dream up.

Leadership Profile

Vice President for Enrollment Management

This search is being assisted by: Academic Search
Stephens College, located in Columbia, Missouri, a vibrant college town nationally recognized for quality of life, invites applications and nominations for the position of Vice President for Enrollment Management (VPEM). Reporting directly to President Dianne Lynch and serving as a member of her Senior Staff, the VPEM will provide strategic vision, direction, and leadership to the Offices of Admissions (undergraduate and graduate) and Financial Aid, and will work collaboratively with other campus constituencies to advance the College’s vision, mission, and strategic goals.

THE COLLEGE

Stephens College is the second oldest women’s college in the country. First founded in 1833 as the Columbia Female Academy, the College has been educating women for more than 180 years to become leaders and valuable contributors toward the betterment of society. In 1856, businessman, financier, and legislator David H. Hickman led citizens in reshaping the academy into a full-scale college, renaming it the Columbia Female Baptist Academy. More than a decade later, James L. Stephens endowed the College with $20,000, and the institution was reestablished as Stephens Female College. Stephens’s continued dedication to the College led to his election as chairman of the College’s Board of Curators, a post later filled by his son Edwin and his grandson Hugh. Carl Stephens Otto retired from the Board of Trustees in 1998 as the fifth and last generation of the Stephens family to serve the College.

Throughout its history, Stephens College has developed a tradition of cutting-edge educational programs in which change has paralleled that of a shifting nation. Stephens College not only broke barriers in curriculum development but also set new standards for the roles of women in society. In 1937, actress Maude Adams accepted a teaching position at Stephens, where she developed an acting program and directed student productions until she was no longer physically able to continue such activities and retired in 1950. During World War II, in 1944, Stephens introduced the first aviation program for women, embodying the spirit that would drive the development of a comprehensive educational plan at the College.

Inherent in the culture at Stephens College is the tradition of the Ten Ideals – respect for our own dignity and the dignity of others, embodied in a sense of social justice; courage and persistence; independence, autonomy and self-sufficiency; support for others through the willingness to take and give criticism, acceptance and love; sensitivity to the uniqueness and fragility of the natural world of which we are part; responsibility for the consequences of our choices; belief in our changing selves and in our right to change; creativity in the spiritual and aesthetic dimensions of life; intelligence that is informed and cultivated, critical yet tolerant; and leadership that empowers others.

Today, Stephens remains committed to women’s education at the undergraduate level, and offers several distance learning and on-campus programs for both men and women through graduate and continuing studies as well as professional and post-graduate degrees and certificates that allow students to advance their careers or transition into new industries. Stephens currently enrolls approximately 800 students, 600 of whom are undergraduate residential full-time students and 200 are graduate and online students. The student-to-faculty ratio is 10-to-1, ensuring that each student’s unique voice and perspective is heard and valued. Ninety-eight percent of students receive financial aid.

Institutional Mission

“Historically committed to meeting the changing needs of women, Stephens College prepares students to become leaders and innovators in a rapidly changing world. Stephens engages lifelong learners in an educational experience characterized by intellectual rigor, creative expression and professional practice, in an environment supported by accomplished faculty and dedicated alumnae. Graduates of Stephens are educated in the liberal arts, professionally prepared and inspired by our tradition of the Ten Ideals as core values that enrich women’s lives.”
Stephens embraces a culture of learning in which students are engaged both inside and outside of the classroom so that they get a well-rounded experience that will give them an edge in the workforce. Its programs are also changing to better serve its students, the community, region, and nation. Unwavering in its dedication to traditional programs of fashion and equestrian, among others, Stephens College is committed to building on its tradition of strength in the creative arts and to programming in areas of high demand in the health sciences.

**Undergraduate Studies**

*The School of Design*

- B.A. in Apparel Studies
- B.S. in Event and Convention Management
- B.F.A. in Fashion Communication
- B.F.A. in Fashion Design and Product Development
- B.S. in Fashion Marketing and Management
- B.S. in Strategic Communication: Design
- B.S. in Strategic Communication: Integrated Marketing
- Minors in Design Arts, Graphic Design, Small Business Management & Ownership, and Event Planning

*The School of Health Sciences*

- B.A. in Biology
- B.S. in Biology
- B.S. in Health Science
- Minors in Biology, Veterinary Biomedical, and Chemistry

*The School of Interdisciplinary Studies*

- B.F.A. in Digital Filmmaking
- B.S. in Education
- B.A. in English
- B.F.A. in Creative Writing
- B.S. in Equestrian Studies
- B.S. in Human Development
- B.S. in Psychology
- Minors in Art and Art History, Creative Writing, Education, English, Equestrian Studies, Filmmaking, Forensic Science, Psychology, and Women’s Studies

*The School of Performing Arts*

- Three-year, two-summer B.F.A. in Musical Theatre
- Three-year, two-summer B.F.A. in Theatre Arts
- Four-year B.A. in Theatre Arts
• Three-year, two-summer B.F.A. in Theatre Management
• Three-year, two-summer B.F.A. in Theatrical Costume Design
• Three-year, two-summer B.F.A. in Dance
• Three-year, two-summer B.F.A. in Vocal Arts
• Minors in Dance, Music, and Theatre Arts

Graduate Programs
• Master in Strategic Leadership (100% online)
• Master of Education in Counseling
• Master of Fine Arts in TV and Screenwriting
• Master of Physician Assistant Studies

Certificate Programs
• Professional Conservatory Training Program (a non-credit-bearing, two-year, two-summer certificate program open to men and women that emphasizes performance-based studio work in acting, dance, musical theatre and technical theatre)
• Post-Baccalaureate Certificate in Health Information Administration

Continuing Studies Program
• B.S. in Health Information Administration (100% online)

Stephens College is accredited by the Missouri Department of Elementary and Secondary Education as well as the Higher Learning Commission and is a member of the North Central Association. Program accreditations include the Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM) and, provisionally, the Accreditation Review Commission on Education for the Physician Assistant (ARC-PA).

The College has earned a national reputation by being ranked consistently as one of the Best Regional Colleges in the Midwest by U. S. News & World Report; selected repeatedly to The Princeton Review’s guide to the Best Colleges; considered a “Best Buy” in online education by Get Educated; and identified as the No. 1 Most Pet-Friendly College in the U.S. by Dogster.com and others. Stephens College is also among the top 50 fashion institutes in the world, according to a December 2014 ranking by the independent fashion news website Fashionista.com, and has been recognized by the Business of Fashion, London as the #13 Best Fashion Program in the World. Other recognitions from the Business of Fashion include #1 for Long-Term Value (B.F.A) and #5 for Best Learning Experience (2015). Additionally, the Theatre program at Stephens is rated #11 by The Princeton Review.

Affiliated with the National Association of Intercollegiate Athletics and a member of the American Midwest Conference, Stephens currently offers basketball, competitive dance, cross country, golf, soccer, softball, tennis and volleyball. Students can
take advantage of the Silverthorne Arena, Stephens Tennis Courts and a fitness room near the Student Union in Stamper Commons.

More than 30,000 students across the world call Stephens their alma mater. Stephens’s extensive alumnae network provides immediate industry connections and an invaluable resource for its graduates who are starting or advancing their careers. The College also includes a non-academic degree requirement known as the College-to-Career program, provided by the College’s Center for Professional and Career Development and focusing on all aspects of career readiness. The program spans students’ entire three-to-four years at Stephens and strives to prepare students for success in the career world.

For additional information about the College, visit www.stephens.edu.

**THE COMMUNITY**

Stephens College is located in Columbia, Missouri, the fourth largest city in the state. The mid-Missouri community is approximately 120 miles from both Kansas City and St. Louis, and 29 miles north of the state capital, Jefferson City. It is commonly referred to as College Town, USA, as the city is also home to the University of Missouri and Columbia College.

With a population of approximately 119,000, Columbia offers small-town friendliness with all the benefits of a big city. It is consistently rated as a top city in which to live because of its educational facilities, healthcare, cultural opportunities, and cost of living. Recent accolades have included: #3 top college town (Livability.com-2015); a top 100 best place to live (Livability.com-2016); #6 rating as a best job destination for college grads (American Institute for Economic Research-2016); the #12 best place for business and careers (Forbes magazine-2016); and a best place to retire (Forbes magazine-2016).

The University of Missouri is the city’s largest employer, but jobs in government are also common, either in Columbia or in Jefferson City. Insurance corporations headquartered in Columbia include Shelter Insurance and Columbia Insurance Group, and State Farm Insurance houses a large operations center there. Healthcare is also a large sector of Columbia’s economy, with three hospital systems and six hospitals within the city. These employers also provide opportunities for Stephens College students to engage in internships and other forms of experiential learning.

Stephens College is located just steps from Columbia’s downtown center, known as The District. The campus therefore offers a great location for students, faculty, and staff who want to enjoy the charm and energy of fifty square blocks of shops, restaurants, and entertainment venues. Columbia has a lively arts environment, including the Missouri Theatre Center for the Arts and Jesse Auditorium, two of the city’s largest fine arts venues; the Missouri Contemporary Ballet, the Missouri Symphony Society, and several local theatre companies also perform (including at Stephens). Ragtag Cinema, a non-profit independent movie theater, hosts the annual True/False Film Festival, which exhibits new nonfiction filmmaking, and Stephens College hosts the Citizen Jane Film Festival, which features independent films by women filmmakers; the festival was recently named a top 25 coolest film festival and “worth the ticket” by Movie Maker magazine. Another popular annual event is the Roots N Blues BBQ Festival. Columbia is also home to numerous restaurants, specialty shops, a 140-store mall and several shopping districts. The community is known for its access to parks, trail systems, and recreational opportunities, and hosts the Show Me State Games, an Olympic-style sports festival drawing 34,000+.

DIVISION OF ENROLLMENT MANAGEMENT & LEADERSHIP AGENDA FOR THE
VICE PRESIDENT FOR ENROLLMENT MANAGEMENT

The division of Enrollment Management includes the Offices of Undergraduate Admissions, Graduate and Online Admissions, and Financial Aid. In addition to the directors of these offices, who report directly to the Vice President for Enrollment Management, the division includes 16 staff members as well as a number of tour guides and student workers. The VPEM serves as the linchpin for continued growth at Stephens. Building on stable enrollments with growth in some programs, particularly in the areas of graduate and continuing studies, the VPEM will work with faculty and program directors, along with the disciplinary and graduate and continuing studies deans and the marketing team, to build a strategic vision for enrollment management at the College.

Provide Strategic, Visionary Leadership
Reporting to the President and serving as a member of the College’s Senior Staff, the Vice President for Enrollment Management will provide the strategic leadership and operational management necessary to develop and implement a comprehensive enrollment management program that focuses on sustained, positive results in recruiting, enrolling, retaining, and graduating students. Working collaboratively with the division’s staff, the VPEM will be responsible for tracking and analyzing the progress of such undergraduate and graduate enrollment goals. S/he will analyze data related to strategic directions; proactively assess the effectiveness of division activities in response to the College’s mission and objectives; and provide leadership on policies, procedures, and regulations relevant to enrollment management best practices. S/he will assume responsibility for the enrollment management budget and create systems for successful implementation and monitoring of the division’s finances. The VPEM will also manage the recruitment, training, supervision, and professional development and evaluation of division staff.

Grow Enrollment
The successful candidate will provide critical leadership to the College’s effort to recruit an academically strong and diverse student body in alignment with the College’s recent growth, an expansion fueled by new programs in the health sciences, significant investment in new faculty and facilities, and increased recognition in national and international rankings. Working collaboratively with the disciplinary deans of the Schools as well as the Dean of Graduate and Continuing Studies and program directors, the new VPEM will be expected to identify fresh, relevant program ideas that reflect the latest research and thinking in the area of enrollment management and growth practices consistent with Stephens’s mission, particularly around graduate and continuing studies. S/he will also design competitive financial aid strategies that maximize net revenue and control the discount rate while ensuring adherence to relevant regulations, and work closely with the Director of Marketing to develop effective, compelling messages that attract new students.

Build Retention Strategies
The VPEM will bring innovative ideas and best practices in retention as well as recruitment. With an intense focus on the long-term, the VPEM will work collaboratively across all areas of campus to improve the College’s record of retention and graduation rates. Working with the Vice Presidents of Academic Affairs and Student Development, s/he will provide leadership to the development and implementation of a comprehensive strategic approach to student success that encompasses recruitment and enrollment, academic readiness and student engagement, and career readiness and graduation.
Work Collaboratively with the Stephens Community
The successful candidate will bring a desire to embrace Stephens College’s culture and to develop collaborative relationships with both internal and external constituencies. The VPEM will be a leader within the campus community, working closely with the enrollment management team and other institutional constituencies to enhance prospective and new student programming as well as support student retention that ensures long-term enrollment management success.

Required Qualifications:

The successful candidate will demonstrate a clear understanding of the enrollment issues facing independent colleges in general, and women’s colleges in particular; significant success in positions of increasing levels of responsibility in the enrollment management area, particularly in financial aid, admissions, and/or retention; superior analytical and data-driven decision-making skills; and a record of effectiveness in guiding, leading, and motivating a team of individuals, and working collaboratively as a member of a senior leadership team. A bachelor’s degree is required; master’s degree preferred.

Desired Attributes:

- A record of success in developing and adapting enrollment models and recruiting strategies at the undergraduate and graduate levels to increase student enrollment and retention;
- The ability to develop new and creative ways to continue to attract, support, and retain high-quality students;
- Knowledge and experience working with enrollment management data and software systems; experience with TargetX, powered by Salesforce, a plus;
- An understanding of the importance of leveraging technology; experience in developing marketing and communication enrollment strategies through integration of social media and other technologies;
- An in-depth understanding of current policies, procedures, and regulations relative to the enrollment management area; an in-depth understanding of best practices in enrollment and retention of traditional and non-traditional student populations;
- Knowledge of student-athlete recruitment;
- The willingness and capacity to cultivate relationships with internal and external constituents, including alumnae, and to speak passionately and knowledgeably about the College’s programs;
• Outstanding leadership and interpersonal skills, including the ability to listen, communicate, and collaborate effectively with diverse stakeholders; ability to work creatively with faculty, staff, and administrators on outcomes-focused student recruitment efforts;

• Leadership that inspires trust and instills confidence, and demonstrates integrity, accountability, fiscal responsibility, and achievement of goals;

• An understanding of and commitment to the value of women’s education.

APPLICATION AND NOMINATION PROCESS

The College is being assisted by Academic Search, Inc. Applications should consist of a substantive cover letter addressing the qualifications listed above, a curriculum vitae or resume, a statement describing your leadership style, and a list of at least five professional references with full contact information and a note indicating the nature of your working relationship with each; references will not be contacted without the explicit permission of the candidate. Applications, nominations, and expressions of interest can be submitted electronically, and in confidence, to StephensVPEM@academic-search.com.

The position is open until filled but only applications received by July 15, 2016, can be assured full consideration. Confidential discussions about this opportunity may be arranged by contacting Andrea Warren Hamos at awh@academic-search.com or Andrea Cowsert at abc@academic-search.com.

In compliance with the College policy, as well as Federal and State equal opportunity laws, Stephens College provides equal employment opportunity to all qualified individuals without regard to race, ethnicity, gender, religion, national origin, marital or veteran status, sexual orientation, age, disability or any other characteristic protected by law, in all personnel actions.

ACADEMIC SEARCH

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