

## **Roger J. Thompson**

Senior-level higher education leader, with a strong commitment to developing organizations, providing leadership and establishing strategic goals and institutional priorities and accomplishing those goals. Proven ability to represent large research institutions to a broad, and diverse set of constituencies including, student, faculty, staff, alumni, donors, government officials and friends of the institution. An experienced servant leader and fundraiser dedicated to working collaboratively with colleagues to be strategic, innovative, and committed to building excellence. A data informed leader, who enjoys people, is comfortable in a public leadership role, and is willing to be bold, decisive and focused on the long term priorities of the institution.

### **OBJECTIVE:**

To serve as President of Missouri State University.

### **EDUCATION:**

**Doctor of Education Degree,**  
University of Southern California.

**Master of Science Degree,**  
University of Central Missouri.

**Bachelor of Arts Degree,**  
California State University, Long Beach.

**Certificate,** Management and Leadership in Education.  
Harvard Graduate School of Education.

**Executive Training:** Millennium Leadership Initiative Protégé  
American Association of State Colleges and Universities (AASCU).

## **EXPERIENCE SUMMARY:**

### **University of Southern California, Los Angeles, California.**

#### **August 2022 – Present**

Faculty Member, Rossier School of Education

### **University of Oregon, Eugene, Oregon.**

#### **July 2010 – Present**

October 2016 – Present, Vice President for Student Services and Enrollment Management

September 2012 – September 2016, Vice President for Enrollment Management

July 2010 – August 2012, Vice Provost for Enrollment Management

### **Indiana University, Bloomington, Indiana.**

#### **July 2006 – June 2010**

July 2006 – June 2010, Vice Provost for Enrollment Management

October 2007 – June 2010, Special Advisor to the President

### **University of Alabama, Tuscaloosa, Alabama.**

#### **June 1998 – July 2006**

July 2003 – July 2006, Associate Vice President for Enrollment Management, Faculty member, Graduate School

1998 – June 2003, University Registrar

### **University of Southern California, Los Angeles, California.**

#### **May 1991 – June 1998**

January 1996 – June 1998, Associate Registrar

August 1993 – January 1996, Assistant Registrar

May 1991 – July 1993, Degree Progress Counselor

### **University of Central Missouri, Warrensburg, Missouri.**

#### **August 1989 – May 1990**

Graduate Assistant, Division of Student Affairs

### **California State University, Long Beach, Long Beach, California.**

#### **June 1988 – May 1989**

Associated Students Incorporated, President

## **EXPERIENCE:**

### **University of Southern California, Los Angeles, California**

#### **August 2022 - Present**

**Faculty Member** August 2022 - Present

#### *Areas of Responsibility:*

\*Teaching EDUC-691, a required course for graduate students in the higher education master's program in the Rossier School of Education.

**University of Oregon, Eugene, Oregon**  
**July 2010 - Present**

**Vice President for Student Services and Enrollment Management** October 2016 – Present

*Areas of Responsibility:*

\*Creating, and developing all aspects of the student services and enrollment management division through the following departments: Continuing and Professional Education, Office of Admission, Office of the Registrar, Office of Student Financial Aid and Scholarships, Student Orientation Programs, Student Services and Enrollment Management Development, Student Services and Enrollment Management Research and Assessment, Strategic Communications and Marketing, University Health Services, University Housing, University Testing Center and central administration of the entire organization of 1,900 plus team members (some union represented) and a budget of \$166,000,000 operating and \$84,000,000 institutional aid.

*Accomplishments that:*

Inspire Optimism and Distinct Identity for Future

\*Successfully created a leadership team and a division committed to creating an enthusiastic and optimistic perspective to lead the effort to become a student centered university.

\*Created programs and initiatives to expand and enhance the institutional brand from a regionally recognized brand to a national and international brand identified by many different constituency groups.

\*Communicated the institutions identity and brand to a broad-based audience during a time of tremendous institutional leadership change, which included eight Presidents in fourteen years.

\*Introduced, supported and expanded “Academic Residential Communities” that partner with academic schools and colleges within residence halls, including faculty in residence, academic space and maker space in residential facilities.

\*Designed and implemented a ten year strategic plan for university enrollment growth, which is currently progressing ahead of the established schedule.

Create, Enhance, Implement and Support Student Success

\*Created strong programs for physical and mental health, leading the University to receive one of seven national Healthy Campus Awards from the Washington DC based Active Minds.

\*University Health Services was recognized with the 2022 Bernard Kershner Quality Award through the national accrediting body, AAAHC. All types of medical practices (not simply college health) are considered for this nationwide quality assurance award.

\*Designed and implemented an initiative to increase student persistence or retention in the freshmen to sophomore year. This research based solution increased freshmen to sophomore retention from 84% to 87%.

\*Introduced, implemented and expanded the utilization of registration based software to enhance and increase student course loads per term. This program has contributed to student success initiatives, and specifically increased four and six year graduation rates.

\*Expanded Academic Residential Communities, Faculty in Residence programs, and other initiatives in our residence hall system to increase student success measures.

\*Partner with Deans, Vice Presidents, Vice Provosts and campus colleagues to support a wide array of student success initiatives across campus.

\*Introduced and secured Board of Trustee approval and funding for a \$220,000,000 “Housing Transformation Plan” and \$18,000,000 for an expansion and renovation of the Student Health and Counseling Center, including a fee structure coordinated with the Associated Student government leaders. These new facilities support student success.

\*Partnered with faculty colleagues to build one of the first in the country phone based app to address food insecurity, making left over catered food available for students.

\*Invested over \$100,000,000 for new and remodeled residence hall facilities, including faculty in residence apartments, Academic Residential Communities and student learning spaces to enhance out of classroom learning.

\*Created University Health Services, by merging the University Health Center and Counseling Center to better meet the physical and mental health needs of students, faculty and staff.

\*Increased mental health services for students by adding five new therapists to the Counseling Center.

\*Created and implemented financial aid and scholarship programs to support students and their success and progress to graduation.

#### Garnered Resources for the University

\*Surpassed our division fundraising campaign goal of \$70,000,000 by raising \$119,000,000 and reaching our goal years ahead of schedule and securing the largest scholarship gift in the history of the institution, while contributing to the overall university fundraising goal of \$3,000,000,000.

\*Created and secured donor funding to create a new Financial Literacy program for students.

\*In partnership with the Business School, secured a \$500,000 gift to develop new and enhanced student leadership development programs.

\*Proposed and secured nearly \$14,000,000 in new funding from the Stamps Foundation for student scholarship and support to expand our program.

#### Stabilize and Grow Institutional Resources and Results

\*Successfully managed a strategic enrollment plan that stabilized university budgets during a time of deep state appropriation reductions and declining high school graduates in state and across the country.

\*Developed and contributed to student success initiatives that led to record student persistence rates and increased graduation rates.

\*Led the effort to achieve university records for entering class size, academic quality, diversity, and net revenue, including thirteen of the fourteen largest entering classes, including the largest in 2022.

\*Established university enrollment records while utilizing an 12% discount rate, less than half the rate of competitors and peers.

\*Successfully increased the diversity of the student body by enrolling the most diverse, both from a socio-economic standpoint as well as race and ethnicity for eleven consecutive years.

\*Re-engineered the Continuing and Professional Education organization to build fiscal stability, program enhancements and strong corporate partnerships through new program offerings in Portland and on-line.

\*Successfully led capital construction projects totally over \$325,000,000 which increased energy efficiency creating significant budgetary savings on energy expenditures.

### Valued Diversity and Serving Special Needs

- \*Successfully met our internal division wide goal to create a more diverse and inclusive workplace, both in hiring and in professional development, including becoming the first division on campus with an “Action Plan” with broad based goals and objectives.
- \*Successfully re-designed the Counseling Center, increased funding to hire five new FTE therapists to address increased mental health needs of students.
- \*Created, developed and expanded a division wide mentoring program for team members to aid in their professional development.
- \*Designed and implemented a strategy to increase the diversity of our student body with the freshmen class increasing from 17% of the students from under-represented populations to 38% currently.

### Increased the Image of the University in the State

- \*Represent the institution to state government leaders, the United States congressional delegation and both United States senators in both formal and informal settings.
- \*Partner with corporate partners to increase the brand identity of the university across the state and country.
- \*Introduced new professional development certificate programs to meet business and industry needs in technology and digital skill gaps in the work-force in Portland.
- \*Developed, and implemented numerous initiatives that were the first of their kind in American higher education, such as UO360, a virtual reality experience, a housing selection interactive process, a campus running tour with history of “Tracktown USA and Nike relationship” and among the first in the country with personalized video for constituency groups and a phone based application for food insecurity utilizing left over food from catering for students in need.
- \*Initiated sponsorships and participated as the university representative in community events across the state, such as the Pendleton Roundup (rodeo in eastern Oregon), Portland Rose Festival (second only to Pasadena California), Fiesta Mexicana (oldest Latino(a) festival in the state), Good in the Hood (oldest predominately African American event in state), Pear Blossom Festival (southern part of state) and others.

### Created Academic Partnerships and Strengthened Schools, Colleges and University

- \*Redesigned and implemented new strategy and tactics to increase Robert D. Clark Honors College enrollment.
- \*Developed a new approach to scholarship awarding for several schools and colleges to enhance academic excellence and diversity as well as financial resource allocation efficiency.
- \*Created, supported and implemented new academic initiatives across campus and in our organization.
- \*Initiated and implemented a direct admission program and marketing program for our Lundquist College of Business, resulting in dramatically increasing enrollment.
- \*Supported and partnered with the Provost Office and Deans to enhance the development of new academic programs.
- \*Partnered with the Knight Campus for Accelerating Scientific Impact to develop academic programs for undergraduates.
- \*Partnered with Academic Affairs, Dean’s, faculty and others in creating the Ballmer Institute for Children’s Behavioral Health.

## **Vice President for Enrollment Management** September 2012 – September 2016

### *Areas of Responsibility:*

\*Creating, and developing all aspects of the enrollment management division including the following offices: Admissions, Registrar, Enrollment Management Integrated Strategic Communications, Enrollment Management Research, New Student Orientation, Student Financial Aid and Scholarships, and central administration of the entire organization.

### *Accomplishments that:*

#### Stabilize and Grow Institutional Resources and Results

\*Implemented strategic enrollment strategies which led to increased academic quality and diversity in the freshman class. Specifically, the entering classes of 2012, 2013 and 2015 established record levels of academic ability and diversity in the history of the University of Oregon.

\*Implemented strategic enrollment management strategies that led to record level enrollment for both domestic non-resident students, and international students resulting in strong tuition revenue growth.

\*Surpassed division fundraising campaign goal of \$70,000,000 by over \$5,000,000 and years ahead of schedule.

#### Supported Students

\*Finalized, secured and implemented a \$25,000,000 gift for the Pathway Oregon program administered in our organization. This represents the largest scholarship gift to date at the University of Oregon.

\*Created, finalized and implemented a \$5,000,000 gift to create the Solari Scholars for middle income Oregonians.

\*Successfully implemented a complete re-design of the UO scholarship process for students, while also working collaboratively to re-design donor giving levels related to scholarships.

\*Created the proposal, delivered the presentation and secured the commitment and funding from the Western Golf Association for an expansion of the Evans Scholars program, while also establishing the first scholarship house in the Pacific Northwest at the UO.

\*Created, and implemented a new scholarship partnership program with a Community Based Organization (CBO) which serves predominantly African American students in Portland.

\*Redesigned the Pathway Oregon need based scholarship program resulting in more than a 40% increase in the number of Oregonians served by the program.

#### Created Academic Partnerships and Strengthened Schools, Colleges and University

\*Created strategic enrollment management plans with several of the schools and colleges in order to help meet their enrollment targets.

\*Developed a scholarship program for students from Rapa Nui (Easter Island) to enhance educational opportunities for domestic and international students.

\*Identified and implemented numerous solutions to address institutional challenges, such as “at-risk” student populations to increase retention, institutional academic assessment reports (international and domestic), web and application based solutions to increase student service.

\*Represented the institution at the public university President’s council on numerous occasions in place of the university President.

### Identified and Recruited Talent

- \*Led the successful search for a new Chief Information Officer, resulting in the hiring of a CIO identified by the national EDUCAUSE organization as the recipient of the “Rising Star” award.
- \*Identified and hired new Assistant Vice Presidents with national expertise and leadership on the national level.
- \*Served on the search committee for a new Senior Vice President for Academic Affairs and Provost.

### **Vice Provost for Enrollment Management July 2010 – August 2012**

#### *Areas of Responsibility:*

- \*All aspects of the enrollment management division including the following offices: Admissions, Enrollment Management Integrated Strategic Communication, Enrollment Management Research, Student Financial Aid and Scholarships, and the University Registrar.

#### *Accomplishments that:*

#### Stabilize and Grow Institutional Resources and Results

- \*Implemented enrollment strategies which led to increased academic quality and diversity in the freshman class and new university records in both areas in 2011.
- \*Began a long term effort to increase the ethnic diversity of the campus, which began with increases in African American, Hispanic and Asian American students and at university record levels.
- \*Increased enrollment and net tuition revenue with among the lowest discount rates for public flagship universities in the country at 9.2%.

#### Served the State

- \*Created a re-design of our primary merit based institutional aid package that increased the number of Oregonians receiving awards and has grown each subsequent year since the re-design.
- \*Implemented broad based programs and initiatives to partner with K-12 colleagues across the state of Oregon.
- \*Visited and met individually with over 140 high school principals in the state of Oregon, and another fifty outside the state to understand how the university could better serve K-12.
- \*Increased the number of domestic minority students at the undergraduate level to a percentage that exceeds the percentage in the state, becoming one of the few Association of American Universities to achieve this level.
- \*Contributed to the successful hosting of the US Track and Field Olympic Trials on our campus.

#### Enhanced the University Brand and Reputation

- \*Selected for membership on the National Council for Enrollment Policy and Practice.
- \*Created, and chaired the first annual Association of American Universities meeting of the Chief Enrollment Management Officers group and have chaired every annual meeting since the inception of the group through 2018.
- \*Initiated new and innovative tactics to enhance the university brand through social media, print and electronic media.
- \*Created and implemented new university programming to leverage athletic success.

**Indiana University, Bloomington, Indiana**  
**Vice Provost for Enrollment Management July 2006 – June 2010**  
**Special Advisor to the President October 2007 – June 2010**

*Areas of Responsibility:*

\*All aspects of the enrollment management division including the following offices: Admissions, First Year Experience, Research, Scholarships, Student Financial Assistance, System Design and Development and University Registrar an organization of 230 plus team members.

*Accomplishments that:*

Stabilize and Grow Institutional Resources and Results

\*Total enrollment at Indiana University grew from approximately 38,000 students to over 42,000 students during my tenure. The total enrollment records at IU were consistently broken during my tenure.

\*Net tuition revenue grew to record levels, and included one year where un-budgeted tuition revenue exceeded \$30,000,000, based on a larger than budgeted entering class and retention gains.

\*Enrolled the largest freshman class in IU history (2008), while also increasing the test scores to a level in 2009 which met a Board of Trustees established goal for a 1200 SAT in 2017-2018.

\*Designed and implemented programs to increase freshmen to sophomore retention, which reached a record level of over 90% in 2008, an increase of 2% in three years resulting in additional revenue beyond budgeted totals.

Valued Diversity

\*Implemented enrollment strategies which led to increased academic quality and diversity in the freshman class for each year during my tenure. Specifically, each entering class, beginning in 2009 established record levels of academic ability and diversity in the history of Indiana University.

\*Increased the number of African American, Hispanic, Asian American and international students enrolled at Indiana University to record levels.

\*The percentage of under-represented students, both undergraduate and graduate enrolled at IU exceeds the percentage of under-represented residents in the state making Indiana University more diverse than the state in which it resides.

Created Innovative Approaches and Solutions to Complex Challenges

\*Designed, created, and implemented the 21<sup>st</sup> Century Scholar Covenant, a need-based financial aid program designed to cover the full cost of attendance for low income families. This program doubled in size during my tenure from a first time cohort of 261 students.

\*The 21<sup>st</sup> Century Scholar Covenant became a model for other institutions in the state of Indiana, and for universities around the country as many institutions replicated similar programs. The program was consistently hailed by Governor Mitch Daniels as a model for college affordability and received recognition from the College Board.

\*Designed, created, and implemented the Pell Promise Program, a need-based financial aid program designed to help low to middle income families with the cost of college.

\*Redesigned the merit based scholarship programs to increase academic quality, and the number of Indiana residents receiving institutional aid.



\*Established a First Year Experience Office to enhance first year student engagement and increase freshmen to sophomore year persistence.

\*Provided leadership in coordinating all IU campuses to share information and build a collaborative enrollment process for new students and transfers.

\*Developed and implemented a partnership program with the junior community college system, which enabled collaboration and partnership with the "Hoosier Link" program.

#### Garnered new Resources for the Institution

\*Obtained, designed and implemented the Cox Scholars program based on a \$80,000,000 gift to the institution for scholarship programs.

\*Secured a \$400,000 Lloyd G. Balfour Grant, awarded to the Indiana University Enrollment Management division.

\*Created a new Office of Scholarships to provide strategic guidance and coordination to the undergraduate scholarship awarding and renewal process, resulting in increased enrollment and efficiency in administrative overhead.

#### Increased Indiana Resident enrollment at institution

\*Introduced new marketing concepts and programs which led to an 18% increase in applications in one year, and over 35% in my tenure.

\*Increased the enrollment of top Indiana resident scholars, those students with a 3.75 high school grade point average and a 1300 SAT or higher by 31% between 2007 and 2008 and an additional 29% from 2008-2009.

**University of Alabama, Tuscaloosa, Alabama**  
**June 1998 – July 2006**

**Associate Vice President for Enrollment Management,**  
**Faculty member, Graduate School**  
June 2003 – July 2006

#### *Areas of Responsibility:*

\*All aspects of the enrollment management division including the following offices: Academic Records and Registrar, Admissions, Enrollment Services & Programs, Financial Aid, Orientation, Scholarships, Testing and Technical Support Services and leading our team of 150.

#### *Accomplishments that:*

#### Grew and Strengthened Institutional Resources

\*Implemented new recruitment strategies to increase undergraduate admission applications by nearly 40% in three years.

\*Increased the freshman class size by 42% in three years while also increasing the average grade point average and ACT score of the entering freshman class.

\*Increased the percentage of out-of-state students in the freshman class by seven percentage points in three years resulting in a strong return on investment for out-of-state recruitment.

\*Created, developed and implemented programs which increased the freshmen to sophomore retention rate three percentage points during my tenure as the administrator responsible for retention rates.

### Enhanced Institutional Reputation

\*Designed and implemented a scholarship program which increased the number of National Merit, Achievement and Hispanic Scholars from 52 students to 145 in three years. This program was replicated by institutions across the country.

\*Implemented new recruitment strategies to increase undergraduate admission applications by nearly 40% in three years.

\*Implemented new recruitment events in out-of-state markets, and expanded in-state events.

\*Initiated, designed and implemented a regional recruitment strategy which began in Atlanta, Dallas and Houston that spread to 18 key recruitment markets across the country and became a model for other institutions.

\*Introduced specialized recruitment events for top scholars and nationally recognized students.

\*Created, designed and implemented a strategic recruitment plan which doubled the number of entering freshmen in Honors College in three short years.

\*Represented the University of Alabama to students and families throughout the country, and created a strong regional recruitment program which has become a model to other institutions.

### Increased the Efficiency of the Organization for Financial Benefit

\*Designed and implemented the division wide utilization of work-flow and document imaging creating a more efficient organization across all departments in the division.

\*Reduced application processing time from eight weeks to one week utilizing document imaging software and workflow technology. This led to significant cost savings.

\*Introduced web based orientation and testing registration to UA.

## **University Registrar**

1998 – June 2003

### *Areas of Responsibility:*

\*For the hiring, training, and development of 21 full time team members and 5 student and graduate assistants.

### *Accomplishments that:*

#### Enhanced and Increased Student Service

\*Designed and implemented student services via the world-wide-web which included access to student grades, faculty grading, schedules, transcripts and other services, which placed the University of Alabama as one of the leaders in the Southeastern Conference in student service delivery via the web.

\*Successfully implemented an electronic transcript exchange program with the local community college and then led the state-wide initiative for electronic document exchange in the state of Alabama higher education community.

\*Led the effort to successfully open the new Student Services Administration Building and coordinated the transition of all organizations into this new facility.

#### Created Innovative Solutions to Challenges

\*Researched, designed, and implemented a web based degree audit and registration system that represented the first endeavor of this nature in the United States. The project was nominated, though not selected, for a national award for innovation in higher education.

\*Designed and implemented a university-wide kiosk system which allowed students to access their academic records, as well as serve as a voting station for campus-wide student elections. This accomplishment was funded from several sources including the President's Office, the Associated Students and the Office of Academic Records and University Registrar.

#### Transformed the Organization

\*Developed and implemented a strategic plan for the organization through a participative leadership style which provided a strategic direction for the organization. The strategic plan included five over-arching goals and 120 measurable objectives.

\*Created a strategic plan for the Office of Academic Records and University Registrar which enhanced service through technology and reduced costs. This efficiency created an enhanced environment of student service, while also resulting in a reduction of three Full Time Equivalent positions in the first two years.

\*Designed and implemented a comprehensive staff development program for all members of the organization, which was modeled by others on campus.

#### Enhanced Research and Academic Partnerships

\*Implemented the national freshmen survey at UA for the first time in a decade, and utilized logistic regression techniques to develop student persistence models for freshmen to sophomore retention.

\*Implemented several student service research projects which led to service adjustments and new student persistence efforts.

\*Partnered with the Culverhouse College of Commerce to become one of the first two schools in the country to utilize business and industry SAS data mining technology in higher education.

\*Appointed as a faculty member in the Graduate School.

**University of Southern California, Los Angeles, California**

**May 1991 – June 1998**

#### **Associate Registrar**

January 1996 – June 1998

#### *Areas of Responsibility:*

\*All aspects of the Academic Services Division of the Office of Academic Records and Registrar.

#### *Accomplishments that:*

#### Developed and Enhanced Academic Partnerships

\*Designed, implemented and assessed a comprehensive academic advisor training program for all academic advisors at USC, which included the first academic advising handbook developed in collaboration by advisors across campus.

\*Served on the Provost initiated USC university wide re-engineering team to work with Coopers and Lybrand consultants to identify and implement student service enhancements, which resulted in a re-engineering of several core student services in schools, colleges and central administration.

#### Utilized Technology to Enhance Services

\*Designed and implemented an automated diploma ordering system, which was utilized to deliver over 8,000 diplomas annually.

\*Implemented all academic services for the Registrar's office onto the world-wide-web and to our campus based kiosk system.

\*Created, implemented and annually evaluated a strategic plan for the academic services area of the Office of the Registrar which enhanced service and reduced costs.

### **Assistant Registrar**

August 1993 – January 1996

#### *Areas of Responsibility:*

\*All aspects of the Degree Progress Department.

#### *Accomplishments that:*

##### Established New Solutions to Serve Students

\*Created and implemented programs which reduced the time required to provide a student degree check from six months to 4-6 weeks.

\*Developed and implemented a program to increase first time clearing and graduation rates of USC students. This initiative resulted in a 10% increase in the clearing rate from the previous year.

\*Designed and implemented a new windows based degree check process to increase student service and limit the time needed to complete this key student service.

\*Designed and implemented a comprehensive training program for new team members in our organization to increase the delivery method of all services to students.

### **Degree Progress Counselor**

May 1991 – July 1993

#### *Areas of Responsibility:*

\*Advised students of academic policies and procedures affecting their academic progress and provided guidance on degree progress requirements toward graduation.

#### *Accomplishments that:*

##### Utilized Technology to Improve Service

\*Assisted in the research, development, testing, and implementation of a new degree audit system, which was implemented ahead of schedule.

\*Created the exception process for program changes, course substitutions and other academic changes in the newly implemented degree audit system.

\*Developed and coordinated a comprehensive research and testing program for the new degree audit system prior to implementation.

\*Led the effort to implement a new degree audit system for ninety percent of the undergraduate programs at USC in a time-frame that surpassed all other institutions in the country at that time.

**University of Central Missouri, Warrensburg, Missouri.**

**Graduate Assistant, Division of Student Affairs**

August 1989 – May 1990

*Areas of Responsibility:*

\*For a student run, closed circuit, cable television station for the university and advising clubs and organizations, including sororities.

*Accomplishments that:*

Developed a New Student Affairs Initiative

\*Assisted clubs and organizations in conducting event publicity, membership recruitment, and information distribution.

\*Coordinated leadership training programs for campus leaders.

\*Developed in collaboration with student government, academic units and others on campus programming for the television station.

\*Planned and implemented student volunteer recruitment program and a recognition banquet.

\*Increased viewership of the television station and created a sustainable financial model.

**California State University, Long Beach, Long Beach, California.**

**Associated Students Incorporated, President**

June 1988 – May 1989

\*Chief Executive Officer for a non-profit organization with a combined operating budget in excess of \$2,000,000, employing over 160 full and part-time employees representing over 34,000 students.

**Professional Service:**

Enrollment Management Report Board of Advisors, 2008-Present.

College and University Editorial Board, 2009 to 2019.

Association of American Universities, Chair, Chief Enrollment Management Officers, 2010 – 2018.

National Council for Enrollment Policy and Practice, Member, 2011-2015.

National Consultant, recent service includes: University of Texas (2016), University of Missouri (2016), Boise State University (2012), Louisiana State University (2009) and Western Michigan University (2008-2009).

**Committees/Affiliations:**

Founder, and Chair AAU Chief Enrollment Management Officers Council, 2009-2018.

Chair, Enrollment Planning Committee, University of Oregon, 2010-Present.

Chair, Marist High School Board of Directors, July 2023-Present.

Chair, University of Oregon Chief Information Officer search, 2012.

Chair, Indiana University Task Force for Streamlined Admissions, 2009.

Chair, Indiana University Student Services Building Task Force, 2007.

Chair, Student Services division of the Indiana University IT Strategic Plan, 2008.

President, Alabama AACRAO, Professional organization, 2005-2006.

Chair, University of Alabama Athletic Compliance Committee, 1998-2004.

Chair, University of Alabama United Way Campaign, 2003.

Chair, Corporate Local Arrangements Committee, SACRAO Birmingham, 2002.

Co-Chair, University of Alabama Diversity Oversight Committee, 1998-2001.

Chair, CSULB Student Union Board of Directors, 1988-1989.

Member, State of Oregon Special Olympics Board of Directors, 2015-Present.

Member, Marist Catholic High School Board of Directors, 2019-Present.

Member, National Council for Enrollment Policy and Planning, 2011-2015.

Member, University of Oregon Provost Search Committee, 2013.

Member, University of Oregon Vice Provost for Undergraduate Studies Search Committee, 2013.

Member, University of Oregon Budget Advisory Group, 2012-2013, 2016.

Member, University of Oregon Campus Planning Committee 2012-2015.

Member, Oregon University System Inter-Campus Enrollment Management Council, 2010-2014.

Member, College and University Journal, Editorial Board, 2009-2019.

Member, Indiana University Athletic Director Search Committee, 2008.

Member, Enrollment Management Report, National Board of Advisors, 2008-Present.

Member, College Board State of Indiana Council, 2009-2010.

Member, Indiana Memorial Union, Board of Directors, 2009-2010.

Member, Indiana University P-20 Council, 2007-2010.

Member, University of Alabama Quality Council, Baldrige Planning Group, 1999-2000.

Member, ACT Model Users University of Alabama Project Team, 1999-2003.

Member, University of Alabama Student Recreation Center Board, 2000-2001.

Member, University of Alabama Technology Committee, 1998-2006.

Member, AACRAO National Task Force on Outsourcing, 2001.

Member, University of Southern California Curriculum Committee, 1996-1998.

Member, University of Southern California Student Service Improvement Project, 1996-1997.

Member, University of Southern California Council of Academic Advisors Steering Committee, 1994-1996.

Member, CSULB Committee on Athletics, 1987-1989.

Member, CSULB Athletic Foundation Board of Directors, 1988-1989.

Member, USC Trojan Club, Athletic Donor Organization, 1996-2002.

Member, American Association of Collegiate Registrars and Admissions Officers (AACRAO), 1995 to present.

Member, National Association of Student Personnel Administrators, 1992-2004.

Member, Holy Spirit School (P-12) Board of Education, 2002-2006.

Participant, Harvard Institute for Higher Education (MLE), 2002.

Presenter, Pacific Association of Institutional Researchers, Keynote, 2012.

Presenter, Hobsons Corporation Retreat, Keynote speaker, 2020.

Presenter, National AACRAO Meetings, 2000, 2001, 2003, 2005, 2006, 2008, 2009, 2010, 2019, 2021.

Presenter, Regional AACRAO Meetings, 1997, 2000-2005, 2014, 2021.  
Presenter, Midwest Campus Planners Association, Keynote, 2009.  
Presenter, College Board Southern Regional Meeting, 2005.  
Presenter, College Board Midwest Regional Meeting, 2009.  
Presenter, AACRAO Strategic Enrollment Management Meeting, 2009, 2023.

**Scholarship, Publications and Presentations (selected):**

Thompson, R. (2023). Network for Academic Corporate Relations Officers (NACRO) National Conference, Portland, OR. Invited Keynote, The Future of Higher Education: Issues and Opportunities Impacting Corporate Interests in Colleges and Universities.

Thompson, R. (2022). Coalition of State University Aid Administrators, COSUAA Annual Conference, San Diego, CA, Invited Keynote, Development and Fundraising in Enrollment Management and Financial Aid.

Johnson, D., Pomerenk, J. Thompson, R. (2022). 107<sup>th</sup> AACRAO Annual Meeting, Portland, OR, Keeping it Fresh: Considering and Implementing New Perspectives, Over Time and Across All Levels.

Thompson, R. (2021). SACRAO Regional Conference, Virtual format. Caring for Your Team, Through the Pandemic and Beyond.

Parker, J., & Thompson, R (2020). CASE VIII Conference, Seattle, WA, Prioritizing Scholarships to Inspire Donors, Increase Campus Diversity, and Improve Student Access.

Brooks, J., Jacobs, J., & Thompson, R (2019). 105<sup>th</sup> AACRAO Annual Meeting, Los Angeles, CA, Shaping Enrollment Through Data Driven Decision Making.

Brooks, J., Jacobs, J., & Thompson, R. (2017). Measuring Success: Testing, Grades and the Future of College Admissions, pp. 94-117. Buckley, J., Letukas, L, and Wildavsky, B, (Ed.). Baltimore, MD

Ward, T., Jacobs, J. & Thompson, R. (2016). International Freshmen Performance: GPA, Retention, Graduation, *College and University*, Volume 91, Number 1, pp. 2-10.

Thompson, R. (2016). Naviance Institute, Creating our Future Leaders: Access and Affordability in Higher Education, Scottsdale, AZ.

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### **Grants Received and Fundraising:**

2023. Roe and Penelope Stamps Foundation, \$10,000,000 awarded for scholarship to the University of Oregon, Student Services and Enrollment Management division.

2014 – 2021. Fundraising campaign goal assigned to our division is \$70,000,000 dollars in scholarship funding by 2021. This goal has been exceeded as our current total fundraised is over \$119,000,000.

2016. Roe and Penelope Stamps Foundation, \$4,000,000 awarded for scholarships to the University of Oregon, Student Services and Enrollment Management division.

2014. Pathway Oregon Scholarship donation, \$25,000,000 from Connie and Steve Ballmer for need based scholarships, University of Oregon, Enrollment Management division.

2013. Western Golf Association, Evans Scholars Foundation, scholars program expansion and scholarship house commitment awarded to the UO in competitive bid process, resulting in \$2,000,000 in new scholarship commitments over five years when program reaches full capacity.

2012. Mary Corrigan Solari Scholarship donation, \$5,000,000 awarded for scholarships to the University of Oregon, Enrollment Management division.

2012. Roe and Penelope Stamps Foundation, \$1,500,000 awarded for scholarships to the University of Oregon, Enrollment Management division, with expansion considerations in 2017.

2010. Lloyd G. Balfour Grant, \$400,000 awarded to the Indiana University Enrollment Management division.

2008. Jesse Cox Scholarship donation, \$80,000,000 awarded to Indiana University for scholarships.

**Dissertation Service:**

Dr. Keith Frazee, University of Oregon, 2019, "Settling for the Safety School: Rank, Choice, and Composition within the College Admissions Mania."

Dr. Bradley Barnes, University of Alabama, 2007, "Public Good or Private Interest? An Enrollment Management Perspective on Public Higher Education."

Dr. Stephen Robinson, University of Alabama, 2006, "Practitioner Perceptions of Enrollment Management."

Dr. David Johnson, University of Alabama, 2002, "Student Persistence: A Study of Student Pre-enrollment Factors and Freshmen to Sophomore Student Persistence at a Public University."

**Awards/Recognitions:**

2006. University of Alabama National Alumni Association, Honorary Lifetime Membership.

1999. University of Alabama, Robert S. Vance Award.

**Biography:**

Dr. Roger J. Thompson is in his fourteenth year at the University of Oregon where he serves as the Vice President for Student Services and Enrollment Management. He is responsible for services that contribute to enhancing the student experience, recruitment, retention, and graduation. His portfolio also includes providing continuing and professional education for the community.

Thompson leads an organization of more than 1,900 team members and an operating and scholarship budget of approximately \$250 million. Further, enrollment at the University of Oregon has reached record levels for total enrollment; academic quality; diversity, including ethnicity, socio-economic, and international representation; and freshmen-to-sophomore retention rates during Thompson's tenure. The 2021 entering freshman class established a new UO record as the largest in the history of the institution by breaking the previous record set in 2019. In 2022, a new record was established as freshmen enrollment grew nearly 23%. Additionally, two new residence halls have opened. First, the Kalapuya Illihi residence hall opened in Fall 2017, and DeNorval Unthank Hall opened in 2021. A significant expansion and renovation of the University Health Center is complete, and the "UO Housing Transformation Plan" supported by the University of Oregon Board of Trustees in May 2018 will complete the final phases in 2024.

Student Services and Enrollment Management positively impacts the student lifecycle daily through the departments that comprise the division: Continuing and Professional Education, Office of Admission, Office of the Registrar, Office of Student Financial Aid and Scholarships, Student Orientation Programs, Student Services and Enrollment Management Development, Student Services and Enrollment Management Research, Strategic Communications and Marketing, University Health Services, University Housing and University Testing Center. The aforementioned departments provide services to prospective and currently enrolled students, faculty, staff, alumni, and friends of the UO. Since the beginning of the current UO fundraising campaign, more than \$119 million has been gifted to Student Services and Enrollment Management for the support of students through scholarships.

Prior to arriving at the University of Oregon, Thompson served as the vice provost for enrollment management and special advisor to the president at Indiana University in Bloomington. During his four-year tenure at IU, the university not only reached record enrollment—growing from approximately 38,000 students to more than 42,000 students—and the quality of the freshman class grew to the highest level in its history, including a 100-point rise in average SAT scores, from 1103 to 1203. Additionally, new financial aid programs were developed and implemented to help low and middle-income families with the cost of attending college, and the university undertook a new approach to merit-based scholarships. The signature institutional aid program, 21st-Century Scholars, was recognized by the College Board as a model for effectiveness in addressing college affordability.

Prior to his time at IU, Thompson served at the University of Alabama for more than eight years in several roles in enrollment management, eventually becoming chief enrollment management officer as associate vice president for enrollment management. In every year he was responsible for enrollment, the institution set records for total enrollment, entering freshman class size, academic quality, and diversity, including a growth in African American enrollment of nearly 50 percent. Thompson was also recognized for his contribution to the university by receiving the Robert Vance Award, named in recognition of the leadership provided by federal judge Vance, who was instrumental in enforcing desegregation in the South. While in his position as a faculty member of the UA Graduate School, Thompson served on several doctoral dissertation committees in the higher education program. He was awarded lifetime membership to the UA National Alumni Association. Thompson also served in several capacities at the University of Southern California for nearly eight years, and prior to his tenure at USC, worked in student affairs at other institutions.

A nationally distinguished expert in strategic enrollment management and student services, Thompson's work has been recognized by several organizations including PBS News Hour, New York Times, Washington Post, Los Angeles Times, The Atlantic, the College Board, ACT, and the American Marketing Association. Thompson has been a frequent presenter at national and regional conferences throughout the country and has published in the areas of leadership development, college choice, student persistence, student success, and affordability issues in higher education. He served on the editorial board for the higher education journal, College and University for a decade and currently serves on the advisory board for the national publication

Enrollment Management Report. He founded an AAU group of chief enrollment management officers, which he chaired for eight years. Dr. Thompson also serves as Chair of the Marist Catholic High School Board of Directors. Lastly, since 2015, Thompson serves on the statewide Board of Directors for Special Olympics Oregon.

A native Oregonian, Roger earned a bachelor of arts in broadcasting from California State University, Long Beach, a master of science from the University of Central Missouri, and a doctorate in higher education policy and administration from the University of Southern California.