

Lee Young, Ph.D.

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Executive Profile

As a chief enrollment management, student affairs and student services officer, I have provided effective, innovative and results-oriented leadership for my division and the university. I have successfully developed, implemented and assessed several institutional strategic enrollment management/student services plans and marketing campaigns. The deployment of these plans/campaigns have resulted in the following institutional successes: enhanced new student academic profiles; increased new student enrollment and retention rates; increased student persistence and graduation rates; reduced time to degree; improved student engagement and participation in both curriculum and co-curriculum activities/programs; increased revenue generation and return on initial investment. I have fostered and maintained collaborative, engaged, and transparent relationships between deans, faculty, staff, the senior administration, alumni, institutional research, and enrollment management, student affairs and student services offices/units.

Skill Highlights

- Strategic planning and assessment
- Effective oral and written communication
- Consensus building
- Policy development and assessment
- Financial aid and scholarship leveraging
- Statistical analysis and assessment of enrollment/retention data/trends
- Institutional branding and marketing
- Staff training and development
- Enhanced student participation and engagement
- Enhanced integration of curriculum and co-curriculum activities, programs and events
- Effective utilization of technology and marketing strategies
- Academic advising and student support services
- Transfer articulation and recruitment programs/services
- Graduate and international student recruitment
- Implemented paradigms shifts in engagement, collaboration, and transparency among Academic Affairs, Student Affairs and Enrollment Management

Core Accomplishments

Increased first-time, full-time and degree seeking cohort retention and persistence rates.

Developed effective transfer student articulation policies and procedures that increased transfer student enrollment and graduation rates.

Provided leadership in the creation of enrollment goals/objectives based upon strategic analysis of student success goals/objectives, predictive modeling, program-specific and institutional enrollment capacity, market research, and geo-demographic data (i.e., increase the 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 a comprehensive program of professional development activities for all professional enrollment management and marketing staff members.

Integrated technology and marketing to enhance recruitment and retention strategies (i.e., web-based recruitment, social media and other technological applications).

Developed and maintained a collaborative, engaged, transparent and strategic partnerships with internal and external stakeholders to advance institutional enrollment, retention, graduation and budgetary goals and objectives.

Launched dynamic student development, leadership and student life programs that actively engaged students throughout their college experience.

Developed, implemented and maintained several paradigm shifts within institutions which enhanced both qualitative and quantitative levels of engagement, collaboration, transparency, and efficiency between Student Affairs, Academic Affairs and Enrollment Management divisions. These achievements positioned the institutions to exert more strategically sound and proactive influences over both internal and external challenges/opportunities for which either supported or threaten the institutions' ability to successfully and consistently pursue its mission, vision and core values.

Utilized data (both institutional and national), "Best Practices", and outcomes assessment models in the development, implementation, and assessment of programs to promote student engagement and participation in institutional programs and services.

Coordinated the effective utilization of institutional resources to increase and enhance the integration of curriculum and co-curriculum activities, programs and events to promote student engagement and participation in institutional programs and services.

Promoted the benefits and opportunities for students and the institution for supporting a “Student Life Cycle” philosophy in a collaborative institutional effort to increase student success and degree completion.

Professional Experience

Pittsburg State University

February 3, 2014 to September 2016

Associate Vice President for Enrollment Management and Student Success

Pittsburg, KS

- Develop, implement, and assess the institutional strategic enrollment management and student success plan. Provide leadership, focus, and vision to key offices and functions concerning enrollment management and student success: Recruitment & Admission; Registrar & Records; Student Financial Services & Scholarships. In addition, provided leadership and supervision to the following offices/services: Honors Program, International Programs and Services; Diversity Office; Student Accommodations, New Student Orientation, Freshman Year Experience Program, and Student Success Center.
- Work collaboratively with the president, provost, deans, faculty, staff, and alumni to facilitate a coordinated strategic enrollment campaign/effort including: appropriate market research; data collection/assessment; expand regional, national and international recruitment and marketing strategies; coordinate the institution’s campaign to increase student retention, persistence, satisfaction, and graduation rates; utilize data in all decision-making processes.
- Achievements-Increased freshman and transfer student enrollment for first time since Spring 2012; conducted environmental scans which collected, analyzed, assessed and synthesized five years of enrollment data (i.e., new freshman, new transfer, undergraduate, graduate and international) to determine and respond to current/future internal and external enrollment management/student services challenges and opportunities; expanded in-state, out-of-state and international student recruitment/admissions activities, events, and marketing; collaborated with the Alumni Office to conduct 4 regional Alumni/Admissions Recruitment events; and conducted College Transition Workshops for feeder community college administrators and staff (i.e., their enrollment, student services, financial aid/scholarship, and academic advising staff). These workshops provided an excellent venue where we could increase the knowledge and comfort level of our community college partners regarding the high degree of customer-service and assistance we provided our transfer student population.
- Chair the Enrollment Management Committee.

Virginia Union University

July 2012 to October 2013

Vice President for Enrollment Management and Student Affairs

Richmond, VA

- Developed and executed strategic enrollment management plans; provided leadership and coordination to key offices and functions in Enrollment Management, Student Affairs and Student Services: Recruitment & Admission; New Student Transition & Scholarships, Residence Life & Housing; Student

Activities & Leadership; Student Health Center; Student Conduct & Integrity; Student Counseling; Title IX; Upward Bound Programs, Career Services Center, and Campus Police.

- Worked collaboratively with the president, provost, deans, faculty, and staff to facilitate a coordinated enrollment management and student affairs culture and strategies (i.e., enhance student engagement/participation, implemented appropriate market research and data collection/assessment strategies).
- Achievements- Expanded regional and national recruitment and marketing strategies/campaigns; increased size and academic quality of the Fall 2013 Freshman Class; reduced processing time for reviewing, evaluating and determining the admissibility of applicants for admissions; utilized data in all decision-making processes; initiated the process to engage the National Alumni Association in the development of targeted in-state and out-of-state recruitment campaigns.

Nevada State College

September 2008 to June 2012

Vice Provost for Enrollment Management, Student Services and Diversity

Las Vegas, NV

- Developed and executed strategic enrollment management plans and student services programs/activities: provided leadership/supervision for key offices and functions in Enrollment Management, Student Affairs and Student Services: Recruitment & Admission, Registrar & Records; Student Financial Services & Scholarships, the Centralized Academic Advising Center. In addition, provided leadership and supervision to: Institutional Research Office; Upward Bound Programs; Multicultural Center; Crossroads, and the Resources Center for Students with Disabilities.
- Worked collaboratively with the president, provost, vice presidents, deans, chairs, faculty, and staff to facilitate a coordinated, engaged, and collaborative enrollment management and student services culture and strategies.
- Achievements- Increased new student enrollment; increased the first-time, full-time and degree seeking freshman cohort retention rate; increased diversity of enrolled students; improved utilization of federal, state and institutional financial aid and scholarship resources to positively impact enrollment, retention, and graduation rates; provided leadership for the implementation of PeopleSoft Student Information System.
- Chaired the Retention Committee.

North Carolina A&T State University

October 2002 to March 2008

Associate Vice Chancellor for Enrollment Management

Greensboro, NC

- Provided leadership for the University's strategic enrollment, retention, and marketing plans: provided administrative leadership for key offices and functions in Enrollment Management and Student Services: Recruitment & Admission; Registrar & Records; Student Financial Services & Scholarships; Transfer and Articulated Programs, and the Center for Student Success (i.e., freshman, and student-athlete academic advising center). In addition, provided leadership and supervision to Army & Air Force ROTC and Evening & Weekend Programs.

- Collaborated with the president, provost, deans, chairs, faculty, and staff to facilitate an effective and efficient enrollment management culture and strategies.
- Achievements- Increased first-time, full-time, degree seeking freshmen enrollment; increased total student enrollment; increased transfer student enrollment and persistent rates; restructured the institutional scholarship awarding and tracking process to increase effectiveness and efficiency; increased regional, national and international recruitment and enrollment of new students; streamlined the student registration and financial aid refund processes and procedures; strengthen collaboration and engagement with feeder high schools and community colleges. Increased collaboration, engagement, and transparency between internal and external stakeholders, which enhanced the level of customer service to our students and increase institutional effectiveness and efficiency. Successful implementation of the BANNER student data management system.
- Chaired Enrollment Management Committee

Indiana State University

October 1997 to March 2002

Associate Vice President for Enrollment Services

Terre haute, IN

- Developed and executed strategic enrollment plans; provided leadership and coordination for key offices and functions in Enrollment Management and Student Services: Admission & Recruitment; Financial Aid Services/Scholarships; Registrar & Records, and Transfers & Articulated Programs.
- Achievements- Increased new freshman and transfer student enrollment; increased total enrollment; developed and implemented an aggressive regional, national and international recruitment strategy/campaign that resulted in increased quantity, quality and the diversity of the enrolled student population; enhanced the Dual High School Enrollment Program; developed effective marketing and recruitment campaigns in conjunction with the Public Relations and Marketing Office.
- Chaired Enrollment Management Committee.

Augusta State University

April 1994 to September 1997

Assistant Dean of Enrollment Services

Augusta, GA

- Directed, coordinated and supervised all aspects of admission, recruitment, and financial aid/ scholarships processes for domestic, international undergraduate and graduate students; Supervised the START UP Center (academic advising for all undecided majors, Dual Enrolled high school students, and transient students); assisted in the redesigning of the institution's student data management system; developed and implemented enrollment management strategies/plans; Conducted staff training/development workshops.

- Achievements- Increased student enrollment and diversity; improved office processes and procedures and expanded the institution's' marketing and recruitment territories.
- Chaired Enrollment Management Committee.

Tuskegee University

February 1991 to March 1994

Director of Admissions

Tuskegee, AL

- Directed all aspects of the university's student data management system for admissions/recruitment; developed the enrollment management strategies/plans for domestic, international undergraduate and graduate students; developed the demographic marketing plan for the Admissions Office; conducted staff training and development workshops; assisted in the development of the university's "Flag Ship" recruitment publications; developed and coordinated the Community College Articulation Agreements; conducted Alumni Training workshops on admissions, financial aid, and scholarships.
- Achievements- Increased new student and total student enrollment; expanded the regional, state and national recruitment territories; increased alumni participation and engagement in the national recruitment campaign.

Wichita State University

February 1985 to March 1991

Associate Director of Admissions

Wichita, KS

- Directed all aspects of the university's student data management system for admissions/recruitment; Developed the enrollment management plan for domestic and international undergraduate; developed the demographic marketing plan for the undergraduate and graduate admission office; conducted staff training and development workshops; assisted in the development of the university "Flag Ship" recruitment publications; developed and coordinated 19 Community College Articulation Agreements.
- Achievements - Coordinated the Wichita State University/Community College Recruitment and Scholarship Programs; co-developed the Two-Plus-Two Garden City Community College/Wichita State University Scholarship for transfer student; organized and directed the Wichita State University Admissions Office Telemarketing Program; directed the Wichita State University & Sedgwick County WI/SE Scholarship Program for adult students.

Education

Jackson State University

Ph.D.: Urban Higher Education Leadership

Jackson, MS, USA

Jackson State University

Masters of Arts in Teaching: History

Jackson, MS, USA

Jackson State University
Bachelor of Science: History
Jackson, MS, USA

Professional Committees

- **AACRAO** - EEO Committee, 1989 - 1990
- **AACRAO** - Financial Aid Committee Member, 1995 - 1997
- **AACRAO** - Transfer and Articulation Committee, 2000-2002; Chair, 2002 - 2004
- **College Board** - Midwestern Regional Council, 2002 - 2004
- **GACRAO** - Admissions Program Committee; Archives Committee, 1995 - 1998
- **IACRAO** - Legislative Affairs, 1998 - 2002
- **NACAC** (National Association of College Admissions Counselors) - Editorial Board, 1991 - 1992
- **SACRAO** - 2002 - 2007
- **Sallie Mae HBCU Advisory Board** - 2005 - 2007
- **SAT Advisory Committee** - 2002 - 2007

Publications

- The Journal of National Association of College Admissions Counselors: "Telemarketing as a Vital part of Enrollment Management", Winter 1991, No. 130.
- The Journal of National Association of College Admissions Counselors: "The WI/SE Choice Scholarships for Non-traditional Adult Students, Spring 1989, No. 120, Pg. 20.
- The Journal of National Association of College Admissions Counselors: "Promise '89, Development of an Effective Junior High School Recruitment Program", Summer 1988, No. 20.
- College and University, The Journal of the American Association of Collegiate Registrars and Admissions Officers: "Attracting Minority Students with Effective Campus Programs", Fall 1987, Vol. 63, No. 9.
- The Admissions Strategist Recruiting in the 1980's: "Minority Faculty and Administrators Can Make the Difference", No. 9.

Presentations

- Higher Learning Commission 2015 Annual Conference (HLC), Panel presentation: Lynette Olson, Provost/VPAA, Lee Young, AVP EMSS and Heather Eckstein, Director/SS. Presentation title: Enrollment Management: A Collaborative Strategy for Retention, Persistence, and Completion. Chicago, IL. March 28-31, 2015.
- AACRAO SEM Conference, "Strategic Enrollment Management", San Diego, CA October 30-November 2, 2011.

- Blackboard (Bb) World 2011 Conference, "Strategic Enrollment Solutions with Blackboard Connect", Las Vegas, NV; July 11-14, 2011.
- Sallie Mae and UNCF Idea Labs, "Best Practices in Enrollment Management, Durham, NC; May 5, 2005.
- ACT 13th Annual Enrollment Planners Conference: "Telemarketing: A Vital Component for Pre-Qualifying Your Target Enrollment Goals", Chicago, IL; July 22-24, 1998.
- American Association of Collegiate Registrars and Admissions Officers (AACRAO) Conference: "Developing Financial Aid Workshops for Students, Parents and High School Counselors"; April 15-19, 1996.
- ACT Midwestern Enrollment Planning Conference: "Telemarketing as a Vital Component in Enrollment Management"; July 31-August 2, 1992.
- American Association of Collegiate Registrars and Admissions Officers (AACRAO) Conference: "Telemarketing: Reach Out and Touch Someone", New Orleans, LA; April 15-20, 1990.
- Presentation/Panelist - Southern Regional College Board Meeting: "Pre-College Advising for Minority Students"; Three program discussions included: The College Awareness Workshop, VIESA (Vocational Interest Experience and Skill Assessment), and Promise "89 Junior High Scholarship Program; Orlando, FL; February 21-24, 1989.
- Northeast Regional Freshman Year Experience Conference: "Promise "89: Developing an Effective Junior High School Recruitment Program", White Plains, NY; April 6-8, 1989.
- Presentation/Panelist - Kansas Department of Human Resources - Black Youth Focus: Education and Employment Conference: "Career Awareness Seminar", March 7, 1989.
- Presentation/Panelist - 75th Annual AACRAO Conference: "Minority Recruitment: Meeting Institutional Goals Through Others' Experiences", discussion centered on the "Development of Effective and Efficient Marketing Strategies to Recruit and Retain Minority Students at your Institution", Chicago, IL; April 16-21, 1989.
- The Minority Student Today - Recapturing the Momentum - Recruitment, Retention and Success, Kansas City, KS; October 3-5, 1988.
- National Conference on The Decline of Black Enrollment in Higher Education: A National Dilemma - "Minority Faculty and Administrators Can Make a Difference in Minority Student Recruitment", St. Louis, MO; January, 1988
- American Association of Collegiate Registrars and Admissions Officers (AACRAO) Conference: "Minority Recruitment: Successful Strategies for Identifying and Attracting the Minority Student", Cincinnati, OH; 1985.
- American Association of Collegiate Registrars and Admissions Officers (AACRAO) Conference: "Minority Recruitment: How to Develop New and Innovated Minority Recruitment Strategies", Denver, CO; 1984.
- Paper presented to the Black Community Developers Program, "Minority Students and Higher Education", Fort Smith, AR; 1982.
- Association of Social and Behavioral Scientists: "Marcus Garvey and His Back to Africa Movement", February 11, 1982.