Reporting to the Provost and Dean of Faculties, the Vice Provost for Enrollment Management will play a key leadership role in attracting and retaining students in traditional, non-traditional, and online programs at all the University’s campuses during this exciting time of growth and potential for Saint Mary’s University of Minnesota. This position has direct oversight of admission, financial aid, enrollment, and registration.

In order to achieve success, the Vice Provost will:

- **Lead and direct institutional dialogue about enrollment opportunities and possibilities, including constant discussion of trade-offs and costs and benefits**

The new Vice Provost will maintain strong and collaborative relationships with stakeholders across the University, working collegially with the President, Provost, deans, other senior leaders, and faculty, while providing strong leadership that engenders trust and demonstrates excellence. The Vice Provost is expected to promote a commitment to open conversation and shared goals that inspires and engages students, staff, faculty, parents, and alumni to join in achieving the enrollment vision.

- **Create and deploy a strategic enrollment plan**

Reflecting and growing out of the above institutional dialogue, the new Vice Provost will examine all aspects of enrollment with an eye to envisioning the optimal enrollment picture for the University. This requires developing the necessary structure, programs, initiatives, and resources through key strategic requests backed by solid planning, data, and rigorous analysis that are clearly tied to measurable objectives and goals. In doing so, the Vice Provost will formulate a strategic and coordinated enrollment plan that is proactive and ambitious while maintaining the flexibility required to respond to the rapidly shifting enrollment realities regionally, nationally, and internationally. By constructing an analytic framework to be shared broadly that charts progress and assesses effectiveness, the Vice Provost will make data-informed proposals linking budgets and expenditures to measurable outcomes that measure and improve yield, optimize financial aid, and leverage institutional resources to recruit and retain students and manage net tuition revenues.

- **Foster a culture of openness, inclusion, precision, and accountability**

The Vice Provost will model and encourage an openness in communication and accountability aimed at decision-making and information-sharing. Acting as a strategic partner to academic and administrative leaders to enhance recruitment and, indirectly, retention, the Vice Provost will assist leadership in achieving their goals for the University, bringing a positive attitude and an approach that seeks workable solutions.

Saint Mary’s is seeking an experienced, entrepreneurial, and proven leader in strategic enrollment management with 7-10 years of progressively more responsible higher education leadership experience, with three years in a senior level/executive post, preferably in Catholic higher education.

The profile that follows contains important information on the history of Saint Mary’s and its current undergraduate and graduate programs. The profile details the position further by outlining available leadership opportunities and the desired attributes for leadership being sought.
SAINT MARY’S UNIVERSITY OF MINNESOTA

MISSION STATEMENT
Enriched by the Lasallian Catholic heritage, Saint Mary’s University of Minnesota awakens, nurtures, and empowers learners to ethical lives of service and leadership.

ABOUT SAINT MARY’S
Saint Mary’s University of Minnesota was founded atop Terrace Heights in 1912. Then an academy and junior college, Saint Mary’s originally provided a faith-based education to young men in Winona and the surrounding areas.

As the university has grown in complexity and expanded in locations and offerings, the heart of Saint Mary’s mission has stayed the same — to provide a meaningful, transformational, and accessible education that not only meets the needs of our students, but also the communities they will serve. Saint Mary’s prepares its graduates to lead and serve today’s society by virtue of both their cutting-edge skills and their strong Lasallian values.

Saint Mary’s — a private, Lasallian Catholic institution — has been administered by the De La Salle Christian Brothers since 1933. The university is nurtured and guided by the teachings of Saint John Baptist de La Salle, the patron saint of education and the founder of the De La Salle Christian Brothers.

Now a diverse educational network with nearly 6,000 students, Saint Mary’s extends from the undergraduate campus in Winona to the Schools of Graduate and Professional Programs (headquartered at the Twin Cities Campus, with offerings in Minneapolis, Winona, Rochester, and Apple Valley, and more than 50 off-campus sites throughout Minnesota and Wisconsin — and as far away as Kenya and Jamaica).

At the undergraduate College, students work with professors who mentor and guide them throughout their educational journey; receive real-world experience; and build friendships that last a lifetime.

Adult learners at the Schools of Graduate and Professional Programs are taught by experienced experts in their field. The SGPP serves more than 4,600 adult learners, making it one of the largest graduate schools in Minnesota.

LASALLIAN HERITAGE
Saint Mary’s is a Lasallian Catholic university that is a living expression of the vision of Saint John Baptist de La Salle, an inspirational 17th century educational innovator, patron saint of teachers, and founder of the De La Salle Christian Brothers. The Lasallian charism represents excellent quality education; respect for the dignity of all individuals; an inclusive and participatory community; interiority; accessibility; civility; innovation; belief in the presence of a benevolent God; an ecumenical and inter-religious openness; solidarity with the poor; and advocacy for those suffering from injustices. One of six Lasallian colleges and universities in the United States and one of 61 within the world, Saint Mary’s is an active partner within the Lasallian network, the ongoing home of De La Salle’s tradition and spirit. The network is alive and functioning in 79 countries and in more than 1,000 educational institutions.
WINONA CAMPUS
UNDERGRADUATE COLLEGE

At the coeducational, residential Winona Campus, located between the Mississippi River and the surrounding bluffs, the undergraduate College combines traditional liberal arts and sciences with career preparation in a student-centered environment.

ENROLLMENT: 1,100 students
MALE-FEMALE RATIO: 46:54
GEOGRAPHIC MAKEUP: Minnesota, Illinois, Wisconsin, Midwest, many other states and countries
DEGREES OFFERED: Bachelor of Arts (B.A.)
PROGRAM OFFERINGS: 59 majors; also minors and pre-professional programs
FACULTY NUMBERS: 90 faculty
STUDENT-FACULTY RATIO: 13:1
STUDENTS RECEIVING AID: 97%
AID RECEIVED: $30 million
AID PROVIDED BY SAINT MARY’S: $15 million; need-based and merit scholarships, plus grants
VARSITY ATHLETICS: 21 NCAA Division III intercollegiate teams

COLLEGE ACCREDITATIONS/CERTIFICATIONS:
• Saint Mary’s is accredited by the Higher Learning Commission.
• Saint Mary’s University has received specialized accreditation for its Bachelor of Arts business and business-related programs through the International Assembly for Collegiate Business Education.
• The nuclear medicine technology program is accredited by the Joint Review Committee on Educational Programs in Nuclear Medicine Technology.
• The university is an accredited institutional member of the National Association of Schools of Music.
• The peace officer education program is certified by the Minnesota Board of Peace Officer Standards and Training.
• The School of Education is approved as a teacher certification program by the Minnesota Board of Teaching, Minnesota Department of Education.
• Saint Mary’s has received the distinction of being named an ALL-STEINWAY School.
UNDERGRADUATE MAJORS AND PRE-PROFESSIONAL PROGRAMS

ART
- Art Studio
- Digital Graphic Design

BIOLOGY
- Allied Health
- Pre-Cytotechnology
- Pre-Echocardiography
- Pre-Medical Laboratory Science
- Pre-Nuclear Medicine Technology
- Pre-Physical Therapy
- Pre-Physician Assistant Studies
- Pre-Radiography

BUSINESS
- Accounting
- Business Intelligence and Analytics
- Entrepreneurship
- Finance
- International Business Management
- Marketing
- Sport Management

CHEMISTRY
- Biochemistry
- Chemistry

COMMUNICATION
- Digital Media and Journalism
- Public Relations
- Strategic Communication

CRIMINAL JUSTICE
- Criminal Justice – Corrections
- Criminal Justice – Law Enforcement

EDUCATION
- Educational Studies
- Elementary Education K-6
- Secondary Education
- Chemistry
- English
- Life Sciences
- Mathematics
- Music - Instrumental
- Music - Vocal
- Physics
- Social Studies
- Spanish

ENGLISH
- Literature
- Literature – Writing

HISTORY
- History
- History – Social Studies

MATHEMATICS, COMPUTER SCIENCE, AND STATISTICS
- Actuarial Science
- Computer Science
- Mathematics

MUSIC
- Music
- Music Industry
- Music Performance

PHILOSOPHY
- Philosophy
- Philosophy – IHM Seminary

PHYSICS
- Physics
- Physics – Engineering Science
- Physics – Life Science

POLITICAL SCIENCE

PSYCHOLOGY

SOCIAL SCIENCE
- Human Services
- Sociology

SPANISH

THEATRE

THEOLOGY
- Theology
- Theology – Pastoral and Youth Ministry

PRE-PROFESSIONAL PROGRAMS
- Pre-Health Professions (Dentistry, Medicine, Occupational Therapy, Optometry, Pharmacy, Veterinary Medicine, etc.)
- Pre-Law
- Pre-Theology
THE LIBERAL ARTS AND SCIENCES

PARTNERSHIPS AND COLLABORATIONS

MAYO INNOVATION SCHOLARS PROGRAM
The Mayo Innovation Scholars Program is a partnership between business and education which provides real-world opportunities for students to potentially uncover innovations with a positive impact on both healthcare and the Minnesota economy. Each year teams of biology and business students from Saint Mary’s and other members of the Minnesota Private College Council spend several months researching and analyzing the scientific and economic potential of projects submitted by Mayo Clinic professionals. The program begins in October and the final documents and oral presentations are delivered in March to Mayo Clinic Ventures, the arm of Mayo that deals with inventions.

Now in its 10th year, the Mayo Innovation Scholars Program continues to be an innovative model for student experiential learning. The student selection is competitive and the program expectations are high and professional. Students must be able to do extensive literature searches, often into areas they have no experience with; be able to “translate” their searches into terms that the team and their prospective audience will understand; and write and present well.

GUNDERSEN FELLOW
Each summer a Saint Mary’s undergraduate student works on potentially breakthrough cancer research at Gundersen Medical Foundation’s Kabara Cancer Research Institute in La Crosse, Wis. This academic collaboration was brought about through 1958 alumnus Jon Kabara and his wife Betty, founders of the Kabara Cancer Research Institute. Three students have thus far served as Saint Mary’s University Fellows at Gundersen.

Gundersen Health System is the La Crosse, Wis., area’s largest employer and leading provider of primary and specialized care. Gundersen Health System serves more than 500,000 residents of Western Wisconsin, Southeastern Minnesota, and Northeastern Iowa.

LONDON THEATRE PROGRAM
For more than 20 years, Saint Mary’s has offered a London theatre study abroad program, believed to be the only one of its kind in the U.S.

Qualified theatre majors spend one semester abroad through the Stefannié Valéncia Kierlin Theatre Program in London. Under the guidance of Saint Mary’s and British faculty, theatre majors take acting courses and attend performances at London’s West End, Off-West End, and Fringe theatres.

What truly sets the Saint Mary's program apart is the fact that participating students stage a full production in a London theatre each year — believed to be something no other U.S. college or university can boast.

KABARA INSTITUTE FOR ENTREPRENEURIAL STUDIES
The goal of this organization, inspired by an alumni entrepreneur in the field of medical research, is about inciting a passion for entrepreneurial spirit in students across the university, regardless of their major field of study. Through programming and speakers, the institute enhances the entrepreneurship program offerings at Saint Mary’s University by providing opportunities for students to interact with entrepreneurs and experience entrepreneurship first-hand, and to foster a greater understanding and appreciation of the importance of entrepreneurs and entrepreneurship in our society.
PRAIRIE ISLAND FIELD STATION
The Prairie Island Field Station, located on the banks of the Mississippi River in Winona, gives the university direct access to the upper Mississippi National Wildlife and Fish Refuge and close proximity to the natural aspects and human activity defined by the river. The university’s GeoSpatial Services research and consulting staff operate the facility.

PHYSICIAN ASSISTANT 3 + 2 WITH MAYO CLINIC
Saint Mary’s Cascade Meadow facility in Rochester will house the graduate portion of a new 3 + 2 Physician Assistant program, a collaboration between Saint Mary’s University and Mayo Clinic’s School of Health Sciences.

Participants chosen for the program could potentially become a physician assistant in as little as five years — spending three years studying at Saint Mary’s Winona Campus, followed by two years of graduate study at Cascade Meadow.

Students successfully completing the program will earn a bachelor’s degree from Saint Mary’s University and a Master of Health Sciences in Physician Assistant Studies from Mayo Clinic School of Health Sciences.

ARTS OUTLETS
Saint Mary’s art students have the unique opportunity to display their work in the on-campus Lillian Davis Hogan Galleries, open to the public year round. Music students are able to participate in a variety of music ensembles including Chamber Orchestra, Chamber Singers, Concert Band, Concert Choirs, Jazz Combos, Jazz Ensemble, Percussion Ensemble, and Wind Ensemble. Affiliate arts programming also includes the Page Series and the Minnesota Conservatory for the Arts.

SHORT-TERM STUDY ABROAD PROGRAMS
Saint Mary’s students have an opportunity to immerse themselves in another culture for 10 days to three weeks while enhancing their classroom experiences. A variety of short-term study abroad programs may be offered each year. These programs will include a course taught by Saint Mary’s faculty and travel in a country or region of the world related to the course material.

Past programs have included:
• Art 260 — Introduction to Italy: History, Art, and Culture
• English 360 — Literature on Location (England)
• Business 465 — Chinese Business and Culture
• Spanish 406 — Urban Studies in Buenos Aires Culture
SCHOOLS OF GRADUATE AND PROFESSIONAL PROGRAMS

The Schools of Graduate and Professional Programs (SGPP) is one of the largest graduate schools in Minnesota. The SGPP is comprised of the Graduate School of Business and Technology, the Graduate School of Education, and the Graduate School of Health and Human Services. A pioneer in outreach education since 1984, SGPP offers certificate, bachelor completion, master's, specialist, and doctoral programs at the university’s Twin Cities and Winona campuses, and centers in Rochester, and Apple Valley. Programs and courses are also offered in greater Minnesota and Wisconsin, and online. Approximately 1,350 students are now actively enrolled in more than 15 fully online programs.

The university is recognized as an established leader in flexible and adaptable scheduling and delivery models. Saint Mary’s is committed to accessible and affordable quality private graduate education.

At the Nairobi Campus, Christ the Teacher Institute for Education offers two undergraduate education programs, and the Maryknoll Institute of African Studies offers two graduate programs in African Studies. Saint Mary’s offers a graduate program in education in collaboration with the Catholic College of Mandeville in Jamaica.

CAMPUSES: Minneapolis ■ Winona
CENTERS: Rochester ■ Apple Valley
Nairobi, Kenya ■ Jamaica

Off-campus sites in Minnesota and Wisconsin
Online courses and programs
ENROLLMENT: Approx. 4,600 students total

FACULTY NUMBERS: 300 full- and part-time faculty

DEGREES/AWARDS OFFERED:
- Professional, undergraduate and graduate certificates
- Bachelor of Science (B.S.)
- Master of Arts (M.A.)
- Master of Science (M.S.)
- Master of Education (M.Ed.)
- Master of Business Administration (M.B.A.)
- Master of Social Work
- Master of Public Health
- Master of African Studies (M.A.S. - Nairobi only)
- Education Specialist (Ed.S.)
- Doctor of Education (Ed.D.)
- Doctor of Psychology (Psy.D.)
- Doctor of Business Administration (D.B.A.)
BUILDING FOR TOMORROW
UNIVERSITY FACILITIES

WINONA CAMPUS
The Winona Campus comprises 400 acres and 48 buildings, with excellent facilities for living, learning and recreating.

The Science and Learning Center opened on the Winona Campus in May 2017. This 50,000-square-foot building was the centerpiece of the most recent Capital Campaign; gifts and pledges fully funded the construction of the $20 million center.

A new residence hall, Brother William Hall, will open in Fall 2019 on the Winona Campus. The three-story residence hall for first-year students is a $6.9 million project being entirely funded through philanthropic gifts.

In 2012, Brother Leopold Hall opened on the Winona Campus. This four-story building houses 139 sophomore through senior students in apartment-style and suite-style housing. In 2008, the Winona Campus athletic fields were transformed by a new track and soccer complex.

TWIN CITIES CAMPUS
Classroom and meeting facilities in the Twin Cities are welcoming and designed specifically for students seeking graduate and professional degrees.

The seven buildings on the Twin Cities Campus include the Saint Mary’s University Center, a multiple-space event center. The Graduate Center had grown from leased space on Park Avenue south of downtown Minneapolis to a multi-site educational complex. In the past decade, the university acquired the mansion and carriage house and renamed and dedicated Brother Louis Hall.

ROCHESTER
Saint Mary’s recently added a fully-funded 10,000-square-foot addition to its Rochester Campus, which is located on 100 acres along Cascade Creek in northwest Rochester. The Campus features formal and informal learning and event spaces, indoors and outdoors. The expansion houses the university’s expanding Schools of Graduate and Professional Programs. Saint Mary’s has had an educational presence in Rochester since 1985 and currently offers bachelor’s, master’s, certificate, specialist, and doctoral degrees from its Rochester location.

ONLINE PROGRAMS
A hallmark of Saint Mary’s University is meeting students where they are. Thus, a myriad of fully online programs to obtain bachelor and master degrees are available. Enrollment in the online programs has accelerated in recent years, now serving more than 1,350 students. The University partners with a third party to assist with the recruitment and other services for online students. Saint Mary’s recently earned a top spot on the Minneapolis/St. Paul Business Journal list of largest online Master of Business Administration (MBA) programs in Minnesota.
A REPUTATION OF EXCELLENCE

SKILLED FACULTY TEACH VIA HANDS-ON LEARNING

Our highly skilled faculty publish regularly about ongoing research. They are primarily practitioners in their fields who see teaching as a way to give back to their professions. Faculty at Saint Mary’s University serve as open-minded mentors to students, being honest with them, pushing them and supporting them. Students and alumni report that the caring and supportive faculty at Saint Mary’s helped them to not only discover what they wanted to do, but also helped them to uncover their potential, preparing them to be successful.

On the Winona undergraduate campus, they frequently engage students in their explorations, sharing methodology — and credit — with eager learners.

At Saint Mary’s learning doesn’t just happen in the classroom. Our students take part in real-world experiences through internships, study abroad experiences, labs, service trips and field research, and by presenting at conferences.

Nearly all Saint Mary’s undergraduate students participate in a research or creative culminating senior project, in addition to their classwork. Each year, the university hosts a campuswide celebration highlighting and celebrating the diverse talents and skills of Saint Mary’s students across a broad spectrum of academic disciplines. The Celebration of Scholarship includes presentations, performances, and a poster presentation session, totaling more than 100 presentations.

Saint Mary’s faculty are encouraged to stay current in their disciplines in order to provide a quality educational experience, to enliven their classroom teaching, and to engage students. SGPP faculty are primarily practitioners in their fields who see teaching as a way to give back to their professions.

The list is lengthy of reputable and internationally known businesses and organizations that regularly hire Saint Mary’s students and alumni. The Saint Mary’s reputation for producing hard-working, smart interns opens doors for our students.

Both campuses are conveniently located near world-class medical facilities — including Mayo Clinic in Rochester, Minn. — which provide unparalleled learning opportunities. Our students also benefit from Southeastern Minnesota’s strong engineering and technology base.

Winona boasts a diverse, healthy, high-tech economy, including the headquarters of many national and international brands such as Fastenal, Hal Leonard, Peerless Industrial Group, RTP, Watkins, Wenonah Canoe, and WinCraft. The Twin Cities Campus is located in the heart of Minneapolis, one of the most robust business climates in the nation.
The successful applicant for the Vice Provost of Enrollment Management will be a seasoned higher education professional who holds a master’s degree in an appropriate field and 7-10 years of higher education experience, with three years of upper-level academic administrative experience, preferably in Catholic higher education.

Beyond these foundational experiences and education requirements, Saint Mary’s is seeking applicants who demonstrate the following attributes:

• **Vision and leadership** — the ability to lead the recruitment of the university’s future student body with vision and creativity as well as an entrepreneurial outlook and eye to new possibilities and emerging challenges. The Vice Provost must also be able to multi task; have the capacity to make strategic decisions and generate innovative ideas and solutions; and have the ability to develop, manage, and enhance relationships with a diverse array of partners who play different and divergent roles in the University community. The ideal candidate must have the confidence and maturity needed to mentor, coach, and direct a talented, experienced staff and an ability to manage, motivate, and develop synergies and a sense of team among a diverse professional staff.

• **Strong analytical capacity** — the ability to strategically analyze opportunities and challenges; produce forward-looking strategic plans and budgets that link expenditures to outcomes; and assess the effectiveness of how unit funds are employed to achieve enrollment goals. This involves completing regular and systematic comparative reports that detail month-to-month as well as annual progress toward enrollment goals as well as effectively utilizing information on national and international trends in higher education and monitoring and applying developments in competitor institutions effectively into planning. The Vice Provost must demonstrate an eagerness to share data and analysis with other institutional leaders while engaging in interchange about emerging challenges and opportunities.

• **Superior interpersonal, relationship, and communication skills** — the ability and desire to easily engage with others; exceptional leadership, listening, and communication skills; an understanding of university colleagues, staff, and important constituencies; and genuine enjoyment in collaborating. The ideal candidate must have the ability to balance a data-driven process with strong relationship management skills and strong speaking and writing skills with the ability to articulate a vision effectively and compellingly to all constituencies and stakeholders.

• **Proven effectiveness and expertise in enrollment management** — a strong operational strategic outlook with the ability to develop and implement successful enrollment initiatives as well as significant professional experience managing the complex interplay of marketing and recruiting campaigns, enrollment goals, yield, and financial aid. This position requires knowledge of the strategic use of financial aid; an in-depth understanding of emerging trends and issues in enrollment and in higher education; and patience and enjoyment of incremental change.

• **Ability to creatively market a selective institution to achieve superior enrollment and performance levels** — A proven success in innovative thinking and risk-taking, combined with excellent execution of both complex and routine marketing strategies, as well as a record of taking programs to new levels of success. The Vice Provost must effectively engage and partner with university communications to execute effective marketing communications strategies that accurately position Saint Mary’s to attract the right students, and must think creatively to leverage technology while maintaining a sensitivity to and understanding of the human/cultural impact.

• **Mastery of Appropriate Technology** — a strong understanding of the strategic use of information technology to develop university enrollment management plans.

• **Personal qualities** — the ability to observe, listen, learn, and clarify needs while fostering trust quickly among various constituencies; honesty, integrity, candor, a strong internal moral compass, optimism, confidence, and excitement about change. This person must show a genuine interest in forming a team with key academic leaders; have a personal presence that is active and inclusive; and exhibit a multicultural literacy that balances complex and diverse cultures, backgrounds, and perspectives.

• **Credentials** — a master’s degree with qualifying experience is required; an advanced degree is preferred.
Expedia online travel services has named Winona the most beautiful town in Minnesota. Sculpted bluffs frame the banks of the mighty Mississippi River. The area is overflowing with outdoor recreation opportunities: hiking, running, canoeing and kayaking, fishing, biking, golfing, cross-country skiing, and snowshoeing. The 400-acre campus includes 16.5 kilometers of walking and hiking trails. Safewise called Winona the safest college town in the U.S.

The vibrant arts scene spans music, film, art, and theatre. Winona hosts many festivals and events that are truly spectacular, including: Beethoven Festival, Boats and Bluegrass Festival, Frozen River Film Festival, Great River Shakespeare Festival, and MidWest Music Fest.

The region around Winona is a professional hub with opportunities for internships and practical experience at organizations ranging from world-leading healthcare to international corporations headquartered right in town.
ROCHESTER

The City of Rochester, less than a one-hour drive from Winona and 90 minutes from the Twin Cities, is experiencing dynamic growth, fueled by dramatic expansion plans for the downtown and by the international reputation of the Mayo Clinic.

The world-renowned Mayo Clinic forms the core of Rochester’s economy. It employs over 30,000 people in the city and every year draws more than 2 million visitors to the area. The clinic’s many facilities, along with hotels, restaurants, and retail stores, comprise a large portion of the city’s downtown. Excluding the state government, Mayo Clinic is the largest employer in Minnesota. As a direct result of Rochester’s desire to build a quality public infrastructure to support Mayo Clinic’s continued success and growth, the ambitious Destination Medical Center (DMC) — an innovative economic development initiative to secure Minnesota’s status as a global medical destination — is being formed. Saint Mary’s University is currently exploring opportunities for additional partnerships and enhanced collaborations.

TWIN CITIES

The area is commonly known as the Twin Cities after its two largest cities, Minneapolis, the most populous city in the state, and Saint Paul, the state capital—often referred to as “The Cities”.

Minneapolis, where our Twin Cities Campus is located, provides its residents with a quality of life that is regularly listed as among the very best in the United States. It also has a strong, diversified economy, focused on business innovation, workforce development and corporate community involvement. The Minneapolis–Saint Paul area is home to 18 of Minnesota’s 19 Fortune 500 headquarters.