Position Profile

Vice President of Enrollment Management | June 2023
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About the Search

The University of Texas at Arlington (UTA) seeks an accomplished leader to provide executive oversight and strategic guidance to the areas of recruitment; admissions; outreach; financial aid; undergraduate, graduate, and international enrollment; and overall student progression at the undergraduate level.

As a critical member of the Academic Affairs team, the Vice President of Enrollment Management (VPEM) will lead the University’s effort to recruit an academically strong and diverse student body in alignment with its strategic plan and long-term enrollment goals.

Under the leadership of the Provost and Senior Vice President for Academic Affairs, the VPEM will foster partnerships with units across the University, including fellow vice presidents and the academic deans, to position the institution for enrollment success and will spearhead partnerships with external entities to enhance pathways for students.

It is an exciting time to join UTA. The University is growing in size, impact, and reputation by focusing on creating and sharing knowledge in signature areas of distinction, maintaining affordability, advancing student success, and serving the people and state of Texas, the nation and the world. The VPEM will lead a new era of strategic enrollment management at UTA, bringing focus, vision, and coordinated strategy to recruitment, admissions, financial aid, and retention. A highly visible and collaborative leader, the VPEM will guide the University’s efforts to set and fulfill strategic enrollment goals, identify new and creative means to grow enrollment, shape the University’s marketing around recruitment, enhance access by leveraging scholarships and aid, harness data and technology to maximum benefit, and provide outstanding support to all learners.

The successful candidate will be a transformational leader of people and programs with the creative vision, energy, integrity, personal qualities, and professional profile to inspire a dedicated team and garner the trust and collaboration of colleagues across the University. The VPEM will demonstrate administrative ability and competence; proven experience in developing and executing a strategic enrollment management plan; and the technical skill necessary to guide financial aid efforts, data analysis, and systems utilization. A record of commitment to attracting and serving a diverse student body, supporting a multicultural university, and creating a respectful environment that embraces all individuals is essential.

The national executive search firm, Witt/Kieffer, has been retained to assist UTA with this recruitment. All inquiries, nominations, and applications should be directed to the search firm as indicated at the end of this document.

About the University

UTA

Located on a 420-acre campus in the heart of the thriving Dallas-Fort Worth-Arlington metro area (population 7.6 million), UTA is a comprehensive teaching, research, and public service institution dedicated to the advancement of knowledge through scholarship and creative work.

As one of the largest and most diverse universities in Texas, the University of Texas at Arlington is committed to providing access and ensuring student success, and to a culture of innovation, entrepreneurship, and commercialization of discoveries by its community of scholars. The University promotes lifelong learning through its degree programs, professional development programs, and experiential learning experiences. The faculty, staff, and student community appreciate diverse cultural values that foster inclusivity and cultivate mutual respect.
Founded in 1895 as a private liberal arts institution, UTA enrolls over 46,000 students and employs more than 5,000 faculty and staff. The University has the fifth most ethnically diverse undergraduate population in the United States (U.S. News & World Report, 2023) and is a Hispanic-Serving Institution and an Asian American, Native American, and Pacific Islander-Serving Institution (U.S. Department of Education). UT Arlington was also chosen again for the 2022-23 list of Top 200 Colleges for Indigenous Students by the American Indian Science and Engineering Society.

UTA is one of just six institutions nationwide this year to earn the Seal of Excelencia certification, a prestigious honor granted to colleges and universities for their commitment to accelerating Latino student success. Additionally, U.S. News & World Report ranked 16 UTA graduate programs among the best in the country and Military Times placed it fourth nationally for serving veteran students in 2022-23.

Guided by world-class faculty members, the University’s 46,000 students in campus-based and online degree programs represent 100 countries and pursue more than 180 baccalaureate, master’s, and doctoral degrees in a broad range of disciplines. UTA is dedicated to producing the lifelong learners and critical thinkers that the region and nation demand. Around 79% of its 270,000 alumni live in Texas and contribute to an annual economic impact of $28.8 billion in the state.

In addition to nurturing student success, UTA is focused on making an impact through innovative research. Anchored by its five strategic pillars—health and the human condition, sustainable communities, global environmental impact, data-driven discovery, and culture and societal transformations—the University’s research portfolio saw significant growth over the past decade, with expenditures reaching $122 million in 2023. Faculty work in state-of-the-art facilities has resulted in important breakthroughs in areas such as sustainable infrastructure, healthy aging, high-energy physics, cardiovascular disease, machine-learning systems, and more.

In 2021, the combination of outstanding academics and innovative research contributed to the University once again receiving Carnegie R-1 “Very High Research Activity” designation. By providing exceptional educational opportunities and addressing important societal challenges, UTA enhances the quality of life in Texas and beyond.

University governance is vested in a nine-member Board of Regents of the UT System nominated by the governor and approved by the Texas Senate. In addition to its main campus in Arlington, UTA has two facilities in neighboring Fort Worth: a downtown campus called UTA Fort Worth that is tailored for working professionals and a research institute on the banks of the Trinity River that is focused on bridging the gap between academic research and product development.

**Academics**

UTA offers more than 180 baccalaureates, master’s, and doctoral degree programs across nine schools and colleges, including the largest nursing college at a public university in the country. Students hail from coast to coast and over 100 countries worldwide, with around 10,000 living on or near campus. Each year, approximately 13,000 graduates join the ranks of UTA alumni, now numbering more than 270,000.

- College of Architecture, Planning, and Public Affairs
- College of Business
- College of Education
- College of Engineering
- College of Liberal Arts
- College of Nursing and Health Innovation
- College of Science
- Honors College
- School of Social Work
Accreditation

The University of Texas at Arlington is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate, master’s, and doctoral degrees. In addition, many of UTA’s academic departments and schools have received national accreditation from specific agencies. These accreditations are detailed under the individual listings for departments and schools in the University Catalog.

About the Position

UTA seeks a leader who will bring a national, best-practice approach to strategic enrollment management; firmly establish the principles and practices of an evidence-based enrollment planning culture; and enhance recruitment, admissions, and financial aid outcomes by introducing approaches that navigate a changing higher education landscape. The VPEM has responsibility for more than 220 staff, an operating budget of $104 million, and the distribution of over $380 million in student aid, including $127 million in institutional gift aid.

UTA attracts learners from all 50 states and from 100 nations. In fall 2022, enrollment was 43,946 students, including 30,791 undergraduate students and 13,155 graduate students. The profile of the class of 2022 includes 40% men and 60% women; 74% non-white (Native American, Asian, Black, Hispanic, Native Hawaiian, two or more races, and non-resident aliens); 96% of the new student class came from Texas.

For the first-year class entering in fall 2022 UTA drew 27,471 applications, admitted 17,125 and enrolled 4,447. The transfer class enrolling in 2022 drew 10,959 applications; 7,893 were admitted and 3,225 enrolled.

Role and Responsibilities

The responsibilities of the Vice President of Enrollment Management include:

- Provide leadership and administrative oversight for the following enrollment services functions: recruitment, admissions, enrollment, outreach, financial aid, and veteran’s services. Direct the development and implementation of the University’s short- and long-term goals and objectives.

- Attract and retain traditional and non-traditional students, resident and non-resident students, and international students.

- Direct the development of enrollment-related research and analyses as well as the completion of special projects that support successful recruitment, enrollment, and retention of students. Collaborate with other executive leadership to build a comprehensive strategy for strengthening student recruitment and retention and identifying new recruiting markets, as well as identify new programs that meet the needs of the workforce and hence would enhance recruitment.

- Oversee staff responsible for registration processes—such as recruitment, admissions processing, financial aid, and scholarships—ensuring effective and efficient processes.
• Utilize data to identify issues, analyze trends, and understand outcomes to make recommendations that will inspire innovation and support strategic decision-making. Evaluate market demands, contribute to the development of a distinctive institutional brand, and provide significant input to the portfolio of potential academic offerings.

• Promote the efficiency of all enrollment management operations through the supervision of budgets and undertake financial aid leveraging planning. Act as adviser to the Provost in all enrollment management matters, expanding leadership’s understanding of trends in higher education. Aid in planning for the future development of the University.

• Develop and execute a vision and strategy that drives optimum enrollment levels in alignment with UTA’s mission and resources. This includes building a sustainable campus-based enrollment model and a forward-thinking and robust online, adult professional, and graduate enrollment model.

• Work with leaders across all campuses (Arlington, Fort Worth, and online) to set an overarching enrollment strategy and develop an enrollment plan that will propel UTA toward its goals, leveraging the strengths and aspirations of the different campuses’ programs and anticipating the needs of Texas’ diverse and dynamic economy.

• Work as a part of the academic team to develop and implement programs to enhance student success, including through partnerships with schools and community colleges.

Opportunities and Expectations for Leadership

The Vice President of Enrollment Management will join UTA during a time of increased focus on and commitment to enrollment. As University leadership looks to the future with optimism and energy, there are few issues more critical to the institution than healthy enrollment. UTA’s senior leadership team is ambitious, progressive, and eager to welcome a talented professional who can lead this area with vigor and focus. Perhaps most importantly, the VPEM will help the University consistently meet its enrollment targets and effectively leverage financial aid and other resources to recruit, admit, enroll, and retain a talented and diverse student population.

In addition, the Vice President of Enrollment Management will be expected to:

**Implement a strategic plan for enrollment.** The need to advance a strategic and coordinated approach to enrollment has been recognized. Like many institutions, UTA’s enrollment has been impacted by changing market forces and enhanced competition for students. UTA has contracted with Ruffalo Noel Levitz to conduct a holistic review of business processes and create a Strategic Enrollment Management Plan, which will serve as a roadmap for the new leader. With recent investments in enrollment, the new VPEM can expect a high level of support and the resources to facilitate success. The VPEM will build on this momentum to continue to grow enrollment at UTA.

The new VPEM will incorporate the use of data and a research-driven approach into their decision making and overall enrollment strategy. The enrollment leader will work with the resources and individuals on campus to assemble a strategic and proactive multi-year recruitment plan that incorporates both standard and innovative tools including technology, financial aid modeling and optimization, market segmentation, electronic and print communications, and other effective techniques to grow the size of the applicant pool, increase the conversion rate from admit to enroll, and ultimately enhance UTA’s ability to recruit, enroll, retain, and graduate students. This strategy will address short- and long-term enrollment goals and consider the many opportunities for enrollment growth — undergraduate, graduate, international, part-time, and transfer enrollment — in order to achieve success. A strong partnership with academic leadership will assist the VPEM in understanding UTA’s areas of strength while also conveying to academic partners potential areas of interest for students.
Leverage technology to drive recruitment. UTA seeks to be forward-looking in its use of technology and data for recruitment. The VPEM will build an enrollment management culture informed by solid analytics and leveraging current technology. Slate is UTA’s current platform for admissions, financial aid, and the registrar. The new VPEM will be tasked with harnessing these tools in recruiting, admitting, and yielding students.

Provide leadership for a dedicated team. The VPEM will advance a modern approach to enrollment while fostering an environment of staff support and development. The new leader will pay particular attention to recruiting, onboarding, and retaining new team members as well as the challenges that lead to the loss of staff. The VPEM will be committed to connecting staff to professional development opportunities and investing in training to stay ahead of trends and new strategies in recruiting, admitting, and aiding students.

Staff members in the division are dedicated and eager to welcome a leader who will facilitate and support the development of a unit that is cohesive, optimistic, imaginative, and results oriented. The VPEM will model customer service and student support; promote a sense of urgency and engagement; support an equitable and inclusive environment; respect the work of the dedicated and hard-working members of the staff; and continually mentor, develop, and grow the team. The VPEM will advance a proactive culture that ensures service to students and the campus community is the top priority.

Qualities and Desired Characteristics

The University seeks an individual of distinction with the following characteristics:

- Seven or more years of successful experience in higher education, or equivalent experience in associated areas, which includes a minimum of three years of demonstrated successful leadership experience in enrollment services and management. Master’s degree or higher from an accredited university.

- The ideal candidate will be an energetic and collaborative leader with extensive experience and demonstrated success in enrollment management, including developing marketing and recruitment strategies, meeting enrollment goals and revenue targets, implementing successful yield strategies and tactics, leveraging financial aid, and developing policies and practices that lead to an exceptional student experience.

- The ideal candidate will be a seasoned leader who is both a strategic thinker and tactical doer and is known for their fair-mindedness, consistency, resourcefulness, and creativity in developing and presenting sound and well-thought-out ideas.

- The successful candidate will be communicative and engaging, with a personal and professional commitment to inclusion; be deeply committed to collaboration, relational leadership, and creative problem-solving and thinking; and demonstrate exceptional administrative, financial, and managerial acumen. Experience in the development and rollout of new academic and workforce development programs is desired.

- Knowledge of strategic recruitment, planning, the role of financial assistance, and the enrollment process for universities and institutions of learning.

- Knowledge of international trends, policies, and regulations is critical, as is the ability to ensure University compliance at the local, state, and federal levels, including in areas of financial aid.

- Knowledge of data analysis, predictive modeling, decision analytics, statistics, and software used to facilitate planning and data modeling is required.
About UTA Leadership

Jennifer Cowley, Ph.D., President

Jennifer Cowley is the first female president of the University of Texas at Arlington and the 10th overall. She is also a professor of public affairs and planning in the College of Architecture, Planning, and Public Affairs.

Dr. Cowley is an advocate for public higher education and passionate about UTA's role in developing the Dallas-Fort Worth economy, society, and culture by preparing the next generation of talent.

Cowley has dedicated her career to public service through leadership roles at national research universities, where she championed student success, engaged communities, created strategic collaborations, and advanced innovation.

She earned her Ph.D. in urban and regional science, master’s degree in urban planning, and bachelor’s degree in political science from Texas A&M University and master’s degrees in interdisciplinary studies and public administration from the University of North Texas. She is a fellow of the American Institute of Certified Planners and the National Academy of Public Administrators.

Tamara Brown, Ph.D., Provost and Senior Vice President for Academic Affairs

As the institution’s chief academic officer, Provost and Senior Vice President for Academic Affairs Tamara L. Brown is charged with realizing UTA’s central mission of promoting and achieving academic excellence.

In furtherance of this goal, she works directly with the president, other executive officers, deans, chairs, and faculty bodies to advance the University’s position as a leading regional and national center for research and education.
Brown earned her Ph.D. and master’s degrees in clinical psychology from the University of Illinois at Urbana-Champaign and a bachelor’s degree in psychology from Longwood College. She also has a Master of Divinity from Asbury Theological Seminary.

About Arlington, Texas

Arlington, Texas, is one of the fastest-growing communities in the nation. Located between Dallas and Fort Worth in North Texas, the city is home to more than 380,000 residents, making it the seventh largest in the state. It is also the hometown of many professional sports teams, including the Texas Rangers, the Dallas Cowboys, and the Dallas Wings, the latter of which plays its home games at UTA’s College Park Center. Residents, athletes, and visitors alike enjoy hot summers and mild winters and fill their days with good food, company, and entertainment.

The University of Texas at Arlington is in Tarrant County (population 2.1 million). Arlington is easily accessible, located 30 minutes from the two major airports in the Metroplex: DFW International Airport and Dallas Love Field Airport. The University is also less than two miles from AT&T Stadium and Globe Life Field, where the Dallas Cowboys and Texas Rangers, respectively, play, and less than three miles from Six Flags Over Texas.

About the Application Process

Nominations and Applications

The Search Committee invites expressions of interest and nominations to be submitted directly to the search firm, WittKieffer at UTArlingtonVPEM@wittkieffer.com.

Applications should include a curriculum vitae and a letter of interest describing relevant experience and interest in the position and should be submitted to WittKieffer consultants, Mercedes Chacón Vance and Corin Edwards via the firm’s candidate portal.

Letters of interest and nominations will be accepted until the position is filled; however, they should be submitted as soon as possible to assure consideration. Expressing interest is the first step in receiving consideration and does not make one an applicant for the position.

The UTA Employment Commitment

UTA is committed to providing equal employment and educational opportunities for all qualified persons without regard to race, color, national origin, religion, age, sex, sexual orientation, disabilities, pregnancy, genetic information, and/or veteran status.

Retaliation against persons who oppose a discriminatory practice, file a charge of discrimination, or testify for, assist in, or participate in an investigative proceeding relating to discrimination is prohibited. See the University of Texas at Arlington’s Notice of Non-Discrimination, which includes contact information.

Campus Safety and Security

The Annual Security and Fire Safety Report, containing policy statements, crime, and fire statistics is available online. A hard copy may be obtained by contacting OLA, University Administration Building, 701 S. Nedderman Drive, Arlington, TX 76019, 817-272-2141.