

SEARCH PROFILE:

ASSOCIATE VICE CHANCELLOR FOR
ENROLLMENT MANAGEMENT



NCCentral
UNIVERSITY

TABLE OF CONTENTS

ABOUT NORTH CAROLINA CENTRAL UNIVERSITY	3
MISSION	4
ABOUT DURHAM	4
ABOUT THE DIVISION OF ENROLLMENT MANAGEMENT	5
THE ROLE OF THE ASSOCIATE VICE CHANCELLOR	6
QUALIFICATIONS	8
APPLICATION AND NOMINATION PROCEDURE	9



North Carolina Central University ([NCCU](#)), invites applications and nominations for the position of Associate Vice Chancellor for Enrollment Management. NCCU is currently seeking an experienced and innovative leader to serve as

the Associate Vice Chancellor for Enrollment Management. The position reports to the Provost, and has a preferred start date of **July 1, 2023**, or as soon thereafter as is feasible.

ABOUT NORTH CAROLINA CENTRAL UNIVERSITY

North Carolina Central University (NCCU) is a top-ranking historically Black university founded in 1910 in Durham, North Carolina, by pharmacist and religious educator Dr. James E. Shepard. The university serves as a hub for intellectual dialogue and discourse and a source of academic distinction and game-changing innovation for North Carolina, the United States and the world.

NCCU is the oldest publicly-funded liberal arts college for African-Americans in the nation and is part of the 17-campus University of North Carolina System. The UNC System is headed by a president and is overseen by the UNC Board of Governors, while NCCU also has its own Board of Trustees. Currently, NCCU enrolls over 5,600 undergraduate students, and over 1,900 graduate and professional students in over 80 degree programs. NCCU is accredited by the Southern Association of

Colleges and Schools Commission on Colleges and many of the university's individual programs hold program accreditations as well. The university confers degrees through the College of Arts, Social Sciences and Humanities; the College of Health and Sciences; the School of Business; the School of Education; the School of Library and Information Sciences; and the School of Law.

NCCU became the first state-supported university in North Carolina to require community service for graduation. On average, students contribute more than 109,000 of public service hours, which is valued at \$5.2 million in return to the surrounding economy. Identified as a Community Engaged Institution by the Carnegie Foundation for the Advancement of Teaching, the NCCU community lives by the institution's motto of "Truth and Service."



MISSION

North Carolina Central University, with a strong tradition of teaching, research, and service, prepares students to become global leaders and practitioners who transform communities. Through a nationally recognized law school, highly acclaimed and innovative programs in visual and performing arts, sciences, business, humanities and education

programs, NCCU students are engaged problem solvers. The University advances research in the biotechnological, biomedical, informational, computational, behavioral, social and health sciences. Our students enhance the quality of life of citizens and the economic development of North Carolina, the nation and the world.

ABOUT DURHAM

North Carolina Central University is in Durham, in the central region of North Carolina. Research Triangle Park (RTP), the world's largest university-related research park, is miles from NCCU. In the past decade, Durham has grown to become a global center for information technology, biotechnology, pharmaceuticals, and medicine. Durham is accessible via two major Interstate highways, I-40 and I-85, and is served by Raleigh- Durham International Airport (RDU). Durham is also home to Duke University, an institution NCCU collaborates with often.

For additional information about the city of Durham, visit www.discoverdurham.com.





ABOUT THE DIVISION OF ENROLLMENT MANAGEMENT

The Division of Enrollment Management is dedicated to implementing well-planned strategies and tactics to shape enrollment and meet established goals. These strategies include marketing, admission policies, retention programs, and financial aid awarding. All strategies and tactics are informed by the collection, analysis, and use of data to project successful outcomes.

The mission of the Division is to support and enhance the total educational experience of NCCU students through quality service that is responsive to the needs of students, faculty, and staff; the vision

is to provide a seamless continuum of high-quality student services—using appropriate and responsive technology—to promote student success.

The units housed within the Division of Enrollment Management include the Office of the Registrar, The Office of Transfer Services, the Office of Scholarships and Student Aid, the Office of Undergraduate Admissions, and Veterans Affairs. University College also has a dotted line to the AVC for Enrollment Management. For more information about the Division, please visit: www.nccu.edu/enrollment



THE ROLE OF THE AVC FOR ENROLLMENT MANAGEMENT

Fully committed to the success of all students, the AVC for Enrollment Management ensures the University initiatives, goals, and priorities are reflected in the outreach message and admissions work. The AVC also works closely with a variety of academic and administrative units to advance an integrated and comprehensive institutional enrollment management strategy for undergraduate freshman, transfer students, and graduate programs. The AVC is also responsible for managing and integrating all aspects of the University's enrollment process including the implementation and evaluation of effective student-centered recruitment, graduate and undergraduate admissions, enrollment, matriculation, and retention to ensure the success of students.

The primary outcomes for the position are to participate in the long-term strategic enrollment management process which will result in enhancement of appropriately qualified undergraduate and graduate students (regionally, nationally and internationally); provide highly effective data analysis to drive decisions supporting marketing, best practices, and strategic trends in enrollment management and graduate admissions. Roles include developing productive internal and external partnerships with college-wide departments, community colleges, other four-year institutions, and business and industries in the Research Triangle, across the nation and world. This position requires substantial interaction with the Provost's leadership team, the academic deans and department chairs.

Other major responsibilities include:

- Provides leadership and management oversight to the Enrollment Management Units: Undergraduate Admissions, Student Transfer Services, Eagle Call Center, and Scholarships and Financial Aid.
- Coordinates with directors, campus officials, and external constituents on matters related to enrollment management.
- Identifies and incorporates the use of best practice web-based technology in recruitment, application, admissions, and enrollment.
- Facilitates the development of a data based and driven strategic enrollment plan to reach targeted regional, national, and international audiences.
- Leads efforts in formulating long-range strategic application/admission/enrollment policies that will support an integrated beginning-to-end enrollment management process.
- Manages the department's electronic data management process and ensures policies and procedures exist to optimize ongoing use.
- Develops and implements enrollment models and statistical reports.
- Tracks applications, admissions, and enrollment data and develops student profile reports that indicate predictors of enrollment success.
- Provides, prepares and presents reports and other necessary correspondence to the Chancellor, Provost, and others as requested and needed.

THE ROLE OF THE AVC FOR ENROLLMENT MANAGEMENT (CONT.)

- Selects, trains, incentivizes, and evaluates administrative staff; establish and monitor employees performance objectives; prepare and present employee performance reviews; provide or coordinate staff training; work with employees to correct deficiencies; and implement discipline procedures.
- Assists in the development and administration of the budget for assigned functions; direct the forecast of additional funds needed for staffing, equipment, materials and supplies; monitor and approve expenditures, etc.

The ideal candidate will have broad-based enrollment management experience with demonstrated success in addressing complex issues creatively and strategically. Designing, implementing and evaluating effective enrollment management plans, programs, policies and services to support the organization objectives is a major priority. The Associate Vice Chancellor for Enrollment Management will oversee the administration of recruitment, undergraduate and graduate admissions, enrollment, orientation, and professional development of direct reports. This would include managing and providing oversight for new or revised student data systems, influencing positive behaviors, and ensuring the kind of work environment which will motivate direct reports and students, and provide continuous stewardship of a strong, solutions-oriented organization and culture that is viewed by the university to be collaborative, trustworthy, fair and equitable, efficient, and innovative.

The ideal candidate will be a dynamic and visionary leader who can lead the collaborative articulation of

a vision for the Division, develop plans to execute that vision, and engender support within the Division itself, and across the University. At the same time, the successful candidate will have the opportunity to address several major challenges and opportunities including (but not limited to):

Balancing In-State/Out-of-State Class Composition

As the University works to increase enrollment, it is restricted in the percentage of each entering class that may be composed of out-of-state students. The current cap on out-of-state students, set by the Board of Governors, is 35%. The next AVC will work to recruit students from urban and rural North Carolina to ensure that the University is compliant with the enrollment caps set by the Board.

Standing Out Among Competition

North Carolina is home to more four-year HBCUs than any other state. The state houses five public and five private HBCUs, several of which are located in the Raleigh/Durham area. Additionally, the University of North Carolina at Chapel Hill, North Carolina State University, and Duke University also loom large. The next AVC will have the opportunity to work with marketing and communications staff as well as academic leaders across the University to assure that NCCU stands out among this competitive field.

Reaching Out to Additional Student Populations

NCCU is well positioned to tap into new student markets. In particular, the Latinx community, military veterans and their spouses, transfer students, and rural and formerly marginalized students present the University with new opportunities for student recruitment. The next AVC will have the opportunity to develop strategies and tactics for reaching out to new student populations.

Developing a Strategic Enrollment Plan

NCCU is in need of a comprehensive enrollment plan that accounts for all enrollment across undergraduate, graduate, and professional programs. In collaboration with the Dean of the Graduate School and the academic deans, the AVC will have the opportunity to create a plan that monitors and engages with the University's enrollment holistically.





QUALIFICATIONS

REQUIRED QUALIFICATIONS

The successful candidate must possess a minimum of a master's degree in higher education administration, public administration, enrollment management, education leadership, student counseling and assessment or related field (a doctoral degree in these areas is preferred) and at least 5 years of experience in enrollment management or related field in a four year+ institution of higher learning.

DESIRED ATTRIBUTES AND QUALIFICATIONS

- Demonstrated success as an administrator and supervisor.
- Experience leading a functional unit.
- Demonstrated understanding of the enrollment funnel from initial contact with students to graduation and career placement.
- Demonstrated experience with recruitment, retention and student success.
- Demonstrated experience with community college collaborations.
- Demonstrated experience advancing student success initiatives targeted at first and second year students.
- Demonstrated experience with institutional recruitment planning encompassing undergraduate, graduate, professional, and international student recruitment.
- Ability to formulate long-term, strategic admissions, enrollment and retention plans and policies.
- Ability to collaborate across divisions.
- Strong fiscal management or budgeting skills.
- Demonstrated understanding of data management systems.
- Transparent, consistent, and fair decision-making.
- High moral character.
- Excellent oral and written communication skills.
- An appreciation of the HBCU experience.



APPLICATION AND NOMINATION PROCEDURE

The search is being assisted by Academic Search. For a confidential discussion of this position prior to applying or nominating, please contact Senior Consultant Dr. Eric Richtmyer at eric.richtmyer@academicsearch.org. Phone inquiries can be made at 202-332-4049.

The position will remain open until filled, but only applications received by Monday, May 15, 2023, can be assured full consideration. Materials should include 1) a letter of interest addressing how the applicant meets the qualifications and the responsibilities described above, 2) a curriculum vitae or resume, and 3) a list of at least five professional references with contact information and a note explaining their relationship to the candidate. Materials may be sent to: NCCUEnrollmentManagement@academicsearch.org.

North Carolina Central University values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law. Moreover, North Carolina Central University is open to people of all races.

ABOUT ACADEMIC SEARCH

Academic Search is assisting North Carolina Central University in this work. For more than four decades, Academic Search has offered executive search services exclusively to higher education institutions, associations, and organizations. 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 premier leadership development programs. As the subsidiary of the American Academic Leadership Institute (AALI) and not a privately held organization, we see our mission as providing outstanding executive recruitment, and identifying and cultivating the next generation of higher education leadership. Academic Search provides substantial financial, thought leadership, and personnel support to a number of leadership identification, development, and support programs throughout the academy. For more information, visit www.academicsearch.org.



Committed to IDENTIFYING
AND DEVELOPING LEADERS
by providing the highest
level of EXECUTIVE
SEARCH to our
higher education
partners.