

KIMBERLY A. REILLY

March 30, 2021

Dear Search Committee,

I am excited to submit my application materials for the Vice President for Enrollment Management and Marketing position with Winthrop University. I have spent my career serving students, and I am eager to be a part of a team that champions student success and seeks a collaborative leader who possesses integrity and conviction. I am a transformational leader who encourages the motivation and development of others by placing an emphasis on authenticity, cooperation, and open communication. Fostering an ethical work environment with clear values, priorities and standards helps build a university culture in which the individual is encouraged to support colleagues, find fulfillment in the day to day and revel in our student's achievements. Providing effective leadership and being a positive agent of change has been the most rewarding and successful part of my career. Some additional career highlights are listed below:

- With a commitment to inclusion and diversity and a drive to broaden the student experience via our recruitment strategy, my team achieved a 16% increase in diversity with a first gen ratio of 40%.
- Expanded marketing channels to include tertiary and secondary markets while creating a planned communication strategy from lead to deposit status.
- Achieved Phi Theta Kappa Honor Roll Top 150 designation for La Salle University for transfer student success.
- Served as a facilitator for Inclusive Campus Conversations at Nova Southeastern University, the largest private Hispanic serving institution in the country.
- In Spring of 2021, La Salle University was granted NASPA First-Gen Forward designation.
- My experience utilizing data analytics and predictive modeling has helped the institution develop a strategic recruitment, marketing and retention plan that has resulted in increased prospect, application, deposit, and yield rates.
- Established dual enrollment agreements with Philadelphia School Partnerships, transfer articulation agreements with community colleges from six states and expanded workforce partnerships for adult and graduate education.
- In response to the challenges created by COVID, created over 900 virtual student engagement opportunities including virtual student hang outs, parent coffee chats, Open House events, faculty outreach, career exploration, and daily "Ask the Expert" with Admissions, Financial Aid, Bursar and Student Affairs staff.
- Responsible for the implementation and continued development of Slate CRM including enrollment management and student success, retention, and outcome modules.

- Provided training on enrollment management and student success for athletics, faculty, staff, and Board of Trustee members. Successful enrollment management creates a university wide culture of collaboration that ensures all campus stakeholders are trained and empowered to embrace their valued role in the process.

Building upon my previous success with enrollment procedures that I had developed during my time at Southern New Hampshire University, I created the La Salle Enrollment Processing Services team in the Fall of 2019. This team is a unit that combines student facing admissions, student affairs, academic advising, career services, athletics and student account functions, and is designed to streamline the onboarding process for students in support of enrollment goals. The responsibility of this team is to ensure that all students are supported through the following areas to reach Start Ready status:

- Recruitment/Admissions process (application completion, letters of recommendation, final high school transcripts)
- Transcript Evaluation for transfer students and AP credit evaluation for freshman
- International student document processing
- Resident Life – Housing application and roommate selection/meal plan
- Math placement
- Academic advising/course selection and registration for Freshman/Transfer
- FAFSA completion – Financial Aid/Student Account GAP financing
- Orientation registration
- Title IX course introduction and completion
- Veterans Affairs – VA ONCE processing
- Career Services registration including Federal Work Study positions and internship interest form
- Student Athlete counseling and Letter of Intent completion
- Health and Wellness – Student Health Insurance waiver and processing; COVID 19 test registration for on campus arrival
- Disability services – referral, registration, and accommodation

There has been a significant decrease in student and parent complaints, student retention increased 7% the first year, and bad debt for the institution was down by \$5 million. The number of freshmen securing a Federal Work Study position increased by 17%, and 91% of the freshmen class was registered by May 1st. Additionally, university cash flow improved during the summer as we were able to identify additional classes for students, provide billing statements in a timely manner and establish payment plans earlier in the semester.

Working with the Learning Resource Center, in December 2020, we were able to integrate the Student Success coaches, Academic Advising and the Enrollment Processing Services team so that they are working on the same floor allowing them to meet regularly to plan continued

student services improvements. Beginning with Summer of 2021, this new collaborative unit will serve the continuing, adult, and graduate population by providing a One Stop approach to student service.

I would bring to this position a track record of leadership, data informed decision making and a comprehensive understanding and appreciation of the challenges facing higher education institutions in today's enrollment environment. I have the proven ability to create rapport and support within a college environment. I understand that the success of the enrollment and student services team relies on a leader who is a creative thinker, innovator, collaborator, and relationship builder.

I enjoy finding ways to partner with, engage and serve the entire campus community, to meet and/or exceed unit goals, and to identify and develop leaders within the institution. Throughout my career I have focused on finding way to identify and eliminate institutional barriers, in order to create an institution that is inclusive and committed to student success. I am excited about the potential to support Winthrop University, the students, and the community as the Vice President for Enrollment Management and Marketing.

Sincerely,

Kimberly A. Reilly

KIMBERLY A. REILLY

EDUCATION AND CREDENTIALS

Doctor of Education in Higher Education Leadership

UNIVERSITY OF NEW ENGLAND, BIDDEFORD, ME
(ABD, Anticipated August 2021)

Master of Education in Higher Education Administration

VIRGINIA COMMONWEALTH UNIVERSITY, RICHMOND, VA

Bachelor of Science in Psychology

VIRGINIA COMMONWEALTH UNIVERSITY, RICHMOND, VA

EXPERIENCE HIGHLIGHTS

- Increased undergraduate, graduate, first time degree seeking cohort enrollment, retention, and persistence rates.
- Experienced enrollment, marketing, and student affairs professional for undergraduate, graduate, adult, transfer, online, medical, and professional programs.
- Developed effective Transfer Student Articulation policies and procedures that increased transfer student enrollment and graduation rates.
- Provided leadership in the creation of a strategic enrollment plan that includes goals based upon strategic analysis of student success, predictive modeling, program specific and institutional capacity, market research, and geo-demographic data that increased diversity, quality, and quantity of the student body.
- Increased the effective utilization of state, federal and institutional financial aid, and scholarship funds/resources to positively impact recruitment, retention, persistence, and graduation rates.
- Administered an aggressive program of professional development activities for all professional enrollment management staff members.
- Integrated technology and marketing to enhance recruitment, retention, and marketing strategies (web-based recruitment, social media, and other technological applications).
- Developed and maintained collaborative, engaged, transparent and strategic partnership with internal and external stakeholders to advance institutional enrollment, retention, graduation and budgetary goals and objective.
- Launched dynamic student development, leadership and student life programs that actively engaged students throughout their college experience.
- Doubled the number of applications from diverse populations in one enrollment cycle.
- Increased applications, admissions and yield of new community college transfer population.
- Developed nomination for the Phi Theta Kappa Honor Roll designation for transfer student success.
- Reduced institutional bad debt, increased retention and institutional cash flow via gap planning and student start ready plan.
- Increased institutional representation on state admissions and financial aid organizations.
- Initiated advising process with community college partners for pre-transfer planning and recruitment.
- Created a community college dual admission program for city residents who did not meet university admission criteria to increase transfer population.
- Created enrollment dashboards for data analysis and reporting.

LEADERSHIP EXPERIENCE

LA SALLE UNIVERSITY – PHILADELPHIA, PA

AVP OF ADMISSIONS AND ENROLLMENT SERVICES Jul 2019–Present

Institutional Profile

Private, Catholic, liberal arts, with Colleges of Business, Arts & Sciences, and Nursing. Division I Athletics, 3800+ Undergraduate and 700+ Graduate, 2200 + residential.

Responsibilities

- Provide clear and effective leadership for Undergraduate, Graduate, Transfer, International and Adult Recruitment and Admissions; Financial Aid, Enrollment Processing Services, and Data Analytics teams.
- Create strategic enrollment plan including dual enrollment initiatives, articulation agreements and identification of expanded prospect pool including tertiary and secondary markets.
- Collaborate with marketing to develop strategy related to ad buys, market campaigns, website refresh, outreach materials, communication plan and social media presence.
- Expanded into new markets with focus on recruitment of diverse populations.
- Revamped campus tour process to include new welcome center, tour coordinator and faculty participation.
- Collaborate with campus partners to ensure that student experience, academic programs and faculty are aligned to support the strategic enrollment plan. Provide training on enrollment and strategic plan.
- Developed data driven approach to recruitment via website tracking and student response rate via CRM.
- Developed Student Ambassador Program, Parents Association in support of enrollment and alumni support at college fairs.
- Expand access for students via partnerships with ADP, Steppingstones, and Philadelphia School Partnership.
- Created onboarding protocols and training program for all enrollment staff members.
- Expanded Banner and Slate capabilities for operational effectiveness including dashboard and metrics for Board of Trustees and senior leadership.
- Expanded summer and inter-session offerings to facilitate completion of Bachelor/Master's program in 5 years.
- Revamped AR/Financial Aid process for Fall 2019 leading to a decrease of \$5 million in bad debt.
- Created revenue analysis by program for graduate degrees and aid offerings.
- Develop and execute strategic enrollment management plans including dual enrollment initiatives, articulation agreements and identification of expanded prospect pool including tertiary and secondary markets; provide leadership and coordination to key offices and functions in Enrollment Management, Student Affairs and Student Services.
- Work collaboratively with the President, Deans, faculty, and staff to facilitate a coordinated enrollment effort, including appropriate market research; data collection/assessment.
- Regularly reassess effectiveness of recruitment activities and financial aid programs and make appropriate adjustments so as to lead an effort that is continuously proactive and responsive to market forces and university needs.
- Communicate regularly with the university community to broaden enrollment initiatives; inform progress; and share results, including frequent dialogue with deans, department chairs and senior administration to convey the vision for and the tradeoffs and complexities involved in meeting enrollment goals.
- Guide a creative, forward-thinking program of student financial aid while maintaining fiscally responsible leadership and tending to the needs of current and new students alike.
- Provide leadership and mentoring for a strong enrollment staff that is optimistic, excited about change, responsive, innovative, analytical, collaborative, results-oriented and student centered.
- Shape and lead the development and marketing of non-traditional and international enrollment strategies.

Accomplishments

- La Salle awarded 2021 Phi Theta Kappa Top 150 Transfer Honor Roll
- La Salle awarded NASPA First-Gen Forward designation
- Developed virtual tour and recruitment events, including virtual hangout sessions for students and parents.
- Established recruitment goal tracking and student rating process in Slate CRM.
- Oversight of updated FA and Student Accounts Banner module
- Developed Student Ambassador Program, Parents Association in support of enrollment and alumni support.
- Created revenue analysis by program for graduate degrees and aid offerings. Created the Enrollment Processing Services division designed to ensure students are Start Ready by July 1st.
- COVID-19 Planning Team and the Pandemic Preparedness Taskforce Committee

NOVA SOUTHEASTERN UNIVERSITY – FORT LAUDERDALE, FL
 AVP OF ENROLLMENT AND STUDENT SERVICES - Aug 2016–May 2019

Institutional Profile

Private, high-research multi-campus university, 16 colleges including Medical/Health Sciences and Law. 26,000+ Undergraduate, Graduate and Professional, Community Engagement classification, largest private Hispanic serving institution in the US.

Responsibilities

- Provide leadership for the overall vision, compliance and operation of the Enrollment and Student Services (ESS) unit consisting of 13 enrollment and student services departments; Admissions, Financial Aid, Registrar, Bursar/Collections, One Stop Shop, Transfer Evaluation Services/Advising, Enrollment Processing Services/Admissions Management Services, SharkCard Services, ESS Training and Development, Student Insurance, ESS IT Systems, Marketing/Communications and Events, University Call Center/Help Desk.
- Facilitate annual strategic planning process with Executive Director and 13 Unit Directors for Fort Lauderdale campus, as well as seven regional campuses in Florida and the Caribbean.
- Oversight for scholarship leveraging as developed in the strategic enrollment plan adhering to the tuition discount rate and NCAA awarding process for compliance reporting.
- Assist with planning and facilitation of Shark Preview weekends, fall move-in and GAP process for undergraduate and graduate populations.
- Provide enrollment support for all graduate and professional programs, including Osteopathic Medicine, Allopathic Medicine, Pharmacy, Ophthalmology, Dental, Nursing, and Law.
- Develop, implement and communicate university and unit policies that ensure compliance and coordination throughout the university and that align with the organization's strategic enrollment plan, recruitment and retention initiatives.
- Integrate technology to develop workflows, call-flow schedules, monitoring controls and quality measures for following up with applicants and continuing students.
- Collaborate with academic advising to provide inter-departmental training in support of retention initiatives for online population, Pell grant recipients and first-generation students, including process for escalating at-risk students.
- Serve as co-chair of university retention committee, developed university wide training of retention related initiatives, developed data tracking metrics.
- Facilitated career ladder for employee leadership development and retention.

University Service/Committees/Accomplishments

- LCME Accreditation application committee – Standard 12 Enrollment
- NSU Title IX Peer Educator
- Committee on Academic Advising
- University Retention Council
- Community Day and Health Fair committee

- Reduced Fall bad debt \$1.4 million
- Achieved Start Ready goal by May 1st for Undergraduate Day, Graduate and Online population
- Increased: Leads: 21% Applications: 11% Admits: 13% Yield: 5% Diversity: 6% Retention 4%

SOUTHERN NEW HAMPSHIRE UNIVERSITY – MANCHESTER, NH

AVP OF ENROLLMENT AND STUDENT SERVICES – Aug 2012-August 2016

- Provide clear and effective leadership to all Enrollment and Student Services teams for 6 residential campuses, online and competency based programs serving a student population of 75,000.
- Coordinate enrollment management activities, functions and operations with the division of Academic Affairs, Student Life, Finance and Facilities.
- Collaborate with leadership of ground, online and competency programs in support of enrollment goals; streamlined ISIR/file review and packaging team procedures to enhance delivery of financial aid packages.
- Oversight for scholarship leveraging for residential campus and NCAA awarding process for compliance reporting.
- Promotes the efficiency of all enrollment management operations through the supervision of enrollment management budgets.
- Collaborate with Student Life on the coordination of new student orientation and coordinates recruitment activities with appropriate offices and personnel.
- Acts as advisor to the senior leadership team in all enrollment matters.
- Strategic planning and development of measurable student service outcomes with integrated quality assurance for One Stop walk in and call center.
- Provide leadership for 105 team members responsible for \$700 million in funds management.
- Designed Enrolled Student Services student retention initiatives in coordination with Dean of Student Affairs and Academics.
- Developed financial literacy social media strategy and marketing for Enrolled Student Services team.
- Managed Title IV compliance including ECAR, FISAP, A-133 audit, program reviews, experimental sites and default prevention, received Expedited Program Review response.
- Created and implemented compliance policies and procedures for Enrolled Student Services team and provided guidance to other senior leaders on compliance processes.
- Present updates for senior leadership team related to enrollment management and retention initiatives.
- Created and implemented professional/leadership development protocols, career ladder and integrated training channels for team members.

YTI CAREER INSTITUTE – PHILADELPHIA, PA

EXECUTIVE DIRECTOR OF ENROLLMENT SERVICES - FINANCIAL AID Nov 2007– Aug 2012

- Provided leadership and supervision to five regional Campus Directors.
- Coordinated the implementation of document imaging system and oversaw the transition to paperless processing.
- Reported institutional data for Hobson’s, Princeton Review, IPEDS, College Board, US News, and Peterson’s.
- Developed metrics and dashboard analytics.
- Reduced bad debt, increased cash flow and retention rates for all five campuses.
- Committee member for annual enrollment planning process.

WELLINGTON CONSULTING SERVICES

EXECUTIVE CONSULTANT FOR ENROLLMENT AND FINANCIAL AID - Jun 2007– Dec 2012

Provided independent consulting services to non-profit and for-profit institutions for the following areas:

Recruitment/Enrollment	Title IV Compliance	Title IX Compliance
Enrollment Operations	Financial Aid	Scholarship Leveraging
Communications/Outreach	Default Prevention	Financial Literacy
NCAA awarding/reporting	Veterans Affairs	Bursar/Cash Management

Registrar/Scheduling

Student Advising

Leadership/Team development

UNIVERSAL TECHNICAL INSTITUTE – EXTON, PA

DIRECTOR OF FINANCIAL AID - May 2003– Nov 2007

- Lead campus Financial Aid department and provide professional development oversight for team.
- Establish goals and work standards and evaluate program results.
- Develop dashboard and metrics.
- Received award for most weeks at number one for department metrics amongst 60 divisions.

VIRGINIA COMMONWEALTH UNIVERSITY – RICHMOND, VA

FINANCIAL AID COUNSELOR – May 1998 – May 2000

ASSISTANT DIRECTOR OF ADMISSIONS – May 2000 – May 2003

- Provide support for students and families related to financial aid and admissions.
- Represented the university at regional college fair programs and high school visits.
- Served on university policy and procedures committee to develop standardized processes.

JOHN TYLER COMMUNITY COLLEGE – RICHMOND, VA

ADMISSIONS REPRESENTATIVE – Oct 1994 – Aug 1996

- Processed admissions applications for prospective students.
- Daily oversight of student workers.
- Developed award letter process and mailing protocols.

TEACHING EXPERIENCE

Virginia Commonwealth University – *Introduction to the University*

DeVry University – *Leadership and Organizational Change*

PROFESSIONAL AFFILIATIONS

American Association of Collegiate Registrars and Admissions Officers (AACRAO)

Middle States Association of Collegiate Registrars (MSACROA)

Association for College Admission Counseling (NACAC) (PACAC)

Association of Student Fin Aid Administrators (NASFAA) (PASFAA)

National Association of Student Affairs Administrators (NASPA)

TECHNICAL ACUMEN

Ellucian Banner, Recruit, and Datatel Colleague, SLATE, Campus Management (Hobsons), Peoplesoft, CampusNexus, Salesforce, Canvas, Blackboard Learn, WebCT, Degree Works, StarFish, Microsoft Dynamics, Workday Student, Workday Student beta development partner (SNHU)

SELECTED PRESENTATIONS

How to create Transfer Articulation Agreements – PASFAA Annual Conference, October 2007

Financial Literacy for All, PASFAA Annual Conference, October 2009

Recruitment and Retention– University Wide Initiatives, CERPP Regional Conference, April 2010

How to Create an Exceptional Campus Visit for Students, SNHU Leadership Institute, July 2015

KIMBERLY A. REILLY

Professional References:

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