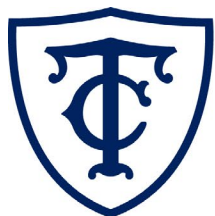


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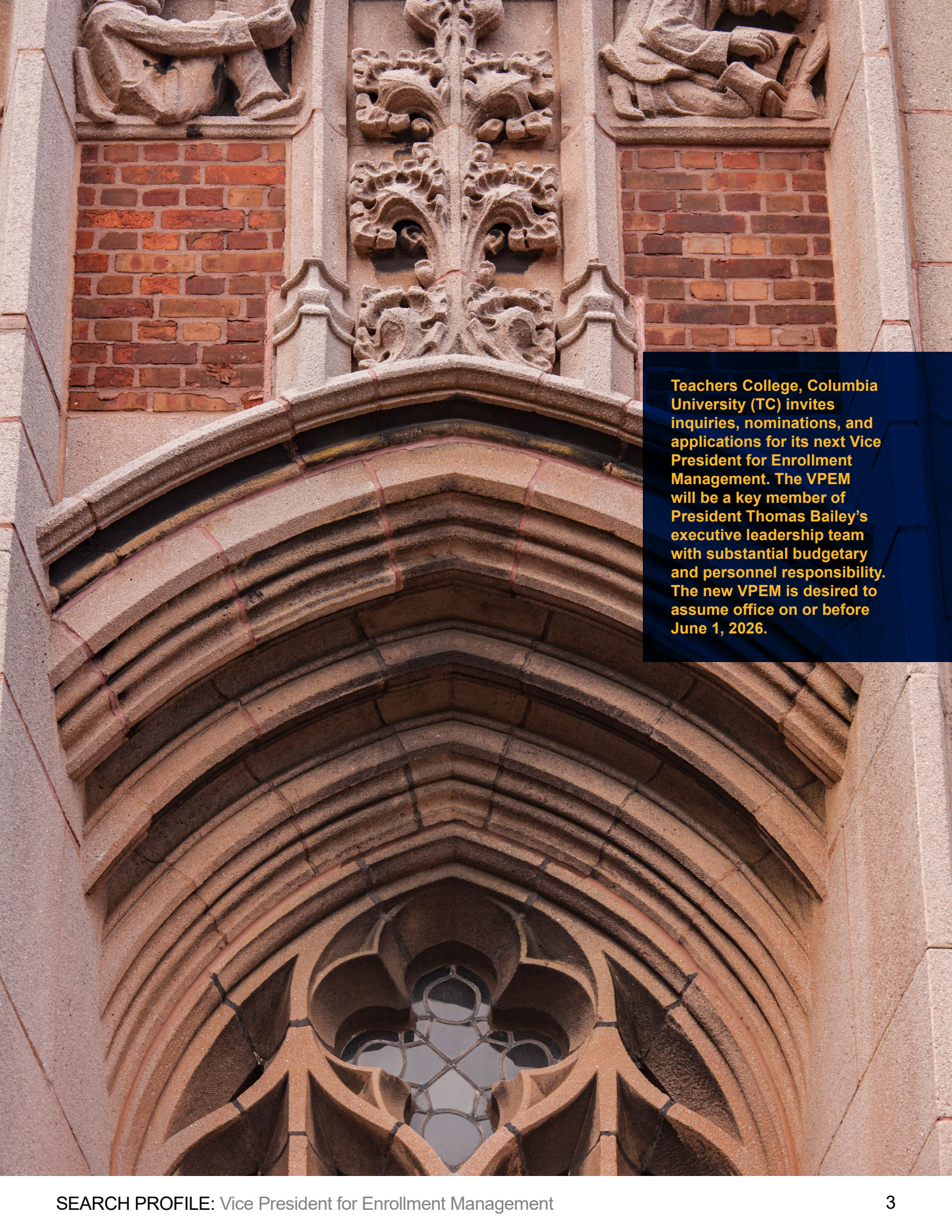
VICE PRESIDENT FOR ENROLLMENT MANAGEMENT



Teachers College
COLUMBIA UNIVERSITY

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Teachers College, Columbia University (TC) invites inquiries, nominations, and applications for its next Vice President for Enrollment Management. The VPEN will be a key member of President Thomas Bailey's executive leadership team with substantial budgetary and personnel responsibility. The new VPEN is desired to assume office on or before June 1, 2026.



ABOUT TEACHERS COLLEGE, COLUMBIA UNIVERSITY

Teachers College is a graduate school of education and an independently run affiliate of Columbia University allowing the College to maintain its own governance and financial planning while also benefiting from the vast academic and intellectual resources of one of the world's foremost research universities.

The College was founded on the proposition that education alone would not correct society's inequities — that to maximize the life chances of all people TC must also support communities' physical and nutritional health and psychological wellbeing. Thus, fields such as education psychology, nutrition education, special education, conflict resolution, and spirituality and education were created at TC. In addition to teachers and school leaders, TC has prepared psychologists, nutritionists, health educators, speech pathologists, and other professionals for more than a century.

Today more than a third of TC's tenure track faculty are psychologists and health educators and it continues to take a multidisciplinary approach combining strengths across fields to tackle the world's most challenging problems. Teachers College offers over 70+ programs in its four core areas of expertise — education, health, psychology, and leadership — and conducts diverse research on topics that range from the impact of poverty on the brain to the legal basis for a Constitutional right to education; from culturally relevant curriculum and pedagogy to the revival of Inca languages in Latin American schools; from the study of motherhood as a developmental

stage to the exploration of resilience in military veterans; and from the impact of microaggressions on mental and physical wellbeing to language development in children on the autism spectrum.

The College has a \$237 million operating budget for the fiscal year ending August 31, 2026. It maintains a strong balance sheet and has experienced an increase in net assets of approximately 11% in the last year with the most recent financial statements reporting net assets at \$615 million as of August 2024. The College's largest asset is its endowment which was valued at approximately \$577 million as of August 2025 and its largest liability is long-term debt at \$94 million.

In 2016 the Middle States Commission for Higher Education emphatically renewed the institution's accreditation for the next 10 years affirming the College's efforts to shape 21st-century approaches to teaching and learning through "a research-inspired multi-disciplinary approach, blending both theory and practice" and "responsiveness to emerging societal issues surrounding education." In 2021, the Association for Advancing Quality in Educator Preparation (AAQEP), granted full, seven-year accreditation to TC's educator preparation programs. Issued with no recommendations for improvements, the accreditation was accompanied by an official commendation citing the "quality of [TC's] programs... and deep, responsive, inquiry-based engagement with schools and learners in New York City." It had previously enjoyed full accreditation from the Council for the Accreditation of Educator Preparation (CAEP).



LEADERSHIP

TC is guided by a distinguished and dedicated group of [trustees](#) and is led by [Dr. Thomas R. Bailey](#) who began his service as the 11th President of Teachers College, Columbia University on July 1, 2018. President Bailey is the George & Abby O'Neill Professor of Economics & Education and has been a TC faculty member for over 30 years. He has also directed three National Centers funded by the Institute of Education Sciences.

President Bailey is joined in leadership of the College by a diverse and dynamic [senior administrative team](#) as well as by 10 [department chairs](#) and numerous directors of [centers, institutes, and research labs](#).

TC has a strong tradition of shared governance with faculty, including particularly the elected representatives of the [Faculty Executive Committee](#).

BIOGRAPHY OF THOMAS BAILEY

An economist of education and labor economics Dr. Bailey is widely regarded as one of the nation's leading authorities on community colleges. In 1996, he established the [Community College Research Center](#) (CCRC) at Teachers College with support from the Alfred P. Sloan Foundation. He also has been Director of the Institute on Education and the Economy (IEE) at the College and has directed three National Centers funded by grants from the Institute of Education Sciences: the Center for Analysis of Postsecondary Education and Employment ([CAPSEE](#)), established in 2011, and Center for the Analysis of Postsecondary Readiness ([CAPR](#)), established in 2014. From 2006 to 2012, Dr. Bailey directed another IES-funded center, the National Center for Postsecondary Research ([NCPR](#)).

Dr. Bailey won the Terry O'Banion Prize for Teaching and Learning at the annual conference for the League for Innovation in the Community College in 2013 and he was inducted as an AERA Fellow in the same year. He has been a member of the National Academy of Education since 2012. In June 2010, U.S. Secretary of Education Arne Duncan appointed him chair of the Committee on Measures of Student Success, which developed recommendations for community colleges to comply with completion rate disclosure requirements under the Higher Education Opportunity Act. Dr. Bailey has also served as a consultant to many public agencies and foundations as well as several state and local economic development and educational agencies.

Dr. Bailey earned his undergraduate degree in economics from Harvard University and his Ph.D. in labor economics from the Massachusetts Institute of Technology. His papers have appeared in a wide variety of education, policy-oriented, and academic journals and he has authored or co-authored several books on the employment and training of immigrants and the extent and effects of on-the-job training. Along with Shanna Smith Jaggars and Davis Jenkins, Dr. Bailey wrote [Redesigning America's Community Colleges: A Clearer Path to Student Success](#), which was published by Harvard University Press in 2015. Other books include [Defending the Community College Equity Agenda](#) (Johns Hopkins University Press, 2006), co-edited with Vanessa Morest; *Working Knowledge: Work-Based Learning and Education Reform* (Routledge, 2004), co-authored with Katherine Hughes and David Moore; *Manufacturing Advantage* (Cornell University Press, 2000), written with Eileen Appelbaum, Peter Berg, and Arne Kalleberg; and *The Double Helix of Education and the Economy* (IEE, 1992), co-authored with Sue Berryman.



ABOUT MORNINGSID HEIGHTS

Teachers College is located in Morningside Heights one of the most vibrant higher education and cultural areas of one of the world's most dynamic cities. Close contact with many of the storied institutions of New York City gives the College a feeling of being in the middle of the world.

Morningside Heights is situated about 60 blocks north of NYC's Midtown on Broadway between 110th and 125th Streets. The campus consists of five residence halls and eight interconnected buildings and features Gothic architecture dating back to the early 19th century. Other leading educational and cultural institutions also call Morningside Heights home including Barnard College, Jewish Theological Seminary, Union Theological Seminary, and the main campus and health science components of [Columbia University](#). Morningside Heights is bordered on the

east by Morningside Park and the west by Riverside Park both designed at least in part by Frederick Law Olmstead. The Heights, is a dynamic, exciting neighborhood that over time has become more gentrified without losing its heart.

Harlem sits immediately north of Morningside Heights up to 151st and west of Fifth Avenue. This community is one of the centers of Black history and culture in the United States and is home to entertainment centers like the famous Apollo Theater and historical sites such as Grant's Tomb.

The rich cultural, social, and intellectual life of Morningside Heights makes easy the necessary interplay among theory and practice, the world of the mind, and the world of real work with real people, children, adolescents and adults, and helps to make Teachers College the one-of-a-kind institution that it is.

THE ROLE OF THE VICE PRESIDENT FOR ENROLLMENT MANAGEMENT

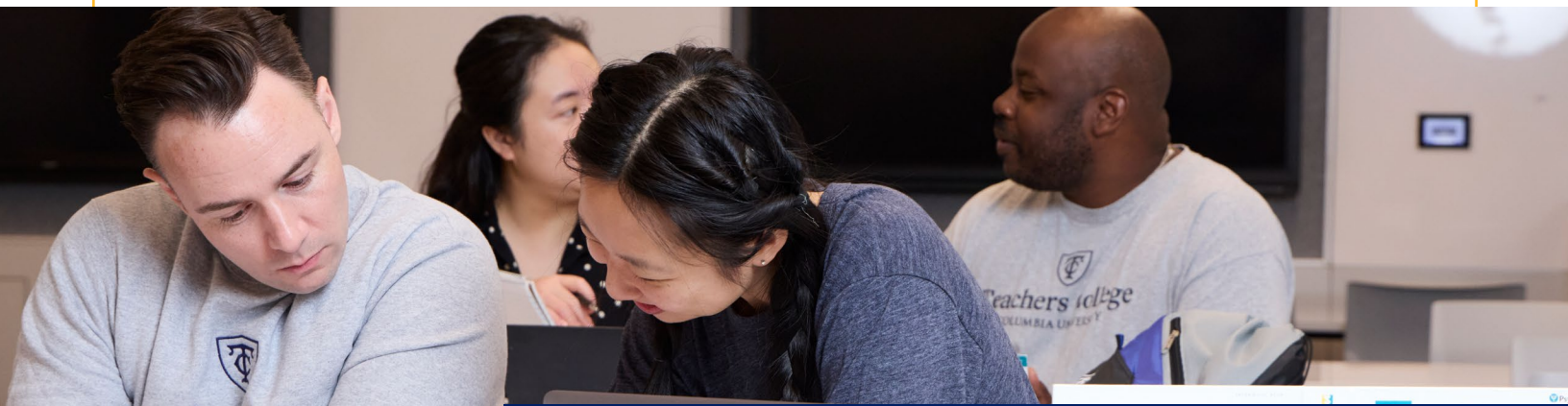
Teachers College, Columbia University seeks a visionary enrollment management professional who understands graduate higher education and will assure the College's success in the competitive landscape of recruitment and admissions.

Reporting to the President, the Vice President for Enrollment Management provides oversight, leadership, and data-informed direction for the Division of Enrollment Management. The VP EM works closely with senior leaders and other key stakeholders to review and analyze data on student enrollment and success to shape strategic direction; regularly re-evaluate the effectiveness of marketing, recruitment, admission, financial aid, and other enrollment initiatives to ensure alignment with the strategic goals and direction of the college; and report measurable results to the wider campus community.

The VP EM leads a division of 48 staff and an operating budget of \$35 million. The VP EM's direct

reports include an Associate Vice President for Enrollment Management who oversees the offices of Admission, Marketing & Communications, and Enrollment Strategy & Research; and an Executive Director for Enrollment Management who oversees the offices of Financial Aid, the Registrar, and Enrollment Service, which runs the newly established [Cowan Student Success Hub](#), the College's one-stop shop for comprehensive student support.

Enrollment Management is a relatively new division at Teachers College and the institution continues to enhance the sophistication of its recruitment techniques and its strategy for leveraging financial aid. Facing competition from both public and private peer institutions, Teachers College's enrollment has declined in recent years. While the institution is in a very strong financial position, it remains tuition-driven, and the VP EM plays a critical role in generating the College's revenue.



2024-2025 ENROLLMENT: 5,408 • 70% masters • 20% doctoral • 10% other (i.e., advanced certificates, non-degree, visiting scholars)	STUDENT DEMOGRAPHICS • 11% Black • 16% Hispanic/Latinx • 17% Asian • 43% White • 13% Other • 33% International • 67% Domestic	STUDENTS ENROLLED BY TC'S AREAS • Education: 2,212 • Psychology: 1,752 • Health: 580 • Teaching: 1,389 • 46% of students receive scholarship aid
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LEADERSHIP AGENDA

The next VPEM will pay particular attention to the following areas:

Operational Infrastructure and Strategic Planning.

As Enrollment Management is a relatively new division at Teachers College, the VPEM must establish robust operational frameworks and develop a comprehensive strategic enrollment plan that addresses both immediate enrollment challenges and long-term growth opportunities. This includes creating sophisticated enrollment forecasting models, establishing clear priorities between masters and doctoral program enrollment, and building the analytical capacity to assess market demand for current and future program offerings. The VPEM will need to strengthen the division's infrastructure and empower both student-facing and managerial staff to support enhanced service across all enrollment functions.

Financial Aid Strategy and Revenue Optimization.

Teachers College remains tuition-driven despite its strong financial position and the VPEM must develop and implement sophisticated financial aid leveraging strategies that balance enrollment growth with revenue generation. This requires creating predictive models for financial aid allocation, optimizing scholarship investments to maximize yield, and working collaboratively with academic and financial leadership to ensure that enrollment strategies support the College's overall fiscal health while maintaining access and affordability for diverse student populations.

Integrated Marketing and Program Positioning.

Working with Academic Affairs, the VPEM will develop comprehensive marketing strategies that position Teachers College's distinctive multidisciplinary strengths in the competitive graduate education landscape. This includes creating targeted campaigns for new online programs, articulating the value proposition of TC's education, psychology, health, and leadership programs, and leveraging the College's unique location and its Columbia University affiliation to attract prospective students in an increasingly crowded marketplace.

Diversified Recruitment and Retention in a Changing Environment.

With 33% international enrollment and facing evolving geopolitical and regulatory challenges, the VPEM must develop resilient recruitment strategies that strengthen both domestic and international pipelines. This includes expanding regional domestic recruitment efforts and adapting to changing visa and immigration policies affecting international students. The VPEM will also work to improve retention and completion rates by maximizing the continuing students' experience throughout the enrollment cycle via the Cowin Student Success Hub and implementing streamlined technology solutions like DegreeWorks.

QUALIFICATIONS

The **required qualifications** for this position include:

- An advanced degree
- Progressively significant leadership experience in enrollment management in higher education

The **desired characteristics** for this position include:

- A proven record of success in enrollment management
- Leadership experience in a decentralized organizational environment
- Experience across enrollment management functions including admissions, financial aid, marketing, and registrar
- Experience developing comprehensive strategic enrollment plans
- Experience leveraging financial aid
- Experience collaborating with other senior leaders across divisions to establish and execute enrollment strategies
- Experience with team-building and mentorship in enrollment management
- Experience with working with employees within a collective-bargaining context
- Strong analytical skills in data-driven actions and decisions





PROCEDURES FOR NOMINATION AND APPLICATION

Teachers College, Columbia University is being assisted in this search by Academic Search. Confidential discussions may be arranged by contacting Maya Ranchod Kirkhope, Senior Consultant, at maya.kirkhope@academicsearch.org or Eric Richtmyer, Senior Consultant, at eric.richtmyer@academicsearch.org.

Applications should include (in two separate attachments): 1) a letter of interest addressing, as appropriate, the issues and desired qualifications outlined in this profile and 2) a current curriculum vitae (CV). Reference lists may be required at a later stage, and references will be called only with the candidate's permission. Inquiries, nominations, and applications should be sent to TCEnrollmentVP@academicsearch.org. When submitting a nomination, please include the nominee's full name, title, institution, and email address. For full consideration by the search committee, applications should be submitted by **December 3, 2025**.

Teachers College, Columbia University values diversity and is committed to equal opportunity for persons regardless of age, color, disability, domestic violence status, ethnicity, gender identity or expression, genetic information, marital status, military/veteran status, national origin, race, religion/creed, sex, sexual orientation, or any other status protected by law. Further, TC complies with all applicable nondiscrimination laws in the administration of its policies, programs, and activities.

ABOUT ACADEMIC SEARCH

Academic Search is assisting Teachers College, Columbia University in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute.

