

# SEARCH PROFILE:

VICE PRESIDENT OF  
ENROLLMENT MANAGEMENT



# TABLE OF CONTENTS

ABOUT HAMLINE UNIVERSITY	4
MISSION	4
STUDENTS	5
ATHLETICS	5
FACULTY AND STAFF	6
ACADEMIC PROGRAMS	6
INCLUSIVE EXCELLENCE	6
UNIVERSITY LEADERSHIP TEAM	7
THE CAMPUS	7
LOCATION	7
FINANCIAL OVERVIEW	8
STRATEGIC PLAN	8
THE OPPORTUNITY	9
ESSENTIAL FUNCTIONS AND RESPONSIBILITIES	10
REQUIRED AND PREFERRED QUALIFICATIONS AND EXPERIENCES	11
PROCEDURES FOR NOMINATION AND APPLICATION	12





Hamline University, a private comprehensive university dedicated to excellence in the liberal arts, invites inquiries, nominations, and applications for the position of Vice President of Enrollment Management (VPEM). As a collaborative and innovative leader, the VPEM will play a pivotal role in shaping Hamline's future by driving comprehensive enrollment strategies, fostering student success, and overseeing vital functions like recruitment, financial aid, and marketing and communications.

The position reports directly to Acting/Interim President Kathleen Murray. As a member of the University Leadership Team, the VPEM will provide vision and leadership in advancing the overall enrollment strategy and work in close collaboration with senior administrators on a shared vision and goals. The VPEM will take office in early Summer 2024, or soon thereafter.





## ABOUT HAMLINE UNIVERSITY

Hamline is Minnesota's first university, founded when Minnesota was still a territory. The university's existence predates that of the State of Minnesota by four years. Hamline was founded in 1854 in Red Wing, Minnesota, before operations moved to the state's capital city of Saint Paul in 1880.

Hamline has a long history of promoting inclusion. The university's first two graduates were women—the Sorin sisters, for whom a residence hall is named on today's campus—and has been in the national forefront of promoting equity and diversity efforts ever since. For example, Hamline also is known for its work with Japanese American students during World War II and more recently was one of the first universities in the United States to offer a George Floyd endowed scholarship.

Hamline University strives to ensure that each student graduates prepared to flourish in their communities. A Hamline education gives students the tools to change the world. Hamline University is one of only four universities in Minnesota, Wisconsin, Iowa, and the Dakotas that rate within the top 20% for students' economic mobility according to the national non-partisan think tank "Third Way."

Hamline is the only United Methodist Church-affiliated institution in Minnesota. Hamline University leads with John Wesley's motto of "doing all the good we can, in all the ways we can." Academic excellence goes hand in hand with improving the lives of others.

## MISSION

Hamline's mission is to create a diverse and collaborative community of learners dedicated to the development of

students' knowledge, values, and skills for successful lives of leadership, scholarship, and service.



## STUDENTS

Hamline's students are at the heart of its mission. Faculty and staff are committed to empowering each student to pursue a lifetime of learning and accomplishment in all arenas of human endeavor. High-impact learning is a commitment—all Hamline undergraduate students participate in internships, field-based or collaborative research, apprentice teaching, and/or service learning. Students are active in 63 clubs and organizations.

Hamline currently enrolls 2,438 students, of which 1,716 are undergraduate and 722 are graduate students. Of the undergraduate students enrolled, 42% are the first in their families to attend college, 40% identify as Black, Indigenous or people of color, and 26% are student-athletes.

Hamline is recognized as one of the top institutions in the nation for student voting participation and is home to five Rhodes Scholars, 57 Fulbright Scholars, three Truman Scholars, and numerous other academic laurels including Phi Beta Kappa scholars and winning teams in national data analytics competitions. Four of the last 10 Minnesota Teachers of the Year are Hamline graduates.

Hamline is nationally recognized for the percentage of students who participate in undergraduate research projects and conferences. Students have access to state-of-the-art science facilities, including Minnesota's only environmental scanning electron microscope. The Pipers to Professionals Internship Program, which was launched in 2023 after receiving \$2.5 million in federal and donor support to level the playing field for students, provides wages and wrap-around support services while students engage in active internships.

## ATHLETICS

Hamline University has 22 varsity sports, 20 of which are members of the Minnesota Intercollegiate Athletic Conference (MIAC). Hamline University is the birthplace of intercollegiate basketball. The men's and women's hockey teams play at TRIA Rink—the practice facility for the Minnesota Wild—and Hamline's baseball team shares space at CHS Field with the Class AAA St. Paul

Saints. Both venues are located in the Lowertown area of downtown Saint Paul, conveniently connected to Hamline's campus by the Green Line train. Hamline athletic teams routinely participate in postseason competitions, with women's hockey, women's lacrosse, and women's gymnastics earning recent distinctions.





## FACULTY AND STAFF

Hamline employs over 100 full-time faculty in three schools spanning both the undergraduate and graduate programs, in addition to a robust portfolio of certificates, concentrations, and a growing portfolio of fully online degree completion programs. The majority of the faculty are tenured or on the tenure track, publish regularly, and maintain strong regional, national, and international reputations in their disciplines.

Hamline faculty are recognized for their teaching and research and are leaders in their fields of study as determined by numerous professional organizations and academic societies. The faculty-to-student ratio is 1:13. Hamline University employs 231 full time staff members and provides a superior student experience.

## ACADEMIC PROGRAMS

Hamline University offers undergraduate and graduate programs through its College of Liberal Arts, School of Education and Leadership, and School of Business. The university offers more than 125 undergraduate program areas (majors, minors, concentrations, and certificates), 12 master's degrees and two doctorate degrees.

Mitchell Hamline School of Law was formed in 2015 through the combination of William Mitchell College of Law and Hamline University School of Law, with a strong, visible, and long-lasting affiliation to Hamline University. Hamline students can earn their JD through the 3+3 program or earn dual degrees through the Mitchell Hamline School of Law and Hamline University affiliation.

## INCLUSIVE EXCELLENCE

The Office of Inclusive Excellence, working under the Office of the President, provides institutional leadership on all matters of diversity and inclusion. Inclusive excellence is an integral part of the university's identity. The office seeks to support a campus climate and culture where all community members feel welcome, supported,

and experience a sense of belonging. This overall well-being will be tangible through authentic, respectful, and engaged relationships.

The university has created a statement of civility which further reinforces its commitment to creating a vibrant and respectful institutional culture.

***Hamline University is dedicated to intellectual inquiry in its full depth, breadth, abundance, and diversity. It is committed to academic freedom and celebrates free expression for everyone. The University embraces the examination of all ideas, some of which will potentially be unpopular and unsettling, as an integral and robust component of intellectual inquiry. It is expected that the expression of ideas will be done in ways that are respectful of others and which do not include personal vilification based on race, ethnicity, religion, gender, sexual orientation, sexual identity, appearance, disability or political affiliation. Hamline University encourages all, whether it be on campus or off, to foster a respectful, and inclusive community defined by a concern for the common good, by developing relationships and through a culture that promotes the rights, safety, dignity, and value of every individual. A university community embracing these common values, consisting of students, faculty, staff, the Board of Trustees, and external constituents, is vital to the pursuit of excellence in research, scholarship, and creative activity.***



## UNIVERSITY LEADERSHIP TEAM

Dr. Kathleen Murray took office as the 21st president of Hamline University on January 1, 2024, becoming the third consecutive woman to lead Minnesota's oldest institution of higher education, which enters its 170th year in 2024. She serves as Acting/Interim President for a temporary, yet indefinite period of approximately 18 months. The tenure of the Acting/Interim President may be longer, depending on the university's need and interest.

Acting/Interim President Murray comes to Hamline University with a twenty-year track record of effective and outcome-based leadership at private institutions nationwide. She most recently served for seven years as president of Whitman College in Walla Walla, Washington. Dr. Murray succeeds Dr. Fayneese Miller.

The president's direct reports, also known as the University Leadership Team, include the provost, the vice president for finance and administration, the vice president for enrollment management, the vice president for inclusive excellence, the vice president for institutional advancement, the vice president and general counsel, the vice president and dean of students, the assistant vice president and athletic director, and the chief of staff. This group of highly effective leaders and educators contributes to strategic planning efforts to enhance retention and expand faculty development opportunities, is deeply committed to diversity, and works to ensure student success at Hamline. Some members also support one or more committees of the Board of Trustees.



Hamline is governed by an active, vibrant 30-member Board of Trustees, which meets three times a year.

## THE CAMPUS

The 62-acre campus is located midway between Minneapolis and Saint Paul and features eight academic buildings, seven residence halls/apartments, six administrative buildings, the Bush Memorial Library, and many other facilities that house student life, auxiliary, and athletic functions. The campus boasts state-of-the-art

learning and recreational facilities including the Anderson Center, Klas Center, and Sundin Music Hall—all well-known regionally.

To learn more about the Hamline campus, view an interactive campus tour at [this link](#).

## LOCATION

Hamline is located in Saint Paul, Minnesota, the capital city of the state and part of the beautiful Twin Cities metropolitan area. The light rail line, just a mile from campus, provides easy access to both communities, downtowns, and the Minneapolis-St. Paul International Airport. Saint Paul is a city of over 295,000 residents that retains a strong sense of charm through defined

neighborhood identities. Saint Paul is home to Summit Avenue, which is the longest preserved Victorian avenue in the United States, highlighted by the Governor's Mansion. It also is home to museums, professional sports, and parks and lakes that attract outdoor enthusiasts from across the region. The Twin Cities offer a diverse and dynamic urban environment.



## FINANCIAL OVERVIEW

Hamline University has an annual operating budget of \$65 million and an endowment of \$137 million. The university's total net assets equal \$189 million (FY 2023), and the university's total debt is \$42 million. Gross tuition and fee revenue total \$91 million, and institutional scholarships and grants awarded are at \$42 million. Spending on instructional and academic support accounts for more than 57% of total expenses, which is on par with, or higher than, most same-sized and similarly endowed private colleges and universities in the state.

Despite the nation's financial downturn over the past few years, Hamline's endowment has had returns better than average, and the university also has received new gifts to build the endowment. Donors contributed \$4.5 million to the endowment in FY 2023, giving \$12 million to all funds, and there are currently over 418 endowed scholarships. Hamline University successfully completed the *Take the Lead* Campaign on December 31, 2023. The campaign goal of \$110 million was surpassed and it realized more than \$122 million in gifts and pledges. The results will benefit students with increased scholarships, improved facilities, and additional faculty and student research opportunities.

Like many small, private liberal arts colleges, Hamline is tuition-dependent in its operating budget. The university has maintained a lean budget with limited operating reserves since at least 2008. There has been strategic management of the resources to conclude each recent fiscal year with a balanced budget; however, as the environment grows more challenging, the current business model of Hamline University is being strained.

Faculty and staff have been deeply engaged in discussing how to build on Hamline's strengths, offer programs and degrees that match with the market's needs and student interests, and deliver them in a way that is compelling and accessible. Strategic focus and bold initiative will aid in continuing to distinguish Hamline in a state rich with opportunities to gain a higher education degree. In addition, investment in capital improvements, growing the endowment, and developing an operating cash reserve to allow implementation of new revenue opportunities will be critical to positioning Hamline for the future.

## STRATEGIC PLAN

In 2019, Hamline University adopted "Leading for the Future," a five-year strategic plan to achieve Hamline's vision to be recognized as a diverse, learning-centered university. The plan offers strategic guidance for the president, board of trustees, faculty, and staff as they collaborate to continue to build the Hamline University of the future.

Goals include:

- Enhance educational relevance and distinction;
- Build strategies for assuring student retention and success;

- Develop a more equitable, inclusive, and diverse Hamline community;
- Envision the Hamline campus and community of the 21st Century;
- Ensure the continuance of a sustainable financial model; and
- Increase philanthropic support for the university.

A link to the strategic plan can be found [here](#).





## THE OPPORTUNITY

The Vice President of Enrollment Management (VPEM) provides vision, leadership, and strategic direction for the enrollment of undergraduate and graduate students at Hamline University. This role will provide vision and develop a strategic plan for Hamline's 25-member division/office of enrollment, which oversees the following direct report areas:

- undergraduate admissions
- graduate admissions
- financial aid
- marketing and communication offices

The VPEM will build key relationships across the university and will work in collaboration with academic leadership and others to grow enrollment while reinforcing the strong reputation and brand identity of Hamline.

The VPEM will design a comprehensive enrollment function, with data-informed decision-making driving the allocation of staffing and resources needed to achieve enrollment goals. The VPEM must have significant experience in the use of enrollment technology, tools, and databases and in understanding how to leverage them to propel the admission and financial aid process.

The VPEM will be pivotal in selecting and managing vendors and integrating disparate technology formats into a student relationship management system. The VPEM will have a deep understanding of the interdependence of the academic mission, the admission cycle, enrollment management, higher education marketing, communications, and university life, as well as strong knowledge of leveraging financial aid from current federal, state, and college financial aid coffers.

## ESSENTIAL FUNCTIONS AND RESPONSIBILITIES

Hamline University seeks an outstanding and collaborative leader with a keen appreciation of the university's distinctive mission and a desire to create and maintain a quality teaching and learning environment. The VPEM will be a direct report to the Acting/Interim President and serve as a member of the University Leadership Team. The VPEM will have broad

and strategic responsibilities and provide significant leadership and team building for those in the division.

The ideal candidate for this role will have significant senior management experience and a proven record of accomplishment of success in leading enrollment management functions.



## ESSENTIAL FUNCTIONS AND RESPONSIBILITIES (CONT.)

The VPEM will:

- Provide leadership and strategic direction for Hamline's undergraduate admission, graduate admission, and financial aid functions.
- Set the strategic vision, guidance, measurement, and accountability for each team's long-range planning and goal setting.
- Collaborate with other campus constituencies around the Strategic Enrollment Management Plan.
- Remain current and knowledgeable in industry standards, trends, and emerging practices to position the university at the leading edge of higher education enrollment management.
- Understand the rules and regulations at the federal and state level impacting financial aid and remain current with those regulations.
- Lead and serve the strategic enrollment initiatives at the university, including tuition and room and board pricing, brand awareness campaigns, scholarships and need-based aid programs, and federal and state compliance issues as it pertains to student enrollment.
- Ensure that department staff act ethically and with integrity in all their actions.
- Maintain strong communication channels and effective relationships with other internal and external constituents.
- Be proactive and aggressive in seeking solutions to the enrollment challenges facing Hamline in a highly competitive environment.
- Lead undergraduate and graduate admission and financial aid teams in working collaboratively with the academic dean, athletics, student administrative services, student affairs, academic advising, events, global engagement center, and undergraduate and graduate faculty and staff to meet or exceed enrollment objectives.
- Work in collaboration with marketing and communications on the vision/strategy and creation of marketing and communications materials.
- Serve as the chief administrator of the university CRM system (SLATE).
- Maintain a thorough knowledge of current and developing best practices in the field of enrollment management and financial aid leveraging at both the graduate and undergraduate level.
- Manage strategic and mission-critical initiatives as assigned.

### Additional Responsibilities Include:

- Create a climate of trust, transparency, and openness by working collaboratively and communicating frequently with faculty and staff, the academic dean, and with the University Leadership Team.
- Enhance cultural diversity, inclusivity, and well-being for professional staff.
- Provide professional development and mentoring for the enrollment management team.





## REQUIRED AND PREFERRED QUALIFICATIONS AND EXPERIENCES

### REQUIRED QUALIFICATIONS

The VPEM will possess:

- A bachelor's degree earned from an accredited college or university.
- Demonstrated experience working in admissions at a college or university, actively recruiting students, and meeting set goals.
- Significant experience leading individuals and/or a team of people.
- Significant experience developing and executing strategies for an admissions/enrollment team at both the graduate and undergraduate levels.
- A strong understanding of financial aid leveraging strategies, and the ability to optimize institutional resources to do so.
- A dedication to Hamline's goal of fostering a respectful and inclusive community defined by a concern for the common good, by developing relationships and through a culture that promotes the rights, safety, dignity, and value of every individual.
- Ability to travel in the U.S.

### DESIRED EXPERIENCE, QUALIFICATIONS, AND CHARACTERISTICS

In addition to meeting all of the required qualifications, the successful candidate will exhibit a substantial quantity of the following attributes, experiences, and skills:

- A master's degree earned from an accredited, not-for-profit college or university.
- Significant experience working in admissions at a college or university, preferably at a private, liberal arts college or university.
- Ability to use knowledge of industry and market trends to develop and champion long-term strategies.
- Significant knowledge in financial aid optimization at tuition-driven small, private liberal arts-based universities.
- Knowledgeable in targeting a variety of markets, including primary and secondary markets.
- Knowledgeable in marketing to high school aged students and their family members, transfer students, community college students, and adult students.
- Demonstrated ability to implement and track marketing campaigns.
- Exceptional organization, presentation, writing, and communication skills.
- Ability to develop and manage departmental budget.
- Ability to self-start and work well in a demanding, fast-paced environment.
- Strong analytical and critical thinking skills.
- Excellent interpersonal skills.
- Ability to work with a diverse clientele and exhibit cultural competency.
- Be familiar and comply with the Family Educational Rights and Privacy Act (FERPA) and exercise best practices for maintaining confidential student information.
- SLATE CRM experience.
- Workday experience.



## PROCEDURES FOR NOMINATION AND APPLICATION

### ASSISTING IN THIS SEARCH

Hamline University is being assisted in this search by Dr. Katherine Haley, Senior Consultant and Ms. Maya Kirkhope, Vice President and Senior Consultant from Academic Search.

Applications should include the following (as two separate PDFs):

- a thoughtful letter of interest addressing, as appropriate, the key responsibilities and qualifications outlined in this profile.
- a current resume, showing relevant administrative responsibilities and accomplishments.

Inquiries, nominations, and applications should be sent to [HamlineVPPEM@academicsearch.org](mailto:HamlineVPPEM@academicsearch.org). For nominations, please include the nominee's name, position, employer, and email address.

By university policy and search committee affirmation, all information from and about candidates will be kept in strict confidence in perpetuity. For full consideration by the search committee, applications should be submitted by **April 22, 2024**.

*Hamline University does not discriminate on the basis of race; color; religion; creed; sex; sexual orientation; gender identity; gender expression; national origin; marital status; familial status; status with regard to public assistance; membership or activity in a local commission; disability; age; or protected veteran status in its education or employment programs or activities.*



# ABOUT ACADEMIC SEARCH

Academic Search is assisting Hamline 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.



[academicsearch.org](http://academicsearch.org) • 202-332-4049