

Introduction: Candidate for Vice President of Enrollment Management

Ethan Logan, Ph.D.

Ethan Logan is an experienced higher education administrator with 27 years of service in public and private education. His background in administration spans service in a variety of student affairs roles and enrollment management administration leadership. His approach to leadership is centered on the development of high impact teams within organizations which accomplish extraordinary work in the support of student participation in higher education. He has served as a senior administrator and cabinet level professional at multiple institutions and has contributed to the enrollment growth of Texas Tech University's historic rise to 40,000 students and Western Kentucky University's enrollment recovery post-COVID. Ethan is an advocate for inclusive and accessible higher education for students from all backgrounds and seeks to participate in the continued evolution of the American Higher Education system.

Ethan is a member of several professional organizations in higher education, including AACRAO, NACAC, and NASPA (including regional affiliates). He serves on the Editorial Board for the College Journal, a professional journal of AACRAO. Ethan has earned the degrees of Bachelor of Arts, Masters of Education, and Doctor of Philosophy from Texas Tech University, and received the Texas Tech University Alumni Association's highest award, the Distinguished Service Award, for his service to the institution.

A native Texan, Ethan and his family currently lives in Bowling Green, KY where he has previously served as the Vice President of Enrollment & Student Experience for Western Kentucky University. He comes from a family of educators. His wife serves as the Director of the Center for Innovative Teaching & Learning at WKU. They are proud parents of two wonderful daughters – Margaret (8) & Madeleine (6). As a family, they are patrons of the arts and music in their community. They love to travel and experience America through their daughter's perspectives. Their lives are further enriched and compounded by two mini golden doodle pups who weigh in at 65lbs each.

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SUMMARY OF QUALIFICATIONS

Multifaceted and accomplished Higher Education Professional with exceptional experience in enrollment management and student affairs administration across private liberal arts, regional comprehensive, and national research institutions of higher education. Service at the senior executive level with demonstrated success in data driven management and administration, team building, change management, and comprehensive coordination of institutional success in the areas of: leading people, affecting change, adaptive and inclusive leadership, building coalitions with stakeholder-focused decision making, and student success.

- 26+ years of experience in higher Education administration and leadership positions
 - Vice President of Enrollment Management & Student Experience – leading the division of enrollment management and student affairs for Western Kentucky University and encompassing the enrollment of new students to the institution and the engagement of enrolled students in their pursuit of degrees by provoking student engagement and providing for student services and student success.
 - Focused enrollment development based upon institutional priorities and state performance metrics, including the cultivation of enrolling underrepresented populations in higher education, the support for financially disadvantaged students, and inclusion of first-generation college students.
 - We have achieved increasing enrollment participation across all parameters (headcount, increasing yield, decreasing melt) and greater student success in retention and persistence of enrolled students.
 - Associate Vice President for Enrollment Management – provided leadership for Admissions, Financial Aid, and the Registrar’s Office in the enrollment development period of Texas Tech University which resulted in the largest enrollment growth and development in the institution’s history, achieving the goal of institutional enrollment of 40,000 students over the course of a decade.
 - Executive Director of Admissions – led the redesign and reorganization of the undergraduate admissions department of Texas Tech University to transition to modern enrollment best practices.
- Accomplished strategist who works with strategic planning and processes to develop achievable yet progressive institutional goals, defines incremental targets for progress, and analyzes performance in relationship to strategy.
- Effective change agent who develops existing teams to build upon successes, identifies best practices, and builds a continuity of supported and sustained change for the betterment of the University.

- Collaborative agile senior executive who fosters relationships and partnerships to affect the work of enrollment development and student success across the University.
- Innovative leader who succeeds in developing partnerships across the University and the external community, seeking new markets and opportunities for educational development of new students and community professionals alike.
- Dedicated futurist seeking the transformational possibilities of Education for tomorrow's challenges.

EXECUTIVE LEADERSHIP, PROGRAM ADMINISTRATION, AND SERVICE TO THE INTUITION

Western Kentucky University (2020 – 2024)

Vice President for Enrollment & Student Experience

Served Western Kentucky University as Vice President and member of the President's Cabinet. This division encompasses the undergraduate admissions and financial aid of all students at the institution. My Division (of over 200 employees) included the following components:

- ***Enrollment Management***
The cultivation of enrollment of new undergraduate and transfer students to the institution. Additionally, the financial support and scholarship of students new and enrolled at the institution. Offices include:
 - Recruitment & Admissions
 - College & School Relations
 - Strategic Planning & Innovation
 - Student Financial Assistance (Student Financial Aid)
- ***Student Engagement***
The promotion of student co-curricular engagement through Student Involvement, Student Housing, and Auxiliary Services. Offices include:
 - Campus Recreation & Wellness
 - Dining Services
 - Housing & Residence Life
 - ID Center
 - Student Activities, Organizations, & Leadership Programs
- ***Student Life***
The advocacy for the support of the student across all aspects student lives through student services. Offices include:
 - Dean of Students
 - Student Counseling Center
 - Student Accessibility Resource Center
 - Intercultural Student Engagement Programs
 - TRIO Programs
 - Office of Student Conduct

- *Student Success*

Supporting students through academic support, advising, and career support/corporate partnerships. Offices include:

- Academic and Career Development Center
- Adult Learner Services ○ Student Athlete Success Center
- Transfer Center
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The Vice Presidency provides leadership and oversight of these programs, their personnel, and their roles at the institution. Additionally, the Vice President's office provides central financial administration for the division and centralized employee engagement and professional development. Examples here include divisional assessment of program effectiveness, personnel development in the conversation of workplace adaptability and satisfaction, and customer service on-boarding.

Enrollment Development during my tenure has seen a 3.1% enrollment gain in incoming class this past fall with corresponding increase in a point of Yield effectiveness and approximately 1.75% decrease in melt during this time. The current enrollment cycle introduced participation in the Common Application which greatly enhanced the WKU profile in participation. Though this does tend to decrease yield participation, nonetheless the institution is seeing a 25% increase in Applications, 27% increase in admitted students, and 5% increase in confirmations of enrollment year-to-date. The institution is poised to begin liking and reverse enrollment decline from the past decade.

Student success, measured in retention and persistence of students, has seen continuous improvement. Fall to spring participation is at 85.4%, the highest in a decade of tracking this metric (returning first-year students are continuing at the rate of 91.6%). 83.8% of overall underrepresented minority students returned at the highest rate since 2010. First-Time, low-income students returned at 90%. First-Time, full-Time students identifying as first-generation students returned at 88.5%.

Redesign and build out a modern enrollment management arm of the Division with added support and progressive advances for the recruitment and cultivation of undergraduate students to the University. Enrollment strategy is data informed, invoking predictive modeling towards student interest and matriculation as a matter of marketing, engagement, and enrollment.

Scholarship leveraging and designed of financial support programs that work in concert with admissions to build upon a highly engaged value proposition to students with significant support for financial exigency amongst potential students.

In partnership with the Strategic Operations & Finance Division, support the development of University budgets through the fluidity of net tuition revenue projections. Beginning at the student level, balancing the variable financial supports to the student to leverage optimal financial propositions to prospective and continuing students while supporting levels of University investment.

Merging the Student Experience element of the division which represents the traditional Student Affairs roles of an institution with our focus on the engaged student. The central strategy of the Student Experience components within the University are the involvement of all students in an aspect of the institution's culture academically and extracurricular.

In partnership with the Academic Affairs Division, advancing academic advising to not only serve as a contact point to evaluate engagement, but also to identify possible at-risk profiles for early intervention. Maintaining a centralized advising service to all students for lower division course work across the institution.

Expanding Student Housing, in partnership with Academic Affairs, to incorporate a reimagined and energized Living, Learning Community (LLC) program in its second year. Students in the LLC cohorts are persisting at 95.7%. This program demonstratively demonstrates lift in persistence and retention amongst students involved with these programs. Representing the University during the construction of new residence halls.

Liaising and engaging with external contracted services (University dining is facilitated through an Aramark contract; student housing properties are privately held with Student Life Foundation Board, not for-profit). Serving as the University Point of Contact and ad hoc member of the Student Life Foundation Board, respectively.

Supporting the Intercultural Student Engagement Center which serves as a central hub for all underrepresented students. These programs and support activities have achieved an illustrative effect on student persistence, with underrepresented students approaching comparable retention rates as the majority population.

Through Career Services engagement, building corporate partnerships not only for prospective employees of our college graduates, but also for increasing corporate education opportunities for individuals, or groups of employees in their professional development, certificate and degree completions, and/or research engagements and development. Hosting featured corporate events to foster internship opportunities and spotlight on employment for particular industry.

Providing guidance and support to the Office of Sustainability for student programs and education, as well as for the support of the student food pantry, the sustainability strategies of the institution, and engaging new sustainable practices in food, building, and active life of the University's community.

Administering and supporting the institution's Esports program, a competitive varsity competition for students at Western Kentucky University.

Serving the University in the support institutional committees and taskforces, budget & tuition modeling, student assessment, organizational management, strategic enrollment planning, SACSCOC accreditation, and Student Affairs.

Leading division-wide assessment of programs through the Council of Advancement for Standards (CAS) best practices and other appropriate professional standards.

Texas Tech University, Enrollment Management (2008 – 2020)

Associate Vice President for Strategic Initiatives

Cultivated and curated strategic research initiatives for Enrollment Management Division, including:

- Prospective Student Survey/Admitted Student Survey and Analysis

- Market Analysis
- Enrollment Trend Analysis
- Financial Aid & Price Sensitivity
- Strategic Enrollment Planning Committee Assessment

Serve as liaison to State and Federal initiatives:

- Enrollment Services Efficiencies Committee (Texas)
- Texas Higher Education Coordinating Board
- Texas ACT Council

Served the University as SACSCOC Section Leader and Support Services Level Institutional Effectiveness Representative

Coordinated Enterprise Risk Management Assessment and Implementation for Enrollment Management.

Acted as Collaborative Designate for institutional constituencies (Student Success, Regional Campus Recruitment)

- Retention & Persistence Analysis
- Regional Recruitment Development
- Digital Marketing for Online Education

Initiated Service Level Enhancement for Enrollment Management

- Integrated Client Relationship Management (CRM) software across the Division
- Call Center enhancement and development for Division
- Customer Service Curriculum Development
- Customer Service Professional Development Programming

Associate Vice President for Enrollment Management

Served as the Chief Enrollment Officer for Undergraduate Students and provided leadership and administration for the Division of Enrollment Management.

Provided leadership and strategic Implementation for undergraduate recruitment and enrollment for eleven, successive years of enrollment growth for Texas Tech University. As Executive Director of Admissions, and then Associate Vice President of Enrollment Management, lead Texas Tech University to enrollment growth from 28,000 students in 2008 to 40,000 students in 2020.

Member of and later manager of the Strategic Enrollment Planning Committee for the University in alignment with institutional priorities.

Served as a member of the President's Executive Cabinet; reported to the President of the University. Served as a member of the Provost's Council.

Cultivated partnerships among the academic units and support services across the University for comprehensive development of undergraduate recruitment and student financial aid coordination.

Promoted the role of public institutions of higher Education through the pursuit of the ethical cultivation and admission of students based upon holistic and equitable processes.

Developed and enriched analytical assessment of functional areas to increase the informative and substantive decision making for my division as a contribution to the advancement of the University.

Represented the University's enrollment management goals and priorities throughout the University and externally in national, state, and professional forums.

Oversaw the administration and personnel disposition for approximately 150 members of the University's departments, including:

- Office of Undergraduate Admissions
- Student Financial Aid & Scholarships
- Office of the University Registrar
- Enrollment Management Marketing

Executive Director of Undergraduate Admissions

Provided departmental leadership and continuity of Undergraduate Admissions for Texas Tech University. Responsible for undergraduate recruitment, administration, resources, and personnel within the department. Working with Enrollment Management Leadership, Cultivated the strategic goals for enrollment, shaping of entering class profiles, and projecting potential enrollment outcome scenarios.

Engaged with external constituencies for data management, administrative contribution, collegiate interaction, financial strategies, and vendor Relations.

During service to the institution, realized largest enrollment growth and most academically qualified classes to enroll; enrollment of undergraduates increased 20.6% since 2009, with an increase of 22.6% of new, first-Time full-Time students during this period. Transfer enrollment increased 21.8%. Historically underrepresented students increased from 25.8% to 35.2% of new student enrollment.

Partnered with University Communications & Marketing to develop national brand awareness, with particular emphasis in the recruitment of new students to the institution.

Served as a member of the Strategic Enrollment Planning Committee.

Served as University Representative for Apply Texas (Common Application for the State of Texas) and the Enrollment Services Efficiencies Committee.

Texas Tech University, Student Affairs Appointments (1999 – 2008); including:

1. Associate Dean of Students & Managing Director, Student Conduct Administration
2. Managing Director, Student Judicial Programs
3. Associate Director, Center for Campus Life
4. Associate Director & Coordinator of Student Judicial Programs, Student Mediation Center
5. Assistant Dean of Students
6. Activities Specialist, Student Organizations, Services

Cumulative experience in the administration of student services and support across the Division of Student Affairs; including:

- Student Conduct Administration; Reporting
- Dean of Students and student advocacy
- Departmental administration and management
- Assessment and Response, Behavioral Intervention
- Student Organization administration and support
- Student Activities, Student Activities Board advisor
- University policy support, development, and maintenance
- Administration of Fraternity & Sorority Life programs
- Student Union; Evening Facility & Events Manager

McMurry University, 1997-1999

Assistant to the Dean of Students; Residence Hall Director

Supervised Master's level/graduate level hall directors. Supervised the operation and programming of the residence hall. Conducted Training for Housing Department Residence Assistants.

Primary Judicial Officer for the Student Code of Conduct and Residence Life Guidebook; served on the University Judicial Board.

Administered evening Intramural Programs; Advised Men's Interclub and Student Government Association.

EDUCATION

Texas Tech University

Doctor of Philosophy (Higher Education Administration) 2010

Dissertation: *Logistic Regression in the Predictive Modeling of Admitted Student Enrollment*

Texas Tech University

Master of Education (Higher Education– Student Affairs Administration) 1996

Texas Tech University

Bachelor of Arts (English, Spanish Minor) 1995

EXAMPLES OF PROFESSIONAL DEVELOPMENT & INVOLVEMENT

Graduate of the following institutes:

- Peabody Professional Institute for Senior Academic & Enrollment Services Professionals
- ASCA Donald D. Gehring Academy for Student Conduct Administrators
- NASPA/SACSA Mid-Managers Institute
- AFA Interfraternity Institute

Member/Service for the following:

- Kentucky ACT Council
- Texas ACT Council
- *AP Capstone Champion*, The College Board
- *College & University Journal*, Editorial Board
- American Association for Collegiate Registrars & Admissions Officers (AACRAO)
- Strategic Enrollment Planning Committee
- Texas Association of Collegiate Registrars & Admissions Officers (TACRAO)
- Government Relations Committee
- Ellucian Enrollment Management Innovators Program – Advisory Council
- Association of Student Conduct Administrators – Past Parliamentarian
- Student Affairs Administrators in Higher Education (NASPA)
- Texas Association of College & University Student Personnel Administrators
- Association of Fraternity Advisors

State Appointments

- Kentucky Council of Postsecondary Education– Student Success Collaborative
 - Student Basic Needs Committee
- Apply Texas Advisory Committee (Texas Common Application), Texas Higher Education Coordinating Board
 - Chair, 2013 & 2014

- Enrollment Services Efficiencies Committee, advisory to CPUPC (Council of Public University Presidents and Chancellors)
 - Chair, 2019

Institutional Appointments

- COVID-19 Task Force, Western Kentucky University
- SACSCOC Reaffirmation, Western Kentucky University
- Provost Search Committee, Western Kentucky University
- WKU Master Plan Committee
- WKU Parking & Transportation Committee
- WKU Emergency Preparedness Committee
- WKU Budget Executive Committee
- Dean of the Ogden College of Science & Engineering Search Committee
- Potter College of Arts & Letters Dean Search Committee
- Inaugural Dean for Texas Tech University's Costa Rica Campus, Search Committee
- Undergraduate Admissions Advisory Committee
- President's Leadership Academy, Steering Committee (Texas Tech University)
- SACSCOC Reaffirmation 2015, Student Services Team (Texas Tech University)
- SACSCOC Support Services Level Institutional Effectiveness Committee (Texas Tech University)
- Provost's Task Force on Student Success and Retention

COMMUNITY ORGANIZATIONS

Texas Tech Federal Credit Union – Supervisory Committee Chair

Lubbock Chamber of Commerce – Leadership Lubbock (Class of 2006)

- Chair Elect 2007, Chair 2008

Lubbock Community Theatre, Board of Directors – Past President

Lubbock Regional Council for Alcohol & Drug Abuse, Board of Directors

First United Methodist Church Chancel Choir

Beta Theta Pi Fraternity (Chapter Advisor)

Golden Key National Honors Society

Kappa Delta Pi, Education Professional Honors Society

Saddle Tramps (Spirit, Social, and Leadership fraternity of Texas Tech University)

Texas Tech Symphony Orchestra

SELECT PRESENTATIONS

Enrollment Management

- *Net Tuition Revenue 101*

AACARO, 2023 (Preconference Workshop)

- *It's Not the Technology: Business Process Clarity Drives Successful CRM Implementation*
AACRAO, 2014 (Webinar)
- *Retention Analysis: Applying Predictive Models to Retention Vectors*
TACRAO, 2013 (El Paso, TX)
- *The Quality of Qualifying*
TACRAO, 2012 (Dallas, TX)
- *Building Effective Campus Recruitment Strategies*
ACT Southwest Region Postsecondary Conference, 2012 (San Antonio, TX)
- *Beginning and Intermediate Methods for Predictive Modeling*
AACRAO, 2012 (Philadelphia, PA) *program accepted but preempted*
- *Logistic Regression in Predictive Modeling of Student Enrollment*
TACRAO, 2011 (San Antonio, TX)
- *New Director of Admissions; Lessons Learned in the Rookie Year*
TACRAO, 2010 (Galveston, TX)
- *Academic Impressions: Understanding Key Data Trends to Inform Strategic Market Expansion*
Online Presentation, 2013

ACADEMIC SERVICE & AWARDS

Master's Thesis Committee: Brandon Taylor, *Barriers to Higher Education for Rural High School Students: A Qualitative Study* (2013)

2019 Distinguished Service Award, *Texas Tech University Alumni Association*