



Office of the President

December 8, 2023

Dear Ms. Kenyon and Ms. Costelloe:

Thank you for agreeing to chair the search committee for a key leadership position at Daemen University. I want to thank you and all the search committee members for accepting my charge to identify a list of acceptable finalists to fill the critically important position of Vice President for Enrollment Management and Marketing at Daemen.

The demographic shifts challenging private higher education in general, New York State, will require a visionary leader with the right mix of proven and innovative approaches to recruiting and enrolling optimal cohorts for the University that align with our academic and student profile.

The VP for Enrollment Management and Marketing will develop and execute recruitment plans and policies that are innovative, analytically rigorous, and data-driven that are regularly assessed and refined, in partnership with the President, his Cabinet, and other key campus stakeholders. Finally, the Vice President for Enrollment Management will be expected to implement strategies and plans for carrying out the major recruitment components of Daemen University's Strategic Plan, including the recruitment of international students to work collaboratively with the Vice President for Student Affairs on matters of retention and persistence.

I am confident that your committee will help to identify a short list of outstanding individuals, any of whom could become our next Vice President for Enrollment Management and Marketing.

To these ends, I would specifically charge you and the committee to

1. Conduct a national search for the most highly qualified individual who will best fit both the key requirements set forth in the published job description profile, with special focus on the unique characteristics of Daemen University
2. Give careful consideration in identifying highly qualified, under-represented minorities and women candidates among those individuals under review for the position;

---

0DLQ 6WUHHW \$PKHUVW3KIRQH -  
 )D[ KWWS ZZZ GDHPHQ HGX

Melaine Kenyon  
Kari Costelloe  
December 8, 2023  
Page Two

3. Give priority consideration to those candidates with recent experience in similar positions at institutions of higher education, with special emphasis on those with experience at private non-profit colleges or universities;
4. Where appropriate, encourage the committee to proactively contact highly qualified individuals whom members may know and recommend for the position; and
5. Develop and maintain a website devoted specifically to the search, with important information that will assist in the committee's recruitment process.

Finally, reflecting the importance of your committee and your roles as co-chairs, I urge the committee to maintain strict confidentiality regarding all proceedings of the search. Furthermore, as typical of leadership searches, all communications from the search committee should come from you.

Again, I want to thank you and the search committee members as you begin the critically important recruitment of the Vice President for Enrollment Management and Marketing.

Cordially,



Gary A. Olson  
President