

Michelle L. Kronfeld, Ph.D., M.B.A.

EDUCATION

Ph.D., Educational Policy and Leadership Studies, Higher Education

The University of Iowa, Iowa City, Iowa, 2013

Dissertation: *The Influence of Distal Family Background and Proximal Family Status on the Occurrence and Timing of Post-baccalaureate Enrollment*, September 2013

Master of Business Administration, St. Ambrose University, Davenport, Iowa, 2005

Bachelor of Science, Illinois State University, Normal, Illinois, 2001

Major: International Business with a Finance concentration, Minor: Spanish

Associate of Arts and Science, Illinois Central College, East Peoria, Illinois, 1998

PROFESSIONAL EXPERIENCE

Peer Reviewer, Higher Learning Commission, 2024–Present

Vice President, Enrollment Management, Viterbo University, La Crosse, Wisconsin, 2017–2024

- Reported to President and served on the President’s Cabinet.
- Served as vice president lead for a committee of Viterbo University Board of Trustees.
- Led the inaugural enrollment management division with a leadership team of 8 and 35 team members in financial aid, marketing, admissions (first-year, transfer, bachelor completion, graduate, international, military-aligned), enrollment operations, and [until 2019] academic advising.
- Led financial aid optimization and awarding of institutional discount and donor-funded scholarships.
- Implemented an entirely paperless financial aid operation and auto-packaging system (Ellucian Colleague).
- Oversaw communications protocols for prospective students and their influencers (e.g. parents), segmented by entry-level (e.g. first-year, graduate) and funnel stage (suspect, prospect, admit, etc.), and targeted based upon interest and/or affinity group.
- Oversaw comprehensive enrollment operation including CRM use for segmented territory management, centralized admissions for all entry levels, and participation in application systems (CommonApp, CSDCAS).
- Oversaw international recruitment, including agent management, travel strategy, and advertising.
- Led the university’s Strategic Enrollment Council focused on development and sequencing of academic, athletic, and co-curricular programs and initiatives for enrollment strength.
- Established the Viterbo [Pell] Tuition Promise to expand access for low-income students.
- Established an alternative financial aid application for undocumented students.
- Established partnership with TheDream.US to support undocumented student scholarships.

- Led the development and implementation of the university's first strategic enrollment plan.
- Co-chaired the design and implementation of a holistic application review process for admissions to the nursing professional sequence as a strategy to increase the diversity and cultural competency of the rural health workforce.
- Co-chaired the design and launch of direct-entry, first-professional master's in nursing.
- Chaired the design and launch of undergraduate computer science major.
- Chaired the design and launch of master's in speech-language pathology and respective undergraduate communications disorder major.
- Oversaw a \$2M, five-year Title III Grant—Strengthening Institutions Program and one-year extension to implement retention strategies to improve student success for at-risk students.
- Oversaw academic advising team of five including initiatives for dual-advising, individualized 4-year completion plans, and 4-year graduation guarantee.
- Partnered with the athletic director to develop and launch eSports and men's volleyball athletic programs.
- Chaired university rebrand including new visual identity and value statements.
- Established new scholarships and partnerships to widen pipelines of diverse students, including the Boys and Girls Club of La Crosse.
- Established a new military-aligned student recruitment and support operation.
- Established partnership agreement with Aquinas Catholic High School and Regis Catholic Schools for enrollment pipelines, shared faculty and facilities, joint service and faith formation programming, and fundraising.
- Established partnership agreement with Aptiv to serve adults with intellectual/developmental disabilities.
- Established an agreement with Wisconsin Technical College for co-admission and umbrella articulation agreement. Viterbo is WTC's largest recipient of transfer students.
- Established a Faculty Connectors program to optimize faculty engagement in the campus visit experience for prospective students.
- Partnered with faculty, chair of Faculty Council, VP of Academic Affairs to launch a Faculty Recruiters program to support faculty engagement in local high schools.
- Maintained a close partnership with athletics in the recruitment function, including integration of Front Rush data into the recruitment team's CRM system.
- Oversaw the implementation of enrollment funnel reports, by segment, and new CRM dashboards for recruiters.
- As cabinet member, authored future enrollment and revenue models and university budgets

Director, Graduate Admissions and Services, St. Ambrose University, 2014–2017

- Oversaw graduate enrollment management, including team, budget oversight and development and execution of the annual program-specific recruitment and marketing plans in collaboration with graduate program directors, deans, and other partners.
- Oversaw international recruitment team, operation, and budget.
- Oversaw veterans' recruitment and services team, operation, and budget.
- Chaired the university's strategic enrollment planning process.

- Led the digital advertising initiative for undergraduate, transfer, adult, and graduate programs in partnership with an external firm.
- Co-led a comprehensive website redesign in partnership with an external firm.
- Participated as member of Higher Learning Commission Steering Committee
- Co-chaired the university's data integration and usage committee
- Participated in the Institutional Prioritization effort for academic and administrative programs and departments

Instructor, MBA Marketing Management, St. Ambrose University, 2016–2017

Instructor [and Academic Advisor], New Student Seminar, St. Ambrose University, 2014

Associate Director, Graduate Admissions and Services, St. Ambrose University, 2012–2014

Assistant Director, Graduate Admissions and Services, St. Ambrose University, 2007–2012

Recruiter, Graduate Student Recruitment, St. Ambrose University, 2004–2007

Accounting Coordinator, General Accounting, St. Ambrose University, 2002–2004

Accounts Payable Coordinator, Accounting, Marycrest International University, 2001–2002

Accountant, Vail Resorts, 2001