

Christopher Dearth

Dr. George W. Hynd
Interim President
Winthrop University

Dear President Hynd,

Please accept my materials for the position of Vice President for Enrollment Management and Marketing at Winthrop University. I have spent the past 19 years in Admissions and Enrollment Management in challenging environments and competitive markets. I have had success in increasing enrollment and retention at my institutions and continue to adapt new practices as technology trends evolve. I have been successful by helping create unique market niches for my schools and aggressively recruiting targeted pools of prospective students. I am confident you will find my experience and drive make me a prime candidate for this exciting opportunity at Winthrop.

I have developed short-term and long-range plans for Enrollment Management at UVA Wise which has led to a stabilization in enrollment and net tuition revenue. In 2019, we successfully launched the "Within Reach" Program which guarantees free tuition and fees to students from families with incomes of \$40,000 or less. I am working with the Advancement team to raise additional funds to expand the program's scope and reach. We have successfully targeted qualified students in markets that had been looked over in the past in order to build pipelines for future students. We have also been able to raise the retention rate 4% this past year. I have executed successful strategic recruitment and enrollment plans at each of my institutions. I have implemented a territory management model which allows admissions counselors the ability to form relationships with the high school counseling community within their territories. This approach has been beneficial in earning the trust and building a strong pipeline and line of communication at our feeder schools. Data is tracked closely and used in making appropriate adjustments during the admissions cycle as well as in planning for the next recruitment cycle.

Having worked in advertising, marketing, and sales for four years prior to admissions, I was able to bring a different perspective to the field and a sense of urgency not familiar to higher education. I implemented a training program for all new counselors based on various sales profession workshops and conduct routine meetings where we exchange ideas and best practices in regards to presenting information. I track success on a weekly basis and update the counseling staff appropriately. I have experience in partnering with marketing departments and third-party vendors such as Cappex, Raise Me, Zee Mee, EAB, Petersons, Carnegie Communications, Ruffalo Noel-Levitz, and Hobsons to name a few. I have helped create multi-faceted communication plans and supporting collateral materials to help differentiate my institutions in a crowded and competitive field. Additionally, I have presented at both on and off campus workshops talking about the importance of having a strong web presence.

I currently partner with the Marketing department and have played an important role in the recent brand awareness campaign. We continue to successfully execute a dynamic digital marketing campaign as well as a complete overhaul of the institution's web site. I played a vital role in the creation of a comprehensive communication plan for prospective students, parents, and school counselors. I work

closely with our marketing and advertising partners and my previous agency experience makes me a valuable asset.

I played an instrumental part in getting SUNY Fredonia to be one of the first institutions to incorporate Social Media into the admissions communication plan. I currently oversee a team of Admissions Counselors and Ambassadors who post content on various Social Media platforms to increase interest in our college. We have run numerous contests via Social Media geared towards engaging students with much success.

By using historical internal and external data, I have opened new recruitment markets in an order to increase the size and academic profile of the incoming class as well as the demographic make-up. This approach led to a 12% increase in freshman applications at EIU from 2013 to 2015 and another 12% increase in freshmen applications from outside SUNY Fredonia's primary market from 2007 to 2013. Using data effectively also allowed me to enroll the five largest classes in 186 year history of SUNY Fredonia while improving selectivity and the academic profile each year. I was responsible for a 25% increase in minority applications to SUNY Fredonia between 2007 and 2014 and we exceeded our enrollment target for minority students each year. I understand the importance of getting prospects to your campus and telling our story through our current students. Our Multi-Cultural events have been highly successful because we provide the transportation from major cities surrounding the campus and provide mentors for the visit. Building relationships with the public school counselors as well as with the Community Based Organizations (CBO) is vitally important to engaging students from urban areas.

I have experience working with International Organizations and third party vendors to increase international enrollment. I have established recruitment efforts in Canada, South Korea, and Latin America at my previous institutions and currently work closely with our International Education Office to expand our reach in this current political climate. I have previously led graduate admissions operations and currently partner with the Graduate Program Directors in creating specific admissions plans for their areas. These plans are a coordinated effort between the department and admissions and cover all areas of the recruitment and enrollment cycle. I have an open invitation to the Graduate Program Council monthly meetings and constantly share and update information and data. We have established regular reports for all departments so they can track applicants and have access to all pertinent information.

I maintain excellent faculty relationships by meeting with professors in groups or individually on a regular basis and share ideas and work on various strategies that will assist their departments in recruiting qualified students. I work extremely close with the Offices of Registrar, Housing & Dining, Athletics, New Student Programs, University Marketing, and the University Foundation. As a former student-athlete and assistant coach at the NCAA Division III level, I understand the challenges and work closely with the Athletic Department in communicating the admissions/recruitment plan each year. I chair various campus-wide committees such as the Enrollment Management and Retention Committee and the Student Orientation Committees. I provide relevant admissions data and enrollment strategies to all members. My collaborative and transformative approach has been well received on campus.

Having started my career as an Admissions Counselor, I understand the need for professional development and support. I have created a "Career Path" plan that provides a blueprint for aspiring career professionals. I work closely with Human Resources in conducting annual performance plans and reviews which tie into the career path document. I always share relevant articles and white papers with the staff and have created a rotating schedule for counselor responsibilities that allows for new

experiences every few years. I maintain an “open door” policy and make the effort to be available for all of the staff under my guidance.

I recognize my role as being highly visible both on campus and in the community. I serve on numerous college panels at various high schools and attend many of the local guidance counselor association functions. I value my memberships in various national and regional organizations and regularly volunteer my time. I participate on the Financial Aid and Enrollment Services Committee through AACRAO and previously served as College Delegate for NACAC.

With regards to technology, I have been instrumental in getting document imaging and other effective products on my campuses. I work closely with consultants to implement the systems and train staff to get the most out of the program. I have implemented a Salesforce-based Customer Relations Management product (CRM) to better communicate with school counselors, parents and prospective students. I am continually looking for new innovations to make our recruitment and admissions operation as efficient and personal as possible. Previously, I served on a Banner Implementation Team as well as implemented Hobsons Connect product (CRM) on both the graduate and undergraduate level.

I take my career very seriously while maintaining an excellent sense of humor. I represent myself and my institution in a professional manner. I have excellent communication skills and feel comfortable speaking in front of large groups or in one-on-one situations.

If you require anything further please do not hesitate to contact me at your convenience. I look forward to learning more about the opportunity at Winthrop University and to advance in the search process.

Sincerely,

Christopher Dearth

EXECUTIVE SUMMARY

An innovative and data informed enrollment management professional with superior communication skills. Over 20 years' experience in selective admissions environments. Superior knowledge of recruitment, financial aid, marketing, and enrollment management strategies at both the undergraduate and graduate levels. Astutely managed large fiscal operations. Excellent in building and training teams while motivating and influencing them to reach goals and targets.

CURRENT EXPERIENCE

THE UNIVERSITY OF VIRGINIA'S COLLEGE AT WISE – WISE, VA

2019 – Current

VICE CHANCELLOR FOR ENROLLMENT MANAGEMENT

As the Chief Enrollment Officer for a public liberal arts institution, I am responsible for the overall administration of a strategic enrollment management plan including recruitment, scholarships and disbursement of over \$20 million in financial aid monies. I utilize brand marketing strategies to create awareness and build a niche in the higher education industry. Implementing a strategic marketing plan which includes various forms of collateral in various platforms ensures successful results. I conduct regular market research through various surveys and outreach at different times of the year. I oversee a large staff of professional and administrative employees.

RESPONSIBILITIES

- Responsible for identifying, recruiting, reviewing and selecting academically qualified freshmen and transfer students for admission to institution.
- Responsible for increasing retention rates as part of strategic enrollment plan.
- Created and lead campus wide Enrollment Management and Retention Committee.
- Responsibly manage departmental budgets (non-salary) in excess of \$500,000.
- Develop a creative marketing strategy for meeting the College's enrollment targets and enrolling a talented, diverse, and academically capable entering class. Created a comprehensive communication plan which includes Social Media.
- Work closely with members of Chancellor's Cabinet and personnel from various campus offices.
- Outreach to external constitutes as part of growing enrollment and creating more brand awareness.
- Working with various committees investigating and applying for grant opportunities
- Developed an aggressive scholarship matrix for incoming freshman and transfer students to positively impact yield.
- Worked with Financial Aid Office to tweak awarding strategy to better leverage institutional funds while maximizing tuition revenue.

- Partner with marketing department to create collateral and advertising materials. Provide feedback for the strategic marketing plan for the entire institution.
- More focus on web-based marketing initiatives and programs. Partnered with outside vendor to enhance our online presence and create campaigns geared towards influencing prospective students.
- Implementing a CRM product to make admissions process and communication with other areas on campus more efficient.

ACHIEVEMENTS

- Created and launched the “Within Reach” program which provides free tuition and fees for lower income Virginia families.
- Exceeded new student enrollment targets while navigating teams through global pandemic.
- Met overall student enrollment target due to an increase in retention.

PROFESSIONAL EXPERIENCE

WESLEY COLLEGE – DOVER, DE

2016 – 2019

VICE PRESIDENT OF ENROLLMENT MANAGEMENT

As the Chief Enrollment Officer for a private liberal arts institution, I am responsible for the overall administration of a strategic enrollment management plan including recruitment, scholarships and disbursement of over \$42 million in financial aid monies. I utilize brand marketing strategies to create awareness and build a niche in the higher education industry. Implementing a strategic marketing plan which includes various forms of collateral in various platforms ensures successful results. I conduct regular market research through various surveys and outreach at different times of the year.

ACHIEVEMENTS

- Retention improved 10% in just 2 years.
- Academic profile of incoming freshman improved each year under my guidance.
- Applications from surrounding states increased each year since 2016.
- Enrollment Management and Retention Committee provided better lines of communications for all offices on campus.
- Improved the optics of our on-campus recruitment events as well as created a few new programs to attract counselors and prospective students to campus.

PROFESSIONAL EXPERIENCE

EASTERN ILLINOIS UNIVERSITY – CHARLESTON, IL

2014 – 2016

DIRECTOR OF ADMISSIONS

Responsible for the administration and efficient daily operation of a large scale admissions operation which processes over 100,000 prospects, 50,000 inquiries and 12,500 applications per year. Oversee a staff of 24 professionals and numerous student volunteers, interns and work study participants. Manage a budget of approximately \$1,400,000 and create ways to get the most for our money in terms of travel, advertising and marketing.

ACHIEVEMENTS

- Responsible for identifying, recruiting, reviewing and selecting academically qualified freshmen and transfer students for admission to selective university.
- Oversaw a 12% increase in freshman applications from 2013 to 2015.
- Able to lower freshman selectivity to 50% in 2015.
- Responsibly managed admissions budget.
- Developed recruitment and marketing strategies using various tools.
- Created a comprehensive communication plan which fed directly into CRM.
- Member of the Financial Aid Appeal Task Force.
- Oversaw the Admissions/Student Conduct Task Force.
- Served on campus-wide Enrollment Worx Committee.
- Collaborated with various departments on campus including Registrar, Academic Advising, ITS, Housing and Dining Services, New Student Programs, Financial Aid, and academic departments.
- Served on campus-wide Enrollment Management Advisory Committee.
- Coordinated recruitment activities with all academic divisions.

DIRECTOR OF ADMISSIONS

Responsible for the administration and efficient daily operation of a large scale admissions operation which processes over 30,000 inquiries and 9,500 applications per year. Oversee a staff of 15 professionals and numerous student volunteers, interns and work study participants. Manage a non-salary budget of approximately \$400,000 and create ways to get the most for our money in terms of travel, advertising and marketing.

ACHIEVEMENTS

- Responsible for leading admissions effort that saw a 12% increase in freshmen applications from outside our primary market from 2007 to 2013.
- Enrolled the 5 largest classes in 186 year history of the university.
- Selectivity improved each year under my leadership.
- Responsible for 25% increase in minority applications since 2007.
- Utilized targeted market segments to identify potential candidates for admissions.
- Collected and analyzed historical and current data to assess recruitment efforts and plan accordingly.
- Implemented territory management model to efficiently recruit large area with limited staff.
- Created the “Counselor Luncheon Series” which brings local and regional school counselors to campus for an informative session regarding different topics such as specific academic programs or financial aid.
- Oversaw a steady increase in Transfer applications and enrollment.
- Enhanced the working relationship between various departments on campus and Admissions. Offices include but not limited to Registrar, Financial Aid, Residence Life, Campus Life, IT, Academic Advising, the Learning Center and many academic areas.
- Created the “June Preview Day” visitation program which brings high school juniors and sophomores to campus to learn more about financial aid and the application process.
- Enhanced on-campus recruitment programs which attracted largest numbers in history for 2012-2013.

PROFESSIONAL EXPERIENCE

Richard Stockton College of New Jersey - Pomona, NJ

2001 – 2007

ASSISTANT DIRECTOR OF ADMISSIONS

Previously assisted in the recruitment of highly qualified students for a selective, nationally ranked public liberal arts institution.

- Responsible for the contacting, evaluating, and selecting of prospective students.
- Coordinated recruitment for nine distinct graduate programs, including the Doctorate of Physical Therapy, in a decentralized graduate admissions environment.
- Assisted with the development of all recruitment and marketing strategies on both graduate and undergraduate level.
- Created marketing and recruitment materials for the Office of Admissions.
- Created the Instant Decision Day Program which brought highly qualified students and their parents to campus. Program consistently achieved over a 50% yield.
- Responsible for a steady increase in applications and enrollment while maintaining a strong student profile.
- Acted as liaison to numerous campus departments including student records, financial aid, and athletics.
- Participated as an Administrative Campus Hearing Board member.
- Member of Leadership Task Force, headed by the Vice President of Student Affairs, responsible for the creation of a leadership program at the college.
- Served as admissions representative for campus wide undergraduate Orientation and Registration Planning Committee.
- Led implementation team for Hobsons EMT Connect and EMT Apply products on both graduate and undergraduate level.
- Admitted Student Surveys – Created survey and collected data for freshman, transfers, graduate students seeking reasons for attending / not attending Stockton. Reported findings to Vice President of Student Affairs and Dean of Enrollment Management. Survey to be used as benchmark for all future data.
- Member of campus-wide Banner implementation team.

RELATED WORK EXPERIENCE

Co-Founder Making Precious Strides, Inc. 2005-2015

- Established 501(c) 3, non-profit organization dedicated to raising funds and awareness of Mucopolysaccharidosis Type II (MPS II) or Hunter Syndrome.
- Required to create board of directors and solicit volunteers from local region.
- Coordinated successful fund raising campaigns throughout year.
- Organization raised over \$140,000 for research for a cure.

Marketing Consultant Equity Communications, Atlantic City, NJ 1999-2000

- Managed a sales territory and solicited services of top radio station in South Jersey.
- Helped create marketing and advertising plans for clients.
- Worked with a diverse stable of clients ranging from mom and pop stores to Coca-Cola.
- Named "Salesperson of the Month" on two occasions.

Account Coordinator Masterminds Advertising, Pleasantville, NJ 1997-1999

- Managed creative team for various media and collateral projects.
- Projects included newsletters, press releases, direct mail pieces, newspaper and radio campaigns, brochures, and television ads.
- Planned and executed advertising budgets for clients in excess of \$4 million.

EDUCATION

MASTERS OF ARTS, LEADERSHIP AND LIBERAL STUDIES

Duquesne University – Pittsburgh, PA - 2004

BACHELOR OF ARTS, BUSINESS STUDIES

Richard Stockton College – Pomona, NJ – 1997

Undergraduate Course Work, B.A. History

Rider University – Lawrenceville, NJ

COMMITTEES AND TASK FORCES

Member, Financial Aid and Enrollment Services Committee (AACRAO)

2010-Present

Committee Member, Lincoln Academy of Illinois Award

2014- 2016

College Delegate, New York State Association of College Admissions Counselors (NYSACAC)

2012-2014

Co-Chair, SUNY Leadership Institute (SLI)

2012-2014

Member, State University of New York Out-of-State Recruitment Advisory Committee (SUNY)

2012-2014

Member, Operation Inform Steering Committee (SUNYCAP)

2012-2014

PROFESSIONAL ORGANIZATIONS AND AFFILIATIONS

National Association of College Admissions Counselors (NACAC)

American Association of Collegiate Registrars and Admissions Officers (AACRAO)

New Jersey Association of College Admissions Counselors (NJACAC)

Potomac and Chesapeake Association of College Admissions Counselors (PCACAC)

Pennsylvania Association of College Admissions Counselors (PACAC)

Illinois Association of College Admissions Counselors (IACAC) – Past Member

Illinois Association of Collegiate Registrars and Admissions Officers (IACRAO) – Past Member

New York State Association of College Admissions Counselors (NYSACAC) – Past Member

State University of New York College Admissions Professionals (SUNYCAP) – Past Member

National Association of Graduate Admissions Professionals (NAGAP) – Past Member

Tau Sigma National Transfer Honor Society – Honorary Member

COMPUTER SKILLS

Microsoft XP, Office, various web based programs, e-mail, student information systems (Banner, Jenzabar, SIS Plus), OnBase Document Imaging, Hobsons Connect (CRM).

PRESENTATIONS

“Understanding the Financial Aid Process”
Presenter, PCACAC Rural SIG Workshop 2019

“Navigating the College Search and Financial Aid Process”
Presenter, various locations

“Utilizing Social Media in a Successful Student Recruitment and Yield Program”
Presenter, NYSACAC 2013 Annual Conference &
SUNYCAP 2013 Annual Conference

“Role of Enrollment Management and Financial Aid”
Presenter, SUNYCAP Leadership Institute

“Utilizing Hobsons EMT Connect in the Admissions Process”
Co-Presenter, NAGAP National Conference

“Target new markets and shape your class: How the Enrollment Planning Service can help you find the students you want on campus”
Co-Presenter, NYSACAC Annual Conference

“SUNY: Admissions 101”
SUNY Operation Inform, various locations

“SUNY: Inside the Admissions Office”
SUNY College Night, various locations

“Debunking SUNY Myths”
SUNY Operation Inform, various locations

“Understanding the University Colleges Sector of SUNY”
SUNY Operation Inform, various locations

“Enhancing Recruitment through Student Blogs”
Co-Presenter, NJACAC Annual Conference

REFERENCES

Available Upon Request

Christopher Dearth

PROFESSIONAL REFERENCES

Dr. Jeffrey Gibson

Provost & Vice President for Academic Affairs
East Central University
(580) 559-5200 office
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