

Boyd A. Bradshaw, EdD

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Education

Saint Louis University, Saint Louis, MO

Doctorate in Education (EdD), May 2005

Concentration: Higher Education Administration

Dissertation Topic: *Factors Influencing the College Choice of First-Time Freshmen* [nominated for a 2007 CASE award]

Eastern Illinois University, Charleston, IL

Master of Science in Education, December 1995

Concentration: College Student Personnel

Eastern Illinois University, Charleston, IL

Bachelor of Science in Business, August 1993

Concentration: Administrative Management/Public Relations Minor

Professional Experience

IUPUI (Indiana University Purdue University Indianapolis)

Associate Vice Chancellor and Chief Enrollment Officer

Division of Enrollment Management

September 2016 – present

The Associate Vice Chancellor (AVC) for Enrollment Management and Chief Enrollment Officer is a senior leadership position reporting to the Executive Vice Chancellor and Chief Academic Officer. The AVC serves as a member of the Council of Deans and chairs the Enrollment Management Advisory Council. As the Chief Enrollment Officer, the AVC is responsible for the formulation and implementation of the strategic enrollment management plan for three campuses of Indiana University (Indianapolis, Fort Wayne and Columbus) and is the administrative champion for Goal 4 of the IUPUI Strategic Plan: Optimize our Enrollment Management.

The position directs operations for 115 full-time staff in the Office of Undergraduate Admissions, Office of Student Financial Services, Office of the Registrar, Office for Veterans and Military Personnel, Office for Enrollment Strategy and Insights, as well as other areas supporting strategic initiatives, outreach and partnerships, technology and administrative support. The Division of Enrollment Management also oversees and provides insight for its enrollment operations for its Fort Wayne and Columbus campuses.

The Division of Enrollment Management is responsible for serving undergraduate, graduate and professional students. Key accomplishments since his arrival include:

- Directed efforts to enroll the largest, brightest and most diverse freshman class in the history of IUPUI in fall 2017.
- Initiated and directed the successful launch of The Common Application (fall 2018) and test optional admission standards (fall 2021).
- Directed efforts to launch Indiana University Fort Wayne, including the hiring of the Director of Enrollment Management and nine supporting staff members to manage and run the enrollment operation.
- Created and hosted the inaugural enrollment management summit (November 2018) with the purpose to extend the goals of the Division of Enrollment Management, allowing campus partners to maximize their enrollment efforts.
- Along with the Dean of University College and Undergraduate Education and Vice President for Student Affairs, established the Student Experience Council to enhance and unify campus wide retention efforts.
- Directed the refresh of 2021 Strategic Enrollment Plan, a data-informed, market-based enrollment plan that aligns with the overall University strategic plan.
- Administrative Champion for Goal 4: Optimize our Enrollment Management, priority one of the University Strategic Plan, *Reaffirming Our Commitment to Indiana and Beyond*.
- Created a Director of Marketing Research and Analytics position and infrastructure, Office of Enrollment Strategy and Insight, to support data retrieval and analysis required for informed decision-making to assist campus stakeholders and divisional efforts.
- Created a Director of Strategic Enrollment Initiatives, Outreach and Partnerships position and infrastructure to bridge key initiatives across the division and campus to better support pre-college programs and pipeline programming, community partnerships and community events to enhance diversity recruitment and retention efforts.
- Led the effort to streamline the staff performance evaluation process for the Division of Enrollment Management to better measure continued growth, development and initiatives in supporting DEM mission, vision, values and goals.
- Campus lead in launching Indy Achieves, a Marion County Promise program partnership with Ivy Tech Community College, Employ Indy and city of Indianapolis to encourage underrepresented low-income students to attend and graduate from higher education institutions to achieve successful career outcomes.
- Served as chair for the executive search for IUPUI Associate Vice Chancellor for International Affairs (2018-19) and chaired the administrative review process for the Vice Chancellor for Community Engagement (2018-19).
- COVID-19 Scenario New Student Enrollment Planning Task Force Chair (2020-present).

Logan University

Vice President

Division of Enrollment Management

April 2011 – September 2016

The Vice President for Enrollment Management is a senior leadership cabinet position and is responsible for providing strategic direction for three major divisions on campus: Enrollment Management, Student Affairs and Institutional Marketing and Communications.

The Division of Enrollment Management is responsible for serving undergraduate, graduate and professional school students. Key accomplishments include:

- Created a more integrated approach by combining traditional enrollment management, student affairs and institutional marketing and communications functions to improve recruitment strategies and student success initiatives.
- Established a strategic enrollment management plan with a data-driven approach that aligned new student recruitment strategies with rapid market changes. This work resulted in an increase in overall market position, growing from 6.9% to 8.7% over a one-year period, increase to 9.7% in second year as well as an increase in total student inquires of 42.5% in one calendar year.
- Instrumental in the development and marketing of a new brand to assist with the launch of new academic programs to support an increased scope in healthcare education, on-campus, on-line and hybrid formats.
- Created an infrastructure to support broad technology initiatives. This included the implementation of a customer relationship management system, expanded digital strategies and a redesigned website to assist with recruitment and retention initiatives. This work resulted in an organic growth in website visitors of 69.1% over a one-year period.
- Worked collaboratively with advancement initiatives to engage and connect alumni through giving opportunities, including the management and implementation scholarship programs to recruit and retain students. This included the launching new scholarship initiatives for incoming and continuing students.
- Instrumental in building and expanding student success initiatives for onboarding, remediation, career services and diversity.
- Initiated and assisted with partnership opportunities with key constituents at other two-year and four-year colleges and universities and other entities. Opportunities include Saint Louis University MBA program, University of Missouri athletics, Southern Illinois University Edwardsville athletics and the Saint Louis Rams.
- Leader and participant of the Malcolm Baldrige Performance Excellence Program in support of Logan University strategic planning efforts, which includes attending regional and national meetings that supports the overall planning process at Logan University.

Valparaiso University

Vice President

Division of Enrollment Management

March 2010 - April 2011

The Vice President for Enrollment Management is a senior leadership cabinet level position and is responsible for building a system of recruitment, admissions, financial aid, registrations and retention that enhanced the University's traditional undergraduate and graduate experience and expanded enrollment and offerings for non-traditional students.

The Division of Enrollment Management is responsible for serving undergraduate, graduate and law school students. Five key accomplishments and initiatives included:

- Managed the planning and process to recruit the largest number of new undergraduate students since 2003 for fall 2010. Additionally, the new undergraduate students were academically

distinguished, with an average ACT score of 26, the highest since 2005, and an average high school GPA of 3.51, one of the highest averages in the history of the University.

- Created two distinct offices: The Office of International Enrollment and the Office of Transfer Enrollment. Led by two new directors, each office was charged with developing and implementing a strategic enrollment plan that identified academically qualified international and transfer students in enough quantities to meet the University's overall enrollment projections.
- Defined the role of strategic enrollment management to all university constituencies, served as an influential and strategic contributor to the University's operations, played a leadership role in the institutional planning activities and was engaged in a multitude of institutional issues that affected the operations and advancement of the University.
- Provided visionary strategic leadership and management to the combined admissions, registrar and financial aid functions and developed an enrollment staff that was innovative, excited about change, responsive, analytical, energetic, results-oriented and student-centered.
- Managed and worked hand in hand with the Office of Integrated Marketing and Communication in the development and release of a new branding campaign. The campaign included a new recruitment micro site, videos, advertising, virtual tours, redesign of publications, and more.

Saint Louis University

Vice Provost

Division of Enrollment Management

November 2007 – March 2010

The Vice Provost for Enrollment Management is a senior level cabinet position responsible for working collaboratively with the academic deans and other members of the University's senior leadership team to provide a vision, strategy, technical and operational direction to enhance the University's current and future enrollment. The Division of Enrollment Management employs over 175 employees in the following offices: Undergraduate Admission, Student Financial Services (includes Bursar operation), Registrar, International Services, Enrollment Management Information Systems, Student Educational Services, and Enrollment Management testing center.

The Division of Enrollment Management is responsible for serving undergraduate, graduate and professional school students. Five key accomplishments and initiatives in 2007-09 included:

- Managed the planning and process to recruit the second largest (1,593) freshman class (27 ACT/3.61 GPA) in Saint Louis University history. Other notables include most geographically diverse class with 63 percent enrolling from outside the St. Louis area; 200 new international freshmen from outside of the United States; and 242 honors students, a university record. Overall enrollment exceeded 13,000 for the first time, primarily due to increased retention.
- Managed the planning and development of the Strategic Operating Plan for Recruitment (SOPR), which provides a framework for future recruitment growth and inclusion. The SOPR plan highlights high-level initiatives that need to be completed to achieve enrollment success; drives essential decisions; determines the execution of strategy; and guides and shapes successful outcomes for new freshmen, new transfer and new international students.
- Created an infrastructure to support Enrollment Management initiatives across campus. This included breaking down barriers by enhancing collaboration to ensure the entire campus was involved in the recruitment process and stakeholders were working toward common goals and priorities.

- Developed an infrastructure within Enrollment Management to support technology initiatives. This included providing three main collaborative resources: enterprise system support, data services and online identity, which includes the research and investigation of new technologies.
- Managed the planning and process to develop a recruitment campaign to address several key issues and to focus communication on the student transition from high school to college. The campaign included a new recruitment micro site, videos, advertising, virtual tours, redesign of publications, and more.

University of Louisville

Assistant University Provost for Enrollment Management

Office of Enrollment Management

July 2006 – November 2007

The Assistant University Provost for Enrollment Management is responsible for conceptualizing, planning, implementing and evaluating strategic enrollment management initiatives to meet the University's immediate and long-term enrollment goals. The Assistant University Provost provides vision, overall leadership, planning and program development and coordination of the following departments and programs: Office of Undergraduate Admission, New Student Orientation, Testing Services, Office of Graduate Admissions, Office of the Registrar, Records and Registration, Office of Enrollment Systems, Office of Student Financial Aid, and University Commencement.

The Office of Enrollment Management is responsible for serving undergraduate, graduate and professional school students. Five key accomplishments and initiatives in 2006-07 included:

- Managed the planning and process to recruit and enroll the largest freshman class in the history of the university, a six percent increase from the prior year (2,578 first-time freshmen). Other notable numbers include: most geographically diverse freshman class; highest average ACT average (24.3) and GPA (3.47); and significant growth in transfer students with 1,090 transfers, a 13 percent increase over the prior year.
- Reviewed and recommended changes to the scholarship award structure of the undergraduate scholarship program to leverage and economize resources for recruitment of first-time freshmen and transfer students to enhance funds available for continuing students.
- Assisted in the creation and requested funding to support the Cardinal Covenant Program, a promise program for low-income students to attend college and graduate debt free. This was the first program of its kind offered in the state of Kentucky, which enrolled 169 students.
- Created a planning group to lead the efforts to develop better procedures to streamline the transfer and articulation process for students transferring from a community college.
- Responsible for the management and implementation of other initiatives including: exploring options to maximize scheduling resources to promote on-time graduation; a thorough review of diversity recruitment initiatives; a campus-wide effort to improve degree audit policies, procedures and operations; the centralization of transfer student processes and procedures; continued development of Strategic Enrollment Management Plan (SEM); and continued review of campus-wide policies and procedures to streamline processes for student success in higher retention and graduation rates.

Southern Illinois University Edwardsville

Assistant Vice Chancellor for Enrollment Management

Office of Enrollment Management

2003 - 2006

The Office of Enrollment Management consisted of three full-time staff, four Directors and over 90 full-time employees. The units included: The Office of Admission, Office of Student Financial Aid, Office of the Registrar, and Career Development Center. Other responsibilities included the management of commencement ceremonies, Honors Day Convocation, orientation and the New Freshmen Convocation ceremony. This position developed and recommended overall enrollment goals for the University; monitored student enrollment relative to established goals, developed and coordinated plans for student recruitment; developed and executed plans for increasing student retention; and the development of new student transition programs.

The Office of Enrollment Management is responsible for serving approximately 13,500 undergraduate, graduate and professional school students. Five key accomplishments and initiatives included:

- Managed the planning and process which saw an 82 percent increase in undergraduate applications over a four-year period. Other notables included a 2-point increase in the average ACT score (21 to 23) and a 242 percent increase in visitors to campus.
- Led and managed the discussions to establish new freshmen admission criteria to assist the University in increasing its quality and to better manage its enrollment.
- Developed an infrastructure to facilitate new technology initiatives which included document imaging, online chats and use of enrollment management technologies to create interactions with prospective students, manage communication campaigns and achieve institutional goals.
- Created an infrastructure to support Enrollment Management initiatives across campus. This included initiatives such as creation of an Office of Degree Audit and Articulation to better facilitate the transfer process; streamlining the student transition process; working collaboratively with the graduate school; developing a common theme across campus to support recruitment efforts; and establishing an integrated marketing plan between the Office of Enrollment Management and Office of Marketing and Communication.
- Reviewed and recommended changes to the scholarship award structure of the undergraduate scholarship program to leverage and economize resources for recruitment of first-time freshmen and transfer students to enhance funds available for continuing students, which included creating a scholarship day for high achieving students.

Southern Illinois University Edwardsville

Director of Admissions

Office of Admissions

1999 - 2003

- Responsible for the management of personnel and fiscal resources that support Admission Counseling and Recruitment, International and Out-of-State Recruitment, Undergraduate Admission Review and Processing, International and Graduate Admission Review and Processing and Academic Mailing Services
- Lead in the development and implementation of appropriate technology, marketing plans and strategies for the recruitment of students with varied educational goals
- Organized, supported and directed special events for prospective students and other audiences
- Developed and implemented communication programs using presentations, publications, mail, electronic and other media
- Collected and analyzed data to support planning and evaluation of all admissions-related functions

- Collaborated with SIUE faculty, administrators, alumni and other constituents to achieve the University's enrollment goals

Saint Louis University

Program Coordinator/Assistant Director of Admissions

Office of Undergraduate Admissions

1997 - 1999

- Managed daily operations in admission processing operations, word processing, admission mail services, marketing and publications
- Supervised ten staff members, one graduate assistant and 25 student workers in admission processing operations, word processing, admission mail services, marketing and publications
- Coordinated the recruitment efforts of the recruitment staff to maximize matriculation of students into the School of Nursing and ROTC programs
- Maintained a marketing plan for the School of Nursing and ROTC programs and implemented special projects and strategies within the plan
- Managed a small recruitment territory, including the development of recruitment strategies, application review and on-campus interviews

Eastern Illinois University

Assistant Director of Orientation/Admission Counselor

1993 - 1997

- Managed the daily operation of the EIU Debut Summer Program
- Supervised and evaluated graduate assistants, orientation leaders and student staff
- Coordinated the overnight housing program for students and families
- Responsible for the development of publications, mailers and newsletters
- Responsible for the organization and promotion of on-campus programs
- Designed and created innovative admission techniques to promote a successful program
- Supervised student staff and evaluated performance
- Responsible for the creation of posters, handouts, mailers and programs
- Contacted prospective students providing information concerning the University
- Organized an extensive travel schedule for high schools and community colleges

Additional Professional Experience

Ruffalo Noel Levitz Higher Education Consulting

Senior Associate Consultant

January 2011 – Present

Ruffalo Noel Levitz is a recognized leader in higher education consulting, committed to helping institutions meet their goals for enrollment and student success.

Work as a Senior Associate Consultant assisting colleges and universities in fostering long-term enrollment and fiscal health. Institutions served include: Illinois Eastern Community Colleges (Olney, IL), Montana Technological University (Butte, MT), Goldfarb School of Nursing at Barnes Jewish College (St. Louis, MO), Alamo Community College District (San Antonio, TX), Eastern Virginia Medical School (Norfolk,

VA), Des Moines University (Des Moines, IA), Methodist College (Peoria, IL), West Chester University (West Chester, PA), Wayne State College (Wayne, NE), Indiana University South Bend (South Bend, IN), Mid-State Technical College (Wisconsin Rapids, WI), Midwestern State University (Wichita Falls, TX), Northeast Missouri State University (Maryville, MO), Ferris State University (Big Rapids, MI), Southern Utah State University (Cedar City, UT) and Mississippi State University (Starkville, MS).

Teaching Experience

Maryville University

Adjunct Professor – Doctorate in Education Program

2013 - 2015

Maryville University is a selective, comprehensive and nationally ranked private institution with 5,000 students in St. Louis, Missouri.

Teach classes as an adjunct professor in the Doctorate of Education Program. The Doctorate of Education program is a cohort-based model designed to produce leaders who have a deep understanding of higher education, who are change agents capable of initiating and sustaining positive change, and who are reflective learners with skills to gather information in a democratic environment.

St. Louis University

University 101: Enhancing First-Year Success

2008 - 2009

St. Louis University is a Catholic, Jesuit private institution with 13,000 students in St. Louis, Missouri.

Co-Taught classes to first-year students enrolled in University 101: Enhancing First-Year Success. University 101 is a one credit course that met once a week during the fall semester.

Recent Presentations

- “Connecting the Dots: Using Insights to Develop Strategies for New Student Enrollment,” INACAC Virtual Conference. (February 2021)
- “GREAT Outcomes for Students: Reverse-Engineering Strategic Enrollment Management,” keynote speaker at Annual TACRAO Virtual Conference. (November 2020)
- “Connecting the Dots: Using Insights to Develop Strategies for New Student Enrollment,” AACRAO’s Virtual Strategic Enrollment Management Conference. (October 2020)
- “Connecting the Dots: Using Insights to Develop Strategies for New Student Enrollment,” Assessment Institute hosted by IUPUI. (October 2020)
- “Counseling the Counselor During Uncertain Times,” NACAC Virtual Counselor Fair. (August 2020)
- “Enrollment and Retention Amidst COVID-19,” RNL@Home Blog. (May 2020)
- “GREAT Outcomes for Students: Reverse-Engineering Strategic Enrollment Management,” INACAC Conference 2020, Indianapolis, IN. (February 2020)
- “GREAT Outcomes for Students: Reverse-Engineering Strategic Enrollment Management,” TACRAO Annual Conference, Galveston, TX. (November 2019)
- “Four-year Public College’s Use of Enrollment Projections and Program Demand Research to Aid in Strategic Planning,” RNL National Conference, Nashville, TN. (July 2019)

- “GREAT Outcomes for Students: Reverse-Engineering Strategic Enrollment Management,” Pre-Conference Workshop, SACRAO Annual Conference, Baton Rouge, LA. (February 2019)
- “Strategic Enrollment Planning and Capture,” Capture Resolve Conference, Louisville, KY. (January 2019)
- “GREAT Outcomes for Students: Reverse-Engineering Strategic Enrollment Management,” AACRAO SEM Conference, Washington, DC. (November 2018)
- “Breaking Down the Silos: Successful Graduate/Professional School Strategic Enrollment Management,” National Conference on Student Recruitment, Marketing and Retention, Ruffalo Noel Levitz, Orlando, FL. (July 2018)
- “IR Role in Supporting Strategic Enrollment Management,” Association for Institutional Research (AIR) Forum, Orlando, FL. (May 2018)
- “DDT + CBE: A Match Made in Recruitment Heaven,” Capture Resolve Conference, Louisville, KY. (January 2018)
- “Waterfalls, Magnets and Binoculars; Aligning the Enrollment Management Plan to Campus Strategy,” AACRAO SEM Conference, Phoenix, AZ. (October 2017)
- “The Art and Science of Building Your Class,” Pre-Conference Workshop, AACRAO SEM Conference, Phoenix, AZ. (October 2017)
- “Breaking Down Silos for Successful Graduate/Professional Enrollment Planning,” National Conference on Student Recruitment, Marketing and Retention, Ruffalo Noel Levitz, Denver, CO. (July 2017)
- “Data-Driven Strategies to Improve Low-Income Student Success,” Association for Institutional Research (AIR) Forum, Washington, DC. (May 2017)
- “Failing the Drop Out Trap: Retention and Completion Grants to Drive Student Success.” Co-Presenter with Timothy Renick, Georgia State University, National Scholarship Provider Association (NSPA) Webinar (December 2016)

Professional Service, Achievements & Awards

- Member of the Transfer and Returning Student Advisory Committee for the Common Application (2019-present)
- Appointed by Indianapolis Mayor Joe Hogsett as an inaugural member of Indy Achieves Advisory Committee with other City of Indianapolis leaders (2019-present)
- Member of the RaiseMe Partner Advisory Council (PAC) (2019-present)
- NACAC National College Fair Committee Chair – Indianapolis (2018-present)
- Indiana Association for College Admission Counseling Executive Board (2018-present)
- Deloitte/Institute for Business Analytics (IBA) Innovators Award (2017)
- Nominated to participate in Indiana University’s Executive Leadership Institute (2017-2018)
- Nominated and attended the American Council of Education (ACE) Advancing to Presidency Workshop (October 2014)
- Led team that received the 2014 Web Award for Outstanding Achievement in Web Development by the Web Marketing Association
- Led team that received the 2014 IABC St. Louis Quill Award Winner, Award of Merit for Logan University Viewbook
- Nominated and ran for office as a candidate for Presidency of the National Association for College Admission Counseling (September 2012)
- Certificate of Achievement, The Lincoln Leadership Institute of Gettysburg (December 2011)

- Nominated for the Northwest Indiana Leadership Academy (2010-2011)
- Co-Chair of the National Association for Admission Counseling Local Arrangements Committee for the 2010 national conference in Missouri
- Board Member for the National Catholic College Admission Association (2008-2010)
- Member of the Association of Jesuit Colleges and Universities Enrollment Management Group (2007-2010)
- Committee Member for The College Board Ad Hoc Committee on Score Choice (2009)
- State Representative for The College Board Southern Regional Council (three-year term)
- Nominated and selected to participate in Ignite Louisville Class of 2008 Illinois Association for College Admission Counseling Executive Board Past President (2006-07)
- Illinois ACT Executive Council - Past-Chair
- National Association for College Admission Counseling - Coordinator for the State and Regional Presidents' Council (2005-2006)
- Illinois Association for College Admission Counseling Executive Board President (2005-2006)
- Illinois Association for College Admission Counseling Executive Board President-Elect (2004-2005)
- Illinois ACT Executive Council - Chair
- Illinois ACT Executive Council - Chair-Elect
- Illinois Association for College Admission Counseling - National Delegate (three-year term)
- National Association for College Admission Counseling - Membership Committee
- Missouri Association for College Admission Counseling - National College Fair Committee
- Illinois Association for College Admission Counseling - Presidential Service Award for service to the organization
- Illinois Association for College Admission Counseling - James A. Alexander New Comers Award

Current Professional Memberships

- National Association for College Admission Counseling
- National Association of Student Affairs Administrators in Higher Education
- American College Personnel Association – College Student Educators International
- American Association of Collegiate Registrars and Admissions Officers
- Indiana Association for College Admission Counseling
- Illinois Association for College Admission Counseling
- National Association of Student Financial Aid Administrators
- National Association of Graduate Admissions Professionals
- Association of Chief Admission Officers of Public Universities