



The Spelman & Johnson Group

Position Specification
Associate Vice President for Enrollment Services
Medical College of Georgia
Augusta, Georgia

Background

The Medical College of Georgia (MCG), chartered in 1828 as a single academy to provide instruction in “several branches of the healing art,” is a major academic health center and health sciences research university. The Medical College of Georgia—which consists of schools of allied health sciences, dentistry, graduate studies, medicine, and nursing as well as an affiliated health-care system—is the only academic institution in the state of Georgia dedicated exclusively to the health sciences.

As a unit of the University System of Georgia—the state’s public system of higher education—the Medical College of Georgia shares with other research universities the following core characteristics:

- a statewide responsibility and commitment to excellence and academic achievements having national and international recognition;
- a commitment to excellence in a teaching/learning environment dedicated to serving a diverse and well-prepared student body, to promoting high levels of student achievement, and to providing appropriate academic support services;
- a commitment to excellence in research, scholarship, and creative endeavors that are focused on organized programs to create, maintain, and apply new knowledge and theories; that promote instructional quality and effectiveness; and that enhance institutionally relevant faculty qualifications;
- a commitment to excellence in public service, economic development, and technical assistance activities designed to address the strategic needs of the state of Georgia along with a comprehensive offering of continuing education designed to meet the needs of Georgia’s citizens in life-long learning and professional education;
- and a wide range of academic and professional programming at the baccalaureate, master’s, and doctoral levels.

Located in Augusta, the college enrolls approximately 2,400 undergraduate, graduate, and first professional students in degree programs. MCG is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award one-year and advanced certificates and degrees at the baccalaureate, master’s, first professional, and doctoral level.

The Institution's Mission Statement

The mission of Medical College of Georgia is to improve health and reduce the burden of illness in society by discovering, disseminating, and applying knowledge of human health and disease.

The Faculty

Professors at MCG enjoy international recognition for their scholarship and commitment to teaching. There are approximately 640 full-time instructional, 118 part-time, and 1,176 volunteer faculty members. Total research funding in 2006 was \$74,716,750. National Institutes of Health funding was \$45,213,266.

The Student Body

For Fall Semester 2007, 2,387 students are enrolled at MCG; 1,907 on the main campus in Augusta and 480 in off-campus programs (distance education programs and programs located in other towns or located on other campuses of the University System of Georgia). In addition, there are 465 medical and dental residents on the MCG campus. Women make up about 58 percent of the student body. Ninety percent of the students are from Georgia, and 85 percent receive some form of financial aid. The enrollment breakdown for the five schools at MCG is as follows:

Allied Health Sciences: 577
Dentistry: 244
Graduate Studies: 330
Medicine: 734
Nursing: 339
Other: 3

Degrees Conferred (July 2005 – June 2006)

Certificate: 20
Bachelor's: 345
Master's: 133
Doctoral: 13
First Professional: 215
Total: 726

History of the Position/ Leadership Environment

Daniel W. Rahn became MCG's seventh president in June 2001. A nationally recognized researcher, clinician and seasoned administrator, Rahn has had a highly successful tenure at MCG. His accomplishments include the completion of a \$54 million cancer research center and the recruitment of Georgia Research Alliance Eminent Scholars. Enrollment at MCG has increased over the years and remains solid. Over half of the students enrolled in the schools of dentistry and medicine come from the University of Georgia or the Georgia Institute of Technology, both of which are ranked by *U.S. News and World Report* as being among the top 20 public universities in the US. The remaining students in medicine and dentistry come from other institutions in the University System of Georgia (USG), public institutions in other states, or private institutions. The great majority of students in allied health sciences and nursing programs at the graduate and undergraduate level come from USG institutions. Numerous programs offered at MCG have earned high rankings by *U.S. News & World Report*. MCG has plans to increase enrollment in both the School of Medicine and the School of Dentistry over the next five years.

An Overview of the Division of Enrollment and Student Services

The associate vice president for enrollment services will report to Dr. Roman Cibirka, Vice President for Instruction and Enrollment Management/Associate Provost for Academic Affairs. Dr. Cibirka has been at MCG for over 10 years and holds appointments in the School of Dentistry as an associate professor and assistant residency director of the Postgraduate Prosthodontics Program. He is a co-director of the Nobel Biocare/MCG Center of Excellence. Enrollment management was recently added to his portfolio of responsibilities due to the retirement of the vice president for enrollment management and student services and subsequent restructuring of the division. Dr. Cibirka is well-regarded internationally and nationally in his field and on-campus as an administrator with a strong customer services attitude.

In January 2007, MCG engaged Williamson & Wright, a consulting firm specializing in organizational management. One of the firm's recommendations was to create the associate vice president for enrollment services position to allow the vice president to move out of managing the daily operations of enrollment services, thus allowing greater focus on policy development, long-range strategic planning, and issues related to campus life. The new associate vice president for enrollment services will need to work on creating a stronger sense of teamwork across the division, building greater support of common goals, and achieving greater consistency in terms of the delivery of services.

Enrollment management consists of academic admissions, financial aid, registrar, and Banner – the online self-service information system. MCG has recently completed implementation of the Sunguard Higher Education Banner student information system for admission, financial aid, records and registration, accounts receivable, and self-service for faculty and students. As part of this implementation, the use of Astra Schedule was initiated for the scheduling of classrooms for academic courses. During 2007 and 2008, document imaging, a student portal, a degree audit, and Work Flow will be implemented as enhancements to the Banner system.

The academic admissions office processes admissions applications for programs in allied health sciences, graduate studies, and nursing and is the liaison with the admissions functions in the schools of medicine and dentistry. Carol Nobles was hired as director of admissions in 2000. Prior to that she served as an admission officer at the University of Georgia; University of Texas, Arlington; and Gainesville College. Nobles supervises a staff of 10 and oversees the processing of approximately 1,700 applications annually.

Financial aid serves students in all five schools at MCG; each year approximately 1,850 students receive over \$35 million in scholarships and loans administered through MCG. A recent history of financial aid at the College indicates that there have been no audit problems and that the loan default rate is an impressive 1.6 percent. Eighty-five percent of enrolled students receive some type of financial aid. The director of financial aid, Dr. Beverly Boggs, came aboard in 2007 and is highly respected across the entire campus. Boggs supervises six direct reports.

The registrar's office is the official custodian of all permanent academic records of current and past students of MCG and is responsible for all student records and registration. Rita Garner currently serves as registrar. She has been at MCG for 26 years, the last seven as associate registrar (3 years) and then registrar (4 years). She is credited for the smooth implementation of Banner, strong customer service, and positive working relationships with colleagues across campus. Operations within the office run smoothly.

Responsibilities of the Position

Reporting to the vice president for instruction and enrollment management/associate provost for academic affairs, the associate vice president for enrollment services (AVPES) provides leadership in advancing MCG's strategic recruitment and enrollment goals. The associate vice president provides leadership and effective management of the offices of academic admissions, financial aid, and the registrar and is responsible for

enrollment policy analysis for programs offered by MCG. The associate vice president provides data-driven decisions, develops policy and procedures as they pertain to the enrollment services division, oversees a budget of \$1.5 million, and chairs several campus committees. The associate vice president also ensures compliance with all federal, state, and university regulations, and oversees timely, accurate, and comprehensive services to students and the campus community throughout the recruitment, admissions, and enrollment processes. The position provides management oversight for the effective application of technology and the development, enhancement, and maintenance of the admissions, financial aid, records and registration, and student modules within Banner. The MCG self service component of Banner for students and faculty is named PULSE (Personalized Universal Live Student Environment). The associate vice president also collects and analyzes admissions and enrollment data to evaluate the accomplishment of immediate and long-range division objectives.

Additional responsibilities include:

- Research, analyze, develop strategies, and implement initiatives to expand student recruitment and enrollment;
- Support, develop, and direct staff to meet goals, building on past successes and improvising new strategies that propel forward momentum;
- Create a strong sense of teamwork throughout reporting departments;
- Enhance relationships throughout the College, particularly with academic affairs and student affairs offices within the academic units, to strengthen an ethos of shared participation in, and responsibility for, enrollment and student success;
- Represent the enrollment services division on appropriate College committees, councils, etc.;
- Supervise the Banner trainer and the student services coordinator responsible for managing room scheduling for academic courses;
- Chair the Catalog Committee and manage the editing and publishing of the MCG Catalog (Web only);
- Develop a master operations calendar for the division;
- Manage student appeals to the Campus Review Body;
- Perform related duties as assigned.

Likely Priorities and Challenges of the Position

The associate vice president for enrollment services will need to have the vision, creativity, and relationship-building skills to develop a strong team approach in establishing, implementing, and realizing targeted enrollment goals that will focus not only on recruitment of incoming students, but also on issues related to ongoing student success. The associate vice president will work collaboratively with the vice president for instruction and enrollment management/associate provost for academic affairs as well as academic deans and program directors throughout MCG. The ability to assume a key leadership role in strengthening and expanding recruitment and enhancing market share while simultaneously building a strong tradition of service and customer satisfaction is very important.

Additional priorities and challenges include:

- New technology has changed the nature of the work in academic admissions, financial aid and the registrar's offices and staff must continue to be directed to fully utilize the new technology;
- The level of customer service offered by all three offices reporting to enrollment services is viewed as inconsistent by key stakeholders;
- Enrollment and student services will play a key role in carrying out MCG's strategic plan to increase enrollment in selected existing degree programs and to expand the delivery of existing degree programs to external sites and through distance education technologies.

- Communication within the enrollment services division and across campus needs to be improved both quantitatively and qualitatively.

Measures of Success for the Position

As the new associate vice president for enrollment services moves through his/her second year at Medical College of Georgia, the following items will be important barometers of success:

- Targeted enrollment goals have been met;
- Staff reporting through the associate vice president have confidently embraced this new leadership and have established strong and effective working relationships;
- Prior to the start of the second year, the associate vice president has established a clear enrollment matrix outlining strategies for attracting specific targeted groups of students;
- Technology is being effectively employed in all areas of the organization to optimize efficiency, enhance student-centered service, and manage essential data necessary for strategic enrollment planning;
- Improved stakeholder satisfaction with proactive communication within the division and with external offices;
- Development of need-based scholarships;
- Enhanced relationships with faculty and increased understanding among them regarding the mission and vision of enrollment services;
- Financial aid is being leveraged effectively to achieve targeted enrollment objectives.

Characteristics of the Successful Candidate

Qualifications for this position include a required master's degree and a minimum of seven years of successful, progressive experience in the enrollment management arena. Evidence of strong strategic planning and leadership skills, comprehensive understanding of market-driven data analysis, and excellent communication skills are required. Demonstrated familiarity with integrated technology-based information systems (preferably Banner) and their applications for supporting College marketing, admissions, enrollment, financial aid, registration, and retention is essential.

Additionally, the following characteristics and attributes of an ideal candidate were consistently identified by various stakeholders of the position at MCG:

- Lead, mentor, develop, and inspire a creative, goal-oriented, and resourceful team of enrollment professionals working in admissions, financial aid, and registrar functional areas;
- Showcase success in opening new recruitment markets;
- Exhibit strong creativity and innovative capabilities balanced with sound strategic data-driven planning skills and ability to successfully implement new initiatives and maximize available resources;
- Possess a background that includes varied institutional admissions and enrollment experience, ideally including experience working within the health sciences;
- Possess a high proficiency and keen interest in using current computer technology, including student information systems, imaging systems, Web site management, e-recruitment methodologies, variable printing, etc;
- Demonstrate strong communication and presentation skills, coupled with an outgoing personality needed to serve as a key ambassador for the College and all internal and external constituencies;
- Bring to the role a familiarity with transfer admissions and, ideally, multicampus, regional systems;
- Bring a track record of success that demonstrates ability to effectively promote programs, resources, and services of an institution to a highly specialized niche market;
- Be an enthusiastic proponent of higher education;

- Demonstrate a highly collaborative approach to working with others, particularly academic partners, across the institution on common goals and objectives;
- Be a consummate relationship builder;
- Familiarity with state-wide systems like the University System of Georgia and with the function and culture of the academic health center is a plus.

Benefits Overview

Medical College of Georgia offers a comprehensive benefits package. Highlights include:

- University System of Georgia Health Insurance, PPO or HMO health-care plan, including prescription coverage
- Group life insurance plan
- Dental care plan
- Basic long-term disability
- Supplemental health insurance
- Retirement annuity plan options through the Teachers' Retirement System of Georgia, TIAA-CREF, VALIC, Fidelity, or American Century
- Flexible spending account
- Long-term care insurance
- Employee assistance program
- Twenty-two vacation days annually
- Tuition remission for the employee, qualifying children, and spouse

More detailed information on benefits can be found at <http://www.mcg.edu/hr/benefits.htm>.

Application and Nomination

Review of applications will begin immediately and will continue until the position is filled. A resume with an accompanying cover letter may be submitted via the SJG website at www.spelmanandjohnson.com under the "Open Positions" link. If you are unable to submit materials electronically or would like to make a nomination for this position or a confidential inquiry about this search, please contact Martha H. Smiles at mhs@spelmanandjohnson.com or 413-529-2895.

SJG — The Spelman & Johnson Group
MCG—AVP for Enrollment Services
Martha H. Smiles, Senior Associate

Visit the Medical College of Georgia's website at www.mcg.edu

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