

Emily Engelschall

SKILLS SUMMARY

- ✓ Organizational Change & Development
- ✓ Budgeting & Forecasting
- ✓ Student Centered Philosophy
- ✓ Leadership/Supervision/Management
- ✓ Strategic Planning & Implementation
- ✓ Technology Management
- ✓ Policy Design & Implementation
- ✓ Effective Communication
- ✓ Extensive Shared Governance Experience
- ✓ Demographic and Financial Forecaster
- ✓ Data Steward
- ✓ Market Strategist and Expert
- ✓ Media Engagement and Communication
- ✓ Proactive Problem-Solver
- ✓ Innovative and Collaborative Leadership
- ✓ Presenting & Public Speaking
- ✓ Staff Development
- ✓ Access Advocate
- ✓ Assessment & Evaluation
- ✓ Data Driven Decision Maker

PROFESSIONAL EXPERIENCE

University of California, Riverside

Interim Associate Vice Chancellor, Enrollment Services *November 2019–Present*

- Provide strategic leadership and operational management for all departments within Enrollment Services to include 1) Undergraduate Admissions, 2) Financial Aid, 3) Registrar's Office, 4) Enrollment Services Finance and Administrative Services Team (FAST), 5) Highlander One Stop Shop (HOSS), and 6) Campus Tours
- Serve as the Chief Enrollment Officer responsible for the implementation and ongoing evaluation of a comprehensive enrollment management strategic plan that maintains a strong focus on quality and diversity. Recommends strategic initiatives and actions, and policy considerations to the Provost
- Responsible for the oversight of approximately 125 FTE and a budget of 21M from various funding streams
- Develop and manage annual budgets for the organization and perform periodic cost and productivity analyses.
- Partners with the Director of Financial Aid to provide strategic direction related to the distribution and compliance with all federal and state regulations of over 400M dollars of student financial aid
- Advance UCR's commitment to inclusive excellence in order to expand the university's reach to an increasingly diverse student body in all its forms
- Builds strategic partnerships with members of the University community and outside stakeholders to structure and execute University enrollment and recruitment efforts

- Provide data informed decisions for allocating staff and financial resources to achieve campus enrollment goals

KEY ACCOMPLISHMENTS:

- Led UCR's Enrollment Services team to a successful transition to remote work and towards creating virtual interactions with current and prospective students
- Executed a plan in partnership with Enrollment Services leaders to reopen in-person student-facing services to the UC Riverside student community
- Developed and executed a plan that transitioned 3 former Enrollment Services departments to 2 other organizations with attention to communication strategies, budget considerations, and personnel management
- Navigated the Enrollment Services leadership team through an exercise that resulted in the creation of a set of organizational core values and vision statement
- Provided strategic direction for the creation of a pilot administrative shared services organization that integrated 3 organizations into the Enrollment Services administrative structure
- Cultivated an intersegmental partnership between UC Riverside, Cal State San Bernardino, and Chaffey Community College to advance higher education opportunities for the Inland Empire community

University of California, Riverside

Director, Undergraduate Admissions *July 2012–Present (Interim 2012-2013)*

- Provide leadership for of all areas in Undergraduate Admissions to include 1) undergraduate recruitment (high school, community college, international, and out of state), 2) course articulation and maintenance; 3) application processing, evaluation, and revisions to records; 4) campus tours and community engagement, and 5) fiscal and administrative support
- Realize organizational excellence by developing KPI's and associated goals and objectives to include: streamlining processes to promote efficiency and improving fiscal management, personnel management and evaluation mechanisms
- Achieve aggressive undergraduate enrollment targets, through undergraduate enrollment planning and collaboration with the academic community
- Manage a departmental budget of approximately 5M to include all operations within established budget authority. Make financial decisions and choices to reach highest priorities within allocated budget that aligns with the campus strategic plan. Provides oversight of department grant funds and ensure that all conditions are adhered to and allocations are appropriate and not exceeded
- Supervise directly (3) and indirectly (36) professional staff, temporary employees and approximately 75 student employees with responsibility and oversight of all personnel actions
- Serves as the policy expert for undergraduate admissions to the faculty, senior leadership and external constituents. Remain knowledgeable of regional and national issues affecting enrollment management and represents UC Riverside by serving on boards and presenting at professional conferences
- Responsible to work with Information Technology Systems and Institutional Research to prepare, validate, and release statistical and historical comparison reports to campus, local, and statewide offices regarding Undergraduate Admissions

- Provide timely information and detailed reports with which to assess the impact of application and admission trends and their relation to staff workload and campus planning. Forecast application and admission trends based on prior institutional experience and current information, measuring results through creative utilization of enrollment management strategies, targets, data, innovation, and customer service
- Ensure that all admissions decisions, to include admission by exception, follow policy as established by the UC and UCR Academic Senate. Convenes and consults with the faculty Special Review Committee on matters related to special admission by exception cases
- Contribute to Undergraduate Admissions Senate Committee meetings by serving as an expert in Undergraduate Admissions policy and process, and providing data, reports, and analytics as requested
- Provide oversight and administration of admissions technical systems such as the freshmen and transfer evaluation tools, Banner, Slate, ApplyUC, student portal, and document imaging systems
- Lead the development of recruitment communications and marketing strategies
- Serve as the campus voice to the media, UC Office of the President, and to the public for topics within the scope of Undergraduate Admissions

KEY ACCOMPLISHMENTS:

- Worked collaboratively with the Senate Undergraduate Admissions Committee to quickly implement a new admissions policy to accommodate for a test optional and then test-free environment
- Worked strategically with the Undergraduate Admissions Senate Committee on a potential holistic review rubric and implemented a test read process of 5,000 applications through hiring and training approximately 40 external readers
- Led department through a mandated systemwide audit of local Undergraduate Admissions offices as a result of the Varsity Blues scandal
- Created new Community Engagement and Outreach unit within Undergraduate Admissions focused on the recruitment of under-represented students
- Designed an innovatively, aggressive plan for the UC Riverside campus to achieve a 2:1 freshman to transfer new student ratio. Successfully presented the plan to California's Department of Finance and the Governor's Chief of Staff with an end result of 50 million dollars being released back to the University of California campuses
- Worked closely and collaboratively with Institutional Research to implement a new predictive enrollment model in order to ensure the UC Riverside campus will continue to successfully manage new student enrollment

University of California, Riverside

Deputy Director, Undergraduate Admissions 2010–June 2012

- Represented the office in the absence of the Director of Undergraduate Admissions
- Managed the day-to-day operations of Undergraduate Admissions which included the freshman, transfer and non-resident recruitment and evaluation functions, as well as application processing
- Directly/indirectly supervised (21) professional staff, temporary employees and varying number of student employees

- Directed student outreach and recruitment, operational protocol for application processing, application evaluation and yield
- In collaboration with the Director, oversaw all aspects of undergraduate admission process for freshman, transfer and international applicants, ensuring that all University policies were appropriately implemented and that all University, campus and organizational goals were met, including new student enrollment targets
- Annually reviewed, updated, and amended appeals procedures and processes for freshman and transfer applicants. Reviewed and recommended action for individual applicant appeals
- Reviewed specific applicant files and recommended action regarding exceptions to the undergraduate admissions deadlines, eligibility, or conditions of admission
- In collaboration with the Director, oversaw freshman admissions process under the Academic Senate Comprehensive Review Policy including administering staff training, developing of materials and creating evaluation processes
- In consultation with the Director, oversaw, implemented and evaluated the overall undergraduate recruitment plan including the selection of geographic and student population priorities, allocation of staff, resources, and analysis of annual recruitment outcomes
- Oversaw the development, implementation, assessment, and evaluation of international recruitment efforts
- Oversaw outreach, recruitment, and evaluation services for prospective students, families, counselors, and teachers
- Managed and coordinated activities and services that maintained strong and mutually beneficial relationships with high schools, community colleges, community-based organizations, UCR undergraduate colleges, academic and student service departments, and programs that facilitate admission and enrollment of new undergraduate students
- In consultation with the Director, responsible for personnel, budget and resource management
- Participated in various system-wide and campus-wide committees and had the authority to make decisions and commitments on behalf of Undergraduate Admissions in the absence of the Director

University of California, Riverside

Director, Undergraduate Recruitment 2004–2010 (*Interim Director 2004-2005*)

- Developed, managed, and supervised a coordinated and comprehensive outreach and recruitment program that sought to meet the goals of the institution, under the backdrop of enrollment targets, regarding the recruitment of high achieving freshman and transfer students to UCR. This included attention to both the quality and diversity of the undergraduate class. Worked with staff to ensure services and programs met the enrollment management plan of the institution
- Developed and continually refined an Undergraduate Recruitment strategic plan that included goals and objectives targeted towards various constituencies such as parents, students and counselors, ultimately aimed at increasing the quality and diversity of students enrolled at UCR
- Recruited professional staff for all segments of Undergraduate Recruitment, provided oversight and leadership for a professional staff of 19 and approximately 50 student assistants
- Created, implemented and monitored recruitment programs, tour program activities, and events, utilizing technology and individual interactions with constituent groups to attract the best students that represented the state of California

- Collaborated with Enrollment Management Publications in regards to the development of promotional materials and overall communication and messaging plan for Undergraduate Recruitment
- Collaborated with and built relationships with University department constituencies such as alumni, parents, student services, faculty, honors program and academic departments so they felt vested in helping to secure an academically strong and diverse entering class
- Prepared and was accountable for a yearly budget plan for Undergraduate Recruitment for presentation to the Associate Vice Chancellor of Enrollment Services

University of California, Riverside

Associate Director, Undergraduate Recruitment 2001-2004

- Responsible for the management and direct supervision of eight counseling staff and one support staff
- Prepared proposed and actual expenditure budgets for outreach activities and events
- Analyzed current and historic data in regards to high school students statewide to refine targeted recruitment strategies which led to an increased University yield of high achieving and diverse students
- Communicated and built relationships with other on-campus departments, including those within Enrollment Management, in regards to outreach goals, strategies and programming
- Oversaw management of the UCR Tour Ambassador Program
- Planned and coordinated outreach and yield programs both on and off campus

Pepperdine University

Director, University Events 2000-2001

Pepperdine University

Assistant Director, University Events 1997-2000

Pepperdine University

Manager of Special Events, University Events 1995-1997

Pepperdine University

Administrative Assistant, University Events 1993-1995

EDUCATION

Pepperdine University; Malibu, California

Bachelor of Arts in Political Science, minor in Youth and Human Service

COMMITTEES AND WORKGROUPS

Systemwide Residency Task Force *AVC Co-Sponsor*

Athletics Transfer Appeals Committee *Chair*

Cohort Tuition Implementation Committee *Chair*

Course Demand Work Group *Co-Chair*

Senate Committee on Undergraduate Admissions *Voting Member*

Undergraduate Admissions Black Student Task Force *Executive Sponsor*

College Board *Institutional Voter*

Riverside County Educational Collaborative *HUB Leader*

Chancellor's Advisory Council on Athletics (CACIA)—*Member*

UC Senior Evaluators/International Evaluators Workgroup *Co-Chair*

UC Riverside Enrollment Services Transfer Task Force *Chair*

Growing Inland Achievement (GIA) Advising and Transfer Action Network Team *Member*

Admissions Special Review Senate Ad Hoc Committee *Advisor*

COVID Coordination Work Group *Member*

Chancellor's Cabinet *Member*

Provost's Cabinet *Member*

Academic Technology Advisory Board *Member*

Campus Strategic Planning Committee *Member*

UC Subcommittee on Transfer Advising Innovations & Communications *Admission Director Representative*

University of California Academic Verification Task Force *Admission Director Representative*

University of California Application Redesign Workgroup *Member*

University of California Personal Insight Question Development *Leader*

Promoting Authentic College, Career, and Civic Readiness Assessment Systems (PACCCRAS) *Member*

PROFESSIONAL MEMBERSHIPS/AFFILIATIONS/ACTIVITIES

Association of Chief Admission Officers of Public Universities (ACAOPU)

National Association of College Admission Counselors (NACAC)

Western Association of College Admission Counselors (WACAC)

WACAC Governmental Relations Advocacy Committee (GRAC)

Collegiate Information and Visitor Services Association (CIVSA)

Growing Inland Achievement (GIA) Regional Enrollment Roundtable *Participant*

EdSource Enrollment and Undergraduate Admissions Roundtable *Participant*

Council of African American Parents *Supporter and Campus Resource*

University of California Enrollment Management Summit *Presenter*

Ensuring Transfer Success *Presenter*

University of California Counselors Conference *Presenter*

NACAC *Presenter*

WACAC *Presenter*

Manager Redefined Training Course offered through UC Riverside's HR Department *Participant*