

CHUCK KNEPFLE, PH.D.

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EXECUTIVE SUMMARY

Senior higher education executive with 25+ years of leadership in enrollment management, financial aid strategy, marketing, retention, compliance, accreditation, change management student customer service, and institutional policy. Proven record of driving enrollment growth, advancing equity and access, stewarding complex budgets, and advising presidents and boards on enrollment, affordability, and student success. Nationally recognized thought leader with extensive experience in governance, accreditation, and federal policy.

EDUCATION

PH.D. EDUCATIONAL LEADERSHIP

CLEMSON UNIVERSITY – CLEMSON, SC

AUGUST 2018

Dissertation: *Using Multinomial Regression to Examine the Mediating Effect of Parental Knowledge about College Tuition on Postsecondary Attendance Expectations*

M.B.A. MANAGEMENT

MIAMI UNIVERSITY – OXFORD, OH

AUGUST 2000

B.S. SYSTEMS ANALYSIS

MIAMI UNIVERSITY – OXFORD, OH

DECEMBER 1991

PROFESSIONAL EXPERIENCE

PORTLAND STATE UNIVERSITY

SEPTEMBER 2019 – DECEMBER 2025

PSU is a public, unionized, urban research university located in downtown Portland, Oregon with an enrollment of 22,000 students, half of whom identify as BIPOC. The university consists of seven schools and colleges and prides itself on its access mission and nationally-recognized commitment to social mobility while simultaneously serving the needs of the Portland Metropolitan Area.

VICE PRESIDENT FOR ENROLLMENT MANAGEMENT

Reporting to the president and includes oversight and supervision for the Offices of Admissions, Financial Aid, New Student Programs, Orientation, Welcome Center, and Communications totalling 85 staff. Manages a \$9M operating budget and responsible for a \$25M institutional, and \$160M state and federal, financial aid budget. Created and implemented the PSU Strategic Enrollment Plan. Serves on the President's Executive Council, Faculty Senate, and the Academic and Student Affairs and Finance and Administration Board of Trustee committees. Increased first-year student applications by 10% and

enrollments by 6% and first-year BIPOC applications by 15% and enrollments by 17% in first three years, with a scholarship budget decrease. Created the Tuition-Free Degree program that saw first-year classes comprised of 60% BIPOC and 58% Pell Grant students. Served on the Strategic Plan Steering Committee.

CLEMSON UNIVERSITY

SEPTEMBER 2010 – AUGUST 2019

Clemson is South Carolina's land grant university located in a small rural town in the upstate area. With an enrollment of 29,000 students and a first-year admit rate of 38%, it is one of the most selective public universities in the Southeast.

ASSISTANT VICE PRESIDENT FOR ENROLLMENT MANAGEMENT

JULY 2015 – AUGUST 2019

Oversight and supervision for Undergraduate Admissions, Student Financial Aid, Office of Scholarships, Records and Registration, and Visitor Programs, totaling over 100 full-time staff. Chair of the University Athletics Appeals Committee. Overall annual responsibility for \$10M in operating budgets and over \$250M in financial aid awards. Created and implemented Clemson University's first Strategic Enrollment Plan. Set all-time records for admission applications, acceptance rates, and academic quality of the first-year class in each year in the position. Led financial literacy efforts that resulted in the reduction of Clemson's federal loan cohort default rate from 4.0% to 1.9%.

DIRECTOR OF FINANCIAL AID

SEPTEMBER 2010 – JUNE 2015

Responsibility for financial aid, scholarships, and veterans services. Managed an operating budget of approximately \$3M, and a financial aid and scholarship budget of over \$200M. Served as chair of the Residency Appeals, University Scholarships and Awards Committee, and of the Student Strategic Committee. Created a new scholarship plan that increased first-year profile and netted the University \$5M in new revenue. Met in-state residency goals and improvements in average test scores and class ranks. Implemented Ellucian Banner ERP system.

MIAMI UNIVERSITY

AUGUST 1992 – AUGUST 2010

Miami University, part of the University System of Ohio, is a selective, liberal arts institution located in the southwest region of the state. Miami enrolls 23,000 students, 21,000 of whom are undergraduates.

DIRECTOR OF FINANCIAL AID

JANUARY 2001 – AUGUST 2010

Responsibility for financial aid, scholarships, student employment, and veterans services. Managed an operating budget of approximately \$3M, and a financial aid and scholarship budget of over \$100M. Created the Miami Access Initiative, Miami's need-based scholarship program that guaranteed free tuition for all Ohio students from families earning less than \$35,000 annually. More than doubled the enrollments of low-income and diverse students. Proposed and implemented the Miami Grant, Miami's first solely need-based financial aid. Implemented office improvements after attending the Disney Quality Service and the Disney People Management courses.

PROFESSIONAL DEVELOPMENT

CO-CHAIR – STRADA ENROLLMENT MANAGEMENT ADVISORY GROUP

MARCH 2025 – PRESENT

A convening of a select group of forward-thinking, student-focused chief enrollment officers nominated by AACRAO, NACAC, and NASFAA for their expertise on the enrollment complexities students and families face and the realities of institutional sustainability. This effort is an opportunity to shape the future of enrollment management and affordability with a focus on clarity, transparency, and public trust, balanced against the realities of institutional sustainability

TASK FORCE & CHAIR – EXECUTIVE LEADERSHIP COLLECTIVE

JUNE 2025 – MAY 2027

A year-long curriculum and community engagement opportunity specifically and exclusively for financial aid principals who oversee strategic and/or operational functions of the financial aid office. NASFAA has and will continue to provide an annual cohort the opportunity to discuss high-level issues, within a closed-door setting and allow them to interact with other high-level individuals from Congress, federal agencies, and/or the higher education community.

AACRAO CONSULTING – ASSISTANT CONSULTANT

JANUARY 2026 – PRESENT

AACRAO Consulting provides services to universities and colleges of all sizes, across the US, Canada, and around the world. AACRAO is known for its expertise and resources for enrollment managers, registrars and admissions professionals. AACRAO has been recognized for setting the standards in leading practices as well as innovation across multiple areas critical to supporting institutional vitality.

ADVISORY COUNCIL - HISPANIC STUDENT FOUNDATION

JANUARY 2020 – PRESENT

Serve as an HSF Ambassador by supporting local marketing and program recruitment, and assisting with HSF local fundraising efforts.

BOARD OF TRUSTEES - SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS – COMMISSION ON COLLEGES

JUNE 2015 – JUNE 2019

Elected to represent 800+ institutions with responsibility for determining Commission policy, reviewing and making decisions regarding the accreditation of institutions, conducting the initial review for any proposed dues changes and modifications to the Commission standards.

PEER REVIEWER / PEER TEAM LEAD - NATIONAL ASSOCIATION OF STUDENT FINANCIAL AID ADMINISTRATORS (NASFAA)

SEPTEMBER 2003 – JUNE 2019

Participated in reviews at over thirty different institutions ranging from flagship, land grant Research I institutions, to small, rural HBCUs. Reviewers spend a week at the institution performing an in-depth review of all financial aid processing. As Peer Team Lead for more than half of these reviews, responsibility included compiling and writing the final report.

THE HIGHER EDUCATION COMMITTEE OF 50 - NASFAA & BILL AND MELINDA GATES FOUNDATION

JANUARY 2018 – APRIL 2019

Committee that wrote four white papers identifying emerging policy issues that impact students and the higher education landscape: access, affordability, transparency, and accountability.

CHAIR - NASFAA TASK FORCE ON STUDENT LOAN INDEBTEDNESS

AUGUST 2012 – JUNE 2013

Chaired a task force of NASFAA members and financial aid administrators that produced recommendations for Congress and other policy makers that would ultimately result in more informed borrowers, more responsible borrowing, tools for institutions to assist borrowers, more borrowers successfully repaying their loans, and the creating of federal and institutional policies that improved the student borrowing and repayment experience.

COMMUNITY SERVICE

EDITORIAL BOARD - AACRAO SEM ENROLLMENT MANAGEMENT QUARTERLY

NOVEMBER 2019 – NOVEMBER 2026

Reviewer and author for quarterly journal focused on enrollment management topics.

CO-CHAIR - MEN OF COLOR SUMMIT

NOVEMBER 2017 – JUNE 2019

Selected presenters, worked with planning and space logistics, reviewed presentation proposals, introduced Summit keynote speakers.

PRIMARY NEGOTIATOR - PROGRAM INTEGRITY AND IMPROVEMENT

FEBRUARY 2014 – MAY 2014

Selected to represent four-year public colleges in the 2014 Department of Education Negotiated Rulemaking sessions on program integrity and improvement. Topics for these sessions included distance education, clock to credit hour conversion, cash management, retaking coursework, and the definition of adverse credit for Direct PLUS loan eligibility.

FACULTY ADVISOR - WESTERN GOLF ASSOCIATION / EVANS SCHOLAR PROGRAM

DECEMBER 2009 – AUGUST 2010

Served as the faculty advisor for the Miami University Evans Scholars, the largest privately funded scholarship program in the United States. Faculty advisors act as liaisons between Miami Evans Scholars and the national headquarters in Chicago, Illinois. Worked individually with over 150 Evans Scholars on general academic advising, career guidance, and personal counseling.

TEACHING

AACRAO ESSENTIALS OF STRATEGIC ENROLLMENT MANAGEMENT

An introduction to the foundational elements of Strategic Enrollment Management (SEM) that explores SEM history and key concepts, the connections between enrollment management, student success, and finance, and strategies for collaboration, service, and communication across an institution.

PORTLAND STATE UNIVERSITY PAP 605 HIGHER ED POLICY AND ENROLLMENT MANAGEMENT

Independent study in the Politics and Global affairs program that studies the three key pillars (economic impact, social integration, and structural enrollment) of how international student enrollments affect higher education institutions.

PORTLAND STATE UNIVERSITY UNST 194 COLLEGE SUCCESS

College Success is a comprehensive course designed to enhance student success and retention. For this specific class, the university identified admitted students who would benefit from taking a summer class before their official college career began. Students learned strategies for creating greater academic, professional, and personal success.

CLEMSON UNIVERSITY EDL 9620 HIGHER EDUCATION GOVERNANCE

Introduces students to literature on the organization and governance of higher education institutions. Helps future leaders of higher education understand the distinctive organizational and behavioral features of postsecondary institutions and gives them the knowledge base to make better decisions for their institutions.

SPECIALIZED TRAINING

- Foundation of Professional Coaching (2022)
- ACE Agile Administrators (2021)
- NASFAA Student Debt Taskforce (2013) (Chair)
- Civil Treatment for Managers (2012)
- The Disney Approach to People Management (2005)
- Consortium Agreements, College Work Study, and Debt Management (2003) (Presenter)
- The Disney Approach to Quality Service (2001)
- Strategic Problem Solving in Financial Aid and Enrollment Management (1998)

PUBLICATIONS

- **Knepfle, C.**, Boettcher, M, M. L., & Salinas, C. (2024). CHAPTER 9: Admissions, Financial Aid, and Orientation. In M. L. Boettcher & C. Salinas, *Law and ethics in academia and student affairs: Developing an institutional intelligence approach*. Routledge.
- National Association of Student Financial Aid Administrators. (2023). *Financial Aid Leadership in Strategic Enrollment Management*. Am I Doing the Right Thing? Ethics in Strategic Enrollment Management. (Chapter author)
- **Knepfle, C.** and McCaskill C. (2022). Making the Transfer Path to a Bachelor's Degree Seamless and Successful: Best Practices. *Strategic Enrollment Management Quarterly*.
- National Student Clearinghouse Research Center Award for Outstanding AACRAO SEM Research Presentation (2019)
- **Knepfle, C.** (2019). Creating a Strategic Enrollment Plan from the Ground Up. *Strategic Enrollment Management Quarterly*, 6(4), 5-13.
- **Knepfle, C.** (2018). *Using Multinomial Regression to Examine the Mediating Effect of Parental Knowledge About College Tuition on Postsecondary Attendance Expectations* (Doctoral dissertation, Clemson University).

SELECTED PRESENTATIONS

- **Rewriting the Rules: Student-Centered Principles for Enrollment Management (conference plenary)**
AACRAO Strategic Enrollment Management (SEM) Conference (2025)
- **The Express Lane to Higher Ed: Unlocking Direct Admissions Potential**
AACRAO Strategic Enrollment Management (SEM) Conference (2025)
- **Prison Education Programs: Resolving the Complicated Questions**
NASFAA Annual Conference (2025)
- **Turning Challenges into Opportunities: Positioning Financial Aid as a Strategic Leader in Enrollment Management**
NASFAA Annual Conference (2025)
- **Mastering Change: Proven Strategies for Navigating Higher Education’s Evolving Challenges**
AACRAO Annual Conference (2025)
- **Beyond Admission? Considering the Implications of Affirmative Action Cases for Financial Aid and Scholarships**
NASFAA Webinar (2023)
- **Making the Transition from Financial Aid Director to Enrollment Manager**
AACRAO Strategic Enrollment Management (SEM) Conference (2021)
- **Understanding Parent Comprehension and Attitudes about College Cost**
AACRAO Strategic Enrollment Management (SEM) Conference (2019)
NASFAA National Conference (2019)
- **The Price is Right – Or is it? Perspectives on Pricing Strategies**
College Board Forum (2020)
- **Using Data to Drive Enrollment Decisions**
NASFAA Webinar (2020)
- **Enrollment Management: From Theory to the Practical Application of Creating a Strategic Enrollment Plan**
NASFAA National Conference (2019)
- **Forward Thinking Recommendations for College Leaders**
NASFAA National Conference (2019)
- **State of the Education Finance and Student Lending Industry in 2019**
Education Finance & Loan Symposium (2019)
- **An Update from Higher Education Financial Aid Leaders from For-profit and Non-profit Schools**
Education Finance & Loan Symposium (2018)
- **Higher Education Act Reauthorization: Options for Streamlining and Improving Income-Driven Repayment for Federal Student Loans**
The Institute for College Access & Success (TICAS) at the U.S. Capitol Visitor’s Center (2018)
- **Institutional Reorganization and the Factors Impacting Internal Revenue Distribution Models in Higher Education Finance**
National Education Finance Academy (2017)
- **Consumer Finance Protection Bureau Field Hearing**
CFPB Field Hearing on Student Debt (2015) (Panelist)
- **Be an Effective Player in Your Institution’s Federal and State Relations Game**
NASFAA Annual Conference (2012)
- **Finding Money for College**
South Carolina Public Television (2011, 2012, 2014)
- **Applying the Disney Quality Service Model in a Financial Aid Office**
Various State, Regional, and National Conferences (2004 – 2015)