

PROFESSIONAL EXPERIENCE

Furman University, Greenville, SC:

Associate Vice President of Enrollment and Dean of Admission, September 2016 – September 2023

Assistant Vice President of Admission, July 2011 – August 2016

Director of Admission, October 2008 – June 2011

Wittenberg University, Springfield, OH:

Director of Admission, March 2005 – September 2008

Assistant Director of Admission, Springfield, OH, 2001 - 2005

ENROLLMENT MANAGEMENT AND RECRUITMENT

Associate Vice President of Enrollment & Dean of Admission

Furman University

September 2016 – September 2023

The inaugural Vice President of Enrollment Management was created after a presidential transition in the spring of 2015. Reporting to the VP EM, this position served as a strategic leader in the Enrollment Management Division. Responsible for all aspects of the Admission and Financial Aid Office, creation and development of enrollment and marketing plans and specifically addressing aspects of improving market position. Directly involved with all aspects of enrollment services, student retention, institutional research and institutional technology. In collaboration with the Vice President for Enrollment Management developed and implemented strategic enrollment and marketing plans, established plans to improve market position and directed all aspects of the Admission and Financial Aid Offices. Engaged collaboratively in all aspects related to student retention and enrollment services.

Associate Vice President of Admission

Furman University

June 2011 – August 2016

Directly reporting to the President and a member of the President's Senior Staff, this position served as the chief enrollment officer for the university. Specifically responsible for all aspects of the Office of Admission and enrollment as it relates to recruitment, market development, strategy, selectivity and first year financial aid leveraging models.

Director of Admission

Furman University

June 2011 – August 2016

Responsible for leading the recruitment strategy, application process for undergraduate students, and supervise the counseling team responsible for this work. This is done through the development of targeted recruitment initiatives associated with annual travel, virtual recruitment, staff communication with prospective students, and maintaining key inter-departmental partnerships associated with recruitment. The Director of Admissions manages strategic communication planning executed by recruiting staff, oversees on-campus and off-campus recruitment programming, leads annual application review training, oversees admissions recruiting team and staff development, and serves as liaison to the Athletics Department.

RESULTS AND ACCOMPLISHMENTS

Furman University: 2017 – Current

Created and implemented strategic enrollment plans to align and support the strategic plan of the University. Specifically created plans to improve market position, meet enrollment targets, increase selectivity, improve retention and increase student diversity to reflect the Board of Trustee and Presidential goals. Developed a portfolio of strategies as it relates to acceptance rate, discount and net tuition revenue that meet and exceed stated enrollment goals by the University.

- **2017 – Present**
 - Improved demand metrics
 - Inquiries by 29%
 - Applications by 61%
 - Secondary and tertiary market development
 - Addressed measures of market position

- Increased selectivity – lowered admit rate by 26%
 - Improved retention by 4.1% and graduation statistics by 3.5%
 - Significant increases in academic profile to include curriculum, core GPA and test scores
 - Met revenue and discount targets for classes of '21, '22 and '23
 - Increased net tuition revenue per student for classes of '22 and '23
 - Lower discount for class of '23 – emphasized goal of Trustees and President
 - Increased diversity in new student classes
 - Applicant pool increase by 39%
 - Achieved record academic profile for enrolling students of color
 - Increased enrollment by 38%
 - Realized improvement in FR to SO retention
 - Record retention rate of 92.5%
 - Strategically and intentionally decreased enrollment in the new student classes of 2018, '19 and '20
 - Increased percentage of need with institutional grant
 - Decreased reliance upon leveraging merit aid
 - Realized improvement in first and second year retention
- **2011 – 2016**
 - Achieved record enrollment of undergraduate students in 2014, 15 and 16.
 - Improvements to staff retention, cohesion and compensation
 - Efficiencies realized in business practices and technology
 - Evaluation and improvements to:
 - Recruitment and retention strategies
 - (a) Co-Chaired Retention Committee
 - (b) Software implementation to Financial Aid, Retention and Admission
 - Allocation of aid
 - (a) Implemented an awarding matrix to ensure fiscal responsibility
 - Value and Return on Investment
 - Implemented and integrated Technolutions Slate with Colleague, Workday and PowerFAIDS
 - Slate implementation in 2010 -11 with continued emphasis on capability expansion and upgrades
 - (a) Recruitment Return on Investment
 - (b) Online application review
 - (c) Established customized communication plan to multiple constituents
 - Massively improved efficiencies in data collection, extraction and communication
 - Established best-practice data collection with Slate and Institutional Research and University Communications
 - Promoted internal “super-users” to maximize the tool
 - Survey data
 - Market dynamics, trends and migration
 - Academic program demand
 - Matriculant and non-matriculant data
- Co-Chaired the Enrollment Metrics Committee charged with meeting the first-year enrollment, retention, persistence to graduation and total enrollment for the University.
- Reengineered admission and aid data collection processes to ensure data integrity for admission in partnership with institutional research and planning.
- Created and implemented an affinity-based admissions strategy that led directly increase in selectivity and yield.
- Successfully implemented a new software system to enhance efficiency and effectiveness throughout the enrollment and retention life cycle.

MARKET RESEARCH AND BRANDING

Furman University:

In collaboration with University Communications, responsible for implementing a thorough review and revamp of entire recruitment communication plan is it relates to reports created by two consulting firms: Arts and Science Research and 160 Over 90. Both exercises were to establish support, understanding and demand as it relates to the Strategic Plans: *Vision 2020* and *The Furman Advantage*.

- Successfully incorporated outcomes of market research to improve communication strategies with an emphasis on value, outcomes and prestige.
- Identified and cultivated secondary and tertiary markets and created University wide cohesion for market development
- Mapped the entire communication plan focused on recruitment, yield and retention and persistence
- New publication development
- Revamped Website in 2016 and 2019
- Creation of virtual marketing action plan
- Developed internal search and inquiry strategies and brought the process in-house
- Inserted intentional marketing strategies related to parents, guidance counselors and alumni volunteers
- Involved larger presence of current students, faculty and staff in the communication plan

Slate Optimization: Utilized data-driven marketing campaigns to illustrate the value of a Furman education to prospective students in order to increase demand and drive prospective student engagement.

- Maximize Slate's Deliver module through the utilization of drip-marketing (email, text, print, video, retargeting) to ensure a uniform experience for prospective students
- Target students through branded micro-campaigns
- Increase personalization in communications (academic interest, extracurricular, geographic) by using snippets and liquid mark-up
- Capture and leverage performance of all digital marketing campaigns
- Utilize UTM codes in all email campaigns
- Ping tracking to Furman.edu domain to enhance behavioral marketing capabilities
- Drip-campaign reports to determine effectiveness

Coordinated efforts with Brian Zucker and Human Capital Research.

- Implemented research and statistics throughout the enrollment funnel.
 - (a) Market Development
 - (b) Predictors of retention, persistence and graduation
 - (c) High School Quality Index
 - (d) Feeder Markets, Potential Feeder Markets, Dormant Feeder Markets
 - (e) Return on Investment for prospect and territory management

Co-Led market research and website rebranding with 160 Over 90, 2017 – current

- Focus on incorporating the strategic vision into the recruitment plan
- Website re-design with our “outward facing” content strategy as a result of market research

Co-Led market research with Arts and Science Group, 2016

- Used data and research to implement enhancements to the value proposition
- Developed communication strategies based on findings from the study

FINANCIAL AID

Furman University:

Effectively merged and cultivated The Office of Financial Aid into philosophy and approach of Enrollment Management and recruitment. Successfully optimized aid budgets and met University goals for the Entering Classes of 2018, '19 and '20.

- Emphasized staff retention and development
- Merit leveraging
- Implemented new software system: PowerFAIDS
- Overall discount leveraging and aid optimization
- Met and exceeded Net Tuition Revenue targets
- Required the CSS Profile to optimize aid and ensure discount and revenue targets are met and exceeded
- Implemented strategies to meet a greater percentage of need in alignment with and support the Admission and Retention goals

Introduced, developed and implemented a case load strategy thus leading to an optimized aid strategy that met and exceed University goals.

- Ensured policies and procedures were thoroughly compliant with Title IV regulations
- Development and utilization of an awarding matrix to optimize aid, control discount and meet net tuition revenue targets
- Established evaluation and review criteria for each aid applicant
- Cultivated additional “buy-in” from the Financial Aid Staff via the case load strategy

Established a “best practices” culture in Financial Aid to ensure compliance, accuracy and a service oriented approach.

Worked with Enrollment Services and Academic Affairs to implement and update procedures and policies compliant with Title IV Funding.

Wittenberg University: 2001 - 2008

Director of Admission

Wittenberg University
July 2001 – September 2008

Appointed by the President and VPEN to the University Enrollment Planning Committee *Spring 2005*

- Focused on collaborative planning and research for successful enrollment strategies with Academic Provost, Student Support Services, Student Development, Athletics, Career Services, Financial Aid, Faculty and Students.

- Implemented retention initiatives through an innovative and comprehensive *First Year Experience* Program in Spring of 2008.
- Implemented test optional policy for recruitment cycle 2007 – 2008.

Accomplished the strategic plan goal of maintaining and stabilizing enrollment of 1800 students with an entering class of 580.

Co-Chair, Admission Financial Aid Committee, 2004 – present.

- Developed scholarship awarding strategies, tactics and policies that resulted in the matriculation of 75% of our full-tuition scholarship candidates from 2002 – 2007.
- Matriculated over 40% of our half-tuition scholarship candidates from 2002 – 2007.
- Increased scholarship application pool 24% from 2002 – 2007.

Developed and implemented recruitment strategies that increased the international student population by 35% from 2005 to 2007.

- Hired and trained an International Recruitment Coordinator.
- Invited counselors from international schools abroad to campus in conjunction with three other universities.
- Incorporated alumni around the globe in the recruitment process including the use of a volunteer website.
- Implemented an electronic recruitment communication plan.
- Enrolled 38 International Students in 2008, the largest class in University history.

Successfully increased the number of Lutheran applications in 2007 - 2008 by 49.7% as a stated goal by the President and the University's strategic plan, "*Distinctively Wittenberg, A Vision of Excellence.*"

- Created a pastor nominated scholarship (The Martin Luther Scholarship)
 - (a) Applications received from 39 states.
 - (b) 3.84 Average GPA per recipient.
 - (c) Enrolled 18 additional Lutheran students in the Class of 2008.

Led the Office of Admission in a University wide branding campaign entitled "*Why Wittenberg.*"

- Implemented new print materials (view book, athletic piece, visit piece and travel piece).
- Continued the implementation of the marketing brand "in-house" to develop new academic department overviews along with integrating the brand throughout the communication plan in print and email.

Worked with University Communications Office to develop new web design for Admission related pages including:

- New online application and online request for information form
- Virtual tour
- Focused video clips
- Student highlights

ADDITIONAL INVOLVEMENT

Furman University:

Chair Faculty Admission Committee, 2008 – current

Chair Financial Aid – Scholarship Appeals Committee, 2016 – current

Diversity and Inclusiveness Committee

- Chair for Recruitment, Retention and Persistence, 2008 - current

Co-Chair Faculty Athletics Committee, 2008 - current

Co-Chair Furman and University of South Carolina School of Medicine Joint Admission Program, 2016 – current

Member of the University's Strategic Planning Committee: 2011 - 2015

- "Joint Working Group" – Trustees, Faculty & Administrators for Tuition, Budgeting, Expenses and Investment, 2010 – 2012.

Wittenberg University:

Member of the University's Strategic Planning Group: "*Distinctively Wittenberg, A Vision of Excellence*" in 2006 - 2008.

Established Admission, Parent, Alumni Recruitment Team (*WITNESS*) concept resulting in increased participation of

Admission volunteers nationally and around the world.

- Developed online training sessions for volunteers along with on-campus training sessions over Homecoming.
- Created and implemented three programs:
 1. Adopt a high school
 2. Alumni Educators
 3. College Fair Representation

PROFESSIONAL ORGANIZATIONS

Echo Delta Advisory Board, 2019 - Present
Render Advisory Board, 2017 – present
RuffaloCODY Advisory Boards, 2009 – 2012
Southern Association of College Admission Counseling (SACAC), 2008 – present
Associated Colleges of The South (ACS), 2008 – present
Target X Advisory Board, 2007 - 2012
Committee on Statement of Principles and Good Practices (OACAC), 2005 – 2008
Ohio Association for College Admission Counseling (OACAC), 2001 – 2008
National Association for College Admission Counseling (NACAC), 2001 – Present

EDUCATION

1997 – 2001	Wittenberg University, Springfield, Ohio Bachelor of Arts, Political Science Major
2003 - 2005	University of Phoenix, Columbus, Ohio Masters in Business Administration
2018	Furman University Diversity Leadership Institute, Greenville, South Carolina
2023 – 2026	North Greenville University, Tygerville, South Carolina Doctorate of Higher Education Leadership, Ed.D