SEARCH PROFILE:
VICE CHANCELLOR FOR STRATEGIC ENROLLMENT

UNIVERSITY OF WISCONSIN
River Falls
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University of Wisconsin-River Falls (UWRF) invites nominations and applications for the position of Vice Chancellor for Strategic Enrollment (VCSE). This new executive leadership position will coordinate the university’s strategic enrollment management plan, working collaboratively with campus stakeholders to address comprehensive efforts that span the entire student life cycle. The VCSE will be instrumental in implementing sustainable enrollment measures that will enable UWRF to fulfill its vision of continuing to add innovative multidisciplinary programs and new programs in response to student interest and of expanding access to opportunity for traditional and non-traditional learners alike.
THE UNIVERSITY

Founded in 1874, UWRF is part of the University of Wisconsin System, one of the largest systems of public higher education in the country. UWRF’s beautiful campus is situated on 303 acres, in the picturesque St. Croix Valley, a short 30 minutes from the Minneapolis/St. Paul metropolitan area.

The campus enrolls 5,410 students (over 90% undergraduates) currently in four colleges (Agriculture, Food and Environmental Sciences, Arts and Sciences, Business and Economics, and Education and Professional Studies). Over 70 different programs are available to students. There are over 200 full-time faculty and over 600 staff.

By July 2023, with additional campus input and formal UW System approval, UWRF expects to move from a four-college university to three colleges. The College of Business and Economics and the College of Education and Professional Studies would combine with three distinct schools under a single dean. New names for that college and the schools should be finalized in fall 2022.

MISSION, VISION, VALUES

MISSION
We’re a leader in exemplary teaching, undergraduate research and sustainability. Our mission is to help prepare students to be productive, creative, ethical, engaged citizens and leaders with an informed global perspective.

VISION
UWRF is a student-centered institution that provides excellent, accessible academic programs serving the needs of our region, the state and beyond. UWRF is known for being exceptional in fields such as STEM, agricultural sciences, teacher education, business, and liberal arts, as well as in innovative multidisciplinary programs and new programs added in response to student interest and employer need. UWRF ensures academic excellence in all modes and methods of instruction and is committed to expanding access to opportunity for traditional and non-traditional learners alike.

UWRF is deeply committed to student success and is recognized for its culture of care for every Falcon. The campus fosters a true sense of belonging because diversity, equity, and inclusion are top priorities. High-impact teaching and personalized experiential learning practices prepare students for successful careers, enabling all Falcons to lead their best lives as productive, engaged citizens and leaders.

UWRF employees enjoy being part of a cohesive community where everyone knows they are on the same team. The institution thrives because of our strong foundation of working together to accomplish ambitious goals with a commitment to shared improvement. A campus-wide ecosystem of innovation exists because of numerous cross-program collaborations and connections.

UWRF embraces its role as a leader in higher education for the public good and is a recognized model of sustainability through our continued dedication to holistic sustainability practices. We strive to partner with the communities we impact to bring about positive change locally, regionally, and globally.

CORE VALUES
(For an expanded description of these values, please see the Mission/Vision/Values webpage.)

- STUDENT SUCCESS
- EXCELLENT TEACHING AND LEARNING
- COMMUNITY OF INCLUSION AND CARING
- LOCAL AND GLOBAL SERVICE AND ENGAGEMENT
- INTEGRITY
- INNOVATION
- SUSTAINABILITY

SEARCH PROFILE: Vice Chancellor for Strategic Enrollment
THE UNIVERSITY (CONT.)

POINTS OF PRIDE
UWRF is widely acknowledged as one of the finest universities in the country for its commitment to academic excellence and value.

- U.S. News & World Report named UWRF a Best Regional University, a Top Public University, and a Top Performer on Social Mobility (2022). UWRF was recognized by Money magazine as one of the country’s Best Colleges for Your Money (2017-2018). In addition, the university was ranked 8th in the nation for cost/value by the Wall Street Journal (2019).

- UWRF is home to the only Montessori doctoral program in the United States and the second-largest dairy science program in the US. The College of Business and Economics is AACSB accredited, a distinction earned by fewer than 5% of business schools nationwide. In recent years, UWRF has seen significant growth in new first-year student enrollments in STEM/Health majors.

- In addition to the natural beauty of the campus, River Falls was ranked 34th in Safewise’s 50 Safest College Towns in America in 2021. UWRF has the distinct advantage of a small-town setting with world-class opportunities, just 30 minutes from downtown St. Paul, Minnesota and 45 minutes from a major international airport.

- Hallmarks of the UWRF experience include the following: close relationships between staff, faculty, and students; a commitment to shared governance and inclusive leadership; pursuit of student-centered academic excellence; promotion of high-impact practices as critical to ensuring student success; and being positioned as a key contributor to one of the most economically vibrant, rapidly growing regions in the Midwest.

- Shared governance is a long-respected tradition at UWRF, with well organized, active bodies representing all major employee groups as well as students. The UWRF Faculty Senate, Academic Staff Council, University Staff Senate and Student Government Association all participate in university decision-making and ensure a representative, participatory process in institutional operations.

“I chose River Falls because I was looking for a college that would better fit me after my first year at a different institution. My grandparents met at River Falls, and I loved the stories I heard growing up about their professors and the friendships they still have 50 years later. When touring the school, I loved how agriculture was mixed into every aspect and how I could still take agricultural classes as a non-agricultural student. I love the small class sizes and how the professors try to invest time in their students, getting to know them both in and out of the classroom. UW-River Falls has truly become a second home for me in the last 4 years due to the amazing staff, faculty and of course the friendships I have made.”

Jeslyn Andrews
Social Work Major with a Music Minor
The UWRF community shares a vision of working together to provide a supportive, welcoming, safe, and inclusive community. The living and learning environment emphasizes the importance of a student-centered, holistic, and transformational experience for all students.

When asked why they chose UWRF, current students mention the opportunity to make personal connections with faculty and administrators, the numerous ways they can get involved and be engaged on campus, the cost/value of a UWRF education, and the convenient location.

Most students are from the regional St. Croix Valley and the Twin Cities metropolitan area. Approximately 40% of students live in campus housing in 11 residence halls.

The student experience in and beyond the classroom is a key element of UWRF, with a strong residential culture, building friendship and a sense of belonging among students. UWRF students can get involved in the campus community through over 120 student organizations, fitness and recreation, athletics, fraternity and sorority life. The University Center, which is the hub of student life, is a gathering space for the campus community and home to the Involvement Center. In addition, within each of the University’s four Colleges, there are career and academic-specific opportunities for cocurricular experiences including clubs and organizations, resources for internships, experiential learning and student-faculty research.

Formerly UWRF’s center for student dining services, Rodli Hall, originally built in the 1960s, reopened in January 2020 as a student success center—designed to engage students with opportunities and services in a welcoming and contemporary environment. This space now houses UWRF’s student-centered services. Rodli also features many open areas for study space and for fostering teamwork among students, faculty, and staff that engage students with opportunities and services in a welcoming and contemporary environment.

Students at UWRF enjoy an impressive array of recreational opportunities, featuring quality indoor and outdoor facilities on the beautiful campus. UWRF competes at the NCAA Division III level in the Wisconsin Intercollegiate Athletic Conference and hosts 17 varsity athletic teams.

**FAST FACTS 2021-2022**

- **Total enrollment:** 5,410
- **Full-time undergraduate enrollment:** 4,313
- **Race/ethnicity of students:** 10.7% Students of Color, 0.8% International Students, 88.0% White, 0.5% Unknown
  - Black 1.3%
  - Latinx 3.8%
  - American Indian 0.1%
  - Asian / Pacific Islander / Hawaiian 2.9%
  - Two or Races 2.6%
  - International Students 0.8%
  - White 88.0%
- **Gender of student population:** Female 66.4% and Male 33.6%
- **First-generation students:** 38%
- **Student-faculty ratio:** 19:1
- **Six-year graduation rates:** Fall 2015 Cohort: 56.6%
- **Number of faculty:** Full Time, 207 and Part Time, 124
- **Number of student organizations/clubs:** 124
Like many higher education institutions, UWRF has experienced enrollment decline over recent years. Prior to 2021, average total enrollment was just over 6,100. As of fall 2021, total fall headcount had decreased 16% compared to almost a decade ago (2012 to 2021). UW System averages over this same period were -10%, with sister campus enrollment changes ranging from –25% to +29%. During this same period, UWRF's market share of freshmen (HC) within the system decreased slightly: from 3.61% to 3.14%, and new freshmen student enrollment decreased slightly (-0.6%), with the more impactful decrease happening with new transfers (-41.7%). Even so, a bright spot is that the graduation rates for freshmen and transfers appear to be on an upward trajectory over the last five years.

The university seeks not merely to regain enrollment, but to deliver high-quality programs that help all students succeed in keeping with the campus vision and mission.

**OVERALL ENROLLMENT (HEADCOUNT)**

<table>
<thead>
<tr>
<th></th>
<th>FALL 2017</th>
<th>FALL 2018</th>
<th>FALL 2019</th>
<th>FALL 2020</th>
<th>FALL 2021</th>
</tr>
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<tbody>
<tr>
<td>UNDERGRAD</td>
<td>5,678</td>
<td>5,725</td>
<td>5,581</td>
<td>5,428</td>
<td>5,003</td>
</tr>
<tr>
<td>GRADUATE</td>
<td>432</td>
<td>414</td>
<td>396</td>
<td>434</td>
<td>407</td>
</tr>
<tr>
<td>TOTAL</td>
<td>6,110</td>
<td>6,139</td>
<td>5,977</td>
<td>5,862</td>
<td>5,410</td>
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**RETENTION AND GRADUATION (FOR FULL-TIME STUDENTS)**

<table>
<thead>
<tr>
<th></th>
<th>FALL 2016</th>
<th>FALL 2017</th>
<th>FALL 2018</th>
<th>FALL 2019</th>
<th>FALL 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>NEW FRESHMEN RETENTION</td>
<td>FALL ENTERING COHORT</td>
<td>1,112</td>
<td>1,195</td>
<td>1,293</td>
<td>1,187</td>
</tr>
<tr>
<td></td>
<td>1ST TO 2ND FALL RETENTION</td>
<td>75.1%</td>
<td>75.7%</td>
<td>73.8%</td>
<td>77.3%</td>
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</thead>
<tbody>
<tr>
<td>NEW FRESHMEN GRADUATION</td>
<td>FALL ENTERING COHORT</td>
<td>1,221</td>
<td>1,109</td>
<td>1,059</td>
<td>998</td>
<td>1,047</td>
<td>1,112</td>
</tr>
<tr>
<td></td>
<td>GRADUATION IN 4 YEARS</td>
<td>28.1%</td>
<td>34.8%</td>
<td>37.4%</td>
<td>37.4%</td>
<td>35.9%</td>
<td>40.6%</td>
</tr>
<tr>
<td></td>
<td>GRADUATION IN 6 YEARS</td>
<td>52.9%</td>
<td>56.5%</td>
<td>57.9%</td>
<td>58.3%</td>
<td>56.6%</td>
<td>N/A</td>
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<tbody>
<tr>
<td>NEW TRANSFER RETENTION</td>
<td>FALL ENTERING COHORT</td>
<td>387</td>
<td>369</td>
<td>335</td>
<td>291</td>
<td>233</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1ST TO 2ND FALL RETENTION</td>
<td>80.9%</td>
<td>79.4%</td>
<td>80.3%</td>
<td>77.0%</td>
<td>76.8%</td>
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</thead>
<tbody>
<tr>
<td></td>
<td>GRADUATION IN 4 YEARS</td>
<td>55.3%</td>
<td>58.8%</td>
<td>59.9%</td>
<td>60.0%</td>
<td>60.3%</td>
<td>67.2%</td>
</tr>
<tr>
<td></td>
<td>GRADUATION IN 6 YEARS</td>
<td>62.8%</td>
<td>64.2%</td>
<td>64.9%</td>
<td>65.7%</td>
<td>66.8%</td>
<td>N/A</td>
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Interactive charts with this data can be found on the UW System reporting pages here:

[www.wisconsin.edu/education-reports-statistics/enrollments](http://www.wisconsin.edu/education-reports-statistics/enrollments)
[www.wisconsin.edu/education-reports-statistics/retention-and-graduation](http://www.wisconsin.edu/education-reports-statistics/retention-and-graduation)

Total Financial Aid paid to students in 2022: $37,352,000. (Adding HEERF Funds increased this to about $43,500,000 for 2021-2022. HEERF funding will expire in 2023.)

**SCHOLARSHIPS BY SOURCE AND TYPE IN 2021-2022**

<table>
<thead>
<tr>
<th>AID</th>
<th>SCHOLARSHIP</th>
<th>WAIVER</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>INSTITUTIONAL</td>
<td>$2,496,871.14</td>
<td>$460,629.00</td>
<td>$2,957,500.14</td>
</tr>
<tr>
<td>PRIVATE (EXTERNAL)</td>
<td>$1,948,791.23</td>
<td>$1,948,791.23</td>
<td></td>
</tr>
<tr>
<td>STATE</td>
<td>$172,115.00</td>
<td>$681,709.07</td>
<td>$853,824.07</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>$4,617,777.37</td>
<td>$1,142,338.07</td>
<td>$5,760,115.44</td>
</tr>
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</table>
THE ROLE OF THE VICE CHANCELLOR FOR STRATEGIC ENROLLMENT

The VCSE coordinates campus-wide enrollment planning efforts that include significant analysis and data reporting, as well as student-centered service delivery for transactional enrollment departments, and collaborative/comprehensive programs and interventions that extend across the student life cycle. It is expected that the VCSE will contribute significantly to fulfilling the mission and vision of the university, guide sustainable planning, and cultivate a culture of care and student success. Reporting to the Chancellor, the VCSE is a member of the executive cabinet and a critical player in the success and sustainability of the campus.

BACKGROUND
In 2018, the HLC reaccreditation process illuminated the need for UWRF to develop a workable, comprehensive enrollment management plan that details an intentional strategy to recruit and retain students. The campus has begun preliminary enrollment planning and recently completed a financial aid leveraging study, which resulted in changes to how awards are made. Unfortunately, it has been difficult to forestall the overall enrollment decline. The campus acknowledges the unusual environment for all higher education during the recent pandemic. Nevertheless, a new direction seems in order.

When appointed in July 2021, Chancellor Maria Gallo concluded that a more coordinated effort was needed to address enrollment. Units in the new structure have been aligned to ensure increased planning, support, and communication under the leadership of a new Vice Chancellor for Strategic Enrollment. The university vision statement was recently updated and reinforces enrollment-related priorities, including being a student-centered institution that provides excellent, accessible academic programs and affirming the university’s commitment to student success and to making diversity, equity and inclusion top priorities. The expectation is that this new operating structure and direction will presage innovative and collaborative activities that are the result of careful planning that is data informed.

“I chose to attend the University of Wisconsin - River Falls because of the one-on-one support and the student research opportunities available. I continue to love the university with how kind and community-focused the people are here. The staff and faculty are student success-focused and truly care about our well-being!”

Alexander Al-Najim
Psychology Major
RESPONSIBILITIES
The VCSE is responsible for providing executive management for three critical and complex departments. The goal is to provide a seamless experience for students as they initially engage with the campus as well as to align resources to ensure ongoing support for academic success through graduation and career goals. The following departments are part of the VCSE portfolio:

- **Admissions**: marketing, recruitment, admissions evaluation and processing, student communications, client relations management system, social media presence, school relations, and orientation/transition for domestic and international students. An annual plan with regional targets and goals for recruiters will be employed, informed from data analysis and collaborations with academic partners. Effective hand-off to advising and academic departments is essential to this process and includes collaboration with all academic units, as well as the registrar. To assist in this later step, the Office of Orientation and Transition has been added to the Admissions unit.

- **Financial Aid**: timely aid assessment, scholarship planning/assistance, aid evaluation/leveraging, compliance (including eligibility and reinstatement), and community/family/student education. This department manages not only the complex federal financial aid system to ensure campus compliance/sustainability, but it advises students and their families how to navigate systems and how to use financial aid to wisely accomplish the degree. The Financial Aid Department is also responsible for administering veteran student benefits and for advocating for veteran students on campus.

- **Institutional Research**: required federal reporting for compliance, cohort analysis, shared campus access to general information, and specialized reporting functions. The IR effort is essential to all planning for an increasingly complex constellation of data.

“"The University of Wisconsin River Falls has offered me a unique opportunity to get involved in more ways than I could imagine. Small class sizes, one-on-one interactions with my professors, and nationally recognized programs within the College of Agriculture Food and Environmental Science while earning a world-class education are the main reasons I chose to attend River Falls.”

Matthew Fischer
Dairy Science with an Agriculture Business Minor

It is important to note that the VCSE is tasked with not only directly supervising several important enrollment departments, but with coordinating across campus with other divisions to ensure student success.

UWRF has a strong community of dedicated and passionate faculty and staff with a common goal to advance student success. The VCSE will engage campus partners and direct reports to discuss recruitment, markets, program array, campus messaging, internal policies, curriculum mapping, classroom utilizations, and retention programs. While the VCSE is not necessarily responsible for all these areas, the VCSE will assist colleagues and will provide necessary data and engagement. A strategic enrollment plan will be a key tool to assist the campus. It is understood that in order to develop such a plan, stakeholders must engage collaboratively. Leading the development of this planning process is of critical importance to the success of the VCSE.

Key Partners: Academic Affairs, Student Success, Marketing and Communications, Alumni, Student Financial Services/Bursar, Athletics, Residential Life, High Schools, 2-year Transfer Institutions, UW System Offices.
LEADERSHIP AGENDA FOR THE VICE CHANCELLOR FOR STRATEGIC ENROLLMENT

Strategic Enrollment Management Planning: The VCSE will lead university-wide, cross-department efforts to develop and execute a strategic enrollment management (SEM) plan to meet the goals for enrollment growth, increase in net-tuition revenue, and retention/graduation for new, continuing, international and transfer students.

This activity includes analyzing new markets and increasing market share. For example, neighboring metropolitan areas (particularly the Twin Cities) and international student markets should be analyzed, both of which are not significantly represented in UWRF’s enrollment mix but appear to have potential. The comprehensive and collaborative nature of enrollment planning will mean that the SEM planning team will explore many campus issues, including program array, campus policies, brand awareness, recruitment and marketing strategies, community relations, campus culture, support programs, and diversity. The items noted below are important agendas to pursue in order to implement a workable and comprehensive plan to recruit, retain, and graduate students.

Data assessment: Creating a robust, data-driven strategic approach to enrollment management for both domestic and international students is essential to inform university-wide decision making. The VCSE will evaluate enrollment trends and data, taking into consideration student demographics, college and department enrollment performance, and relevant enrollment markets.

Collaboration with Academic Affairs and Student Success: In collaboration with colleagues, the VCSE will analyze the viability of new academic programs and continuing demand for existing programs and retention efforts, including providing input on the enrollment and net revenue impact. It is essential that the VCSE and the enrollment team work cooperatively in reviewing changes to academic programs, policies, and retention efforts to ensure competitiveness, support, and growth in enrollment.

Comprehensive Financial Aid Strategy: While initial work has already been undertaken, continued oversight is needed for development of a creative and data-driven plan that leverages university resources to support specific enrollment strategies for recruitment and retention across populations and academic programs. This necessarily will include assessing current scholarship practices and goals.

Inclusive and Comprehensive Experience: The VCSE will lead the team to deliver a superior campus visitor experience from the enrollment funnel stage to orientation, initial course registration, and beyond. Furthermore, the VCSE will instill a culture of care and service throughout all functions, policies, and practices connected to enrollment.

Outreach and Messaging: It is critical that the VCSE engage with marketing to ensure that branding and strategy aligns with enrollment goals and overall university standards. The VCSE will partner strategically with University Communications and Marketing and work collaboratively across all areas to tell the university’s story, engaging with colleagues to craft key brand messaging, providing input on the website, social media, collateral print materials, and engaging with local, regional, national, and international audiences as appropriate to advance the brand of UWRF.
QUALIFICATIONS

REQUIRED QUALIFICATIONS
The Vice Chancellor for Strategic Enrollment shall demonstrate the following **required** qualifications:

- Master’s degree
- Minimum of seven years of progressive experience in enrollment or student success or related area
- Minimum of five years of supervisory experience in enrollment or student success or related area
- Understanding of all aspects of the admissions, financial aid, and enrollment processes, including the use of CRM tools
- Understanding of the fundamentals of enrollment planning/management
- Demonstrated awareness of and sensitivity to diverse student populations
- Demonstrated success in enrollment activities (e.g., recruitment, admission, retention, graduation)

PREFERRED QUALIFICATIONS
The new VCSE may additionally possess some of the following **preferred** credentials:

- Successful experience with high-impact programs and best practices that are related to overall enrollment
- Excellent collaboration skills with academic and administration partners
- Excellent listening, professional verbal, and written communication skills
- Strong analytical, administrative, critical thinking, project management, continuous quality improvement, problem recognition and resolution skills
- Strong supervision and staff development experience/skills
- Experience in a regional university within a large public system
- Scholarship development experience
- Experience successfully transitioning to a new CRM
- Understanding of social networking, geo-fencing, A/B communication testing, and other marketing tools for enrollment
- Experience with international recruitment and admissions operations and strategy
- Doctoral degree

“I fell in love with UW-River Falls because it is not just a college, it’s a family that has allowed me to grow genuine connections through my academic and personal life. There was no question that this university would feel like home with the amazing community, professors, and peers that I get the opportunity to interact and work with throughout the year.”

Kate Webster
Agriculture Major with a Minor in Animal Science
APPLICATION PROCESS

The University of Wisconsin-River Falls is being assisted by Academic Search.

A completed application will include the following documents, to be separately submitted electronically in .pdf format:

- A cover letter addressing priorities and qualifications.
- A curriculum vitae.
- Names and contact information for five references with a note indicating the relationship to the applicant (references will not be contacted without your permission).
- A diversity statement (no more than 600 words) that addresses your philosophy, commitment, and experiences in creating a safe and welcoming environment. This statement may address personal and professional experiences, lessons learned, and anticipated projects. Concrete examples are encouraged.

Applications and nominations should be sent to EnrollmentUWRF@academicsearch.org

Nominations should include the nominee's full name, position, institution/organization, and email address.

The position is open until filled, but only applications received by September 12, 2022 can be assured full consideration.

Confidential discussions may be arranged by contacting Nancy Crimmin, Ed.D., Senior Consultant, or Stacey Morgan Foster, JD, Senior Consultant.

The University of Wisconsin-River Falls is committed to creating an educational community, which enhances student awareness and appreciation of diverse ethnicities and cultures, and which actively supports tolerance, civility, and respect for the rights and sensibilities of each person without regard to economic status, ethnic background, political views, sexual orientation, or other personal characteristics or beliefs. Awareness of and sensitivity to diverse cultures, backgrounds, and identities are especially sought in applicants.
ABOUT ACADEMIC SEARCH

Academic Search is assisting University of Wisconsin-River Falls in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. 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.