**Victoria J. Dutcher**

(860) 819-5786 | victoria@dutcher.llc | 1247 Stowe Hollow Road, Stowe, VT 05672

**CEO and President, Dutcher LLC 2013 - present**

Higher education executive with 30 years of global industry expertise. Key driver of institutional strategy, setting revenue targets, unifying campus constituents around a vision, and serving as external representative and spokesperson. Served at, advised, and supported over 100 institutions in the U.S., Canada and Europe. Extensive experience in non-profit and for-profit settings. Strengths and competencies include:

* Building sustainable organizations
* Leadership and mentoring
* Achieving financial targets
* Board and government relations
* Donor/alumni engagement and fundraising
* Pricing and revenue strategy
* Commitment to diversity, access and affordability
* Change management
* Analytic decision-maker
* Media spokesperson
* Institutional positioning and marketing strategy

**Education**

Master of Business Administration, **University of Massachusetts, Amherst**

(Professional Master’s Program)

Bachelor of Science, *magna cum laude*, Marketing and Management, **Siena College**

**Prior Career History & Selected Achievements**

**University of New Hampshire,** Durham, NH 2015 to 2019

*Chief enrollment officer for 3 campuses of public flagship university with total enrollment exceeding 16,000 students*

**Vice President for Enrollment Management**

* One of five Principal Administrators, along with President, Provost, Vice President for Finance and Administration, and Vice President for Advancement, participating in shared leadership responsibility for the entire University. Executive decisions within the group are made around capital improvements, setting strategic priorities, reviewing high-level budgets, and advancing organizational alignment.
* Annually delivered $180+ million in undergraduate net tuition revenue while simultaneously serving the enrollment needs of the Graduate School in Durham, a non-residential campus in Manchester, and a law school in Concord.

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* Achieved record application volume, record quality levels, record net tuition revenue, and regained residency mix for first-year students.
* Repositioned the Office of Institutional Research to become a best-practice operation supporting Cabinet-level decision-making.
* Chief architect of the Granite Guarantee, the first free tuition program at a public university in New Hampshire. First year results served 400 Pell-eligible state residents. Program now endorsed by the Governor and expanded to all New Hampshire 4-year public institutions.
* Primary planner for competitive pricing strategy and net tuition revenue targets.
* Introduced a rankings strategy at the university level for the first-time, and work with deans to coordinate and support efforts for program-based rankings plans.
* Introduced a plan and created an infrastructure to support an increase of international students from target market countries and for targeted programs.
* Initiated the focus on growth of professional master’s students as a method for diversifying tuition revenue streams.
* Contributor to gift proposals, most recently resulting in $8 million in new gifts for scholarship support from 3 major donors. Frequent presenter to the UNH Foundation Board. Private meetings with key donors supporting UNH’s largest scholarship programs.
* Engaged with board members, legislators, alumni and the media to further the mission and vision of the University.

**Williams & Company** 2009 to 2013

*National niche placement agency and consultancy*

**President**

Leader of an executive search practice specializing in the placement of chief enrollment officers within higher education. Utilized network of hundreds of higher education professionals and personal experience with best practices in enrollment management to identify good fit.

* Tripled the revenue of the placement services practice in 4 years. Personally conducted most searches on behalf of firm.
* Conducted all marketing and sales campaigns, including competitive positioning of agency.
* Introduced interim placement services as a revenue enhancement to service offerings.

**Noel-Levitz** 2000 to 2008

*Nationally recognized leader in enrollment consulting and enrollment analytics*

**Vice President, Consulting Services** (2004 to 2008)

**Associate Vice President** (2003 to 2004)

**Senior Consultant** (2001 to 2003)  
**Associate Consultant** (2000 to 2001)

Successful career at national leader in the higher education consulting space with rapid, successive promotions. Over 8 years, served as practice manager, engagement leader, and client partner for the enrollment management consultancy.

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* Responsible for business development, strategic marketing, product planning, team leadership, and solution delivery.
* Provided solutions that helped colleges and universities with situational assessment, data analysis and predictive modeling for recruitment and retention, net revenue maximization, program development, operational design, marketing and communication strategies, market research and positioning, and interdepartmental communication.
* Also served as advisor to the CEO on matters of organizational structure, culture, and process improvement.
* Frequent presenter at national conferences.

**Bryant University** 1998 to 2001

*Residential business niche institution competing in NCAA Division II*

**Dean of Admission and Financial Aid**

Developed a comprehensive, market-sensitive recruitment plan to meet strategic enrollment and diversity goals for full- and part-time undergraduate student populations.

* Oversaw the effective distribution of $13 million in institutional aid funds, developed pricing and discount rate strategies.
* Provided input to decisions about curricular planning and student services that impact enrollment.
* Participated in re-accreditation efforts (AACSB and NEASC.)
* Achieved record application, diversity, and academic quality levels for entering freshmen.

**Western New England University School of Law**, Springfield, MA 1992 to 1998

*ABA-accredited law school with national student body*

**Assistant Dean and Director of Admissions** (1996 to 1998)

**Associate Director of Admissions** (1995 to 1996)

**Assistant Director of Admissions** (1992 to 1995)

* Designed and implemented admissions, recruitment, and marketing strategies to achieve enrollment, revenue, quality and diversity goals.
* Awarded academic and endowed scholarships to maximize enrollment
* Served on Retention Committee to create solutions to transfer and dismissal issues.
* Oversaw orientation and housing services for incoming and returning students.

**Commonwealth College,** Virginia Beach, VA 1990 to 1992

*Five-campus proprietary institutions offering associate degrees and certificates primarily to non-traditional students. Institution subsequently merged with Bryant and Stratton.*

**Marketing Service Coordinator** (1991 to 1992)

**Admissions Counselor** (1990 to 1991)

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Planned marketing and public relations activities. Placed advertisements and developed story ideas in conjunction with media and public relations agencies. Tracked enrollment results from campaigns. Coordinated focus groups and other forms of market research. Fed data to executive team.

**Recent Service to the Profession**

**New Hampshire Women in Higher Education Leadership, Board of Directors** 2017 to 2019

*ACE-affiliated statewide organization fostering professional growth and career advancement opportunities*

NHWHEL sponsors two annual educational and networking events bringing together women in New Hampshire higher education interested in pursuing leadership positions. I currently serve as Member-at-Large and am also creating the organization’s first conference for women aspiring to a college presidency.

**National Council of Enrollment Planning Professionals** 2015 to 2018

*Invitation-only “think tank” of 25 chief enrollment officers from leading universities across the country*

NCEPP meets twice annually to discuss timely issues in enrollment management and contribute to the evolution of the field of enrollment management. Members of NCEPP include representatives from Drexel University, Boston College, Rutgers University, Syracuse University, Case Western Reserve University, and University of Texas – Austin, among others.

**American International Recruitment Council**  December 6, 2018

*Annual Conference Presentation*

“U.S. Recruiters & Chinese GaoKao: What, Why, and How?” – presented on UNH’s experience becoming the first public flagship in the U.S. utilizing the GaoKao as a replacement for the SAT/ACT in the admissions process

**College Board** August 16, 2018

*Enrollment Leadership Academy*

“Strategic Enrollment Planning” – instructor to “rising star” professionals in enrollment management.

**New England Board of Higher Education Legislative Advisory Committee** April 3, 2017

*The Legislative Advisory Committee is comprised of legislators from across the region who hold committee seats in their home states to serve the interests of education*

“Understanding the Landscape of First-Dollar and Last-Dollar Scholarships and Promise Programs” – co-presenter with Kevin Gallagher, deputy chief of staff for Governor Gina Raimundo (Rhode Island)

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**Association of International Education Administrators** February 20, 2017

*Annual Conference Presentation*

“Thinking Globally, Acting Locally – Conversations about Cross-Campus Collaborations in International Enrollment Management” – co-presenter with Dr. Stefanie Niles, vice president for enrollment, marketing and communications at Dickinson College.

**American Council on Education** December 13, 2016

*Center for Internationalization and Global Engagement*

“Innovative Strategies for International Student Enrollment and Success” (webinar) – co-presenter with Jason Lane, vice provost for academic planning and strategic leadership for State University of New York, and Ross Jennings, Senior Director of International Education for Green River Community College.

**Recent Volunteer and Community Involvement**

**habitat for humanity international**

* Regularly participate in builds overseas, to include projects in Brazil, Thailand, El Salvador, Guatemala, Cambodia and Ethiopia
* Former Board member, Treasurer and Chair of Family Selection Committee of Old Colony affiliate in Massachusetts
* Current Board member with Lamoille County (VT) Habitat for Humanity. Co-chair of Construction Committee, chair of Family Support and Selection Committee, and member of Fundraising Committee

**youth mentor, lamoille county (VT) restorative justice center**

* One-on-one mentoring for children with incarcerated parents

**amnesty international, green mountain chapter (vt)**

* Petitioner for human rights. Co-leader of publicity campaigns

**meals on wheels, lamoille county (vt)**

* Volunteer driver to bring hot meals to shut-in senior citizens

**Gun Sense Vermont**

* Loosely affiliated in advocacy around stronger legislation to promote responsible gun ownership