



Columbus, Ohio

ASSOCIATE VICE PRESIDENT FOR ENROLLMENT SERVICES AND DIRECTOR OF ADMISSIONS



PERFORMANCE PROFILE

January 2012



Associate Vice President for Enrollment Services and Director of Admissions

The Ohio State University
Columbus, Ohio

THE OPPORTUNITY

The Ohio State University, one of the nation's leading public research universities, seeks a highly skilled Associate Vice President for Enrollment Services and Director of Admissions (AVP and Director of Admissions). Home to over 64,000 students and a workforce of over 40,000, ranking 9th in the country in public university funding and combining a massive and broad intellectual platform with great administrative agility and effectiveness, Ohio State seeks an admissions leader who can fully exploit the enormous power and great potential of the university.

With enrollment results improving remarkably over the past decade, an enviable financial stability and ambitious and visionary leadership, Ohio State has reached a pivotal moment in its history. Capitalizing on this transformative moment, the university seeks an enrollment leader who will ensure student access and expand institutional impact, strength and reach so as to move boldly, firmly and opportunistically to secure an even stronger future.

At the very core, being student-centered is a fundamental commitment, a promise that The Ohio State University makes to all students – undergraduate, graduate, and professional students alike.

Our AVP and Director of Admissions brings that mission to life by leading the effort to create a compelling and attractive vision for potential students, enhancing the admissions process for those candidates, and assuring a rewarding, meaningful, and successful experience for all those who attend The Ohio State University.

This position is responsible for laying the foundation for the higher education experience for thousands of future leaders each year. Whether it is in the form of the recruitment strategy that attracts interested students, to the admissions process that enables those students to pursue their learning objectives, to helping increase the value

of the first-year experience and beyond to graduation the AVP and Director of Admissions has a major impact on the entire life-cycle of Ohio State's students, and ultimately the university itself.

The AVP and Director of Admissions will be a part of a dynamic and high performance organization within The Ohio State University. This position will report directly to the Vice President for Strategic Enrollment Planning.

This position will be an important member of the Enrollment Services team which consists of: Analysis and Reporting, Economic Access, First-Year Experience, Graduate and Professional Admissions, Marketing and Strategic Communication, New Student Orientation, Student Financial Aid, Student Service Center, Undergraduate Admissions, University Registrar.

This position is a focal point for admissions, new student orientation, and first year programs for the University's thriving colleges and multiple campuses. The current position has four direct reports, \$10m in operating funds, and approximately 100 full-time staff.



THE OHIO STATE UNIVERSITY

Founded in 1870 as part of the Morrill Land Grant Act, The Ohio State University is a world-class public research university, providing a distinctive educational experience for students and a research program of nearly singular excellence. One of the nation's largest universities, Ohio State serves over 64,000 undergraduate, graduate, and graduate-professional students on its main campus in Columbus, and its five regional campuses. A total of nearly 40,000 employees, including 3,100 regular and research faculty as well as over 21,000 staff members, work vigorously to meet the educational needs of students from Ohio, the nation, and the world.

The university's high quality academic programs are extensive. There are 20 schools and colleges at The Ohio State University, granting degrees in over 160 major areas of study. The university's 50,000 undergraduates have broad opportunities to major in the arts, architecture, biological sciences, business, communication, education, engineering,

food, agriculture and environmental sciences, human ecology, humanities, nursing, mathematics and physical sciences, music, natural resources, social and behavioral sciences, social work, and allied medical professions. Graduate-professional programs include dentistry, law, medicine, business, optometry, pharmacy, and veterinary medicine.

Located in Ohio's capital city, Columbus and the metro area are home to more than 1.8 million people, OSU is a major educational and economic force through its teaching, research, and service mission. The university's main campus is located in Columbus and includes four regional campuses in the cities of Lima, Marion, Mansfield, Newark, and the Agricultural Technical Institute in Wooster. With nearly 500,000 living alumni, The Ohio State University community is vast and diverse, having impact on our global society in numerous ways including education, research, and public service.

The Ohio State University is ranked 17th among national public research universities in the United States, according to *U.S. News & World Report*. Its library system is ranked 12th among public universities in the country, and the university ranks 6th nationally in funded research. The university is also ranked 2nd in industry-sponsored research.

For more information on The Ohio State University go to our website (www.osu.edu).



ENROLLMENT SERVICES AT THE OHIO STATE UNIVERSITY

Student enrollment is among the highest priorities of The Ohio State University's administration: Ohio State aspires to enroll a talented and diverse group of students who will become leaders in every part of the country and world in a plethora of disciplines and in society: young men and women who will shape the 21st century as scholars, artists, scientists, entrepreneurs, public servants and influential members of the professions.

The Enrollment Services unit includes over 270 staff and an operating budget of \$27 million. The area oversees the distribution of nearly \$1 billion in state, federal and institutional aid and scholarship dollars to more than 40,000 students annually. The university utilizes an integrated student information system resting on a PeopleSoft/Oracle platform.



THE ROLE OF THE ASSOCIATE VICE PRESIDENT FOR ENROLLMENT SERVICES AND DIRECTOR OF ADMISSIONS

As a university that prides itself on innovative thinking, unparalleled research, and other advancements, Ohio State seeks an enrollment leader and thinker who will grasp the essential nature of this distinctive institution, and employ both traditional and non-traditional means to expand the university's visibility so as to attract, select, enroll and retain a highly diverse and increasingly talented group of students.

The AVP and Director of Admissions must ensure excellent relationships with secondary schools while overseeing a rapidly changing student profile; lead an admissions team that proactively and strategically anticipates and responds to enrollment challenges and is optimistic, opportunistic, forward-looking, innovative and results-oriented; employ both traditional and cutting edge methods to engage prospective and current students and families in ways they can best hear and respond to; keep student welfare always at the forefront, including an anticipation of and responsiveness to matters that influence retention; and broaden dramatically the reach of the university in every part of the state, the country and the world.

It is worth emphasizing that this is not a status quo position: The Ohio State University, in its quest to serve as a distinctive, student-centered national research university and as a force for societal good, willing to take calculated risks and engage students and families in new ways. The AVP is expected to capitalize on the considerable interest in and institutional support for his or her area with vigor, enthusiasm, an inclusive leadership style, outstanding communication skills, and an eye to the possible, reflecting the entrepreneurial outlook that characterizes the university.

The AVP for Enrollment Services and Director of Admissions will:

- Direct the planning and development of recruitment strategies to promote the university to qualified prospective domestic and international students in support of university-wide enrollment targets; assures proper strategic tactics in admissions and recruitment;

- Provide leadership for operations to guide efficient and effective admission processes for colleges/university/and regional campuses;
- Lead the design and implementation of collaborative efforts among the areas involved in new student orientation and first year education programs.
- Coordinate the design and implementation of consistent communication through the admissions process and throughout orientation and retention initiatives;
- Work with university constituencies to increase first-year retention and develop a plan to correlate those successful efforts to improve the four and six year graduation rates, ultimately resulting in increased alumni relations activity;
- Enhance working relationships with internal and external communities, the news media and general public; travel and represent the University at outreach activities and public functions; hear admissions appeals and considers grievances
- Serve on local and national task forces/committees; direct the planning and development of goals and timetable, priorities, policies and procedures, operations and budgets.

QUALITIES AND QUALIFICATIONS

The ideal candidate must demonstrate progressive experience at a senior level in successfully developing, implementing, and evaluating an enrollment management strategy emphasizing vision and synergy across all enrollment services functions. Experience and success at leading a large, complex organization is critical. Experience with appropriate information technology and the use of sophisticated data analysis to inform strategic decisions is critical, as is familiarity with marketing and financial aid leveraging for recruitment and retention.

The ideal candidate will have the following professional qualifications and personal characteristics:

- Embodiment of Ohio State’s mantra, “From Excellence to Eminence.” Essentially being able to take the status quo and create a new vision of the admissions, orientation, and first-year experience and bringing that vision to fruition;
- Operating collaboratively in a team environment, adding value to a united effort to achieve a common purpose, with the ability to work across boundaries to influence successful outcomes;

- Strong leader of staff, providing guidance, direction, and performance management in a way that creates a compelling and retentive environment for employees;
- Operating and successfully influencing change in a highly complex university setting. This includes working knowledge of university governance and funding methodologies, in-depth understanding and working knowledge of systems and applications that shape the mission of the position.
- Ten plus years of enrollment experience and master's degree preferred.

NEXT STEPS

Interested and qualified candidates should contact either of the following:
Raegan Schneider, Talent Acquisition Consultant, Ohio State University, rschneider@hr.osu.edu or Dolan Evanovich, VP Strategic Enrollment Planning, Ohio State University, evanovich.1@osu.edu