

To Whom It May Concern,

I am writing to offer my highest possible recommendation for Dr. Michelle Rosemond. Over the past year and half in which I have known and worked with Dr. Rosemond, she has distinguished herself as a servant administrator and caring educator.

As a *servant administrator*, she has nurtured this role over time in her professional career as delineated in her CV. In particular, she has a client-first disposition towards working with people indicative of her commitment to provide support, be collegial, and solution-oriented. She was hired to fill our inaugural position, Enrollment and Recruitment Manager and has played an important role in advancing the strategic enrollment management (SEM) plan of the second largest department in the College of Education and Human Development at the University of Louisville. In support of students, she provided direction based on an organizational analysis to understand the links and differences between undergraduate and graduate admissions within the four programs, approximately 1177 students. Execution of her responsibilities included developing integrated student support model with campus partners, e.g., Education Advising Student Services, Career Development Center, REACH, Cultural Center, Institutional Research, and networking with external community partners to organize learn and learn recruitment events within the private and public sector, e.g., YUM!, Kindred Hospital, Association Talent Development, JCPS School District etc. She utilized eligible but not enrolled (EBNE) data to launch email enrollment campaigns, facilitated information sessions for prospective applicants, and led student orientations for new students.

She connected current students and prospective students to campus resources around the University (e.g., graduate assistantships, career services, International Center, and Adult and Transfer Services). She works tirelessly to help students acclimate to the higher education environment while holding them to high standards. For our graduating students, she organized exit surveys and interviewed a select group to capture their experiences, and analyzed the data to make recommendations and inferences about what we were doing well and identified improvements we needed to make. As a result of what she learned and shared with my leadership, she organized the ELEOD Welcome Week Adult Student Event, designed the Student Success Network Website for prospective and

current students, and offered weekly advising through different approaches to enhance current efforts.

In support of faculty, she met regularly with program directors to organize programs for prospective, current students, and alumni (e.g., OLL/MSHROD Mid Semester Mixer, Fort Knox Listen and Learn) and conducted needs assessments to understand the distinct objectives of the four program areas. She also analyzed faculty handbook, adjunct handbook, and human resources policies to design ELEOD Spring 2016 Adjunct Orientation face to face and on-line training, and developed a web-portal resource to provide academic support for them. She assisted with our faculty searches enhancing our efforts to make our visit a welcoming experience and show-cased our faculty achievements to highlight their accomplishments in the CEHD News, wall displays, and throughout the UofL greater community. Lastly, she operationalized activities to reinvigorate advisory boards for program areas, and engaged external partners and alumni linking students to industry recruitment opportunities.

In support of administration, from the onset, she took a ‘deep dive’ to learn her new role, especially given that this was a new position in the department. She met with the assistant chair, program director, faculty, staff, and me to get a broader picture about the department and how this position can help facilitate our efforts to support students. She also engaged individuals at the Delphi Center, CEHD, and across the campus to build relationships to more effectively fulfill her responsibilities and attended meetings to understand institutional priorities to align department SEM goals with the college and university, and monitored enrollment data to support department informed decision making. She identified recommendations for recruitment activities, admission processes, program brochures, website updates, and enrollment advising for prospective and current students. She researched repositories for faculty to place advisee notes electronically to support the efforts of multiple touchpoints with students. She assisted us with planning and executing our granted-funded military initiative (i.e., identified all stakeholders, scheduled meetings, designed itineraries and matrix summary/next steps, analyzed and discovered adjustments for a new MOU) and maintained regular contact with Fort Knox staff, USAREC Leadership, and the educational Chief Officer. Lastly, she developed reports to track our SEM efforts, and captured student success, and attended to continuous improvement efforts to inform the next fiscal year.

Given her extensive administrative experiences in higher education, she is often consulted on student-related issues and sought for input and guidance. She truly has a servant heart and is always available to assist others who need assistance. I believe these characteristics will add value to her role at your institution.

As a caring educator, Dr. Rosemond is a life-long learner. She is a compassionate educator who always finds the time, no matter what deadlines confront her, to help colleagues or students in need of guidance, direction, and support. Lastly, Dr. Rosemond is relentless with her encouragement, support and practice of regular team building and teamwork, and demonstrates collaborative efforts to move towards a common purpose.

In describing Dr. Rosemond's professional background through professional and personal experience, she is not only a servant administrator, caring educator but also a connected one. She has shown that she is an enthusiastic, dedicated and highly respected colleague, and an energetic servant of the communities she serves.

Sincerely

Gaetane Jean-Marie [electronic signature]

Gaetane Jean-Marie, Ph.D.

Dean, College of Education

Richard O. Jacobson Endowed Chair of Leadership in Education