

## **L. Russell Watjen, Ph.D.**

• 10 Crows Nest Point, Savanna, GA • 912-358-0950 • 704 267-4678 (cell) • e-mail:  
LRWATJEN@hotmail.com

### **EDUCATION**

#### Harvard University

Cambridge, Massachusetts

Institute for Educational Management

June, 1997

#### Indiana State University

Terre Haute, Indiana

Ph.D. Guidance and Psychological Service

June, 1972

M.S. Student Personnel Services

June, 1968

#### University of Rhode Island

Kingston, Rhode Island

B.S. Business Management

June, 1966

### **PROFESSIONAL EXPERIENCE**

#### Kentucky Wesleyan College

October, 2011 – May 15, 2011

Owensboro, Kentucky

#### **Interim Vice President for Enrollment Management**

Working as an Interim Management Consultant and employed by Stevens Strategy, I provided six months of transitional leadership for the enrollment management functions of Kentucky Wesleyan College. I also coordinated a successful search for a chief enrollment officer to fill that position on a permanent basis.

#### Armstrong Atlantic State University

June, 2008 – January, 2011

Savannah, Georgia

#### **Associate Vice President for Enrollment Management**

Provide leadership for the following University divisions: Undergraduate and Graduate Admissions, Financial Aid, Registrar, Academic Advisement, Learning Support, Adult Education, Banner Computer system, and Enrollment Services.

Selected Armstrong Atlantic State University Accomplishments

- Reversed previous years' decreases in first year undergraduate student enrollments (+5.5%), while improving enforcement of application and payment deadlines.
- Reorganized the Admissions Office, moving separate recruiting and administration units into a single, competitive recruitment operation.
- Separated Registrar and Admissions office functions into two coordinated units.
- Supervised the updating of Financial Aid operations.
- Expanded enrollment data collection and reporting procedures.

Catawba College

February, 2004 – May, 2008

Salisbury, North Carolina

**Vice President, Dean of Admissions**

**Associate Professor of Psychology (nt)**

Provide leadership in enrollment management functions of the college. Responsible for direct supervision of the Admissions and Financial Aid Offices. Responsible for development of a marketing plan, marketing initiatives and staff development for those directly involved with enrollment functions. Supervised the Dean of Students beginning in 2006.

Selected Catawba Accomplishments:

- Implementation of a new computer system to enable more efficient management of prospect development (Recruitment Plus).
- Re-organization of professional staff to equitably distribute responsibility for major roles among the staff and promote professional development.
- Oversaw development of counselor (recruiter) training programs.
- Collaborated with the Vice President for External Relations to improve communication and increase collaboration between Catawba College and the North Carolina Community College system.
- Implementation of tele-counseling.
- Initiated revision and update of the admissions and financial aid web pages and related sites.
- Implementation of programs such as “chat,” “IM,” and “Pod casting” to supplement web strategies.

- Worked with admissions staff to improve strategies for counselor follow-up of prospects.
- Established market segmentation and “pipeline” strategies using direct mail, email, and tele-counseling technology.
- Chaired the institution’s Marketing Committee and coordinated development of a Marketing Plan based on the institution’s Quality Enhancement Plan.
- Implemented a “Print on Demand” system.
- Conducted analysis of financial aid awarding strategy and participated in development of a revised award matrix.

McMurry University  
Abilene, Texas

August, 1993-December, 2003

**Vice President for Enrollment Management and Student Relations**

Provide leadership for the following areas: admissions, financial aid, Dean of Students, student government, housing, summer programs, counseling (testing, disability services, alcohol and drug programs), career services, campus center, student activities, fraternities and sororities, the freshmen year experience, new student orientation, health services, recreation, wellness, intramurals, campus security, and the chaplain’s office.

Selected McMurry Accomplishments:

- Moved student recruitment activities toward an enrollment management philosophy with a strategy based on sound educational and marketing principals.
- Produced significant increases in new full-time student enrollment.
- Worked with community based organizations to improve the quality of college information provided to under-served student populations.
- Improved services to the institution’s large number of “non-traditional” and adult students.
- Hired professionally trained staff to operate the student affairs division.
- Participated in planning and the opening of a new student apartment complex.
- Worked closely with the Registrar’s Office to improve services to prospective transfer students; resulting in significant increases in transfer student enrollment.

Wentworth Institute of Technology

August, 1985- July, 1993

Boston, Massachusetts

**Vice President for Student Affairs**

Provided oversight and leadership for the following areas: admissions, financial aid, Dean of Students, student government, minority services, housing, counseling and testing, career services, cooperative education, student activities, student organizations, new student orientation, campus center, health services, varsity athletics, recreation, intramurals, and international student services. Wentworth offered certificate, two year, and four year programs at that time.

Selected Wentworth Accomplishments:

- Re-organized admissions and financial aid and moved toward an enrollment management model.
- Assisted in achieving a smooth transition during the absorption of two other educational institutions: East Coast Aero Tech and Sylvania Tech.
- Employed professionally trained staff in the student affairs division.
- Participated in planning for a new apartment building complex.
- Recognized by the New England Association of Schools and Colleges for an outstanding strategic plan in my division.

Western Connecticut State University  
Danbury, Connecticut

June, 1979–July, 1985

**Dean of Student Affairs**

Responsibilities included: advisor to student government, coordinator of student discipline, coordinator of student retention efforts, and overall leadership for the following areas: residential life, counseling and testing, health services, career services, campus chaplain's offices (Protestant, Catholic, Jewish), student activities, campus center, admissions and the office of financial aid. Responsibilities also included international student services, veteran's affairs and minority affairs. Reported to the Vice President for Academic Affairs. This was a collective bargaining environment. Western offered two and four-year programs at this time.

During my tenure at Western Connecticut State University I was selected as President of two state-wide professional organizations, and conducted numerous workshops and training programs for student affairs professionals.

Selected Western Connecticut State University Accomplishments:

- Implemented an increase in academic standards.
- Achieved enrollment goals.
- Assisted in the transition to a split campus.
- Hired professionally trained individuals to staff the student affairs division.
- Implemented a new student judicial system. Participated in planning for construction of a new residence hall complex.

University of Kentucky  
Lexington, Kentucky

September, 1972 – May, 1979

**Assistant Director of Student Services for Allied Health Professions**  
**Assistant Professor, Allied Health Education and Research**

Reported to the Director of Student Services for the Medical Center at the University of Kentucky. Coordinated records, advisement, and admissions programs for students applying to enroll in the highly competitive programs of the College of Allied Health Professions. Provided support as needed to the Colleges of Nursing and Pharmacy. Supervised the Office of Minority Recruitment and the Office of Student Support Services for all of the above colleges. Administered grant programs to support recruitment and train health professionals in providing student services. This position required extensive coordination with University's thirteen community colleges that were a part of the University of Kentucky at that time.

Indiana State University  
Terre Haute, Indiana

**Assistant Dean of Student Activities** September, 1971 – August, 1972  
Advised the Indiana State University Student Government Association and advised students planning and executing the homecoming parade.

**Staff, Office of Research and Testing** September, 1970 – August, 1971

## **PROFESSIONAL MEMBERSHIP AND INVOLVEMENT**

American College Personnel Association 1966 – Present

Currently a member of the ACPA Educational Leadership Foundation

At various times participated in the following:

- Major Awards Committee
- National Membership Committee
- Commission I Organization and Administration of Student Personnel Services
- Commission I Directorate (numerous terms of office)
- Chairperson, Task Force on Microcomputers
- Vice Chairperson for Membership

Convention presenter on numerous occasions.

National Association of Student Personnel Administrators 1967-1979;1985–2004,  
2011

Richard Stevens Summer Institute

Texas Association of College and University Student 1995 - 2004

Personnel Administrators

Association for Student Judicial Affairs (Charter Member) 1987 – 1993, 2003

Publications Committee member

Massachusetts College Personnel Association 1985 - 1993

American Association for Counseling and Development 1966 - 1985

Convention program presenter

Counselor Advocacy Committee

Connecticut Association for Counseling & Development (President) 1980 - 1981

Connecticut College Personnel Association (President) 1980 - 1984

## **OTHER PROFESSIONAL ACTIVITY**

Consultant, Kentucky Wesleyan College, Interim Vice President for Enrollment Management and Financial Aid 2011

Consultant, Clayton State University - Enrollment Services 2009

Keynote Speaker, Southwest Association of College and University

Housing Officers' Resident Assistant Conference 2000

Invited presenter "Computers and Student Development:  
The State of the Art," presented by Cynthia Johnson and Richard  
Pyle at Western Connecticut State University 1984

Designed and conducted workshops for the Connecticut Board of  
Higher Education titled "Microcomputer Applications to Student  
Affairs Work". 1983

### **SELECTED AWARDS AND SPECIAL RECOGNITIONS**

Diamond Honoree, ACPA 2010  
Phi Kappa Phi Educational Honor Society 2009  
Named to the ACPA Senior Student Affairs Officers organization 2004

McMurry University Division of Enrollment Management & Student Affairs

Outstanding Performance Award 2003

American College Personnel Association Esther-Lloyd Jones Professional Service Award 2001

American College Personnel Association Senior Student Affairs Practitioner Program 2001

Distinguished Service Award, American College Personnel Association 1985

Award of Merit, Western Connecticut State University, Student Government Association 1984

### **SELECTED EXAMPLES OF COMMUNITY INVOLVEMENT**

Forrest Cove Homeowner's Associate, Board Member, Savannah, GA 2010 - Present

Rotary - Danbury, CT, Brookline, MA, Abilene, TX, and Rowan Co,

NC (President-Elect 2007), Savannah, GA 1980 - 2010

McMurry University Toastmasters (President) 2003  
Abilene City Toastmasters Plus (President 2001) 1999 -2001

Saint Paul United Methodist Church Abilene, Texas - Administrative Board 1995-1998

Brookline Vocational Education Task Force (Massachusetts) 1991-1992

Lucey Stone School - Technology demonstrations (Dorchester, Massachusetts) 1991  
Southbury Connecticut Volunteer Fire Department Communications Officer 1979-1985  
Chairperson, Barden Corporation Scholarship Committee, Danbury CT 1981-1985

Marshfield, Massachusetts Personnel Board 1980 -1985

## **SELECTED PUBLICATIONS**

Jackson, T.R., Russell, A.I., Braverman, D. and Watjen, R. (1999). "Collaborative Partnerships and Accountability in Student Affairs." In Paratore, J., Olario, P., Wade, A., Blake-Jones, L., and Jackson, T. The Practice Agenda Project (9-15). Washington, D.C: American College Personnel Association.

Bleuer, J. and Walz, G. "Microcomputer Software for Counseling and Student Development," compiled by Watjen, L. R; December, 1984

Watjen, L. Russell, "Enhancing Student Development with Computers," Edited by Johnson, C. S. and. Pyle, K.R., New Directions for Student Services, no. 26, San Francisco: Josey Bass, June 1984.

Watjen, L Russell, "General Purpose Software for the Counselor," Journal of Counseling and Development, November 1984, Vol. 63.

9/21/11