Duquesne University in Pittsburgh, Pennsylvania invites nominations and applications for the position of Vice President for Enrollment Management. The Vice President for Enrollment Management provides leadership for the enrollment management division of the University. This position is responsible for the identification, development, and support of strategies and initiatives that facilitate the capacity of the University to meet and exceed its enrollment goals. Duquesne seeks an experienced, energetic, authentic, and innovative leader with proven success in strategic enrollment management and a deep and abiding commitment to the University’s mission and values.
ABOUT DUQUESNE

Duquesne offers nationally-recognized academic programs, a strong financial position, a beautiful urban campus, an entrepreneurial approach to new curricular and co-curricular development, a talented and committed community, a close connection to one of the most dynamic cities in the country, and an exceptional record of service to the world. Duquesne’s solid institutional foundation, coupled with its impressive momentum, characterize an outstanding leadership opportunity.

Duquesne was founded by the Spiritans as a Catholic college for Pittsburgh’s poor immigrants. In 1911, it became the state’s first Catholic university. For the early part of its history, Duquesne was defined by its Pittsburgh campus and retained the character of a locally focused, primarily undergraduate institution. Today, Duquesne is recognized on the national stage as a comprehensive research institution of excellent quality offering a strong core of the sciences and liberal arts combined with a robust array of professional school offerings, including multiple medical health programs.

Duquesne ranked in the top tier of schools for the 11th consecutive year in the annual U.S. News & World Report Best Colleges rankings at 119th for 2019. It is also ranked 11th among the national Catholic universities within the U.S. News 2019 top tier schools. Money, Forbes, and U.S. News consistently rank Duquesne as a best value institution. For a comprehensive listing of recent accolades, please visit www.duq.edu/about/facts-and-rankings.

The University embraces a broad mission and serves a variety of learners in multiple contexts. This private institution with a current total enrollment of approximately 9,300 students (about 6,000 undergraduate and 3,300 graduate and professional students) educates traditional and non-traditional students through small classes, innovative instruction, and rigorous coursework. Through its nine schools, the University offers degree programs at the baccalaureate,
professional, master’s and doctoral levels while also supporting an ambitious research profile.

Utilization of online and hybrid pedagogies is on the rise at Duquesne. Opportunities for community members to benefit from associate campuses in Rome, Italy, and Dublin, Ireland, are also noteworthy. One-third of Duquesne students participate in international experiences of some kind. Study-abroad programs offer Duquesne students semester-long and short-term study options in Africa, Asia, Central America, and Europe. Affiliate agreements offer other viable options for study outside of the U.S.

**DUQUESNE’S CATHOLIC IDENTITY AND SPIRITAN MISSION**

As America’s only Catholic and Spiritan university, Duquesne bears a singular responsibility to reflect the distinctive charism of its sponsoring congregation. The Catholic and Spiritan call emphasizes education as a path to empowerment, service to the poor and underserved, commitment to justice in all forms, and interreligious understanding that embraces individuals of all faiths and backgrounds. As the priorities of the Catholic and Spiritan tradition evolve in response to a changing world, Duquesne has adapted to embrace more fully those emerging imperatives. Global outreach, as well as the preservation of God’s creations through enhanced environmental stewardship are chief among them. In addition, on-campus efforts to support sustainability practices abound, as do robust academic programs in environmentally related studies.

**LEADERSHIP**

President Kenneth G. Gormley became the 13th President of Duquesne in July 2016. He is an impassioned leader who recognizes and advocates that central to the University’s goals and aspirations is Duquesne’s Catholic, Spiritan mission of serving God by serving students so that they, in turn, can serve others. He and his leadership team have worked diligently to move the University forward as a premier institution of higher education, a transformative community partner, and a place where students, faculty, and staff have opportunities to grow and develop in meaningful ways.

President Gormley came to Duquesne in 1994 and was appointed Interim Dean in 2008 and Dean of the School of Law in March of 2010. He is an internationally recognized scholar and a highly sought expert on the workings of the Supreme Court of the United States. Under his leadership, the School ascended to the top tier of law schools as ranked by U.S. News, climbing 25 spots in two years, realized significant gains in fundraising, witnessed a dramatic increase in scholarly output from the faculty, and underwent a curricular transformation.

Dr. David J. Dausey, Provost and Vice President for Academic Affairs, began serving in his role on July 1, 2018. Prior to joining Duquesne, Dr. Dausey served as Provost and Executive Vice President of Mercyhurst University in Erie, Pennsylvania. He was also Distinguished Professor of Health Policy and Management at Carnegie Mellon University, where he served as Senior Director of Health Programs and Initiatives. An internationally recognized epidemiologist, Dausey was appointed a fellow of the American College of Epidemiology in 2012 and has directed more than $10 million in externally funded research grants.
ACADEMICS

The modern Duquesne consists of nine schools offering degree programs at the baccalaureate, professional, masters and doctoral levels and operates on a semester schedule.

Nine Schools of Study

- Bayer School of Natural and Environmental Sciences
- Duquesne University School of Law
- Mary Pappert School of Music
- McAnulty College and Graduate School of Liberal Arts
- Palumbo–Donahue School of Business
- John G. Rangos, Sr. School of Health Sciences
- School of Education
- School of Nursing
- School of Pharmacy

Duquesne is also launching a tenth school in the very near future - Duquesne University College of Osteopathic Medicine, which is due to enroll its first class in 2023.

Duquesne currently offers more than 70 undergraduate degree programs; more than 100 master’s, doctoral, and professional programs; and numerous certificate programs. Duquesne’s national online programs offer a promising stream of additional revenue for the institution while also meeting the institution’s access mission. There are several fully online programs, as well as a number of combined online/on-campus degree and certificate programs offered in nursing, business, leadership, education, health sciences, and pharmacy.

Nearly 50 centers and institutes serve to expand the University’s academic offerings to provide cross-discipline learning, instructional support for students and faculty, research programs and forums for specialized academic communities, and education and services in leadership, ethics, and organizational growth for organizations and business owners. Included among them are the Center for Healthcare Ethics, the Chronic Pain Research Consortium, the Aging Teaching and Research Consortium, the Center for Environmental Research and Education, the Center for African Studies, the Center for the Catholic Intellectual Tradition, the Center for Spiritan Studies, the Institute of Entertainment, Music and Media Arts (IEMMA), the Duquesne-China Health Institute (DCHI), and the Cyril H. Wecht Institute of Forensic Science & Law.

Duquesne’s progressive curriculum reflects the University’s values and related service orientation through coursework in fields such as nursing, education, health sciences, pastoral ministry, and social and public policy. All undergraduate students are strongly encouraged to participate in community-engagement activities that help to create a vibrant, productive community that recognizes the value and importance of all individuals—of all backgrounds and occupations—who collectively contribute to the rich tapestry of life in the region. The Center for Community-Engaged Teaching and Research supports community-engaged teaching, learning, and research that promote knowledge creation, civic development, and community transformation.

The Office of Community Engagement (OCE) connects University and community resources across five areas of impact: growth and innovation, health and wellness, education, individual empowerment and volunteerism that combines real-world experiences and academics. Student volunteers complement classroom learning through intentionally designed service opportunities that benefit Duquesne’s neighbors.
An outwardly focused institution looking to capitalize on its enviable location, Duquesne has developed collaborative partnerships with ten area institutions. Included among them are Carnegie Mellon University, the University of Pittsburgh, Robert Morris University, and the Community College of Allegheny County. The partnerships allow students to transfer with ease course credit into a Duquesne four-year academic program.

**STRATEGIC PLAN**

Duquesne University has a recently initiated strategic plan for 2018-2023, *“Re-Imagining Duquesne’s Spiritan Legacy for A New Era.”* The strategic imperatives advance Duquesne’s historic mission of providing an education for the mind, the heart and the spirit. The Five Strategic Imperatives are:

- **Re-Imagine the Student Experience for 21st Century Success**
- **Become Flagship for Community Engagement**
- **Transcend Traditional Academic Boundaries**
- **Create a Vibrant Campus Community**
- **Encourage Entrepreneurial Spirit**

**AN ENGAGED FACULTY AND STAFF**

Duquesne students are taught and mentored by 970 talented and award-winning faculty members. The Duquesne community deeply values the teacher-scholar model where faculty members are committed to achieving excellence in both arenas. Nearly two dozen faculty members have been named fellows or the equivalent by their fields’ respective national academies.

The Carnegie Foundation has classified Duquesne as one of only seven Catholic universities in the nation with a “research university with high research activity” distinction. Duquesne faculty members are active in scholarship and research activity as well as in the supervision of student research.


At the same time, a sustained primary commitment to personalized teaching and learning permeates campus culture. Duquesne’s student-to-faculty ratio is 14:1, and the institution prides itself on offering small classes. Lively and frequent interaction between students and faculty is a hallmark of the Duquesne experience.

A staff of 1,244 make up the University’s dedicated workforce. Staff members are perceived as partners in the academic enterprise at Duquesne and embrace their roles as co-educators. A number of Duquesne’s own graduates have returned to their alma mater to build their careers, and that sense of institutional history is deeply valued.

**RESEARCH AT DUQUESNE**

Duquesne University is among the top institutions of higher education in Pittsburgh which is vital to its knowledge-based regional economy. The Duquesne difference represents a close connection, with faculty who are committed to guiding students through transformative research. Research is supported by the federal and state governments, foundations, and corporate partners. Duquesne’s mission of service is embedded in research that enables new discoveries in science and health which can improve society at large; economic development through public-
private collaborations such as the Citizen Science Lab and Uptown Eco-innovation Zone, and spin-off companies and technologies that create jobs and opportunities.

**THE STUDENT BODY**

Duquesne enrolls just over 80 percent of its students from the mid-Atlantic region. National and international outreach is significant. Nearly all 50 states and nearly 70 countries are represented in the student body, with six percent of the students identifying as international. Sixty-four percent of Duquesne students are female, and 36 percent are male.

Ecumenical in spirit and welcoming of all, Duquesne benefits from a diverse student body. Sixteen percent of Duquesne’s undergraduate student population is composed of underrepresented populations. All faiths are welcomed, and many are represented on campus. Recognized for its commitment to educating the nation’s servicemen and women, Duquesne has experienced a significant increase in military and veteran students. Duquesne is an eager participant in the Yellow Ribbon GI Education Enhancement Program. First-generation college students have been welcomed and supported for decades on the campus as well. Duquesne has been, and will continue to be, a university of opportunity.

Approximately 40 percent of students live in University housing. Affordable and nearby off-campus housing is also available. An 87 percent first-year retention rate and an overall six-year graduation rate of 79 percent convey a high degree of student satisfaction with the Duquesne experience.

Student outcomes are impressive. In a recent survey of Duquesne graduates, roughly 70 percent were professionally employed, and approximately 30 percent were enrolled in graduate school within a year of commencement. Five undergraduate students were recently named winners of prestigious Goldwater Scholarship Awards. Students in the School of Nursing’s BSN program achieved a 94 percent NCLEX-RN pass rate, and students in the family nurse practitioner program achieved a 94 percent certification pass rate. Students in the Rangos School achieved a 100 percent pass rate on a recent national certifying exam in athletic training, and well over 90 percent in the physician assistant, occupational therapy, and physical therapy exams. The School of Law regularly achieves solid results on the Pennsylvania Bar Exam, with a first-time pass rate of 88 percent. Students in the School of Pharmacy achieved a 98 percent NAPLEX pass rate.

Duquesne is truly a student-centered institution. A wide variety of more than 200 co-curricular activities engage students inside and outside of the classroom. Groups related to the arts, the environment, professional endeavors, multiculturalism, and global awareness support the University’s efforts for holistic education as do a student-run television station and a student newspaper. A robust Greek life presence on campus affords students with leadership and social opportunities. An array of club and intramural sports promote health, wellness, and competition. Duquesne is especially well-known for its community-service initiatives. Sixty-two percent of students are actively engaged in service activities. The University annually contributes 270,000 volunteer hours to the community and wider world. The vibrant Spiritan Campus Ministry Center supports many faith and service-oriented activities.

Duquesne competes at the NCAA Division I level in the Atlantic 10 Conference in all sports with the exception of football which competes in the Northeast Conference. Its 17 sports teams include men’s and women’s basketball, cross-country, soccer, tennis, and indoor/outdoor track and field teams; men’s football; and women’s lacrosse, rowing, swimming and diving, bowling, and volleyball teams. The University’s varsity athletes are known as the Dukes.

**FINANCES AND PHILANTHROPY**

The Duquesne community has benefitted from strong fiscal stewardship. Duquesne’s operating budget stands at $311 million; its endowment, inclusive of other long-term investments, is currently valued at $473 million; its bond rating with Moody’s Investor Service is an A2; and Standard & Poor’s Ratings Services recently upgraded Duquesne rating to an A. In a significant move reflective of Duquesne’s commitment to social justice, the University raised its minimum wage to $16 per hour in 2015.

The University is 75 percent tuition- and fee-driven, with auxiliary enterprises and fundraising serving to augment the revenue stream. Duquesne is committed to keeping its tuition pricing low, and it currently provides one of the lowest private Catholic university tuition rates in its peer
group. Financial assistance is available to students through grants, scholarships, awards, loans, or employment.

The University is presently a year away from the public launch of a comprehensive campaign, the first since the very successful “Advancing Our Legacy” capital campaign, which raised more than $165 million and concluded a year ahead of schedule in December 2012, exceeding its goal of $150 million. The new campaign will have a goal significantly above that for “Advancing Our Legacy” and will focus major attention on inspiring philanthropic investment in the College of Osteopathic Medicine and integrative health initiatives generally across the University.

LOCATION
Duquesne is situated in a beautiful setting on the Bluff overlooking downtown Pittsburgh, a vibrant metropolitan region of 2.3 million people that has been recognized world-wide for its livability, welcoming atmosphere, and professional opportunities. The campus is a short walk from downtown and only 30 minutes from the Pittsburgh International Airport.

Pittsburgh has long been cited as an exemplar of urban transformation. It has converted its manufacturing-based profile into a diversified economy which features financial services, technology, and distribution offerings. A mix of Fortune 50, 500, and 1000 companies – Alcoa, BNY Mellon, Bayer, Consol Energy, Dick’s Sporting Goods, Federated Investors, H.J. Heinz, Koppers, PNC Financial Services, PPG Industries, and U.S. Steel among them – call the city home. Pittsburgh also lays claim to superlative education and healthcare centers and has a well-earned reputation as a mecca for “eds and med.” Leading hospital networks such as the Allegheny Health Network and the University of Pittsburgh Medical Centers (UPMC) as well as more than two dozen colleges and universities are situated in the region.

In July 2017, Pittsburgh was ranked 3rd best city to live in the U.S. by Wallet Hub. In 2016, Livability.com rated Pittsburgh’s Downtown as 5th on its list of America’s best downtowns for 2016 and Huffington Post ranked Pittsburgh among “The Top 10 Cities Techies Should Consider Moving To.” Pittsburgh was rated by Travel + Leisure as one of the best places to travel, and the city is ranked 8th among U.S.
metros in Site Selection’s 2016 Sustainability Rankings. In 2014, The Economist again named Pittsburgh the most livable city in the contiguous U.S. MSN Money cites Pittsburgh’s stable housing market, influx of technology companies such as Google, “up-and-coming” neighborhoods, startup culture, and role in the oil industry as some of the many factors that make it one of the “hottest” American cities.

World-class museums, orchestras, theatre, and dance troupes add to the richness of the region’s offerings. Pittsburgh is also recognized as a “sports center” because of its successful professional franchises including the NFL’s Steelers, MLB’s Pirates, and the NHL’s Penguins. The PPG Paints Arena, immediately adjacent to Duquesne’s campus, is the Penguins’ home rink. Pittsburgh was recently ranked 5th on USA Today’s “The 10 Best American Riverfronts” list and has set a global standard for best practices in riverfront development and utilization.

Lastly, Pittsburgh has become a destination city for young professionals. In August 2019, “Hey Tutor” rated the Pittsburgh region as the sixth best place in the country for recent college graduates to lay down roots. In the recent past, the Travel Channel identified Pittsburgh as “…bubbling over with young people helping to redefine the city.” Duquesne students are an important part of the emerging energetic, entrepreneurial, and progressive nature of the University’s home.

All of these factors contribute to the extraordinary quality of life from which Duquesne’s students, faculty, staff, and alumni benefit.

THE CAMPUS
Duquesne’s urban campus of striking beauty lays claim to nearly 50 acres on a bluff with spectacular views of the city’s skyline, famous three rivers, and Mount Washington. It is composed of 49 structures totaling four million square feet and well-maintained grounds dotted with trees, flowers, and wrought-iron gates. Small groves tucked in between buildings, many featuring beautiful religiously themed sculptures and murals, grace the landscape and allow space for quiet meditation.
Since 2001, Duquesne has invested more than $350 million in new facilities and improvements to the campus. A $44 million renovation to the University’s athletic facility is set to be completed in fall 2020. A $15 million renovation coupled with upgrades to infrastructure and technology was recently completed in Rockwell Hall, home to the business school. The Genesius Theater, a $6.3 million project, was completed in 2015, creating the campus’s first stand-alone performing arts venue. Duquesne constructed a remarkable $35.7 million LEED Gold-certified residence hall in 2012. The LEED Gold certification reflects Duquesne’s significant commitment to sustainability, a tenet of the Catholic tradition and Spiritan mission. Indeed, all new campus construction must meet LEED certification thresholds. The University is named by the Princeton Review Green Colleges list as one of America’s most environmentally friendly schools.

Duquesne is sound on the technology and information resources front. The campus is fully wireless and lays claim to an array of advanced hardware and software. SMART and FlexTech classrooms are scattered throughout the campus as are computer labs. Moreover, the Gumberg Library, the main campus library, holds extensive print and electronic collections.

For more information on Duquesne and its surrounding region, please visit these websites:

Duquesne University: www.duq.edu
Pittsburgh Tourism: www.visitpittsburgh.com
City of Pittsburgh: www.pittsburghpa.gov

THE AGENDA FOR LEADERSHIP FOR THE VICE PRESIDENT FOR ENROLLMENT MANAGEMENT

The Vice President for Enrollment Management must be a dynamic, experienced, and confident leader with a proven track record of developing and implementing University-wide enrollment management plans. The Vice President will be appointed by President Kenneth Gormley, reports to Provost David Dausey, and has a dotted reporting line to President Gormley. The Vice President oversees the areas of Undergraduate Admissions, Graduate Enrollment Services, Financial Aid, Enrollment Research and Systems, Enrollment Marketing & Communication, and the Office for Military and Veteran Students. The Vice President oversees nine direct reports and 50 full-time employees and directs an annual operating budget of $6 million and a financial aid budget of $107 million.

This cabinet-level position will serve as the University’s chief enrollment officer and will lead and mentor a seasoned professional staff charged with recruiting and enrolling an academically driven and diverse student body. The Vice President will work closely with faculty, staff, Board members, and alumni in the development and execution of a comprehensive strategic enrollment plan that will shape Duquesne in the years to come.

The Vice President will be expected to address the following challenges and opportunities:

Develop and execute a comprehensive enrollment management plan that aligns with Duquesne’s mission and strategic direction.

The Vice President will develop and lead the execution of a comprehensive plan for the Enrollment Management Group (EMG) that both aligns with and supports the University’s overall mission and goals. The Vice President will bring innovative and progressive ideas and practices to attract students – undergraduate, graduate, online and certificate – into Duquesne’s programs. The Vice President will partner with important constituencies on campus, including academic affairs, the school deans, student affairs, and athletics to assist in attracting and retaining students. The Vice President will also keep a close eye on the rapidly changing regional, national, and international higher education landscape in order to ensure that Duquesne remains well-positioned for the future and on the cutting edge of trends and best practices in the field.

Optimize the skills and resources of the enrollment management team.

The Vice President will foster a culture of professional development, cultivating the talents of EMG staff
members, building on their expertise, and encouraging their growth. An approachable and highly skilled people manager, the Vice President will continue to foster an atmosphere of collaboration and collegiality across the division and with all other units on campus, championing the work of enrollment management as a shared institutional responsibility and one in which all take pride. The Vice President will be a strong voice for the EMG in Duquesne’s long-range planning efforts.

Leverage the talents of campus partners in a University-wide effort to attract and retain students. The Vice President will be welcomed by committed community members who are driven to achieve the shared goal of growing and retaining Duquesne’s student body. The Vice President will be asked to provide strong leadership in implementing best practices; bring a fresh, imaginative approach to sharing the Duquesne story; and leverage the energy and passion that each community partner brings to the conversation. The effective engagement of faculty, staff, coaches, current students, alumni, and parents will help the University attain a holistic approach to enrollment and retention and one that addresses the full arc of the student experience.

Continue the use of data-informed decision making to guide the University’s enrollment strategies and financial aid leveraging. The Vice President will gather and analyze data to set and refine strategic directions so the University can attain key goals of enhancing competitiveness, identifying and attracting exceptional students who will succeed, yielding a strong and diverse student body, and meeting the University’s financial requirements. Working to monitor the financial model of the incoming class and achieve the appropriate balance between access and financial sustainability, the Vice President will translate these high-level conclusions into clear, actionable priorities for the admissions and financial aid staff, to guide them in their daily work. The Vice President will also proactively monitor and assess data to evaluate the effectiveness of recruitment activities and financial aid leveraging.

Communicate the mission and value of a Duquesne University education to a wide range of constituents while raising the brand awareness of Duquesne nationally. The Vice President will ensure all members of the EMG team, as well as all parties engaged in the recruiting and enrollment process, are able to articulate a powerful, shared message about the impact of the University experience. The Vice President will serve as a highly visible, energetic, and persuasive champion for Duquesne to local and national peers, students and parents, the University’s Board of Directors, and the college counseling community. To solidify the messaging, the Vice President will work in close collaboration with the Office of Marketing and Communications, which manages overall brand messaging and image campaigns.

DESIRED ATTRIBUTES FOR THE VICE PRESIDENT OF ENROLLMENT MANAGEMENT

The next Vice President for Enrollment Management will be a skilled and energetic leader who will bring expertise in the design, implementation, and administration of enrollment management strategies at a complex institution. The successful candidate will have ten or more years of progressive responsibility in enrollment management. A minimum of a master’s degree is required. Though the Vice President need not be Catholic, she or he is expected to be committed to the University’s mission, which includes “serving God by serving students,” and to support and contribute to this mission.

The ideal candidate will possess:

- demonstrated success in setting and achieving strategic enrollment goals in a complex university environment;
- the ability to help position the University to meet the changing demographics and financial realities of prospective students by ensuring best practices in enrollment management;
- the capacity to provide strategic enrollment management at the highest level while leading, developing, retaining, and empowering a talented and diverse staff;
- the ability to leverage data-informed enrollment and financial aid strategies and the ability to clearly articulate strategies, direction, and outcomes to the President and cabinet, the Board of Directors and larger campus community;
- the ability to adapt to be market-responsive throughout the recruiting, admission and enrollment funnel;
- the ability to analyze programmatic market trends and respond with innovative marketing and recruitment strategies;
• an understanding of peer institutions and common cross-application institutions to monitor trends in scholarships/discounting, admissions, and marketing strategies of these institutions;

• an understanding of Slate CRM and/or other industry-standard enrollment management tools;

• an understanding of current and changing regulatory and compliance requirements for financial aid and enrollment reporting;

• proven ability to collaborate effectively and transparently with University constituencies, including board members, the EMG, and the Division of Marketing and Communications, senior-level administrators, faculty, staff, students, parents, alumni, and business and education leaders;

• excellent verbal and written communication skills; strong customer service, presentation, management, problem solving, analytical, budget management, and business skills;

• the ability to self-direct and the capacity to take calculated risks;

• demonstrated strong commitment to diversity and inclusion and to fostering a multi-cultural environment; and

• leadership qualities that demonstrate high emotional intelligence and active listening skills.

THE PROCESS OF CANDIDACY
The Search Committee will begin reviewing candidates immediately and will continue until the position is filled. Applications should include a letter of candidacy that responds to the agenda for leadership and the desired attributes for the Vice President for Enrollment Management and a complete résumé or vita. For best consideration, all applications, nominations, and confidential inquiries should be sent as soon as possible to:

Ms. Julie E. Tea, Partner
Julie Williams-Krishnan, Senior Associate
Storbeck/Pimentel & Associates
duquesney.pem@storbecksearch.com

Duquesne University was founded in 1878 by its sponsoring religious community, the Congregation of the Holy Spirit. Duquesne University is Catholic in its mission and ecumenical in spirit. Motivated by its Catholic identity, Duquesne values equality of opportunity both as an educational institution and as an employer. ♦