UNIVERSITY MISSION

The mission of Kansas State University is to foster excellent teaching, research and service that develop the highly skilled and educated citizenry necessary to advancing the well-being of Kansas, the nation and the international community.

THE OPPORTUNITY

This is an extraordinary opportunity for a results-driven strategist and change agent to serve as the Founding Vice Provost for Enrollment Management within a public R1, land-grant, university comprised of four campuses and a foundation. The University serves over 22,000 students.

As the Founding Vice Provost for Enrollment Management the successful candidate will design, develop and lead this new department as the University engages in innovative approaches to enrollment management, the university budget model, and data-driven decision-making. Utilizing current trends, best practices and previous experience, the VPEM employs a data-driven approach to target and grow a diverse student body well-suited for Kansas State University. The ideal candidate has a proven history of leveraging technology and the latest recruitment practices to achieve recruitment and retention goals and meet the evolving needs within a complex, decentralized research institution. This dynamic leader is comfortable prioritizing and managing multiple operations within enrollment management including domestic and international student recruitment, financial aid, registration, and transfer enrollment.

This position reports to the Provost and Executive Vice President. The new office is well supported and a critical role in the University.

Job Purpose:

This position serves as the chief enrollment officer responsible for leading the implementation of the university’s comprehensive, multi-year strategic enrollment management plan in support of the outcomes envisioned in the K-State 2025 Strategic Plan. The VPEM will provide strategic leadership and vision as it relates to all aspects of enrollment management, including domestic and international student recruitment, admissions, financial aid, registration, and transfer enrollment. The VPEM will work closely with the President, Provost, Vice President for Student Life, Vice Provost for Student Success, deans, and other senior leaders to formulate and implement a comprehensive strategy that engages prospective and current students from Kansas, across the country, and internationally.

The new Vice Provost for Enrollment Management will assume this role during an exciting time when the campus is ready to engage in new and innovative recruitment and retention efforts and ideas. The VPEM will work collaboratively with partners across the four campuses and within eight colleges to develop a broad and synergistic alignment of enrollment services within the new University structure and specify a clear set of goals and expectations for all units on campus. The VPEM will establish best practices and strategies to meet enrollment goals, enforce policies and procedures leading to successful recruitment and retention, and provide the support and training needed to succeed in achieving these shared goals. The VPEM is expected to establish an integrated, analytically informed, and collaborative approach to University-wide enrollment; routinely analyze data to shape enrollment directions and make appropriate adjustments to an integrated and strategic enrollment effort; and evaluate, design, and implement a structure that fosters increased coordination and cooperation across colleges. This role also requires an ability to build a K-State enrollment approach with a fresh, relevant, and up-to-date perspective that reflects the latest research and thinking in enrollment management.

The VPEM has leadership and oversight of the following units and programs: New Student Services, Undergraduate Admissions, International Admissions and Recruiting, Student Financial Assistance, Powercat Financial, and the Office of the Registrar.

Core Duties and Responsibilities:

Operationalizing Strategic Enrollment Plan

The VPEM will be charged with operationalizing the newly developed strategic enrollment management plan and identifying other opportunities for growth and development. Given the ever-changing and competitive nature of enrollment in Kansas and across the country the position calls for clear vision, imagination, and experience in the continued development of pathways for enhanced enrollment and student success at K-State.

Refining K-States’ Market Position

The VPEM will work in close partnership with the Division of Communications and Marketing and college(s) leadership to clearly define the market profile and positioning for K-State’s undergraduate and graduate programs.

Managing, Developing, and Leading the EM Organization

The VPEM’s ability to provide strong leadership to the enrollment units under the Vice Provost’s purview will be critical during the initial stages of implementing a strong and effective enrollment plan. Optimizing current financial aid resources, understanding the application of new technologies, and setting priorities with finite resources will require decisive leadership and a strong team. Nurturing staff development, setting performance objectives, evaluating outcomes, and maintaining accountability will be important management functions.

Enrolling a Talented, Diverse Student Body

The most important aspect of the VPEM’s responsibilities is to set significant and feasible enrollment goals and then reach those targets with a consistently successful
enrollment strategy and maintain a comprehensive, multi-year enrollment plan that is adaptive to an ever-changing marketplace. The VPEM will provide quality data analysis to support University decision-making and ensure key strategic enrollment decisions. Of critical importance will be establishing and maintaining strong relationships with high school, community college, state, regional, national and international groups and organizations; representing the University to prospective students and their families; and collaborating with constituencies on- and off-campus to positively contribute to recruitment, enrollment, and retention efforts.

Educational Requirements

• Master’s degree required, PhD or terminal professional degree in a related field preferred

Required Qualifications:

• Proven leadership and a vision for enrollment management with exceptional ability to analyze, plan, coordinate, and articulate initiatives and vision and engage others in implementation
• Strategic and creative planner and outstanding collaborator and relationship builder with strong interpersonal skills
• Deep understanding of the complexities of enrollment management and demonstrated experience with best enrollment practices, including in the areas of domestic and international student recruitment, admissions, financial aid, registration, and transfer enrollment
• Data savvy with proven ability to utilize data in the analysis of decision-making and operations and extensive knowledge in data analysis and reporting
• Experience with the use of technology/systems to aid in enrollment operations and data-gathering
• Community-minded individual who recognizes the advantages in K-State’s family-oriented campus
• Excellent oral and written communication skills

with a demonstrated ability to articulate matters of complexity and nuance to multiple and varied groups of stakeholders
• Able to manage and motivate a diverse professional staff and foster diversity in student and employee recruitment and retention efforts
• Understanding of marketing and the development of marketing strategies, including knowledge of higher education marketing and branding
• Demonstrated organizational, problem-solving, management, and decision-making skills
• Proven ability to initiate, lead, and facilitate change; be adaptable with changing conditions; and comfortable with the ambiguity that accompanies a large public university

Preferred Qualifications:

• A deep understanding of and passion for the role of public higher education
• Experience implementing new technologies to support enrollment operations and data gathering
• Demonstrated success in external fundraising and financial management
The university embraces diversity, encourages engagement and is committed to the discovery of knowledge, the education of undergraduate and graduate students, and improvement in the quality of life and standard of living of those we serve.

DIVERSITY AND INCLUSION

Kansas State University has a long, storied history of embracing diversity and inclusion as a core component of our educational mission. As the nation’s first operational land-grant, K-State has always admitted students without regard to race, gender or creed. Our commitment to meeting the needs and interests of a diverse student body and preparing all constituents for meaningful engagement in an ever-changing, diverse world is unwavering. We believe that diversity adds value to the educational fabric of our institution and students are encouraged to capitalize on the learning opportunities that differences can create.

K-State is moving forward. As we continue to move forward with the revision and redeployment of the K-State 2025 Strategic Alignment Plan for Diversity, it is a great time to be a member of the Wildcat Family. In the past 5 years, Kansas State University has been recognized for its commitment to diversity and inclusive excellence. To learn more information about diversity and inclusion at K-State, please visit k-state.edu/diversity-inclusion/.

THE UNIVERSITY

Kansas State University educates nearly 22,000 of tomorrow’s potential leaders and provides some of the best global food systems and biosecurity research in the world. The university is progressing toward its goal of becoming a Top 50 public research university by 2025.

The university has nine academic colleges and offers more than 250 majors and options. The Graduate School offers 73 master’s degrees, 44 doctoral degrees and 43 graduate certificates in multiple disciplines. The Princeton Review recognizes the university as one of the nation’s best colleges and the association of Public and Land-grant Universities designated Kansas State University as an Innovation and Economic Prosperity University.

Commonly referred to as K-State, the university is proud of its welcoming environment and considers all K-Staters family. Our athletic teams, known as the Wildcats, compete in the Big 12 Conference and frequently win titles and championships.
THE COMMUNITY

Situated in the heart of northeast Kansas’ scenic Flint Hills, Manhattan’s 56,000 citizens enjoy a dynamic community with shopping, dining, entertainment and nightlife. Manhattan is affectionately known as the “Little Apple,” a nod to its East Coast namesake, but has a vibrant culture all its own. Here is just a sampling of what residents look forward to year-round:

- Shopping, dining and socializing in Aggieville, a local entertainment district with a fun, energetic vibe.
- A vibrant, revitalized downtown area with fine dining options and local boutiques.
- The Flint Hills Discovery Center, featuring exhibits about the beautiful surrounding region.
- Beautiful outdoor life at Sunset Zoo and The Gardens at Kansas State University.
- Recreation opportunities at the Konza Prairie, Tuttle Creek State Park, Linear Park Trail and more.
- Music festivals, including country music’s brightest stars at the annual Country Stampede.
- The university’s McCain Performance Series, which hosts acclaimed Broadway musicals, comedians, musicians and other entertainers.
- Exciting Big 12 athletic events (faculty and staff are eligible for discounted tickets).
- Colbert Hills Golf Course, ranked as the top public golf course in Kansas.
- Excellent K-12 education. The local high school ranks among the top 5 percent of U.S. high schools, and the district is home to several Kansas Master Teachers.

To learn more about the Manhattan community, at manhattan.org.
**K-STATE, MANHATTAN POINTS OF PRIDE**

<table>
<thead>
<tr>
<th>TOP 10</th>
<th>NO. 3</th>
<th>NO. 12</th>
<th>NO. 13</th>
<th>NO. 1</th>
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</thead>
</table>

- **NO. 13**
  - Small community in the U.S. for businesses and careers (Forbes magazine).

- **NO. 12**
  - Improving students’ critical thinking skills between their freshmen and senior years (Wall Street Journal, 2017).

- **NO. 3**

- **TOP 10**
  - Most well-read cities in America (24/7 Wall Street, 2018).

### Financial Highlights

<table>
<thead>
<tr>
<th>No.</th>
<th>Highlight</th>
<th>Amount</th>
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<tbody>
<tr>
<td>NO. 1</td>
<td>Best educational value in Kansas (SmartAsset, 2018).</td>
<td><strong>$174.2 MILLION</strong></td>
</tr>
<tr>
<td>NO. 6</td>
<td>Best athletic facilities (Princeton Review, 2019).</td>
<td><strong>NEARLY 22,000</strong></td>
</tr>
<tr>
<td>NO. 8</td>
<td>Happiest students (Princeton Review).</td>
<td><strong>$38 MILLION</strong> in financial aid awarded annually.</td>
</tr>
<tr>
<td>NO. 12</td>
<td>Students love their college (Princeton Review, 2019).</td>
<td><strong>$248 MILLION</strong> in financial aid awarded annually.</td>
</tr>
<tr>
<td>NO. 4</td>
<td>Choice for Kansas high school seniors.</td>
<td><strong>$174.2 MILLION</strong> in philanthropic gifts and commitments (FY 2018).</td>
</tr>
<tr>
<td>NEARLY 22,000</td>
<td>Students, who come from all 50 states and more than 100 countries.</td>
<td><strong>NEARLY 22,000</strong></td>
</tr>
</tbody>
</table>

- **$248 MILLION** in financial aid awarded annually.

- **$38 MILLION** awarded in scholarships annually.

- **NEARLY 22,000** students, who come from all 50 states and more than 100 countries.
PRINCIPLES OF COMMUNITY

Kansas State University is a land-grant, public research university committed to teaching and learning, research and service to the people of Kansas, the nation and the world. Our collective mission is best accomplished when every member of the university community acknowledges and practices the following principles:

• We affirm the inherent dignity and value of every person and strive to maintain an atmosphere of justice based on respect for each other.
• We affirm the value of human diversity and inclusion for community. We stand united against all forms of discrimination.
• We affirm the right of each person to freely express thoughts and opinions in a spirit of civility and decency. We believe that diversity of views enriches our learning environment, and we promote open expression within a climate of courtesy, sensitivity, and mutual respect.
• We affirm the value of honesty and integrity. We will operate with honesty in all professional endeavors and expect the same from our colleagues.
• We acknowledge that we are a part of multiple communities, and we have an obligation to be engaged in a positive way with our civic partners.
• We recognize our individual obligations to the university community and to the principles that sustain it. We will each strive to contribute to a positive spirit that affirms learning and growth for all members of the community.
RESEARCH OPPORTUNITIES

As the nation’s first operational land-grant university, Kansas State University is dedicated to research that will better our community, state and world. The university is at the forefront of several crucial research areas, including global food systems. Kansas State University takes great pride in ensuring our faculty members have the tools necessary to make the breakthroughs the world needs. We offer a variety of programs and funding opportunities to secure our researchers’ success.

In part because of the university’s biosecurity research and expertise, Manhattan was chosen as the location for the National Bio and Agro-defense Facility, which is currently under construction adjacent to campus.

$218.3 MILLION in FY 2018 research expenditures

1,700+ faculty members

275+ active patents
37 patents granted 2016-2018

FOUR USAID Feed the Future Innovation Labs

$539 MILLION FY 2018 endowment

90+ centers and institutes
SEARCH PROCESS

In your application materials, please include a single file PDF containing the following:

• A letter of interest describing relevant experiences and interest in the position
• Curriculum vitae

The Search Committee invites letters of nomination, applications (letter of interest and a vita), or expressions of interest to be submitted to the search firm assisting the university. Inquiries, nominations and applications will be treated confidentially. For full consideration applications should be received by June 19, 2019. Applications will be reviewed as they are received and should include a cover letter and CV.

Please do not email applications. To be viewed by the firm, you must apply directly at:
https://acesrch.applicantstack.com/x/detail/a21esjy8soyf

Kansas State University is being assisted by Academic Career and Executive Search for this search. For further details please contact:

Jennifer Muller
Managing Partner and Senior Search Consultant, Academic Career and Executive Search
Tel: 860-740-2600
Email: Jennifer@ACESrch.com

Applicants must be currently authorized to work in the United States at the time of employment.

Kansas State University is an equal opportunity employer of individuals with disabilities and protected veterans. A pre-employment background check is required.