



Opportunity and Challenge Profile

Search for the Vice Provost of Enrollment Management University of California, Davis

The University of California, Davis (UC Davis), one of the top public research institutions in the world, seeks an inspirational, collaborative, and strategic leader to serve as the next Vice Provost for Enrollment Management (VPEM). As the chief enrollment officer, the VPEM will help lead the university in developing and implementing an overarching enrollment strategy and plan that will set UC Davis on a path to meet its ambitious goals, proactively serving California's diverse and dynamic population, and further establishing itself as a world-class leader in public education.

The VPEM will join an institution with an unwavering commitment to its students and to addressing the defining issues of our time. As a member of the Provost's leadership team, the VPEM will be a natural collaborator and team advocate, partnering with colleagues to support and develop a talented team of professionals devoted to the mission of UC Davis. The VPEM has the opportunity to impact the size, shape, and character of the undergraduate student body at UC Davis, which serves an undergraduate population of approximately 32,000 students, as well as approximately 10,000 graduate students. With major shifts in the national enrollment landscape in recent years, the VPEM has the opportunity to craft bold, inclusive policy that serves as a national model, including addressing the recent UC shift to eliminate the consideration of standardized testing in the admissions evaluation process. The VPEM will build on existing momentum to create a more equitable and diverse enrollment management cycle and campus community. In addition, the VPEM will be able to make a lasting impact on UC Davis' service to the region, state, and country in partnering closely with the Director of HSI Initiatives to achieve federal Hispanic Serving Institution (HSI) designation. Informed by these initiatives, the VPEM will provide critical leadership in fulfilling the university-wide commitment to inclusive excellence while striving to lead UC Davis toward fully reflecting the dynamic and vibrant diversity of the state of California.

UC Davis is the largest campus in the University of California (UC) system with 5,300 acres and the third largest by enrollment. A member of the prestigious Association of American Universities (AAU), it ranks fifth among public research universities nationwide, according to the latest *Wall Street Journal/Times Higher Education* rankings. UC Davis enrolls more than 39,000 undergraduate and graduate students, employs roughly 23,000 academic and administrative staff, and has an annual operating budget of roughly \$4.9 billion. UC Davis offers over 100 undergraduate majors and over 95 graduate programs in its array of academic programs — one of the most diverse and comprehensive in the American academy. It comprises four undergraduate colleges (Agricultural and Environmental Sciences, Biological Sciences, Engineering, and Letters and Science), six professional schools (Betty Irene Moore School of Nursing, Graduate School of Management, School of Education, School of Medicine, School of Law, and School of Veterinary Medicine), graduate studies programs, and a division of Continuing and Professional Education. The university also operates UC Davis Health, which includes a nationally ranked acute-care teaching hospital with more than 640 beds, a 1,000-member physician's practice group and research facilities across the region. For more information about UC Davis, please refer to Appendix I.

All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

Role of the Vice Provost

Reporting directly to the Provost and Executive Vice Chancellor and working closely with the Chancellor and other senior leaders, the VPEM will lead the enrollment management division, encompassing Undergraduate Admissions, Financial Aid and Scholarships, Office of the University Registrar, and Enrollment Management Analytics. Reporting to the VPEM are the Executive Director of Undergraduate Outreach, Recruitment and Admissions, the Executive Director of Financial Aid, the University Registrar, and the Director of Enrollment Management Analytics. The VPEM leads critical university-wide committees, such as the Enrollment Planning Task Force, the Enrollment Management Summit, Priority Registration Committee, and Undergraduate Scholarships Task Force. The VPEM oversees 113 career staff, 194 contract staff, and 309 student employees, and manages an operating budget of approximately \$17 million and a total budget, including financial aid and scholarships, exceeding \$500 million.

The VPEM will be tasked with planning and leading broad-based programs that recruit, admit, enroll, and retain an academically strong, diverse, and talented cohort of new first-year students and transfer students. The VPEM will also provide leadership and accountability to meeting outreach objectives and enrollment targets, enhancing the diversity of the student body, and expanding the prominence of UC Davis nationally and internationally. Successful leadership of the division will also involve the cultivation of a collaborative, inclusive climate wherein staff are empowered and provided opportunity for development and professional enrichment. The ideal candidate for VPEM will bring world-class enrollment management practices to the institution to ensure a holistic student experience from recruitment to graduation, with a focus on student success and equitable outcomes.

Key Opportunities and Challenges

The VPEM will be a critical member of the UC Davis leadership team, helping to ensure access and student success in support of UC Davis' land-grant mission and the state of California. The VPEM will be a sophisticated leader with the ability to create a vision and inspire a team working collaboratively toward this vision. In moving forward this vision, the Vice Provost of Enrollment Management role will address the opportunities and challenges listed below:

Prioritize access and affordability while balancing competing priorities to yield diverse and dynamic classes

The VPEM will bring the Academic Senate and stakeholders across campus together to ensure a UC Davis education is accessible to a broader demographic and cross-section of students regionally, nationally, and internationally. UC Davis consistently ranks near the top for affordable elite universities, and current policy ensures that tuition will not increase for students within six years of enrolling (i.e., cohort-based tuition model). This work, in addition to other resources, must be sustained and prioritized to enhance efforts to recruit and support students of all socioeconomic backgrounds within a sustainable budget and long-term strategic enrollment plan. This plan must balance the growth trajectories and diversity of student populations, the dynamic higher education landscape, the need for inclusive and equitable policy, and the importance of ensuring access and academic excellence. The plan will align with the University's land-grant mission by responding to the changing demographics and needs of the state of California, including adult learners, first-generation students, undocumented students, students of color, and students from other marginalized and underserved populations. The plan will also support and be informed by UC Davis' trajectory towards achieving Hispanic-serving Institution (HSI) federal designation, with the VPEM partnering closely with the Director of Hispanic Serving Institution Initiatives.

The VPEM will have a firm grasp of modern admissions and financial aid trends and use creative and innovative solutions across financial aid, outreach, marketing, and recruitment to improve the recruitment of top talent, first-generation, and other historically marginalized students as both first year and transfer students, including California residents, non-residents, and international students. This will involve ensuring a smooth transition away from the consideration of standardized test results as part of admissions evaluation criteria, as well as maintaining a rigorous and equitable review standard. The VPEM will also collaborate across the university to ensure the supportive structures needed to recruit, enroll, support, and retain students through graduation. The VPEM will continue to expand and augment partnerships throughout the state, especially with community colleges, secondary schools, and community-based organizations to continuously expand the pipeline of talented, dynamic students.

Develop and lead a sustainable and innovative enrollment strategy and vision

To ensure the short- and long-term enrollment management goals for the University, the VPEM will lead the Enrollment Planning Task Force and lead the crafting and implementation of a comprehensive, long-term strategic enrollment plan that is supportive of the broader university mission and goals. The plan will identify both short- and long-term risks, determine the need for strategic investment to achieve the goals of this plan, and establish strategies and priorities in marketing, outreach, recruitment, and in awarding financial aid and scholarships to assist in achieving enrollment goals.

The VPEM will bring insights regarding national best practices to guide enrollment management efforts, including how best to strategically and proactively utilize financial aid to attract, yield, and shape a diverse student body. The VPEM will be a recognized leader in the enrollment management space and will continue to advance the university's history of excellence, leading the way in discussions about innovation in enrollment management, utilizing a data-driven approach. The VPEM will also model and share best practices and trends, participating actively at national conferences and in professional organizations, including the National Association of College Admission Counseling (NACAC), National Association of Student Financial Aid Administrators (NASFAA), American Association of Collegiate Registrars and Admissions Officers (AACRAO), and others.

Empower and support a deeply committed staff while fostering inclusive excellence within the division

The VPEM will work to further evolve and unite the admissions, financial aid, and registrar functions around a comprehensive vision and strategy through team building, professional development, and process improvement. As an experienced team leader, the VPEM will bring skill in mentorship and cultivating the next generation of enrollment management leaders, assessing organizational structures, and building sustainable processes and systems. The VPEM must be transparent and approachable, clearly communicating across the division in a timely and consistent manner. A clear track record in attracting, hiring, and retaining a diverse and talented team is critical. Success in the role will require developing and empowering the team, engaging closely around staff management and professional development, providing counsel and support to enhance integration, and advocating on behalf of all team members. This will be accomplished with both data and heart, careful listening, and fostering a culture of inclusive excellence within the division.

Steward resources judiciously and optimize systems, policies, procedures, and technology

The VPEM will need to thoughtfully manage limited resources, adapt to new strategies, and advocate for additional resources as necessary. The VPEM will be responsible for the successful execution of all aspects

of admission and financial aid applications and processing, registration and records, degree progress technology, and enrollment data management and analytics. The VPEM will evaluate current structures, systems, processes, and procedures, ensuring they are in support of university-wide enrollment management goals, and making changes as necessary on a rolling basis in support of new goals and objectives. This will include an ongoing revamp of the university's use of the Ellucian Banner enterprise resource planning system. The VPEM will ensure technology is used to its full extent to build efficiency, eliminate redundancies, bridge departmental information, and serve as a timely and effective resource for prospective and current students, bringing a willingness to adapt and the knowledge of best practices and trends in the technical deployment of enrollment management. The VPEM will coordinate these efforts with the work of central Informational and Educational Technology, ensuring seamless connectivity and workflow. In addition, the VPEM will also stay up to date on local, state, federal, and University of California system-wide policies relevant to higher education and enrollment.

Collaborate with university partners on student success and equitable outcomes

The VPEM will join ongoing campus-wide discussions, planning, and implementation of programming to ensure strong support systems for students, from admission through graduation. The VPEM and the division of Enrollment Management will work closely with senior leadership in the colleges, Academic Affairs, Student Affairs, and other university leaders to achieve better alignment and integration of proactive student success efforts that continue to foster an environment of collegiality, inclusion, and support for the university's increasingly diverse study body. The VPEM will support admissions in leading an inclusive recruitment process and a dynamic, equitable, and holistic review and selection process that upholds the imperatives of access and academic preparedness. Another key element will be to advance partnerships for a more seamless transition from application to orientation through retention and graduation for all students in support of the university's mission. The VPEM will augment student success efforts across campus using technology and financial aid strategies and will inspire all university constituents to meet the challenge of serving students, meeting enrollment goals, and supporting a transformative UC Davis experience for all students.

Qualifications and Characteristics

The successful candidate will possess most, if not all, of the following preferred professional and personal qualifications and characteristics:

- Terminal degree strongly preferred.
- Five years progressive enrollment management leadership experience in higher education.
- Demonstrated executive leadership skills, including visionary execution, strategic planning, systems thinking, and budgetary management.
- Experience with shared governance and collaborating with university faculty.
- Experience with strategic enrollment planning and successful plan execution.
- Experience with highly selective undergraduate admissions recruitment, operations, and programs.
- Proven track record in growing and sustaining racial, ethnic, and economic diversity in a student body and a deep commitment to the values of diversity, equity, inclusion, and belonging.
- Experience navigating large, complex organizations.
- Excellent collaborative, relational, and interpersonal communication skills with a high level of transparency.

- Past success in recruiting, retaining, leading, and developing a strong and diverse team.
- Experience working collaboratively with campus partners engaged in student success and retention efforts.
- Experience with software systems that support recruitment, admission review, financial aid management, registrar, and student success.
- Proven ability to analyze, summarize, and present complex data to various constituencies, including administration, faculty, staff, alumni, the board, students, and families.

Location

The city of Davis is California's college town. It is situated in Yolo County, which is in California's Central Valley, one of the world's most productive farming regions. Sacramento, the state capital, is 20 minutes away, and the San Francisco Bay Area, Lake Tahoe, Napa Valley, Silicon Valley and the Pacific Coast are all within a two-hour drive. Davis is noted for its desirable quality of life, its community-oriented atmosphere and its plentiful parks and open spaces. Known as an environmentally aware and socially innovative city, Davis boasts more than 50 miles of bicycle paths and more bicycles per capita than any other city in the nation. Davis and the broader Sacramento region are also home to a thriving and engaged business community, fueled by UC Davis, that is eager to partner and give back. With a mild Mediterranean climate, the UC Davis campus enjoys an average of 265 days of sunshine a year. The nearest major airport is the Sacramento International Airport which is a 20 minute drive. UC Davis is also home to a commuter airport — the only one in the UC system.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. For best consideration, please apply by **June 1, 2022**. Inquiries, nominations, referrals, and applications should be submitted at <https://www.imsearch.com/search-detail/S8-498>. Complete applications will include a resume, cover letter, and diversity statement. In a "Statement of Contributions to Diversity," applicants should describe their past and/or potential future contributions to promoting a diverse, equitable, and inclusive environment, which is a key requirement of the role of every faculty member and administrator at UC Davis.



*Recruiting exceptional leaders
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The University of California is an Equal Opportunity / Affirmative Action Employer with a strong institutional commitment to the achievement of excellence and diversity among its faculty and staff. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, age, disability, protected veteran status, or any other characteristic protected by law.

Appendix I

About the University of California, Davis

History

The UC Davis campus, originally known as the University Farm, was established by an act of the California State Legislature in 1905 and is a leading campus of the renowned [University of California](#). In the nearly 150 years since its founding, the University of California has evolved into the world's preeminent public research university system, with an annual operating budget of more than \$41 billion. The UC comprises 10 campuses — Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Cruz and Santa Barbara — which collectively enroll over 291,000 students. The system also operates five medical centers — at UC Davis, UC Irvine, UCLA, UC San Diego and UCSF — as well as three affiliated national laboratories: Lawrence Berkeley National Laboratory, Los Alamos National Laboratory and Lawrence Livermore National Laboratory. Together, UC institutions employ more than 168,446 faculty and staff, and they boast 1.6 million living alumni around the world. UC Davis is supported by more than 293,000 alumni. Another half million people annually benefit from UC continuing education courses, as well as from the services and discoveries of UC-affiliated research centers and educational programs operating throughout California.

Facts and Figures

As one of 10 University of California campuses, UC Davis embraces its land-grant heritage, seeking to transform lives through education, research, and community outreach and service. The university's distinguished faculty — part of roughly 2,450 academic staff — includes members of the National Academies of Sciences, Engineering and Medicine; American Academy of Arts and Sciences; American Law Institute; and other renowned academies. Among many other honors, university faculty, alumni and researchers have won the Nobel Prize, the World Food Prize, Presidential Medal of Freedom, Pulitzer Prize, MacArthur Fellowship, National Medal of Science, Blue Planet Prize, and Presidential Early Career Award for Scientists and Engineers.

UC Davis is recognized for excellence across a wide array of disciplines and measures. *Washington Monthly* has recognized UC Davis as a top 10 national university based on contributions to the public good in terms of social mobility (recruiting and graduating low-income students), research (producing cutting-edge scholarship and Ph.D.s) and service (encouraging students to give something back to their country). *The New York Times* described the University of California as “California’s Upward-Mobility Machine” as part of its College Access Index, with seven campuses ranking among the top 10 for providing social and economic mobility to its students. UC Davis shined in those rankings, standing second among U.S. colleges for doing the most for low-income students. Indeed, 56 percent of undergraduate California residents have their system-wide tuition and fees completely covered by financial aid. UC Davis provides an excellent return on investment and ranks 31st among the top 50 U.S. universities and colleges for money its students earned over 20 years after earning a degree. UC Davis ranks sixth among universities nationwide for the most students hired by top companies in and around Silicon Valley, according to *Business Insider*.

Leadership

UC Davis is led by Gary S. May, seventh Chancellor of UC Davis. Chancellor May was appointed on August 1, 2017. An accomplished scholar and member of the National Academy of Engineering, May came to UC Davis from the Georgia Institute of Technology in Atlanta, where he had been for nearly three decades, most recently as dean of the institute's highly ranked College of Engineering – the largest and most diverse school of its kind in the nation, with 450 faculty and 13,000 students. Prior to being dean, May was the Steve W. Chaddick Chair of Georgia Tech's School of Electrical and Computer Engineering, and before that, he was the executive assistant to then-Georgia Tech President G. Wayne Clough.

Provost and Executive Vice Chancellor Mary Croughan joined UC Davis on July 1, 2020. Previously, Croughan served as vice president for research and economic development at the University of Nevada, Las Vegas, where she was instrumental in helping the university achieve status as an R1 institution in 2018. Prior to joining UNLV, Croughan served the University of California for 30 years as a faculty member at the University of California, San Francisco, in the School of Medicine. Simultaneously, Croughan served as vice chair and chair of the University of California systemwide Academic Senate from 2007 to 2009 and as executive director of the Research Grants Program Office at the UC Office of the President from 2010 to 2017.

A point of distinction for the University of California is a tradition of shared governance in which the faculty share responsibility for guiding the operation and management of the university while preserving the authority of the governing board, the University of California Board of Regents, to ultimately set policy. Chiefly responsible for the University of California's high-quality education, the Academic Senate approves and oversees courses and curricula, and establishes requirements for admissions, certificates and degrees. It also advises the administration on budgetary, personnel and other matters pertinent to UC operations. In addition to the Academic Senate, UC Davis hosts a professional academic organization, the Academic Federation, comprising academic appointees who are non-Academic Senate members. They also play a critical role in education, research and public service, providing another respected voice when collaborating with campus and constituent leadership.

Strategic Growth

UC Davis is one of the world's leading cross-disciplinary research and teaching institutions. Its current trajectory is guided by a strategic plan, "[To Boldly Go](#)," which outlines the aspirations and methods for guiding the university to new heights of distinction over the next 10 years. It draws on the campus' responsibility as a public land-grant university and maximizes its opportunities as a driver of innovation and economic growth for the public good. As part of its plan, UC Davis launched an enterprise master brand themed [Outgrow the Expected](#), and a [corresponding public-facing campaign](#), which for many years will serve as a touchstone as the university continues to raise its national profile.

In addition, [Aggie Square](#), UC Davis' proposed \$1.1 billion addition to its Sacramento campus, recently received approval from the UC Board of Regents. The first phase of the project's plans includes over 1 million square feet of research, wet labs, commercial space, public engagement, and housing. The goal is to bring world-class researchers and the communities they serve together with entrepreneurs, technical experts and industry partners who guide ideas from concept to market. By providing the high-tech labs and large-scale facilities, Aggie Square will create the infrastructure needed to make discoveries not only possible but scalable. Later phases could eventually span 25 acres of university-owned land.

In October 2020, UC Davis publicly launched a \$2 billion fundraising campaign, the largest philanthropic endeavor in its history. [Expect Greater: From UC Davis, For the World](#) supports the university's work to prepare future leaders, sustain healthier communities and bring innovative solutions to today's most urgent challenges. To date, the campus has raised \$1.5 billion toward the goal.

Diverse and Inclusive Community

UC Davis is known for its sense of community. At the heart of that is its diverse student body. In fall 2021, the university enrolled 31,657 undergraduate and 9,498 graduate/professional students. More than 60% of its undergraduates identified as people of color, 42% as the first in their families to attend college, and 17% international. The campus is known for its relaxed and collegial identity, and the entire campus is dedicated to supporting and developing students in their quest to grow academically and personally at UC Davis.

UC Davis has made great strides in supporting diversity and developing an inclusive campus community. The university has adopted a strategic plan for diversity and inclusion, and the campus ranked first on a "Diverse Issues in Higher Education" list based on the number of undergraduate degrees for minority students in biological/biomedical sciences. In 2016, *Forbes* named UC Davis first in the nation for launching women into STEM professions, and the university is well on its way to earning the U.S. Department of Education's Hispanic Serving Institution designation. Campus Pride, a national nonprofit organization, listed UC Davis among the 30 best colleges and universities in the country for LGBTQ-inclusive policies, programs and practices. UC Davis is one of only three universities in the United States to receive the American Association for the Advancement of Science's inaugural STEM Equity Achievement (SEA) Change Bronze Award and is a member of the Aspire Alliance Institutional Change (IChange) Network to support STEM faculty.

Economic Impact

UC Davis is a powerful economic engine for California, generating \$8.1 billion in statewide economic activity and supporting 72,000 jobs. An economic analysis found that for every two jobs at UC Davis, an additional job was created in other economic sectors of the Sacramento region. Together, UC Davis' two campuses — in Davis and Sacramento — constitute the second largest individual employer in the Sacramento region, behind only the State of California. According to past economic impact studies, UC Davis Health is a major driver of economic prosperity in the Sacramento region and Northern California, generating more than \$3.4 billion in annual economic output and more than 20,000 jobs.