



# Vice President and Vice Provost, Student Success & Enrollment Management



# The Opportunity

Florida Gulf Coast University (FGCU) invites nominations, inquiries, and applications for the position of Vice President and Vice Provost for Student Success and Enrollment Management (VP). Reporting directly to President Aysegul Timur, with a dotted line to the Executive Vice President and Provost, the VP works collaboratively with other members of the President's Cabinet. This role provides leadership in delivering policies, programs, and activities that promote and advance the University's mission and strategic plan for improving student success. The VP ensures that the campus environment supports and nurtures the personal, cultural, and general welfare of the student body while maintaining the administrative, budgetary, and accountability functions of the Division of Student Success & Enrollment Management. They collaborate extensively with other campus leaders to drive improvements in student retention, persistence, four-year graduation rates, and post-graduation employability.

The VP oversees units such as Academic Engagement, Student Engagement, and Enrollment Management. They are responsible for developing policies, programs, and activities that foster an inclusive campus environment that supports the well-being and success of all students. This leader works strategically to promote a student-centered culture, leveraging data-driven approaches to enhance retention and graduation outcomes while supporting long-term institutional goals.

FGCU seeks a dynamic, forward-thinking individual with a passion for student success, a deep understanding of best practices in higher education, and the ability to inspire and lead a diverse, dedicated team. This is an exceptional opportunity for an innovative leader—in close collaboration with the Executive Vice President and Provost—to shape the future of student success and enrollment management at FGCU, ensuring that students not only achieve their academic goals but also thrive personally and professionally.



# Role & Responsibilities

The Vice President and Vice Provost for Student Success and Enrollment Management (VP) at FGCU will lead a comprehensive portfolio designed to enhance the student experience, improve retention and graduation rates, and promote a culture of excellence across student success and enrollment management services. This role requires a student-centered leader with a demonstrated commitment to collaboration, innovation, and excellence in support of FGCU's student success and enrollment goals. The incoming VP will inherit a strong, dedicated team ready to advance FGCU's mission and elevate collaboration across academic and student affairs. This role is instrumental in fostering a culture where faculty, staff, and students feel valued, visible, and supported. This role provides a significant platform to reinforce FGCU's values and create a lasting impact on the campus community.

## **Responsibilities of the position include, but are not limited to:**

- Provides executive-level leadership and vision in the administration of a comprehensive range of services, policies, and procedures related to enrollment management, student services programming, planning, and strategically related functions.
- Develops and implements policies, procedures, and practices which foster and promote student learning and student success in support of the educational programs at FGCU.
- Understands and analyzes complex situations and effectively develops, communicates, and completes action plans. Manages multiple competing priorities while coordinating complex administrative operations.
- Leads the Division of Student Success & Enrollment Management with an analytical, data-driven philosophy and approach to problem solving and decision-making whereby a culture of knowledge-based decision making and accountability is understood.
- Leads the division Associate Vice Presidents and their direct reports to ensure they are performing effectively and efficiently to ensure alignment with the FGCU's strategic plan where organizational structures, personnel, and resources are optimized to ensure a student-centered environment at all levels.
- Provides specific oversight and direction to develop and enhance programs and

services and establish policies that support students' academic success and degree progression at all points in their academic careers.

- Provides oversight and direction to develop and enhance policies, programs, and services that support a comprehensive holistic environment for students to be successful.
- Develops and enhances policies, programs and services that support a strategic enrollment management plan that attracts and enrolls a diverse student body poised to be retained and graduate from FGCU.
- Manages budgeting and resource allocation across the division to optimize efficiency and effectiveness.
- Provides leadership to and works strategically with data analytics and reporting teams to identify trends and factors tied to academic engagement and academic success that can be used to develop strategies to enhance student retention and four-year graduate rate.
- Leads and works strategically to identify and enhance marketing and communications efforts across the entire division in collaboration with University Marketing & Communications and through direction of division team.
- Represents the institution in external engagements, promoting partnerships that support academic and research goals.
- Actively participates as a member of the President's Cabinet.
- Maintains compliance with financial disclosure in accordance with Chapter 112 F.S.
- Other duties as assigned.

## **Professional Qualifications & Personal Qualities**

Any appropriate combination of relevant education, experience, and/or certifications will be considered.

### **Required Candidate Qualifications:**

- A minimum of sixteen years of directly related full-time experience or, as an alternative, a doctoral degree from an accredited institution in an appropriate area of

specialization and six years of full-time experience directly related to the job functions.

- Progressive senior management or administrative experience at the Dean level or higher in higher education, preferably in student affairs, student development, enrollment management, or academic affairs.
- Demonstrated expertise in at least two of the following areas: academic engagement, student engagement, and enrollment management.

### **Preferred Professional Experiences and Characteristics:**

- At least five years of experience as a Dean, Associate Vice President, or Vice President in Academic Affairs, Student Affairs / Success / Engagement or Enrollment Management at the university level.

### **Desired Knowledge, Skills, & Abilities**

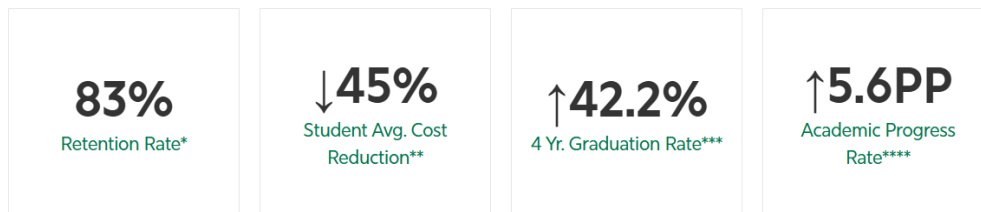
- Demonstrated ability to effectively address the needs of (and communicate with) a range of different populations of students, including first time in college, first-generation, transfer, commuter, and traditionally underrepresented students.
- Demonstrated experience developing strategies and/or programs for advancing students toward successful completion of their degrees in a timely manner.
- Knowledge of contemporary best practices in academic engagement, student engagement/affairs, and enrollment management, as well as national trends impacting higher education.
- Knowledge and understanding of statistical and predictive analysis and the use of data analytics for knowledge-based decision making.
- Experience articulating and executing marketing/communication strategies to successfully engage students and staff.
- Experience with planning, budgeting, and fiscal management in a complex organization.
- Experience in employee recruitment, retention, and promotion decisions.
- Demonstrated record of positive, collaborative leadership and decision-making.
- Ability to thrive in an organization that values the diversity of its student body and workforce and actively promotes an equitable environment.

# About Student Success & Enrollment Management at FGCU

FGCU's, Division of Student Success & Enrollment Management plays a central role in fostering a student-centered environment that promotes academic, social, and professional growth. Guided by the [FGCU Student Success Plan](#), which was approved by the Board of Governors (BOG) on September 18, 2024, the division offers a broad range of services and programs designed to support student engagement, academic success, and overall well-being. The BOG's approval enabled the release of \$3.8 million in performance-based funding, supporting FGCU's focus on four key areas identified as having the greatest potential for improvement. FGCU will report on the plan's progress at the March 2025 BOG meeting, with the potential for an additional \$3.8 million in funding contingent on achieving outlined deliverables.

Key areas within the division include Academic Engagement, Student Engagement, and Enrollment Management, providing essential services such as advising, career development, student life, housing, and health services. These services are aligned with FGCU's Strategic Plan and Accountability Plan, with specific emphasis on initiatives that meet individual student needs, such as the Early Alert system. The division's data-driven strategies are designed to improve student retention, persistence, and graduation rates and promote career readiness, ensuring that students thrive both during and after their time at FGCU. Faculty members are encouraged to familiarize themselves with the Student Success Plan, as it plays a critical role in FGCU's long-term mission. To learn more about FGCU's Division of Student Success and Enrollment Management, please visit <https://www.fgcu.edu/ssem/>.

**Student Success is at the Core of FGCU and Our Strong Outcomes Speak for Themselves.**



\* Has been over 80% for four consecutive years for the first time in FGCU history

\*\* Cost has decreased over 45% the past five years.

\*\*\* Has improved 20% points over the past five years.

\*\*\*\* Academic Progress Rate (APR) is freshman to Sophomore retention with a GPA > 2.0; 5.6% point improvement over past four years.

# About Florida Gulf Coast University

**FGCU Has Grown from Idea to Impact.** Since welcoming its first class in 1997, FGCU has grown into a thriving community educating more than 16,000 students annually and graduating more than 43,000 alumni. FGCU is a big part of Southwest Florida. Students have contributed to the Southwest Florida community through millions of hours of service-learning. They've interned at countless local businesses and started their own. They've brought a community together through the arts, athletics and advocacy.

FGCU holds the second-highest graduate employment rate among all Florida state universities. Tuition has remained the same since 2013-14 and 59% of students graduate with no debt. When they leave Florida Gulf Coast University, nearly half of the graduates stay in the region and continue to serve the community as teachers and nurses, scientists and social workers, engineers and entrepreneurs. Through thousands of Eagle alumni and through the university's rising profile, FGCU's impact continues to expand exponentially.

## Mission

**Florida Gulf Coast University is a transformative, learner-centered institution dedicated to student success that strategically serves Southwest Florida and beyond.**

FGCU, as a regional comprehensive institution, provides academic, economic, and cultural enrichment for the community through impactful partnerships and excellent teaching, learning, scholarship, and public service. FGCU creates pathways for students to thrive as engaged, responsible, global citizens. Through undergraduate and graduate programs, FGCU students receive a distinctive education with experiential learning, community service, and participation in a living laboratory of sustainability practices.



## Vision

**Florida Gulf Coast University aspires for national prominence and global recognition as a community-focused, comprehensive institution driving positive change and shaping the future of higher education.**

FGCU graduates will be exemplars in an ever-changing world, known for their individual successes, dedication to sustainability, ethical leadership, and transformative global impact.

## Strategic Plan 2024–2029

In April 2022, the President’s Cabinet and FGCU’s Board of Trustees implemented the FGCU Strategic Roadmap Initiative, a framework to facilitate the university’s next strategic plan. The initiative focused on extensive internal and external input to serve as an indicator of FGCU’s current state, as well as factors that will impact the university’s future. The results of this first phase were published in June 2023.

In July 2023, FGCU initiated the second phase to finalize the next strategic plan’s mission, vision, goals and objectives. Led by a Strategic Planning Steering Committee – and informed by the Strategic Roadmap Initiative, stakeholder feedback sessions and community surveys – the work will result in the 2024–2029 Strategic Plan to be submitted to the Board of Trustees in December 2023 for approval.

President Aysegul Timur received unanimous approval for the plan by the Board of Governors of the State University System of Florida in January 2024. To read the full Strategic plan, please visit the link below:



### Innovating for Student Success – FGCU’s Journey to Excellence

- Goal 1: Innovate in Academic Excellence
- Goal 2: Enhance Student Success and Well-being
- Goal 3: Elevate Partnerships for Regional Impact
- Goal 4: Strengthen Organizational Culture and Commitment to Employees
- Goal 5: Champion Sustainable Practices and Resiliency







# About Southwest Florida

Florida Gulf Coast University is situated on Florida's beautiful southwest coast. It's midway between the cities of Fort Myers and Naples, just minutes from the Gulf of Mexico and the Southwest Florida International Airport, with easy access to Interstate 75.

Its proximity to both Naples and Fort Myers affords the option of living in either city without being far from campus. Estero and Bonita Springs are even closer. These communities all offer a wealth of choices when it comes to housing: from downtown living near trendy restaurants and shopping to maintenance-free condo complexes to lush golf communities, waterfront homes and charming historic neighborhoods.

Both Naples and Fort Myers have made the top 10 list of best places to live in the U.S. News & World Report annual surveys. The beaches are routinely cited among the most beautiful, particularly those on Sanibel Island in Lee County and Barefoot Beach in Collier County.

When it comes to affordability, real estate prices are on the rise, as they are everywhere. However, property taxes are comparatively low, homestead exemptions provide additional tax breaks to those claiming Florida residency, and there is no state income tax. The region also is blessed with an abundance of environmental treasures, cultural attractions and a bounty of golf courses, great restaurants, and shopping. These are just some of the benefits of living in a place that millions choose to visit.

Nature is on full display at serene preserves such as Audubon's Corkscrew Swamp Sanctuary, Big Cypress National Preserve, Everglades National Park, Naples Botanical Garden and the Ten Thousand Islands National Wildlife Refuge. Animals such as endangered Florida panthers, loggerhead sea turtles, American alligators, river otters, roseate spoonbills, eagles and other wild creatures call these carefully maintained lands home.

There are performing arts centers in Naples and Fort Myers, dozens of art galleries, movie complexes and excellent places to dine — from innovative food trucks to top-tier restaurants run by James Beard Award nominees.

For sports lovers, the Grapefruit League brings the Boston Red Sox and the Minnesota Twins to town every spring. The Florida Everblades are a minor league ice hockey team based at the Hertz Arena just south of the university on Ben Hill Griffin Parkway. And for professional sports, Tampa is a mere 2½ hours away, with the Tampa Bay Buccaneers in the NFL, the Tampa Bay Lightning in the NHL, and the Tampa Bay Rays in the MLB. (The New York Yankees conduct spring training there as well.) The region, with its wealth of things to do and low crime rate, is a choice spot to raise a family or enjoy all of the attractions without ever having to leave.



# Nomination & Application Process

## Compensation

Salary will be competitive and commensurate with qualifications and experience.

## How to Apply

Greenwood Asher & Associates is assisting Florida Gulf Coast University in this search. Applications and nominations are now being accepted. Inquiries, nominations, and application materials should be directed to [Lois Stetson](#) and/or [Dr. Jim Johnsen](#) from Greenwood Asher & Associates. Application materials should include:

- A letter of interest that clearly states the applicant's qualifications for the position
- A current résumé/curriculum vitae

Initial screening of applications will begin immediately and will continue until an appointment is made. For best consideration, applications and nominations should be provided by **January 3rd, 2025**.

## Please direct inquiries, nominations, and application materials to:

**Lois Stetson**

**Senior Executive Search Consultant**

E-mail: [loisstetson@greenwoodsearch.com](mailto:loisstetson@greenwoodsearch.com)

**Jim Johnsen**

**Vice President of Executive Search**

E-mail: [jimjohnsen@greenwoodsearch.com](mailto:jimjohnsen@greenwoodsearch.com)

*FGCU does not discriminate on the basis of race, color, national origin, ethnicity, religion, age, disability, sex, gender identity/expression, marital status, sexual orientation, veteran status, or genetic predisposition. We promote ethical decisions and responsible stewardship of resources to foster trust and promote the best interests our community broadly and provide oversight and guidance for FGCU's compliance with applicable state and federal laws, regulations, professional standards, and university regulations and policies.*

*The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Florida Gulf Coast University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.*