

Earlham

COLLEGE

Richmond, Indiana

Vice President of Enrollment

Earlham College, a selective, private national liberal arts college founded in 1847, is seeking a Vice President of Enrollment. Earlham's affiliation with the Religious Society of Friends (Quakers) informs its emphasis on seeking the truth wherever it leads, respect for persons, peacemaking, diversity, and global education with international experience.

The successful candidate for this Vice Presidency will promote the traditions and culture that are distinctly Earlham and lead the efforts of enrolling bright and inquisitive students who will make a difference in the world.

The Position

The Vice President of Enrollment (VPE) will be a significant partner on the senior leadership team of [President-elect Alan Price](#), contributing to the ongoing strategic planning of the college and embracing the strong culture of global awareness and engagement, social justice, inclusion, and creating a passion for life-long learning, which is at the heart of Earlham. The new VPE will provide dynamic management and oversight of the offices of admission, financial aid and institutional research, offering a strategic vision for balancing the recruitment of students poised to succeed at Earlham while maintaining a healthy tuition revenue stream. Guided by a comprehensive knowledge of national demographic trends, current admissions and financial aid practices, and strategic data analytics, the VPE will communicate with transparency and integrity, and work within the guidelines of consensus as it is practiced by the Earlham community. The VPE should possess experience in the liberal arts and a strong understanding of the global impact of an Earlham education. The VPE will also demonstrate a record of past success in higher education enrollment.

The successful candidate must combine a wide understanding of geomarketing, data analytics, international and diversity recruitment and enrollment trends, with the ability to be innovative, creative, and agile. A successful candidate needs to be willing to study and learn the Earlham way through gaining and building trust with faculty, board, senior leadership, students and staff, while shaping enrollment policies that will attract students who will thrive at Earlham College.

Primary Duties and Responsibilities

Campus-wide Leader: The Vice President of Enrollment will serve as a senior staff member to the new President, following and contributing to his vision for the College. As a senior staff member, the VPE will be a partner and colleague, actively working toward the good of the College and the students it serves. In the spirit of consensus, the VPE will inform the Board of Trustees, faculty, students and staff about enrollment issues, and will continue to build trust and partnerships with enrollment partners, including

the President and senior leadership, faculty, [EPIC \(Earlham Plan for Integrative Collaboration\)](#) leadership, the athletic department, and alumni affairs. The VPE will develop and maintain responsive external partnerships leading to successful recruitment. Representing the College, the VPE is expected to be a vibrant and charismatic communicator for both internal and external audiences.

Experienced in Undergraduate recruitment and admission: The Vice President of Enrollment will have primary responsibility for the development, implementation, and articulation of a strategic enrollment plan that will successfully increase the enrollment of highly intelligent, inquisitive, and engaged students. The VPE must have experience in both domestic and international recruitment best practices, as well as an innovative and creative mindset to adjust to changing trends and demographics. The VPE is expected to fully embrace evidence-based decision making and steer the enrollment efforts based on both quantitative and qualitative data. While possessing a forward-looking approach, the VPE will lead the enrollment division in exploring and implementing more efficiency in operations, technology, and office procedures in a financially responsible way. This enrollment leader will have exceptional cultural competence and sensitivity to diverse cultures and underrepresented populations as continuing to recruit a student population that is diverse in race, ethnicity, sex, gender, sexual orientation, socio-economic class, physical ability and religion remains a top priority for Earlham College.

Direct financial aid experience: Demonstrating strategic financial aid experience, the VPE will set policy that will enhance the recruitment and retention efforts of the college while creating healthy net tuition revenue through appropriate discounting. Working with the director of financial aid, the VPE will possess the knowledge and analytical skills necessary to create financial aid policies and packaging strategies for both prospective and continuing students that will leverage financial aid for the recruitment of students most likely to succeed and retain at Earlham at the appropriate level of discounting for the financial stability of the institution.

Excellent management skills: The VPE will effectively mentor, manage, and cross-inform the admissions team of fourteen and financial aid staff of three, ensuring a cohesive and knowledgeable division that is able to advise and inform students, families, and the Earlham community. Working with an established enrollment senior leadership team of four (institutional research, and directors of admissions operations, undergraduate admissions, and financial aid), the VPE will coalesce the division toward common goals within enrollment and within the institution as a whole. Creating a supportive environment that fosters professional development and respects the opinions of the enrollment team while holding the team accountable to enrollment and institutional goals is essential to the success of the enrollment division.

Experience and Qualifications

The successful candidate will hold a bachelor's degree, with an advanced degree strongly preferred; along with significant, progressive experience in higher education enrollment management. In addition, the VPE must possess:

- Demonstrated passion for the liberal arts education
- An inquisitive mind with the habits of a lifelong learner
- Extensive experience in enrollment leadership and the ability to imagine and implement an effective strategic plan
- Successful experience with enterprise systems and selection and implementation of a CRM
- Proven ability to recruit students who persist to graduation

- Thorough understanding of the balance of enrollment and discounting to meet enrollment goals and maximize net tuition revenue
- Collaborative nature with an ability to engage and mobilize the recruitment effort across all campus constituencies
- Experience in international recruitment and recruitment for diversity and inclusion
- Knowledge in all aspects of recruitment, geodemography, trends, and territory management
- Ability to partner with external constituents important to recruitment, such as high school counselors, community-based organizations and private vendors
- Deftness to navigate an environment with competing priorities
- Creative and innovative approaches to proven methods of recruitment
- Familiarity and appreciation of Division III athletics
- Charismatic and transparent communication skills
- Confidence in presenting information to a variety of constituents to include students, parents, counselors, faculty, staff and Board of Trustee members
- A mentoring mindset to effectively nurture staff while holding high standards and accountability
- Proven track record of staff development and diversifying staff
- An appreciation for the concept of consensus
- A willingness to be an active participant in campus community life
- A sense of humor and an interest in creating a healthy, lighthearted place to work.

Earlham College

If every college and university sharpened young minds and consciences as effectively as Earlham does, this country would approach utopia.

From Colleges that Change Lives

Located in Richmond, Indiana, Earlham's beautiful 800-acre campus includes Earlham College and also the Earlham School of Religion, affiliated with Earlham College. Nearly 600 of its acres are woods, streams, ponds, old fields and prairie used for scientific research and recreation. Earlham provides its undergraduate students with more than forty courses of study, and also offers a Masters of Art in Teaching. Approximately 1,100 undergraduate students come from 47 states and 60 countries. The Earlham student body is among the nation's most diverse of 100 nationally selective liberal arts colleges. *U.S. News & World Report* (2016) ranked Earlham sixth nationally in international diversity. According to the National Survey of Student Engagement ([NSSE](#)) Earlham's students are bright and hardworking, and report a larger number of books read, papers written, interaction with professors, and other predictors of successful educational outcomes than are reported elsewhere. Earlham is ranked in the 98th percentile among 1,533 institutions in the percentage of graduates who go on to receive Ph.D.'s. Seventy percent of students study abroad and eighty-five percent of faculty collaborate with students in their research.

Ninety-four percent of undergraduate students live in college housing, which includes traditional, on campus residence halls and 20 different college houses surrounding campus, all of which house a different "Theme Community" or "Friendship Community." Student community and social engagement include: 23,000 reported hours of community service; 60 Bonner Scholars provide servant leadership; and the opportunity for all students to join in many service, cultural, political, religious and special interest clubs, including the student-run equestrian program. The "Quakers" compete in 16 NCAA Division III varsity sports and six intercollegiate club sports.

Since 1998, Earlham has expanded, renovated, and constructed major campus buildings –academic, residence halls and athletic facilities - representing an investment of over \$70 million. Under [outgoing President David Dawson](#), the College has also adopted a new brand to sharpen the College’s image as a leading national liberal arts institution, and initiated, received approval for and begun implementation of a [strategic plan](#) designed to position the College for future growth.

Earlham’s signature expression of the Liberal Arts can be found in [EPIC, Earlham’s Plan for Integrative Collaboration](#). Combining a multi-disciplinary approach to addressing world problems, EPIC provides open space for collaborative inquiry across disciplines. Central to EPIC is CoLab, which is physical space created to encourage faculty and students to collaborate across the various centers and disciplines, including the Center for Entrepreneurship and Innovation, Center for Social Justice, Center for Global Health, and Center for Global Education. Earlham’s successful results in integrative and collaborative education are evident through student award-winning work and scholar opportunities, including the following: Earlham students won the Hult Prize, the world’s largest student competition for social good, resulting in a \$1 million award in start-up capital for their [Magic Bus](#) project; Earlham alumnus Margaret Hamilton ’58, a computer scientist who helped create the on-board flight software for NASA’s Apollo and Skylab missions and the Space Shuttle, received the [Presidential Medal of Freedom](#), the highest civilian honor in the United States; Hashem Abu Sham'a '17 has been selected as one of just three [Rhodes Scholars](#) by the Rhodes Trust for its inaugural Syria, Jordan, Lebanon and Palestine program.

[Hallmarks of Excellence:](#)

- Earlham is proud to be among the 40 colleges chosen by Loren Pope for inclusion in his book *Colleges That Change Lives*, first published in 1996.
- Earlham is ranked No. 23 in Forbes' "Best Colleges of the Midwest," and is the only Indiana liberal arts college listed. Earlham is routinely included in Forbes’ annual ranking of “America’s Best Colleges.” Of the approximately 4,000 colleges in the United States, Forbes ranks just 660 colleges. Earlham is ranked 132th among all private and public colleges and universities.
- U.S. News and World Report ranks Earlham College among top national liberal arts colleges in a variety of categories, including: 6th in largest percentage of international students; 26th for value (40 "Great Schools at a Great Price"); 24th for best undergraduate teaching; 61st among national liberal arts colleges.
- Kiplinger’s Personal Finance ranks Earlham 80th among the liberal arts colleges nationwide that provide high-quality academics at a reasonable cost. Earlham ranks 190th among *all* colleges and universities.
- Fiske's Guide for Pre-professionals features Earlham as one of the top 45 colleges and universities in the nation for International Studies.
- Featured in Peter Arango’s “America’s Best Kept College Secrets,” Earlham was noted as a hidden gem for its academic rigor and teaching excellence.
- Earlham is among 10 percent of four-year colleges and universities nationwide, and one of only three liberal arts colleges in Indiana, that have a Phi Beta Kappa chapter. When Earlham received its chapter in 1964, faculty considered this endorsement "a symbol of intellectual excellence" which solidified Earlham's national academic reputation.

Richmond, Indiana

Located in the Heartland of the United States along the Ohio border in eastern Indiana, [Richmond](#) is home to a population of 38,000. Richmond has been named the top small city in Indiana (Cities Journal)

and has a rich heritage of music, culture and architecture. Earlham College and the community enjoy a strong, mutually-beneficial connection, with students participating in many local internships and service opportunities. The College also founded the Earlham Community Partnership Council, a group of local community leaders, College representatives and Earlham students. The Partnership Council advises the College on matters concerning the local community, providing an important link between the two. The city and Wayne County have much to offer in historical sites, in a multitude of outdoor recreation opportunities, and in its culinary flair of unique restaurants, from intimate bistros, quaint cafes to upscale dining and family eateries. Richmond has ready access and an easy drive to Indianapolis, Dayton and Cincinnati.

Application Instructions

Napier Executive Search is assisting Earlham College to identify the experienced professional who will embrace and serve the Earlham community as the new Vice President of Enrollment. For more information, or to nominate someone for this position, contact Robin Reynders (robin.reynders@napiersearch.com) or Mary Napier (mary.napier@napiersearch.com). All conversations will remain confidential unless otherwise stated and agreed.

Interested candidates should submit a résumé along with a letter of interest describing their unique qualifications for the Vice President of Enrollment. Candidates should also provide the names and contact information of at least three professional references. For confidentiality, references will not be contacted without permission. All application materials should be submitted electronically to Earlham@napiersearch.com by May 10, 2017. The preferred start date is Summer 2017.

Earlham College continues to build a community that reflects the gender and racial diversity of the society at large, and, therefore, we are particularly interested in inviting and encouraging applications from African Americans, other ethnic minorities, and women. Earlham also is eager to solicit applications from members of the Religious Society of Friends (Quakers).

Earlham College is an Equal Opportunity Employer. Earlham utilizes E-Verify to confirm employment eligibility for all newly hired employees within the United States.

