Vice President for Enrollment Management
Portland State University
Portland, Oregon

This leadership profile is intended to provide information about Portland State University and the position of Vice President of Enrollment Management. It is designed to assist qualified individuals in assessing their interest in this position. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern, and the material presented here should be relied upon for informational purposes only.
The Opportunity

Portland State University (PSU), one of the nation’s premier public urban universities, invites applications and nominations for a forward-thinking and transformative leader to serve as vice president for enrollment management (VPEM). This is a newly created position resulting from a reorganization and reflecting the university’s priority emphasis on student success. The new VPEM will provide strategic and over-arching leadership to the enrollment management division with direct supervision of undergraduate recruitment, admissions and financial aid. The VPEM will collaborate closely with the Dean of Graduate Studies and academic deans on enrollment strategies and recruitment for graduate programs. Additionally, the VPEM oversees a staff of 50 and is also responsible for new student orientation and commencement.

PSU’s vice president for enrollment management must be an inventive and analytical professional who brings superior organizational and content expertise in enrollment management. Portland State University President Rahmat Shoureshi has put forward ambitious goals for enrollment growth that include traditional and non-traditional student populations and modes of delivery. The VPEM will play a key leadership role in developing and executing strategies to achieve these goals.

Information about how to nominate a candidate or to apply for this opportunity may be found later in this document in the section entitled “Application & Nomination.”

About Portland Oregon

Discover why students from every American state and more than 90 countries choose Oregon’s urban research university.

Whether you see Portland, Oregon, as a small town with a big-city feel or a big city that feels like a small town, it is a cool place to live. Located on the banks of the Willamette River only 90 minutes from snow-capped peaks and the Pacific Ocean, you might not realize Portland's bustling downtown and waterfront are the heart of a metropolitan region with more than 2 million people. Twelve bridges span a wide elbow of the Willamette River, connecting the east and west sides of town. Throughout the metro area are thriving neighborhoods filled with restaurants, record shops, bars, funky clothing stores, antique malls and art galleries. Portland also has an abundance of movie theaters (some even serve beer and pizza), new and used bookstores (including Powell's, the largest bookstore west of the Mississippi), coffee shops and clubs.

Within walking distance of the PSU campus is the world-class Portland Art Museum, the Oregon Historical Society, a performing arts complex and a concert hall. For the sports-minded, Portland is home of the MLS Timbers, NBA Trail Blazers, and WHL Winterhawks. Outdoorsy types love Forest Park, the largest city park in the nation, with 5,000 acres of hiking and biking trails, a zoo, public gardens and beautiful old-growth woods. And all of this is connected by one of the world's leading public transportation systems, a combination of buses, streetcars, and light-rail trains, making the entire metro area only a couple stops away.

https://www.pdx.edu/living-in-portland-oregon

Williams & Company Position Details: Vice President of Enrollment Management- Portland State University
History of Portland State
To meet the education needs of GIs home from World War II battlefields, Portland State University found its first home in Vanport, a city along the Columbia River built to house wartime shipyard workers.

The Vanport Extension Center opened its doors the summer of 1946 to 220 students, offering the first two years of college study.

The institution survived a devastating flood in 1948 and was moved three times, ultimately residing at its current location in downtown Portland, Oregon, on the iconic South Park Blocks in 1952.

In recognition of its quality and tenacity, the Oregon Legislature granted it a four-year college status in 1955. For the new Portland State College, this was the first spark in an explosion of growth—in programs, faculty, and students—leading to full university status in 1969.

Portland State University is now an urban research university encompassing 50 city blocks, nine schools, 226 degree programs, 28,000 students, including 1,700 international students from 91 countries, and 170,000 alumni. Nationally recognized as a leader in community engagement, PSU is among the largest and most diverse universities in Oregon. The University has taken aggressive steps in recent years to enhance the student experience and campus life, with new student housing and a comprehensive recreation complex and remodeled science and arts facilities. Portland State University also has bolstered academic and career advising and orientation programs and created new programs to support student success. Sustainability is a central part of Portland State University’s vision, which recognizes the interconnectedness of environmental, economic and social systems. PSU’s motto, "Let Knowledge Serve the City," inspires the teaching and research of an accomplished faculty whose work and students span the globe. A Carnegie Doctoral Research University (High Intensity), PSU has grown its sponsored research in recent years, with about $65 million in research expenditures in 2018. A vibrant campus spanning 50 buildings in downtown Portland and an economic impact of $1.4 billion makes PSU an integral part of the Portland metro area. Also noteworthy:

- BUILD EXITO --- an undergraduate research-training program that supports students on their pathway to become scientific researchers. PSU received a major grant from the National Institutes of Health to serve as a center for innovation to help undergraduates, including those from diverse backgrounds, be successful in health research careers. Details can be found at: https://www.pdx.edu/exito/learn-about-build-exito

- PSU CO-OP --- an educational program in which students mix periods of academic study in the classroom with periods of employment in positions related to their academic and/or career interests. This combination provides an integrated learning experience that enhances both the academic experience and career development. Students can opt to either work full time or part time. Further details can be found at: https://www.pdx.edu/co-op/about-psu-co-op
The **PSU Homelessness Research & Action Collaborative** created to harness the power of faculty expertise and research to find solutions to reduce homelessness, understand its root causes, and use evidence-based science to empower community leaders, elected officials, frontline-service providers, and advocates to make informed decisions.

The **PSU Digital City Testbed Center** to explore how technology can make cities more safe, accessible, economically viable, healthy and climate-friendly, while also addressing concerns about privacy, security, and equity. The Center will coordinate a network of academic, corporate and museum campuses in the Pacific Northwest where cities, companies, university researchers and the public can evaluate new technologies before installing in neighboring communities. Details can be found at: [https://www.pdx.edu/insidepdx/psu-launches-research-centers-for-homelessness-and-future-cities](https://www.pdx.edu/insidepdx/psu-launches-research-centers-for-homelessness-and-future-cities)

The **OHSU-PSU School of Public Health Undergraduate Programs**: Two of Oregon’s leading universities (Oregon Health & Science University and Portland State University) have joined forces to train the next generation of public health leaders. The OHSU-PSU School of Public Health focuses on community-engaged learning and scholarship that puts the student and researcher out in the world, in real communities. Please visit [https://www.pdx.edu/ohsu-psu-school-of-public-health-undergraduate-programs](https://www.pdx.edu/ohsu-psu-school-of-public-health-undergraduate-programs) for more information.

**Viking Athletics**

The Vikings compete at the NCAA Division I level 13 sports basketball (m/w), soccer (w), volleyball (w), golf (w), tennis (m/w), softball (w), indoor and outdoor track and field (m/w), and cross country (m/w). The university has been a member of the Big Sky Conference since 1996. Along with the other Big Sky football programs, Viking football takes part in the NCAA Division I Football Championship Subdivision (FCS). Recent accomplishments include the 2019 Women's Basketball Conference Championship and the completion of the $52M Viking Pavilion and Peter W. Stott Center. Please visit [www.goviks.com](http://www.goviks.com) for more information.

**Strategic Plan**

Portland State University occupies a unique position in Oregon and plays a crucial role in the metropolitan region that it serves. As the state’s premier urban research and teaching university, we have a well-defined mission to positively impact Portland and the broader community through educational access, engagement with local partners and the expertise of our top-quality faculty and staff. Our new plan is based on five strategic goals that will ensure we remain a vital place of learning, creativity and progress. The five strategic goals are:

1) Elevate Student Success
2) Advance excellence in teaching and research
3) Extend our leadership in community engagement
4) Expand our commitment to equity
5) Innovate for long-term stability.
Details regarding the strategic plan can be viewed at: https://www.pdx.edu/president/sites/www.pdx.edu.president/files/StrategicPlan2016-4.pdf

Vision
Portland State University leads the way to an equitable and sustainable future through academic excellence, urban engagement, and expanding opportunity for all.

Mission
- We serve and sustain a vibrant urban region through our creativity, collective knowledge and expertise.
- We are dedicated to collaborative learning, innovative research, sustainability and community engagement.
- We educate a diverse community of lifelong learners.
- Our research and teaching have global impact.

Additional information regarding PSU’s mission can be reviewed at: https://www.pdx.edu/Portland-State-University-Mission

Leadership

Dr. Rahmat Shoureshi is the President of Portland State University, one of the Top 10 Most Innovative Universities in the Nation. Dr. Shoureshi leads a university of nearly 28,000 students, 7,200 faculty and staff, with an economic impact of $1.4 billion.

At PSU, President Shoureshi has focused on student success by expanding research, experiential learning, and study-abroad opportunities for undergraduate and graduate students. Dr. Shoureshi’s encouragement of cross-disciplinary collaboration and industry partnerships has resulted in faculty creating innovative Centers of Excellence that will offer research-based solutions to some of the most pressing problems of our era, while fueling the economic development engine of the region.
Prior to PSU, Dr. Shoureshi served the New York Institute of Technology as provost and vice president for academic affairs, then interim president. At NYIT, he drove research funding to an all-time high, ran four global campuses, established degree partnerships in eight countries and oversaw the establishment of several cross-disciplinary degree programs, including a master’s degree in Leadership in the Arts and Entertainment Industries.

Professor Shoureshi held faculty positions at Wayne State University (2 years) and Purdue University (11 years) before joining the faculty of the Colorado School of Mines, as the G.A. Dobelman Endowed Chair Professor of Engineering. He also served as the founding chairman of School of Mines’ Engineering Systems Graduate Program, the chair of the CSM Bioengineering and Life Sciences Program, chair of the CSM Think Tank, CSM Academy, and the director of three NSF and industry funded cross-disciplinary research centers. As Associate Vice President for Technology Transfer, Dr. Shoureshi established a technology incubator and spin-off companies.

Dr. Shoureshi joined the University of Denver as the dean of the School of Engineering & Computing Science in 2003 and served until 2011, establishing the first Mechatronic Systems Engineering program in the United States. He led the effort in developing tailor-made degree programs for such corporations as Lockheed Martin and Northrop Grumman. He was among the leadership team that led the development of Biotechnology, Information Technology, and Nanotechnology business sectors in the State of Colorado.

President Shoureshi completed his graduate studies at the Massachusetts Institute of Technology (MIT), earning a master’s degree and a doctorate. His area of expertise is Automation, Artificial Intelligence, and Control Systems Design with applications in: system diagnostics, robotics, biomedical engineering, energy/power systems, structural engineering and automotive engineering. He is an American Society of Mechanical Engineers Fellow, and a 2018 recipient of Ellis Island Medal of Honor.

The results of Dr. Shoureshi’s research have significantly contributed to American companies in several sectors. He holds nine U.S. patents, has published over 220 technical and scientific articles, and has supervised nearly 90 master’s and Ph.D. students’ theses. He was among the pioneers of the ideas behind intelligent buildings and smart appliances and developed noise and vibration cancellation technology that is used in cars and on airplanes. In 1987, his innovative ideas earned him the American Automatic Control Council Eckman Award. He was the first Mechanical Engineer to receive this honor.

**Governance**

The Vice President of Enrollment Management is a member of the President’s Executive Council, a highly collaborative and engaged group of campus leaders. The Council also includes the Provost and Vice President for Academic Affairs, the Vice President of Finance and Administration, Vice President for Research and Graduate Studies, General Counsel and Secretary to the Board, Vice President for Global Diversity and Inclusion, the Chief Information Officer, and the President and CEO of the PSU Foundation.
Role of the Vice President for Enrollment Management

The vice president for enrollment management is responsible for meeting targeted enrollment goals; developing and implementing strategic enrollment plans; developing innovative and targeted recruitment initiatives; and effectively leveraging institutional scholarships. The vice president reports to the president and collaborates closely with the provost, academic deans, vice president for research & graduate studies, and other campus leaders to set and achieve enrollment, retention and graduation projections and to determine short and long term targets for both tuition revenue and headcounts. The VPEM also collaborates with the Dean of Graduate Studies and academic deans on enrollment strategies and recruitment for graduate programs. The VPEM oversees a staff of 50 and is responsible for new student orientation and commencement. The org chart for the university and division can be viewed at:

https://docs.google.com/drawings/d/1UA_aOHUw347BRxg_7CwZiQEewM-km-RQTSD3ccSIkaQ/edit

Enrollment Management

Staff in the Admissions Office includes the associate vice president for enrollment, director of marketing & communications, director domestic recruitment, director of international recruiting, director of new student programs, director of admissions operations, director of admissions technology and 21 other staff members. The admissions office utilizes Banner software for its SIS and Talisma as its CRM. Staff in the Financial Aid Office includes the interim director, associate director, two assistant directors, one student financial officer and 20 additional staff members. Third party partnerships include Ruffalo Noel Levitz, 169 Over 90 (rebranding) and Dartlett (website).

Enrollment Statistics 2017-2018 (Fall term 2017)

Total: 27,670
Undergraduate: 21,848
Graduate: 5,822
Women: 15,308
Men: 12,362
Full time: 59.6%
Part time: 40.4%
International Students: 7.0%

Freshman Snapshot

High school GPA 3.75+: 15%
High school mean GPA: 3.38
Average class size: 29 students
Retention rate (freshman to sophomore standing): 70.6%

Student Diversity
White: 56.6%
Asian: 8.4%
Latino: 12.5%
International: 7.0%
African American: 3.3%
Native American: 1.1%
Multi-Ethnic: 6.0%
Native Hawaiian/Pacific Islander: .06%
Other: 4.6%

Financial Aid
Students receiving financial aid: 72.0%
Average dollar amount: $11,377
Breakdown of awards:
Loans: 42.3%
Grants and scholarships: 42.1%
Other: 26.8%
$2.4 million in student scholarships through the PSU Foundation

Details on enrollment history will be provided to finalists for the vice president for enrollment management position.

Challenges and Opportunities Associated with this Position
Portland State University is charting a path of innovation, achievement and aggressive enrollment growth. The new vice president will have the opportunity to work with an inspiring leader and become part of a forward thinking leadership team. The VPEM will find a collaborative environment but one not willing to maintain status quo. The new vice president will be expected to assess the effectiveness of the entire enrollment program and will lead efforts to refine and galvanize PSU’s current strategy and modify it in a way that is aggressive, innovative, and opportunistic; and one that is consistent with the goals and primary mission of access to the University. The new VPEM will be asked to maintain a keen eye on metrics while shaping a program that develops plans and projections about the numbers, distribution, and profile of students and their implications on the overall enrollment goals of the University. The new vice president will face familiar enrollment challenges associated with changing state and national demographics, decreased Federal and State funding, increased competition from other institutions, affordability issues, and uncertainty regarding the value of higher education as a whole. The Vice President will be charged with creating a culture of continuous and sustainable improvement, along with the leadership that is needed to ensure consistent and sustainable enrollment growth.

Qualifications and Characteristics of the Successful Candidate
A Master’s degree is required; earned doctoral degree preferred. At least ten years of
progressively responsible management experience directly related to enrollment management and experience in analyzing and organizing information to produce data-driven decisions is required. Demonstrated commitment to understanding and embracing Portland State University’s access mission and commitment to supporting success for underrepresented students is required as is a commitment to and demonstrated success in recruiting, enrolling and retaining an academically strong and diverse student population. The ideal candidate will have experience in developing international, transfer, and adult re-engagement enrollment and recruitment strategies and in building digital and on-line recruitment strategies. Demonstrated experience in using technology to implement best practices in enrollment management and to improve student engagement and experiences. The deal candidate will demonstrate ability to lead transformational enrollment efforts and a demonstrated ability to foster collaboration across diverse constituencies. The ideal candidate will also have experience working at a large, complex, urban university, be forward thinking, and able to anticipate and effectively respond to all matters that influence enrollment. Excellent written and verbal communications skills and strong data analytics and technology skills are expected. A high degree of understanding of the complex facets of enrollment, including financial aid, remission modeling, recruitment, strategic awarding of scholarships and retention will also be factors considered in the selection of the vice president for enrollment management.

Key Cultural Competencies of the Successful Candidate

- Creates an environment that acknowledges, encourages and celebrates differences.
- Functions and communicates effectively and respectfully within the context of varying beliefs, behaviors, orientations, identities and cultural backgrounds.
- Has experience working and collaborating in diverse, multicultural, and inclusive settings with a willingness to change for continual improvement.
- Adheres to all PSU policies, including the policies on Prohibited Discrimination & Harassment and the Professional Standards of Conduct.

In addition to the above academic and experiential requirements, Portland State University seeks an enrollment management professional who is a bold and pioneering leader able to partner broadly across the University. This is not a status quo position; the opportunity for impact is significant.

Stakeholders at Portland State University indicated that the following characteristics would be desired in candidates for the vice president for enrollment management position:

- Visionary leader willing to take calculated risks;
- Strong facilitator able to lead and manage in a complex environment;
- Knowledge about state and national demographic trends impacting enrollment;
- Knowledge about enrollment and yield forecasting;
- Strong analytical skills;
- Student-centered;
☐ Ability to help anticipate and navigate the challenges and opportunities in higher education, bringing together colleagues from across campus to support innovative ways to reach the goals of the President and the University;
☐ Proven ability to analyze, summarize, and present complex data to various constituencies;
☐ Ability to think strategically;
☐ Nimble as priorities shift;
☐ Politically savvy;
☐ Possesses the power of persuasion;
☐ Demonstrated success in working collaboratively with academic deans on issues and initiatives related to enrollment management;
☐ Ability to use predictive modeling and financial aid leveraging;
☐ Experience working in a unionized environment;
☐ Energy, integrity, grit, high emotional intelligence and ambition; and
☐ Respects the opinion of others.

Measurements of Success

The following items will be important barometers of success:

☐ Targeted enrollment goals for the University and colleges have been met;
☐ Staff reporting through the vice president have confidently embraced this new leadership and division and have established strong and effective working relationships;
☐ A clear enrollment matrix outlining strategies for attracting specific targeted groups of students has been established;
☐ Data and analytics are utilized to influence and/or drive decisions;
☐ Proactive communication within the division and with external offices and stakeholders;
☐ Collaborative relationships with deans and increased understanding among them regarding the mission and vision of enrollment management and student success;
☐ Survey the enrollment management landscape today and create a plan that prepares Portland State for the future;
☐ Financial aid is being utilized most effectively to achieve targeted enrollment objectives.

Benefits

Benefits are an important part of the vice president’s total compensation. Portland State University strives to provide high-quality, affordable, family-friendly benefit offerings to meet the needs of a diverse workforce. The University’s highly competitive and comprehensive benefits package includes:

- Comprehensive Healthcare (including medical, vision and prescription drug benefits)
- Dental Insurance (4 plan options)
- Flexible Benefit Options
- Basic Life Insurance
- Long Term Disability Insurance
- Retirement/Pension 401a (eligible after completing six full months and 600 hours of employment)
- Optional Flexible Spending and Commuter Accounts
- Optional Insurance Plans
- Tuition Discount
- Wellness Programs

Details of benefits offered at Portland State University can be found at: https://www.pdx.edu/hr/benefits

The cost of living in a particular geographic area should be a key consideration in salary expectation when job hunting. Listed below is a link where applicants can enter a current salary and location and learn what the comparable salary would be in the Portland, Oregon, area. Cost of living calculator: https://money.cnn.com/calculator/pf/cost-of-living/index.html

**Application & Nomination**

Review of candidates will begin March 11, 2019. Priority consideration will be given to those who apply early. Interested candidates should apply for this position online via the Williams & Company website at: www.williamscompany.net. Confidential inquiries and/or nominations may be directed to Martha H. Smiles at: Martha@williamscompany.net or (802) 497-0151.

Please visit Portland State University’s website at www.pdx.edu

Portland State University is an Affirmative Action, Equal Opportunity Institution and welcomes applications from diverse candidates and candidates who support diversity