

DARREN L. BUSH, M.S.Ed.

BACKGROUND

- More than twenty-eight years of comprehensive, diversified, and progressively responsible experience in Higher Education Student Affairs/Strategic Enrollment Management, including eighteen years of senior leadership experience.
- Served diverse institutions, teams, student populations, and settings.
- Demonstrated accomplishment in collaboration and building partnerships across the institution to achieve goals and foster environment for success.
- Extensive experience designing and managing strategic enrollment management models, complex organizations, high performing teams, and high-quality student services.
- Positive, inclusive, future-focused professional recognized for results, reengineering, integrity, leading and embracing change, turning challenges into opportunities, and a commitment to excellence.
- Served professionally at local, state, regional, and national levels.

EDUCATION

Indiana University, Bloomington, IN

Master of Science, Higher Education Student Affairs Administration

Ball State University, Muncie, IN

Bachelor of Science, Secondary Education (Foundations of Business minor)

EXPERIENCE

California State University, Fullerton, CA

January 2015–present

Interim Associate Vice President for Student Affairs – Student Transitions

- Provide leadership and direction for the Student Transitions cluster, including Admissions, Outreach, Recruitment, Orientation, Financial Aid, and Educational Partnerships (Housing and Residence Life, 2015-16); manage staff team of 150 FTE (4 directors).
- Provide leadership for the design and implementation of the campus' first Strategic Enrollment Management (SEM) model and serve as co-lead for the model's communication, collaboration, and consultation across the campus community; advise the Vice President for Student Affairs and Provost and Vice President for Academic Affairs regarding strategic enrollment management opportunities.
- Conduct organizational and operational assessments of existing Student Transitions units and identify reengineering and restructuring opportunities.
- Provide leadership for Strategic Enrollment Management Enrollment Targets and Oversight (SEM ETO) and Enrollment Management Services groups.
- Foster partnerships and team collaboration between Student Affairs Transitions, Academic Affairs, Information Technology, University Advancement, and Finance and Administrative Services to advance institutional goals.

Milestones:

- Partnered in the design and implementation of the campus' first Strategic Enrollment Management (SEM) model.
- Fall 2017 new undergraduate student enrollment met within 99% of target.

California State University, Fullerton, CA
Interim Associate Vice President for Student Affairs – Student Transitions
(continued)

January 2015–present

- Introduced and implemented the Enrollment Funnel concept to campus SEM dialogue.
- Record number of undergraduate admission applications: Fall 2018.
- Successfully reorganized, reengineered, and turned around the culture and productivity of the Student Transitions cluster.

Management Operations:

- Oversaw financial aid administration and disbursement of more than \$300M annually.
- Effectively balanced staffing and operational resources within budget.
- Reengineered services and operations; increased quality, efficiency, and productivity.
- Served as point of review and approval for admission and intercollegiate athletics appeals and exceptions.

Strategic Results:

- Redesigned and reengineered Welcome to CSUF Day as an annual yield event for admitted new first time freshmen and transfer students and their families.
- Partnered with campus entities to support African-American student enrollment initiatives.
- Supported our campus team in the implementation of Cal State Apply.

University Service:

- Co-lead, Strategic Enrollment Management Enrollment Targets and Oversight (SEM ETO) Group.
- Co-lead, Enrollment Management Services Group.
- Co-lead, Strategic Enrollment Management Administrative Barriers Group.
- Co-chair, Welcome to CSUF Day Planning Committee.
- Co-chair, Orientation Reengineering Committee.
- Member, Original Graduation Initiative 2025 Steering Committee.
- Member, Original Enrollment Management Task Force.
- Member, Graduation Initiative 2025 Advisory Group.
- Served as representative to CSU Chancellor's Office, government agencies, high schools, community colleges, community groups, general public, current and prospective students and families.
- Student Affairs Leadership Team.
- Student Affairs Executive Committee.
- Santa Ana Partnership institutional partner.
- Anaheim Collaborative institutional partner.
- Fullerton Partnership institutional lead.
- Promoted University and built relationships with constituents and partners.

Independent Strategic Enrollment Management Consultant

2012–present

- Advise higher education institutional clients regarding the development and implementation of strategic enrollment management plans to achieve mission-critical institutional enrollment goals and excellence in enrollment services.
- Conduct strategic enrollment management assessments and SWOT analyses.
- Specialize and tailor assessments and strategic recommendations based on the need, uniqueness, circumstance, and special character of the institution.
- Assess demographic factors, competitive environment, and market potential as part of strategic enrollment planning.
- Partnered with Uversity, Inc, (now TargetX), a private company in San Francisco, CA, specializing in Enrollment Intelligence products for higher education, to provide SEM evaluation and consultation to clients

Independent Strategic Enrollment Management Consultant
(continued)

2012–present

- Authoring book about demystifying the college search process for first and second-generation college bound students and their families.
- Long-term assignment at Vanguard University, Costa Mesa, CA, 2013-14:
Interim Vice President for Enrollment Management/Enrollment Management Consultant to the President
- Served as interim chief enrollment management officer; Led strategic enrollment management planning.
- Provided leadership and direction for the Division of Enrollment Management, including Undergraduate Admissions and Recruitment, Graduate and Professional Studies Admissions and Recruitment, Financial Aid and Scholarships, and Operations; manage staff team of 30 (4 managers); served also as Interim Director of Undergraduate Admissions.
- Advised the president on strategic enrollment management matters; served on president's cabinet/senior leadership team.
- Managed budget; conducted full organizational assessment of the Division of Enrollment Management.
- Conducted financial aid analysis to maximize need-based and merit aid award leveraging; increased academic scholarship requirements and award levels.
- Conducted admissions and recruitment analyses to increase yields throughout the enrollment funnel.
- Conducted operational analysis to maximize information technology and enhance communications.
- Facilitated campus' successful Hispanic Serving Institution (HSI) status application.
- Successfully reorganized, reengineered, and resourced the Division of Enrollment Management (13 of 30 permanent staff positions were vacant upon my arrival).
- Provided enrollment management leadership for the campus community; fostered campuswide partnerships and team approach toward student recruitment and meeting enrollment goals.

California State University, San Marcos, CA

2005–2012

Associate Vice President for Enrollment Management Services

- Served as chief enrollment management services officer; Led University strategic enrollment management planning.
- Provided leadership and direction for a comprehensive Enrollment Management Services unit, including Admissions, Recruitment, Outreach Programs (federal/state/campus), Enrollment Management Services Operations, Information Management and Technology, Financial Aid and Scholarships, Registrar/Records, Registration, Credential Evaluation/Transfer Credit, One-Stop Student Services Center, Veteran Services, and Veterans Center.
- Led, supervised, and developed staff team of 50 (5 managers).

Milestones:

- Increased headcount enrollment by 40% from 2005 to 2012, generating significant revenue for the campus during a period of severe state budget cuts to California public higher education.
- Successfully managed and balanced FTE enrollment (up, steady, down) to meet CSU system-mandated targets amid state budget crisis, multiple directives, and record enrollment demand each year (2006 to 2012).
- Record number of undergraduate admission applications each fall term (2006 to 2012).
- Successfully reorganized, reengineered, and turned around the culture and productivity of Enrollment Management Services unit; increased enrollment at all levels and achieved CSU system-mandated enrollment targets.

California State University, San Marcos, CA
Associate Vice President for Enrollment Management Services
(continued)

2005–2012

Management Operations:

- Managed budget of \$3.25M-\$3.75M (separate from financial aid); effectively balanced staffing and operational resources within budget.
- Reengineered services and operations; increased quality, morale, efficiency, and productivity.
- Managed high level operations, information systems, data analysis, and CSU/external reporting.
- Served as point of approval for admission appeals and exceptions.
- Designed continuous improvement plan to involve all team members in unit-wide services assessment.

Strategic Results:

- Developed and implemented strategic enrollment management model to advance CSUSM as first-choice institution.
- Partnered with senior management to develop strategic budget plan to avoid staff layoffs amid budget cuts.
- Implemented CSU approved undergraduate admission impactation status amid high demand and limited space.
- Developed and implemented new transfer credit unit for credential evaluation; maximized use of technology.
- Planned and managed Cougar Central, the campus' first one-stop frontline student services center for admissions, prospective student campus visits, records, registration, financial aid, and student financial services.
- Served as a key campus partner on priority initiatives, including Hispanic Serving Institution (HSI), Asian American and Native American Pacific Islander Serving Institution (AANAPISI), PeopleSoft and Hobsons system implementations, Veteran and Active Duty Military services, transfer student enrollment, community college partnerships, high school guaranteed admission agreements, first-year student experience, facilitating graduation, campus housing, advancement and development, campus climate, and intercollegiate athletics.
- Developed Spanish-language versions of admissions publications.
- Implemented PeopleSoft system student admissions, records, registration, and financial aid modules.

University Service:

- Chair, Enrollment Planning Group – Purpose to review and refine enrollment initiatives with 30 campus-wide, cross-divisional representatives in order to best recruit, serve, and retain students.
- Served as representative to CSU Chancellor's Office, government agencies, high schools, community colleges, community groups, professional associations, media, general public, current and prospective students and families.
- Served on President's Cabinet and Senior Enrollment Planning Group.
- Student Affairs Senior Management Team; Student Affairs Leadership Team.
- Academic Senate, ex-officio.
- San Diego and Imperial Counties Community College Association Board.
- North County San Diego Higher Education Alliance Board.
- CSU San Marcos Leadership Academy.
- President's Institutional Practices Committee (campus climate, inclusiveness).
- Promoted University and built relationships with constituents and partners.

Additional CSUSM assignments while serving as Associate Vice President for Enrollment Management Services:

- Interim Director of Student Affairs Information Management and Technology
- Interim Director of Admissions and Recruitment
- Interim Director of Financial Aid and Scholarships
- Interim Director of Enrollment Management Services Operations
- Interim Registrar

University of Illinois, Springfield, IL
Director of Admissions

2001–2005

- Directed and provided leadership for admissions and recruitment in Enrollment Management Unit
- Served also as Director of Admissions and Records/Registrar (2001–2004), including admissions, recruitment, records, registration, graduation, evaluation, degree audit, and systems/operations.
- Led and supervised staff team of 35 (3 managers).
- Managed recruitment and selective/holistic admissions processes.
- Managed budget, operations, and information systems.
- Developed and implemented admissions and recruitment communications plan.
- Managed credential evaluation, articulation agreements, and degree audits.
- Coordinated data analysis and reporting.
- Promoted University and built relationships with constituents and partners.

Milestones:

- Record freshman profile: 2003, 2004.
- Record freshman enrollment: Fall terms 2003 to 2005.
- Record admission applications: Fall terms 2002 to 2005.
- Successful implementation of SCT Banner system Recruitment, Admissions, Registration, and Records modules.
- Successfully reorganized, reengineered, and turned around the culture and productivity of Admissions and Recruitment, and increased new student enrollment and academic profile.

University Service:

- Chair, Admissions Committee.
- Enrollment Management Task Force.
- University of Illinois Student Systems Executive Team.
- Undergraduate Council, Graduate Council, Intercollegiate Athletics Committee, Marketing Group.
- DARS (Degree Audit Reporting System) Implementation Group.
- UI Integrate, a five-year \$200M project to implement SCT Banner integrated software on the three University of Illinois campuses.
- Design and implementation stakeholder for Recruitment, Admissions, Registration, and Records modules.

University of North Florida, Jacksonville, FL
Coordinator, Alumni Services December 2000–July 2001

2000–2001

- Planned and developed regional alumni programs.

Director of Admissions June 2000–December 2000

- Directed undergraduate admissions, marketing, and recruitment; Led and supervised staff team.
- Managed selective admission review, budget, and operations.
- Produced marketing and recruitment plan.

Indiana University, Kokomo, IN
Director of Admissions

1997–2000

- Directed admissions, recruitment, and promotion.
- Managed selective recruitment and admissions processes.
- Developed and implemented recruitment communications plan.
- Managed budget, operations, and information systems.
- Led and supervised staff team.

Indiana University, Kokomo, IN

1997–2000

Director of Admissions

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Milestones:

- Record freshman enrollment: 1998, 2000.
- Record applications for admission: 2000.
- Served on Indiana University PeopleSoft integrated student systems project.

Ball State University, Muncie, IN

1985–1997

Associate Director of Admissions 1988–1997

Assistant Director of Admissions 1986–1988

Admissions Counselor 1985–1986

- Assisted Director of Admissions to manage recruitment and selective admissions.
- Assisted Director to develop and implement admissions master plan: recruitment, marketing, and communications.
- Assisted Director to provide overall direction for Admissions, Early Outreach, and University Visitors' Center.
- Developed out-of-state recruitment territory in metropolitan Chicago.
- Managed admissions operations and information systems.
- Implemented admissions systems design and enhancement.
- Led and supervised staff team.
- Coordinated enrollment planning services.
- Administered Presidential Scholarship program (700 annual merit awards).

Milestones:

- Admissions, recruitment, and operational goals achieved each year, 1985 through 1997.
- Outstanding Service Award in Student Affairs recipient.

PROFESSIONAL ACTIVITIES

The Registry for College and University Presidents

National Association for Student Personnel Administrators Interim Executive Placement Services

National Association for College Admission Counseling

National Admission Practices Committee, 1996–1998

American Association for Collegiate Registrars and Admissions Officers

Association of Independent California Colleges and Universities

California State University Senior Enrollment and Admissions leaders' systemwide group

California State University Directors of Outreach and Recruitment systemwide group

California State University Registrars systemwide group

California State University Directors of Financial Aid systemwide group

Illinois Association for College Admission Counseling

Organization of Admissions and Records Officers of State Universities in Illinois

Indiana Association for College Admission Counseling

Executive Board, 1992–1999; Chair, State Admission Practices Committee, 1993–1999

Presenter at high schools, community colleges, professional meetings, and local, state, regional, and national conferences