

# Andrew W. Wright

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## EDUCATION

**Master of Business Administration**, The University of Akron, Akron, OH  
International Business, December 1995

**Bachelor of Science in Business Administration**, Central Michigan University, Mt. Pleasant, MI  
General Business with concentration in International Business, May 1992

## CORE COMPETENCIES

- Ability to analyze and utilize data to develop a strategic plan of action
- Relationship building with key campus constituents, including students, faculty, staff and community
- Innovative and creative problem solving
- Goal setting and monitoring
- Ability to lead teams through change and restructuring

## PROFESSIONAL EXPERIENCE

**Vice President for Enrollment Management**, *University of Southern Indiana, January 2015 to present*

- Provide strategic leadership and professional development for the offices of Undergraduate Admissions, Registrar, Student Financial Assistance, and the University Division, including budget and resource allocation for programs and services.
- Working with senior leadership team, develop, design, and implement a strategic enrollment plan to support the University's strategic plan and to establish goals for recruitment and retention, and lead the Executive Enrollment Management Committee.

**Key Achievements:**

- Strategic restructuring of office staff for more efficient use of resources
- Developed and implemented strategic enrollment plan which has led to improvements in recruitment and retention.
- Created Harolyn Torain Multicultural Leadership Scholarship

**Assistant Vice President / Director of Admissions**, *Missouri State University, May 2009 to December 2014*

- Develop, design, and implement strategic recruitment efforts to support the University's goals for undergraduate students, as well as the establishment of a diverse student body.
- Responsible for undergraduate admissions policy, supervision of applications processing, and the utilization of financial aid resources to support enrollment goals.
- Chairs the university's Undergraduate Recruitment Committee, which coordinates enrollment development efforts campus-wide.
- Chair the university's Commencement Committee.
- Serve on the Student Affairs Assessment Committee.

**Key Achievements:**

- Strategic restructuring of office staff for more efficient use of resources
- Implemented use of territory management system in freshmen and transfer recruitment
- Led successful implementation of Banner Document Management System in Admissions
- Increased diversity in freshmen/transfer class 102% from Fall 2008 to Fall 2013

**Associate Director, Recruiting Admissions, Eastern Michigan University, July, 2002 to April 2009**

- Direct and supervise the overall recruitment program for domestic FTIAC and Transfer students, including supervision of all staff responsible for freshmen and Transfer recruitment, developing and implementing short and long range marketing and strategic plans, developing database management systems, conducting and monitoring market research and preparing reports on recruiting activity, territory analysis and enrollment data.
- Direct the Admissions Visit Programs including Presidential Scholarship Competition, Education First Scholars Day, Explore Eastern (open house), Fast Track Orientation program, campus tours, group tours and any other outreach activities including out-of-state and off-site regional receptions, and admitted student receptions.

**Key Achievements:**

- Strategic and efficient restructuring of the recruitment team to strengthen and focus recruiters on either high school or community college recruiting
- Implemented use of territory management system in freshmen and transfer recruitment
- Increased diversity in freshmen class over 24% from Fall 2006 to Fall 2008
- Increased freshman inquiries from 7,500 in September 2006 to 22,000 in September 2008
- Developed and introduced successful new initiatives for using technology to recruit and maintain relationships
- Developed and implemented Regional Recruiter program
- Tripled the number and type of visit programs offered to freshman, transfer and graduate students
- Restructured all major visit programs to more effectively and efficiently recruit students
- Restructured Admissions Disciplinary Review Committee
- Restructured Athletic Review Committee

**Assistant Director, Admissions, Eastern Michigan University, May 2001 to June 2002**

- Direct and supervise the overall recruitment program for domestic freshmen, including the hiring, training and evaluating performance of all staff with primary responsibility for FTIAC recruitment and Admissions Visit Programs
- Refined system for determining which high schools to visit
- Selected and evaluated the college fairs EMU recruiters would attend
- Prepare reports on recruiting activity, territory analysis, enrollment data and other information as needed for Admissions and Enrollment Management
- Recruit high school and transfer students through school visits and college fairs
- Assist colleagues in uses of database technologies to improve efficiency and effectiveness of recruiting

**Admissions Officer, Admissions, Eastern Michigan University, Aug 2000 to April 2001**

**Coordinator/Trainer, Student Leadership Services, Inc., July 1999 to Aug 2000**

**Area Complex Director & Summer Conference Director, University Housing, Eastern Michigan University, July 1996 to July 1999**

**Hall Director & Summer Conference Coordinator, Office of Residence Life & Housing, The University of Akron, Aug 1992 to July 1996**

## PROFESSIONAL INVOLVEMENT

**National Association of College Admissions Counselors (NACAC)**

Finance Committee, 2008 to 2011 and 2019 to Present

MSU Representative, May 2009 to December 2014

EMU Representative, September 2001 to April 2009

**Indiana Association for College Admissions Counseling (INACAC)**

NACAC Assembly Delegate, 2017 to Present

Credentials Committee Co-Chair, 2017 to Present

**Missouri Association for College Admissions Counseling (MoACAC)**

MSU Representative, May 2009 to 2014

Treasurer, 2010 to 2014

**Missouri Association for Collegiate Registrars and Admissions Officers**

Member, May 2009 to December 2014

**Rotary**

Member, November 2011 to present

Service Projects Co-Chair, 2013 to 2014

**Michigan Association for College Admissions Counseling (MACAC)**

EMU Representative, March 2001 to April 2009

NACAC Assembly Delegate, 2005 to 2009

Conference Planning Committee, 2001 to 2009 (Co-chair 2006-2009)

Metro Detroit National College Fair Committee, 2002 to 2005

**Michigan Association of College Registrars and Admissions Officers (MACRAO), 2001 to 2009**

College Day/Night Planning Committee, 2002 to 2005

**HONORS**

- MOACAC's President's Service Recognition Award - 2013
- MSU Division of Student Affairs Award for Innovation by a Team - 2012
- EMU Division of Enrollment Management Cross Departmental/Cross Divisional Award - 2008
- Michigan ACAC New Professional "Rising Star" award - 2005
- National Association of College and University Residence Halls (NACURH) National Advisor of the Month, August 1995

**PRESENTATIONS**

- *"Data-Based Decision Making"*
  - Indiana ACAC Conference – February 2017
  - Missouri ACAC Conference – April 2013
  - Missouri ACRAO Conference – October 2013
  - MSU Student Affairs Staff Development Session – March 2013
- *"Moving Up & Moving Away: Successfully making the transition after receiving the promotion and moving to a new school"*
  - Missouri ACAC Conference – April 2011
  - Missouri ACRAO Conference – October 2011
- *"Justifying Recruitment Expenses During Economic Challenges: Exploring Return on Investment"*
  - NACAC Webinar – April 2010
- *"Building Your Comprehensive and Continuous Student Search"*
  - NRCCUA Member Conference – July 2011
- *"Student Online Behavior: Changes in Student College Planning and How High Schools and Colleges Have Adapted"*
  - NACAC National Conference – October 2010
- *"Developing an Exceptional Student Staff in Recruitment and Admissions"*
  - NACAC National Conference – September 2007
  - Noel Levitz National Conference on Student Recruitment, Marketing, and Retention – July 2008
  - Academic Impressions Webinar – May, 2008; November 2007; and January 2007
  - Michigan ACAC Conference – 2006 & 2007
  - Maine Counselor Association Pre-Conference Workshop – March 2008
  - Missouri ACAC Conference – April 2010
- *"Discipline Questions and the Admissions Process"*
  - Michigan ACAC Urban Counselor Workshop – March 2007
- *"Panel Discussion: Cutting Edge Marketing"*
  - NRCCUA Successful Recruitment Seminar – April 2008

January 21, 2020

Director of Undergraduate Admissions Search Committee  
The University of Wisconsin-Green Bay

Search Committee,

I was recently made aware of your search for a Director of Admissions. After reviewing your website and the position specifications, I believe I possess the qualities and experience required of this position.

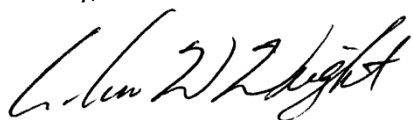
My time as Vice President of Enrollment Management at the University of Southern Indiana has given me insight into strategic planning, data analysis and leveraging of CRM strategies. Providing direction for the Office of Undergraduate Admissions, Student Financial Assistance, the Registrar's Office and University Division (academic advising, academic skills and TRIO programs) has broadened my understanding of the need for collaboration and how recruitment impacts retention.

My experience as the Assistant Vice President for Enrollment Management/Director of Admissions at Missouri State University gave me an opportunity to successfully allocate staff and financial resources to develop and achieve strategic enrollment goals. I have a proven track record of creating a team atmosphere and developing leaders that are empowered to make an impact. Additionally, one of my strengths is to analyze situations and make data-driven decisions.

During my time at Missouri State I collaborated with our marketing areas (University Publications and Web & New Media), Academic Affairs, the various offices in Student Affairs and others to successfully develop recruitment strategies and messaging. This allowed us to develop an integrated and strategic recruitment and enrollment plan. I have served on several standing committees to address the issues of assessment, retention, and the Division of Student Affairs strategic plan, to name a few.

I have attached my resume, which outlines my experiences and involvement. I look forward to discussing this position further, and to learn more about the exciting opportunities at The University of Wisconsin-Green Bay. Feel free to contact me at 417-894-8345 or [awright7772@gmail.com](mailto:awright7772@gmail.com). Thank you for taking the time to consider me for this opportunity to be a part of the UWGB team.

Sincerely,

A handwritten signature in black ink, appearing to read "Andrew W. Wright". The signature is fluid and cursive, written over a white background.

Andrew W. Wright  
Vice President for Enrollment Management  
University of Southern Indiana