

# SEARCH PROFILE:

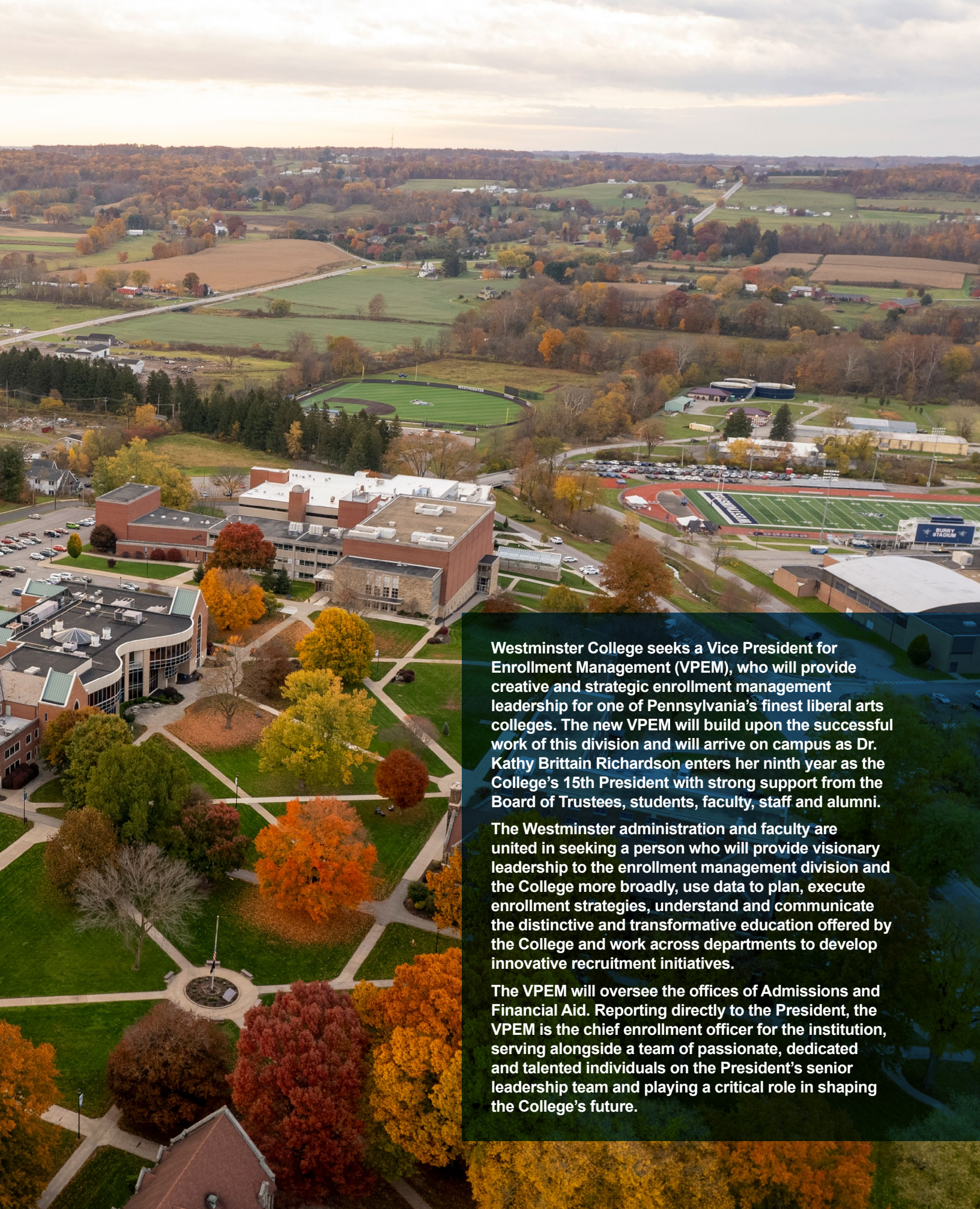
VICE PRESIDENT FOR  
ENROLLMENT MANAGEMENT



WESTMINSTER COLLEGE

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Westminster College seeks a Vice President for Enrollment Management (VPEM), who will provide creative and strategic enrollment management leadership for one of Pennsylvania's finest liberal arts colleges. The new VPEM will build upon the successful work of this division and will arrive on campus as Dr. Kathy Brittain Richardson enters her ninth year as the College's 15th President with strong support from the Board of Trustees, students, faculty, staff and alumni.

The Westminster administration and faculty are united in seeking a person who will provide visionary leadership to the enrollment management division and the College more broadly, use data to plan, execute enrollment strategies, understand and communicate the distinctive and transformative education offered by the College and work across departments to develop innovative recruitment initiatives.

The VPEM will oversee the offices of Admissions and Financial Aid. Reporting directly to the President, the VPEM is the chief enrollment officer for the institution, serving alongside a team of passionate, dedicated and talented individuals on the President's senior leadership team and playing a critical role in shaping the College's future.

## ABOUT WESTMINSTER COLLEGE

Westminster College is nationally known for its collaborative environment, outstanding academic programs, focus on student success, and the effort invested in making higher education affordable and attainable to all students. Established in 1852, Westminster is proud to be among the first colleges in the country open to all people, regardless of race, ethnicity, sex or religion from its founding charter by the Presbyterian Church.

Westminster has been characterized by the excellence of its educational programs and the strength of its student outcomes, both of which are largely attributable to the College's longstanding tradition of close faculty/student mentorship.

Westminster is a community of learning, small enough to encourage the exchange of different ideas and philosophies yet large enough to provide diversity of knowledge, experiences and values. Its residential atmosphere and dedicated faculty and staff enhance personal interaction and contribute to the College's high graduation and retention rates.

The entire Westminster Community takes pride in the College's ability to enhance and transform the lives of its students, over one-quarter of whom are the first in their families to attend college. For five consecutive years, Westminster has ranked in the top 20 of *U.S. News & World Report's* Top Performers in Social Mobility list.

### AT A GLANCE

**Location:** Westminster is located in rural New Wilmington, Pa., 65 miles north of Pittsburgh, 80 miles south of Erie, and 85 miles southeast of Cleveland.

**Students:** Westminster's enrollment is approximately 1,150 undergraduate and graduate students.

**Faculty:** 87% of the faculty hold terminal degrees. The student-to-faculty ratio is 12:1, and the average class size is 17.

**Accreditation:** Westminster is accredited by the Middle States Commission on Higher Education.

**Campus:** Westminster's campus extends over 300 acres, including a 100-acre outdoor laboratory and Britain Lake. Over \$45 million has been invested over the past eight years to improve academic buildings, athletic facilities, residence halls and campus grounds, including a renovation and expansion of the Hoyt Science Center and improvements in campus technology.

**Calendar:** Westminster operates on a semester calendar, with Fall and Spring semesters of 16 weeks, plus a Summer session.

**Majors & Programs:** Seven undergraduate schools offer more than 50 majors and pre-professional programs. The College also offers master's degrees in Business and Education.

**Residence Life:** Westminster is a four-year residential campus, and 78% of the student body lives on campus. The College recently invested \$8.1 million to

renovate the three residence halls that house first-year students.

**Athletics:** A member of the NCAA Division III Presidents' Athletic Conference (PAC), the College has 22 varsity athletic teams. The Titan Athletic Corridor was realized in 2020 with the construction of a new softball field, a new turf baseball field, a new track and field throwing area and the UPMC Sports Complex featuring a new soccer and lacrosse field. Our student-athletes have also benefited from recent improvements to Burry Stadium and extensive renovations to Memorial Field House, including a renovated natatorium.

**Faith & Spirituality:** The College strives to provide a supportive atmosphere that welcomes and respects individuals who represent a wide range of beliefs. The Westminster community reflects and promotes a faith-based, service-over-self philosophy. While rooted in the Presbyterian tradition, it allows for a climate of respect for people of all faiths and backgrounds, creates camaraderie, and encourages giving of self.

**Student Activities:** Westminster students participate in more than 65 clubs and organizations, including band, choir, orchestra, radio/television production, theatre, national fraternities and sororities, student government, publications, special interest groups and honoraries.

**Alumni:** There are approximately 20,000 dedicated and passionate Titan alumni who live across the region, state, country and globe.



## MISSION, VISION & STRATEGIC PLAN

### MISSION

The mission of Westminster College is to help students develop competencies, commitments and characteristics that have distinguished human beings at their best. The College sees the well-educated person as one whose skills are complemented by ever-developing values and ideals identified in the Judeo-Christian tradition. Westminster's quest for excellence is a recognition that stewardship of life mandates the maximum possible development of each person's capabilities.

### VISION

Westminster College will be nationally recognized as a leader in providing a supportive and transformative educational experience for all students. Forged in a tradition of academic excellence and inclusion, Westminster's approach to a comprehensive liberal arts education focuses on critical thought, collaboration and experiential learning, which empowers students to lead successful lives of meaning, integrity, leadership, citizenship and service to others.

### STRATEGIC PLAN 2018-2027

The College's strategic plan builds support for Westminster's rich learning community through four key initiatives:

- Recruit and Retain Students
- Revitalize Campus Environment
- Renew Engaging Experiences
- Replenish Resources

Important work was done to advance each of these goals during the two "thousand days" of the Plan under Dr. Richardson's leadership. The new VPEM will arrive at an important moment in the life of the College, as the College launches new initiatives for the final "thousand days" of the ten-year plan.



## ACADEMIC PROGRAM

From a curricular perspective, Westminster's vision of a liberally educated person results from engagement with a four-year integrated course of study known as the Westminster Plan. It involves a general education program, prescribed graduation requirements, a major and electives.

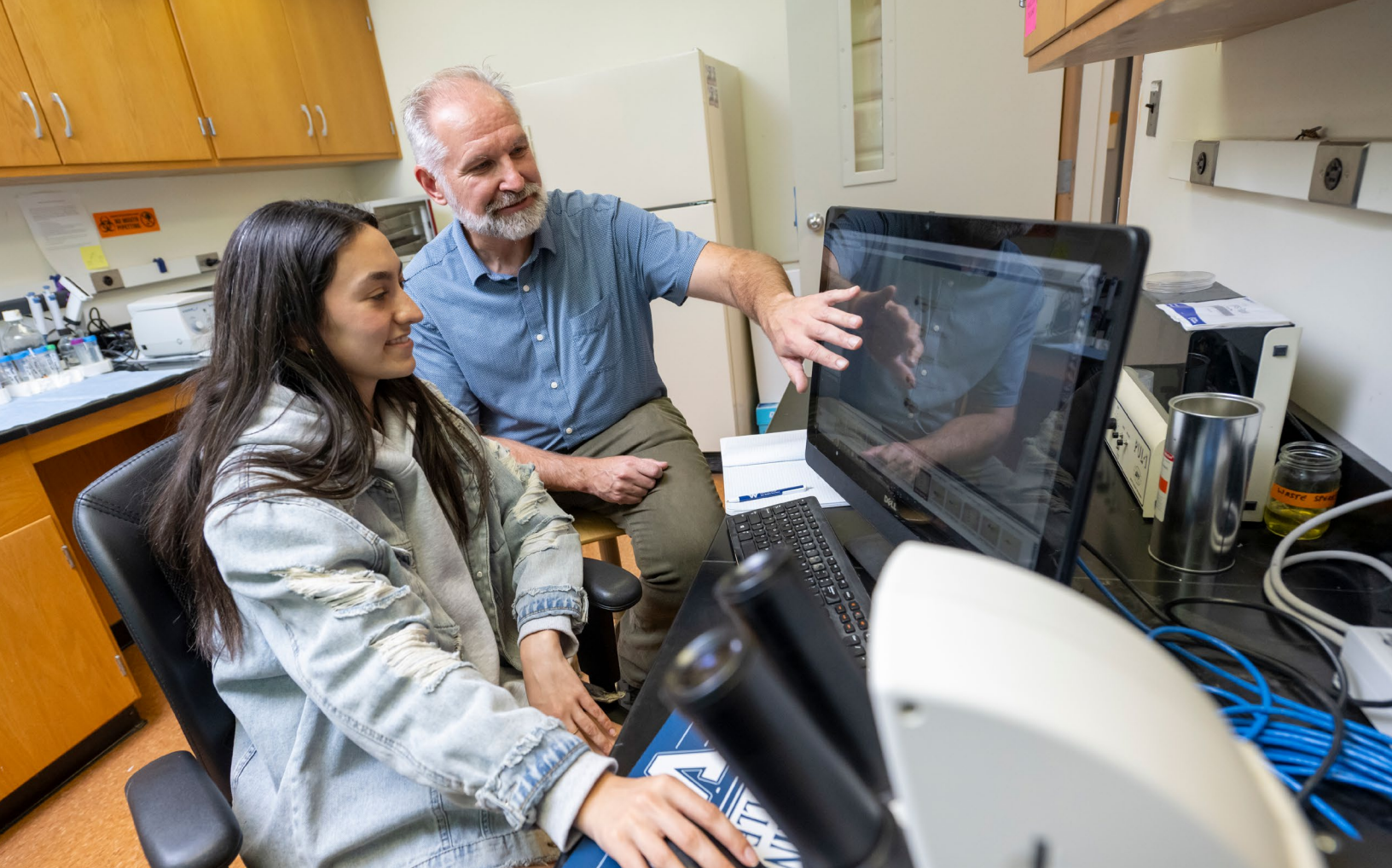
Liberal Studies is at the center of the Westminster Plan curriculum and spans all four years of the undergraduate experience. The first-year sequence consists of four courses: Westminster 101, a course designed to assist students in making a successful transition to higher education; Inquiry 111, an introduction to varied ways of knowing across the liberal arts; Writing 111, which provides instruction and practice in essential skills and forms of written expression; and Speech 111, a course that provides a basic grounding in oral communication skills.

In addition to progressing through major courses, the middle portion of the Westminster Plan is devoted to interdisciplinary coursework. This exploration is accomplished through the Intellectual Perspectives portion of the curriculum, which provides students with familiarity to a broad range of human intellectual endeavors and creativity that were introduced in

the First-Year Program. Students also complete a Cluster Course, through which they engage with a common problem, question, theme or issue from the perspective of two different disciplines, co-taught by a faculty expert from each of those two disciplines.

Finally, the process of liberally educating students is completed with a senior capstone course. The Capstone is the culminating experience in the major and is designed to provide opportunities for structured reflection on the value of education in and beyond the major, while providing another chance to strengthen communication and problem-solving skills. Throughout the entire curriculum, the use of information technologies is emphasized to enhance teaching and learning, and to provide students with knowledge acquisition skills necessary for a lifetime of learning.

Students can bolster their learning experiences through performances and exhibits, internships, practicums, clinical rotations, student teaching, study abroad, travel courses, service learning and co-curricular offerings across the campus community. Whatever activities students pursue, Westminster has their personal and professional development in mind.



## FACULTY

Trained in universities around the globe, Westminster College faculty choose to teach and conduct research at Westminster because of its focus on student and faculty development and a pervasive collegial atmosphere. Westminster faculty continually demonstrate a broad range, quality and quantity of research and scholarship endeavors. Annually, on the average, the faculty publish 25 books, articles, and book chapters, and they share 95 presentations, exhibits, and performances in national and international venues.

Faculty members at Westminster are true teacher/scholars and often engage their students in research endeavors at levels of complexity typically reserved for graduate students. These efforts culminate each spring in Westminster's Undergraduate Research and Arts Celebration, during which 25% of the student body, including first-year students, makes presentations, gives performances or exhibits their art. Additional outcomes from this remarkable level of faculty mentoring are an enviable graduation rate, as well as outstanding post-graduation employment rates and graduate and professional school acceptance rates.

In response to the changing higher education landscape, the faculty have also worked tirelessly to update the College's academic program offerings. Through a rigorous process of curricular review, the College has added undergraduate programs in Creative Media Production, Nursing (including an RN-to-BSN completion option), Sports Management and Engineering Physics. New minors and micro-credential opportunities have been approved as well. At the graduate level, a Master of Business Administration was created with four concentrations to prepare students for general industry, business analytics, healthcare and sustainability. The faculty continuously monitors academic offerings to ensure that the College's programs remain in alignment with the values of a traditional liberal arts education, emerging developments in science and technology, the needs of an increasingly globalized society and the professional standards that maintain programmatic or institutional accreditation.

## STUDENTS

Westminster is tremendously proud of the young adults who share their diverse talents.

- Over 3,000 applications typically are received for admission to the first-year class.
- 31% of Westminster students received Pell grants for the 2023-2024 year, and approximately 28% of them are first-generation college students.
- Almost 60% of all first-year Westminster students participate in intercollegiate athletics, and 50% of the total student population are student-athletes.

- Around 20% of the total student population is involved in a School of Music curricular activity, such as the Titan Marching Band.
- Our medical school and law school acceptance rates are both over 90%.
- 96% of Westminster graduates are employed or enter graduate school within a year of graduation.

## POINTS OF DISTINCTION

- Ranked # 16 in the nation in *U.S. News & World Report's* "Social Mobility" list, which measures how well schools graduate students who receive federal Pell Grants. Westminster also climbed 11 spots this year to place #112 in the National Liberal Arts Colleges category. — "Best Colleges 2024 edition," *U.S. News & World Report*
- Named a top 100 liberal arts college in the country by Washington Monthly, which highlights institutions that have made "contributions to the public good." — "2023 College Guide and Rankings," *Washington Monthly*
- Ranked #22 in the nation in the *New York Times* College Access Index based on the share of students who receive Pell grants, the graduation rate of those students, and the price that the College charges both low- and middle-income students — "Top Colleges Doing the Most for the American Dream," *New York Times*
- Placed in the top 5% nationally for student participation in hands-on experiences. — National Survey of Student Engagement
- Offers a federally-funded TRIO Student Support Services program to complement services provided through the College's Student Success Center.
- Engaged a new plan for student success and support called the Comprehensive Program for Advancing Student Success (ComPASS). ComPASS embraces a holistic perspective and affirms Westminster's long-standing commitment to student-centric practices, including case management and coordinated care, targeted student success groups, early alert programs, as well as basic needs security initiatives through the PA Hunger-free Campus Grant and Hope Impact Partnership.



- Will open, in fall 2024, a high-fidelity nursing simulation lab made possible through support from the Appalachian Regional Commission, Lawrence County (PA) Commissioners and donor gifts. The lab will provide hands-on training for our nursing students and for first responders across the region.
- The Institutional Advancement and Alumni Engagement Offices have garnered recognition from the Council for Advancement and Support of Education for their initiatives enhancing fundraising endeavors across the institution, and effectively integrating the GiveCampus platform to facilitate alumni engagement in events, giving and programs. The department works collaboratively with partners throughout campus, including admissions, to leverage the role of alumni in student recruitment and interest. Over the past seven years, our collective efforts have yielded significant results, including \$18 million raised for Annual Fund support, \$18 million allocated towards capital projects and campus enhancements, and \$8 million dedicated to Endowed Scholarships, thus providing vital financial aid to deserving students.





## THE ROLE OF THE VICE PRESIDENT FOR ENROLLMENT MANAGEMENT

The Vice President for Enrollment Management has senior management responsibility for Admissions and Financial Aid. Reporting to the President of the College and serving on the President's Leadership Team, the Vice President also serves to advise the President and the senior staff on issues and strategies regarding enrollment.

The VPEM has 13 staff, including a Director of Financial Aid, an Associate Director of Admissions and an Associate Director of Admissions Operations. Many of the staff are relatively new, and while they have several admissions cycles of experience, their continued growth is an asset that the new VPEM will be able to maximize. In recent years the team has also transitioned to Slate as its CRM, and after taking time to onboard the software correctly, they feel like they have the tools to move forward successfully.

Additionally, the College also recently invested in marketing by creating an independent marketing unit with in-house design staff. The close collaboration between the Enrollment Management and Marketing units will be a key relationship for the College moving forward.

Desirable candidates will be experienced and successful enrollment management leaders who have strong track records with progressively increasing responsibilities. They will be a visionary leader who has the ability to communicate that vision, and a transparent, collaborative leadership style to bring the team along with them. They will likewise be able to work with faculty and athletics staff to engage them in recruitment efforts. Knowledge of recruitment for liberal arts colleges nearby to, but not located in, major metropolitan areas will be a plus.

### LEADERSHIP AGENDA

#### **Maintain Momentum in Enrollment Growth**

The College has enjoyed enrollment growth recently, even as enrollments have been declining at other institutions across the region. Fall '23 first-year student enrollment was up 9% above the previous year and overall undergraduate enrollment was up 5% for the same time period. The next VPEM will develop a nimble and data-informed strategy to maintain this positive trend in enrollment growth.

# THE ROLE OF THE VICE PRESIDENT FOR ENROLLMENT MANAGEMENT

## **Collaboration across the College**

The College has a dedicated faculty and staff that are among its most significant assets in student recruitment. The next VPEM will have the opportunity to partner with the other vice presidents to facilitate collaboration between the Enrollment Management team and the other functional areas of the College. Of particular importance will be collaboration with the faculty for student recruitment efforts and with the athletics department for student-athlete recruitment. The College has also recently made a strategic investment in an in-house marketing team, and maximizing this crucial relationship will be essential for the success of the VPEM.

## **Mentorship of the Enrollment Management Staff**

The staff in Enrollment Management are energetic and committed to the success of the College, many of them having graduated from the College recently themselves. The next VPEM will have the opportunity to advance their continued development by providing mentorship and guidance along with formal professional development opportunities.

## **Promotion of Best Practices in Enrollment Management**

The College has implemented a number of innovations in Enrollment Management over the last few years. The next VPEM will have the opportunity to continue the data-driven approach to strategic enrollment management that has been applied, create further synergy with the College's marketing function and partner with third-party vendors to better leverage financial aid.

## **REQUIRED QUALIFICATIONS:**

- Significant leadership experience in the field of enrollment management in higher education.
- A Master's degree is required, and a doctorate is preferred.

## **DESIRED CHARACTERISTICS:**

A proven record of success in enrollment management

- Experience in the fields of financial aid, marketing and admissions
- An established track record of collaboration with college leadership, campus partners, faculty and within the Enrollment Division
- A talent for building consensus through creating a vision for enrollment management at Westminster
- Knowledge of and experience with customer relation management software (Slate preferred)
- Expertise with and understanding of financial aid optimization tools
- Strong interest in and commitment to mentoring staff
- Accessible and hands-on leadership style for working with senior peers, enrollment staff and prospective student families
- Nimble and adaptable leadership qualities suited to the national environment of volatility in enrollment management challenges
- Excellent communication skills with all constituencies
- Ability to serve as a passionate and enthusiastic champion for the value and benefits of liberal arts and professional studies at Westminster College
- A commitment to increasing the diversity of the Westminster student body through creative recruitment practices
- Strong analytical skills and interest in data-driven actions and decisions





## APPLICATION AND NOMINATION PROCESS

Academic Search is assisting Westminster College in this search. Applications, nominations, and expressions of interest may be submitted in confidence to [WestminsterVP@academicsearch.org](mailto:WestminsterVP@academicsearch.org). When submitting a nomination, please include the nominee's full name, title, position, and email address.

Confidential conversations about this opportunity may be arranged by contacting either of the Senior Consultants managing the search: Mr. Mike Maxey ([mike.maxey@academicsearch.org](mailto:mike.maxey@academicsearch.org)) or Dr. Eric Richtmyer ([eric.richtmyer@academicsearch.org](mailto:eric.richtmyer@academicsearch.org)), or by phone at 202-332-4049.

To apply, a candidate should submit: 1) a letter of intent addressing how the candidate's experiences match the position requirements; 2) a current full CV/resume; and 3) a list of five professional references, including names, addresses, phone numbers and email addresses (references will not be contacted without receiving formal consent from candidates).

Please send materials in an email with three separate PDF attachments to [WestminsterVP@academicsearch.org](mailto:WestminsterVP@academicsearch.org). For full consideration by the search committee, applicant materials should be submitted by Thursday, May 16, 2024. Additional information about the institution may be found at [www.westminster.edu](http://www.westminster.edu).

*Westminster College is an Equal Opportunity Employer enhancing learning through diversity and inclusion.*

# ABOUT ACADEMIC SEARCH

Academic Search is assisting Westminster College 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.

