

April 9, 2021

Attn: Human Resources
Winthrop University
701 Oakland Avenue
Rock Hill, SC 29733

Warmest Greetings,

It is with genuine enthusiasm, and deep and abiding respect for values oriented higher education, that I submit my application as a candidate for the Vice President for Enrollment Management and Marketing at Winthrop University. My proven leadership abilities, entrepreneurial spirit, commitment to student success and educational mission align well with Winthrop's innovative history and its vibrant future. Over the course of my career, I have gained unique experiences that position me to be an effective leader in strategic enrollment management and marketing and I am fully-prepared to bring my leadership, expertise, and energy in service to Winthrop University.

I am passionate about higher education and I have achieved a mastery (and a national reputation) at understanding the unique challenges and opportunities required to develop and execute strategies for successful enrollment growth at regional institutions. During that time, I have been privileged to serve under strong leadership and have executed enrollment plans that have grown enrollment while diversifying the student population and enrollment portfolio (therefore, advancing the capacity to fulfill our educational mission). Both plans challenged us to create and implement academic programs of interest to students, expand our regional markets, grow in transfer, adult, and graduate enrollment, and leverage financial and academic assistance to students. It is my expectation that these elements would fit well with executing Winthrop's current strategic plan and the five priority initiatives that focus on enrollment growth (enrollment, retention and student success), innovation with global and community engagement (developing programs to connect Winthrop students both globally and locally), attracting high-quality employees (developing the institutional reputation and advancing opportunities for professional development), enhancing facilities and technology (investing in technology and facilities that preserve and foster the rich heritage and mission focused culture of Winthrop University), and financial stability and sustainability (seeking additional sources of revenue through stewardship and philanthropy).

During my period of service to LaGrange College, new student enrollment has grown by 38% since 2012, while overall traditional undergraduate enrollment has increased by over 20% since 2012. Similarly, new student retention has increased by eight percentage points since 2012 while also enrolling the four largest new student enrollment classes in the history of the college during the last seven cycles. Not only has undergraduate enrollment grown, but graduate enrollment has also increased by 124% (from 68 to 152 graduate students). Likewise, during my tenure as Director of Admission at Huntingdon College, new student enrollment surged at an average annual rate of nearly 5% for an overall growth of over 28% from 2003 to 2012, contributing to an overall undergraduate enrollment not surpassed by the College in over 40 years. What's more, the results in

enrollment growth at Huntingdon College gained national recognition by *The Chronicle of Higher Education* as one of the “Fastest Growing Colleges in America” from 2002 through 2012.

The goal of an effective enrollment management and marketing plan should be to recruit and enroll students who will retain, progress, and successfully complete to become successful, productive, and contributing alumni. Such a plan requires careful coordination of a new-student enrollment plan, with a collaborative retention and student success program, synchronized with supportive and proactive student financial services. The success that I have had at both institutions has been made possible by effectively using data to inform decisions and planning, utilizing enrollment analytics, combining institutional, historical, and market data, to analyze and evaluate both short-term and long-term admission and recruitment trends and to anticipate and maximize future enrollment opportunities. However, even the best developed plans have to be operationalized by good people; and the ultimate success of these plans has been supported through the dedicated work of excellent enrollment teams that I have had the privilege to coach, equip and mentor over many years. Likewise, these enrollment strategies have included working outside of the normal boundaries of Admission and Financial Aid by inviting and synchronizing the assistance of other campus and community partners to participate in the work of recruitment and student success including: Communications and Marketing, Faculty, Athletic Coaches, Student Engagement, Cabinet, Alumni, Development, Human Resources, and Board of Trustee members, to name a few. Through collaboration and partnership, and by creatively and innovatively mining enrollment data, I have been able to redesign and retool the traditional admission and retention models for Huntingdon College and LaGrange College and integrate a targeted recruitment, communication and marketing, and retention plan that has generated consistent and sustainable enrollment results year after year. I would be thrilled to have the opportunity to drive similar results for Winthrop University.

Likewise, the mission and vision of Winthrop University inspires me as a higher-education professional through your commitment to your core values of service, excellence, diversity, community, and leadership. At its best, higher education should be a mechanism through which all members of our society attain professional success and a fulfilling life. By embracing your rich heritage, your values driven traditions, and a strong and supportive student-centered community, I am impressed by the academic excellence and outstanding outcomes that you nurture in your students. As a first-generation college graduate, I can attest to the life-transforming power of higher education and the impact of improving the lives of individuals and communities. It is heartwarming and uplifting to see the results that your vibrant and supportive campus community is cultivating in your students and fulfilling your commitment to be truly student-centered. Indeed, you are living out the commitments in your mission and vision in the way you serve your students and I would be honored to participate in that journey.

Winthrop University has an inspiring past, a dynamic present, and is poised for a prosperous future. It would be a privilege to capitalize on the momentum that you have achieved and to lead the university’s enrollment and marketing efforts to an exciting future. Thank you for considering me as a candidate for the Vice President for Enrollment Management and Marketing at Winthrop University, and I look forward to further conversation about this opportunity.

Sincerely,


Joseph Curtis Miller

Joseph Curtis Miller

EDUCATION:

M.L.A. *phi kappa phi*, Auburn University Montgomery: Montgomery, Alabama, May 2011

Area of Study: Intellectual History

Areas of Concentration: History of Philosophy, Historiography, Classical Studies

Thesis: Cicero's *Academica* and the Criterion of Truth

Thesis directed by Michael B. Simmons, Ph.D.

Post-baccalaureate Studies, The Institute for Balkan Studies 30th Annual International Summer School for Greek History, Language and Culture: Thessaloniki, Greece, August 2002

B.A. *cum laude*, (4 yr. Honors Program) Austin Peay State University: Clarksville, Tennessee, May 2002

Major: Philosophy

Minor: Classical Civilizations

PROFESSIONAL EXPERIENCE:

LAGRANGE COLLEGE (June 2012 – present)

601 BROAD STREET

LAGRANGE, GA 30240

(706) 880-8005 or (800) 593-2885

- ***Vice President for Enrollment*** (June 2016 – present)

Reporting to the President and serving as a member of the President's Cabinet, the Vice President for Enrollment provides strategic leadership and operational management necessary to develop and implement a comprehensive enrollment management program which focuses on sustained, positive results in recruiting, enrolling, retaining, and graduating students. Working collaboratively with the division's staff, the VPE is responsible for tracking and analyzing the progress of such undergraduate and graduate enrollment goals. The VPE analyzes data related to strategic directions; proactively assess the effectiveness of division activities in response to the college's mission and objectives; and provides leadership on policies, procedures, and regulations relevant to enrollment management and educational best practices. The VPE assumes responsibility for the enrollment management budget and creates systems for successful implementation and monitoring of the division's finances. The VPE also manages the recruitment, training, supervision, and professional development and evaluation of division staff.

- Executed a new student enrollment strategic plan that resulted in a 38% increase of new students since 2012.
- Managed a financial aid net-tuition revenue strategy that increased institutional net tuition revenue by 62% since 2012.
- Coordinated a student success strategy that grew total enrollment by 20% since 2012.
- Collaborated with Student Engagement to design a Student Success Task Force that resulted in an 8-percentage point increase in student retention.
- Designed a graduate enrollment plan that grew graduate enrollment by 124% since 2012.

- ***Dean of Enrollment Management*** (June 2012 – May 2016)

The Dean of Enrollment Management is a high-energy campus leader responsible for directing the recruitment and financial aid areas of the college and increasing the enrollment of the undergraduate and graduate programs by meeting aggressive growth goals. Duties include, but not be limited to:

- Provides vision, leadership, and strategic direction to Enrollment Management in support of the academic mission of the college, resulting in a 31% increase in new students and 15% increase in total enrollment.
- Proficient in BANNER Student Information System and Microsoft Access reporting.
- Develops and implements a successful, comprehensive recruitment plan each year; including a creative marketing component. Prepares weekly reports on efforts and results of the plan.

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- Provides strategic leadership to the college's financial aid and scholarship programs to recruit and retain more students, optimizing use of state, federal and institutional resources.
- Promotes active and appropriate involvement of faculty and staff in the college's recruitment efforts.
- Along with the Cabinet, develops student enrollment goals to accomplish optimum enrollment levels of appropriate size, quality, and diversity.
- Collaborates with various external partners to recruit students to the college.
- Assures accurate and prompt federal, state, institutional and agency reporting.
- Prepares and administers annual budgets.
- Communicates with the college community on enrollment initiatives, progress, and results.
- Ensures the Enrollment Management team maintains the BANNER student information system to support enrollment growth and data analysis.
- Hires, trains, coaches, and conducts scheduled evaluations of the work performance of the Enrollment Management team.
- Serves on various college committees and represents the college through service on community boards and committees. Represents the college at events with students, parents, and community.
- Ensures that monitoring systems are in place to track compliance with all federal and state laws and regulations, and that all staff have the training needed to comply with relevant laws and regulations.

HUNTINGDON COLLEGE (July 2003 – June 2012)

1500 EAST FAIRVIEW AVENUE
MONTGOMERY, AL 36106
(334) 833-4497 or (800) 763-0313

- ***Affiliate Faculty, Adult Degree Completion Program*** (July 2011 – June 2012)
Serving in the college's Adult Degree Completion Program, the Affiliate Faculty member teaches courses in their approved content area for adult learners at one of the college's remote locations across the state of Alabama. Courses are taught in person during evenings and weekends to accommodate the work and life schedules of working adults. Courses are taught in six-week sessions for multiple hours per meeting, allowing the student to earn similar academic credit during a traditional semester.
 - Taught courses in Intellectual History and European History to adult learners.
 - Fostered a sense of achievement and encouragement to students re-entering the classroom after many years in the workforce.
 - Inspired and mentored adult learners to pursue additional education through graduate study, promotion in their current workplace, or opportunities into other employment or industries.
- ***Director of Admission*** (September 2005 – May 2012)
The Director of Admission exercises management responsibility for the Office of Admission. Major responsibilities include coordinating Huntingdon College's student recruitment effort, supervising the processing of admission applications, and administration of the College's admission policy. The Director is involved with the development of the College's enrollment management plan and is responsible for successful implementation of the recruitment portion of that plan.
 - Managed an average 5% annual growth in new freshmen and transfer student enrollment.
 - Succeeded in achieving a 28% overall enrollment growth for the college over a 10-year period.
 - Surpassed the largest new and total student enrollment record at the college in over 40 years.
- ***Assistant Director of Admission*** (November 2004 – September 2005)
The Assistant Director of Admission is responsible for the recruitment of undergraduate freshman students and assists in the delivery of admission and enrollment services to incoming freshman and transfer students. The Assistant Director plans, administers, and participates in recruitment activities and works cooperatively with other offices on campus to meet the needs of enrolling new students and maintain good working relationships with high school counselors, coaches, and students, coordinating college day/night programs and high school visits, and assisting with development of publications and personal correspondence for prospective students.
 - Created a plan that increased campus event attendance by 120%
 - Succeeded at increasing transfer student enrollment by 38%
 - Partnered with Vice President for Enrollment to create a new student recruitment plan for the college.

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- **Admission Counselor** (July 2003 – November 2004)

The Admission Counselor represents Huntingdon College at college fairs and high school/community college recruitment visits and provides guidance to prospective students and their parents regarding admission requirements, academic programs, financial aid and scholarships, campus life, student organizations and activities. The Admission Counselor manages a geographical territory in the recruitment of students and assists with the development of publications and responds to written, phone, email, and in-person inquiries. Meets with visiting students and parents, makes formal presentations, and plans activities and events in various cities for prospective students/families and high school counselors.

- Managed a 12% growth in new freshmen enrollment within my assigned territory.
- Increased private visits to feeder high schools within my territory by 200% during the fall and spring.
- Recruited and enrolled the largest incoming class of new international students in over 15 years.

ACT (October 2004 – February 2010)

P.O. BOX 168
IOWA CITY, IA 52244-9986
(319) 337-1154

- **ACT Test Supervisor** (October 2004 – February 2010)

Serves as the testing site administrator and college liaison to ACT for all regular National ACT testing dates and ACT Residual testing at Huntingdon College. Recruits, trains, and supervises all testing site personnel including Proctors, auxiliary personnel, and volunteers. Maintains the security of all testing materials before, during and after the test administration and is responsible for inventorying and returning all testing materials that are property of ACT. Communicates updates and emergency notifications to students, testing personnel and local high-schools regarding test day. Responsible for updating all testing location information annually to ACT including testing site personnel, facilities, and capacity on an annual basis.

- Increased test center capacity by 20%
- Trained and supervised a test proctoring staff of 23 individuals
- Completed six annual national testing cycles without irregularities or variances

ACADEMIC APPOINTMENTS:

Affiliate Faculty: Huntingdon College – (HIST 302) Europe, 1914 to the Present (Fall 2011, Spring 2012)

Affiliate Faculty: Huntingdon College – (HIST 341) Social Justice in the Workplace (Summer 2012)

INSTITUTIONAL APPOINTMENTS AND ADMINISTRATIVE SERVICE:

Interim Vice President for Athletics (October 2020 – present)

Title IX Advisor for LaGrange College (August 2020 – present)

Title IX Hearing Panel Member for LaGrange College (August 2020 – present)

Member of LaGrange College Efficiency Review Committee (August 2020 – present)

Member of LaGrange College Search Committee for the selection of a new college *Registrar* (Summer 2020)

Member of the LaGrange College Advising Committee (September 2018 – present)

Member of LaGrange College Search Committee for the selection of a new *VP for Student Engagement* (Spring 2018)

Facilitator for LaGrange College Leadership Council Priority Initiative on Branding and Marketing (2018 – 2019)

Member of LaGrange College Search Committee for the selection of a new *Head Football Coach* (Spring 2017)

Facilitator for LaGrange College Leadership Council Priority Initiative on International Recruitment (2016 – 2017)

Member of LaGrange College Search Committee for the selection of an *Assistant to Athletic Director* (Summer 2015)

Member of LaGrange College Search Committee for the selection of a *Director of Bands* (Spring 2015)

Facilitator for LaGrange College Leadership Council Priority Initiative on Local Student Recruitment (2015 – 2016)

Member of LaGrange College Institutional Planning Council (September 2013 – present)

Member of LaGrange College Search Committee for the selection of a new college *Registrar* (Summer 2013)

Member of the LaGrange College *M.A. in Philanthropy & Development* Feasibility Study Group (Spring 2013)

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Member of the LaGrange College *M.A. in Community Counseling* Feasibility Study Group (Spring 2013)
Member of the LaGrange College Graduate Council (September 2013 – present)
Facilitator for LaGrange College Leadership Council Priority Initiative on Recruitment Partnerships (2013 – 2014)
Member of the LaGrange College Academic Policies Committee (September 2012 – present)
Member of the LaGrange College Faculty Admissions Committee (August 2012 – present)
Co-Chair of the LaGrange College Student Success Task Force (September 2012 – present)
Member of the LaGrange College President's Cabinet (June 2012 – present)
Member of the Huntingdon College Persistence Task Force (August 2011 – May 2012)
Member of the Huntingdon College Institutional Effectiveness Task Force (August 2011 – May 2012)
Member of the Huntingdon College Strategic Planning Committee (August 2006 – May 2012)
Member of the Huntingdon College Academic Merit Scholarship Review Committee (January 2006 – May 2012)
Member of the Huntingdon College Academic Standings Committee (January 2006 – August 2008)
Member of the Huntingdon College Orientation and Registration Planning Committee (October 2005 – May 2012)

INTERVIEWS & PRESENTATIONS:

“Demographic Disruption – Forecasting Emerging Trends in Student Populations.” Presented at the 66th Annual GACRAO Conference, Young Harris, GA (October 27, 2019)
“Breakpoint: An Interview with Jon McGee.” Presented at the National Small College Enrollment Conference, Raleigh, NC (July 23, 2019)
“Communicating Enrollment: Reporting to your President, Trustees, and Leadership Team.” Presented at the National Small College Enrollment Conference, Daytona, FL (July 18, 2017)
“College Affordability and Financial Aid.” Presented at Troup County High School (November 19, 2016)
“College Affordability and Financial Aid.” Presented at Greenville High School (September 29, 2016)
“The Making of a Best Seller: Gaining the Biggest Return from a Student Ambassador Organization.” Presented at the Georgia Education Advancement Council annual conference, LaGrange, GA (July 2016)
“The Appropriate Role of Financial Aid in Enrollment Management” panel presenter at the SASFAA Management Institute, Orlando, FL (October 8, 2015)
“College Readiness: A Guide for Educators.” Presented at the summer Faculty Development Workshop at Lyman Ward Military Academy (August 24, 2015)
“College Access” panel presenter at the Alabama ACT Summit, Montgomery, AL (December 1, 2011)
“College Readiness: A Guide for Educators.” Presented at the Alabama Independent School Association faculty development workshop at Lowndes Academy (October 3, 2011)
“College Affordability and Financial Aid.” Presented at Eastwood Christian School (September 23, 2010)
“Encourage Faculty Members to Recruit Students in their Majors,” Interview with Joseph Miller and Maureen Murphy, Interviewed by Joan Hope, Ph.D., *Enrollment Management Report*, vol. 14, 1, April 2010.
“Boost Enrollment in Targeted Areas by Involving Faculty Members in Recruitment,” Interview with Joseph Miller and Maureen Murphy, Interviewed by Joan Hope, Ph.D., *Dean & Provost*, vol. 11, 8, April 2010.
“Transfer Admission” panel presenter at ALACRAO annual conference, Opelika, AL (June 19, 2008)
“College Readiness and College Affordability.” Presented at Escambia Academy. (November 29, 2005)

PROFESSIONAL SERVICE AND MEMBERSHIPS:

Member of the Ruffalo Noel Levitz Advisory Board for Private Institutions (May 2017 – present)
Member of the College Board Enrollment Leadership Academy - Southeastern Cohort 2016 - 2017 (July 2016 – June 2017)
Member of the Georgia Independent College Association (GICA) Need-Based Aid Taskforce (Summer 2015)
Member of the National Association of Student Financial Aid Administrators, NASFAA (June 2012 – present)
Chair-Elect for the Alabama ACT Council (July 2011 – June 2012)
District 4 Coordinator for the Alabama Association of Collegiate Registrars and Admissions Officers (2006 - 2010)
Member of the School Relations Committee for the Alabama Association of Collegiate Registrars and Admissions Officers (February 2006 – February 2010)
Charter Member of the Alabama ACT Council (2004 – May 2012)
Member of the National Association for College Admission Counseling, NACAC (2003 – present)

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Member of the American Association of Collegiate Registrars and Admissions Officers, AACRAO (2003 – present)
Member of the Alabama Association of Collegiate Registrars and Admissions Officers, ALACRAO (2003 – present)

CIVIC AND COMMUNITY SERVICE:

Vice Chair/Chair-Elect of LaGrange / Troup County Chamber of Commerce - Leadership Troup Board of Directors (July 2020 – present)
Immediate Past-President of Columbus Ballet Board of Directors (July 2019 – June 2020)
Secretary/Treasurer of LaGrange / Troup County Chamber of Commerce - Leadership Troup Board of Directors (July 2019 – June 2020)
President of Columbus Ballet Board of Directors (July 2018 – June 2019)
Member of National League of Junior Cotillions – Troup County Chapter - Advisory Board (May 2018 – present)
Member of the THINC College and Career Academy Board of Directors (December 2017 – present)
Member of LaGrange / Troup County Chamber of Commerce - Leadership Troup Board of Directors (July 2017 – present)
Member of Columbus Ballet Board of Directors (May 2017 – June 2020)
Member of Leadership Troup 2016-2017 class of the LaGrange / Troup County Chamber of Commerce (August 2016 – May 2017)
Member of the THINC College and Career Academy Strategic Planning Committee (August 2014 – May 2015)
Volunteer Coach for Troup County Parks and Recreation - Youth Soccer program (August 2013 – present)
Member of the Workforce Development Committee for the City of LaGrange (July 2012 – June 2015)

PERSONAL INFORMATION:

Melissa A. (Nichols) Miller: Wife – married 18 years
Children: Anna Claire (Daughter - 17), Jonah (Son - 15), Camp (Son - 13)
Member of SouthCrest Church, Newnan, GA

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PROFESSIONAL REFERENCES:

Dan McAlexander, DMA

President (retired)

LaGrange College

601 Broad Street

LaGrange, GA 30240

(706) 616-1141

dmcalexander@lagrange.edu

-Relationship: Reported directly to Dan while serving as Vice President for Enrollment

William A. Jones

President

Georgetown College

400 East College Street

Georgetown, KY 40324

(502) 863-8030

president@georgetowncollege.edu

-Relationship: Reported directly to Will while serving as Dean of Enrollment Management

Mark D. La Branche, D.Min

President

Martin Methodist College

433 West Madison Street

Pulaski, TN 38478

(931) 363-9876

mlabranche@martinmethodist.edu

-Relationship: Mark observed my work while serving as Director of Admission at Huntingdon College

Marc H. Shook, Ph.D., J.D.

Dean of Students and Deputy Title IX Director

University of South Carolina

Patterson Hall

1520 Devine St

Columbia, SC 29208

(803) 576-8326

shookmh@mailbox.sc.edu

-Relationship: Cabinet colleague while serving as Dean of Enrollment Management and Vice President for Enrollment at LaGrange College and co-Chair for Student Success Task Force

Joseph Curtis Miller

Tommy Dismukes

Special Asst. to the Sr. Vice President; Affordability Adviser; NCAA-III Compliance Officer

Huntingdon College

1500 East Fairview Avenue

Montgomery, AL 36104

(334) 833-4402

tdismukes@hawks.huntingdon.edu

-Relationship: Reported directly to Tommy while serving as Director of Admission