE Tablet Computing office, and a Communication Production Studio. There is a Starbucks coffee shop in the lobby. Two classrooms, the Wylie Seminar Room (WSR) and Library 201, are located on the 2nd floor.

CAMPUS CENTER
Completed in the fall of 1979, the Shirley L. and Mildred Garrison United Methodist Campus Center is located in the center of McMurry’s campus. The campus center is a partially underground structure with grassy slopes rising around its walls.

This structure is used for a wide variety of activities. Weekly campus worship services and special events are held in the Mabee Room, students’ free time may be spent in the Sports Grille, and the faculty relaxes in the faculty lounge. Other facilities located here are the college bookstore, student government, Campus Activities Board office, post office, and the Religious Life office.

FURR WELCOME CENTER
The Furr Welcome Center, which opened in September 2007, serves as a welcome center for future McMurry students and guests. It houses personnel from Admissions and provides a meeting and gathering place for McMurry Alumni and friends as well as for outside groups. Its addition to the auditorium improves the accessibility and usability of Radford Memorial Auditorium. The building is adjacent to Radford with an entrance that faces southeast. Abilene architect Rick Weatherl designed the building to complement Radford with the Welcome Center closely resembling the original sketches of the Radford Building that included two wings for additional space.

FINANCIAL AFFAIRS AND INSTITUTIONAL ADVANCEMENT

The current operating budget is $29,513,353 with 53 percent from tuition and fees, 4 percent from gifts and grants, 19 percent from endowment income, and 9 percent from auxiliary operations. The current endowment is approximately $90 million, a portion of which is unrestricted. Total net assets are currently $128M; long-term debt is $1M; short term debt is $262k; and payables are current.

Annual tuition and fee charges per full-time undergraduate in 2019-20 total $28,099.

There are over 11,000 living alumni, and in the most recent fiscal year, 8 percent of alumni provided gifts to McMurry. Total gifts in FY19 were $4,500,000, not including estate gifts.
The Vice President for Enrollment Management is expected to provide strong, collegial leadership and overall direction in enrollment planning, recruitment, admission, financial aid, and retention. In addition to supervising the administrators of each of those programs, the VPEM will provide strategic guidance in discussions pertaining to the health of the university in general, and to the well-being of students specifically.

The VPEM has responsibility for the vision, strategy, and implementation of all full-time student recruitment-oriented initiatives and services, retention activities, and the financial aid systems for all students. The VPEM develops enrollment, retention, and financial aid goals in support of the McMurry University strategic plan and other priorities and utilizes appropriate measures to assess and document progress toward these goals.

**Essential Functions**

- Directly supervise the Director of Admission, Director of Financial Aid, and the Director of the Dyess Air Force Base Center. Assist and advise them in matters related to personnel and program management in their respective departments.
- Provide strategic guidance in discussions of matters pertaining to overall health of the university in general and to the well-being of the students specifically.
- Lead in the process of developing annual enrollment goals and an annual action plan to reach those goals. Effectively implement the annual action plan, oversee the planning and management of all admission and recruitment efforts, and
THE VICE PRESIDENT FOR ENROLLMENT MANAGEMENT (cont.)

oversee the planning and management of all financial aid strategies including packaging, discounting strategy (leveraging), monitoring, and compliance in conjunction with the financial management of the University.

• Gather and analyze the relevant data upon which all goals, strategies, and tactics in the enrollment action plan are based.
• Prepare and manage annual budgets to support admission, financial aid, and retention/student success goals and activities.
• Develop an admission marketing strategy in concert with the university marketing plan, goals, and positioning to compel a broader interest in McMurry University from potential prospective student target markets including the adult market and the distance education market.
• Represent the university publicly as needed to aid in the shaping of the image and awareness of McMurry University.
• Provide regular updates regarding the status of operations in all areas of enrollment, including progress toward enrollment, retention, and net tuition revenue goals.
• Advise senior administrators and Board of Trustees regarding enrollment related issues.
• Stay informed of best practices in enrollment management nationally, especially among institutions of similar size and nature.
• Conduct all duties and responsibilities in a safe manner in compliance with McMurry University policies and procedures.
• Manage and assess remote employees effectively
• Other duties and special projects as assigned.

Qualifications of the McMurry Vice President for Enrollment Management
The President and the Search Committee have identified the following criteria to be addressed in letters of application.

Requirements
• Master’s degree or equivalent experience
• Progressively responsible and successful leadership roles in admission at a college or university

Desired Attributes
1. Experience as an administrator in higher education
2. A track record of increasing enrollment at a private college or university
3. Experience with successful on-line learning enrollment strategies
4. Ability to leverage financial aid
5. Experience in data-based decision-making
6. Experience in promoting and recruiting for graduate and certificate programs
7. Ability to work across the functional areas at the University
8. Success in marketing the University with a focus on using digital strategies
9. Ability to create processes to communicate internally and externally in a timely manner
10. Ability to work with a diverse staff
11. Ability to recruit and retain diverse populations
12. Participation in state, regional, and national organizations
The search committee is being assisted by Senior Consultant, Dr. Wanda Durrett Bigham, of Academic Search, Inc., a firm with over 40 years of successful experience serving colleges and universities in their searches for executive leadership. Nominations and applications are encouraged.

The position is currently filled by an Interim Associate VPEM and President Harper expects to fill the position by June 1, 2020. For best consideration applications should be received by January 13, and should include a curriculum vita, a thoughtful letter addressing the requirements and desired attributes, and a list of five references with email and telephone numbers. All applications and expressions of interest will be treated in confidence. References will not be contacted without the candidate's permission.

Nominations and applications should be addressed to McMurryVPEM@academicsearch.org and submitted electronically in MS Word format. Confidential discussions and information regarding this opportunity may be arranged by contacting Dr. Wanda Bigham at wanda.bigham@academicsearch.org or 334-425-6865.

McMurry University is committed to equal opportunity in employment and education and does not discriminate on the basis of race, color, gender, national origin, age, veteran’s status, or against qualified disabled persons in employment or the provision of services, in accordance with applicable federal, state and local laws.
ABOUT ACADEMIC SEARCH

Academic Search, Inc. is assisting McMurry University 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 http://www.academicsearch.org/.

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