

Andre L Bell
[REDACTED]
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Lansing & Associates
Attention: Deena Whitfield

10/17/2008

Dear Ms. Whitfield,

I write to confirm my continuing interest in the Radford University, Vice Provost for Enrollment Planning and Management position. I believe that my leadership, experience, and success in a variety of campus and organizational settings are a match for the challenges and goals expressed by Radford. Please accept this letter as application for the position.

My experience and success as Vice President for Marketing, Communication, and Enrollment at Bentley College appear to mirror aspects of the position description. The work at Bentley included enrollment analysis and planning for both undergraduate and graduate students. My portfolio expanded to include management of both undergraduate and graduate admission and financial aid strategy, registration, and institution-wide coordination and development of marketing strategy, and institutional research. Collaboration with faculty, academic and administrative units across the institution was a key factor in the success I achieved. I served as a member of both President's Cabinet and the Dean's Council at Bentley. The Bentley College enrollment management organization and mission statement are highlighted in, The Strategic Enrollment Revolution, published by AACRAO, 2001.

In my Bentley College, and College Board, College and University Enrollment Services positions market research and data analysis were the basis for developing promotion and strategy. The outcomes in these settings were improved market perception, sales (enrollment), satisfaction (retention and institutional giving), and the better use of resources.

I believe that my success in both private and public university settings, Northwestern and the University of California-Berkeley, demonstrate experience and understanding of admission, recruitment, and financial aid operations. I lead the implementation or redesign of information systems, office space, and staffing configurations to improve service to both internal and external clients at three institutions.

I have management and leadership experience and in a variety of settings including:

- College Board, as Vice President for College and University Enrollment Solutions:
 - 89 total staff (Professional – 80, Support – 9)
 - \$62m, direct expenses were \$29m; net contribution margin was \$33m, and
- Bentley College, as Vice President for Marketing, Communication, and Enrollment
 - Staff: 75, Salary \$3.4M
 - Operating Budget \$3.9M, with all marketing and pub's included \$7.6M

- o College Financial aid: aid/discount \$25.7M (9.8M non-need, 1.4M Athletic, 14.1M Need Based = 25.3M), Endowed aid \$1.9M

I have maintained close working partnerships with the budget, planning, and research organizations everywhere I have served. These relationships helped to create a sense of stability and trust even during periods of uncertainty. I have helped develop staff members for leadership positions in the following organizations: University of California (Berkeley and Davis), Bentley College, Dean College, NYU Graduate School, Northwestern University, and College Board. A key feature in my approach to staff development and management is developing a culture of coordination and knowledge across department lines.

Advancing excellence and diversity has also been a central part of my history in higher education:

- as Director of Financial Aid at Northwestern University, engaging in targeted minority student recruitment and financial aid strategies, and minority student group advising;
- as Director of Undergraduate Admission and Relations with Schools at UC - Berkeley, leading the development and implementation of an admission process that meet US Supreme Court standards established in the Bakke case;
- as Dean for Enrollment at Bentley College, increasing minority student enrollment, aid funding, retention and graduation; and
- as Vice President for College and University Enrollment Solutions at College Board, working to facilitate the launch and initial funding for the Access and Diversity Collaborative, which focuses on these issues and training higher education professionals regarding policy and legal issues.

I have a deep personal commitment, interest, and passion for these issues as a former resident of a public housing project and graduate of an inner city public school. I know, first hand, the transformative power of higher education.

I hope that the aptitude, attitude and experience that I can bring to the position will be of interest to Radford University, and that I will be invited to meet with members of the campus community.

Sincerely,

Andre L Bell

Andre L Bell

ANDRÉ L. BELL

SUMMARY

A higher education executive with an extensive history of initiating and managing change, innovation, and success on campuses and in organizations across the country. Future oriented change agent with expert knowledge of higher education practice and trends. An information based decision maker who uses connections across data, events and people to inform strategy and practice. Experienced in developing compelling presentations to accrediting, bond rating, and investigative agencies. Record of achievement increasing enrollments, quality, diversity and net revenue. A teacher, mentor and promoter of staff with an excellent record of facilitating and managing organizational change.

PROFESSIONAL EXPERIENCE:

COLLEGE BOARD, New York, NY

2003 – 2007

Vice President, Midwestern Regional Office, Rosemont, IL

2005 – 2007

Appointed by CEO to lead the management and operation of the regional office staff (20) and serve the College Board's secondary, higher education and State education clients in 13 states.

Drove and orchestrated an overhaul and turnaround of the office during a period of transition and change. Increased visibility, improved leadership, inter-department morale, and client relationships while increasing overall sale of services.

- Key member of national team that redesigned managerial staff job duties and expectations. Launched a new interview and hiring process for managerial positions that increased the quality of new hires.
- Partnered with Human Resources to create staff development goals that improved office functions and services, reduced staff turnover by 50%, and engendered a stronger sense of team and collaboration.
- Developed expanded roles, duties and involvement of regional managers with client advisory council and committees, increasing their understanding of major issues.
- Engaged in active mentoring, development, promotion of the account managers.
- Developed cutting edge national and regional presentations regarding demographic and economic changes and policy implications for education and industry that increased the level of client engagement and sales.
- Increased attendance and positive reviews of the annual conference and constituent meetings.
- Closed successful sales of services and engagement agreements with two additional Big Ten universities, and two urban predominantly minority school systems in the State of Michigan.
- Led the first community college appointment to our advisory council, recognizing community colleges as the fastest growing and changing segment in higher education.

Vice President, College and University Enrollment Solutions, Reston, VA 2003 – 2005

Leadership responsibility for the development and implementation of all College and University Enrollment Services (CUES) offerings; including integrating services to better meet client needs. Managed all College Board financial aid, admissions and enrollment products and services; and led the leadership and development of a staff of approximately 70.

Charged with reigniting the division's direction, client confidence, product/service innovation and unit cohesion.

- Proposed, designed and implemented the consolidation and reconfiguration of product design and customer support for software product groups in Reston, VA.
- Developed and launched an organizational realignment; merging and replacing staff; increasing staff stability and satisfaction while expanding assignment portfolios.

- Launched the first product marketing audit resulting in updating promotional material, which improved recognition in the marketplace and increased sales.
- Reviewed and amended existing contracts and service agreements to successfully retain clients in a period of change.
- Created and/or formalized several client product advisory groups for college admission products, improving client satisfaction, retention and product promotion.
- Realigned sales force incentives to better leverage new product sales versus contract renewals.
- Managed all communications and legal issues following a sensitive breach of client data security procedures.

BENTLEY COLLEGE, Waltham, MA**1993 – 2003****Vice President, Marketing, Communication and Enrollment** 1997 – 2003**Vice Provost** 1995 – 1997**Dean for Enrollment** 1993 – 1995

Held increasingly complex responsibilities over 10 years, culminating in leadership responsibility for developing strategies, managing implementation, growing enrollment, increasing student diversity and retention for the largest free standing business school in the country. Managed the marketing and enrollment launch of a redesigned MBA program focused at the intersection of business practice and technology. Reported to the College President *and* served as a member of both the President's Cabinet and the Academic Dean's Council. Managed a staff of 75.

Successfully transformed the college while overcoming the challenges of a highly competitive and crowded higher education market, in a declining demographic and economic environment.

- Grew undergraduate enrollment by 25% and new graduate student enrollment by 35%, increased diversity and academic profile in both the undergraduate and graduate programs through aggressive communication and marketing efforts.
- Designed and executed strategies that drove increases in net tuition revenues by 73% from 1999 to 2003.
- Enrollment success contributed to increases in giving and growth of campus size by 100%.
- Gained institutional recognition both locally and nationally; received positive reviews by national accrediting and bond rating organizations.
- Realized improvement in national ratings and rankings for both undergraduate and graduate divisions.
- Achieved Carnegie Commission reclassification from college to university status.
- Recognized for innovation and success in *The Strategic Enrollment Management Revolution*, published by AACRAO in 2001.

UNIVERSITY OF CALIFORNIA, BERKELEY**1989 – 1993****Director, Office of Undergraduate Admission and Relations with Schools** 1992 – 1993**Director, Office of Undergraduate Admission** 1990 – 1992**Associate Director, Office of Admissions and Records** 1989 – 1990

Overhauled and restructured the undergraduate admission operation, meeting federal civil rights requirements and reestablishing public confidence. Reported to the Associate Vice Chancellor for Student Affairs.

- Led the redesign of the admission process over two years to be fully compliant with existing Supreme Court rulings, while undergoing a federal investigation.
- Expanded the involvement of groups outside the admission office (including local high school guidance counselors) in the selection process.
- Achieved a favorable evaluation of the University's selection process by the US Department of Education, Office of Civil Rights.
- Improved enrollment forecasting process by working closely with the Student Research and Budget offices.
- Improved staff work environments, coordinated office functions and optimized technology to generate improved service to prospective students and the public.
- Successfully enrolled the projected number of students in the budget without overages or shortfalls.

MILLS COLLEGE, Oakland, CA

1987 – 1989

Special Assistant to the President, Enrollment Planning and Financial Aid

Responsible for enrollment analysis, research, and financial aid budget development and awarding strategy; in addition to the day to day management of the Office of Financial Aid.

NORTHWESTERN UNIVERSITY, Evanston, IL

Director, University Financial Aid

1980 – 1987

Reported to the Vice President for Admission, Financial Aid, the Registrar, Government Relations, and the Research Park. Responsible for day to day management, budget development and packaging strategy for the \$32 million undergraduate financial aid operation, and the Chicago office for the Law, Medical, and Dental schools. Improved budget accuracy, awarding strategy, and the use of technology.

EDUCATION

Northwestern University, Evanston, Illinois

Master of Arts, Educational Administration

Special interests: Higher Education, Governance, Student Rights

Bachelor of Arts, Art

BOARDS OF DIRECTORS / TRUSTEES

The Higher Education Resources Institute of Boston (TERI), 1996-2004

Chair of the Access Services Committee, 2003

The Union Baptist Church, Cambridge, Massachusetts, 1996-2001

The Higher Education Resource Center (HERC), Boston, Massachusetts, 2001-2003

PROFESSIONAL ASSOCIATION COMMITTEES

The College Board,

New England Regional Assembly, Chair elect 2002, Chair 2003

College Scholarship Services Council 1999-2002

New England Regional Assembly 1995-97

Advisory Committee to the Sacramento Office, 1991-93

The SAT Advisory Committee, 1990-93

The Washington Office Advisory Panel, 1985-88

Research and Development Advisory Committee, 1984-87

Executive Board, Midwestern Regional Assembly, 1980-82

The National Association of College Admission Counselors, Vice President for Admission Practices, 1986-87

Legislative and Professional Concerns Committee, 1985-86

Graduate and Professional School Financial Aid Council, ETS, 1983-86

Midwest Association of Student Financial Aid Administrators, Executive Council, 1980-81, 1983-84

Illinois Association of Student Financial Aid Administrators, President, 1980-81

ADDENDUM**SELECTED CONSULTING ASSIGNMENTS:****Admission, Financial Aid Strategy, and Enrollment Planning**

Providence College, Providence, Rhode Island 2003

Golden Gate University, San Francisco, California, 1998

Saint John's College, Santa Fe, New Mexico, 1992

The University of Denver, Denver Colorado, 1986, 1988-1991, 2007

Lehigh University, Bethlehem, Pennsylvania, 2008

Texas Student Loan Guarantee Agency, Austin, Texas 2008

SELECTED PUBLICATIONS/ARTICLES:

"8 Percent African American, 5 Percent Latino, 1 Percent Native American: Have We Achieved Our Goal?"
Beyond Sound Bites, a Report on the College Board Colloquium, January 2001

"Notes on Charting a Course through Challenges in Financial Aid"
On Target, the College Board, fall 2001

"Is Financial Aid in the Admission Driver's Seat?"
On Target, the College Board, fall 1998

"The Role of the Financial Aid Administrator in the Year 2000, a Response"
An Agenda for the Year 2000, the College Scholarship Service, the College Board, 1985

SELECTED PROFESSIONAL PRESENTATIONS:

Illinois Association of Teacher Education Programs at Private Colleges

"Demographic Transformation and Change: America's Challenge" (2007)

American Association of Collegiate Registrars and Admissions Officers, Annual Meeting

"Weathering the Demographic Storm" (2006)

"Post Admission Retention Strategies for Diverse Populations" (1992)

National Association of Financial Aid Administrators, Annual Meeting

"Geodemographic Implications for Enrollment Management (2006)

The College Board, National Forum

"Using the Admitted Student Questionnaire Beyond the Admission Office" (2006)

"Affirmative Action in College Admission" (1992)

The College Board Annual Colloquium – St. Petersburg, Florida

"Overcoming Recruitment Challenges to Achieving Diversity" (2001)

New England Association for Institutional Research

"Influencing Strategic Decision Makers" (2003)

National Association of College Admission Counselors, Annual Meeting

"Where Are the College -Bound African American Students and How Can I Get My Share" (1992)