



PENNSYLVANIA WESTERN UNIVERSITY

Vice President for Strategic Enrollment Management
Position Profile



VICE PRESIDENT FOR STRATEGIC ENROLLMENT MANAGEMENT

Position Profile

PennWest University invites nominations, applications, and expressions of interest for the position of Vice President for Strategic Enrollment Management.

About PennWest

PennWest is a next-generation university formed in 2022 through the integration of California, Clarion, and Edinboro universities—each with deep roots in Pennsylvania’s higher education landscape. As the second-largest institution in Pennsylvania’s State System of Higher Education, PennWest serves more than 10,800 students across three campuses and online, delivering high-quality, affordable education that meets the evolving needs of today’s learners and tomorrow’s workforce.

Capitalizing on the strengths of four unique campuses—California, Clarion, Edinboro and Global Online—with one shared vision, PennWest gives students more opportunities to thrive.

Our reach spans from Lake Erie to the West Virginia border, with an annual economic impact exceeding \$750 million. PennWest is a regional leader in providing career-relevant academic programs within a strong liberal arts foundation. We offer over 90 undergraduate, graduate, and doctoral programs across three academic colleges, supported by expert faculty and dedicated staff.

PennWest students are diverse and driven: 34% are first-generation, 37% are Pell-eligible, and 30% pursue fully online programs. Whether on campus or online, students benefit from flexible learning options, student-centered support services, and a commitment to academic quality—every course is taught by credentialed faculty, never by graduate assistants.

The university is proud of its vibrant campus life, NCAA Division II athletics, and its 204,000-strong alumni network. Recent investments in student success, campus facilities, and emerging technologies—including a new center for artificial intelligence—highlight our commitment to innovation and impact.

Under the leadership of President Jon Anderson, PennWest is charting a bold course forward, marked by strong outcomes: 96% of graduates are employed or pursuing further education within six months of graduation. We are expanding access through dual enrollment, pioneering workforce development programs, and strengthening pipelines in STEM, healthcare, and education.

PennWest is one university with a shared mission: to serve students, communities, and the Commonwealth with excellence, equity, and purpose.

PennWest California

Home to the California Vulcans, PennWest California is situated along the scenic Monongahela River, less than an hour from Pittsburgh. With more than 100 student clubs and organizations, 18 NCAA Division II athletic teams, and women's flag football, the campus offers students countless opportunities to get involved, grow, and thrive.



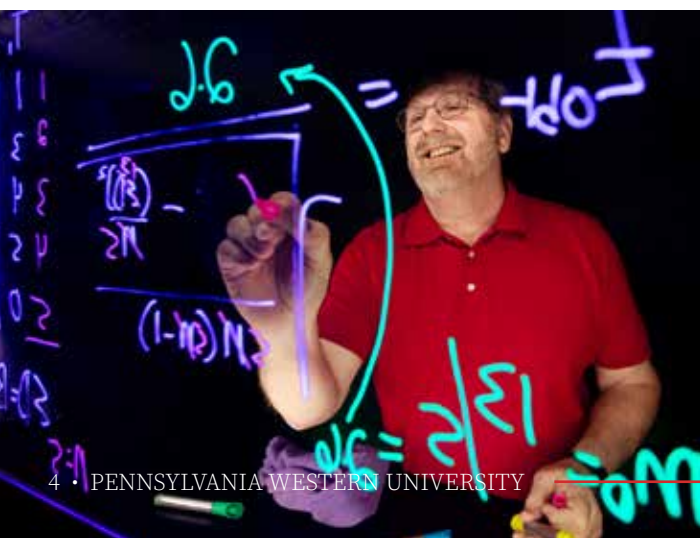
PennWest Clarion

Home to the Clarion Golden Eagles, PennWest Clarion is nestled in a charming town amid the rolling hills of western Pennsylvania. Students enjoy access to more than 150 student organizations, 14 NCAA Division II varsity sports, Division I men's wrestling, and abundant outdoor recreation along the Clarion River and in nearby Cook Forest State Park.



PennWest Edinboro

Set on a picturesque 250-acre campus with a lake and natural surroundings, PennWest Edinboro is home to the Fighting Scots and located just 20 miles from Erie. A hub for artists, athletes, and outdoor enthusiasts, the campus offers more than 140 clubs and organizations, 18 NCAA Division II teams, Division I men's wrestling, and nationally recognized Wheelchair Basketball.



PennWest Global Online

PennWest Global Online delivers accessible, high-quality education through a dynamic platform that unites the strengths of our California, Clarion, and Edinboro campuses. With 20+ years of experience in online learning, we offer flexible, affordable programs led by dedicated faculty who provide personalized support and engaging instruction. Serving a global community of learners, our interactive, tech-enabled environment prepares students for success in today's evolving workforce.

Enrollment Management

The Division of Enrollment Management includes more than 58 full-time staff across four functional areas, providing leadership, support, service, and the essential infrastructure needed to attract and enroll a strong student body. The team works collaboratively with partners across the university to support PennWest's enrollment goals through comprehensive and coordinated efforts.

Undergraduate Admissions

PennWest's Undergraduate Admissions team is led by an Executive Director and two campus-based Directors of Admission, overseeing 16 recruiters across four campuses. The team executes comprehensive recruitment strategies across western Pennsylvania and key out-of-state markets including New York, Ohio, Maryland, Virginia, and West Virginia. Undergraduate Admissions collaborates closely with Academic Affairs, University Communications and Marketing, Advancement, and Student Affairs to promote PennWest's academic programs and vibrant campus life.

Graduate and Online Admissions

The Graduate and Online Admissions team includes six experienced recruiters focused on PennWest's graduate and online undergraduate programs. Working in close partnership with academic coordinators, the team ensures applicants meet program requirements and provides high-touch support through the enrollment process. Their focus on personalized service and responsiveness aligns with PennWest's student-centered approach.

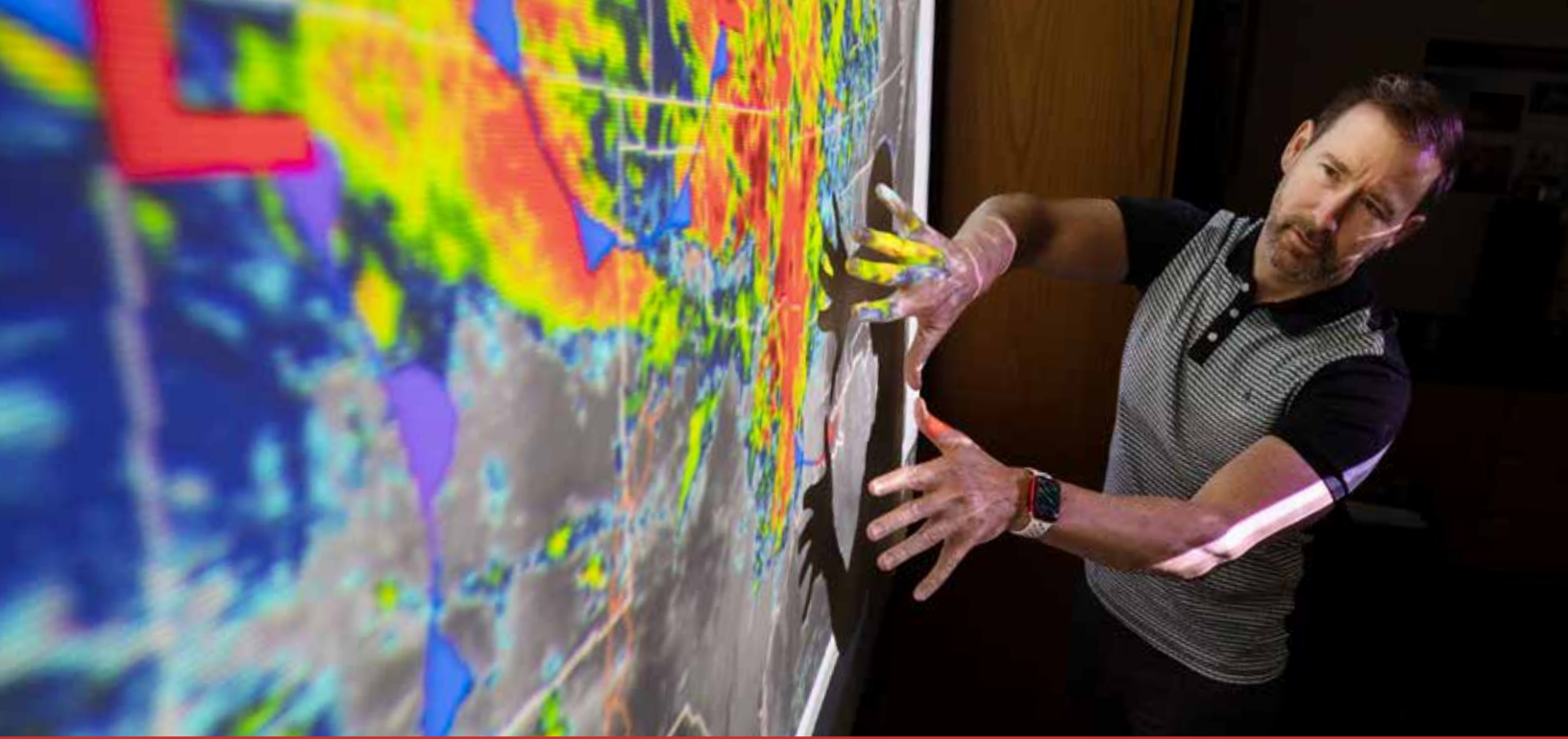
Admissions Operations and Enrollment Marketing

The Admissions Operations team comprises nine professionals responsible for application processing, CRM communications, and frontline support. They manage all inbound communications, deliver timely and accurate processing of applications, and support the student journey from inquiry to decision.

The Enrollment Marketing team develops and manages recruitment-focused marketing campaigns, including print and digital communications, program-specific materials, and divisional budget coordination. They work in close alignment with Admissions Operations to ensure a seamless, branded experience for prospective students.

Financial Aid

PennWest's Financial Aid team administers federal Title IV programs, PHEAA state grants, and institutional merit- and need-based aid. Each year, they process over 21,000 FAFSA records and collaborate closely with Student Accounts, Finance and Administration, the Registrar's Office, and Undergraduate Admissions to support student recruitment, enrollment, and retention through strategic financial planning and literacy initiatives.



University Priorities

PennWest continues to build on momentum and is focused on three strategic priorities for FY25-26.

Priority 1: Create Density

- Finalize and begin implementing a Facilities Master Plan to enhance and focus campus environments
- Refine the Academic Array to strengthen offerings and streamline pathways to success
- Align operations to support institutional priorities, improve effectiveness and foster sustainable growth

Priority 2: Build the Leadership Team

- Finalize key searches for a chief financial officer, a provost, and a VPSEM
- Strengthen shared governance across our university, balancing campus-specific engagement with institution-wide collaboration through the University Assembly
- Shared Governance including staff senate

Priority 3: Expand Our Reach in Western PA

- Deepen partnerships with local schools to build student pipelines
- Launch a capital campaign to invest in programs, scholarships and facilities
- Build stronger industry partnerships for workforce development and student opportunity

As part of this work, we will develop a new university-wide strategic plan—an actionable roadmap that will guide PennWest's future.

The University

Mission

Through innovation, academic excellence, and empowering environments, Pennsylvania Western University provides accessible education that cultivates career-ready, life-long learners and leaders, who enrich and engage each other, their communities, the region, and beyond.

PennWest is a university centered on the student experience, where decisionmakers consider students first. Deeply rooted in service to the people and communities of western Pennsylvania, our community of educators is committed to providing exemplary, career-relevant higher education for learners at all stages of life while supporting the region's economic and workforce needs.

Vision

Pennsylvania Western University empowers students to achieve meaningful goals through a broad array of nationally accredited undergraduate and graduate programs, career-focused learning, and support systems that foster lifelong success.

PennWest's innovative three-campus model was designed to expand opportunities for students while positioning the university for a strong and sustainable future. We have a steadfast dedication to operational efficiency and utilize technology not only as a teaching tool, but also to align processes and procedures as we deliver services to students, faculty, and staff.

As a state-owned university, PennWest embraces its role as the higher education option of choice for a population that includes many rural, urban, low-income, and first-generation students, including those who require substantial levels of financial, academic, and/or personal support to thrive in a university setting. We provide a strong scaffold of support for our students, empowering them to be successful in their studies and their lives.



Values

• **Learning:** *We are a community of educators who provide a learning environment where students thrive and achieve their educational, professional, and personal goals.*

PennWest is devoted to helping our students reach their goals. We encourage the personal, intellectual, and professional development of our students by supporting their academic needs; recruiting, mentoring, and retaining high-quality faculty and staff; cultivating a widespread culture of assessment; and providing a cohesive support system that utilizes a full range of stakeholders (students and families, faculty, staff, and administrators) to deliver student success.

• **Growth:** *We are student ready, guiding our students towards personal, financial, and academic success.*

PennWest is invested in the personal and social development of our students. We work to create a welcoming, diverse campus culture that respects and celebrates a sense of belonging. Across our three campuses, we identify and implement best practices that support the student experience; encourage participation in co-curricular activities and leadership opportunities; and utilize a holistic well-being model that seeks student input and provides the support programs, services, and resources students need.

• **Inclusion:** *We advocate for all members of our campus communities and provide an equitable, supportive environment that builds a sense of belonging and togetherness.*

PennWest defines diversity, equity, and inclusion in a way that encompasses all our stakeholders and places equity as a key motivator for success. DEI principles are a hallmark of our university and are embedded throughout our strategies and initiatives.

• **Collaboration:** *We engage in innovative partnerships, programs, and opportunities to address the needs of our regional communities and the commonwealth.*

PennWest is focused on understanding western Pennsylvania's unique strengths and needs, and helping to transform not only our students, but our communities as well. We work to align our programs and partnerships to advance existing regional and commonwealth plans for economic, workforce, and community development. We seek to grow innovation, entrepreneurship, and small businesses on our campuses and in our region, and to build the university's reputation through mutually beneficial engagement with our communities and their leaders.

• **Culture:** *We share a sense of purpose that unites the PennWest community at large and provides opportunities to learn, work, and thrive.*

PennWest is a people-first organization that promotes lifelong learning. Within a culture built on collaboration and a commitment to personal growth, we aim to ensure the wellbeing of our workforce and celebrate its accomplishments. We invest in the professional and leadership growth of our faculty and staff, recognize the accomplishments of our students and employees, and actively work to foster a culture of collaboration across our three campuses.

College of Education, Arts, and Humanities

The College of Education, Arts and Humanities at PennWest houses one of Pennsylvania's most comprehensive and accredited teacher-preparation programs. It offers a full range of undergraduate, graduate, and certification pathways in early childhood, elementary, secondary, special education, counseling, and administration.

With early field experiences, strong school district partnerships, and immersive learning environments such as the Rutledge Institute and School Psychology Clinic, the college blends academic rigor with real-world application. Innovative efforts—including dual enrollment pipelines, AI-integrated instruction, and community-based programming—demonstrate a deep commitment to preparing educators and mental health professionals to serve today's schools and communities.

The college includes the following departments and programs: School of Education; Criminal Justice; History and Politics; English, Philosophy and Modern Languages; Library and Information Science; and Visual and Performing Arts.



College of Health Sciences and Human Services

College of Health Sciences and Human Services is home to high-impact programs led by a diverse and dedicated faculty committed to meeting the evolving workforce needs of the region. Offering both online and in-person pathways, the college equips career-focused students of all ages with the knowledge, technical skills, and hands-on experience needed for success in high-demand professions.

The PennWest School of Nursing advances health care in Western Pennsylvania by preparing nurses through a focus on innovation, academic excellence, collaboration, and community engagement.

Academic offerings include Exercise, Health and Sport Science; Nursing and Health Professions; Psychology, Counseling and Art Therapy; and Social Work, Sociology and Human Services – each designed to address the critical health and human service challenges of today and tomorrow.

College of Science, Technology and Business

The College of Science, Technology and Business is aligned with evolving market demands, preparing students for a future where STEM and business expertise are essential. Students collaborate with expert faculty on innovative research, use advanced technology, and apply their knowledge in hands-on, real-world settings.

A new three-story, 63,500-square-foot science facility—opening in early 2027—will further enhance learning and research in biology, chemistry, and physics, with nearly all space dedicated to student labs and instruction.

The college includes the School of Business and academic programs in Business, Economics and Communications; Chemistry, Mathematics and Physics; and Computing and Engineering Technology.



The Position

The Vice President for Strategic Enrollment Management (VPSEM) will lead all student recruitment efforts to PennWest's three physical campuses in Edinboro, Clarion, and California, and from around the globe to PennWest's Global Online Campus. The person filling this position will reside in and travel extensively throughout Western Pennsylvania. The person filling this position will need to have the attributes of a seasoned executive servant-leader and be a strong advocate of higher education. Interested candidates should bring an optimistic attitude and positive energy.

Reporting directly to the President, the VPSEM acts as a central node in the university's "neural network", playing a crucial role in developing and implementing a comprehensive enrollment strategy that aligns with the institution's mission, vision, and goals. The VPSEM is responsible for leading the university's efforts to recruit and enroll a diverse and talented student body, ensuring the institution's long-term sustainability and success.

The VPSEM directly oversees the offices of Enrollment Marketing, Financial Aid, Graduate Admissions, and Undergraduate Admissions, functioning as the hub through which information, strategy, and innovation flow. The vice president also provides strategic enrollment vision to key university partners that impact the university's ability to meet enrollment goals. This scope includes ongoing collaboration with leadership from all areas of the institution. Whether focusing on undergraduate, graduate, or professional programs, both online and on-campus, the VPSEM's leadership ensures that the entire university network synchronizes its efforts to achieve enrollment and financial stability.





Key Responsibilities

Strategic Leadership and Planning

- Develop and execute a comprehensive strategic enrollment management plan aligned with institutional goals and System-wide priorities.
- Lead integrated efforts across marketing, recruitment, admissions, financial aid, orientation, and student onboarding services.
- Partner with senior leadership, including the Provost, Vice Presidents, and other division leaders to set and meet enrollment and revenue targets.
- Lead long-range planning related to divisional structure, staffing, and organizational effectiveness.
- Collaborate with institutional research to create data-informed enrollment projections and models.
- Ensure alignment of admissions and financial aid strategies to support both access and institutional sustainability.

Operational Oversight

- Provide leadership and direction for all departments within the Division of Strategic Enrollment Management.
- Oversee the recruitment and professional development of division staff, fostering a collaborative, student-focused culture.
- Conduct performance evaluations for division managers and staff; support continuous improvement and accountability.
- Support operational strategies that simplify processes, optimize resource use, and elevate service quality.
- Ensure compliance with all applicable state, federal, and System regulations.

Marketing and Communications

- Direct university marketing strategies related to enrollment, including digital, broadcast, print, and out-of-state campaigns.
- Coordinate marketing efforts with deans, department chairs, and student support units to ensure message alignment and strategic impact.
- Monitor return on investment (ROI) for all marketing efforts and adjust strategies based on performance analytics.

Data and Technology Utilization

- Leverage data analytics and predictive modeling (e.g., Ruffalo Noel-Levitz or similar platforms) to inform strategy, manage the enrollment funnel, and improve conversion and yield rates.
- Lead the use and continued development of artificial intelligence tools and CRM systems to improve decision-making and reporting.
- Promote assessment and evidence-based practices across the division, integrating data into all aspects of planning and operations.

Financial Aid and Budget Management

- Provide oversight of all financial aid and scholarship programs, including federal, state, and institutional aid.
- Develop strategic aid packaging and scholarship strategies that support enrollment goals and access.
- Utilize financial aid optimization models to maximize effectiveness and manage institutional investment.
- Manage the division's operating and personnel budget; prepare and oversee RFPs and contracts related to enrollment services.





Collaboration and Engagement

- Collaborate with academic affairs and student success teams to ensure a smooth transition from admission to enrollment and academic engagement.
- Foster cross-divisional collaboration to support the full student lifecycle.
- Represent the university with external partners, agencies, and constituents to promote programs and services.
- Travel regularly between PennWest campuses and participate in evening and weekend events as needed.
- Serve on the President's Cabinet and contribute to institutional strategy and decision-making.
- Serve on various institutional committees and task forces.
- Ensure compliance with relevant accreditation, legal, and policy standards.

Knowledge, Skill, and Abilities

- Demonstrated ability to model and cultivate a culture where every interaction reflects the values of The PennWest Way: ensuring that every person leaves every conversation feeling heard, respected, engaged, and eager to connect again. This approach is essential to building trust, fostering collaboration, and advancing PennWest's progress through a culture of inclusion, acknowledgment, and shared purpose.

- Knowledge of brand management and reputation building; ability to leverage PennWest's designation and student success programs to develop comprehensive enrollment marketing campaigns that drive measurable enrollment growth.
- Ability to conduct comprehensive market analysis and population assessments to inform strategic enrollment planning and achieve sustainable student body composition across diverse demographics, including traditional students, adult learners, international populations, working professionals, and specialized pipeline programs.
- Knowledge of and understanding of youth culture, trends, and generational marketing approaches; ability to adapt enrollment strategies based on emerging trends and optimize student journey touchpoints from awareness to enrollment.
- Demonstrated familiarity with current and emerging technologies relevant to enrollment management, such as CRM systems, predictive analytics, digital marketing platforms, and generational-oriented communication channels; ability to evaluate and implement new technologies to enhance recruitment effectiveness.
- Understanding of sensitivity and commitment to educational equity within the context of enrollment management, ensuring inclusivity and diversity in student recruitment and retention efforts.
- Ability to think clearly and execute sound decision-making under tight deadlines or high-stress situations.
- Demonstrated ability to build and direct complex financial, human resources, and management information systems relevant to enrollment management.
- Possess expertise in political acumen; knowledge of and ability to understand governance structures, particularly as they relate to enrollment management decision-making processes and stakeholder engagement.
- Excellent interpersonal and communication skills, both written and oral; ability to foster collaboration and engagement between internal/external constituencies.

Position Qualifications

- Master's degree in a related field from an accredited university or demonstrated equivalent work experience.
- Five (5) years of leadership experience in enrollment management, chief marketing, or a closely related field.
- Experience developing and executing comprehensive brand strategies and positioning that drove increased lead generation, improved audience conversion, or enhanced market share in competitive environments.
- Experience with fiscal and personnel management in complex organizational environments.
- Experience in Financial Aid for higher education.

Application Process

The Vice President for Strategic Enrollment Management Search Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Nomination letters should include the name, position, address and telephone number of the nominee. All applications and nominations will be handled in confidence.

Applicants must submit: a curriculum vitae/resume and a letter of interest describing interest and relevant qualifications as it relates to this position.

Submit Application: ***PennWest.peopleadmin.com***

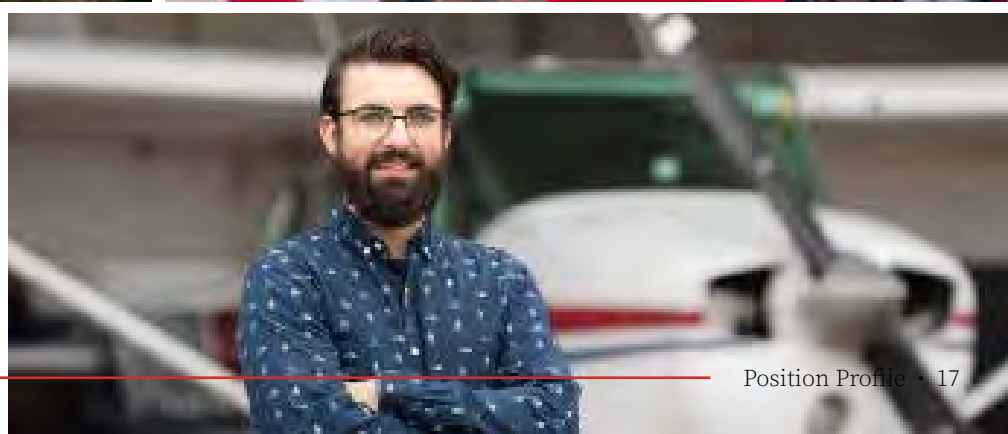
Questions and letters of nomination should be submitted by email to:

Theresa Croll

Chief Human Resource Officer

Email: ***croll_t@pennwest.edu***

Refer to ***PW VP SEM*** in subject line



Pennsylvania
Western
UNIVERSITY

CALIFORNIA | CLARION | EDINBORO | GLOBAL ONLINE