



## Vice President for Undergraduate Enrollment Management

American University seeks a forward-thinking, data-driven, and strategic leader to serve in the newly created role of Vice President for Undergraduate Enrollment Management. This highly visible role offers the opportunity to capitalize on American University's unique position as a student-centered research university located in Washington, DC, with highly-ranked schools and colleges, internationally-renowned faculty, and a reputation for creating meaningful change in the world. As the chief architect of undergraduate enrollment strategy at a complex institution, the VPUEM will be responsible for ensuring that the University optimizes its admissions, financial aid, and retention strategies to continue enrolling excellent, aspirational, and diverse classes of undergraduate students and supporting them through graduation. The stage is set for a new and ambitious era as AU aspires to build on its unique and significant impact on the world.

### ABOUT THE UNIVERSITY

Chartered by an Act of Congress in 1893, American University is a private, student-centered research institution located on a 90-acre campus in a residential neighborhood only a few miles from downtown Washington, DC. AU is home to seven prestigious schools and colleges: the College of Arts and Sciences, School of Public Affairs, Washington College of Law, Kogod School of Business, School of International Service, School of Communication, and School of Education—that draw upon the extraordinary cultural, scientific, public affairs, legal, business, international, and communications resources in the greater metropolitan area of Washington, DC. Recognized for its emphasis on personalized teaching and experiential education, AU's community is deeply connected to the institutions and culture of the nation's capital. AU's schools offer over 170 programs and have more than 14,000 students enrolled.

American University is one of the largest employers in Washington, DC, and consistently ranks among the nation's leading universities. AU's students, faculty, and staff come from all 50 states, the District of Columbia, and over 143 countries. Throughout its history, the engagement, inclusiveness, and diversity of AU's community have been hallmarks of the University. Thanks to extraordinary faculty and staff, cutting edge new facilities, and a focus on research, engagement, and action that address today's most difficult challenges, AU is recognized among most innovative universities by US News and World Report.

American University's 90-acre campus, an officially designated [arboretum](#), provides an ideal collegiate setting, characterized by Federal-style architecture and the contemporary Cyrus and Myrtle Katzen Arts Center, a state-of-the-art exhibition and performance space that serves both the University and greater DC communities. The Washington College of Law is located one mile from Main Campus on the eight-acre Tenley Campus. In addition, a new \$90 million Hall of Science featuring advanced laboratory facilities and

classroom space, opened in Fall 2020. AU is proud to be the first urban campus and the first research university to achieve carbon neutrality. AU achieved carbon neutrality two years ahead of an ambitious target by approaching the goal with three innovative strategies: 1) Reduce overall emissions, 2) use renewable energy, and 3) offset the small remainder.

In fall 2021, AU's enrollment was approximately 14,852, with 8,123 degree-seeking undergraduates; 4,861 degree-seeking graduate students; 1,426 law students; and 442 students in non-degree certificate programs, the Washington Semester program, or AU Abroad. AU offers 80 bachelor's degrees; 99 master's degrees; 11 doctoral degrees; JD, LLM, SJD, and MLS degrees; and certificates and associate degrees. Online, AU offers more than 21 master's degrees and graduate certificates.

Face-to-face courses run on a 15-week semester basis in fall and spring, with shorter summer-term classes. In addition, AU offers study abroad programs and alternative breaks. Ninety percent of undergraduates participate in at least one internship during their time at AU, and 54 percent of students participate in study abroad.

The University's mission is carried out by 924 full-time faculty and more than 1,800 full-time staff. Ninety-four percent of full-time faculty hold the highest degree in their field. Among AU's more than 700 adjunct faculty are policymakers, diplomats, journalists, artists, writers, scientists, and business leaders.

The Vice President of Undergraduate Enrollment Management joins the President's cabinet, senior University administrators who serve as the University's officers and who report directly to the president. They work closely together with the president, trustees, and academic leadership to provide advice, develop and implement University-wide initiatives, and oversee operation of the University. In addition to this Vice President, they currently include: the Provost; Vice President, Chief Financial Officer, & Treasurer; Vice President of People & External Affairs; Vice President, General Counsel, & Secretary to the Board of Trustees; Vice President of Student Affairs; Vice President of Inclusive Excellence; Vice President & Chief Communications Officer; Vice President of Development & Alumni Relations; Vice President & Chief Information Office; Chief of Staff & Counselor to the President; and Director of Athletics & Recreation. The VPUEM also serves on the President's Council, made up of the cabinet, AU's deans, and other senior leaders. Relative to other research institutions, American University enjoys a flatter administrative structure and culture, making frequent communication and social ease the norm in the many cooperative efforts of university leaders. In many ways, this is the daily expression of the University's identity as a student-centered research university expressly committed to the power of collaborative community.

AU's recent accolades and recognition include the following:

- No. 72 Best National University, No. 36 for Best Undergraduate Teaching, No. 30 for most innovative universities, No. 12 for first-year experiences, and No. 7 for study abroad programs (US News & World Report 2023)
- Princeton Review Best 387 Colleges (2022)

- Top Producer of Fulbright U.S. Student Scholars (2020-2021)
- Tied for #1 in the U.S. for the number of Boren (Graduate) Fellows (2021)
- Top producer of Gilman Scholars over the past 20 years, mid-sized institutions (designated in 2021)
- No. 2 Most Peace Corps Volunteers (for medium-sized schools in 2020)
- No. 5 Most Politically Active Students (Princeton Review, 2021)
- No. 1 Most Active Student Government (Princeton Review, 2021)
- The first university in the US to be carbon neutral (announced in April 2018)
- A1 Moody's rating and an A+ S&P rating

## MISSION, VISION, AND VALUES

American University's mission is to advance knowledge, foster intellectual curiosity, build community, and empower lives of purpose, service, and leadership.

American University is a leading student-centered research university where passionate learners, bold leaders, engaged scholars, innovators, and active citizens unleash the power of collaborative discovery. AU partners with key organizations in the Washington, DC, region and around the globe to better the human condition, create meaningful change, and address society's current and emerging challenges.

The core values that underpin the University's mission and vision include integrity; excellence; human dignity; community; diversity, equity, accessibility, and inclusive excellence; free inquiry and seeking the truth; and impact.

## CAMPUS

Nestled in a residential district of Washington, DC, American University's 90-acre, carbon-neutral campus (100 percent of its electricity comes from renewable sources) provides students with the advantages of a traditional college setting combined with access to the energy, culture, and opportunities of our nation's capital. According to Best Choice Schools, AU has the fourth most beautiful urban campus in the country.

AU is an intimate community within a metropolitan setting, where the stunning sights of the city are never far from view. Community members can relax on AU's beautiful grounds one moment and take an impromptu trip to the National Mall the next. Whether learning in AU's century-old structures and state-of-the-art facilities, experiencing the arts in its museums and theatres, or venturing out into the city, American University offers endless opportunities.

## ORGANIZATIONAL LEADERSHIP

Sylvia M. Burwell is American University's 15th president, and the first woman to serve as president of AU. Since she was inaugurated in 2017, Sylvia has helped AU to become a leading student-centered,

research university that empowers its students to lead lives of purpose, service, and leadership. She launched a historic campaign – Change Can’t Wait – and developed a five-year strategic plan – Changemakers for a Changing World – to create transformative educational opportunities for students; advance research with impact; and build stronger communities locally, nationally, and globally.

Sylvia also has served at the highest levels of government and philanthropy. She held two Cabinet positions in the Obama administration – as Secretary of the U.S. Department of Health and Human Services from 2014-2017, and Director of the Office of Management and Budget from 2013-2014. In both roles, she was known as a leader who worked successfully across the aisle and focused on delivering results for the American people.

Prior to her Cabinet appointments, Sylvia helped to lead two of the largest foundations in the world – as President of the Walmart Foundation and Chief Operating Officer of the Bill and Melinda Gates Foundation.

The University president reports to the Board of Trustees that is comprised of 31 members who are responsible for the overall direction and management oversight of the University. Trustees are elected for renewable three-year terms. The membership of the Board reflects a wide range of business and professional leadership.

## **STRATEGIC PLANNING**

American University boldly embraces opportunities for greater impact with sustained momentum and innovative work underway to fulfill its ambitious [strategic plan](#), Changemakers for a Changing World, which builds upon a decade of historic success. The plan focuses on priorities to enhance research, transform the student experience inside and outside the classroom, expand lifelong learning, pursue inclusive excellence, augment AU’s relationship with the Washington, DC region, and improve AU’s operational effectiveness. A centerpiece of AU’s strategic plan is the University’s Plan for Inclusive Excellence, through which the University infuses diversity, equity, and inclusion at strategic, tactical, and operational levels. The strategic plan also focuses on diversifying the University’s revenue, expanding research, enhancing student retention and graduation rates, and supporting our people. The new Vice President will play a key role in implementing the strategic plan. Also shaping the future of the institution is our ambitious fundraising campaign, Change Can’t Wait, which will create transformative educational opportunities for students, advance research with impact, and build stronger communities locally, nationally, and globally.

## **INSTITUTIONAL FINANCES**

AU’s Board of Trustees approved an operating budget for fiscal years 2023 and 2024 totaling \$1.74 billion over two years. The University is heavily dependent on tuition revenue and has maintained balanced budgets for more than 30 years. As of the end of fiscal year 2022, the University’s endowment stands at

\$930 million, and it is rated by Moody's (A1) and Standard & Poor's (A+). More information on the University's financial portfolio can be viewed on the University's latest [annual report](#).

## DIVERSITY, EQUITY, AND INCLUSION

American University values open and honest inquiry, servant leadership, and the affirmation of the human dignity of all. American University envisions a thriving community where individuals of all identities and experiences are understood, appreciated, and fully included, and where equitable treatment, opportunities, and outcomes prevail.

[AU's Plan for Inclusive Excellence](#), adopted in January 2018, reflects the University's commitment to diversity, equity, and inclusion—the cornerstone for achieving institutional and educational excellence. While there is work ahead, AU has identified programs that support the University's commitments in these areas. Among them are the founding of the President's Council on Diversity and Inclusion, new hiring and training programs that have led to significant results in faculty hiring, new course offerings, new centers of scholarship like the Antiracist Research and Policy Center, a new major in African American and African Diaspora Studies, and the most diverse Alumni Association Board in AU's recorded history.

## ABOUT UNDERGRADUATE ENROLLMENT MANAGEMENT

- The past three years have been American's largest application pools in history, with 20,622 undergraduate applications received in fall 2022. This number has grown from 18,986 in fall 2018.
- Test scores:
  - Fall 2022 admitted students had a middle 50% GPA between 3.70 and 4.20
  - Fall 2022 admitted students had a middle SAT score of 1310-1440 and a middle ACT score of 30-33
  - AU became test optional in 2012, one of the earliest institutions to do so
- AU's admittance rate over the past three years averages 39%
- As of fall 2022:
  - 6.9% of undergraduate students were international
  - 12.1% of undergraduate students were Hispanic
  - 8.4% of undergraduate students were Black or African American
  - 7.7% of undergraduate students were AAPI
- Reducing student debt:
  - AU increased financial aid by more than \$30 million in its most recent two-year budget (2023-2024)
  - AU meets the demonstrated financial need of all admitted first-year students
  - Approximately 60% of the first-year class receives some form of institutional aid (AU Grant, merit scholarships) and about 80% receive any type of aid

## **THE ROLE OF THE VICE PRESIDENT FOR UNDERGRADUATE ENROLLMENT MANAGEMENT**

American University's Vice President for Undergraduate Enrollment Management leads all aspects of undergraduate admissions, financial aid, and student retention and thriving. In this newly reformed role, the Vice President will be responsible for developing and implementing a comprehensive undergraduate enrollment strategy for AU. The Vice President will oversee multiple units that work together to serve prospective, incoming, and continuing undergraduates: Undergraduate Admissions and Enrollment, Financial Aid, Data Analytics, Enrollment Marketing and Communications, Student Thriving and Retention, and Operations. The Vice President for Undergraduate Enrollment Management will be a member of the Cabinet and the President's Council, and will manage a staff of 80 and an operational budget of \$10.5M and a financial aid budget of \$117.7M. Direct reports include the Vice Provost for Undergraduate Enrollment and the Assistant Vice President for Student Success & Retention, a newly created role.

## **OPPORTUNITIES AND CHALLENGES**

Leading a high-functioning team that has enjoyed significant success, the VPUEM will have the opportunity to focus on the following priorities, among many others:

### **Develop a strategic enrollment management plan**

The VPUEM will have the opportunity to build on American University's successful enrollment management program by collaboratively developing and implementing a forward-thinking, comprehensive enrollment strategy that optimizes the University's resources and enables it to confidently enroll thoughtfully balanced classes of diverse, excellent students in an increasingly complex and competitive admissions landscape and then ensure those students are successful through graduation. Working with the CFO, the Office of Provost, including deans and faculty, the VPUEM will have the opportunity to assess current operations against nationally recognized best practices and collaboratively develop plans to maximize effectiveness in carrying out the University's mission, all with an eye toward the shifting landscape of higher education and future opportunities.

### **Data-informed leadership**

Working collaboratively with colleagues within the enrollment management unit and across the University, the VPUEM will examine current practices for collecting data related to student recruitment, financial aid, student success, and engagement and identify areas for improvement. The VPUEM will continue to ensure that decision making within the unit is data-driven and use American's strong culture of data collection to continue to identify the best possible use of resources.

### **Strategic leadership of financial aid operations**

The VPUEM will lead and support the talented staff within AU's undergraduate financial aid unit, cultivating the skills of the team, building on their expertise, and encouraging innovation. Thoughtful consideration of prioritizing limited resources for their strategic use to fulfill AU's mission will be imperative.

**Strategic oversight and partnership development in support of student success outcomes**

The VPUEM will oversee and integrate enrollment initiatives across the University to support a thriving, student-centered experience with a clear focus on student outcomes including satisfaction, belonging, retention, and graduation. The VPUEM will partner with other senior leaders to develop effective student retention and graduation strategies and establish a shared vision and baseline practices that inform and shape the continued work of student success initiatives across the University. They will lead ongoing efforts to provide key measures and continuous improvement opportunities to help University leadership set appropriate goals and monitor progress toward strategic targets and will conduct regular reviews of outcomes and measures to ensure a cycle of continuous improvement is developed to support data-informed community processes.

**Leadership and management**

Leading a newly-structured entity, the VPUEM will provide structure and vision for a cohesive, high-performing, student-centered unit driven by data and evidence. The VPUEM will foster a culture of partnership and an environment of strategic thinking, collaboration, and transparency. The VPUEM will be a credible and influential leader, mentor, and developer of staff, with a demonstrated commitment to supporting the team's excellence, empowerment, and growth. The VPUEM will be a skilled manager with the ability to generate ideas and opportunities through collaboration, and will bring effective human, financial, and organizational management experience.

**Collaboration and communication**

American University is a large, complex institution and the success of the VPUEM is predicated on the development of partnerships and collaboration with other divisions across the University. The new leader will work closely with the VP for Student Affairs, provost, president, CFO, and others to develop a holistic view of the student experience and data-informed strategies to achieve shared goals. The VPUEM will also serve as a member of the President's Cabinet and work collaboratively to address University-wide issues.

**DESIRED QUALIFICATIONS AND CHARACTERISTICS**

American University seeks an analytical, strategic, and collaborative leader with outstanding written, oral, and interpersonal skills. The selected candidate will have a broad understanding of admissions, financial aid, and student retention practices, as well as best practices regarding the coordination of data, technology, process, and people to help lead and guide a future-oriented enrollment management operation. They will be passionate about creating and sustaining a strong student experience. In addition, the ideal candidate will possess many of the following qualities:

- Demonstrated experience using data to inform decisions and technology to enhance strategic planning to achieve objectives. The candidate must have outstanding analytical, data-gathering, management, and reporting skills and a familiarity of systems and technologies that enhance the development of a strategic plan and achieve enrollment, retention, and graduation goals;

- A record of building collaborative, productive relationships with a wide variety of campus stakeholders and a record of inspiring people to action;
- Data-driven, ambitious, and skilled at focusing and leading a diverse team to deliver measurable results;
- A forward-thinking approach embracing the rapid pace of change within the higher education landscape, including the impact of demographic changes and increased focus on the student value proposition;
- Outstanding communication skills, including the ability to persuasively articulate the University's mission and its value proposition to a wide range of audiences;
- Experience working with, and advocating for, international student populations;
- Respect for shared governance and desire to seek out the input of faculty;
- Experience hiring, developing, and retaining great people;
- Record of serving as a collaborative member of leadership teams;
- Unwavering commitment to diversity, equity, inclusion, and antiracism, as well as a record that evinces success in enhancing these principles; and,
- High energy, intellectual curiosity, emotional intelligence, and passion for the work of a student-centered research university.

This is a full-time position that will be performed on site in Washington, DC. Salary commensurate with experience with a generous benefits package.

For best consideration, please send all nominations and applications to:



**Shelly Weiss Storbeck**, Global Education Practice Lead  
and Managing Director  
**Ruth Shoemaker Wood**, Managing Director  
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*American University is an equal opportunity, affirmative action institution that operates in compliance with applicable laws and regulations. The University prohibits discrimination and discriminatory harassment (including sexual harassment and sexual violence) against any AU community member on the basis of race, color, national origin, religion, sex (including pregnancy), age, sexual orientation, disability, marital status, personal appearance, gender identity and expression, family responsibilities, political affiliation, source of income, veteran status, an individual's genetic information or any other bases under federal or local laws (collectively "Protected Bases").*