

# JASON TRAINER, Ph.D.

## EXECUTIVE PROFILE

A dynamic and **visionary** leader with over 15 years of higher education experience dedicated to enhancing the university's standing and bolstering enrollment. A **strategist** adept at maximizing visibility, resources, and results within the competitive realm of higher education. A **collaborator** who fosters strong relationships with stakeholders at all levels, fostering a culture of open communication and collective achievement. An **advocate** championing initiatives to broaden access and perspectives within the educational community.

## EDUCATION

### **Doctor of Philosophy, Higher Education**

University of North Dakota

Dissertation Title: A Dual-Level Approach to Enrollment Management

### **Master of Science, Management**

Minot State University

Capstone Project: Branding: The good, the bad, and the unachievable.

### **Bachelor of Science, Marketing**

Minot State University

Second Major: Management

## PROFESSIONAL EXPERIENCE

### **Vice Provost, Enrollment Management and Institutional Marketing**

*Indiana State University, Terre Haute, IN*

*March 2019 to Present*

Reporting to the Provost/Vice President for Academic Affairs, providing vision and leadership for all strategic initiatives attracting, retaining, and graduating students. Responsible for improving the institution's visibility and brand reputation across regional, national, and global markets. Serve as a highly-visible spokesperson tasked with improving communication, leveraging institutional stakeholders, and creating external university partnerships.

- Responsible for developing and implementing enrollment management strategies targeting freshmen, transfer, international, graduate, online, and professional education audiences.
- Creates a comprehensive strategic enrollment plan that enhances the university's reputation and effectively achieves its enrollment, retention, and student success goals
- Oversees Indiana State University's brand awareness, value, and positioning strategies and initiatives, including a new IndianaState.edu (*LIVE December 2023*).
- Provides leadership of EM Division comprised of 100+ professional staff and annual operating budgets exceeding \$19 million.
- **Leadership Portfolio:** Office of Admissions (*undergrad/transfer/graduate/international*), Office of Financial Aid and University Scholarships, Office of New Student Transition Programs, Office of University Marketing, IndianaState.edu, Office of Extended Learning and Indiana State Online, ISU Dual-Enrollment Programs, Office of Enrollment Research and Analytics, SEM Project Management, SEM Council, Student Success Council, Enrollment Management Communication Center, University Testing, University Apparel, Merchandise, and Licensing.

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## NOTABLE ACCOMPLISHMENTS

- Developed and implemented Indiana State's SEM Plan: A Vision for 2023 & Beyond.
- Created the Indiana State Advantage, which includes a tuition-free guarantee, a four-year graduation guarantee, and up to \$3,000 for an out-of-the-classroom experience such as an internship, undergraduate research, domestic service, or global travel.
- Increased institution's retention rate by 7 percent in the first two years new SEM model.
- Founded the EM Communications Center and Indiana State Transfer Center
- Attracted \$9 million in private investments supporting student success initiatives.
- Designed the Indiana State Preferred Partners Program (*industry and educational partnerships*).
- Developed a national partnership with Dave Ramsey (*Ramsey Solutions*), offering dual credit for Ramsey's personal finance course taught in 25 percent of US high schools.
- Established off-campus education sites in the greater Indianapolis market utilizing industry partnerships and investments (*Westfield, IN, and Plainfield, IN*).
- Developed and launched a new university "Wear Blue" marketing campaign, including institutional brand study, creative design, brand guide, advertising plan, and communication and public relation outreach.
- A key communications and marketing partner supporting a record-setting fundraising year of \$29.3 million and the launch of a \$100 million capital campaign (currently at 80% of fundraising target).
- Fall 2022: +7% in new freshmen, + \$2.4 million in net-tuition revenue, +4% in retention rate

## SELECT UNIVERSITY SERVICE AND RECOGNITION

- Serves on the President's Advisory Council, President's Strategic Planning Committee, Provost's Advisory Council, Student Affairs Council, and Financial Vitality and Fundraising Committee.
- Leads SEM Council (*Chair*), University Communications Team (*Co-Chair*), and Crisis Response Team (*Co-Chair*).
- Co-author and recipient of a \$9 million Lilly Grant supporting institutional student success.
- Serves on the Workforce Development Indiana, WorkOne Western Indiana, and InRoads Analytics advisory boards.
- A volunteer with United Way's Financial Management Impact Council, Real Men Read program, Northside Wrestling Club (*coach*), and Terre Haute Premier Soccer Club (*coach*).

### **Principal Consultant**

*Trainer Enrollment and Marketing Consulting*

*November 2017 to March 2022*

Provided strategic guidance to higher education institutions in institutional marketing, enrollment planning, recruitment strategy, data analytics, predictive modeling, and educational leadership coaching.

## NOTABLE ACCOMPLISHMENTS

- Recipient of the 2018 National Research Excellence Award (*National Student Clearinghouse*).
- Led successful search for Somerset Community College's (*KY*) first Vice President of Enrollment Management.

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- Developed successful marketing and enrollment initiatives operating within the institution's previous financial footprint utilizing new analytics and predictive modeling.

## **Director of Admissions**

*University of North Dakota, Grand Forks, ND  
July 2014 to September 2017*

Reported to the Assistant Vice President for Admissions and Financial Aid within the Division of Student Affairs, responsible for leading the institution's recruitment, admissions, and communication initiatives growing undergraduate, transfer, international, graduate, and military enrollments. Provided leadership for the university's strategic plan, redesigned website, redesigned university brand, and improved tribal, community, and military relationships.

## NOTABLE ACCOMPLISHMENTS

- Transformed institutional enrollment policy and strategic initiatives, which increased applications by 12 percent, new student enrollments by 6 percent, diversity of entering class by 21 percent, and student retention by 6 percent.
- A key partner in UND.edu website redesign focused on improving communication and interactions with external stakeholders
- Redesigned campus visit and event programs leading to a record number of campus visitors and a 4 percent increase in yield.
- Developed and implemented new holistic admissions policies and processes, including seamless tribal and military pathways.
- Key leader for university efforts to implement RNL's financial aid leveraging and enrollment planning models.
- **Leadership Portfolio:** Undergraduate and graduate recruitment/admissions, international recruitment/admissions, transfer partnerships, multicultural and diversity outreach, distance recruitment/admissions, student call center, customer relationship management system (CRM), and new student scholarship programs.

## SELECT UNIVERSITY SERVICE AND RECOGNITION

- Led Strategic Planning Committee (*Recruitment Chair*), Military-Friendly Advisory Group (*Chair*), and RNL Marketing, Recruitment, and Financial Leveraging site visit.
- Served on the President's Marketing & Recruitment Council, Strategic Enrollment Management Committee, Dru Sjodin Scholarship Committee, Orientation Advisory Group, Global Engagement Team, and Student Affairs Council

## **Director of Enrollment Management, Marketing, Communications, and Institutional Research**

*Northland Community & Technical College, East Grand Forks, MN  
January 2014 to July 2014*

Reported to the Vice President for Academic and Student Affairs, responsible for all institutional efforts and outcomes related to enrollment management, marketing, communications, advising, and institutional research, including public relations and crisis communications. Provided cabinet-level leadership across two-campus locations and direct oversight of two satellite sites in

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NW Minnesota. Responsible for leading an institutional team of 14 professional staff and operating budgets exceeding \$1.2 million.

- **Leadership Portfolio:** Recruitment and admissions, SEM committee, academic advising, institutional marketing and communications, public relations, customer relationship management (CRM), web technologies, and Pioneer radio.

## **Director of Enrollment Management, Marketing, and Communications**

*Northland Community & Technical College, East Grand Forks, MN*

*July 2012 to December 2013*

Reported to the Vice President for Academic and Student Affairs, responsible for all institutional efforts and outcomes related to enrollment management, marketing, communications, and advising, including public relations and crisis communications. Created a strategic plan integrating institutional efforts related to marketing, recruitment, financial aid, student success, advising, diversity, and fiscal health.

- **Leadership Portfolio:** Recruitment and admissions, SEM committee, academic advising, institutional research, institutional marketing and communications, public relations, customer relationship management (CRM), web technologies, northlandcollege.edu, and Pioneer radio.

## **Director of Marketing and Communications**

*Northland Community & Technical College, East Grand Forks, MN*

*April 2010 to June 2012*

Reported to the Foundation's Executive Director, responsible for all institutional efforts and outcomes related to marketing, communications, public relations, and crisis communications. Tasked with redesigning the institutional logo and brand identity, website, radio station, athletic brand, campus signage, and internal/external communications.

- **Leadership Portfolio:** Institutional marketing and communications, public relations, customer relationship management (CRM), web technologies, and Pioneer radio.

## NOTABLE ACCOMPLISHMENTS

- Transformed marketing and communication efforts, including college logo, branding and style guide, messaging, website, publications, press releases, social media, and media placement strategy.
- Increased unique visitor website traffic by 180 percent in the top four markets.
- Successful initiatives, targeted prospective student communication plans (CRM), an interactive campus visit, dual credit scholarship program, program preferred advising model, and featured recruitment events, including open houses, career expos, and campus visits. Improved metrics include conversion (84.8%), admit (81.3%), yield (88.25%), and overall matriculation (60.6%) rates.
- Developed program dashboards measuring enrollment funnel matriculation, trends and forecasting, success rates, market analyses, and demographic information.
- Guided developing and implementing a comprehensive SEM plan integrating marketing, recruitment, financial aid, student success, advising, diversity, and fiscal health objectives.

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## SELECT UNIVERSITY SERVICE AND RECOGNITION

- Served on President's Cabinet and Executive Leadership Council.
- Recipient of 14 national marketing and communication Paragon Awards (*NCMPR*).
- Selected for the MnSCU Luoma Leadership Academy (*2012*).
- Provided leadership on the Academic Master Plan Committee (*Co-Chair*), Noel-Levitz Consultation Visit (*Chair*), and Marketing & Enrollment Team (*Chair*).
- Served on the HLC Accreditation Committee, Program Sustainability Committee, Diversity Committee, Retention Committee, and Graduation Committee.
- Member of the Revitalize Thief River Falls Committee, Greater Grand Forks Chamber, and the Engage the Forks Committee.

### **Admissions Counselor**

*Minot State University, Minot, ND  
June 2007 to April 2010*

Reported to the Dean of Admissions, responsible for recruitment and outreach to all North Dakota high schools, tribal communities, and the Minot Air Force Base.

## NOTABLE ACCOMPLISHMENTS

- Developed and implemented enrollment and financial aid strategies increasing new freshman enrollment (5.1%), new student applications (11%), scholarship applications (24%), transfer student enrollment (25.2%), and five-year highs in Canadian and International student enrollment.
- Conducted program overhauls for new and transfer student scholarships, student ambassadors, campus visits and experiences, new student orientation, high school outreach, and CRM communication plans.

## SELECT UNIVERSITY SERVICE AND RECOGNITION

- Provided leadership as the Great Plans Scholarship program coordinator, Student Ambassador Advisor, and Minot H.S. Outreach Office Coordinator.
- Served on the College of Business Dean's Advisory Council, SIAS University travel team, Orientation Committee, Alumni Outreach Council, Student Experience Committee, and Canadian Enrollment Team.

## TEACHING EXPERIENCE

### **Indiana State University - August 2022 to Present**

- Resource Management in Higher Education, EDLR 760, Affiliate Faculty member in the Department of Educational Leadership
- Principles of Marketing, BUS 361, Instructor in the Scott College of Business

### **Minot State University- January 2009 to May 2013**

- Fundamental of Management, BADM301, Instructor in the College of Business

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## SELECT PRESENTATIONS

American Association of Collegiate Registrars and Admissions Officers (AACRAO)

- ***Scaling to Standout***, AACRAO SEM Conference, Toronto, Canada, November 2022
- ***Top-Down or Bottom-Up: Consider a Dual Level Approach to Enrollment Management***, AACRAO SEM Conference, Washington DC, November 2018

American College Testing (ACT)

- Conference Presenter: ***Never Recruit Alone: Utilizing data to involve key campus influencers***, ACT Enrollment Planners Conference, Chicago, IL, July 2017

Collegiate Information and Visitor Services Association (CIVSA)

- ***National Student Clearinghouse Research Track***
- ***Reimagining the campus visit experience***, Collegiate Information and Visitors Services Association (CIVSA), Nashville, TN, May 2017

Gyeongin National University of Education (GINUE)

- ***Empowering Educators in the Digital Era: Scaling for Success***, GINUE International Symposium, Seoul, South Korea, November 2023

National Council for Marketing and Public Relations (NCMPR)

- ***A Recruitment Revolution: Blending the Best of Marketing and Recruitment***, NCMPR National Conference, New Orleans, LA, March 2014
- ***Aligning Marketing Efforts to Support the Enrollment Funnel***, NCMPR National Conference, Chicago, IL, March 2013

## SELECT PUBLICATIONS

- **AACRAO SEMQuarterly: *Scaling to Standout***, To be Published Fall 2023
- **AACRAO SEMQuarterly: *Top-Down or Bottom-Up: Consider a Dual Level Approach to Enrollment Management***, Published October 2018
- **A Dual-Level Approach to Enrollment Management-** ProQuest Dissertations, December 2017

## SELECT SPEECHES

- Presidential Scholars Keynote: *Indiana State University*, 2022
- Honors Keynote Speaker: *University of North Dakota*, 2016-17
- College of Business Commencement Speaker: *Minot State University*, July 2012
- Keynote Speaker: *SIAS University*, Henan, China, November 2009

## SELECT HONORS AND AWARDS

- **National Research Excellence Award: *National Student Clearinghouse***: 2018
- **Paragon Award Recipient** (14 awards): *National Council for Marketing and Public Relations (NCMPR)*, 2012-13
- **Leadership Excellence Award: *Luoma Chair Leadership Academy, Minnesota State Colleges and Universities***, 2011-12
- **Distinguished Young Alumni Award: *Minot State University***, 2012