“It is not enough to do good. It must be done well.” –St. Vincent de Paul

DePaul University
Vice President for Enrollment Management

DePaul University, the nation’s largest Catholic university serving nearly 22,000 students from around the city of Chicago and around the world, invites applications for the position of Vice President for Enrollment Management. This chief enrollment officer will create a vision of how to achieve DePaul’s strategic priorities, collaborate extensively across campus, and further the storied tradition of cutting-edge enrollment management practices that have become part of the fabric of DePaul’s success. The Vice President for Enrollment Management will oversee a division of more than 215 full-time and 26 part-time employees in the following areas: undergraduate admission, graduate and adult admission, financial aid, career center, enrollment systems and operations, recruitment systems and technology, office of the university registrar, center for access and attainment, along with division planning and management. In addition, the Vice President for Enrollment Management collaborates extensively with University Marketing and Communications to effectively align and prioritize recruitment and enrollment goals with marketing initiatives that advance the university’s brand and image.

Reporting to the University’s Provost, the Vice President for Enrollment Management serves as an administrative officer of the university and sits as a member of the President’s cabinet. The Vice President will also be an integral voice on the Joint Council, the leadership group reporting to the president that meets monthly and consists of the executives, deans, vice presidents, as well as presidents of the Faculty and Staff councils and the Student Government Association.

THE ENROLLMENT MANAGEMENT DIVISION

Within the enrollment management division, there are nine overarching departments. Undergraduate admission focuses on recruiting and enrolling students with the appropriate academic, geographic, socioeconomic and ethnic mix to achieve enrollment goals. The admission staff is the first point of contact for the majority of
DePaul students. Freshman Admission visits high schools, participates in college fairs and programs, reviews applications and makes admission decisions, hosts events and conducts on and off-campus presentations to prospective students and families, and carries out recruitment travel. New investments have been made to support a regional recruitment strategy with efforts focused in California, Texas and the East Coast.

Transfer Admission and the Adult Enrollment Center achieve enrollment goals through admission counseling for transfer and adult students, recruiting students from community colleges, and adult-specific initiatives, hosting events on and off campus, and providing responsive services to all prospects to ensure the admission process is seamless.

Graduate and adult admission at DePaul has a hybrid of functions. It includes graduate recruitment and admission for many, but not all programs; CRM and application system processing support for most graduate programs; a dedicated corporate outreach team to support new product development and cohorts for programs with the capacity to deliver; and community college partnerships to support undergraduate and adult efforts. It also works hand-in-hand with all graduate program efforts on strategy, pricing, recruitment, admission, marketing and financial aid.

Recruitment Systems and Technology (RST) manages the technology and processes involved in recruiting and admitting the university’s undergraduate and graduate students. It handles fulfillment, systems development, recruitment technology and database management. It is responsible for communication deployment for graduate and undergraduate populations. DePaul uses Slate for its student recruitment CRM, to engage, track and communicate with students throughout the enrollment funnel; PeopleSoft is the SIS. It also leads the development of the student search strategy. In recent years, Slate has enabled increased efficiency with DePaul’s recruitment systems, streamlined the enrollment process, and has fundamentally transformed how DePaul communicates and interacts with prospective students.

Financial Aid balances enrollment goals relative to net tuition revenue, student retention, graduation rates, academic quality and institutional diversity through effective administration of institutional, state, federal and private aid programs. Financial Aid is responsible for addressing prospective student inquiries, managing financial aid packaging and awards to all aid applicants and administering funds to current DePaul students. Financial Aid is also responsible for interpreting and ensuring compliance with all federal, state, institutional and private agency regulations related to the administration of financial aid funds. Housed under the umbrella of Financial Aid,
DePaul Central is an integrated service model with three key functions: financial aid, student financial accounts and registration.

The **Office of the University Registrar (UR)** provides professional and student-centered management of records and registration processes, including degree conferral, management of the Degree Progress Report system and immunization records processing. UR is responsible for the accuracy and privacy of all records in order to protect the value and integrity of a DePaul education while simultaneously ensuring student-centered service, as well as student-success oriented enrollment-support tools and systems. It is also responsible for the enforcement and implementation of the University’s academic policies and procedures. The office continually improves its processes and procedures utilizing technology when possible to deliver services most effectively.

The **Career Center** serves thousands of students and alumni each year and helps them build confidence, explore possibilities and develop a powerful personal brand. It consists of several areas including career education, career experiences, and communications and operations. The Career Center plays an integral role in helping students become career ready and achieve success. They accomplish this through integrating career into the campus ecosystem; delivering a holistic model for quality career education and experiences; collecting rich, relevant data that help inform strategy and create compelling stories to demonstrate impact; building career readiness through excellent resources; and engaging employers and alumni to provide meaningful experiences, mentoring connections and industry knowledge.

The **Center for Access and Attainment (CAA)** informs and supports enrollment strategies concerning first-generation and low income students, particularly in Chicago. The Center manages community outreach, including pipeline and summer pre-college programs; partnership and pathway programs with Chicago’s public and Catholic school; and the International Baccalaureate schools. It oversees two federal TriO programs: Student Support Services and McNair, as well as DePaul’s Mitchem Fellows Program. CAA serves as a focal point for dialogue, strategy and action concerning the university’s mission-based commitment to higher education opportunity.

**Enrollment Systems and Operations (ESO)** develops and manages the technologies and systems that makes student enrollment possible, including PeopleSoft and
ImageNow, and online functions such as the Common Application and Transferology, and ensures data transfers and quality control with Slate.

In addition, the Division Planning and Management (DPM) supports the operations of the division through the intersecting components of communications, talent development and related human resource activities, financial and risk management. DPM serves as a consultant to division leadership and provides expertise relating to strategic planning, executive reporting, special projects, job market trends, and policies and procedures.

DEPAUL ENROLLMENT FACTS

In 2018, undergraduate enrollment accounted for 65 percent of the total enrollment; graduate enrollment represented 32 percent of the university enrollment; and law enrollment accounted for nearly 4 percent of university enrollment.

In Fall 2018, DePaul enrolled 14,507 undergraduates with 88 percent of those students registered full-time and 12 percent registered part-time. DePaul welcomed 2,575 new freshmen in fall 2018; the average high school GPA (the best predictor of success at DePaul) was 3.67. Nearly 12 percent of the class were enrolled through the test-optional program.

That same year, 1,272 transfer students enrolled, with a 12 percent increase of adult transfer students.

In fall 2018, a total of 7,930 graduate and law students enrolled. Full-time graduate students comprised 67 percent of the class, and a growing percentage received their bachelor’s degree from DePaul.

DePaul’s total enrollment represents a diverse student body in terms of ethnicity, gender and other demographics. Students hail from all 50 states and 114 countries. The percentage of students over 24 years of age is 42. Female students comprise 53 percent of DePaul students. Students of color constitute 39 percent of the students, while six percent of the student body are international students. One in three undergraduates are first-generation college students.

In 2018-19, financial aid awarded $53 million in scholarships and institutional grants to new freshmen; 85 percent of DePaul undergraduate students receive financial aid and 78 percent of all enrolled students receive aid, including graduate and law.
The Class of 2018 Career Outcomes rate is 93 percent for undergraduates and 94 percent for graduates. Sixty percent of undergraduates self-reported having an internship while studying at DePaul.

**THE OPPORTUNITY: RESPONSIBILITIES AND DESIRED SKILLS**

The successful candidate for Vice President for Enrollment Management should possess significant experience in higher education enrollment management, with progressive management responsibilities over time. Candidates should have a record of enrollment success, along with an ability to communicate and apply that knowledge and experience to the DePaul environment. An advanced degree is required and a terminal degree is preferred.

The Vice President will be a dynamic, data-driven, collaborative professional who is highly motivated to reach new student populations to impact enrollment and achieve greater visibility for the institution. Additionally, candidates should have strong leadership qualities with an inclusive nature and the ability to foster solutions for a complex and exciting enrollment scene. The ability to widely engage the DePaul University community in partnership is required.

As a tuition-dependent institution with approximately 87 percent of revenue generated through tuition, the importance of this role cannot be overstated. To achieve DePaul’s enrollment goals, the next Vice President of Enrollment Management will:

- **Possess knowledge of current enrollment trends and market realities (reflected locally, regionally, nationally and internationally) and able to interpret the landscape in light of DePaul’s academic offerings.** DePaul’s broad academic portfolio underpins its successful enrollment outcomes. It will be necessary for the Vice President for Enrollment Management to work collaboratively with academic departments to maximize enrollment -- program by program -- and on balance, bring these programs to market. At the same time, the Vice President will advise other university leaders about the state of student demand and how institutional offerings are aligned with that demand.

- **Be ready to create differential strategies for growth based on the University’s varied programs and populations that benefit all and that foster diversified offerings consistent with DePaul and attractive in the market.** For the past 25 years, DePaul has had an appetite for enrollment growth that is
balanced with the mission and financial goals. Through growth, the mission is realized. This vice president should have an appreciation for individuals and the collective contributions of an exceptional enrollment division, as well as others in academic and administrative capacities, to ignite ideas and bring those ideas to successful fruition. Knowledge of online learning, traditional transfers and partnerships with corporate and educational entities is desired. DePaul has demonstrated an increasing interest in establishing enrollment objectives and strategies in the area of continuing education, which includes non-degree students seeking certificates and micro-credentials across a range of disciplines, including business, computing, health, diplomacy, and law. Deep experience and demonstrated success as a strategist are required.

- **Hold a deep appreciation for the Urban, Vincentian and Catholic mission of DePaul, its history, and how it relates to prospective students for the undergraduate, graduate and law programs.** DePaul’s current strategic plan reflects what is at the heart of the university: [Grounded in Mission -- The Plan for DePaul 2024](#). These six strategic priorities speak to both history and a future focus of high ideals by promoting and ensuring the success of a diverse community of learners. With colleagues across the division and the university, the Vice President will set recruitment goals and support programming that will continue to attract a broad range of students. The Vice President will also focus on the value proposition of a DePaul education by ensuring strategies are in place for career success. The Vice President should demonstrate belief in the DePaul concept of selfless leadership and Vincentian values.

- **Oversee the effective allocation of need-based and merit-based financial assistance for attracting and retaining students to DePaul.** The Vice President will work with financial aid staff as they understand and skillfully command the complexity of timelines, regulations, and state and federal compliance requirements. The Vice President will support efforts to continuously enhance customer service best practices throughout the division and in congruence with the University’s mission toward maximizing student access to higher education. The Vice President must have significant experience in understanding how to guide resources and strategy at a tuition-dependent institution to increase enrollments with all populations.
• **Use information effectively and spearhead a sophisticated data-informed framework for institutional measures of success relating to new student enrollment, leveraging financial aid and institutional resources, retention, and career outcomes.** In close coordination with professionals within the division and with university partners - particularly Institutional Research and Market Analytics - ensure data are used to support strategy development, report on progress toward goals, and create mechanisms to ensure university constituents are data informed.

• **Bring flexibility, fresh perspective, and deep experience in the field of enrollment management.** Candidates interested in this Vice President position may come from diverse backgrounds in enrollment -- from public or private, simple or complex institutions. However, the successful candidate will demonstrate an ability to consider nuanced approaches, a recognition that there is no “one size fits all” solution to increasing enrollments, and an appreciation for working collaboratively across campus to recruit students to a complex institution like DePaul. Partnership and collaboration will be key words in this Vice President’s vocabulary.

• **Provide clarity and transparency of purpose for the division.** The Vice President will call on the collective talents of this accomplished division to fully unify the mission of the University and the task of attracting and retaining well-matched students to DePaul. Strong management skills, as well as trust and respect for the leadership abilities of direct and secondary reports, should be held in balance. Support of professional development for members of the division is prized. DePaul’s Enrollment Management division is mature in its approach so the successful Vice President will listen well, learn quickly, and strengthen the division by empowering individuals and departments within it.

• **Serve as a mentor, engender mentorship in others, and advocate for the work of the division.** The Vice President should offer evidence of an ability to attract, support and develop talented people. In addition, effective communication about the importance of the work of the division, ranging from recruitment of prospective students to career development of current students and alumni, from financial aid for all students to the registrar function, is essential.
THE UNIVERSITY

At DePaul University, teaching and service have been priorities since the Order of St. Vincent DePaul founded the university in 1898.

OUR HISTORY

Originally established as St. Vincent’s College, DePaul started on a five-acre plot in Lincoln Park with 70 students, mainly the sons and grandsons of Irish and German immigrants. Vincentians primarily taught the students who commuted to school from urban neighborhoods on Chicago’s north side.

Nearly 125 years later, the university has evolved from its humble beginnings as the “little school under the El” to enroll 22,000 students. DePaul is now not only the largest Catholic university in the country, it is also the largest private university with a primary mission of teaching and service.

OUR MISSION

Named after St. Vincent de Paul, the 17th century French priest who devoted his life to serving and caring for others, DePaul has been an institution that always serves first-generation and low-income students.

Currently, first-generation students represent 33 percent of the freshman class. These students will strive to be the first in their families to complete a college education. DePaul enrolls more Pell recipients than 92 percent of other colleges and universities in the U.S and graduates them at a higher rate than other universities with a similar number of Pell students.

The Vincentian mission to serve the public good and give people of all ethnicities and backgrounds the opportunity to receive a college education remains at the heart of the University.

DEPAUL TODAY

In the past two decades, DePaul continued to rise to new levels of academic achievement and national recognition. The university has 10 colleges and schools located across two major campuses: Lincoln Park Campus and the Loop Campus.
Approximately 2,400 students live on the 40-acre Lincoln Park Campus, which is home to the College of Liberal Arts and Social Sciences, the College of Science and Health, the College of Education, the School of Music, The Theatre School, the DePaul Art Museum and the John T. Richardson Library.

A few miles south of Lincoln Park, DePaul’s Loop Campus is only steps away from Chicago’s financial district and major media outlets. Housed in five adjacent buildings clustered around the corner of Jackson Boulevard and State Street, the campus is home to the Driehaus College of Business, College of Communication, College of Computing and Digital Media, College of Law and the School for Continuing and Professional Studies.

The university has constructed, purchased or completely renovated 18 buildings in 18 years. In 2013, DePaul acquired a new building for the College of Education and constructed new state-of-the-art facilities for The Theatre School. The Wintrust Arena, the new home for DePaul basketball and events center for the City of Chicago, opened just south of the Loop campus in 2017. Most recently, DePaul completed construction on the School of Music’s Holtschneider Performance Center. The new 185,000 square-foot facility opened in fall 2018, offering a world-class space for educating the next generation of musicians and music professionals.

DePaul is a tuition-dependent institution that relies upon an ability to generate favorable operating results to finance its activities. For the fiscal year ending June 30, 2018, the university generated $585 million in revenues and produced an operating income of $43.8 million.

The market value of DePaul’s endowment holdings at the end of the fiscal year 2018 was $591 million. The annual operating budget in recent years has been in the range of $412 million and operating margins have generally been in the range of 7 percent, which is on target with performance metrics for comparably-rated private U.S. higher educational institutions. The university holds current credit ratings of “A2” with a stable rating outlook from Moody’s Investors Service and “A” with a stable rating outlook from both Fitch Ratings and Standard & Poor’s.
ACADEMIC EXCELLENCE

DePaul is a teaching university, and faculty scholarship is the foundation. Excellent and innovative teaching stems from academic research, and students may select from more than 300 graduate and undergraduate programs. Faculty members, who often still work in Chicago as consultants, researchers, entrepreneurs and artists, bring their expertise to the classroom.

When students graduate, they join a network of more than 181,000 living alumni. Within six months of graduation, 92 percent of the 2017 undergraduate and graduate degree recipients were successfully employed or continuing their education. Approximately 88 percent of graduate and undergraduate students in the Class of 2018 have jobs related to their degrees.

There are significant markers designating the success of DePaul students and graduates including:

- The Fulbright Program listed DePaul among the top producers of award recipients in the country.
- The *U.S. News & World Report* ranked DePaul among the 2020 best colleges in the world and a best value school.
- The Peace Corps ranked DePaul among the top volunteer-producing colleges and universities.
- Princeton Review ranked DePaul’s undergraduate entrepreneurship program #13 in the country in 2019.
- *College Magazine* ranked DePaul among the top 10 best schools for animation.
- The Hollywood Reporter ranked The Theatre School’s undergraduate acting program #24 in the country.
- The *U.S. News & World Report* ranked the College of Law’s Health Law program #23 in the country.
COLLEGES AND SCHOOLS

Whether a student is just beginning college or seeking an advanced degree, DePaul’s schools and colleges adhere to the highest standard of academic rigor and innovation. DePaul has ten colleges and schools located on its Lincoln Park and Loop Campuses.

Driehaus College of Business

College of Communication

College of Computing and Digital Media

College of Education

College of Law

College of Liberal Arts and Social Sciences

College of Science and Health

School of Music

School for Continuing and Professional Studies

The Theatre School

For additional information about the university, connect to https://www.depaul.edu/.
UNIVERSITY LEADERSHIP

A. Gabriel Esteban, Ph.D., is the 12th president of DePaul University. He assumed the presidency on July 1, 2017, as the first lay leader in DePaul’s history.

Under his leadership DePaul developed its current strategic plan, “Grounded in Mission: The Plan for DePaul 2024.” It calls for deepening the university’s commitment to its Catholic, Vincentian, and urban mission; ensuring an inclusive campus environment; preparing all students for global citizenship and success; expanding access to high-quality, affordable academic programs; elevating academic excellence and embracing a culture of creativity and discovery; and employing bold approaches to ensure DePaul’s continued fiscal strength for future generations.

Salma Ghanem, Ph.D., Interim Provost, arrived at DePaul in August 2014 as dean of the College of Communication. She served as Acting Provost starting in October 2018, and was named Interim Provost by the DePaul University Board of Trustees effective July 1, 2019. She will continue in this capacity through June 2022.

CHICAGO - A WONDERFUL LOCATION

DePaul University students, faculty and staff benefit from countless restaurants, museums, performance venues and recreational activities along the shores of Lake Michigan.

Academically and professionally, DePaul’s connection to the city of Chicago has always been strong. As part of the university’s strategic plan, a series of alliances between the university and organizations across Chicago have made this connection even stronger, as well as enhanced academic and research opportunities for students and faculty.

• An alliance with Rosalind Franklin University of Medicine and Science provides pathways for DePaul students to complete professional degree programs. Faculty at both institutions also collaborate on research.

• DePaul and Rush University Medical Center have a history of working together on research projects.
• **Cinespace Chicago Film Studio** provides students with film and television production experience, learning alongside network television and Hollywood motion picture professionals filming in the city.

• A collaboration between **The Second City** and DePaul’s School of Cinematic Arts offers comprehensive degree programs in comedy filmmaking.

• As a member of the business incubators **1871** and **2112**, DePaul students have access to Chicago’s thriving technology startup community.

• The **Wintrust Arena**, home to DePaul basketball, is a public-private partnership between DePaul and the Metropolitan Pier and Exposition Authority.

• DePaul and the **Catholic Theological Union** have an educational alliance, involving faculty exchanges, co-sponsored educational events and scholarship support.

• DePaul works with **Chicago Public Schools** to offer mentorship, conduct studies and teaching training opportunities.

• DePaul has an academic partnership with **DePaul College Prep**, a Catholic high school on the northside of Chicago.

**TO APPLY OR NOMINATE**

**Napier Executive Search** is assisting DePaul University with the search for the Vice President for Enrollment Management. To arrange for a confidential conversation, contact Laura Robinson (laura.robinson@napiersearch.com) or Mary Napier (mary.napier@napiersearch.com). Candidates who plan to apply should send a resume, a detailed letter outlining interest in DePaul University and emphasizing their track record of enrollment success, and contact information for three professional references by email to depaul@napiersearch.com by October 31 for best consideration. Screening will begin immediately and will continue until the position is filled.

All applications and nominations will be considered confidential and notice will be given before references are contacted.
DePaul University is an Equal Opportunity / Affirmative Action employer. All qualified applicants will receive consideration for employment without regard to race, color, ethnicity, religion, sex, sexual orientation, gender identity, national origin, age, marital status, physical or mental disability, protected veteran status, genetic information or any other legally protected status, in accordance with applicable federal, state and local EEO laws.