Leadership Profile

Vice President for Enrollment Management

This leadership profile is intended to provide information about Rochester Institute of Technology and the position of vice president for enrollment management. It is designed to assist qualified individuals in assessing their interest in this position.
Opportunity and Summary of the Position

Rochester Institute of Technology (RIT), a private academic institution located in Rochester, New York that is internationally recognized for academic excellence with a distinctive position as one of the nation’s top research universities, seeks inquiries, nominations and applications for the position of vice president for enrollment management.

Over the past ten years, freshman and graduate applications have more than doubled and enrollment has grown 20 percent to nearly 19,000 students, with student quality and diversity simultaneously on the rise. Students come from all 50 states and more than 100 countries; the university has international locations in China, Croatia, Dubai and Kosovo. RIT is committed to the ethos and teaching traditions of an undergraduate-focused university while growing and leveraging its graduate education and doctoral programs. As one of the largest private universities in the nation in terms of full-time undergraduate enrollment, RIT counts over 125,000 alumni around the world; $73 million in sponsored research; and more than $842 million in endowment, positioning the university with the human and financial capital to play a significant leadership role in global higher education.

Reporting to David C. Munson, RIT’s 10th president, the vice president for enrollment management will join a dynamic senior leadership team during a time of great momentum and opportunity for the university. Undergraduate enrollment has become more diverse geographically, ethnically, racially and based on gender. While leading an enrollment operation that has achieved notable success, the new vice president will play a critical role in shaping the university’s future, providing the vision for an enrollment effort that is ambitious and supports the success of students. In developing that vision, the vice president will assess the enrollment opportunities and challenges for RIT as well as formulate, execute and continuously evolve an ambitious enrollment plan that stems from and is tied to the mission and strategic plan of the university.

The next vice president will be a leader with exceptional analytic, interpersonal and communication skills and the enthusiasm to partner with an engaged community, including the president, senior administration, board of trustees, alumni, faculty, staff, students, parents and secondary education partners to achieve RIT’s enrollment goals. The successful candidate will have outstanding leadership and management skills; significant breadth and depth of experience in higher education enrollment management; experience in the effective use of financial aid funds; comfort, experience and familiarity with recruitment of international students and student-athletes; an innovative spirit; a willingness to take calculated risks based on sound research; a commitment to access and diversity; the ability to lead and manage large-scale, university-wide change initiatives; and demonstrated success in developing and deploying analytics and metrics-based enrollment systems, processes and technologies.

Additional information about Rochester Institute of Technology may be found at www.rit.edu. The national executive search firm, Witt/Kieffer, has been retained to assist RIT in this search. Information about how to nominate a candidate or to apply for this opportunity may be found later in this document in the section titled, “Procedure for Candidacy.”
The Role of the Vice President for Enrollment Management

In announcing this opportunity, RIT seeks a bold, collaborative and pioneering leader who is willing to seek constant improvement; take calculated risks; make difficult choices and decisions; and partner broadly across the university and with secondary education partners to implement effective recruitment, enrollment and retention policies and practice. In so doing, the vice president will assume primary responsibility for developing, articulating and implementing a dynamic, anticipatory and inventive enrollment plan that aligns with the overall strategic goals of the university.

The vice president reports to the president, serving on the president’s Administrative Council and providing leadership for the offices charged with enrollment services. He or she is responsible for and provides leadership to the enrollment management team including the offices of undergraduate admission, financial aid and scholarships, part-time and graduate enrollment services, admissions systems and analytics, and Project Lead the Way, with a focus on proactively and strategically anticipating and responding to enrollment and retention challenges and opportunities while overseeing an institutional aid budget of $320 million and an annual operating budget of more than $11 million. The vice president coordinates and collaborates with the National Technical Institute for the Deaf (NTID) in admissions, recruitment and administration of financial aid for RIT’s deaf and hard-of-hearing students, and with recruitment efforts for the university’s international campuses. The vice president also serves as staff to a core committee of the Board of Trustees.

In overseeing the organization and leadership team that will foster and support the enrollment plans for a modern, successful research institution, the vice president will:

- Bring leadership, creativity, vision, integrity, energy and a team-oriented philosophy to the overall enrollment management function;

- Demonstrate commitment to the university’s goal of building important and unique programs across the disciplines of science and technology, business, the health sciences and the liberal and visual arts;
Rochester Institute of Technology Vice President for Enrollment Management

- Engage in analytically rigorous dialogues with senior leadership regarding enrollment realities and possibilities;

- Align resources and strategy so as to enroll entering classes characterized by a balance of majors and backgrounds, constructing a class that is a microcosm of the world and that the university can support;

- Produce forward-looking and transparent strategic plans and budgets; and develop regular and systematic comparative reports that include annual progress toward enrollment goals;

- Analyze data to shape strategic directions; regularly assessing the effectiveness of recruitment activities and financial aid programs; and make appropriate adjustments that will provide leadership for an effort that is proactive and responsive to market forces and RIT needs;

- Provide leadership and vision to the enrollment management offices, developing further a dedicated enrollment staff that is optimistic, responsive, innovative, analytical, energetic and results-oriented;

- Work closely with the president and other senior officers to establish an enrollment management culture that is collaborative and innovative; and

- Serve as a national spokesperson for RIT and for the value of a high-quality private research university offering a superior learning and research experience.

Opportunities and Expectations for Leadership

The outgoing chief enrollment officer, James Miller, recently announced his retirement after serving Rochester Institute of Technology effectively for more than 50 years, including more than 30 years as vice president. His impact has been immense and is notable for the incredible value he has brought to enrollment success at RIT. The new vice president for enrollment management will work across the university to build on this strong platform, envisioning and crafting the organization and leadership that will elevate future enrollment success.

The division for enrollment management is a dynamic organization providing superior service to internal and external stakeholders, maximizing RIT’s potential for attracting new and serving existing student populations.

All of the offices in the division seek to achieve RIT’s enrollment goals by identifying, cultivating, selecting and enrolling the desired quantity, quality and composition of undergraduate, graduate, part-time and online learners. Each area strives for effectiveness and efficiency through a strategic and sophisticated recruitment process; extensive collaboration and effective
communications with internal and external constituent partners; and effective administration of the institution’s comprehensive financial aid program.

The new vice president’s most immediate agenda will include, but not be limited to, the following:

**Engage the RIT community in discussing enrollment vision and strategy, fostering a culture of inclusion and participation**

The vice president will play a leadership role at multiple levels and places within the university community, enhancing connections, trust and confidence across both undergraduate and graduate communities. By promoting transparency and a shared vision, the vice president will inspire participation and collaboration that will engage faculty, staff, students, parents and alumnae/i in supporting enrollment vision and goals. Because enrollment supports the academic mission of RIT, the vice president will act as a strategic partner to academic and administrative leadership in enhancing student recruitment as well as retention. The enrollment leader will work closely with all colleges, degree-granting units, intercollegiate athletics and other university partners in developing specific enrollment plans and program implementation to achieve strategic goals. The vice president will be a visible force on campus, developing key relationships and galvanizing the community around the enrollment effort, leading to new levels of engagement and success. The vice president will be able to engage as a leader who can convey the costs, benefits and trade-offs of possible strategies and policies. This independence of thought should both challenge and encourage policies that involve new ideas and creative risk.

**Develop an enrollment marketing plan that emphasizes the RIT value proposition**

Rochester Institute of Technology seeks to increasingly become a first-choice institution for students who will be excited about all the university has to offer. The new enrollment leader will grasp the distinct nature of this institution and work in partnership with the university marketing and communications team to shape an enrollment messaging and outreach program that reaches the university’s multiple audiences for the best impact on their enrollment decisions. This will be a proactive, nimble strategy that speaks to the value of an education at RIT. The vice president will partner with the vice president of marketing and communications to continuously refine and advance the key messages that speak most clearly to and about the university to both internal and external audiences.
Strategically manage RIT’s financial resources, with attention to the discount rate

Partnering with senior leadership, the vice president will determine optimal enrollment goals, advise on effective pricing strategies and determine how best to allocate financial resources to achieve these goals. The vice president will be tasked with evaluating the competing priorities of managing the discount rate, increasing net tuition revenue and enrolling a student body of the quality, diversity and character expected by the university. She or he will be responsible for evaluating the use of financial aid in support of institutional priorities and allocating resources for greatest impact. With attention to net revenue, the new vice president will oversee the distribution of financial aid to both new and current students, ensuring that the university’s practices align with both its values and its capacity.

Expand and improve the student profile of Rochester Institute of Technology

Rochester Institute of Technology has realized significant gains over the last few years. The vice president will build on the university’s ability to attract, enroll and graduate a strong and diverse student body, including women and those from socioeconomic, ethnic, cultural or racial backgrounds underrepresented in higher education, as well as students from around the country and around the world. Recognizing that the level of external competition has intensified dramatically in the last ten years, and mindful of changes in demographics regionally and nationally, the vice president will be expected to evaluate and strengthen the university’s enrollment programs. She or he will analyze and assess current programs and develop a vision for enrollment that recognizes the university’s competitive context. In addition, she or he will work with resources and partners on campus to develop a strategic recruitment plan that incorporates both standard and innovative tools including financial aid, technology, electronic communications and other effective techniques for enhancing the quality and size of the applicant pool and enrolling class. Increasing the diversity of the incoming classes remains a priority. The university is committed to expanding the enrollment of women, underrepresented groups and international students. In building this plan, the vice president will be asked to review existing practices and expenditures and deploy budgetary expenditures to maximum advantage. The vice president will be expected to advocate, informed by data, for the additional resources and investments necessary to achieve these targets.

Improve retention

The vice president is part of the senior leadership team charged with improving retention. This requires a sophisticated approach to analytics in studying which student populations experience the greatest success at the university or might benefit from interventions. At the undergraduate level, the vice president will be asked to continue improving selectivity, class quality and diversity, admitting the students who are most likely to thrive at RIT.
Professional Qualifications and Personal Qualities

The successful candidate will have significant enrollment management leadership experience in a complex higher education organization, with a proven track record of success in meeting enrollment goals. The candidate should have experience in planning, budgeting and goal setting, along with success in supervising and managing staff in a culture of innovation and growth.

In addition, the ideal candidate will have the following professional qualifications and personal qualities:

- **Vision and leadership:** ability to lead creatively with a strategic approach to enrollment issues serving a student-centric culture; an entrepreneurial vision with an eye to innovation, new possibilities and emerging challenges; and ability to motivate a team and inspire enthusiasm and excellence through strong leadership;

- **Institutional leadership:** ability to participate collaboratively and act as a strategic thinker on the president’s senior leadership team; and a broad knowledge of national trends in enrollment management, demonstrating engagement with best practices in areas involving admission and financial aid;

- **Creativity:** a record of success with innovative recruitment strategies along with a willingness to take creative risks for success; enthusiasm for creative thinking and for encouraging staff to think “outside the box”; and experience in implementing strategies of major importance to the division and to the institution;

- **Technological sophistication:** ability to design strategic plans and budgets, including the use of econometric analysis applied to admission and financial aid modeling; proven skill in analyzing complex problems that require integrated, creative solutions; and experience that suggests the ability to use and leverage emerging technologies at RIT for application to enrollment management goals;

- **Communication skills:** exceptional written and oral communication skills; and a presence that is genuine and persuasive, engendering the trust of others by displaying transparency, clarity and credibility;

- **Management skills:** experience in building, managing and supporting a strong staff that is dedicated to the goals of the division and a great university; and ability to inspire and support professional development;

- **Personal qualities:** a genuine excitement about and deep belief in institutional mission and values; leadership that demonstrates honesty and a strong moral compass; excitement about change and joy in collaborative success; sound judgment and optimism; a personal presence that is palpable; an overall sense of purpose; and

- **Credentials:** a Master’s degree is required, terminal degree preferred.
Rochester Institute of Technology: An Overview

RIT is shaping the future and improving the world through creativity and innovation at the intersection of technology, the arts and design. RIT is the third largest producer of undergraduate degrees in science, technology, engineering and math among all private universities in the U.S. The university is internationally recognized and ranked for academic leadership in business, computing, engineering, imaging science, liberal arts, sustainability and fine and applied arts. RIT also offers unparalleled support services for deaf and hard-of-hearing students. Experiential learning is a core attribute of the RIT student experience and its cooperative education program is one of the oldest and largest in the nation. RIT is home to leading creators, entrepreneurs, innovators, artists and researchers. Global partnerships include international locations in China, Croatia, Dubai and Kosovo.

Enrollment milestones in Fall 2017 include an incoming class of 2,800 undergraduates with academic credentials that include:

- Mean GPA of 92 out of 100
- Mean SAT score of 1283
- Mean ACT score of 29
- The most racially and ethnically diverse first year class in RIT history — 17.5 percent are from under-represented populations.

Overall enrollment in Fall 2017 was:

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<th></th>
<th>Undergraduate</th>
<th>Graduate</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>Main Campus:</td>
<td>13,687</td>
<td>3,088</td>
<td>16,775</td>
</tr>
<tr>
<td>Global Locations:</td>
<td>2,054</td>
<td>134</td>
<td>2,188</td>
</tr>
<tr>
<td>Worldwide</td>
<td>15,741</td>
<td>3,222</td>
<td>18,963</td>
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RIT offers the following degrees: doctoral (Ph.D.) programs in astrophysical sciences and technology, color science, computing and information sciences, imaging science, engineering, micro systems engineering, sustainability and mathematical modeling; master’s degrees include master of architecture (M.Arch.), master of business administration (M.B.A.), master of engineering (M.E.), master of fine arts (M.F.A.), master of science (M.S.), master of science for teachers (M.S.T.) and master of science secondary education (MSSE); bachelor’s degrees are bachelor of fine arts (B.F.A.) and bachelor of science (B.S.); and associate degree programs: A.S., A.O.S., A.A.S.

The degrees listed above are offered through the following nine colleges and two degree granting units:

- College of Applied Science and Technology
- B. Thomas Golisano College of Computing and Information Sciences
- Kate Gleason College of Engineering
- College of Imaging Arts and Sciences
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- College of Science
- E. Philip Saunders College of Business
- National Technical Institute for the Deaf
- College of Liberal Arts
- College of Health Sciences and Technology
- School of Individualized Study
- Golisano Institute for Sustainability

RIT was named a top 100 research university for the very first time in 2017, according to U.S. News and World Report. RIT was ranked 97th out of 311 universities in this prestigious category. This distinction came two years after RIT was reclassified as a doctoral university by the Carnegie Classification.

View RIT’s Points of Pride at www.rit.edu/pride.

RIT Leadership: President David C. Munson Jr.

“RIT has been rapidly ascending for many years under forward-looking leadership and is now one of the top few universities in the nation working at the intersection of technology, the arts and design. We have a rich history in the arts where we will be placing increased emphasis, along with research and discovery. We can leverage our strengths in technology, the arts and design — the core of our university — to continue building important and unique programs in all disciplines, including business, the health sciences and the liberal arts.”

-- RIT President David C. Munson Jr.

Dr. David C. Munson, Jr. became the 10th president of RIT on July 1, 2017, after an extensive international search process. Dr. Munson has 38 years of experience in higher education, which includes serving as the Robert J. Vlasic Dean of Engineering at Michigan from 2006 to 2016. From 1979 to 2003, Dr. Munson was with the University of Illinois, where he was the Robert C. MacClinchie Distinguished Professor of Electrical and Computer Engineering, Research Professor in the Coordinated Science Laboratory and a faculty member in the Beckman Institute for Advanced Science and Technology.

Dr. Munson’s teaching and research interests are in the area of signal and image processing. His current research is focused on radar imaging and computer tomography. He is co-founder of InstaRecon Inc., a start-up firm to commercialize fast algorithms for image formation in computer tomography. He is affiliated with the Infinity Project, where he is coauthor of a textbook on the digital world, which has been used in hundreds of high schools nationwide to introduce students to engineering.

Dr. Munson earned his B.S. degree in electrical engineering (with distinction) from the University of Delaware in 1975. He earned an M.S. and M.A. in electrical engineering from Princeton University in 1977, followed by a Ph.D. in electrical engineering in 1979, also from Princeton.

For more on President Munson visit: www.rit.edu/president.
The Campus

The RIT campus encompasses 240 academic, residential and student life buildings on over 1,300 acres. The physical footprint of the university has grown considerably in the last decade with more than $300 million in capital improvements. The enhanced physical beauty of the campus comes from the interplay of natural and park-like settings with modern buildings, architectural features and artwork prominently on display.

Rochester, New York

The Greater Rochester Region ranks among the top knowledge-based economic regions in the world. Situated between Lake Ontario and the Finger Lakes, Rochester is the third largest metro area in New York. The Rochester metropolitan area had a population of 1,054,323, according to the most recent U.S. Census.

The area is rich in cultural and ethnic diversity (16 percent African and Latin American and 7 percent of international origin) and is known for its intellectual capital and innovation. Scientific Reports named Rochester 18th among “the world’s leading science cities” and the New Republic reports Rochester as one of the most innovation-intensive metro areas in the country. Atlantic Magazine listed Rochester as one of 35 innovation hubs in the country, based on start-up companies, patents and entrepreneurs per capita. The region has an exceptional quality of life, with cultural amenities and recreational activities, affordable health care and cost of living, excellent schools, and the arts, culture, sports and nightlife of a big city with the ease and comfort of a small town.

In addition, Rochester is one of the least-congested cities in the U.S., with an average commute of under 20 minutes. The region has been ranked 6th among 379 metro areas by Places Rated Almanac as one of the “Best Places to Live in America” and 1st by Expansion Management Magazine’s ranking of metro areas having the best quality of life in the nation.

Rochester is recognized as one of the most affordable housing markets in the country. Several high schools in the metropolitan area have been consistently listed by Newsweek as among the best in the country. The metropolitan area boasts 20,000 acres of parkland and offers year-round recreational opportunities for those who like to be outdoors in all seasons.

To learn more, visit:
- www.rochestermade4living.com
- Visit Rochester: www.visitchester.com
- Rochester Enterprise: www.rochesterbiz.com/Gre.aspx
Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications will continue until the position is filled. Candidates should provide a resume, a letter of application that addresses the responsibilities and requirements described in this leadership profile and the names and contact information of five references. These materials should be sent via e-mail to Rochester Institute of Technology’s search consultants Robin Mamlet, Pat Coleman and Ann Wright at RIT-Enrollment@wittkieffer.com. The consultants can be reached by telephone through the assistant to the search, Leslie Donahue, at 630-575-6178.

RIT does not discriminate. RIT promotes and values diversity, pluralism and inclusion in the work place. RIT provides equal opportunity to all qualified individuals and does not discriminate on the basis of race, color, creed, age, marital status, sex, gender, religion, sexual orientation, gender identity, gender expression, national origin, veteran status or disability in its hiring, admissions, educational programs and activities. The hiring process for this position may require a criminal background check. Any verbal or written offer made is contingent on satisfactory results, as determined by RIT’s Human Resources Department. RIT provides reasonable accommodations to applicants with disabilities under the Rehabilitation Act, the Americans with Disabilities Act, the New York Human Rights Law or similar applicable law. If you need reasonable accommodation for any part of the application and hiring process, and you wish to discuss potential accommodations related to your application for employment at RIT, please contact RIT-Enrollment@wittkieffer.com.

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