

Troy Miller

Vice President; Strategic Enrollment Management

Qualified and accomplished leader with a track record of strategic leadership, policy formulation, and highly functional team development. Excellent in leading comprehensive enrollment plans, refining recruitment/retention policies, and aligning initiatives with institutional missions. Known for executing innovative strategies and fostering inclusive environments conducive to student and staff success. Demonstrated success in forging strategic partnerships and implementing innovative approaches to meet evolving student expectations. Proficient in financial aid management and data-driven decision-making, with a focus on diversity, equity, and inclusion. Committed to leveraging extensive experience and a progressive approach to drive growth and advance mission/priorities of higher education institutions.

Areas of Expertise

- Strategic Enrollment Management
- Diversity, Equity, & Inclusion Programs
- Constituent Relationship Management
- Policy Formulation & Implementation
- Team Leadership & Management
- Academic Guidance & Support
- Staff Recruitment & Retention
- Budgeting & Resource Allocation
- Cross-Departmental Collaboration
- Student Financial Aid Management
- Predictive Modeling
- Data Analysis & Reporting
- Stakeholder Engagement
- Service Delivery Enhancement
- Enrollment Process Management

Professional Experiences

University of Southern Indiana – IN

2023 – Present

Vice President of Strategic Enrollment Management

Developed comprehensive enrollment strategies focusing on diverse student demographics, including traditional, transfer, graduate, international, online, adult learners and TRIO programs. Created a restructure and reorganizational plan for new student enrollment growth and student retention consistent with the *Accelerating Impact 2025* university's strategic plan. Co-created and administered diversity, equity, and inclusion programs designed to foster a supportive organizational culture conducive to students' successful transition to college. As the chief enrollment officer, I provide insightful data driven recommendations and comprehensive reports to Board of Trustees, university president and other university stakeholders on enrollment matters, highlighting institutional strengths, opportunities, and achievements. Oversee all fiscal and budgetary matters related to operations and personnel affairs for the division.

- Revamped the territory management model for new student recruitment resulting in an application completion increase of 10%
- Implemented new financial aid leveraging, packaging and scholarship distribution models improving institutional aid utilization
- Increased first-time full-time student enrollment by 3%.
- Serve as Chair of the university Strategic Enrollment Management committee
- Co-chair the BOT Academic Affairs and Enrollment Management committee

Chestnut Hill College – Philadelphia, PA

2021 – 2022

Vice President For Enrollment Management and Intercollegiate Athletics

Oversaw strategic enrollment management and athletics at the College, including supervision of Admissions, Financial Aid, Global Education, and Intercollegiate Athletics departments. Collaborated with the President's Cabinet and senior administrators to align strategic planning with the College's mission and enrollment priorities. Spearheaded Executive Director of Graduate Admissions, Athletic Director, and Directors of various admissions and educational programs. Developed and executed a strategic enrollment management plan to enhance recruitment and retention for all academic programs. Implemented and analyzed financial aid strategies to balance tuition revenue and discount rates, ensuring institutional financial health. Collaborated with marketing and communication teams to optimize enrollment-related outreach and engagement initiatives.

- Led innovative initiatives, significantly improving recruitment and retention efforts across diverse student populations.
- Successfully balanced net tuition revenue and discount rate through strategic financial aid management, contributing to the College's financial stability.

- Facilitated data-driven decision-making by overseeing collection, analysis, and reporting of enrollment, recruitment, and retention data.
- Developed strong cross-departmental collaborations, particularly with Academic Affairs, Student Life, and IT, to support enrollment objectives.
- Liaised with Chief Communications Officer to direct marketing strategies, leading to increased enrollment growth.

University at Buffalo – Buffalo, NY

2018 – 2021

Associate Vice Provost / Director of Admissions

Administered and managed comprehensive undergraduate admissions, recruitment, winter/summer enrollment, operations, and data reporting, with coordinating responsibilities for international and graduate admissions and operations. Led a team of 50 professional staff including six direct reports and maintained financial oversight for all undergraduate budgetary operations. Developed and utilized predictive modeling and search maximization strategies to recruit a diverse and academically strong student body. Designed structured marketing strategies to enhance communication flow from initial contact through matriculation.

- Enrolled the most diverse new-student first-year class in the university's history at a rate of 19%.
- Enhanced yield opportunities and business process efficiency through the implementation of new communication strategies via a Constituent Relationship Management platform.
- Coordinated off-campus events, including alumni interviews and admitted-student receptions, to bolster institutional visibility and engagement.
- Increased institutional visibility and connection by redesigning regional-based, off-campus events, integrating alumni participation and information sessions.
- Met and exceeded enrollment targets through strategic planning and policy formulation.

Bowie State University – Bowie, MD

2016 – 2018

Assistant Vice President for Enrollment Management

Managed comprehensive operations for admissions, financial aid, registrar, and student support services, ensuring alignment with institutional goals. Directed enrollment management strategies focused on recruitment, admission, and student retention. Analyzed data to identify recruitment needs and crafted effective solutions, enhancing the university's mission. Provided leadership and training to staff, fostering a culture of excellence and accountability. Ensured adherence to relevant policies, laws, and regulations governing student affairs and enrollment management.

- Successfully enrolled the largest first-year classes in the university's 150-year history for two consecutive years, showcasing effective marketing and recruitment tactics.
- Increased net tuition revenue by 17% within two years through strategic utilization of institutional grants and scholarships.
- Deployed policy changes to streamline enrollment processes, improving overall efficiency and student satisfaction.
- Cultivated a team-oriented atmosphere to encourage professional development and high performance among staff members.

Coppin State University – Baltimore, MD

2014 – 2016

Associate Vice President for Enrollment Management

Managed admissions, records, registration, financial aid, and summer enrichment programs, aligning marketing strategies with competitor activities to enhance institutional positioning. Developed and executed change management strategies to support institutional improvement, focusing on attracting, selecting, enrolling, and retaining a diverse student body, including underrepresented and underserved populations. Supervised enrollment processes and implemented state-of-the-art solutions to streamline workflow and enhance service delivery.

- Collaborated with interdepartmental teams to develop policies and strategic plans, fostering a culture of continuous improvement and team efficacy.
- Increased new transfer student enrollment by 33% through the creation of a dedicated transfer services unit.
- Improved undergraduate application completion rate by 15% via targeted change management initiatives.

Education

[Doctor of Education Higher Education Leadership](#)

Morgan State University – Baltimore, MD (**Expected Graduation May 2025**)

[Master of Science in Human Resource Management and Labor Relations](#)

New York Institute of Technology – Old Westbury, NY

[Bachelor of Science in Business Administration/Management](#)

Elizabeth City State University – Elizabeth City, NC

Additional Experiences

[Associate Dean of Admissions](#) | [Senior Director of Financial Aid](#) | [Senior Director of Admissions](#) | [Director of Admissions](#) – New York Institute of Technology, New York, NY

[Assistant Director](#) | [Admissions Counselor](#) | [Field Representative](#) – DeVry College, Long Island City, NY

[Honorably Discharged Non-Commissioned Officer / Combat Veteran](#) – United States Army, Various Locations

Professional Development

William R. Harvey Leadership Institute

National Symposium on Student Retention (CSRDE)

Leadership and Engagement for Student Success: Renewal & Transformation (NCBAA)

Emerging Paradigms for Public Higher Education (AASCU)

Higher Education Leadership Foundation – ETA Cohort

Professional Affiliations

National Association of Student Personnel Administrators (NASPA)

Association of Chief Admission Officers of Public Universities (ACAOPU)

American Educational Research Association (AERA)

Association for the Study of Higher Education (ASHE)

National Council on Black American Affairs (NCBAA)

American Association of State Colleges and Universities (AASCU)

Consortium for Student Retention Data Exchange (CSRDE)

National Association for College Admission Counseling (NACAC)

National Association of Student Financial Aid Administrators (NASFAA)

American Marketing Association (AMA)

Kappa Alpha Psi Fraternity Incorporated

Board Member – Leadership Everyone