

SEARCH PROFILE:

VICE CHANCELLOR FOR ENROLLMENT
AND RETENTION MANAGEMENT



UNIVERSITY OF
ILLINOIS

SPRINGFIELD

TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
EXPECTATIONS FOR LEADERSHIP	4
PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES	5
ABOUT THE UNIVERSITY OF ILLINOIS SPRINGFIELD	6
UIS AT A GLANCE	7
LEADERSHIP	10
SPRINGFIELD ILLINOIS	10
APPLICATION AND NOMINATION PROCESS	11



EXECUTIVE SUMMARY

The University seeks a visionary, strategic, data-informed, and student-centered leader to serve as its next Vice Chancellor for Enrollment and Retention Management (VCERM).

The VCERM is responsible for providing vision and strategic direction in the development, implementation, and management of a comprehensive enrollment strategy with a primary charge to grow enrollment in a sustainable manner using data-rich strategies that can respond to shifting market demands, demographic trends, and student expectations.

The VCERM leads a team of more than 50 full-time professionals responsible for all aspects of student recruitment, admissions processing, data analysis and systems, records and registration, and financial aid. The individual also leads and shapes the university's strategy on retention, ensuring alignment with the institution's mission and goals and significant collaboration with Academic Affairs and Student Affairs.

The VCERM reports directly to the Chancellor; serves as a member of the Chancellor's Cabinet; works closely with the Provost and Vice President for Academic Affairs; and maintains strong partnerships with the Office of Institutional Research and Effectiveness, academic deans, faculty, staff, athletic coaches, and other administrative leaders.

This role requires a dynamic and innovative individual with a deep understanding of the higher education landscape and a strong commitment to student success. The VCERM must be an experienced administrator with proven leadership skills, including substantial and progressive administrative experience at an organization of similar (or larger) size and complexity to UIS. Essential experience should be inclusive of strategic enrollment management at both the undergraduate and graduate levels including online learning and hybrid modalities.

ESSENTIAL DUTIES:

- **Provide strategic leadership for enrollment management.** Coordinate and lead the work of recruitment, admissions, financial aid, records, and registration in pursuit of institutional enrollment goals. Mentor and develop staff, fostering a culture of collaboration, accountability, and excellence.
- **Develop and execute integrated recruitment and marketing strategies.** Partner with Strategic Communications to design and implement research-driven print, digital, and social media campaigns that align with enrollment goals, brand identity, and diverse prospective student needs.
- **Advance student retention and success.** Collaborate with Academic and Student Affairs to design and deliver cross-functional initiatives that promote persistence, academic progress, and degree completion, with special attention to underrepresented and high-need populations.
- **Align enrollment and financial strategies.** Oversee institutional financial aid resources to balance student need with institutional enrollment and revenue goals. Ensure compliance with federal, state, and university regulations across all enrollment functions.
- **Drive data-informed decision-making.** Provide comprehensive statistical analyses and reporting to guide admissions, financial aid, registration, and retention strategies. Use data insights to assess performance, improve processes, and set customer service standards.
- **Steward resources effectively.** Manage the budget and resources of the division and collaborate with deans and campus partners to set short- and long-term enrollment goals, optimize program opportunities, and sustain institutional priorities.

EXPECTATION FOR LEADERSHIP

ALIGN ENROLLMENT & RETENTION STRATEGIES WITH THE UIS MISSION, VISION AND VALUES

The VCERM will champion enrollment and retention strategies that reflect and strengthen the University's mission, vision, and values—fostering a student-centered and future-focused campus culture. This leader will ensure that recruitment, admissions, financial aid, and student success initiatives attract, enroll and graduate a talented and diverse student body.

LEVERAGE DATA TO INFORM DECISION MAKING

UIS is a data-rich environment, and the VCERM will play a critical role in leading a disciplined, strategic approach to data analysis and information sharing that drives recruitment, retention, and student success. This leader will assess current efforts and identify new opportunities to enhance the University's enrollment infrastructure. They will guide a team capable of synthesizing large, complex data sets—including admissions trends, financial aid optimization models, student engagement metrics, and retention data—into clear, actionable strategies that identify target populations, refine recruitment tactics, and inform retention interventions. This individual also will be skilled at presenting complex data findings to university partners and senior/system leadership in an accessible manner that supports collaborative decision-making.

CREATE AND SUSTAIN A CULTURE OF OPERATIONAL AND SERVICE EXCELLENCE

The VCERM will lead efforts to create a student-focused enrollment and retention journey that is clear, responsive, high-quality, and accessible from first inquiry through graduation. This includes establishing infrastructure and processes that remove friction and unnecessary barriers, ensuring that all students feel supported and empowered at every stage. This also includes delivering consistent and high-quality communications, interactions and experiences for students and their families.

The VCERM will also leverage current market intelligence to proactively adapt recruitment and admissions strategies in response to technological shifts, demographic trends, and student expectations. They will embrace innovative practices to expand reach, personalize student interactions, and remain competitive in a rapidly changing higher education landscape.

COLLABORATE WITH UNIVERSITY AND EXTERNAL PARTNERS

The VCERM will collaborate closely with Academic Affairs to develop and launch new program formats to meet evolving student and workforce needs; with institutional marketing leadership to support enrollment and yield objectives; with Student Affairs and Academic Affairs to execute data-driven retention strategies; and with regional, state and system partners to ensure UIS is maximizing available resources and aligning enrollment efforts with broader priorities and workforce needs.





PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES

REQUIRED QUALIFICATIONS:

- Master's degree in Higher Education Administration, Business Administration, or a related field; Doctorate preferred.
- Eight years of progressively responsible and demonstrated success in higher education enrollment management and marketing, with at least five years of experience supervising professional staff.

PREFERRED QUALIFICATIONS:

- Proven track record of developing and implementing successful enrollment strategies across diverse student populations (traditional and non-traditional undergraduates, adult re-entry, transfer, graduate, online, international, and "Some College, No Credential" learners).
- Knowledge of national practices in all areas of enrollment management, including branding, external marketing partnerships, financial aid leveraging strategies, retention strategies, and net tuition revenue strategies.
- A proven record of leading cross-functional teams, fostering innovation, and aligning enrollment strategy with academic priorities is essential.
- Demonstrated ability to collaborate with Academic Affairs to align enrollment goals with academic priorities, develop program-specific enrollment strategies, and manage budgets that support institutional growth.
- Demonstrated ability to collaborate with Student Affairs to advance unified recruitment and admissions initiatives, integrate intercollegiate athletics into strategic enrollment planning, and strengthen co-curricular partnerships that enhance student recruitment and retention.
- Demonstrated ability to work collaboratively with finance and administrative units to develop and manage budgets that support strategic enrollment goals.
- Utilization of advanced admissions technologies, data analytics platforms, predictive modeling, financial aid optimization tools, and digital marketing strategies to drive targeted recruitment and informed enrollment decisions. This includes but is not limited to Slate or other CRMs.
- Ability to identify the data needed to drive decision-making as well as analyze and present data.
- Excellent analytical, written, verbal, and interpersonal communication skills, including the ability to deliver effective public presentations.



ABOUT UNIVERSITY OF ILLINOIS SPRINGFIELD

Established in 1969 as Sangamon State University by the Illinois General Assembly, UIS joined the University of Illinois System on July 1, 1995. UIS serves more than 4,600 students (approximately 2,300 undergraduate students and 2,300 graduate students) with 208 full-time faculty and 532 full-time staff with an annual budget of more than \$110 million. As a comprehensive regional public university in the capital city of Illinois, UIS offers degrees that are relevant to students' personal and professional success across a lifetime and provides students with a distinctive, personalized academic experience.

MISSION

The University of Illinois Springfield provides a uniquely student-centered educational experience both in and out of the classroom through active learning, meaningful research and impactful civic engagement that prepares graduates to contribute fully to society.

VISION

The University of Illinois Springfield will be a pathway to opportunity, a catalyst for change and a space of possibility where learners become ethical and passionate scholars, leaders, and citizens capable of transforming their local and global communities.

VALUES

- **Student-focused Teaching and Learning:** We place student development – fostered through meaningful interactions among students, faculty, staff, and the community – at the core of all University activities.
- **Integrity:** We conduct ourselves with honesty, professionalism, and respect for others, accepting responsibility for the ethical consequences of our ideas and actions.
- **Inquiry:** We seek to understand the world around us through the mastery of core skills of perception, analysis, and expression, through the acquisition of knowledge, and through the pursuit of scholarship that is challenging and significant.
- **Civic Engagement:** We build meaningful relationships that enable us to both learn from and contribute to our local and global communities.
- **Diversity:** We embrace diversity in all its forms is both an intellectual commitment and a social responsibility, and we foster an inclusive culture that recognizes the needs and contributions of every individual.
- **Strategic Thinking:** We are a proactive learning organization committed to continuous improvement, evidence-based decision-making, and innovation.
- **Accountability:** We translate intentions into actions via shared governance and fiscal stewardship, holding decision-makers responsible to our students, colleagues, and other stakeholders.



UIS AT A GLANCE

Colleges: Business and Management; Health, Science and Technology; Liberal Arts and Social Sciences; Public Affairs and Education.

Research Funding: Approximately \$7 million annually.

Location: Southeast side of Springfield, Illinois, near Lake Springfield. Approximately 200 miles southwest of Chicago and 100 miles northeast of St. Louis.

Campus: 746 acres.

UIS FY 2025 Budget: \$136.6 million

ACHIEVEMENTS AND ACCOLADES

US News & World Report rankings:

- No. 1 public regional university in Illinois (2020-2025).
- No. 7 (2025), No. 3 (2023), and No. 4 (2020, 2021, 2022) public regional university in the Midwest.
- No. 5 for students graduating with the least amount of debt, Midwest Region (2021).
- No. 6 (2023) and No. 12 (2022) best college for veterans, Midwest Region.
- Top 10% online bachelor's degrees in the U.S. (2022).
- Top 20 best value school, Midwest Region, and the only public university in Illinois on the list (2022, 2023, 2025).
- Top 15% best online bachelor's degrees in the U.S. (2024).

The College of Business and Management is accredited by the AACSB, a distinction earned by less than 5% of business schools worldwide.

An estimated 28% of the college-educated workforce residing in Springfield are UIS alumni.

UIS and its students and alumni are estimated to add \$943.2 million to the Illinois economy annually.

ACADEMICS

- 61 bachelor's degrees, 44 minors
- 41 master's degrees, 1 doctorate
- 49 graduate certificates
- Coursework that leads to 8 Illinois State Board of Education endorsements

STUDENTS - Note, the data below is for Fall 2024

- Total enrollment: 4,401
- Undergraduate students: 2,191
- First generation: 20.7%
- Graduate students: 2,210
- Online: 423.8%, on-ground/blended: 56.2%
- Full-time: 59.4%, Part-time: 40.6%
- Male: 45.8%, Female: 53.4%, Unknown: 0.8%

Average age:

- Undergraduate: 26
- Graduate: 31
- Doctorate: 41

Demographics:

- American Indian or Alaska Native: 0.1%
- Asian: 4.3%
- Black or African American: 13.4%
- Hispanic or Latino: 8.9%
- Native Hawaiian and Other Pacific Islander: 0.1%
- White: 48.3%
- Two or More Races: 3.4%
- U.S. Non-Resident (Non-Resident Alien): 20.1%
- Unknown: .8%

Where students come from:

- Illinois: 68.3%
- Out of state: 11.6%
- Foreign countries: 20.1%

UIS AT A GLANCE (CONT.)

FACULTY AND STAFF

- Full-time faculty: 208 Part-time: 147
- Full-time staff: 532
- Academic Professionals: 185
- Civil Service: 347
- Part-time staff: 9
- Student employees: 375
- Graduate Student Interns/Assistants/ILSIP: 296

STUDENT LIFE

- 70+ student clubs and organizations
- Member NCAA Div. II, Great Lakes Valley Conference (GLVC)
- Intercollegiate athletic teams: Men's/Women's soccer, tennis, basketball, golf, cross country, and track and field; softball; volleyball; baseball
- Housing: 784 students live in campus housing

TOP ENROLLED PROGRAMS

Undergraduate:

- Business Administration
- Computer Science
- Psychology
- Biology
- Criminology and Criminal Justice

Graduate:

- Computer Science
- Business Administration (MBA)
- Management Information Systems
- Public Administration
- Data Analytics

ACADEMICS

Every year, over 4,000 students enroll at UIS to earn a University of Illinois degree. Established in 1969, UIS is an affordable and supportive public regional comprehensive university where students from all backgrounds are empowered to succeed and make a lasting impact, where potential meets possibility, and where learning happens by doing and with purpose.

UIS's right-sized community means classes are not too big or too small, and professors really know their students, creating empowered leaders for more than 50 years.

UIS has 61 undergraduate degree programs, 41 master's degree programs, a doctorate in Public Administration, plus many certificates and endorsement programs.

University of Illinois Springfield is dedicated to fully engaging students in the process of active teaching and learning. UIS offers programs of study that are relevant to students' personal and professional success across a lifetime and provides students with a distinctive academic experience through a cross-discipline approach to teaching, research, and outreach.

Additional information on academic experiences:

Undergraduate Education: At UIS, student success is at the heart of the university's mission. UIS prioritizes student engagement through small class sizes and a robust array of high impact practices designed to ensure that all students succeed. UIS offers students excellent learning support services, a great educational experience, as well as the opportunity to interact with students with different political views, economic backgrounds, races or ethnicities.

Graduate Education: Approximately 50% of UIS students are engaged in graduate study, and most were attracted to UIS by an impressive combination of factors that include educational quality, value and campus location and setting. UIS faculty members are talented researchers and scholars who enjoy and excel at teaching. Many UIS graduate programs provide exceptional opportunities for students to engage in faculty-supervised scholarship, research, or highly valued pre-professional practical experiences as part of degree work. UIS classrooms are technologically sophisticated, and the university has received national recognition for its innovative use of educational technology and institution-wide excellence in online teaching and learning.

As a public institution in the Midwest, UIS tuition rates are affordable and very cost competitive. Online courses are popular even among on-campus graduate students, and many part-time students find that they



UIS AT A GLANCE (CONT.)

can reduce their commuting time and costs by taking advantage of online and blended courses. UIS also offers a number of competitive graduate assistantship and internship programs that can be a significant source of support while completing a graduate degree.

Online Programs: UIS has over 20 years of experience leading in online education. Online learning at UIS offers flexibility and convenience with the same high quality as the UIS on-campus coursework. Whether a student's goals are to complete a degree, learn new skills, advance their current career, or find a new profession, UIS offers 52 online programs will help students get there. UIS provides its online students with the most flexible and cost-efficient way to earn a University of Illinois degree from anywhere in the world.

Other Academic Programs UIS offers a number of exciting academic opportunities to students and the community. These opportunities range from honors and continuing education programs to studying abroad in other universities or campuses.

COLLEGES

College of Business and Management

The AACSB-accredited College of Business and Management's mission is to prepare students for successful business-related careers in the public, nonprofit and private sectors.

Units:

- Accounting, Economics & Finance
- Management, Marketing, and Operations
- Management Information Systems

College of Health, Science and Technology

The College of Health, Science and Technology readies students to improve the wellbeing of individuals, communities and the world while harnessing the latest innovative practices and technology.

Units:

- Computer Science
- Mathematical Sciences and Philosophy
- Psychology
- School of Health Sciences
- School of Integrated Sciences, Sustainability and Public Health

College of Liberal Arts and Social Sciences

The College of Liberal Arts and Social Sciences aspires to teach students in a transformative environment that stimulates engagement with ideas, each other, and the world.

Units:

- African-American Studies
- Art, Music, and Theatre
- Criminology and Criminal Justice
- English and Modern Languages
- History
- Liberal and Integrative Studies
- Counseling and Social Work
- Sociology/Anthropology
- Women and Gender Studies

College of Public Affairs and Education

The College of Public Affairs and Education is the University of Illinois System's capital city connection for the study of public policy, affairs and administration, and leading-edge practices in communication and education.

Units:

- Legal Studies
- School of Communication and Media
- School of Education
- School of Politics and International Affairs
- School of Public Management and Policy



LEADERSHIP

Janet L. Gooch became chancellor of the University of Illinois Springfield on July 1, 2022. Chancellor Gooch is an accomplished higher education leader and educator, previously serving as executive vice president for academic affairs and provost at Truman State University, where she spent 27 years serving as an administrator and member of the faculty. Before serving as provost, Chancellor Gooch was dean of Truman's School of Health Sciences and Education and, prior to that, department chair of Communication Disorders. She held interim roles as dean of the School of Science and Mathematics and director of strategic initiatives

and was a professor in the Department of Communication Disorders. Chancellor Gooch received her doctorate in speech-language pathology from Case Western Reserve University, a master's degree in speech-language pathology from Kent State University, and her bachelor's degree in speech-language pathology from the University of Kansas.



SPRINGFIELD, ILLINOIS

Springfield, Illinois, is a vibrant city with a rich history, a thriving arts scene, and abundant recreational opportunities, all while serving as the seat of Illinois state government. The UIS Performing Arts Center brings world-class entertainment to the region, hosting Broadway productions, major concerts, top comedians, and serving as home to the area's professional symphony and ballet companies. Outdoor enthusiasts

can explore more than 30 public parks, offering biking, hiking, golf, tennis, disc golf, swimming, and ice-skating. Lake Springfield provides opportunities for boating, fishing, and water sports. The city's green spaces also feature the renowned Thomas Rees Memorial Carillon, botanical gardens, rose gardens, and two arboretums, making Springfield a beautiful and active place to live and visit.





APPLICATION AND NOMINATION PROCESS

The application should be submitted as three separate PDFs:

1. A detailed letter of interest addressing the candidate's professional experiences given the expectations of the position.
2. A current resume or curriculum vitae (CV); and
3. A list of five professional references with contact information and a brief description explaining the working relationship of each to the applicant (references will not be contacted until the semi-finalist stage of the search)

Nominations and applications should be sent to VCERM_UIS@academicsearch.org. The position will remain open until it is filled, however applications received by **October 10, 2025**, will be assured full priority consideration. Assisting the University of Illinois Springfield with this search are Academic Search Senior Consultants Dr. A. Gabriel Esteban (gabriel.esteban@academicsearch.org) and Ms. Mary E. Kennard (mary.kennard@academicsearch.org).

ABOUT ACADEMIC SEARCH

Academic Search is assisting the University of Illinois Springfield. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute.

