



Vice President for Strategic Enrollment Management Search Prospectus





The University

Established in 1965, the University of Southern Indiana (USI) is one of five public universities in Indiana conferring baccalaureate and higher degrees. From its earliest stage of planning in the early 1960s, community leaders have supported the University by providing a solid base for its present success and future growth. That community support continues today, as evidenced by continued strong giving to a vibrant USI Foundation, and a solid reputation in the state legislature.

USI is a vibrant public university campus, enrolling more than 9,000 students from 88 Indiana counties, 47 states, and 36 countries. The University is located in Evansville, the third largest city in Indiana. USI is a comprehensive public university, classified by the Carnegie Foundation for the Advancement of Teaching as an “engaged university.”

As a future-oriented, learning focused and connected institution that has a strong commitment to high academic standards, USI emphasizes teaching and interactions between faculty and students and encourages applied research that creates value for its regional community and contributes to solving society’s broader challenges. The University has created an environment where learning and intellectual development are foremost.

The University of Southern Indiana’s appeal to students is its transformative educational experiences shaped by the faculty’s commitment to student success, contemporary facilities, its size, its proximity to an urban center, the friendliness of students, employees, and the community, as well as its affordability and value.

The Position

The University of Southern Indiana invites applications and nominations for an experienced, innovative, and effective leader, who is a skilled collaborator, to serve as its Vice President for Strategic Enrollment Management (VPSEM).

The VPSEM will provide strategic leadership for the Offices of Undergraduate Admissions, Student Financial Assistance, New Student and Transitional Programs, and University Division which includes five academic-based, first-year advising centers, Academic Skills, Career Counseling, and Student Support Services. The VPSEM will also lead a Strategic Enrollment Management Council, which includes representatives from units across the university and will work effectively with the School of Graduate Studies, University

Marketing and Communication, the Academic Deans, Information Technology and other university partners. As a senior institutional leader, the VPSEM will lead the creation and implementation of a data-driven, student-centered strategic enrollment management plan that is collaborative, transparent and results in enrollment growth at the University while contributing directly to the overall retention of students and their families who call USI home.

The VPSEM reports directly to the President and serves on the Executive Leadership Team. The VPSEM must understand the challenges of higher education and demonstrate a willingness to guide the University to be the institution of choice for students and their families.

Responsibilities of the Vice President for Strategic Enrollment Management

Responsibilities of the VPSEM include, but are not limited to:

- Providing transformational leadership for recruitment, student financial aid, advising, student academic support, and retention
- Establishing realistic yet ambitious enrollment targets and leading the implementation of modern and measurable enrollment growth strategies for the University. The strategies need to encompass all levels of students from varying backgrounds and experiences including traditional, transfer, graduate, international, online, and adult learner students
- Crafting and implementing a long-term vision and strategic enrollment plan for the unit consistent with the University's mission and strategic priorities
- Bringing fresh thinking and an eye for creativity in responding effectively to evolving aspirations and expectations of students about their higher education experiences and journey
- Advocating for students who are traditionally marginalized and underrepresented in higher education and leading diversity, equity, and inclusion initiatives and programs in the unit

- Nurturing an organizational culture that supports students and staff, promotes shared governance, and fosters interdisciplinary collaborations
- Using qualitative and quantitative data to manage and prioritize recruitment and retention efforts
- Strengthening and building connections and partnerships with internal, external, and global stakeholders
- Analyzing, communicating, and responding to emerging regional, national, and global trends in higher education recruitment, orientation, retention, and financial aid optimization
- Apprising the Board of Trustees and university stakeholders on enrollment and pertinent institutional issues, and championing the strengths, successes, and vision of the University to all internal and external constituents
- Guiding budget and personnel matters, including annual and merit performance review.

Applicant Qualifications

- Master's degree required, doctorate preferred
- Minimum of ten years of experience in higher education or relevant field with increasing levels of administrative responsibilities
- Established record of effective leadership in recruitment, retention, and financial aid practices, including evidence of ability to transform processes and operations
- Experience with successfully using a full-cycle CRM required
- Working knowledge of the processes, technology, and best practices in enrollment management, student financial aid, student retention and in-depth understanding of student market trends and prospect development
- Knowledge of strategic institutional branding and marketing
- Demonstrated commitment to diversity, equity, and inclusion
- Brings fresh thinking and an eye for creativity in responding effectively to evolving aspirations and expectations of students about their higher education experiences and journey

Information for Applicants

The review of credentials will begin immediately and continue until the position is filled. For full consideration, applications should be submitted by **November 28, 2022**.

Application materials should be submitted via the USI Human Resources website at <https://usi.peopleadmin.com/postings/10181>. Applicants should submit a letter of application addressing their qualifications related to the criteria above, current curriculum vitae, and the names and contact information (including email addresses) for five professional references. References will not be contacted until finalists are identified.



Nominations

Nominations, inquiries, and expressions of interest, should be forwarded to Sarah Will, Interim Executive Director of Human Resources, by email at skwill@usi.edu with “Nomination VPSEM” in the subject line of your email. Please provide the nominee’s name, current position, and organization, his or her contact information including email address and phone number, the reason for your nomination, and your name, title, and contact information.

All applications and nominations will remain strictly confidential. A public phase of the search will commence for finalists, who will be pre-notified of this phase.

More information is available on the USI website at www.usi.edu/vpsem.

Persons with disabilities requiring accommodations in the application and interview process please contact the Employment Manager at mcweinzapf@usi.edu or 812-464-1840. Contacting the Employment Manager is intended for use in seeking disability-related accommodations only. For general applicant inquiries, contact Human Resources at HumanRes@usi.edu or 812-464-1815.

As an Equal Opportunity/Affirmative Action Employer, the University of Southern Indiana considers all qualified applicants for employment without regard to race, color, religion, sex, pregnancy or marital status, parental status, national origin or ancestry, age (40 and older), disability, genetic information, sexual orientation, gender identity, gender expression, veteran status or any other category protected by law or identified by the University as a protected class.





Vision

USI will be a recognized leader in higher education boldly shaping the future and transforming the lives of our students through exceptional learning and intentional innovation.

Mission

USI is an engaged learning community committed to exceptional education. We exist to provide an educated citizenry that can engage in a civil manner within a community with divergent ideas and cultural differences. We prepare our students to lead and make positive contributions to our state, their communities, and to be lifetime learners in a diverse and global society.

9,178 students*

Enrolled at USI in the 2022–2023 academic year

AVERAGE GPA OF ENTERING FRESHMEN
3.5

AVERAGE COMBINED SAT TEST SCORES
1128

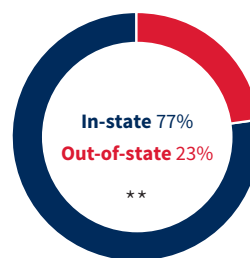
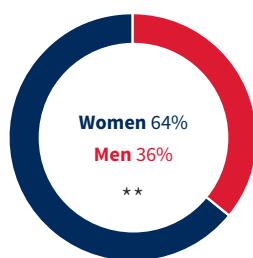
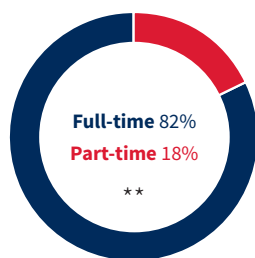
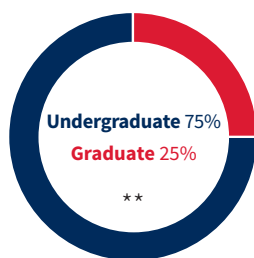
AVERAGE ACT TEST SCORES
23

88|47|36

In Fall 2022, students came from 88 Indiana counties, 45 states and 45 countries.

Non-Traditional*** 28%

Minority and International** 17%



4 academic colleges

- College of Liberal Arts
- College of Nursing and Health Professions
- Pott College of Science, Engineering, and Education
- Romain College of Business

1965

year established

130+

areas of study

50,000+ alumni

15,000+

annual participants in continuing education courses and special programs sponsored by Outreach and Engagement including:

- Historic New Harmony
- USI-Crane Partnership
- I-69 Innovation Corridor

1,400

acres of beautiful campus

20

average class size

150+

student organizations

Forbes 2022
AMERICA'S
BEST-IN-STATE
EMPLOYERS

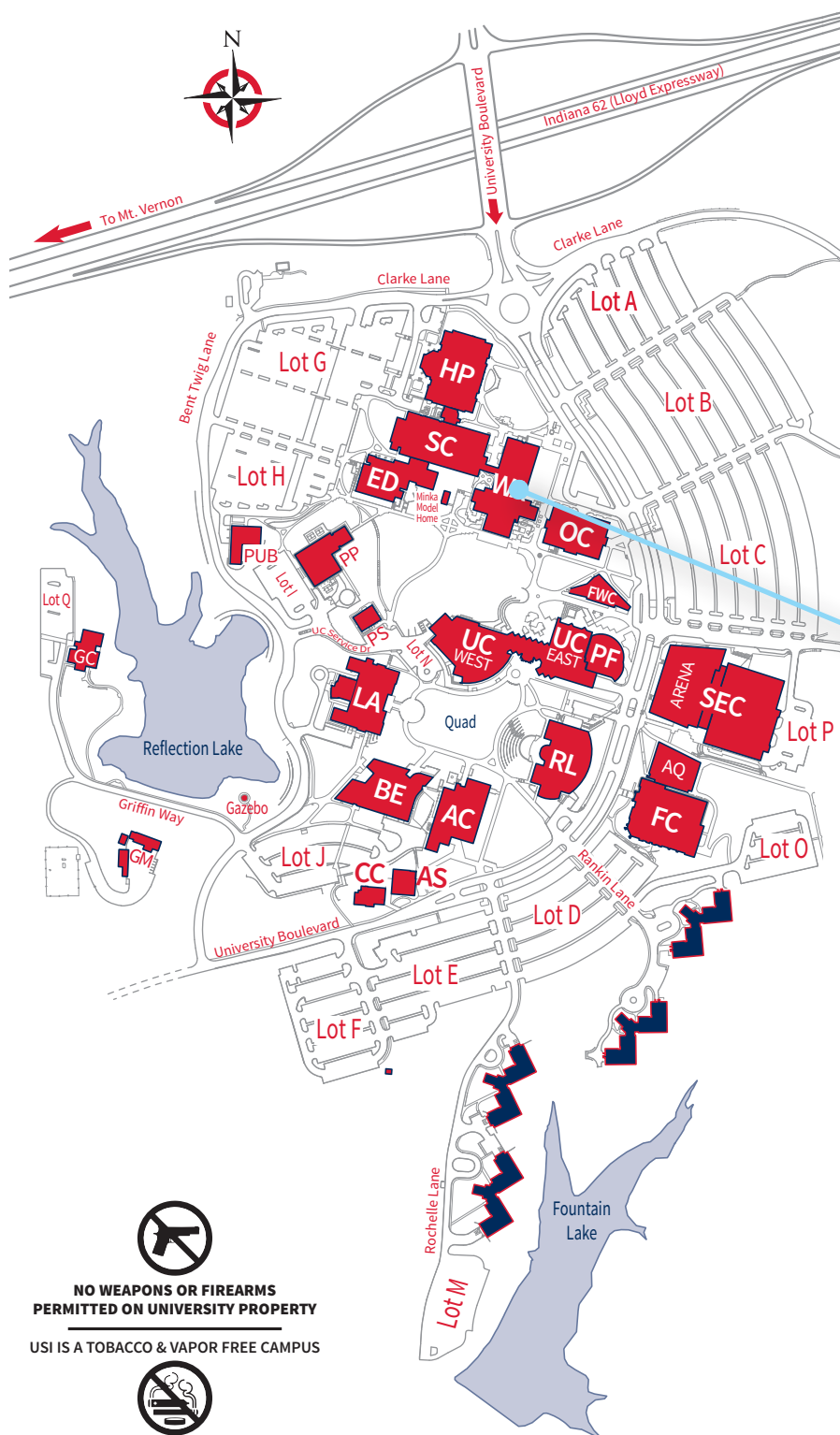
POWERED BY STATISTA

*Overall USI enrollment is the sum of dual credit, undergraduate and graduate students.

**Degree-seeking students

***Undergraduate and graduate students

Campus Overview



Campus Legend

| | |
|---|-----------|
| Applied Engineering Center | AE |
| Aquatic Center | AQ |
| Arts Center | AC |
| Art Studio | AS |
| Business and Engineering Center | BE |
| Carter Hall (UC West 233) | UC |
| Couch/Renner Hall (ED 1101) | ED |
| Dowhie Ceramics Center | CC |
| Education Center | ED |
| Forum Lecture Halls (FA 1, 2, and 3) | FA |
| USI Foundation | FO |
| Fuquay Welcome Center | FWC |
| Griffin Center | GC |
| Grounds Maintenance Center | GM |
| Hamilton Music Studio (LA 0114) | LA |
| Health Professions Center | HP |
| Human Resources (FA 166) | FA |
| Kleymeyer Hall (LA 0101) | LA |
| Liberal Arts Center | LA |
| Mallette Studio Theatre (LA 0105) | LA |
| McCutchan Art Center/Pace Galleries (LA 0155) | LA |
| Mitchell Auditorium (HP 1002) | HP |
| Orr Center | OC |
| Performance Center | PF |
| Physical Plant Service Center | PP |
| Public Safety Building | PS |
| Publishing Services Center | PUB |
| Recreation, Fitness and Wellness Center | FC |
| Rice Library | RL |
| Science Center | SC |
| Screaming Eagles Complex | SEC |
| – Athletics Department | |
| – Kinesiology and Sport Department | |
| – Multipurpose Courts A, B, C | |
| – Screaming Eagles Arena | |
| Support Services Center | SS |
| Theatre Support Center | TS |
| University Center | UC |
| Wright Administration Building | WA |

USI Human Resources (FA 166)

8600 University Boulevard, Evansville, Indiana 47712

The Human Resources office is located in the Forum Wing of the Wright Administration Building. The nearest parking lot is Lot B.

For more information on the vibrant USI campus, take a virtual tour: [USI.edu/tour](https://www.usi.edu/tour).

A Bright Future



Funding

Indiana carries an AAA rating from Moody's, Standard and Poor's and Fitch. The Indiana Commission for Higher Education funds USI two ways:

- **Base funding**—considers enrollment figures and inflation
- **Performance funding**—promotes improving overall degree completion, on-time graduation rates, at-risk degree completion and student persistence incentive

Approximately 52.7% of the University's 2020–2021 operating budget came from state appropriations while student fees made up 40% and 7.3% from other sources.



Retention & Graduation Rates

- **1 year** retention for the incoming 2020 cohort: **69%**
- **4 year** graduation 2017 cohort: **37.6%**
- **6 year** graduation 2015 cohort: **49.7%**

First-time, full-time baccalaureate degree seeking students

Educational Excellence



President Rochon

As USI's fourth president, Dr. Ronald S. Rochon is a strong advocate for educational excellence, access, equity and equality. Under his leadership, the University has implemented its third Strategic Plan: Accelerating Impact—which includes goals for improving student success, fostering impactful engagement, elevating the visibility and reputation of the University, and strengthening its financial viability, all of which he plans to achieve through

collaborative community, regional, state, national and global initiatives. He intentionally guides the University to be a catalyst for change, creating a talented, educated citizenry that meets the entrepreneurial and workforce needs of society.

USI Foundation

The USI Foundation was established October 1, 1968 as the official gift receiving agency for the University with an inaugural gift of \$200. Since then over 150,000 individuals, businesses and organizations have generously supported the noble work of higher education at USI. The mission of our Foundation is: To attract, acquire and manage donors' charitable gifts to support and sustain the goals of the University of Southern Indiana.

The current assets of the USI Foundation total \$175.3 million.

Campus Improvement

USI takes pride in its beautiful, modern campus and has made significant investments in campus facilities since its founding.



Improvement projects include:

- David L. Rice Library (2006)
- Kenneth P. McCutchan Art Center/Palmina F. and Stephen S. Pace Galleries (2008)
- Residence Life Community Center (2008)
- Lenny and Anne Dowhie Ceramics Center (2009)
- Business and Engineering Center (2010)
- Applied Engineering Center (2013)
- Performance Center (2015)
- The Griffin Center (2016)
- Fuquay Welcome Center (2018)
- Screaming Eagles Arena (2018)
- Physical Activities Center Renovations (2020)
- Aquatic Center (2021)
- Wellness Center (2023)
- Health Professions Building (2023)

NCAA Division I Athletics



Screaming Eagle Stats:

- NCAA Division I
- Ohio Valley Conference (OVC)
- 19 men's and women's sports
- Overall GPA of USI student athletes: 3.29



The USI Athletic Department's goal is to achieve national prominence in each varsity sport while maintaining academic excellence. USI has been nationally ranked by *USA Today* and the NCAA for student athlete graduation rates.

USI teams have claimed four national championships (men's basketball, 1995; baseball, 2010; baseball, 2014; softball, 2018) and finished three times as national finalists in men's and women's basketball. The men's and women's cross country/track teams have produced 10 individual national champions since 1997.



Community Engagement

Since 2008, USI has held the distinguished Community Engagement Classification from **The Carnegie Foundation** for the Advancement of Teaching. This achievement recognizes USI's ongoing collaboration with the Tri-state community and beyond in both curricular engagement and outreach and partnerships. USI is one of only 361 campuses nationwide that holds this designation.



Annual Empty Bowls Evansville charity event

Multicultural Center

USI's Multicultural Center (MCC) promotes academic success of students by preparing them to be responsible citizens in a multicultural society. This department offers a warm, welcoming, supportive and inclusive environment for USI's diverse populations and provides services such as:

- advising organizations
- conducting diversity training on and off campus
- assisting in student recruitment
- educational and social programming



Throughout the school year, the MCC creates opportunities for cultural interaction between students, the campus and the community at large to promote cultural awareness and sensitivity by hosting these community events:

- Black and Brown Summit of Excellence
- Dr. Martin Luther King Jr. Memorial Luncheon
- Gospel Explosion
- Phenomenal Women Recognition



Employment

At USI, we value our faculty, support staff and administrators, and recognize them as our greatest asset. Some of the many benefits the University provides are:

- A competitive benefits package for eligible employees —includes medical, dental, vision, life, disability, accident, hospital and critical illness insurance
- Tuition waivers for employees and their families
- University contribution retirement plans
- Vacation and sick days
- Paid parental leave (10 days)
- Summer flex hours
- Free campus parking
- HSA
- FSA

Retirement Plans

Eligible faculty, support staff and administrators may participate in the University Defined Contribution 403(b) Plan after a one-year waiting period. USI contributes 11% of annual appointment salary to this plan once the waiting period has been satisfied.

If the employee has participated in another university-sponsored retirement plan with employer contributions, the waiting period may be waived if written documentation is provided to Human Resources within 60 calendar days from the first date of employment. Employees are immediately 100% vested in these funds. Eligible employees may participate in supplemental retirement plans by contributing pre-tax dollars from their pay.

Healthcare

Healthcare coverage is available for full-time employees working on at least a 75% academic or fiscal year schedule, their spouses and their dependents up to age 26. Health insurance benefits are available on the first day of the month following hire date. The University of Southern Indiana offers two medical insurance plans to choose from through Anthem. For details on plan options and coverage go to [USI.edu/hr/benefits/medical-insurance](https://usi.edu/hr/benefits/medical-insurance).

Benefits of Working at USI



University Health Center

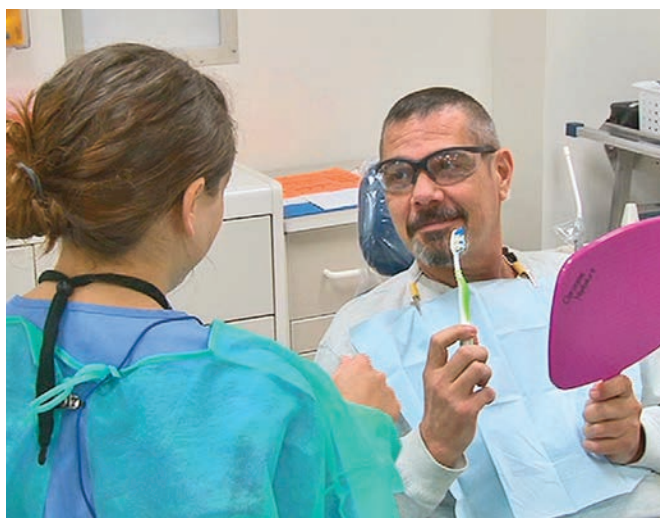
Located on the lower level of the Health Professions Center, the University Health Center is a full-service clinic offering medical services and health-related information to students, faculty and staff.

USI.edu/healthcenter



Dental Hygiene Clinic

The Dental Hygiene Clinic in the College of Nursing and Health Professions offers dental hygiene services to adults and children of all ages at a nominal cost. All services are performed by students in a clinical setting and are supervised and evaluated by dental hygiene faculty.



Educational Benefits

Eligible faculty, support staff and administrators receive a full waiver of student tuition and fees for undergraduate and graduate courses. Spouses and dependents of eligible faculty, support staff and administrators receive a waiver of 75% of student tuition and fees for undergraduate and graduate courses. Certain lab and miscellaneous fees as outlined in the University Handbook also may be waived. Employees also may receive a waiver of fees for noncredit courses held on campus through the Outreach and Engagement Department. Please see the Fee Waiver policy in the University Handbook for more details.



Work-Life Balance

Pedestrian, Bike and Nature Trails

USI boasts many miles of multi-use trails on its scenic 1,400-acre campus, open to the University community and the public. The USI-Burdette Trail is a three-mile paved trail resulting from a partnership between USI and nearby Burdette Park. The trail is a popular route for hikers, bicyclists and runners and is a key connection to an area of river bottom land, with an additional 37 miles of paved roads currently signed for bicycle use south of Burdette Park. The USI-Burdette Trail is a designated destination point of the American Discovery Trail, which passes through southern Indiana. The trail also has been named a National Recreation Trail by the Secretary of the Interior.



USI Screaming Eagles Running Series

This annual series focuses on increasing the health and well-being of the Evansville community while also providing hands-on experience for students in the USI's Sport Management program.

The series consists of three themed, family-oriented road races: the "Hearts on Fire" 5K in February, "Run into Madness" 7K in March, and the "Spring into Fitness" 10K in April which features a full round trip on the three-mile Burdette bike path. Each race is held in the vicinity of the USI campus.



Wellness

Employees can access the facilities and participate in the many activities offered in the Recreation, Fitness and Wellness Center (RFWC). There is no cost for employees but you must present your employee ID card for admittance.

Features include:

- aquatics center
- three basketball courts
- cardiovascular equipment
- free weights
- indoor elevated track
- game room
- lounge
- climbing center and group exercise rooms



RFWC activities include:

- basketball
- volleyball
- badminton
- table tennis
- billiards
- foosball
- Yoga
- self-defense
- various group exercise classes
- fitness consultation
- and more...

To support employee fitness and well being, USI offers eligible employees the option to take one hour per week of paid time to devote to pre-approved fitness activities. The Time to Get Fit program is designed to encourage employees to exercise by participating in exercise programs sponsored by the University.

Volunteer USI

Volunteer USI is coordinated through USI Alumni Engagement and Volunteer USI and is a University-wide program to recruit, place and recognize volunteers who give their services and talents to benefit USI and the surrounding communities.



Volunteer USI
contributed
61,715
hours in 2020-2021.

Total hours since 1996:
2,277,947



Evansville Riverfront



Main Street, Evansville

Evansville, the “River City” located in a horseshoe bend along the scenic Ohio River, offers many of the amenities of a major metropolitan city, but retains Midwestern friendliness and hospitality. As the third-largest city in Indiana, Evansville has a population of 117,979 residents in the city limits and an additional 358,676 residents living in the metropolitan area.

As a center for regional industry, prominent employers include: Toyota Motor Manufacturing Indiana, ALCOA, CenterPoint Energy, Berry Global, Inc., Reckitt Benckiser Group/Mead Johnson Nutrition Company, SABIC Innovative Plastics and AstraZeneca.

Evansville is home to two Level II Trauma Centers, Deaconess Hospital and Ascension St. Vincent Evansville.

Deaconess Health System is a provider of healthcare services to 26 counties in three states (IN, IL and KY). The system consists of nine hospitals located in southern Indiana and two in Kentucky. <https://www.deaconess.com>

Ascension St. Vincent Evansville provides emergency medicine services, level II trauma care, medical-surgical care and maternity services that include prenatal care for women and babies in high risk-pregnancies. <https://healthcare.ascension.org/locations/indiana/ineva/evansville-ascension-st-vincent-evansville>

The Evansville Regional Airport offers direct flights to Atlanta, Charlotte, Chicago O’Hare, Dallas-Fort Worth, Destin/Fort Walton Beach, Detroit and Orlando/Sanford. Evansville is a convenient drive to Indianapolis, Nashville, Louisville and St. Louis.

For more information about Evansville go to <https://www.evansvillechamber.com/>.

Evansville and the surrounding areas offer a wide variety of quality K–12 schools to families with children.

- **Evansville Vanderburgh School Corporation**—five traditional high schools, one early college high school and a technical center
- **Signature School**—a public charter school ranked first in the Midwest and ninth in the nation by *Washington Post*
- **Evansville Day School**—a private, preK– grade 12, college preparatory school
- **Evansville Catholic Diocese**—four high schools and 22 elementary schools
- **Evansville Christian School**—a private, Christian school offering preK–grade 9

Additional Indiana school corporations include: Warrick County (Newburgh), North Posey (Mount Vernon), South Gibson County (Haubstadt and Fort Branch), East Gibson County (Oakland City), North Gibson County (Princeton) and MSD of Mt. Vernon.



LST 325 Memorial Museum

The LST 325, docked along Evansville's riverfront, is a fitting tribute to Evansville's industrial contribution during World War II. The ship offers tours with seasonal hours throughout the year.



Mesker Zoo

Mesker Zoo first opened in 1928. Since then, it remains one of the oldest and largest zoos in the state of Indiana. It is open 365 days a year.



Bosse Field

Built in 1915 and home to the Evansville Otters, Bosse Field is the third-oldest professional baseball stadium. The Evansville Otters belong to the Frontier League, and play from May to September. The 1992 Hollywood movie, *A League of Their Own*, starring Tom Hanks, Geena Davis, Rosie O'Donnell and Madonna was filmed at Bosse Field.



Pigeon Creek Greenway Passage

A National Recreational Trail, the Pigeon Creek Greenway Passage will be a 42-mile paved path around Evansville when completed. The trail provides walking, jogging or biking through the area's natural habitat.



Restaurants to try in Evansville:

www.visitevansville.com/restaurants

Evansville Philharmonic Orchestra

The Evansville Philharmonic Orchestra performs from May to September at the Victory Theatre in downtown Evansville. This nonprofit organization is the largest arts group in Evansville.



West Side Nut Club Fall Festival

The West Side Nut Club Fall Festival attracts over 200,000 people annually while promoting philanthropic values of local nonprofit organizations. Over 126 food booths line Franklin Street to raise money for the nonprofit organizations. This week-long event is considered to be one of the largest street festivals in the United States.



Ford Center



Central Library



Evansville African American Museum



Victoria National Golf Club

Additional Attractions

- Old National Events Plaza
- Evansville Museum of Arts, History & Science
- Willard Library
- Reitz Home Museum
- Koch Family Children's Museum of Evansville
- Wesselman Woods Nature Preserve
- Angel Mounds State Historic Site
- Harmonie State Park
- Swonder Ice Rink
- Deaconess Aquatic Center (Indoor)
- Burdette Park and Aquatic Center
- Civic Theatre
- Eastland Mall
- Evansville Farmer's Market
- Franklin Street Bazaar
- Haynies Corner Arts District

Other Nearby Attractions

Historic New Harmony

Since 1985 USI has provided oversight and management to the historic town of New Harmony, Indiana, a community with a rich intellectual and cultural heritage. It was the site of two utopian community experiments in the early 1800s, and today is a destination for tourists and arts patrons. The University operates the New Harmony Gallery of Contemporary Art, and offers tourism and education programs about the community at the Athenaeum Visitors Center.



Restaurants to try:

www.visitnewharmony.com/locations/food-drink



Historic Newburgh

Situated east of Evansville, Newburgh, Indiana, sits on the banks of the Ohio River. Its Historic District along the scenic Rivertown Trail, offers a unique dining and shopping experience to visitors and residents.



Restaurants to try:

<https://www.historicnewburgh.org/food-and-drink>



Holiday World & Splashin' Safari

Priding itself as the nation's first theme park, Holiday World & Splashin' Safari, is located nearby in Santa Claus, Indiana. It is a theme and water park with one admission price and offers fun and entertainment for the entire family.



Restaurants to try:

<http://santaclausind.org/listing-categories/dining>



Henderson, Kentucky

Henderson, Kentucky, located over the bridge from Evansville, is most noted for residents John James Audubon and W.C. Handy. The town's Riverwalk provides a place for walkers and joggers to view pieces from the Audubon Sculpture Walking Tour. Hikers also enjoy the John James Audubon State Park and Museum.



Restaurants to try:

www.hendersonky.org/eat





For more information on employment opportunities at USI, visit

[USI.edu/jobs](https://www.usi.edu/jobs)

As an Equal Opportunity/Affirmative Action Employer, the University of Southern Indiana considers all qualified applicants for employment without regard to race, color, religion, sex, pregnancy or marital status, parental status, national origin or ancestry, age (40 and older), disability, genetic information, sexual orientation, gender identity, gender expression, veteran status or any other category protected by law or identified by the University as a protected class.

