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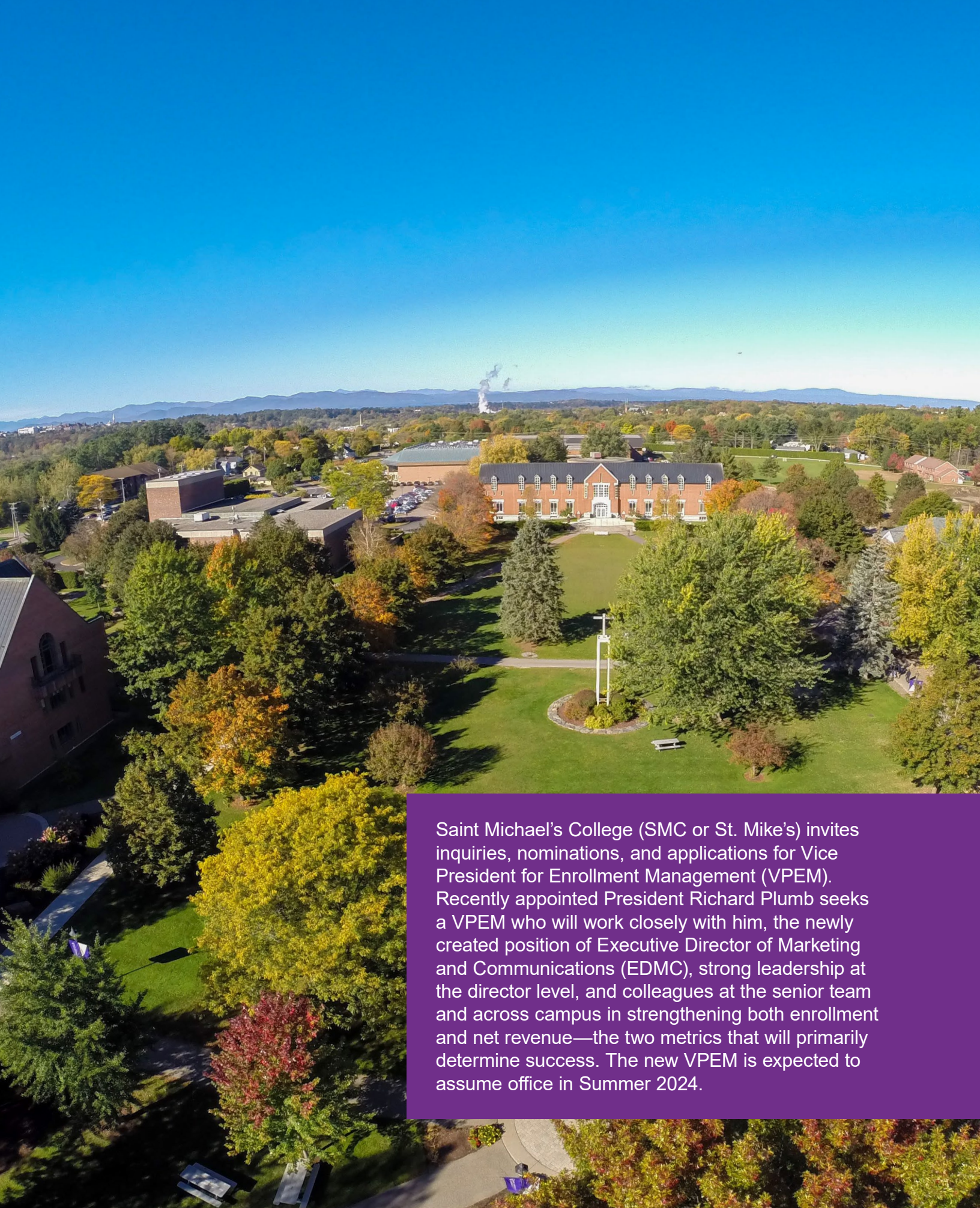
VICE PRESIDENT FOR
ENROLLMENT MANAGEMENT



SAINT MICHAEL'S
COLLEGE FOUNDED
1904

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Saint Michael's College (SMC or St. Mike's) invites inquiries, nominations, and applications for Vice President for Enrollment Management (VPEM). Recently appointed President Richard Plumb seeks a VPEM who will work closely with him, the newly created position of Executive Director of Marketing and Communications (EDMC), strong leadership at the director level, and colleagues at the senior team and across campus in strengthening both enrollment and net revenue—the two metrics that will primarily determine success. The new VPEM is expected to assume office in Summer 2024.



ABOUT SAINT MICHAEL'S

[Saint Michael's College](#), a residential, coeducational, liberal arts college in Colchester, Vermont, was founded in the Catholic intellectual tradition in 1904 by members of the Society of Saint Edmund, and it remains the only Edmundite college in the world. With a tradition of taking on the most challenging tasks, the core tenets of the Edmundites are social justice, education, hospitality, spiritual renewal, and pastoral ministry.

The College enrolls approximately 1,200 undergraduates, 192 graduate students, and more than 50 international students, and it boasts more than 20 NCAA Division II varsity teams. The College also employs more than 100 full-time faculty, the majority of whom have a PhD or the highest degree in their field.

Through the [Edmundite Missions](#) in Selma, Alabama, the Edmundites are known for their care of Black men, women, and children living in poverty-stricken communities throughout the Deep South. In addition to the College and the Edmundite Missions, the Society of Saint Edmund continues its ministry through [Saint Anne's Shrine](#) in Isle Le Motte, Vermont, by offering retreats for Saint Michael's College students and spiritual renewal for lay people, and [Enders Island](#) in Mystic, Connecticut, which serves as both a residential recovery program for young men in recovery and a destination for spiritual renewal for lay people.

Saint Michael's College embraces different cultures and identities, offers a model of civility, and seeks diversity of all kinds among its students, faculty, and staff. Although the Edmundites have transitioned the College's administrative responsibilities to lay personnel over the last 30 years, their presence on campus has an important, spiritual, and lasting impact on the life of the entire College community.

Saint Michael's College has long focused on how students, faculty and staff can make an impact on the larger community – a direct connection to the College's foundational ethos of social justice and service. In 2022, Saint Michael's was named by the Princeton Review as one of the top 25 colleges engaged in community service. Saint Michael's has also been featured in the Princeton Review's Best 387 Colleges recognized as a Green

QUICK FACTS

CAMPUS COMMUNITY (FALL 2023)

- Full-Time Undergraduate Enrollment: 1,200
- Part-Time Undergraduate Enrollment: 35
- Graduate Enrollment: 192
- Average First-year retention rate: 84%
- Average Second-year retention rate: 76%
- Average Six-year graduation rate: 74%
- Full-time Faculty: 101, 86% with terminal degrees
- Adjunct Faculty: 53
- Administrative & Professional Staff (including coaches): 180 (full-time); 57 (part-time)
- Total Academic Degree Programs: more than 40 undergraduate; 4 graduate and several graduate certificates

STUDENT DEMOGRAPHICS

- Geographic representation: 21 states; 15 countries
Female 55%; Male 45%
- International Enrollment: 45 students
- 21 NCAA Division II Teams, with 38% of the student body participating
- 24% Pell eligible
- 22% First Generation
- 14% (19% of most recent first year class) identify as ethnic minority

COSTS (FY23)

- Tuition, Fees, Room, and Board: \$66,535
- Average Student Award: \$33,000
- Discount Rate: 63% (FY22)
- Students Receiving Aid (scholarships and/or grants): 90%

ACCREDITATION

Saint Michael's has maintained accreditation through New England Commission of Higher Education (NECHE) since 1939. The last NECHE accreditation visit occurred in 2020, granting the College a 10-year renewal.

ABOUT SAINT MICHAEL'S (CONT.)

College. *Money* magazine recognized SMC as one of the Top 50 Transformative Colleges, and Kiplinger's ranks them among the Best College Values.

Saint Michael's mission is "to contribute through higher education to the enhancement of the human person and the advancement of human culture in light of the Catholic faith" – in other words, molding its students to go on to do well and do good in the world. The College works to foster learning around ethics and purpose so students may be successful and find meaning both at Saint Michael's and after graduation. A strong and supportive alumni network remains engaged with the College in a number of ways, including offering opportunities and connections for internships and jobs to current students.

The entire campus is a testament to the College's passion for environmental justice, and it serves as a living classroom to all students with its Natural Area, outdoor classrooms, the farm, and sustainability efforts. The Center for the Environment creates a space for experiential learning and interdisciplinary approaches to environmental stewardship. Saint Michael's is a Fair-Trade institution, and produce from the farm supplies fresh, organic food to the school's dining hall and farm stand.

Saint Michael's is located adjacent to Burlington, Vermont, and situated between Lake Champlain and the Green Mountains. Several of those mountains – Camels Hump and Mt. Mansfield – provide a picturesque backdrop to the College, as well as opportunities for outdoor recreation such as hiking and skiing. Live music, great food from around the world, the beaches of Lake Champlain, the Community Boathouse, the seven-mile bike path, internship-friendly companies like IBM, GE Medical, Burton Snowboards, Dealer.com, and Ben and Jerry's, and quick access to top ski areas like Sugarbush and Stowe are just part of the location's appeal.

MISSION AND VISION

MISSION

It is the Mission of Saint Michael's College to contribute through higher education to the enhancement of the human person and the advancement of human culture in light of the Catholic faith.

VISION

To actively engage students with ideas developed over millennia in many world civilizations as well as those ideas from more recently emerging disciplines and assist students in the generative process of creating new understandings. For this engagement to be most productive requires that a student work closely with a faculty member who is deeply, actively, and demonstrably engaged in learning, for in a liberal arts college it is not so much acquired knowledge or personal belief that is passed on from one generation to the next, but rather curiosity and passion for the very ideas of the discipline.

To encourage the development of an empathetic understanding and respect for the differing views of others derived from their history, status or unique philosophical or religious belief. Such an understanding is to be developed through proximate experience grounded in religious, philosophical and historical contexts.

To take responsibility for the moral and spiritual development of each individual by employing the long Catholic intellectual tradition that sees no conflict between belief and reason. This is rooted in the belief that the world is "good" and that the dignity of each person needs to be acknowledged.



"I loved the social justice aspect of St. Mike's, the environmental awareness, the location; it was smaller than most other schools I looked at, but really highlighted the strength of the community and the tightness of the student-teacher relationships, which is fantastic."

—Brian Shearer '18, Ellicott City, MD



ACADEMIC PROGRAM

Saint Michael's students engage across a broad spectrum of subjects, and the faculty are teacher-scholars. Classes are small (averaging just 17 students with a student to faculty ratio of 10:1) and majors and minors are available in more than 40 fields of study. These studies, coupled with experiential learning opportunities, an honors program, international study, internships, and collaboration with faculty on undergraduate research projects prepare students well for their first jobs and satisfying careers. Top majors include Business, Psychology, Education, Health Science, and Biology. The College recently added a Cybersecurity major and plans to launch a Marketing major in the fall.

The [Purposeful Learning Program](#) at Saint Michael's College helps students transition from high school to college and works with students to build a foundation for a purpose-driven four-year experience. The program integrates academic experiences with student life and career goals to help students discover passions and develop skills that give them clarity, meaning, and a sense of belonging on their path through SMC. This foundation gives way to education on ethics and leadership, helping prepare students for a life of intention and purpose after graduation.

Several Academic Centers on campus help further connect students, faculty, staff, the community, and external specialists and experts to promote interdisciplinary study and education. The three newest Centers – the [Center for Global Engagement](#), the Center for Equity and Justice, and the [Center for the Environment](#) – focus on giving Saint Michael's students a broad understanding of the natural and global world so they build lives of purpose and consequence.

The Center for Global Engagement is connected with the Study Abroad Office, offering students the opportunity to spend a semester in a foreign country or take part in academic study trips with Saint Michael's faculty members leading the way. A grant from the Freeman Foundation has also recently allowed students to travel to Hong Kong, China and Seoul, South Korea – and soon to Ho Chi Minh City, Vietnam as well – to do internships and participate in cultural and networking events.

“Teaching is one of the most rewarding things I have ever done. I love interacting with students and getting them excited about science and learning. And I feel very lucky to have the opportunity to do it at the place that got it all started for me when I came here as an undergrad.”

—Paul Constantino '92, Associate Professor of Biology

Counselors through the [Boucher Career Education Center](#) provide connections and opportunities for students seeking internships or other professional experiences during their time at Saint Michael's. The counselors each specialize in specific majors and topics of study to best assist students in this endeavor. Students also find opportunities for jobs and research through well-connected faculty members. For example, annually, professors in the sciences secure grants through the state and federal governments to perform cutting-edge research. Several recent research projects have looked at how virtual reality can help with astronauts' anxiety and stress (a partnership with NASA) and how marijuana impacts behavior and driving (funded by the National Institutes of Health).

The graduate programs at Saint Michael's include Clinical Psychology, Master of Education, Master of Arts in Teaching, and Teaching English to Speakers of Other Languages (TESOL). The graduate programs are small, flexible, affordable, and tailored to the goals of the graduate students. Recently, the College expanded its offerings to include graduate and professional-level certificates in Public Health Equity, Holistic & Restorative Education, and Racial Equity and Educational Justice.

The College is a proud member of Phi Beta Kappa, America's oldest academic honor society which promotes education in the liberal arts and sciences. The chapter is one of three in Vermont, and Saint Michael's is one of only five Catholic colleges and universities in New England to receive this distinction. SMC is also home to a chapter of Delta Epsilon Sigma – the national honor society for colleges and universities in the Catholic tradition – and Chi Alpha Sigma, the National College Athlete Honor Society, in addition to about a dozen other honor societies specific to fields of study.

CAMPUS LIFE

Saint Michael's students take advantage of a rich array of extra-curricular programming, athletic events, theater, recreation and fitness opportunities, the beauty of the Burlington area, and more. With dozens of clubs and organizations on campus, there are activities for just about everyone to quench students' thirst for furthering academic interests, engaging in activism, or bonding with other students over a shared hobby.

[Saint Michael's Fire and Rescue Squad](#) is a unique point of pride for the College. The organization was founded in 1969 as one of the first college-affiliated fire departments in New England, and it is run by an independent volunteer group of approximately 50 students. Those students serve both the campus and the greater public 24 hours per day, 365 days per year, providing fire response and emergency medical treatment. The squad responds to thousands of calls per year, ranging from car crashes and cardiac emergencies to structure fires and carbon monoxide alarms.


Service is at the heart of the Saint Michael's experience. Nearly 70 percent of students participate in [Mobilization of Volunteer Efforts \(MOVE\)](#), which exists to expand the concept of community service to embrace social justice and to emphasize our connectedness to the world, as defined by Catholic social teaching. The group organizes students to serve both locally and

nationally to meet the community's unserved needs and make a positive impact.

Taking advantage of all Vermont has to offer, the [Adventure Sports Center](#) offers training and outings in kayaking, climbing, skiing/riding, and mountain biking. The Center also provides instructor training and offers students the opportunity to be a member of the Adventure Sports Center staff.

Approximately 40 percent of St. Mike students play a varsity sport on one or more of the 21 varsity teams. They compete as an NCAA Division II institution. The College offers a range of varsity sports including Alpine and Nordic skiing, ice hockey, basketball, baseball, lacrosse, and soccer, to name a few. The graduation rate for student athletes is almost 100 percent, and Saint Michael's is frequently ranked number one in the NCAA Division II's Academic Success Rate.

The College is a green campus and is committed to strengthening its obligation to a socially and ecologically responsible world. The campus community works together to recycle, compost, refill and reuse water bottles, and tend the Saint Michael's Farm, an organic garden and farm stand operated during the growing season. Many of these characteristics and programmatic offerings were strengthened and unified under the creation of the Center for the Environment in 2019.



"I appreciate the opportunity that SMC gave me to experience a first-class liberal arts education, along with the experience of interacting and learning about different cultures around the world."

—Sergio Castillo '88, Manager, Position Evaluation Team, Panama Canal Authority



THE SAINT MICHAEL'S COMMUNITY

STUDENTS & ALUMNI

The graduating class of 2022 is a great representation of the quality of the Saint Michael's College experience. The College's First Destinations Survey showed that six months after graduation, 97 percent of the class was employed, continuing their education, or in military or volunteer service. SMC alumni are actively engaged in mentoring and helping students land internship opportunities or employment after college.

The alumni base numbers over 21,000, and Saint Michael's grads are located in every state and over 40 countries. Notable alumni include U.S. Senator Patrick Leahy, Joseph Dunford (19th Chairman of the Joint Chiefs of Staff and 36th Commandant of the Marine Corps), Ann Cummings (mayor of Montpelier, Vermont), and Loung Ung (human rights activist, lecturer, and author).

FACULTY & STAFF

Faculty and staff at Saint Michael's are committed to the students and supporting the mission of the College and each other. The College employs 101 full-time faculty and 53 adjunct faculty who combine their academic and research experience with a personal commitment to their students, both inside and outside the classroom. Among the full-time faculty, over 80 percent have terminal degrees in their field. Including coaches, the College employs 180 full-time and 57 part-time administrative and professional staff.

LEADERSHIP

Dr. Richard Plumb was named president of Saint Michael's College in November 2023, beginning his term in January 2024. Dr. Plumb is an experienced leader within Catholic higher education and over the past decade he has served as president of St. Mary's College of California and as provost and executive vice president at the University of St. Thomas (Minnesota). Dr. Plumb has quickly begun the work of building his senior team, including this position as well as a Vice President for Institutional Advancement and the newly created Executive Director for Marketing & Communications. In addition, he is building relationships across campus and with stakeholder groups and beginning to outline key priorities for moving the institution forward. This position will be an important part of that

"I would strongly consider Saint Michael's because you will receive an excellent education from a reputable college. The support that you will receive in order to succeed will be unparalleled and there is a tremendous opportunity to grow socially and develop yourself as a person."

—Jason Curry '95, Founder and President, Big Apple Basketball

THE SAINT MICHAEL'S COMMUNITY (CONT.)

leadership team and will play a primary role in generating the enrollment and net revenue necessary for the College to thrive. The College's administrative leadership includes the eight members of the President's Cabinet: Vice President of Academic Affairs, Vice President of Finance & Administration, Vice President for Enrollment Management, Vice President for Institutional Advancement, Vice President for Student Affairs/Dean of Students, Director of Campus Ministry, Director of Athletics, and Executive Director of Marketing & Communications.

GOVERNANCE

The College is governed by a 29-member Board of Trustees, one-third of which are Edmundites or their designees. The Board includes leaders in finance, law, entertainment, health care, human services, higher education, and Catholic mission. The Board meets four times a year and is supported by five standing committees: Honors, Institutional Advancement, Learning, Operations & Audit, and Trustee & Mission.



THE STRATEGIC PLAN

The College's current strategic plan, [Forward with Purpose](#), launched in 2021 with the goal to strengthen the community in the short-term while ensuring its long-term success. Strong progress has been made on all three pillars of the plan: Purposeful Learning, Strengthened Communities, and Advanced Approaches.

POINTS OF PRIDE

Saint Michael's College has been recognized in some of the following ways over the past decade:

- One of the top 25 colleges engaged in community service, per the Princeton Review.
- Named one of the Princeton Review's Best 388 Colleges recognized as a Green College.
- One of the Best Northeastern Colleges, according to the Princeton Review.
- One of 2023's Best Colleges based on quality, affordability and student outcomes per *Money* magazine.
- Part of an elite group of 286 colleges nationwide with Phi Beta Kappa chapters, and one of only 20 national Catholic colleges, and one of four in New England.
- Ranked 119th nationally for National Liberal Arts Colleges by *U.S. News & World Report* in its Best College Rankings.
- Popular college ranking website, Niche, ranked Saint Michael's #2 in Best Colleges in Vermont and 121st in Best Liberal Arts College.
- St. Mike's Purple Knight athletes have an impressive 97% academic success rate, tied for No. 1 in the nation, out of 313 institutions, in Division II athletics.

In the past few years, Saint Michael's has made the following strides:

- The College received a \$6.5M appropriation through the 2022 federal omnibus bill (in large part thanks to distinguished alumnus, former Senator Patrick Leahy '61), which will go toward the continued expansion of the Saint Michael's College Center for the Environment.

- A \$150,000 grant from the George I. Alden Trust enabled SMC to open its state-of-the-art Media Creation Studio. Notable alums, such as Tom Caron '86 of NESN and Jonah Kessel '06 of the New York Times were on hand for the grand opening in February 2023.
- The College opened several academic centers over the past few years, including the Center for Global Engagement and the Center for the Environment and has plans to open its Center for Equity and Justice in the near future.
- In 2021, Saint Michael's College became the first Vermont higher education institution to work with a federal wetlands easement program to protect 163 acres of its Natural Area's roughly 350 total acres from agricultural use or development, in perpetuity. This helped prevent harmful phosphorous runoff into Lake Champlain and further helped protect an educational and recreational resource for the College and community.
- In 2021, Class of 1967 alumnus and longtime Trustee Barry Roy bequeathed \$4 million to the College through his estate, the largest single gift in the school's 117-year history.
- Saint Michael's College led NCAA Division II in student-athlete graduation rate for the fifth time in 13 years in 2022. The College's student-athletes achieved an Academic Success Rate (ASR) of 99% in 2022.
- SMC students have been recognized for their work by receiving the most prestigious fellowships available, including the Rhodes Scholarship, the Pickering Undergraduate Fellowship, the Fulbright Scholarship, and the Goldwater Scholarship.

THE CAMPUS

The Saint Michael's College campus is a blend of modern and historic buildings which give it a unique and charming character. The campus is centered around the beautiful Chapel of Saint Michael the Archangel, and offers breathtaking views of the Green Mountains.

The campus center is now home to the Founders Cupola, which stood atop the original building on campus and is incorporated in the College's logo. Several academic buildings, the picturesque Durick Library, a sports center, a wellness center, and two student centers make up much of the rest of the campus.

Saint Michael's, home to a vibrant, caring and engaged community, is situated on 480 acres of indoor-outdoor learning and recreation – where students eat, sleep, study, become better citizens, and develop lifelong friendships. Students can choose from traditional residence halls and suites, apartments, or townhouses – and have the option to live as a single, with a roommate, or with several roommates. Undergraduates have the assurance of on-campus housing for all four years.

Campus attractions also include a farm, a 360-acre Natural Area, and a variety of teaching gardens which make the entire campus a living classroom for all students regardless



of specific discipline or major. Trails through the Natural Area allow for student, staff, and faculty recreation, and cameras situated along those trails allow students to study wildlife and biodiversity.

Inside the academic buildings, students can use fully equipped science labs, computer labs, and the brand-new Media Creation Studio (MCS) for their academic endeavors. The MCS provides state-of-the-art equipment and training to all students and faculty at the College, allowing them to interface with 4K video cameras, professional microphones, lights, and editing techniques. Students from all majors can explore the rapidly growing world of media production – expanding their skills and future marketability.

The Edmundites live on campus in Nicolle Hall, which allows members of the Society of Saint Edmund to regularly connect with current students, staff, and faculty and be part of all facets of campus life.

BURLINGTON & BEYOND

A town of nearly 45,000 residents in a metropolitan area of over 200,000, Burlington is a vibrant, eclectic, artistic, forward-thinking community. It is situated on the eastern shoreline of Lake Champlain and surrounded by extraordinary beauty and recreational opportunities. Northern Vermont's natural beauty surrounds campus, with mountain views, gorges, rivers, Lake Champlain, and ski resorts all close by. In addition to Saint Michael's, Burlington is home to the University of Vermont and Champlain College and the state's largest hospital - the UVM Medical Center. Burlington is frequently celebrated as one of the country's safest and healthiest cities, and the area offers a range of excellent public schools and healthcare options.

Located minutes from the Burlington airport, less than two hours from Montreal, and just over three hours from Boston, Burlington is a beautiful college town with a vibrant downtown filled with shops, live music, parks, beaches, and restaurants where farm-to-table offerings take center stage.

Those considering a move to the Burlington area will find resources and information here:

[ThinkVT](#)

[Hickock and Boardman Realty](#)

[Visit Vermont](#)

FINANCIAL OVERVIEW

The College's current annual operating budget is approximately \$66 million. For the fiscal year ending June 30, 2023, total assets were approximately \$199 million with debt of approximately \$52 million. As of January 31, 2024, the endowment stood at approximately \$92 million.

The operating budget is heavily dependent upon tuition and fees, with net student revenues accounting for 68

percent of total revenue for the year ended June 30, 2023. As a result, Saint Michael's has a long history of vigilant attention to enrollment and net student revenue, as well as strong expense control. Nearly all full-time undergraduates receive financial aid, and the College had a discount rate of approximately 63% for fiscal year 2023. Net tuition revenue was approximately \$23 million, with residence fee revenue of approximately \$16 million.



LEADERSHIP AGENDA

Saint Michael's College is entering an exciting moment in its history. Recently appointed President Richard Plumb seeks a Vice President for Enrollment Management who will work closely with him, the newly created position of Executive Director of Marketing and Communications (EDMC), strong leadership at the director level, and colleagues at the senior team and across campus in strengthening both enrollment and net revenue—the two metrics that will primarily determine success.

SMC has a cohesive leadership team, a campus community supportive of efforts to strengthen enrollment, and a well-deserved reputation for a distinctive and transformational learning environment. Immediately following the pandemic, the College experienced enrollment declines and increases in discounting. More recently, the entering class of 2023 was much stronger than the preceding year and, to date (as of March 1), projections for 2024 are tracking ahead of that pace. The opportunity exists for a change-oriented, forward-looking enrollment professional to build on these efforts to increase enrollment and net revenue and the momentum generated by recent progress and new leadership.

“Within a few weeks of starting my first ‘real’ job, it became apparent to myself and my supervisors that my writing and communication skills were beyond what was expected from a typical engineer with my level of experience. I attribute this to my liberal arts education and experiences at St. Mike’s.”

—Susan Molzon '12, Assistant Engineer,
County of Monmouth, NJ

Key priorities for a new VPEN include:

- **Conveying the Saint Michael's College story to students and parents.** In the competitive environment in which the College operates, a consistent and compelling brand identity is essential to enrollment success—as is the ability to communicate that in a targeted way to students and families. The VPEN will work closely with the Executive Director of Marketing & Communications (EDMC), a new position reporting directly to the president which will have lead responsibility for articulating the SMC brand and story. While the EDMC will have primary responsibility for defining that identity and story, the VPEN will have responsibility for building recruitment processes that effectively convey it to prospective students and their families. Saint Michael's has a unique and compelling value proposition, beginning with the high level of student and alumni achievement that results from its strong academic and co-curricular (including athletics) offerings. In addition, the Burlington area is unique, with remarkable access to outdoor activities and a true sense of New England community that are embedded into the learning experience at Saint Michael's. Finally, the Edmundite charism is marked by a sense of social justice and environmental stewardship that aligns closely with topics that are important to this generation of college-going students, particularly those from populations traditionally underrepresented in higher education. Telling that comprehensive story in a compelling manner so that the College can enroll a larger critical mass of students seeking this kind of learning environment will be an important part of the VPEN's role.

LEADERSHIP AGENDA (CONT.)

- **Building and implementing plans and systems to support recruitment efforts.** The enrollment management area has enjoyed capable interim leadership, and the VPEM will inherit strong leaders in admissions and financial aid. Much of their efforts in the past few months have been on ensuring that fundamental aspects of a modern enrollment management operation are in place and being executed, and the VPEM will both strengthen those foundations and build upon them. A key part of the work of the successful VPEM will be to ensure that a comprehensive, systematic approach to recruitment is articulated, planned, and, executed. Elements of such an approach exist. In particular, progress has been made in recent months by increasing use of Slate as a customer relationship management tool and in creating a closer partnership between the admissions office and their colleagues in financial aid as allies in the recruitment process. Opportunities remain for the next VPEM to adopt next generation recruitment techniques—including using relevant data to inform decision making and continuing to utilize emerging technologies to target and communicate with students--that build upon those elements and to put all those pieces together into a coherent, systematic whole.
- **Providing leadership within the enrollment management division and across campus to achieve enrollment goals.** This is not a status quo job. The College seeks a leader who will bring an innovative approach, quickly applying best practices to achieve and sustain enrollment success. This individual will also have the interpersonal skills necessary to secure sufficient support within enrollment management and across campus to take the actions necessary to reach enrollment goals. The next VPEM will have the opportunity to make a remarkable impact on the trajectory of the College through their work, and to realize the fruits of that labor quickly. This leader will bring an approach that is creative and forward-leaning, and will be confident and persistent enough to work through the inevitable challenges associated with enrollment management in the Northeast. The successful candidate will be an engaging leader who provides clarity and consistency to a talented staff that has experienced multiple leadership transitions in the past few years, building an enrollment team skilled in and committed to the development and execution of enrollment plans that generate increased enrollment and net revenue. The VPEM will also work across the institution, partnering with colleagues at the senior level and across campus to ensure that decisions around the many other elements that affect enrollment (pricing and aid strategies, academic offerings, messaging, orientation dates, and programming, et al.) are made and executed with enrollment impact as one of the primary considerations.

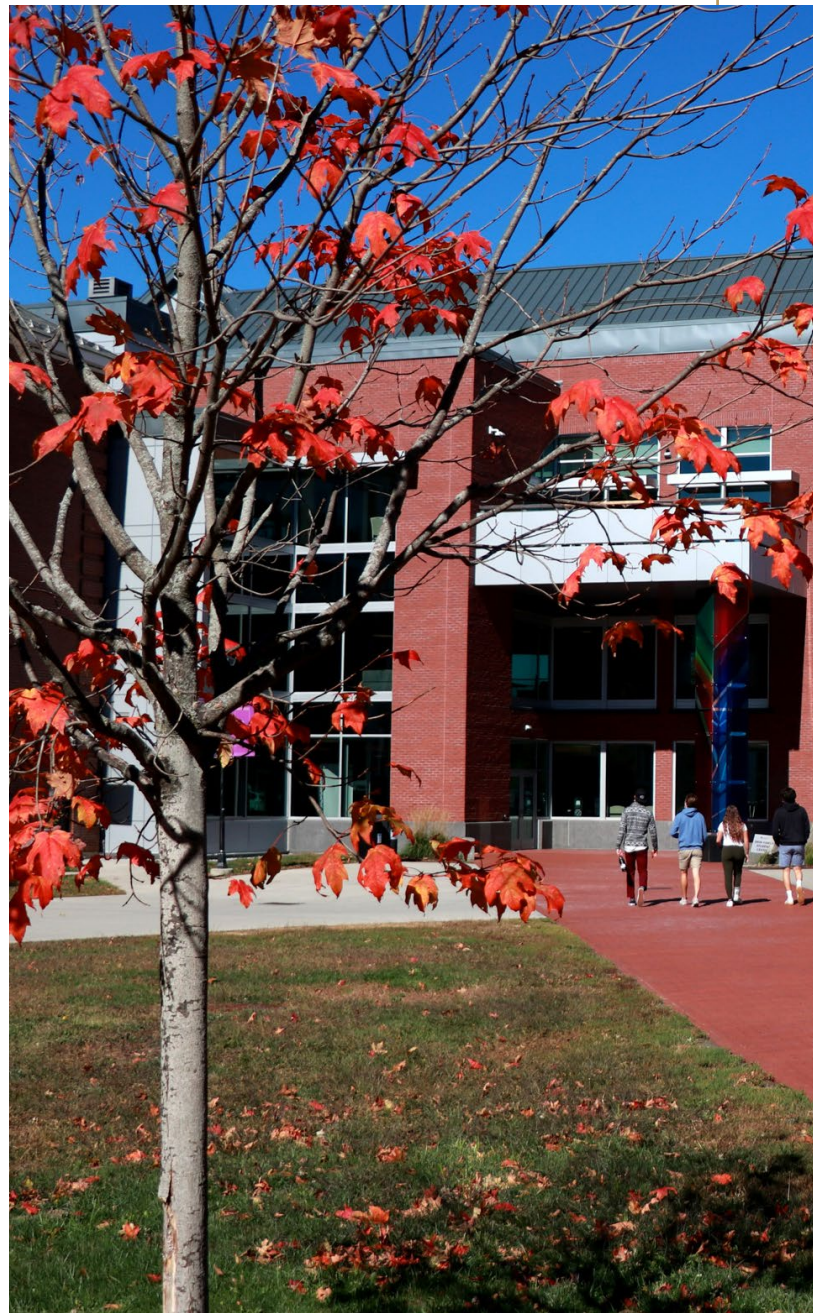


QUALIFICATIONS

The successful candidate will be a skilled enrollment management leader, with progressively more responsible roles and a track record of successful leadership in enrollment and net revenue. A bachelor's degree is required; a master's degree in a relevant discipline is preferred. As travel is an important feature of the role, the successful candidate must meet driver's eligibility requirements as stated in the College's Vehicle Use policy.

In addition, the ideal candidate will bring many of these skills and characteristics:

- A willing colleague and partner to others at the senior level and a trustworthy advisory and sounding board for the president in pursuing the College's strategic priorities.
- Ability to build work and learning environments that attract and welcome a diverse workforce and student body.
- Ability to galvanize the enrollment staff and community partners around a compelling vision for the future, proactively identifying and pursuing opportunities to engage them in the enrollment process, and valuing and recognizing their contributions in bringing that vision to reality (i.e., to create and sustain a culture of shared ownership of enrollment management).
- Builds positive working relationships with colleagues, students, the campus community, and external stakeholder groups.
- Create and sustain a culture of shared responsibility for enrollment management, providing leadership to enrollment efforts while inviting meaningful opportunities for the community to participate as well.
- Demonstrated ability to persuasively communicate with target audiences utilizing multiple media (social, electronic, small and large groups, individually, etc.).
- Demonstrated ability to utilize data to inform decision making and to steward resources effectively to reach organizational and institutional enrollment and revenue goals.
- Enthusiasm for the mission and identity of Saint Michael's College.
- Experience in creating and implementing comprehensive recruitment plans that reach headcount and net revenue goals.
- Expertise in current recruitment and financial aid practices, preferably with experience at more than one tuition-dependent institution.
- Personal and leadership style marked by respect, integrity, accountability, achievement of goals, inclusivity, equity, and sensitivity to others.
- Understanding of the dynamic regulatory environment, including relevant federal and state laws, regulations, and policies that inform actions in both admission and financial aid.
- Understands the impact, challenges, and barriers that racism, inequities, bias, and systemic oppression have on student access to higher education, and champions equity and access in enrollment management.
- Working knowledge of how to maximize customer relationship management systems (Slate preferred) to optimize communication, efficiency, and decision-making.





APPLICATIONS, NOMINATION & INQUIRIES

Academic Search is assisting Saint Michael's with this search. Prospective candidates may arrange a confidential conversation with Senior Consultant Dr. Scott Flanagan by booking [here](#). Please send a CV prior to your call to scott.flanagan@academicsearch.org.

To apply, a candidate should submit (in two separate attachments---PDF format preferred): 1) a letter of intent addressing how the candidate's experiences match the position requirements, and 2) a current CV/resume. Inquiries, nominations, and applications should be submitted electronically, and in confidence, to SaintMichaelsVPEM@academicsearch.org. When submitting a nomination, please include the nominee's full name, title, position, and email address. The position will remain open until filled. **Review of applications will begin on April 8, 2024, and applications received by Monday, April 22, 2024, are assured full consideration.**

Learn more about Saint Michael's College at www.smcvt.edu/ and by watching [this video](#).

The College provides equal employment opportunities without regard to race, color, religion, sex/gender (including pregnancy), sexual orientation, gender identity, national origin, age, disability, marital status, veteran or active duty military status, familial status, height, weight, genetic information or any other status protected by applicable law.

ABOUT ACADEMIC SEARCH

Academic Search is assisting Saint Michael's 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.

