



D'YOUVILLE

Position Profile

**Vice President for
Enrollment Management**

August 2021

In partnership with Summit Search Solutions, Inc.

D'YOUVILLE



D'Youville College invites nominations for, and inquiries and applications from, individuals interested in taking on a transformational leadership opportunity as Vice President for Enrollment Management (VPEM). Located on the vibrant, diverse West Side of Buffalo NY, D'Youville is a comprehensive, independent college serving roughly 3,000 undergraduate and graduate students. D'Youville seeks a vice president who is a creative, energetic and results-oriented individual who can lead a comprehensive enrollment program.





ABOUT D'YOUVILLE

D'Youville is a highly regarded private college and research institution with a rich history located on the vibrant West Side of Buffalo adjacent to a growing downtown with year-round cultural events and outdoor recreation. While preparing students for the 21st-century, D'Youville excels at helping students reach their career goals as change agents, doing well for themselves and their communities by doing good. Under the leadership of President Lorrie Clemo, the university is moving boldly forward through a dynamic and integrated planning process to strengthen the institution and positively impact the student experience and surrounding community.

Founded in 1908, the Grey Nuns named the college after the Patron Saint Marguerite d'Youville and committed to making it a compassionate place of learning for those from underrepresented populations. That commitment and tradition continue today. D'Youville was the first college in Western New York to offer baccalaureate degree programs for women. With a long Catholic history, D'Youville welcomes students of every culture, background, and faith and is a place where different faith traditions can be openly shared and respected. Coeducational since 1971, D'Youville strives to expand opportunities for diverse learners, including adults, first-generation, low-income, and other students historically underrepresented in higher education.

Today, D'Youville features an urban, growing campus community of 3,000 students and offers more than 50 majors in undergraduate, master's, and doctoral studies including advanced certificates and accelerated learning programs. Featuring degrees in healthcare, business, and the liberal arts, D'Youville encourages students to balance their learning with activities that integrate community service with coursework. D'Youville's proud graduates have the academic strengths necessary for careers that make a difference and the skills to be leaders for the world. To learn more about D'Youville, please visit <http://www.dyc.edu/>.

Leadership

D'Youville is led by the President's Council, which consists of the president and senior administrators, and governed by a 25-member Board of Trustees which sets policy and charts the strategic direction of D'Youville. The new Vice President for Enrollment Management will join the President's Council, which also includes the Vice President for Academic Affairs, the Vice President for Operations, and the Vice President for Institutional Effectiveness and Planning, the Vice President for Institutional Advancement as well as the Chief Financial Officer, the Director of Athletics, the Chief Student Affairs Officer, and the Dean of Online Learning. Collectively and individually, members of the President's Council embrace innovation for the institution to thrive.



Dr. Lorrie Clemo joined D'Youville in January 2017 as president. Since arriving at D'Youville, Dr. Clemo has been raising D'Youville's national profile by propelling the university to recognition as a ranked National University, greater academic excellence, financial health, and spearheading expansive community engagement.

In less than 18 months, Dr. Clemo successfully achieved 85% of a \$27 million capital campaign fundraising goal to build an innovative Health Professions Hub, the first interprofessional teaching health center of its kind in the nation. A full-scale commitment to Gen Z-like student services and relevant curriculum design has resulted in a 90% increase in online enrollment, 7% increase in student retention, and 33% improvement in graduation rates in under three years. Dr. Clemo has executed initiatives of benefit to faculty and students, with enhancements including new undergraduate, graduate degree, and certificate programs; faculty development opportunities through a new Institute for Teaching Innovation; leadership training for students, faculty, and staff; reclassification to NCAA Division II; a campus master plan that resulted in more than \$40 million invested in classroom and lab renovations, new student service centers, and new construction projects that have created a state of the art teaching, learning, and living community.



Mission Statement

D'Youville is an independent institution of higher education that offers baccalaureate and graduate programs to students of all faiths, cultures, and backgrounds.

D'Youville honors its Catholic heritage and the spirit of St. Marguerite d'Youville by providing academic, social, spiritual, and professional development in programs that emphasize leadership and service. D'Youville teaches students to contribute to the world community by leading compassionate, productive, and responsible lives.

Student Life

D'Youville students are approximately 53% undergraduate and 47% graduate students. The 10:1 student-to-teacher ratio encourages close mentoring relationships between faculty and students. D'Youville students hail from 35 states and 44 countries, which promotes the richness of a diverse population. Thirty-four percent of students are Pell Grant recipients. D'Youville is recognized as a top military-friendly school because of the special attention and benefits offered to veterans and their families.

The D'Youville Saints proudly compete in 15 NCAA Division II athletic teams in the East Coast Conference. D'Youville is home to more than 35 campus clubs and organizations which sponsor events, activities, community service, and more. Campus housing is available for both undergraduate and graduate students along with a separate guest residence for visiting faculty or guest lecturers. Starting in fall 2021, all first-year students will be required to live on campus.



Students have access to many campus resources to help them be successful. The Student Success Center houses the offices of Academic Advising and Planning, Transfer Services, and Career and Professional Engagement. The Tech Lounge is staffed with trained professionals to provide support for a variety of IT issues. The Student Solutions Center houses Financial Aid, Student Accounts, and the Office of the Registrar.

The division of student affairs has created a quadrant of support for students that includes social experiences, development, advocacy, and wellness. D'Youville has re-imagined what student resources look like and, in an attempt to decrease stigmas associated with need, offers students support services inside of resort settings. Students with clothing insecurity are connected with fashion designers in LA, students with food insecurities have access to food co-ops, and students seeking mental health seek out the lodge where they have access to mental health counselors as well as free massages and facials.

In addition to on-campus supports, all students have access to SaintsCare which offers unlimited 24/7 mental health support.

The D'Youville campus offers lounges, cafes, study spaces, and plenty of outdoor green space to read and relax. The College Center provides a gymnasium, fitness center, dance studio, game area, dining rooms, study areas, and meeting rooms for community activities. Each year, students, faculty, and staff provide over 6,000 hours of community service to a diverse range of organizations that are helping to make the world a better place.

More than 90% of students participate in career-related internships before graduation. D'Youville alumni are among the highest-earning graduates in Western New York within the first five years of their career (Payscale.com, 2017-18).

Academics

D'Youville offers students a climate that provides academic, social, spiritual, and professional development with the ultimate goal of fostering leadership and service. Through their face-to-face and online coursework, co-curricular activities, internships, service and study-abroad experiences, students are nurtured to become caring citizens. Civic engagement, global awareness, and a commitment to academic excellence are hallmarks of this institution.

The university is accredited by the Middle States Commission on Higher Education, a regional accrediting body recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation. Several programs within the university have earned accreditation from their disciplinary or professional associations.

The academic program at D'Youville is delivered through four distinct, but highly integrated, and collaborative schools, each led by a Dean who reports to the Vice President for Academic Affairs and sits on the Dean's Council. The four Schools include the School of Arts, Sciences, and Education; School of Health Professions; Patricia H. Garman School of Nursing; and School of Pharmacy.



ABOUT ENROLLMENT MANAGEMENT

The Office of Enrollment Management is a newly structured department that includes recruitment, admissions, financial aid, and marketing/communications. This structure has been refined to assist the Vice President in designing and implementing, in broad collaboration with the key university stakeholders, the steps and strategies that make the vision for enrollment growth a reality. Each of these units will collectively be engaged in examining all aspects of messaging, communication, recruitment, and admissions. The Vice President will lead their team in determining optimum enrollment at the undergraduate and graduate levels with an eye toward growth. The expansion into new markets and broadening the reach for students who will be a match for D'Youville will be a shared goal among and between the team members.

Total enrollment at D'Youville for Fall 2020 was approximately 2,900 students including 1,475 undergraduates and 1,310 graduate students. Students come from 35 states and 44 countries; approximately 34% of students are Pell recipients.

Financial Aid

Led by a Director of Financial Aid and supported by six staff the office provides support for current and incoming students for financing a D'Youville education. In the 2020-21 academic year, 91% of all students received some form of financial aid, and the College awarded approximately \$60,979,144.02 in total aid.

Recruitment and Admissions

The enrollment team is comprised of an assistant director of enrollment and seven recruiters; the enrollment operations team includes a director and four staff.

SAT or ACT scores are a required component of the admission evaluation process for first-year applicants. The average SAT score for incoming freshman is 1113; the average ACT score is 23. The average incoming GPA is 3.43.

For the first-year class entering in Fall 2020, D'Youville received 2,145 applications and enrolled 262 new students. The racial diversity included 6% Hispanic, 8% Asian, 11% African American, and 60% White. International students accounted for 8% of the first-time first-year students. There is a concerted effort to expand outreach to international students with a special focus on Canadian students due to convenient geographic proximity.

Marketing/Communications

The VPEN will oversee marketing and communications activities directly related to recruitment. There is a supporting team of two individuals who are external partners and are part of the creative, distribution, and branding processes.





THE OPPORTUNITY

Vice President for Enrollment Management

The Vice President for Enrollment Management (VPEM) is a creative, energetic, and results-oriented individual. The VPEM will lead a comprehensive enrollment management unit that includes national outreach to develop, oversees key financial aid packaging, and results in steady enrollment growth.

Reporting to the president, and serving on the President's Council, the VPEM will work with colleagues to oversee university-wide policies and procedures; be actively engaged with institutional decision-making; and manage the alignment of budget projections.

The Vice President's responsibilities include:

The Vice President for Enrollment Management will be responsible for the implementation and outcomes of the following major functions:

- **Comprehensive Enrollment Ecosystem**
 - Create strategic and tactical plans to accomplish enrollment goals. Monitor execution of these plans, identify obstacles, and monitor and modify accordingly to maintain progress toward goals.
 - Design a plan that differentiates D'Youville from other institutions and leads to improvements in overall admissions.
 - Foster a dynamic environment of continuous review and improvement.
 - Strengthen communication, team cohesion, and accountability through a culture of transparency and inspiration.
 - Cultivate a fun environment.
- **Data-driven Marketing & Communications Strategy**
 - Design and oversee external marketing initiatives to meet enrollment objectives using multiple channels to reach key decision-makers with relevant information.
- **National Recruitment Operation**
 - Design and oversee a recruitment program that is national in scope.
- **Aid Packaging**
 - Oversee an aid packaging strategy that carefully balances need-based awards with the fiscal responsibilities of the institution.
- **External Partnerships**
 - Strategize, implement, and cultivate new partnerships that lead to a more diverse student body.
 - Develop a strategy that promotes outreach into more diverse locations with the goal of establishing a more diverse campus.
- **Performance Indicators**
 - Share progress made toward enhancing the effectiveness of strategies and initiatives with colleagues on the President's Counsel.

Skills and Abilities

- The ability and desire to work in a dynamic environment.
- Strong analytic skills that can: produce forward-looking, transparent strategic plans and budgets that link expenditures to outcomes; assess the effectiveness of the allocation of recruitment and financial aid funds to achieve enrollment goals; engage in a continuous dialogue about enrollment and other areas with the president and other key constituents.
- Specific experience in forecasting, goal setting, and developing revenue projections.
- Ability to develop and implement effective messaging that is energizing, authentic, and effective in expanding institutional reach.
- Demonstrated experience in managing a department in a complex environment.
- Superior communication and presentation skills.
- A reputation of honesty and integrity.
- An understanding of the importance of confidentiality.
- Ability to embrace all persons and to work inclusively with people of all cultures, faiths, and backgrounds.

Qualifications

- A minimum of a bachelor's degree from an accredited university; master's degree is preferred.
- A minimum of five years overseeing an enrollment operation or similar environment.
- Experience implementing and overseeing a national student recruitment model.
- A proven track record in successful outreach and recruitment of prospective students.
- Demonstrated expertise in the use of an enrollment management system and web-based recruitment efforts.
- Demonstrated ability to build an effective organization and team.
- Knowledge of enrollment trends and best practices used in current enrollment functions.





PROCEDURE FOR CANDIDACY

Confidential review of applications will begin immediately and continue until the position is filled; parties who apply by **October 13, 2021** will be given first consideration. Please submit a PDF version of your resume and a letter of interest explaining your suitability for this position. To apply online, go to <https://theapplicantmanager.com/jobs?pos=su262>

For more information or to offer recommendations:

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EEO Statement

D'Youville is an equal employment opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, gender, national origin, disability status, protected veteran status, or any other characteristic protected by law.



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ABOUT BUFFALO, NEW YORK

D'Youville is located in the City of Buffalo, less than one mile from the growing downtown and year-round waterfront and harbor-side activities and in close proximity to Lake Erie, Niagara Falls, and Toronto, Ontario, Canada.

Situated at the confluence of Lake Erie and the Buffalo and Niagara rivers, Buffalo is a beautiful waterfront city in upstate New York. Its fine neoclassical, beaux-arts, and art deco architecture speaks to its unique history as an industrial capital city in the early 20th century. It is the second-largest city in the state of New York, sitting only 16 miles south of Niagara Falls and 50 miles southeast of Toronto. Buffalo is home to the Buffalo Bills and the Buffalo Sabres as well as several other professional sports teams (Buffalo Beauts, Bisons, and Bandits). The city and its surrounding towns and suburbs offer a variety of public, private, and charter school options as well as 21 institutions of higher education.

Buffalo's economy has begun to see significant improvements since the early 2010s---new construction, increased economic development, and hundreds of new jobs in the area. The cuisine encompasses a wide variety of cultural contributions which are featured in many superb local restaurants. The Buffalo parks system offers more than 20 parks accessible from any part of the city.

The Buffalo Theater District boasts more than 20 professional theaters, including The Kavinoky Theatre located on the D'Youville campus, which presents critically acclaimed musicals and drama. The area's largest theater is Shea's Performing Arts Center, designed to accommodate 4,000 people and with interiors by Louis Tiffany. The Buffalo Philharmonic Orchestra performs at Kleinhans Music Hall, which is one of the city's most prominent performing arts venues located only a few blocks from the D'Youville campus. The city is also home to more than 50 private and public art galleries.

With miles of bike trails, an extensive parks system, and an abundance of cultural attractions, activities, and events, living in Buffalo will be a place you can make lasting memories for years to come.

Explore Buffalo:

<http://www.dyc.edu/admissions/visit/buffalo-spotlight.aspx>

<https://www.youtube.com/watch?v=Zz8fUgVBrrY>