



The Citadel
Charleston, South Carolina
Associate Provost for Enrollment Management

Since 1842, The Citadel has answered the call to educate and develop principled leaders equipped to meet the challenges of an increasingly complex world.

[The Citadel, The Military College of South Carolina](#), invites applications for an Associate Provost of Enrollment Management. The Citadel is seeking an innovative, agile, and collaborative enrollment leader who has demonstrated success in strategic planning, data-driven decision-making, and collaboration across campus with senior leaders and faculty.

The Associate Provost serves as the chief enrollment officer and is responsible for leading a cross-institutional team in the recruitment and enrollment of several populations including: the corps of cadets, veterans, active military, transfer, and graduate students. The Associate Provost will oversee a strategic and data driven enrollment management division, lead the development of a comprehensive strategic enrollment plan, and implement best practices in recruitment, admissions, data modeling and analysis, veterans services, and financial aid optimization. The Associate Provost will be an active partner in supporting academic program development and creation of strategic enrollment marketing plans and initiatives by providing data, context, and analysis on market trends and student behaviors. The successful candidate will have a deep respect for The Citadel's military tradition and unique programs.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The essential duties and responsibilities for the associate provost for enrollment management include the following:

Leadership

- Leads five departments: Office of Cadet Admissions, Office of Citadel Graduate College Admissions, Office of Financial Aid, Parent Programs, and Veteran Student Success Center.
- Actively participates in strategic planning activities that guide institution-wide conversations and plans that encompass organizational structure, policy, and process as they relate to recruitment and admissions.
- Guides the successful implementation of the Technolutions Slate CRM and integration of data into the new system to effectively inform recruitment and enrollment activities for years to come.
- Participates as a member of the senior administration by serving on various councils and committees and serves as a liaison to various internal and external groups, as assigned.
- Adheres to National Collegiate Athletic Association (NCAA) D-I and Southern Conference rules as communicated by the Associate Director of Athletics, Compliance related to dealings with student-athletes and/or Athletics Department personnel and reports any concerns or possible violations of those guidelines.

Partnerships & Collaboration

- Partners with the Office of Communications and Marketing on an integrated marketing and communication enrollment plan, using data-based decisions to adjust messaging.
- Develops collaborative relationships with other leaders, faculty, staff, students, and cadets to ensure integration of operational and strategic enrollment management initiatives across campus. Encourages and coordinates the collective participation of The Citadel community including alumni, faculty, staff, and cadets in strategic enrollment activities.
- Communicates with regularity and transparency to The Citadel community on enrollment management initiatives, progress toward benchmarks and goals, and outcomes of enrollment efforts for all populations.

- Provides community partners with accurate information regarding changing demographics and the highly competitive landscape. Educates The Citadel community in understanding challenges and impact on the community and its programs.
- Supports the design and launch of programs and initiatives that meet the evolving needs of the marketplace, changing technology, and evolving consumer expectations.

Strategic Enrollment Management and Financial Aid Leveraging

- Manages all aspects of admissions and financial aid operations and is responsible for developing, implementing, and overseeing the execution of a multi-year comprehensive strategic enrollment plan with appropriate goals that include strategies to recruit and enroll traditional undergraduate, returning adult, graduate, online, Veteran, Active Duty, and continuing education students.
- Leads the division in implementing systems, policies, and procedures which address barriers to enrollment and fosters a culture of collaboration, responsiveness, and transparency to students, families and colleagues.
- Implements targeted recruitment initiatives that account for changing technology and consumer expectations, and reflect a deep knowledge of unique markets and populations.
- Works to ensure optimum levels of enrollment across each of The Citadel's populations, academic programs, and disciplines.

Data, Analysis, & Technology

- Develops annual admissions and financial aid forecasts, predictive models, and budgets for all programs.
- Monitors and assesses data to evaluate the effectiveness of recruitment efforts, scholarship programs, and marketing in enhancing yield with potential students.
- Communicates weekly recruitment and yield results.
- Leads the development of appropriate data analytics and leverages all capabilities of the admissions CRM (Slate) to maximize and monitor the effectiveness of recruitment efforts, and track students through the Admissions funnel.
- Maximizes the use of Slate for funnel management, analytics, reporting, communications, and student engagement. Leads evaluation and implementation of new features and tools, and leverage solutions in meeting the evolving needs and expectations of students.

- Fosters a culture of excellence in appropriately leveraging data and sharing of information including best practices in data collection, analysis and reporting.

Financial and Financial Aid Acumen

- Develops and executes scholarship and financial aid leveraging strategies to achieve enrollment and net tuition revenue goals, as well as other key metrics such as yield, selectivity, access and affordability, program balance, student quality and revenue optimization.
- Develops and implements an ongoing strategy for the deployment of The Citadel's financial aid and scholarship resources.
- Continually evaluates effectiveness and competitiveness of financial aid programs, including consideration of methodology and award components.
- Oversees the development of a scholarship tracking system to facilitate the effective and efficient awarding of individual resources to support enrollment goals and student retention.
- Manages the division's budget in a creative, resourceful, and effective manner.

Supervision and Mentorship

- Provides motivational leadership for the enrollment management team, fostering their knowledge of the profession, use of best practices, and professional growth in support of The Citadel's mission, core values, and strategic plan.
- Cultivates leaders within each department and supports their ability to develop successful professionals and effective teams. Provides formal and informal support in the development of skills and retention of staff within enrollment management.

QUALIFICATIONS, SKILLS, AND CHARACTERISTICS

The successful candidate will have a strong commitment to The Citadel's mission and status as one of six Senior Military Colleges in the United States. A bachelor's degree is required and an advanced degree preferred. A minimum of seven years of enrollment management within higher education with increasing responsibility and significant experience in managerial and leadership roles is required in this important position. In addition the Associate Provost should demonstrate the following skills, qualifications, and abilities:

- A sincere commitment to The Citadel's core values and ability to appreciate, support, articulate, and uphold the mission, traditions, culture, and strategic

plan.

- Demonstrated successes in leading complex strategic initiatives and translating high aspirations into achievable and measurable goals and accomplishments.
- Extensive background in strategic, data-driven recruitment and enrollment management practices to include the ability to organize and present data necessary for effective decision making.
- Successful in the development of pipelines, experienced in the identification of new and emerging markets, able to identify and respond to student needs and interests by population and program.
- Progressive experience and responsibility in the development, implementation, and evaluation of financial aid leveraging models and previous involvement in the awarding of funded scholarships.
- Experience with leveraging ROTC scholarship opportunities to build a more robust and diverse class.
- Strong business acumen and financial knowledge with the ability to develop and implement revenue positive programs and enrollment pathways.
- Ability to manage budgets and leverage resources wisely.
- Previous experience collaborating with marketing in the development and execution of strategic enrollment marketing plans and initiatives.
- Deep knowledge of enrollment marketing with an understanding of student behaviors, preferences, and choices.
- Able to articulate a clear and compelling vision, define and share goals, and motivate a team.
- Experienced in the evaluation and implementation of new technology with significant skill in database/CRM management, integration and analytics; familiarity with Slate is preferred.
- Technically savvy with an understanding of how to optimize operational efficiency, capture relevant data, and leverage technology to support sound decision making and enhance the student experience.
- Proven ability to work with diverse constituencies, both on and off campus.
- Propensity to serve as an ambassador for The Citadel and to engage effectively with a variety of internal and external audiences on behalf of the institution.
- Ability to prioritize and manage competing objectives and navigate changes with agility.
- Ability to effectively balance high-level strategic thinking with hands-on engagement in daily activities.
- Demonstrated strong commitment to delivering excellent service to both students and constituents.
- Ability to successfully lead and manage enrollment units that are student-focused and results-oriented.

- Proven skills in relationship building and working collaboratively within and across units.
- Competitive drive to achieve enrollment goals and work toward continuous improvement.
- Confident, with impeccable integrity, appropriate transparency, and excellent judgment.
- Excellent interpersonal and communication skills, both written and oral.
- Transparent communicator and collaborative colleague with an appreciation for and ability to navigate a flexible, innovative, and engaged community.
- Diplomatic, tactful, and authentic with the ability to build new relationships, advocate for the enrollment management team, and support and lead change through influence.
- Self-motivated, critical thinker with advanced problem-solving abilities and creativity.

COMPENSATION AND BENEFITS

The Citadel offers a competitive salary based on the skills and experience of the selected candidate, and a comprehensive package of benefits. The salary range identified for this role is \$150,000.00 - \$180,000.00 per year. The selected candidate will need to reside in or near Charleston, South Carolina for this in-person and visible campus based leadership position. This is a uniformed position during the fall and spring semesters.

ABOUT THE CITADEL

The Citadel, also known as the Military College of South Carolina, is a public senior military college located in historic Charleston on a 130-acre campus in the center of a metropolitan area of 600,000. Founded in 1842, The Citadel has a rich history and educational reputation. Ranked #1 Public College in the South (U.S. News & World Report, 2022), there are nearly 2,300 undergraduate students who make up the South Carolina Corps of Cadets. Another 1,200 students attend the Graduate College, evening, and online programs. A member of NCAA Division I and the Southern Conference, The Citadel fields 11 intercollegiate athletic teams and offers 16 club sports.

ACADEMICS

The Citadel offers rigorous undergraduate academic programs, divided into five academic schools: Business, Education, Engineering, Humanities and Social

Sciences, and Science and Mathematics. Undergraduate cadets can choose from 31 Majors, 57 Minors, pre-health professions, and pre-law (a concentration in political science). The 11:1 student-to-faculty ratio facilitates interaction between faculty and students both inside and outside the classroom. Special programs including the Honors Program, The 1842 Program, The Distinguished Scholars Program, LEAD Scholars, and Study Abroad, offer students unique opportunities to enrich their academic experience through independent study, internships, and travel.

The Citadel Graduate College (CGC) offers 25 graduate degree programs with over 22 concentration options, over 10 graduate certificate programs and 12 college transfer programs. Designed for adaptability, some classes meet once per week in a civilian atmosphere or some programs offer the option to complete coursework and requirements 100% online. The convenient, flexible online programs offered by The Citadel are currently ranked second in America for veterans by College Consensus, and #5 in the nation for all students studying online.

THE STUDENT EXPERIENCE

The nearly 2,300 undergraduate residential Corps of Cadets represent almost every state and thirteen foreign countries. Sitting on 300 acres with 27 buildings grouped around a 10-acre parade ground, The Citadel's campus is home to over 100 clubs and organizations. Students can choose from over 30 academic clubs, 20 religious groups, and 30 other general groups that include such diverse organizations like a gaming group to the eagle scout association to political groups. A member of the NCAA Division I and the Southern Conference, The Citadel fields 11 intercollegiate athletic teams and offers 16 club sports.

All cadets participate in one of the ROTC programs – Army, Air Force, or Naval/Marine Corps. Participation does not require students to accept a commission or be committed to active military duty. Out of the Corps of Cadets, 1 out of 3 graduates earn a military commission.

Rich in tradition, students enjoy annual events that range from celebratory events such as Corps Day to Homecoming to Leadership Day, which centers on service learning. Overall, the cadet lifestyle provides a structured environment in and outside the classroom that supports growth and development of each student's intellect, discipline, physical fitness, and moral and ethical values. The four pillars which define The Citadel experience for cadets consist of these four developmental dimensions.

MISSION & CORE VALUES

The Citadel's mission is to educate and develop students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment. Central to the development of principled leadership are our core values of Honor, Duty, and Respect. By promoting teamwork and service to others while following a military lifestyle, a strong sense of camaraderie is shared amongst the community. The Citadel strives to produce graduates who have insight into issues, ideas, and values that are of importance to society.

COLLEGE LEADERSHIP

[General Glenn M. Walters](#), USMC (Retired), Class of 1979, returned to The Citadel in 2018 after serving 39 years as an officer in the Marines to become the 20th President. Prior to his arrival, he served as the 34th Assistant Commandant of the Marine Corps, the Corps' second-highest ranking officer. General Walters leads a seven member [senior administrative team](#) at the college that is responsible for the strategic leadership of the academic program, athletic program, finance and business affairs, communications and marketing, facilities, and the military administration of the Corps of Cadets. General Walters' administration has overseen the largest capital improvement era at the college and is in the process of implementing the college's strategic plan, [Our Mighty Citadel 2026](#).

The Associate Provost for Enrollment Management will report to [Brigadier General Sally Selden, Ph.D.](#) who serves The Citadel as Provost and Dean of the College. As the college's chief academic officer and second ranking official, she leads strategic planning for the college's academic mission and ensures academic programs are world-class and aligned with the college's core values. Selden's responsibilities include leading academic programs and initiatives across the college's five schools, which serve more than 3,500 students and support more than 200 faculty. In addition, Selden oversees the Daniel Library, the Krause Center for Leadership and Ethics, research centers, information technology and academic support units.

CHARLESTON, SOUTH CAROLINA

For the 10th year in a row, Charleston took the top spot as the No. 1 city in the U.S. by Travel + Leisure. A charming, walkable coastal port city, it is surrounded by 90 miles of coastline, golf courses, and national forests. Charleston's rich history includes ghost tours, historic architecture and landmarks such as Charles Towne Landing.

With a thriving culinary, theatrical, music and art scene, this growing city is known for its Southern hospitality, elegant charm, well-preserved structures and unique culture.

About halfway between Washington D.C. and Miami, Florida along the Atlantic Coast, Charleston is home to just over 100,000 residents. Served by the Charleston International Airport, with Amtrak service out of North Charleston, the area hosts a wide array of athletic events, festivals, and cultural celebrations that are enjoyed by visitors and residents alike. Charleston is known for having some of the best public and private schools in South Carolina, with the public schools in Mt. Pleasant and James Island being rated the best in Charleston County.

To Apply

[NES](#), a higher education search firm specializing in enrollment management searches, is assisting The Citadel in their search for an Associate Provost for Enrollment Management. To arrange a confidential conversation or to nominate someone for this position, please contact [Suzi Nam](#), [Catherine Capolupo](#), or [Mary Napier](#). To apply, send 1) a resume, 2) a detailed letter regarding your interest in the Associate Provost for Enrollment Management position at The Citadel, and 3) contact information for five professional references by email to: citadel@nessearches.com. For best consideration, submit materials by June 20, 2024; the search will remain open until the position is filled. The expected start date will be in mid to late summer of 2024. All applications and nominations will be considered confidential, and notice will be given before references are contacted.

The Citadel is an Equal Opportunity / Affirmative Action employer and does not discriminate against any individual, or group of individuals, on the basis of age, color, race, disability, gender, gender identity, sexual orientation, religion, national origin, genetic information, veteran status, pregnancy, childbirth, lactation, or other related medical conditions in its employment practices. For more information review our [Inclusive Excellence](#) page. The Citadel has a culturally diverse faculty and staff committed to working in a multicultural environment. We encourage applications from all qualified individuals seeking employment, regardless of identity group membership, genetic makeup, veteran status or level of ability. South Carolina is making our veterans a priority for employment in state agencies and institutions. Click [here](#) for eligibility requirements.

