The Ohio State University

Vice Provost for Strategic Enrollment Management

Leadership Profile
THE OPPORTUNITY

The Ohio State University ("Ohio State") invites applications and nominations for the position of Vice Provost for Strategic Enrollment Management (VPSEM).

The VPSEM will develop, articulate, and implement a comprehensive, data-driven strategic enrollment plan, that includes a focus on both recruitment and retention; aligns with institutional strategic initiatives; and ensures a strong link between student need, institution-wide priorities, and financial planning across all campuses of the University. The Vice Provost will support all Ohio State campuses and collaborate closely with individual colleges, internal stakeholders, and external partners.

Reporting directly to the Executive Vice President and Provost, and with a dotted line to the Senior Vice Provost for Student Academic Excellence, the VPSEM will be an innovative and creative leader with a strong understanding of the internal and external pressures that exist in higher education enrollment and retention, within the context of a highly complex environment. The VPSEM will develop a comprehensive strategy that will ensure success in recruitment, enrollment, transition, retention, and graduation, now and in the future. With particular focus on diversity and access, the VPSEM will establish systems and procedures that strengthen Ohio State’s position to attract and support students from varied backgrounds and experiences, at both the undergraduate and graduate levels.

Employing a data-driven and collaborative approach, the VPSEM will plan, develop, and implement a variety of strategic enrollment initiatives. These initiatives will be supported by analysis and ongoing assessment, allowing University leadership to gauge progress, impact, and success as determined by fulfillment of enrollment goals in the overall strategic plan for Ohio State.

THE OHIO STATE UNIVERSITY

Founded in 1870 as the land-grant and state flagship university, and subsequently receiving designations as a sea- and space-grant university, The Ohio State University is one of the world’s finest institutions of higher education. A member of the distinguished Association of American Universities, it is consistently recognized among the most innovative and far-reaching universities in the world. It is an engine of innovation and discovery with annual research expenditures of approximately $1.2 billion. The central campus is located in the state capital of Columbus with regional campuses in Lima, Mansfield, Marion, Newark, and ATI in Wooster that extend its reach and provide access to students throughout the state. The Ohio State University boasts 570,000 living alumni, and its endowment stands at nearly $6.8 billion.

Ohio State is ranked 17th among national public research universities in the United States, according to U.S. News & World Report. The University is also a major economic engine for the region. Ohio State has been rated AA/Aa1 by the three credit rating agencies, with a stable financial forecast.

The University’s high quality academic programs extend to more than 200 major areas of study. Ohio State’s 53,000 undergraduates have broad opportunities to major in the arts, architecture, biological sciences, business, communication, education, engineering, food, agricultural and environmental sciences, human ecology, humanities, nursing, mathematics and physical sciences, music, natural resources, public health, social and behavioral sciences, social work, and health and rehabilitation sciences. Ohio State’s 11,300 graduate students have the opportunity to pursue graduate-professional
programs in these areas as well as dentistry, law, medicine, optometry, pharmacy, and veterinary medicine, selecting from 97 master’s and 94 doctoral programs.

Ohio State’s shared values are the commitments made by the University community regarding how work will be conducted. Our values include:

- Excellence and Impact
- Diversity and Innovation
- Inclusion and Equity
- Care and Compassion
- Integrity and Respect

One of Ohio’s greatest assets, Ohio State is a world-class public research university and the flagship teaching and research institution in the state. The institution provides a distinctive educational experience for students and pursues leading-edge interdisciplinary research that brings together scholars from diverse disciplines to solve key challenges in our society.

### ABOUT COLUMBUS, OHIO

The 14th-most populous city in the nation, Columbus is Ohio’s state capital and a center of technology, commerce, and education. In addition to The Ohio State University, Columbus is home to multiple universities and colleges as well as the Battelle Memorial Institute, the world's largest private research and development foundation.

Forbes has given Columbus an “A rating” as one of the top U.S. cities for business. In addition to The Ohio State University, major employers include Nationwide Mutual Insurance Company, American Electric Power, L Brands, JPMorgan Chase & Co., Honda of America, Kroger, Whirlpool, Huntington Bancshares, Abbott Nutrition, Nationwide Children’s Hospital, OhioHealth, Cardinal Health, and Quantum Health.

Columbus prides itself on a diverse population, a thriving visual and performing arts scene; exciting sporting events; a strong network of public and private schools; numerous public parks and recreational areas; and an array of fine restaurants, museums, and cultural activities.

In addition to Ohio State Buckeye sports, fans can enjoy the NHL’s Columbus Blue Jackets, the Columbus Crew men’s professional soccer team, and Columbus Clippers baseball. The PGA Memorial Golf Tournament is held annually at Jack Nicklaus’ Muirfield Village and each fall thousands run the Columbus Marathon.
Dr. Kristina M. Johnson became the 16th president of The Ohio State University in September of 2020. Dr. Johnson previously served as chancellor of the State University of New York (SUNY) and brings more than 30 years of experience as an academic, business, and policy leader.

At SUNY, Dr. Johnson led a system of 64 public colleges and universities – including four academic health centers, five hospitals, and a DOE National Laboratory – with 1.3 million students, 30,000 faculty, and 90,000 employees overall. Prior academic experience includes serving as provost and senior vice president for academic affairs at Johns Hopkins and as dean of the Pratt School of Engineering at Duke.

Dr. Johnson also served as the under secretary of energy at the DOE from 2009 to 2010 where she managed a $10.5 billion energy and environment portfolio, and an additional $37 billion in energy and environment investments from the American Recovery and Reinvestment Act.

After leaving the DOE, Dr. Johnson co-founded and served as CEO of Cube Hydro Partners, a clean-energy infrastructure company focused on building and operating hydropower plants in North America. During her tenure, the company grew from one to 19 plants, powering 150,000 homes with clean energy in five states. Cube Hydro Partners was sold in October 2019 for $1.12 billion.

Dr. Johnson earned her BS, MS, and PhD in electrical engineering at Stanford University.

Melissa Gilliam was named executive vice president and provost of Ohio State on August 1, 2021. Dr. Gilliam joined Ohio State from the University of Chicago where she was Vice Provost and the Ellen H. Block Distinguished Service Professor of Health Justice and professor of obstetrics and gynecology and pediatrics. Her scholarship addresses the health and well-being of adolescents using humanistic practices including game design, narrative, and design. Dr. Gilliam has a BA in English literature from Yale University, an MA in philosophy and politics from the University of Oxford, an MD from Harvard, and a Master of Public Health from the University of Illinois Chicago.

The University Senate, made up of 137 faculty, staff, students, and administrators, is the shared governing body of the University. The University is governed by a 20-member Board of Trustees.

For more information, visit https://www.osu.edu/.

In November 2021, President Johnson outlined a vision for The Ohio State University to be an “absolute model 21st century land-grant university” that prioritizes access and affordability, faculty excellence, and groundbreaking research and innovation. This vision will require a commitment to five key areas of excellence: academics, research, service, operational, and talent and culture. These excellences will anchor Ohio State’s strategic priorities which focus on advancing 21st century learning and educating students for high-demand fields, enhancing academic excellence, and lowering barriers to a college education, providing new opportunities to connect students to research and entrepreneurship through the Innovation District and investing in new faculty who will contribute to the intellectual vibrancy and diversity of our institution.
Strategic Enrollment Plan
More recently, President Johnson has articulated a strategic enrollment plan built upon the vision that Ohio State can become the “absolute model for what a land grant university should look like and be in the 21st century.” Designed as a dynamic document that will evolve with new data and shifting trends, the strategic enrollment plan will serve as a guiding framework for the units within strategic enrollment management, with the expectation that the next VPSEM will assess progress and help identify opportunities to evolve and strengthen the plan moving forward. In its current state, the plan is comprised of four different parts: Columbus Undergraduate Education – Access and Excellence; Graduate Education – Growth and Research; Regional Campuses – Growth, Access, and Opportunity; and Columbus Undergraduate Retention and Graduation Rates – Student Success.

THE ROLE OF THE VICE PROVOST FOR STRATEGIC ENROLLMENT MANAGEMENT

Reporting directly to the Executive Vice President and Provost and working closely with the newly appointed Senior Vice Provost for Student Excellence, the Vice Provost for Strategic Enrollment Management will oversee:

- Undergraduate Admissions
- Graduate and Professional Admissions
- Admissions Systems
- Reporting and Analysis
- Student Financial Aid
- The Registrar
- Buckeye Link

The VPSEM will work across all campuses and with each of the 15 colleges within the University to establish comprehensive strategic initiatives that will contribute to fulfillment of the overall strategic plan. The VPSEM will develop an understanding of the complex university landscape, as well as local, national, and international factors that impact enrollment success. The VPSEM will promote a culture of innovation, collaboration, and excellence, with emphasis on bringing multiple perspectives into the process of developing future strategic enrollment initiatives.

The VPSEM will set an overall vision for the units under their leadership, including oversight of a $20 million annual operating budget.

In collaboration with other University leaders and stakeholders, the VPSEM will coordinate with multiple constituencies across the University to lead the development of strategic enrollment goals for academic profile, net revenue, diversity, and approaches to student financial assistance. The VPSEM will also work closely with community colleges statewide to optimize the process for transfer admissions, as well as collaborate with the Office of Academic Affairs communication and marketing team to design a communication and marketing strategy to attract and enroll a diverse and high performing student body. The VPSEM will also oversee comprehensive data analysis for accurate reporting of strategic enrollment data.
OPPORTUNITIES AND CHALLENGES

In addition to day-to-day oversight of a complex internal organization, the Vice Provost for Strategic Enrollment Management will be asked to address the following strategic areas:

**Develop a comprehensive strategy to enroll diverse and academically talented students at both the undergraduate and graduate levels:** Working in collaboration with leaders across all of Ohio State’s campuses and the 15 colleges, the VPSEM will develop specific initiatives that contribute to meeting the overall enrollment goals of the University as stated in the strategic enrollment plan, with particular emphasis on diversity and access. Working with University leadership, the VPSEM will analyze Ohio State’s admission criteria and goals for all campuses and colleges, develop recommendations regarding priorities and qualifications for admissions, and determine whether there is a need to shift priorities and qualifications. They will work to develop a comprehensive understanding of the current landscape using historic data and metrics and information gathered from colleagues across the University. They will also use realistic projections and anticipated shifts in enrollment trends, based in factual data, to develop plans that will allow the University to capitalize on future opportunities, as well as mitigate against potential challenges.

**Work with communication and marketing colleagues to strengthen outreach strategies:** In collaboration with colleagues on the communications and marketing team within the Office of Academic Affairs, the VPSEM will develop a communication and marketing strategy that will position the University to reach, recruit, enroll, and retain a diverse, high performing student body. The VPSEM will use their knowledge of the higher education enrollment landscape, as well as their understanding of the unique strengths of The Ohio State University, to deploy an innovative and far-reaching strategy that will allow the University to strengthen its pool of applicants and enroll stronger, more diverse classes. The VPSEM will also focus on communication strategies for enrolled students, both undergraduate and graduate, to ensure they have access to the information needed for success in their pursuit of graduation.

**Further develop and sustain a culture of collegiality, cooperation, and support within and between all functions of enrollment management:** It is critically important that colleagues within the units of strategic enrollment management are working in tandem and collaborating in ways that maximize the efficiency of the team. Considering the high level of complexity within the organization, the VPSEM will ensure that systems and tools are in place for effective distribution of information and will foster a culture of partnership where colleagues are encouraged to reach across unit lines and work together to achieve common goals. With the objective of maximizing resources, the VPSEM will also work to identify synergies between units and minimize duplication of efforts across functions.

**Collaborate with colleagues in the Student Academic Excellence areas to continue elevating retention and graduation rates:** With particular focus on first-year retention, four-year graduation rate, and six-year graduation rate, the VPSEM will work with the Senior Vice Provost for Student Academic Excellence and other colleagues across the University to develop initiatives that will contribute to even higher levels of student success. The VPSEM will also have the opportunity to identify additional evaluation metrics for student success, as well as the analytical tools to determine progress related to those metrics. Understanding that student success can be defined in different ways, the VPSEM will help determine where resources are best deployed to maximize support for students across all campuses and colleges of the University.
Effectively manage and steward resources at the disposal of the units within strategic enrollment management: The VPSEM will be responsible for setting priorities and developing the budgetary framework for the department, working with OAA and the Office of Business and Finance. The VPSEM will play a key role in determining where resources can be most effectively deployed to maximize impact and move the University closer to reaching its enrollment, retention, and graduation goals. The VPSEM will also maintain responsibility for the strategic management of the financial assistance programs for the University, assuring the greatest impact given the resources available.

DESIRED QUALIFICATIONS AND CHARACTERISTICS

The strongest candidates for the position of Vice Provost for Strategic Enrollment Management will exhibit many of the following qualifications, characteristics, and experiences:

- A proven record of forward-looking, proactive, strategic, and innovative leadership;
- Knowledge of current trends locally and nationally, the latest research, and best practices in recruitment and retention of traditional and other student populations (non-traditional, transfer, international, online), student success, strategic enrollment management, financial aid administration, and scholarship leveraging;
- A clear track record of collaboration, working across unit lines to build consensus;
- Significant management experience and a track record of successful enrollment management for undergraduate and graduate students within a highly complex university setting with integrated admissions and financial aid operations;
- A record of, and commitment to, advancing initiatives in support of diversity, equity and inclusion;
- Advanced capabilities in data analysis, evidenced-based interventions, and assessment;
- Proven ability to collaborate with colleagues across the University to align enrollment strategies with a comprehensive plan for retention and student success;
- Demonstrated success recruiting, managing, developing, empowering, motivating, and leading a large, diverse staff;
- Demonstrated ability to be operationally adept, innovative, and strategically minded;
- Strong communication and interpersonal skills;
- A record of fostering cultures of collegiality and cooperation and building relationships; and,
- Excellent oral and written communication skills, including making presentations to a variety of audiences.

For best consideration, please send all nominations and applications to:

Steve Leo, Managing Director
Ethan Dubow, Managing Associate
Storbeck Search
OSUVPSEM@storbecksearch.com

For more information about The Ohio State University, please visit: osu.edu
The Ohio State University is an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to age, race, color, religion, sex, sexual orientation, gender identity, national origin, disability status or protected veteran status.

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled or quoted in part from Ohio State documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

Please note that all applications, nominations, emails, and other inquiries are subject to Ohio Public Records Law (Ohio Revised Code, chapter 149.43).