

# VICE PRESIDENT FOR ENROLLMENT





# INSPIRING STUDENT SUCCESS

Auburn University is on the move, inspiring a new generation of students to innovate and transform their community, nation and beyond through collaborative work, life-changing outreach and real-world learning laboratories.

At Auburn, our students gain leadership principles in their communities, better preparing them to compete in the marketplace and make meaningful contributions. Along the way, our students experience increased opportunities to learn from those with a variety of backgrounds and talents, and the value of the Auburn Creed is strengthened as our students inspire others through groundbreaking programs that serve the social good. From a Rural Studio student-centered design/build program focused on affordable home ownership in rural Alabama to an Outreach Global program that allows nursing students to provide medical needs to those desperate for help in Ghana, our students are offered multiple pathways of interest to cultivate their skills and become transformed into leaders.

It is through internships, co-op programs, hands-on experiential learning and mentoring—from student orientation to graduation—that Auburn students harness the work ethic, responsibility, character and interpersonal skills necessary to work in diverse settings upon graduation. Such leadership skills provide our graduates with the tools to be successful in a modern economy, and they emerge prepared for interviews, to work in team-based environments and to effectively manage their time and resources.

Our students are in the midst of an exciting time of collaboration and discovery at Auburn as our university is embarking on a bold plan to further elevate its research and increase its faculty. Recently, Auburn President Steven Leath launched an initiative to hire 500 new tenure-track faculty through 2022, and a \$5 million investment in 11 life-changing interdisciplinary



**"Our vision for Auburn is to become a world-class academic, research and service university in the true spirit of our land-grant heritage—and to be recognized as an undisputed go-to destination for that special caliber of student, faculty, staff and development partner driven to make a meaningful impact on the state of Alabama, the nation and the world."**

*—President Steven Leath*



**"None of the other engineering schools I considered had quite the same professional, personal and fantastic network Auburn has. I've gotten two internships, in part due to the fact that I had Auburn Engineering on my resume."**

*—Holden Covington, Nashville, Tenn. - Electrical Engineering*





projects also was announced as part of the new Presidential Awards for Interdisciplinary Research, or PAIR, program. As Auburn seeks to grow its research, it also looks to strengthen its graduate student population to cultivate future scholars who will represent Auburn worldwide. Part of that strategy is a new graduate fellowship program to support research and innovation by Auburn doctoral students. These 100 new Presidential Fellows, together with PAIR, represent a significant investment in the university's strategic priorities to conduct and bring dynamic research to the national forefront.

Hand in hand with all priorities is our desire to guide student leadership to new heights and further a student experience that is the crown jewel of the Auburn experience, as evidenced by the National Survey of Student Engagement's findings that Auburn students report higher satisfaction with their overall academic experience than students at peer institutions. *Kiplinger's* has also placed Auburn on its list of "100 Best Public College Values," a recognition that means Auburn delivers more for less, and *Money* has named Auburn the top university in the state of Alabama. As a result, 94 percent of recent graduates indicate they would choose Auburn all over again.

With the strong support of university faculty, staff and resources, it's no surprise Auburn is among *The Princeton Review's* compilation of "Colleges with the Happiest Students." And as we continue our forward progress to inspire, innovate and transform, we seek to offer this next generation of students—nearly 30,000 from all 50 states and some 95 foreign countries—an unparalleled academic experience that will challenge and cultivate them into the leaders of tomorrow.



"The Auburn Family saturates every sphere of life at Auburn. It finds life in the students, alumni and faculty, who keep the spirit of Auburn alive—a spirit that exalts kindness and mutual helpfulness, that encourages education and scholarship, that promotes unity and diversity and a spirit that is not afraid to dare to do great things."

—Owen Chandler, Birmingham, Ala. - Biomedical Sciences



# AUBURN BY THE NUMBERS 2017-18

## STUDENT BODY

**29,776** Students enrolled

**23,964** Undergraduates



Male



Female

APPROXIMATELY  
**40%** Undergraduates receive scholarships



Auburn students represent all 50 states and 95 countries

Graduate enrollment: **4,707**

Professional (pharmacy and veterinary medicine): **1,105**

Alabama residents **58%**

Out-of-state **42%**

**2,688** International undergraduate students

## FRESHMAN CLASS PROFILE

**4,836**  
New Students

APPROXIMATELY  
**60%** Receive scholarships

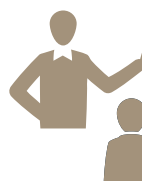
**3.85**  
Average GPA



**27.3**  
Average ACT

**1225**  
Average SAT

## FACULTY PROFILE



**1,330**

Number of full-time faculty

**19:1** Student-to-Faculty Ratio

**92%**

are full-time instructional faculty

**90%**

of full-time faculty with terminal degree

## TUITION AND FEES



**\$10,968**  
Alabama residents

**\$29,640**  
Out-of-state

## RETENTION AND GRADUATION



**91.5%**

First-year retention rate



**76.6%**

6-year graduation rate



# A LEADING PROVIDER OF INSTRUCTION, RESEARCH AND SCHOLARSHIP

- With a \$5.4 billion economic contribution to the state, Auburn has more than 300,000 graduates and provides 150-plus degree programs to nearly 30,000 graduate and undergraduate students.
- *U.S. News & World Report* has ranked Auburn among the top 50 public universities in the U.S. for 25 consecutive years, and *Kiplinger's* named Auburn one of their 100 Best Values in Public Colleges.



- *Forbes* ranks Auburn as the top university in the state of Alabama for delivering a meaningful return on investment.
- Named one of *Money's* Best Colleges for Your Money, Auburn is also the top-ranked university in the state of Alabama.
- Auburn is the first university in the state to raise \$1 billion in a comprehensive fundraising campaign and recently achieved this more than a year earlier than projected.
- Auburn is listed with Distinction on the President's Higher Education Community Service Honor Roll, honoring dedication to civic engagement, service learning and outreach.

- Auburn has been designated an Innovation and Economic Prosperity University by the Association of Public and Land-Grant Universities, and in 2015 received the organization's Place Award for excellence in community, social and cultural development work.
- The Carnegie Classification of Institutions of Higher Education identifies Auburn as a Doctoral University with Higher Research Activity.
- The Auburn Research and Technology Foundation and the Auburn Research Park bring together the research and business communities to complement the research and economic development initiatives of the university. In addition to facilitating the commercialization of university technologies and the formation of industry-university partnerships, the research park offers employment opportunities for Auburn students and graduates. The Auburn Business Incubator is designed to help launch, nurture and accelerate the development of entrepreneurial companies by providing expertise, networks and services entrepreneurs need to succeed.
- According to the National Survey of Student Engagement, Auburn provides a supportive campus environment, and our students report higher satisfaction with their overall academic experience than students at peer institutions.
- In a survey of recent graduates, 97 percent feel their Auburn education has enhanced their opportunity for future advancement.
- Auburn alumni are satisfied with their college choice, with 94 percent of recent graduates indicating they would choose Auburn again.



# OUR CAMPUS

With an initial master plan crafted by architect Frederick Law Olmsted, who also designed Central Park in New York City, our campus is beautiful. It's more than beauty that captures the hearts of Auburn students and faculty. A sense of belonging, community and a welcoming spirit makes Auburn home.

We have the resources of a large research university set on a collegial, open campus. The university has 80 major academic buildings, combining historic red-brick buildings, such as the iconic Samford Hall (constructed between 1888-90) with modern, active-learning classroom facilities, like the 69,000-square-foot Mell Classroom Building that opened in fall 2017.

Known as "The Loveliest Village on the Plains," Auburn has a true town-and-gown relationship with the City of Auburn, with the two meeting at the famed Toomer's Corner intersection.



## We're Growing

Auburn's campus growth is student-focused, whether it's new buildings to enhance the academic experience or upgrades to existing facilities. Current construction projects include:

### **Delta Air Lines Aviation Education Building**

*Projected completion: October 2018*

The two-story facility will house classrooms, a flight simulator lab and debriefing rooms.

### **Leach Science Center Addition**

*Estimated completion: December 2018*

The addition will consolidate and relocate the Physics Department and will consist of instructional laboratories, research laboratories, student success and collaborative study spaces.

### **Graduate Business Building**

*Projected completion: April 2019*

Supporting the growing graduate needs of the Harbert College of Business, the building will house flat-flexible and case study classrooms; a flexible studio lecture hall; an innovation lab; and study pods and team areas.

### **Brown-Kopel Engineering Student Achievement Center**

*Projected completion: May 2019*

The three-story building will consist of classrooms, student study spaces, maker space, a wind-tunnel lab, and space for advising, tutoring, professional development and industry relations.

Recently completed projects on campus include the Health Sciences Sector and a renovation to Broun Hall. Renovations are nearing completion on the Gavin Engineering Research Laboratory. The project will provide the necessary space to relocate and consolidate research labs for the Polymer Composites Center, Additive Manufacturing, Aerospace Engineering Wind Tunnels, Nuclear Power Generation Simulation, Pulp and Paper Pilot Machine and general research assets from the engineering shops and L-Building. Construction will soon begin on a renovation to the Student Activities Center, as well as an expansion of the recreation fields.



# OUR COMMUNITY

The Auburn-Opelika area is filled with scenic natural beauty and a wealth of possibility. It has much to offer in education, recreation, nature, history, culture and more.

Auburn is a small, friendly university town in the rolling hills of east-central Alabama, with a population of approximately 64,000. Conveniently located along Interstate 85, Auburn is less than 60 miles northeast of Alabama's capital city of Montgomery; about 30 miles west of Columbus, Georgia; and 100 miles southwest of Atlanta. The pristine, sandy-white beaches of Alabama's Gulf Shores can be reached in less than four hours.

The university has a special relationship with the City of Auburn, including partnerships such as the Yarbrough Tennis Center and the Auburn Research Park. The famed Toomer's Corner marks the spot where the city and university intersect and is a destination for the city and university communities to gather in celebration.

Auburn residents overwhelmingly rate the city as a great place to live, work and raise children. *Forbes* has consistently ranked Auburn on its lists for Best Places to Retire and Best Small Places for Business and Careers. In 2018, Auburn was listed among the Top 100 Best Places to Live in the U.S. by *Livability*. Auburn's public schools are regularly ranked among the best in the state and nation.

Residents have access to a number of city parks and recreational programs, as well as Chewacla State Park's 696 scenic acres, including a 26-acre lake, waterfall and trails. Opening in fall 2019 across from the Jule Collins Smith Museum of Fine Art, the Jay and Susie Gogue Performing Arts Center will be a cultural destination offering world-class performances. The Gogue Center and museum will create a vibrant arts district for the campus, community and region.

Opelika, Auburn's sister city, is full of small-town charm, rich in heritage and offers a high quality of life for its nearly 30,000 residents. Opelika is the county seat for Lee County, the 8th most populous county in Alabama and the home of Auburn University. The Auburn-Opelika metro area has approximately 162,000 residents.

Opelika is home to the Opelika SportsPlex and Aquatics Center; Opelika Performing Arts Center; East Alabama Medical Center; Southern Union State Community College, one of 27 institutions in the Alabama Community College System; and the Robert Trent Jones Golf Trail at Grand National.



# MISSION STATEMENT

Auburn University's mission is defined by its land-grant traditions of service and access. The university will serve the citizens of the state through its instructional, research and outreach programs and prepare Alabamians to respond successfully to the challenges of a global economy. The university will provide traditional and non-traditional students broad access to the institution's educational resources. In the delivery of educational programs on campus and beyond, the university will draw heavily upon the new instructional and outreach technologies available in the emerging information age.

As a comprehensive university, Auburn University is committed to offering high-quality undergraduate, graduate and professional education to its students. The university will give highest priority for resource allocation for the future development of those areas that represent the traditional strengths, quality, reputation and uniqueness of the institution and that continue to effectively respond to the needs of students and other constituents. Consistent with this commitment, the university will emphasize a broad and superior undergraduate education that imparts the knowledge, skills and values so essential to educated and responsible citizens. At the same time, the university will provide high-quality graduate and professional programs in areas of need and importance to the state and beyond. To accomplish these educational goals, Auburn University will continue to compete nationally to attract a faculty distinguished by its commitment to teaching and by its achievements in research, both pure and applied. The university will strive to attract a faculty that will bring distinction and stature to the undergraduate, graduate and professional programs offered by the university.

Because research is essential to the mission of a land-grant university, Auburn University will continue development of its research programs. The primary focus of this research will be directed to the solution of problems and the development of knowledge and technology important to the state and nation and to the quality of life of Alabama citizens. The university's research programs will make important contributions to instructional programs through the involvement of graduate and undergraduate students and the renewal of the faculty. Research will also provide the knowledge base for outreach programs. In carrying out its research mission, the university will emphasize established areas of strength and will focus available resources in those areas of research and doctoral study that are, or have the potential to, develop into nationally and internationally recognized centers of excellence. Extension and outreach programs are fundamental to the land-grant mission because these programs directly affect the lives of all citizens in the state. The university will maintain the strengths of its traditional outreach programs and will increasingly involve the broader university in outreach programs that respond to the changing needs of the society in which we live. The university will continue to seek new and innovative ways to reach out to the people it serves.





# VICE PRESIDENT FOR ENROLLMENT



Auburn University seeks a strategic, creative and collaborative leader to serve as the Vice President for [Enrollment](#). The Vice President will provide strategic leadership and execution in advancing Auburn recruitment and enrollment goals in accordance with its mission, vision and strategic plan. The Vice President for Enrollment reports directly to the Senior Vice President and will be responsible for developing a comprehensive enrollment plan; strategic direction; oversight and support of admissions; recruitment, including the planning and execution of recruiting events; strategic enrollment management and scholarship administration.

[Auburn](#) is one of the nation's premier public land-grant institutions, and in 2018, it was ranked 46th among public universities by *U.S. News & World Report*. Auburn maintains high levels of [research activity](#) and high standards for teaching excellence, offering bachelor's, master's, educational specialist and doctoral degrees in agriculture and engineering, the professions, and the arts and sciences. Its fall 2017 enrollment of 29,776 students includes 23,964 undergraduates and 5,812 graduate and professional students. Organized into 12 academic colleges and schools, Auburn's 1,450 faculty members offer more than 200 educational programs. The university is nationally recognized for its commitment to academic excellence, its positive work environment, student engagement and beautiful campus.

[The city of Auburn](#) is a thriving community, recognized as one of the best small towns in America, with a moderate climate and easy access to major cities, Gulf Coast beaches, and mountain destinations. Situated along the rapidly developing I-85 corridor between Atlanta, Georgia, and Montgomery, Alabama, the Auburn-Opelika and Columbus, Georgia statistical areas have a population of more than 500,000. Both offer excellent public school systems, outstanding recreational facilities and regional medical centers.

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The Vice President for Enrollment is in charge of the continued development of the enrollment office, including:

- Collaborating with deans and other academic leaders to provide the vision for short and long-term enrollment goals and effective marketing strategies aimed at optimizing enrollment opportunities in targeted programs.
- Working with university marketing professionals on print and electronic recruiting collateral, using research-based decisions on message and delivery mediums.
- Providing comprehensive statistical and data-informed analyses necessary to make sound policy decisions.
- Supporting new enrollment markets while sustaining and growing existing markets; creating strategies and division-wide initiatives that effectively support the recruitment and retention of a diverse and inclusive student body in a manner that complements the university's culture and core values.

- Monitoring and assessing data to evaluate the effectiveness of recruitment efforts and scholarship programs, including social media, marketing and other emerging technologies that enhance yield with potential students and their families.
- Developing and using existing and emerging technologies to communicate and build relationships with students, families, community colleges and secondary school leadership.
- Evaluating and improving the practices of the student enrollment experience, including timely, effective and positive engagement with students and families throughout the entirety of their experiences with admissions, financial aid and registration.
- Leading the development of strategies that leverage financial aid awards in a manner that enhances the overall student body and expands opportunities for timely degree attainment.
- Optimizing use of available federal, state and institutional resources in the recruitment and retention of students while ensuring campus compliance with all federal and state agencies' regulations and policies.
- Leading the collaboration between university advancement and enrollment management to identify, prioritize and proactively implement scholarship plans.
- Creating a visible profile within the campus community and university constituencies in order to foster collaborative relationships essential to enhancing communication efforts; creating an environment of collegiality and inclusiveness.
- Identifying target audiences, establishing enrollment goals and developing and executing effective enrollment management plans designed to attract students.
- Serving as the principal liaison on strategic priorities involving recruitment and admission between enrollment services, the colleges and schools, and university administration.
- Provide leadership and management of a complex operation, including approximately 250 professionals and students through 5 direct reports and a total budget of \$72 million, including operational (\$6 million), restricted scholarships (\$10 million), unrestricted scholarships (\$56 million).

Auburn is seeking a proven leader, experienced administrator, outstanding communicator and innovator who has a strong acumen in enrollment, as well as knowledge and appreciation of how all university disciplines work with enrollment to successfully provide the results necessary for a positive land-grant university experience.

The successful candidate must have, at minimum, a master's degree from an accredited institution, 10 years of professional higher education experience in enrollment management, academic affairs, student success, budgeting, marketing, and data analysis and reporting in an academic unit. Knowledge and an excellent record of management in the areas of communications, recruitment and student admissions, as well as scholarships for future and current students are also required.

The successful candidate's qualifications should include:

- Demonstrable leadership in higher education strategic enrollment management, including data-driven programs, budgetary and personnel responsibilities, enrollment management planning, contract management and program development.
- Qualifications for the position include significant experience in providing strategic and operational leadership within a complex large enrollment organization.



- Leadership experience with current best practices in enrollment management, admissions, financial aid and registration.
- Experience with current and emerging technology (hardware and software solutions) related to recruitment, admissions and financial aid, including an ability with enrollment management systems and web-based recruitment efforts.
- Experience with process-improvement initiatives and leadership in change-management environments.
- Knowledge of national and state issues related to higher education policies and practices that influence enrollment management.
- Knowledge of and leadership experience in supporting a culture of inclusion and diversity.

Salary and benefits will be commensurate with qualifications and experience.

Electronic submissions of all nominations and applications are encouraged. Those with interest in this position should submit a curriculum vitae and a letter of application referencing the position description to:

**Search Committee – Vice President for Enrollment**

**Attention: Managing Director**

**Breckenridge Partners**

**Email: [mek@breckenridgepartners.com](mailto:mek@breckenridgepartners.com)**

**Initial review of candidates will begin after September 15, 2018, and will continue until a qualified candidate is appointed.**

*Auburn University is an EEO/Vet/Disability Employer.*



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UNIVERSITY

[auburn.edu](http://auburn.edu)