
HEATHER THIELEMANN, Ed.D.

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PROFILE

Strategic, visionary executive leader with more than 21 years of experience in higher education, who has the attitude, courage and commitment to make a positive impact.

EDUCATION

- Ed.D. Educational Leadership, Sam Houston State University, Huntsville, Texas (www.shsu.edu). August 2004. Doctorate of Education, Educational Leadership. Dissertation title: "The Effectiveness of Enrollment Management Programs in Universities and Community Colleges."
- Master's Degree Master of Science in Sports Management, to include 18 graduate hours in Business, Baylor University, Waco, Texas (www.baylor.edu), December 1995.
- Bachelor's Degree Bachelor of Business Administration in Marketing/minor in Accounting, Baylor University, Waco, Texas (www.baylor.edu), May 1992.

PROFESSIONAL HIGHLIGHTS

- Successfully lead a newly created division at a Carnegie designated Doctoral Research institution of 10 departments, 150 employees, and a budget of over \$118 million
- Successfully lead the marketing and recruitment/enrollment efforts for an institution that resulted in improved market share, enhanced brand recognition, and average annual growth of 3.5% over 10 years, to exceed the state of Texas average growth of 2.4% (13,341 students Fall 2004 to 20,190 student Fall 2015)
- Successfully managed the on-campus residence life bed capacity of residence halls and apartments in the planning, design, and construction of two new residence halls of a total cost of \$34,500,000 and an additional 690 beds, and the demolition of older halls/apartments to maintain bedspace for 20% of enrollment each year
- Co-chaired the full implementation of the Ellucian ERP system: modules of Student, Finance, Financial Aid, Human Resources, Degree Works and other third party systems to include the Cognos reporting system
- Successfully award \$179 million over an academic year in financial aid (federal and state grants, work study, scholarships, and loans), with the average loan default rate of 6.8%
- A community leader serving on several boards to make a difference in the lives of youth by connecting people, service, and resources. Annual fund-raising efforts of \$100,000
- Effectively demonstrates servant leadership and managerial capacity with the understanding and obligation to the academic mission of higher education with planning, organizing, and administration background
- Responsible for initiatives for enrollment increases of 35%
- Increased student diversity for Hispanic students from 8.8% to 18.4%, African American students 13.7 to 19.1%; with the overall first year retention rates from 69% to 78%, and graduation rates from 44% to 53%.
- Improved Career Services personnel and program offerings, resulting in Sam Houston State being the best in placing students in the Texas workforce within one year of graduation

EXPERIENCE

Sam Houston State University, Huntsville, Texas (www.shsu.edu)

Established in 1879, Sam Houston State University is in its 135th year of operation with 19,718 students enrolled in Fall 2014. The institution offers over 80 [bachelor's degree programs](#), more than 50 [master's degree programs](#), and six [doctoral programs](#), in its seven colleges. SHSU is classified as a "Doctoral Research University" by the Carnegie Commission on Higher Education and was recently recognized by U.S. News and World Report for being among the best in the country for online graduate programs.

Vice President for Enrollment Management, September 2004 - Present

Responsibilities: Responsible for leading and overseeing the offices of undergraduate and graduate admissions, financial aid, registrar's office, legislative relations, institutional research, administrative program review, visitor center, career services, new student orientation, veteran's resource center, program marketing, Mobile GO Center, on-campus recruitment/ summer camps/ Jr. Bearkats, graduate marketing, and recruitment; digital marketing.

Accomplishments:

- Lead 10 departments with 150 employees, annual budget of: \$118 million
- 2005 – December 2005. Taught a doctorate course for the Education Leadership Doctorate program. Course name: "Organization, Governance and Administration in Higher Education"
- Co-chair of the successful three year implementation of the full Ellucian ERP System, to include the transition to the Texas Common Course Numbering System for lower division courses
- Established the undergraduate admissions and financial aid counselors to create recruitment teams to connect the communication, processes and strategic recruitment of successful students
- Successfully lead the financial aid office for awarding \$179 million of financial aid and scholarships
- Collaborative efforts for the web optimization project to establish a higher ranking for programs on search engines and optimize websites to drive enrollment, beginning with online and graduate programs to show an increase of 62% of referrals to webpages.
- Established Veteran's Resource Center to include a mentoring program on campus with a Department of Veteran's Affairs Vet Success counselor as an employee.
- Established and maintained youth programs for long-term recruitment efforts: summer camps, Scout Day, Jr. Bearkats (age 13 and younger), and community service projects
- Successfully implemented on-campus recruitment efforts with academic programs to create an initial contact with high school age kids, over 5,000 students visit each year.
- Designed and incorporated program marketing into the Strategic Enrollment Management plan to promote new programs, low-producing programs, and/or declining programs.
- Co-Chair for Strategic Enrollment Management Steering committee with targeted efforts to increase enrollment, improve scholarship initiatives, bookstore student/faculty relations, admissions standards, retention services, transfer student initiatives, online student services, international student recruitment and retention
- Led the department of Residence Life for 8 years (total of 3400 beds in 8 large halls, 17 small halls, and one apartment complex of 500 co-ed capacity)
- Supervised the construction of two new residence halls (different room layouts) for 690 beds, new Residence Life office space, living/learning space, and demolition of older halls/apartments
- Successfully planned and led the web-optimization project and digital marketing efforts for the institution, receiving the Digital Marketing Award, AMA Crystal Award, Category is Best Online Marketing Campaign (Business to Consumer), and the Hobsons Plan and Learn Award (2014)
- Successfully award \$179 million over an academic year in financial aid (federal and state grants, work study, scholarships, and loans), with the average loan default rate of 6.8%

- Responsible for the initiation and approval of the following scholarships: Transfer Scholarships - \$2 million; HS Relations Scholarships - \$500,000; and the Sam Scholar scholarship of \$5 million.
- Helped create the SHSU Master's of Education program: Higher Education Administration
- Designed and Implemented the first formal Administrative Program Review for the University.
- Established formal, university-wide Legislative Relations and research role.
- Consolidated all federal/state reporting within the Institutional Research department
- Responsible for initiating the campus-wide calendaring system
- Successfully incorporated a foster child enrollment program for the institution with collaboration with admissions, financial aid, residence life, counseling, and student services.

Blinn College, Brenham, Texas (www.blinn.edu)

Established in 1883, Blinn is the oldest publicly-owned community college in the state of Texas, and has an enrollment of more than 18,000 students. Blinn's academic transfer rate is one of the highest in the nation, and the institution has built strong relationships with many of the state's public and private universities for transfer success. Blinn has campuses in Brenham, Bryan, Schulenburg and Sealy, while also teaching online courses, dual credit for high school students, while continuing to offer quality workforce education, technical training and vocational education programs to meet regional workforce goals.

Dean of Enrollment Management, June 2004 – August 2004

Responsibilities: Responsible for overseeing the institutional/ system-wide enrollment management program, to include primary recruiting and retention efforts of Blinn College, while continuing to supervise the Recruitment department, Enrollment Services department on the Brenham and Bryan campuses, the TSI program, to include special projects for the President.

Accomplishments:

- Led the Enrollment Services department, which provides assistance to students in the following: admissions, financial aid, housing and meal plans, advising appointments, student ID cards, parking permits, and cashiering.
- Drafted and implemented a strategic enrollment management plan for the district
- Coordinated administrative processes district-wide aligned with campus needs

Director of Enrollment Management, September 2003 – May 2004

Responsibilities: Responsible for overseeing the institutional/ system-wide enrollment management program, to include primary recruiting and retention efforts of Blinn College, while continuing to supervise the Recruitment department, Enrollment Services department, and the TSI program.

Accomplishments:

- Led the Enrollment Services department, which provides assistance to students in the following: admissions, financial aid, housing and meal plans, advising appointments, student ID cards, parking permits, and cashiering.
- Received the National Exemplary Practice Award – Community College Business Officers – Blinn College – (2003-2004) for the Enrollment Services department's streamline processes
- Continued to manage the Student Recruitment Office and TSI practices

Director of Enrollment Services, April 2001 – August 2003

Responsibilities: Responsible for the Enrollment Services departments on the Brenham and Bryan campuses; continued to supervise the Recruitment Office, TASP/TSI Liaison for Blinn College

Accomplishments:

- Led the newly created Enrollment Services department, which provides assistance to students in the following: admissions, financial aid, housing and meal plans, advising appointments, student ID cards, parking permits, and cashiering.
- Project manager for the building of the Administration Building – Brenham Campus
- Continued to manage the Student Recruitment Office and TSI practices

Assistant to the Vice President of Student Services/TASP TSI Liaison Officer, August 1997 through August 2003

Responsibilities: TASP/TSI Liaison, supervised the Recruitment Office for the district

Accomplishments:

- Provided assistance to the Vice President of Student Services in planning, programming, budgeting, and other administrative functions
- Served as the TASP/TSI Liaison to the state of Texas for Blinn College
- Developed, implemented, and managed the mandated college-ready TASP/TSI test information for students, advisors, administrators, faculty

Coordinator of Recruitment and Admissions, August 1996 – August 1997

Responsibilities: Supervised the Recruitment Office for the district

Accomplishments:

- Coordinated off-campus recruiting program activities for Blinn College, to include travel, prospective student contacts, correspondence with students and parents, campus tours, telephone communications, hiring of staff and budgeting.
- Developed recruiting plans specifically for the four campuses
- Organized communication plans for prospective students - districtwide

Baylor University, Waco, Texas (www.baylor.edu)

Chartered in 1845, Baylor University is a private Christian university and nationally ranked research institution. It is the oldest institution of higher education in Texas and the largest Baptist University. Baylor provides a campus community for more than 15,000 students with interdisciplinary research for educational excellence and a faculty commitment to teaching and scholarship.

Intern in Athletic Department Business Office, May 1995 through December 1995.

Responsibilities: worked in the ticket office on Paciolan software, attended the Big 12 Athletic Conference Task Force meetings, and performed event management duties for football and basketball.

Accomplishments:

- Completed the first Visiting Team Guide informational packet; primarily used for football
- Organized and implemented the athletic textbook operation
- Cultivated relationships between the Baylor Athletic Department and the community

Administrative Compliance Assistant, January 1994 to April 1995

Responsibilities: for assisting all administrative activities dealing with NCAA, SWC, and Baylor University bylaws and legislation.

Accomplishments:

- Revised the student-athlete handbook
- Prepared and presented NCAA compliance presentations to football and basketball coaches
- Prepared squad lists, summer employment program, recording practice/playing season limitations, and assistance in processing secondary violations

Restricted Earnings Track Coach, June 1994 to June 1995

Responsibilities: included coaching and assisting middle distant runners in the physical, mental, social and spiritual aspects of being a college athlete, as well as assisting in the coordination of collegiate track meets.

Accomplishments:

- Served as a liaison between the athletes and the coaches
- Developed relationships with the athletes and parents through coaching
- Helped with scheduling travel; coaching assistant

VAN DYKE/RANKIN INSURANCE, Brenham, Texas (www.vandykerankin.com)

Van Dyke, Rankin & Co. is an independent insurance agency located in Brenham, TX and services Texas with the service area of Austin, Brazos, Harris, Waller, and Washington counties including the cities of Bellville, Brenham, Bryan, College Station, and Houston. As an independent agency, the company represents multiple insurance companies, and are able to compare coverage and prices to offer the customer the greatest value for their needs.

Marketing Coordinator, January 1993 to January 1994

Responsibilities: Coordinator for all new sales in personal and commercial lines.

Accomplishments:

- Created and implemented separate marketing plans for personal and commercial lines
- Cultivated relationships with insurance company representatives
- Improved communication channels between employees working in personal and commercial lines

WESTCOTT COMMUNICATIONS, Dallas, Texas (www.westcott.com)

Westcott Communications was the premier company for delivery of video training programs via satellite. The company went public in 1989 and was sold in 1996 to K-III Holdings, Inc.

Travel Agent, August 1993 to December 1993

Responsibilities: Prepared commercial travel information for clients as well as employees.

Accomplishments:

- Meet with customer to determine destination, mode of transportation, travel dates, financial considerations, and accommodations
- Book transportation based on customer's preferences
- Collect payment for travel arrangements

PROFESSIONAL & OTHER AFFILIATIONS

- TACRAO (Texas Association of Collegiate Registrars and Admissions Officers)
- SACRAO (Southern Association of Collegiate Registrars and Admissions Officers)
- AACRAO (American Association of Collegiate Registrars and Admissions Officers)
- TACAC (Texas Association for College Admission Counseling)
- Vice President of Heritage Society of Washington County – 11 years
- Long-range planning committee member and Sunday School teacher for First Baptist Church-Brenham
- HOST program volunteer, Alton Elementary School, Brenham, Texas.
- Brenham Maifest Association President – 2010 - 2017
- Brenham Braves – treasurer (2009-2012)
- Kappa Kappa Gamma Sorority alumni member

PRESENTATIONS/CONSULTING

- John Maxwell Leadership Game Assessment – Brenham ISD, July 2017
- Keynote address for Brenham U, “Intentional Living,” June 2017
- “Brenham GameChangers” – Brenham Rotary Club, February 2016
- “The Main Thing – Leadership Development” – Enrollment Management Division, Sept/Oct 2014
- “Brenham GameChangers” – Texas Nexus Superintendent Conference – San Antonio, TX, June 2014
- “Higher Ed Topics in the News,” President Circle, April 2014
- “Brenham GameChangers” – National Nexus Superintendent Conference – Laguna Beach, CA, April 2014
- “Sam Houston State University – Transfer Student Success” – Texas Higher Education Education Leaders Consortium – presented with Diane McCormick; February 2014
- “Brenham GameChangers” – Texas Nexus Superintendent Conference – College Station, TX, Nov 2013
- “Brenham GameChangers” – Ministerial Luncheon and other Faith-Based Groups – 2013
- “Brenham GameChangers” – Brenham ISD School Board – 2013
- Sam Houston Update, Huntsville Rotary, November 2013
- “Hats Off to Women” – Professional Development Conference – SHSU - 2011
- “SHSU Update” – Huntsville Rotary Group - 2011
- “Minding the Millennials: Who Are Today’s College Students” Presentation – Texas State University System Board Meeting, 2009 at Texas State with Joann Smith.
- Enrollment management consulting for Houston Community College, February 2008
- “Living on Campus at SHSU” presentation - Huntville Rotary Group – Spring 2007
- “Overview of SHSU” - Brenham Rotary – Fall 2007
- Enrollment Management – SHSU Overview” - Nelnet Advisory group – July 2006
- “Minding the Millennials: Who Are Today’s College Students?” Presentation – Sam Houston State University Campus – August 2005
- Recruitment and Retention Efforts – TSUS Diversity Enhancement Committee and Board – July 2005
- “TSI Concerns on the Electronic Transcripts,” – TACRAO Summer Meeting – July 2004
- “The Effectiveness of Enrollment Management Programs in Universities and Community Colleges,” Dissertation Defense – May 2004
- Texas Success Initiative Concerns on the Electronic Transcript – TACRAO Speede Conference – May 2004
- Gulf Coast Community College, Panama City, Florida; Enrollment Services consulting, March 2004
- Enrollment Management, Blinn College Board of Trustees – March 2004
- “A Perfect Fit: Pulling It All Together – Enrollment Services,” SACRAO – February 2004
- Cedar Valley College, Lancaster, Texas; Enrollment Management and Enrollment Services consulting, January 2004
- Texas Success Initiative – Blinn College Faculty Meeting – January 2004
- Enrollment Services – Blinn College Board of Trustees – December 2003
- “A Perfect Fit: Pulling It All Together – Enrollment Services,” CCBO – November 2003
- “Enrollment Management – Community College,” TACRAO – November 2003

- Texas Success Initiative – Blinn College Faculty Meeting – August 2003
- Recruitment Office Overview – Blinn College Board of Trustees - July 2003
- “A Perfect Fit: Pulling It All Together – Enrollment Services,” TACCBO – June 2003
- Marketing Initiative and Enrollment Services – Blinn College Faculty Meeting – Fall 2002

HONORS AND AWARDS

- Servant Leadership Award – December 2016, Mission Brenham and Glasco family
- “Make a Difference” Award – March, 2016, Brenham ISD
- “Above and Beyond” Award – Brenham High School Athletics, 2014
- Legends Award – Baylor University track award for 1st All-American women in track (2011)
- National Exemplary Practice Award – Community College Business Officers – Blinn College – (2003-2004)
- Awarded a 4-year track scholarship to attend Baylor University (1987-1992)
- College All-American in Track and Field - 3200m relay for 1991 indoor season (1st All-American women at Baylor for Track and Field)
- Women’s Southwest Conference Champion - 800m run for 1991 outdoor season

COMMITTEES

Sam Houston Committees:

- President’s Cabinet
- Co-Chair Provost/Academic VP Search Committee
- Co-Chair Banner ERP Steering Committee
- Chair Strategic Enrollment Management Committee
- Osteopathic Medical School Planning Committee/EM lead
- Space Management Committee – Chair for Course Scheduling Committee
- Head FB Coach hiring committee
- Catalog Committee
- IR Director Committee
- Internal Auditor Committee
- Building Committees – Visitor Center, Residence Hall III, Residence Hall IV, Woodlands Campus Building
- Represent the Texas State University System on the Efficiency Committee of the Council of Public University Presidents and Chancellors – Financial Aid and Enrollment Management (10 years); Chairman for 2017-2018
- Student Complaint Committee – SACS
- Emergency Planning Committee
- Space Management Committee/Course Scheduling Policy Committee Chair
- NCAA Access and Equity Audit Committee
- Master Plan Committee
- SACS Accreditation Leadership Team – 2009 and 2019

Other Higher Education Committees:

- Texas Success Center Transfer Student Steering Committee (state-wide)
- Texas Enrollment Services Committee – reports to Council of Public University Chancellors and Presidents
- YoungLife Advisor for SHSU Student Organization (current)
- Community College Doctorate Advisory Council – Sam Houston State University
- Legislative Issues Committee – TACRAO
- Enrollment Management Committee – TACRAO
- Uniform GPA Committee – Texas Higher Education Coordinating Board
- Financial Aid Feasibility Study Committee – Texas Higher Education Coordinating Board

- VP for Records and Registration for TACRAO – beginning December 2006 – 3 year term
- Texas Success Initiative THECB Study Committee

Community Involvement/Personal Information:

- Member of 1st Baptist Church in Brenham, Texas; member of Personnel Committee (2013-2015); FBC Ladies events planning committee – January 2016 – February 2017
- Organized and planned with Faith Mission Thanksgiving meal delivery for homebound in Brenham, Texas (2012-current)
- Co-founder and President of Brenham GameChangers in Brenham, Texas (2013 – current) (www.brenhamgamechangers.com)
- Organizer of “Promoting P.E.A.C.E. (Public Education Ambassadors for Community Engagement), June 2017- current
- Adams Angels Board member (August 2017 – current)
- Scot and White Foundation Board member (April 2016 – current)
- President of Brenham Maifest Association (2011-2017); implemented “Kids Helping Kids” community service program in 2013 (www.maifest.org)
- Lois Kolkhorst, Senate Election Steering Committee, Oct/Nov 2014
- Texas Baptist General Convention, Nominations Committee for Affiliate Ministries, 2015/2016
- Volunteer at local track meets
- Married to Arlen Thielemann, with children Shea (28), Dillon (19), Addie (17)
- Lives in Brenham, Texas

LICENSES AND TRAINING

- Leadership Blueprint training – The Flippen Group, 2013, 2016
- Governor’s Executive Development Program, 2011
- Secondary Teacher Certification in Texas (Business)
- Christian Coach Institute certification completion, December 2014
- Campus Security Authority for Clery Act/Title IX, 2014
- John Maxwell Team certification and Mentorship program, April 2016 – current