



The Opportunity

The Montana State University (MSU) Division of Student Success invites applications and nominations for a director of admissions. Reporting to the vice president for student success, the director oversees the Office of Admissions by leading the ongoing development and implementation of a strategic admissions plan designed to achieve an incoming class that is inclusive, optimal in number, and representative of Montana State University's historic land-grant mission. The director oversees a talented and highly successful team of admissions' colleagues in the context of a team-of-teams approach to divisional leadership and campus partnerships. This position directs the admissions process from inquiry through enrollment, working with internal and external campus partners and campus leadership to meet enrollment objectives.

The Role of the Director of Admissions

In addition to the independent leadership skills that will be described later in this document, the ideal candidate will be a team player with a warm, collaborative nature, a positive approach to problem solving, superior organization and prioritization skills, and an exceptional capacity for self-motivation. The position requires a data-driven, relationship and partnership-oriented decision-maker in the fields of admission, recruitment, and retention. The ideal candidate will possess outstanding communication and interpersonal skills, including superior writing and public speaking abilities, and the capacity to interact comfortably with a variety of people and groups.

Working within the framework of our university strategic plan and the vision, values, and goals of our land-grant mission, the director will provide critical leadership in the development and implementation of both short-term and long-term strategies to draw diverse families and prospective students to the MSU campus in ways that position our enrollees for student success, contribution to our campus and stake-holding communities, and post-graduation success.

The essential duties assigned to the person in this position include ensuring the ongoing implementation, evaluation and effectiveness of admissions processes, operations and partnerships through established recruitment and enrollment goals; consistent data analysis (in partnership with our Office of Planning and Analysis); active management of operations and personnel; and continuous review and analysis of needs, effectiveness, and efficiencies. Working with the vice president for student success and the Strategic Enrollment Management Committee, this position is responsible for initiating the development of admissions policy and making recommendations to the appropriate campus entities. Critical to the overall success is optimally leveraging the use of technology in all operational and strategic aspects of admissions, including our CRM and related technologies. The individual assigned to this position will also be responsible for monitoring and managing the Admissions staff and budget.



Representative duties and responsibilities of the director role include, but are not limited to, the following:

1. Exploits cutting-edge technologies to reach, track, and guide students in the ways they can best hear and respond to and that provide optimal efficiency and effectiveness for the university; direct the university's marketing, recruiting and outreach to prospective undergraduate students;



2. Develops, manages, and oversees recruitment search programs which are contracted with an outside vendor. Programs include sophomore/junior search, senior search, prospect marketing, marketed applications and MSU's web based electronic application; Serves as the MSU liaison for outside vendors which partner with MSU on student search/lead generation, marketing programs, and tuition optimization. This includes coordinating data needs, monitoring reports, recommending changes in search strategy, updating/marketing the Net Price Calculator, monitoring/recommending scholarship changes, and more;
3. Fosters a data-informed culture to shape strategic directions and make appropriate adjustments to the new undergraduate enrollment plan; regularly reassess accuracy and effectiveness of recruitment activities and makes appropriate adjustments so as to lead an effort that is proactive, strategic, and responsive;
4. Works with the MSU Strategic Enrollment Management Committee to set realistic undergraduate new student enrollment targets. Plans and implements the necessary programs to meet the targets;
5. Oversees and is responsible for all recruitment operations including strategic travel, development of large group and individual campus visit programs, marketing publications and materials (both hard copy and electronic), supervision of all MSU undergraduate orientation/registration programs, and more;
6. Develops and manages programs aimed at specifically targeting people of color and underrepresented populations;
7. Assumes responsibility for residency determination and policies relating to all new undergraduate applicants;
8. Represents enrollment efforts on university committees and provides leadership across campus regarding undergraduate enrollment challenges and opportunities;
9. Develops and implements outreach programs for public and private college counselors including counselor lunches, drive in counselor day, and counselor tours; and

10. Negotiates, manages, and coordinates the tuition optimization contract for Montana State University and develops and markets strategic new student scholarship programs which will enhance the recruitment program.

Required Qualifications

1. Master's degree in related field; five to seven years of professional experience in an admissions or enrollment management functional area with an emphasis on a broad scope of administrative experience;
2. Proven experience in undergraduate pipeline development and recruitment strategies;
3. Experience in project management: creating long- and short-term plans, including setting targets for milestones, adhering to deadlines, and allocating resources;
4. Excellent communication, interpersonal, and negotiation skills;
5. Experience utilizing data and analysis for strategic decision making;
6. Experience in overseeing and managing a multi-million-dollar budget;
7. The ability to engage in meaningful exchange and present new ideas and possibilities to university leadership in regard to new undergraduate enrollment;
8. Superior communication skills, well developed analytical skills, the wherewithal to be a superior strategist, and a collaborative leadership style; and
9. Proven success at building diverse and inclusive new student classes along with meeting or exceeding institutional enrollment goals.



Preferred Qualifications

1. Proven ability to bring together a unit with diverse responsibilities. Ability to further develop and support the admissions staff to maximize the team's capacities and ability to be innovative, responsive, analytical, energetic, optimistic, results oriented and student centered;
2. Proven ability to meet yearly enrollment targets and continue MSU's new undergraduate recruitment success trajectory;
3. Proven ability to continuously innovate and bring new ideas which foster success;
4. Ability to shape and deliver MSU's future student body within the context of university goals; entrepreneurial and adaptive leadership style; proven effectiveness and expertise

in change management; ability to build and motivate a team and to inspire joy in one's work; affinity for developing complex recruitment strategies;

5. Ability to assess the effectiveness of how recruitment funds are employed and to produce regular and systematic comparative reports that detail progress toward enrollment goals; willingness to engage in continuous dialogue about admissions with the vice president for student success and university leadership; proven skills in strategic thinking, problem resolution, organization, and project management;
6. Proven success in innovative thinking; excellent execution of both complex and routine marketing strategies; a record of taking programs to new levels of success; ability to think creatively, and to leverage technology;
7. Possession of dynamic speaking and strong writing skills to communicate effectively with all constituencies, including prospective students and their families, the admissions staff, faculty, staff, and the general public;
8. Demonstration of a sense of urgency and engagement; ability to work in a fast paced and data driven environment; strong leadership capabilities; hard work; a joy in one's work; optimism, confidence, and excitement about change; a genuine interest in forming a team with divisional staff and university partners; a personal presence that is active and inclusive; demonstrated skill to promote and enhance diversity; and
9. Seasoned admissions/enrollment professional with a passion for marketing higher education, specifically Montana State University's mission of access and excellence.

About the Division of Student Success

The Division of Student Success is comprised of a number of offices, people, and programs working together to foster a holistic collegiate experience at Montana State University. This encompasses every facet of the student experience. Each unit in the division supports students in their academic goals and personal journeys while they work to become graduates of Montana State University. Students thrive in a responsive, friendly environment complete with academic and peer mentoring, caring staff, approachable administration, and an extensive network of student clubs and activities.



Our mission is to enhance the learning environment of the University and support students in the attainment of their educational objectives. We also seek to foster in students a sense of responsibility, self-directedness, community, and a positive identity with Montana State University. The Division strives to deliver nationally recognized student services which facilitate the transformation of students' lives as responsible engaged citizens.

The Division of Student Success includes the following departments and units:

- Admissions
- Registrar
- Bobcat Rodeo
- Dean of Students
- Disability Services
- Financial Aid
- Sophomore Surge
- Student Engagement
- ASMSU Student Government
- TRiO Student Success Services
- University Health Partners
- Veteran Services
- VOICE Center
- Student Success Shared Services Teams (Strategic IT, Planning and Analysis, Fiscal Services)

Fast Facts:

- > Enrollment: 16,249
- > Undergraduates: 14,240
- > Graduates: 2,009
- > Female: 48%
- > Male: 51%
- > Underrepresented race: 13%
- > Montana residents: 57%
- > Non-Residents: 43%
- > International Students: 63 countries
- > Student/Faculty Ratio: 18:1
- > School colors: Blue and gold
- > Mascot: Bobcat

For additional information about the Division of Student Success, including an organizational chart, please visit: <https://www.montana.edu/studentsuccess/>.

For more facts, please visit: <https://www.montana.edu/opa/>.

About the University

On February 16, 1893, the Agricultural College of the State of Montana was founded as the state's land-grant college. Renamed the Montana College of Agriculture and Mechanic Arts, the institution was popularly known as Montana Agricultural College, or MAC. By the 1920s, the institution's preferred name was Montana State College and so it remained until July 1, 1965, when, in recognition of the enormous advances in the College's commitment to scientific and humanistic research, the thirty-ninth legislative assembly of the state of Montana changed MSC's name to Montana State University.

Rankings and Recognitions:

- > More than 250 academic options
- > \$120M annual research expenditures
- > #1 public university in Montana by *Forbes Magazine*
- > #1 in region for Goldwater Scholars
- > Top 3 of *Sunset Magazine's* Best College Towns in the West
- > Montana's largest university

For more rankings and recognitions, please visit: <https://www.montana.edu/>.

MSU takes pride in its historic tri-partite mission of excellence in teaching and learning, research and creativity, and service and outreach. The University has four campuses, seven agricultural centers, one world-class museum, and Extension offices that serve each of Montana's 56 counties, making the entire state of Montana our campus. The undergraduate programs, which provide hands-on research and creative experiences for our students, and our graduate programs, which feature all of the elements of a student-centered institution. The service and outreach programs are designed to enhance the lives of all Montanans, and MSU's researchers make discoveries every day that have the potential to improve our world. Prolific research also has resulted in many discoveries

that stimulate economic growth. MSU has more than 182 active technology licenses, 104 of which are with Montana companies, and 110 patents have been issued for MSU discoveries.

MSU is ranked as one of the top 108 universities in the nation with very high research activity by the Carnegie Foundation for the Advancement of Teaching, with annual research expenditures averaging around \$100 million. This top tier classification, out of more than 4,600 institutions, recognizes the significant opportunities for research, scholarship, and creative work. MSU is routinely listed as a top university in terms of degree quality, value, and location, and ranks among the nation's leaders in its number of Goldwater Scholarship recipients.

MSU continues to be the university of choice for many of the state's best and brightest high school graduates. For the 2020-2021 academic year, 127 of 211 Montana high school graduates offered Montana University System Honor Scholarships, or 60 percent, chose MSU.

Under the leadership of President Waded Cruzado, Montana State University continues to boast a national and international reputation for its excellence in education as well as research. It is an institution committed to serving Montana and beyond by positioning today's students for meaningful lives in the globalizing economy of the 21st century.

For information about the "Choosing Promise Strategic Plan," please visit:

<https://www.montana.edu/strategicplan/>.

About Bozeman, Montana

Bozeman is called "the most livable place" for good reason. The city boasts year-round outdoor activities like world-renowned fly fishing, dramatic mountains for hiking, mountain biking, rock



climbing, skiing, hunting, and backcountry exploring, Yellowstone National Park, and impressive wildlife. For those who prefer a more city experience, Bozeman offers thriving arts and culture communities, ranging from main street festivals, farmers markets, cultural centers and museums to symphonies, theaters, and art galleries.

Bozeman is the county seat of Gallatin County, Montana. Located in southwest Montana, the 2010 census put Bozeman's

population at 37,280; and by 2019, the population had risen to 49,831, making it the fourth largest city in Montana. The city is named after John M. Bozeman, who established the Bozeman Trail and was a founder of the town in August 1864. The town became incorporated in April 1883 with a city council form of government; and in January 1922, it transitioned to its current city manager/city commission form of government. Bozeman was elected an All-America City in 2001 by the National Civic League. Bozeman is home to Montana State University. The local newspaper is the *Bozeman Daily Chronicle*, and the city is served by Bozeman Yellowstone International Airport.

For additional information about Bozeman, please visit: <https://www.bozemanchamber.com/> and <https://www.bozeman.net/>.

Nomination and Application Process

Salary

The position is a full-time, 12-month administrative position with an excellent benefits package. Salary is competitive and commensurate with experience.

How to Apply

Greenwood/Asher & Associates, LLC is assisting Montana State University in this search. Applications and nominations are now being accepted. For a full application package, please provide a cover letter, CV, and list of five references. Confidential inquiries, nominations, and application materials should be directed to Greenwood/Asher & Associates, LLC. Submission of application materials as PDF attachments is strongly encouraged. The search will be conducted with a commitment of confidentiality for candidates until finalists are selected. Initial screening of applications will begin immediately and will continue until an appointment is made.

Inquiries, nominations, and application materials should be directed to:

Betty Turner Asher
Founder, Greenwood/Asher & Associates, LLC
Vice President & Managing Partner, Kelly
E-mail: bettyasher@greenwoodsearch.com

Ann Bailey
Senior Executive Search Consultant
Greenwood/Asher & Associates, LLC
E-mail: annbailey@greenwoodsearch.com

For more information about the position, please visit:
<https://www.greenwoodsearch.com/montana-state-university-director-of-admissions>.

For more information about Montana State University, please visit: <https://www.montana.edu/>.

Montana State University is dedicated to ensuring an environment of non-discrimination and equal opportunity in its education programs and employment opportunities in compliance with state and federal laws. The Office of Institutional Equity supports the University's goals by promoting an inclusive, diverse and supportive environment for external members of the campus community and our employees and students to excel regardless of their race, color, national origin (ancestry), sex, sexual preference/orientation, gender identity, gender expression, transgender, marital or parental status, age, creed, religion or political beliefs, mental or physical disability, genetic information or status as a veteran.