Imagine the University of the Future: A kaleidoscope of individuals of all ages and backgrounds reflecting a diverse global community united by technology. Some students live on campus, many do not—and many more participate virtually. Learning takes place on campuses, in homes, at work, at partner educational, business or community institutions, or while commuting in driverless cars. The students of this university acquire and share knowledge in ways that work best for them—in-person and via digital channels, through a range of pedagogical approaches and tools, simulations and games in reality and augmented reality, supported by faculty, staff, business mentors and virtual coaches. The university experience begins while still in high school and continues through old age. Many students acquire a standard degree, while others earn short certificates, badges of learning, or just the satisfaction of byte-size new knowledge to impart career and personal skills that are critical to success in 21st-century organizations and societies, preparing for countless professional roles—some that don’t yet exist. The center of this is a vibrant hub of knowledge and understanding. Quinnipiac will be this University of the Future. –Strategic Plan

THE SEARCH

In its ambition to become the University of the Future, Quinnipiac seeks a dynamic, inventive, and innovative leader to serve as its inaugural Chief Experience Officer (CXO). Reporting to President Judy Olian and serving on her senior leadership team, the CXO will be a bold, strategic, data-informed, and savvy leader with deep experience in enrollment management, student affairs, retention, career services, student mental and physical well-being, and other student facing functions, commitment to diversity and inclusion, and passion for innovative thinking about how universities can best serve their students throughout the student life cycle. Working in close concert with the university’s chief academic officer, the provost, the CXO will unify all other parts of the university that touch the student experience, from recruitment to graduation, to ensure a consistently positive experience at every point. Guided by the new leadership of Dr. Olian, the CXO will join Quinnipiac at a pivotal moment as the university begins execution of a new strategic plan, The University of the Future, that seeks to increase student diversity, raise student retention and graduation rates, deepen the quality of the student body and applicant pools, invest in graduate and undergraduate student life, and promote community engagement on and off campus.

The CXO’s central goal will be to create student-centric strategies that help Quinnipiac deliver an exceptional educational and developmental experience. This will require attention to students’ perceptions of and feelings about the university and the way these perceptions and feelings are influenced by the totality of their university experience – everything beyond academics, from recruitment and attraction, to dorm life, registration, bill payment, career services, health and wellness services, interface with public safety and financial aid administration, to student life on campus. The focus of the CXO will extend far beyond enrollment management or customer service. The CXO will become, in effect, the advocate and champion for students’ experience and development as the CXO is tasked with ensuring that every university action contributes to positive engagement between the school and students.
The CXO will lead Quinnipiac, an already student-centric school, to elevate the student experience even further, even if this requires some reorganization of key structures or operations.

The CXO’s five main objectives will be:
1 - Developing knowledge and understanding of Quinnipiac’s students, through savvy use of data, outcome measurement, and deep and pervasive interpersonal engagement;
2 – Connecting all student-facing administrative units into seamless delivery of a world class student experience — from recruitment to graduation;
3 - Implementing targeted initiatives and campaigns to increase student attraction, wellbeing, retention, satisfaction, and loyalty;
4 - Promoting the student perspective and making sure it is considered in university plans and projects; and
5 – Tracking outcomes of the student life cycle and engaging in data-driven improvement efforts.

The university has experienced tremendous growth since its establishment in 1929. Classified as a Carnegie doctoral granting institution, Quinnipiac has eight graduate and professional schools and an undergraduate college of arts and sciences. Current enrollment sits at almost 10,000 undergraduate and graduate students, with a budget and endowment each over $500 million. As the institution continues to grow and prepares to embark upon its next campaign, the CXO will need to establish a clear vision and case for support around the university’s key funding priorities in alignment with the University’s strategic plan, including pipeline, academic, and community engagement programs; financial aid; and facilities.

Working in partnership with senior administrators, faculty, staff, students, alumni, the Board of Trustees, and community partners, the CXO will provide integrated leadership in the areas of recruitment and admissions, financial aid, and student life. The CXO will be a visionary, creative leader with the ability to set institutional priorities, steward the University’s resources, manage a large and diverse staff, and collaborate across campus with senior leaders to improve student attraction, well-being, retention and graduation rates. The ideal candidate will demonstrate a record of accomplishment in responding to national enrollment trends at the campus level, guiding strategic planning processes, leading high-functioning teams, mentoring emerging leaders in the field, initiating innovative student-centric programming, promoting a culture of data-informed decision making, helping to ensure a multicultural, inclusive, and dynamic campus community, and capitalizing upon synergies among units on campus.

Quinnipiac University has retained Isaacson, Miller, an international executive search firm, to assist in conducting this important search. All inquiries, applications, and nominations for this opportunity should be directed in confidence to the search firm, as indicated at the end of this document.

QUINNIPIAC UNIVERSITY

Quinnipiac is a private, coeducational, nonsectarian institution in central Connecticut, located in between New York and Boston. Categorized as a doctoral/professional university in the Carnegie Classification system, the university enrolls 6,845 undergraduate and 2,860 graduate students in 99 degree programs through its schools of business, communications, education, engineering, health sciences, law, medicine, and nursing, and the college of arts and sciences. Quinnipiac is ranked 153rd among national universities in U.S. News & World Report’s America’s “Best Colleges” issue. Quinnipiac also is recognized in Princeton Review’s “The Best 380 Colleges.” The Chronicle of Higher Education has named Quinnipiac among the “Great Colleges to Work
Quinnipiac has an endowment of $557 million. The university’s operating budget for fiscal year 2020 is $527 million.

The Strategic Plan: Becoming “The University of the Future”

Quinnipiac, as the University of the Future, is continuously adaptive to the diverse needs of its students and the evolving requirements of employers hungry for advanced technical skills, systems thinking and societal leadership. The university states its purpose as graduating students who will be enlightened citizens prepared for the future. Under Dr. Olian’s visionary leadership, the University launched a new strategic plan built on four pillars: (1) building an institution-wide mindset that prepares graduates for 21st century careers and citizenship; (2) creating an inclusive, excellence-driven community; (3) nurturing and positively impacting internal, local, and global communities; and (4) fostering lifelong connections and success. Quinnipiac is a university with conscience. It celebrates differences in its populations of students, staff and faculty as a source of strength, and aspires to use its intellectual resources to lift communities in need, nurture its own resources— human and financial—for success, and champion its responsibility to the planet.

Quinnipiac University has become a comprehensive university with an unparalleled trajectory of growth in higher education. Its graduates are grounded in the liberal arts and sciences, and they are making notable contributions across many fields, including the health sciences, nursing, education, business, communications, law and, more recently, medicine and engineering. And it is agile and adaptive like few other institutions of learning. It has a bias toward action, dynamically restructuring its offerings and pedagogy around the evolving requirements of markets and professions, and partnering closely with employers who shape those requirements.

Quinnipiac’s institutional goal is to position students of all ages, careers and life stages to excel amidst the uncertainty and hypervelocity of 21st-century transformation in technologies, market structures and career pathways. As importantly, Quinnipiac will develop students to become enlightened citizens who lift communities and embrace inclusive excellence with a mindset that is adaptive, curious and eager to learn more.

The CXO will be key in implementing this vision, overseeing key university-wide initiatives, and tracking metrics that reflect successful achievement of the University’s student-facing goals: student recruitment – the attraction of students for whom Quinnipiac represents their first choice; student retention – though improved program offerings, academic and career advising, and wellness initiatives; student diversity – though enriched pipeline initiatives, support for nontraditional students, and an enhanced culture of inclusivity; and student well-being – measured through wellness, satisfaction and community engagement.

Academics

Career readiness and real-world experience are at the core of the Quinnipiac curriculum. A comprehensive university, Quinnipiac is one of a small handful of universities in the United States with schools of law, medicine, business, and engineering along with other professional schools, all connected to an undergraduate college dedicated to the liberal arts and sciences.
Quinnipiac offers 56 undergraduate majors and 35 graduate programs. The Frank H Netter School of Medicine enrolled its first class in 2013. Quinnipiac ensures an education for all students that is rich with experiential and applied learning, service learning and volunteer engagement opportunities, co-curricular connections, and interdisciplinary approaches. The University understands that employers in all sectors value team members who can communicate across disciplines and whose critical thinking skills contribute to complex problem solving and generation of new ideas. To this end, Quinnipiac encourages students in all programs to take classes across disciplines. This mindset oriented toward interdisciplinary and interprofessional learning will empower Quinnipiac’s graduates to thrive as successful professionals and enlightened citizens in this era of rapid change and technological disruptions.

As part of the mission to develop responsible, empathetic citizens who are invested in global issues and cultures, many Quinnipiac students – including athletes and those enrolled in the accelerated dual-degree programs – choose to study abroad during their time at Quinnipiac.

Quinnipiac also offers 20 dual undergraduate-graduate degree programs, offering exceptional students the opportunity to save both time and money. Graduates of these innovatively designed dual degree programs enter the workforce more quickly with an advanced degree and attain both degrees at a significantly lower cost compared to traditional models.

Quinnipiac’s faculty aim to prepare students for the demands of the ever-changing 21st-century workplace and find great success in doing so: Six months after graduation, 96.9% of the Class of 2018 was either employed or enrolled in graduate school.

**Student Body and Experience**

As the University of the Future, Quinnipiac views inclusive excellence as an essential value and aspires to continue the diversification of the student body. Quinnipiac’s entering freshman class in 2019 was 60% female and 40% male, with 20% of the class from first-generation college families and 19% of the class identifying as people of color. For the class of 2023, Quinnipiac received almost 23,000 applicants and enrolled 1547 first year students. Quinnipiac’s most recent four-year graduation rate is 77.3%.

95% of Quinnipiac’s first year students live on campus with 66% of all undergraduate students living in university housing. More than 91% of undergraduate students receive financial aid or scholarship support. Students find their home at Quinnipiac in the 150 student-run organizations and 21 Division I varsity sports teams.

**Three Campuses and Two Hometowns**

Quinnipiac has three campuses located in Hamden and North Haven, Connecticut. The oldest, the Mount Carmel campus: a picturesque quad at the foot of Sleeping Giant Mountain and state park, Mount Carmel is where many students first fall in love with the university and where the majority of first-and second-year students live. The York Hill campus features breathtaking 360-degree views of New Haven, Long Island Sound, Sleeping Giant State Park, and the rolling countryside. It also offers state-of-the-art facilities, including the Rocky Top Student Center, built to resemble a ski lodge, and the People’s United Center, regarded as one of the finest collegiate sports facilities in New England hosting basketball and ice hockey arenas for women’s and men’s sports. Quinnipiac hosted the Women’s Frozen Four ice hockey tournament in 2014 and 2019. The North Haven campus is home to Quinnipiac’s programs in education, health sciences, social
work, law, medicine, and nursing. These programs are located in one state-of-the-art building that facilitates interdisciplinary learning.

Hamden, CT (ranked among CNN’s “America’s Best Small Cities”) and North Haven, CT (one of Money Magazine’s top 100 places to live in the U.S) are suburbs of New Haven, Connecticut. They combine small-town New England charm with all the convenience of living in the power corridor between New York City and Boston. Hamden is a town of 60,000 with a robust public school system as well as several private and religious schools. North Haven is a remarkable business and residential community of about 24,000 residents, with strong public schools, nearly 200 acres of park land and other open space areas, and robust community organizations.

Leadership

Judy D. Olian, PhD, became president of Quinnipiac University in July 2018. Prior to joining Quinnipiac, she served as dean of UCLA Anderson School of Management and John E. Anderson Chair in Management for 12.5 years. Under her leadership, UCLA Anderson hired a record number of faculty, expanded its prestigious Board of Visitors, and raised more than $450 million for students and faculty support, innovative programming, and capital improvements. While at UCLA, President Olian also served as chair of the Council of Professional School Deans, encompassing 14 of the 19 schools at UCLA. Prior to UCLA, Dr. Olian served in senior leadership roles at the Pennsylvania State University and at the University of Maryland. She was also chair of AACSB, the premier accrediting body of global business schools.

THE CHIEF EXPERIENCE OFFICER

In order to realize its strategic plan and become The University of the Future, Quinnipiac University is creating a new role focused on the total student life cycle. The CXO will pioneer and lead university-wide efforts to create a consistently enriching and empowering experience for students at every point of their interaction with the University – end to end. The CXO should have particular insights into enrollment management, which is foundational to all other aspects of students’ experience. The purview of the CXO will extend from the cultivation of potential applicants to the University, to applicants’ initial interest in QU, through their recruitment, admission and enrollment processes, allocation of financial aid, on-campus residency and all facets of student life, extracurricular student activities, student safety, student retention, preparation for, and success in career placement.

In short, the role has responsibility for the effectiveness and impact of every stage of a QU student’s lifecycle: from pre-application to post-graduation, working in tandem with the Provost, who will oversee students’ academic experiences. The CXO will also work in close partnership with the Vice President for Development and Alumni Affairs, who nurtures lifelong relationships with alumni, the Chief Financial Officer, who is responsible for the University’s financial resources, facilities and technology, and the Vice President for Marketing and Communication. The CXO will also serve as a member of Quinnipiac’s Management Committee.

Directly reporting to the CXO are the VP for Enrollment Management, VP for Student Affairs, University Bursar, University Registrar, Director of Veteran/Military Affairs, and Chief of Public Safety.

OPPORTUNITIES AND CHALLENGES
The Chief Experience Officer will also address the following key opportunities and challenges:

**Build connections across the university to create an outstanding student learning, development and living experience**

As a key member of the senior leadership team during a time when innovation is encouraged, the CXO will have the opportunity to have a large impact by augmenting and expanding the co-curricular experience and providing a more cohesive student experience. While a major focus will be on collaborating with academic affairs, efforts will also be enhanced around diversity, equity, and inclusion efforts; enrollment management; and advising, where services can be synchronized and enhanced to ensure the success of students from arrival on campus, through graduation and beyond. While the CXO will be fostering many of these partnerships, the CXO will also enable and encourage staff members to partner across the university at all levels and contribute to a shared Quinnipiac identity and experience across campuses.

**Serve as a strategic, creative, and thoughtful partner on the University’s senior leadership team**

As an expert on, and advocate for, the student experience from recruitment to graduation, the CXO will serve as a strategic partner to the President and senior leadership team on how to best serve Quinnipiac’s diverse student body and enhance the strategic vision of the university. Together, they will ensure that Quinnipiac thrives within a competitive higher education landscape while advancing the distinctive mission and values of the institution. The CXO will exercise strategic, creative, persuasive and collaborative leadership in discussions among senior leaders, and will be a voice on behalf of student wellbeing and successful preparation for 21st century careers and citizenship.

**Provide strategic leadership for enrollment management, student affairs, and the total student life cycle at Quinnipiac**

The CXO will be a key leader, managing the VPs of Enrollment Management and Student Affairs and other student-facing functions, in working towards the goal of securing Quinnipiac’s place among leading national universities by attracting, recruiting, and retaining an academically talented and diverse student body from a national and international applicant pool. As the landscape of American higher education rapidly changes and the demography of the nation shifts, the CXO will play a crucial role in Quinnipiac’s response to these changes. The CXO will be a strategic thought partner to the President, senior leadership, and the Board on enrollment strategy and student affairs, with an eye towards academic excellence, and diversity -- identifying students most likely to thrive at Quinnipiac, and then ensuring that they do.

**Curate and support a richly diverse campus community**

In recent years, Quinnipiac has made significant strides in building a multicultural campus community. Building on Dr. Olian’s long standing commitment to inclusivity, the CXO will prioritize equity and inclusion, working closely with Quinnipiac’s Vice President for Equity and Inclusion to build relationships and programs that attract students from diverse backgrounds and experiences, and then position these students to thrive at Quinnipiac.

**Develop and strengthen support structures to increase retention and graduation rates**
In overseeing all aspects of a student’s interactions with Quinnipiac, the CXO will be uniquely positioned to leverage data, strategize on new programs, and increase retention and graduation rates. Developing linkages between enrollment management, advising and student life, the CXO will be able to identify the needs and strengths of students, gaps in services, and how the University might best respond to, and support them. The CXO will reinforce the university’s use of data in assessment and evaluation of student success. The CXO will need to understand the distinct needs of various communities to provide the support and resources necessary for all students to feel welcome, to thrive, and to succeed academically and socially. The CXO will bring a nuanced perspective informed by national trends and current scholarship to address pressing issues, including student mental and physical health, and wellness for all students.

THE SUCCESSFUL CANDIDATE

The successful candidate will be a seasoned leader and effective manager, comfortable working in all facets of enrollment and retention management, and overseeing the total student experience in an evolving higher education environment. The CXO will be expected to possess many, if not all, of the following qualifications, skills, and experiences:

- An innovative and forward-looking approach to the field of enrollment management and student life more generally, with a deep understanding of current trends, best practices, and use of data analytics and technology;

- Experience with the statistical analyses needed to understand short- and long-term trends critical to strategic planning, student and program enrichment initiatives, financial decision making, and reporting to internal and external constituencies;

- Deep understanding of recruitment and enrollment models, and strategies for addressing demographic changes among university attendees;

- Commitment to the value of a diverse community, with a track record of working effectively in a diverse community and meeting the needs of diverse student populations including first-generation college students, low-income students, students of color, students with disabilities, and international students.

- Proven ability to communicate — in writing and verbally — complex concepts and data to various constituencies, including administration, faculty, staff, alumni, Trustees, students, and families;

- Strong emotional intelligence, a consultative and motivational management style, and a proven track record of leading and mentoring a strong team that provides exceptional service to all stakeholders;

- A disposition to innovation, and evidence of bringing new ideas and programs to fruition;

- Unquestioned integrity and a high level of transparency;

- Broad understanding of the political, financial, technological, and global challenges facing universities, and the ability to provide effective and innovative leadership in the midst of these complexities.
TO APPLY

Daniel Rodas is leading this search with Bryce Gilfillian and Patty Arehart. For more information, to submit a nomination, or to apply for this role, please visit: www.imsearch.com/7329.

Quinnipiac University, an Equal Opportunity Employer, has a strong commitment to the principles and practices of diversity throughout the university community and welcomes candidates who would enhance that diversity. Quinnipiac offers a great work environment, challenging career opportunities, competitive compensation, and a comprehensive benefit program.