

Position Description

WABASH COLLEGE

For the Position of

Dean for Enrollment Management

2015

POSITION DESCRIPTION

TITLE: Dean for Enrollment Management

INSTITUTION: Wabash College

REPORTS TO: Gregory D. Hess
President

LOCATION: Crawfordsville, Indiana

WEBSITE: www.wabash.edu

INSTITUTIONAL OVERVIEW

Wabash College is a private four-year liberal arts college for men located in the welcoming community of Crawfordsville, Indiana, just an hour northwest of Indianapolis. It enjoys consistent enrollment and outstanding financial management, a regional and national reputation for academic excellence and social engagement, and a beautiful campus. Achieving its mission to educate men to think critically, act responsibly, lead effectively, and live humanely, Wabash sends its graduates out into the world prepared to pursue personal success and to work for the common good. Today, the College is one of only three traditional all-men's colleges in the United States. Under the leadership of second-year President Gregory Hess, Wabash seeks to exemplify the distinct advantages of a private, liberal arts education for men grounded in an educational philosophy, curriculum, and culture that fosters strong, personal, lifelong friendships; a seriousness of purpose; a culture of personal and social responsibility as articulated in the Gentleman's Rule; and a community in which each young man explores and is benefitted by curricular breadth in the sciences, humanities and fine arts, and the social sciences.



Wabash believes its environment is directly responsible for strong post-graduate outcomes and allows young men to identify their authentic selves.

As *The Liberal Arts College for Men*, Wabash provides a sharp contrast to current trends where young men are being drawn down a path of narrower, more technical-based education, as well as declining performance by men (graduation rates, attendance rates, etc.) in higher education.

HISTORY

Wabash College was founded on November 21, 1832; its first faculty member, Caleb Mills, a graduate of Dartmouth College and Andover Seminary, arrived in 1833 and immediately established the character of the school. Mills patterned Wabash after the colleges of New England, advocating the aims of “learning, virtue, and service” in establishing the character of the college in its early years. The president uses Caleb Mills’ bell each fall to “ring in” the freshman class and again, each spring to “ring out” the graduating class as they move on to new challenges. Although Mills and its founders were Presbyterian ministers, Wabash College has always been independent and non-sectarian.

At his inauguration, the College’s first president, Elihu Baldwin, captured the ambitious spirit of Wabash College when he said: “Our purpose is never to rest while Wabash College shall lack any advantages for the student which are offered by the highest class of American colleges.”

COLLEGE PROFILE

Wabash offers an experience that is highly valued by current students and enthusiastically promoted by alumni. The College’s enrollment, a record 926 students in fall 2014, includes men from more than 30 states and about 12 foreign countries. Roughly 70 percent of Wabash men matriculate from Indiana and about 20 percent are students of color. Diversity at Wabash is underscored by the College’s strong commitment to an egalitarian culture in which each student is challenged on his own merit to achieve his full potential. This culture, which permeates both the student body and the wider Wabash community, is reinforced by the College’s admissions and financial aid strategies.



Teaching and nurturing the student body are approximately 85 outstanding faculty members, of which about 40 percent are women; nearly all hold a Ph.D. or equivalent terminal degree in their field. The faculty has been intensely and intimately involved in the life of the College through excellent teaching, continued scholarship, and robust engagement with students, including collaborative research, immersion learning trips, hands-on leadership, and regular interaction outside the classroom and laboratory. This community of scholars thrives on frequent and open interaction, relationships across disciplines, and an atmosphere of mutual respect between students and faculty. Wabash faculty are committed teachers, who further their scholarship to provide meaningful opportunities for collaborative work with students.



The student-to-faculty ratio is currently 10.6:1, an important element that helps to define this rigorous liberal arts environment. A student cannot succeed at Wabash without a serious work ethic. Nevertheless, recent results from UCLA’s Cooperative Institutional Research Program survey indicate that more than 85

percent of graduating seniors would “definitely” choose Wabash if starting over. Wabash is featured in the best-selling college guide, *Colleges That Change Lives*.

Wabash’s students are governed by only one rule of conduct: “The student is expected to conduct himself at all times, both on and off campus, as a gentleman and a responsible citizen.” The oldest tradition at Wabash is the link students make between the enormous freedoms they enjoy with the responsibility that goes with such freedoms.

Challenging and creative intellectual work remain central to the Wabash student experience. Indeed, scores from the National Survey of Student Engagement (NSSE) illustrate the effectiveness of the teaching and learning process at Wabash. NSSE has “benchmarked” college freshmen and seniors in five educational categories: 1) level of academic challenge; 2) student-faculty interactions; 3) supportive campus environment; 4) active and collaborative learning; and 5) enriching educational experiences. Compared to first-year students at all other liberal arts colleges surveyed by NSSE, first-year Wabash students score above the 90th percentile in all five categories.

Student and Alumni Outcomes

- Eighty-four percent of Wabash students who apply to medical school are accepted.
- Nearly 80% of Wabash students who apply to law school are accepted.
- One in eight Wabash alumni holds the title of owner, president, chairman, or CEO.
- Wabash ranks fourth nationally in producing Ph.D.s in the physical sciences.

Wabash offers 22 majors in the following areas: art, biology, biochemistry, chemistry, classics, economics, English, financial economics, French, German, Greek, Hispanic studies, history, Latin, mathematics, music, philosophy, physics, political science, psychology, religion, rhetoric, Spanish, and theater. Students may choose a double major or a 3-2 dual degree program in engineering with Purdue University, Columbia University, or Washington University (St. Louis). Wabash also offers a dual degree program in accounting with the Kelley School of Business at Indiana University. Students interested in high school teaching may participate in the Ninth Semester Teach Education Program. The College is using a Mellon Foundation grant to further develop an exciting new Asian Studies minor.

Wabash students have a strong sense of ownership of the College and feel empowered to challenge, change, and lead the institution. Student life on the campus is predominately residential and rich with co-curricular and extra-curricular activities. Wabash men participate widely beyond the classroom in 70 organizations, including an award-winning student newspaper, interest and service clubs, fine arts performance ensembles, and academic honorary societies. Wabash is among the 10 percent of colleges and universities with a chapter of Phi Beta Kappa, the nation’s oldest academic honor society, which celebrates excellence in the liberal arts and sciences, and freedom of inquiry and expression.

Intercollegiate athletics are also an important part of the Wabash tradition. The “Little Giants” compete in 12 varsity sports and are members of the North Coast Athletic Conference (NCAA Division III). About 65 percent of entering freshmen were varsity athletes in



high school. Over 40 percent of the Wabash student body competes at the varsity level; more than 80 percent are active in 21 intramural sports and the club sport of rugby. The College has invested more than \$30 million in its athletics facilities, which are ranked among the finest in the nation.

In a stunning 60-acre wooded setting, the campus combines significant historic structures, tastefully expanded and smartly renovated academic buildings such as Goodrich Hall (mathematics, computer sciences, and physics), and state-of-the-art facilities such as Hays Hall (biology and chemistry), the Malcolm X Institute of Black Studies, Trippet Hall (offering outstanding conference facilities), and the 170,000 square-foot Allen Athletics and Recreation Center, as well as equally impressive outdoor facilities for football, baseball, soccer, lacrosse, and tennis.



The Malcolm X Institute of Black Studies provides cultural, educational, and social programs designed to help its members develop leadership skills.

Campus housing includes a new Residential Life District, now under construction and designed by Shepley Bulfinch, will be ready for occupancy in 2015-2016. The new townhomes, lodges, and halls will augment five residence halls and nine national fraternities (including eight College-owned fraternity houses, which have been renovated or built anew in the last 15 years). A strong Greek system remains a central component of residential life (approximately 55 percent of freshmen pledge fraternities).

The value of the Wabash endowment is approximately \$342 million, placing it in the top 50 nationally in endowment-per-student and first among the Great Lakes Colleges Association schools.



The Center of Inquiry in the Liberal Arts collaborates with colleges and universities from all over the country to gather and use evidence to strengthen liberal arts education.

Wabash is also home to four long-standing centers of distinction: The Malcolm X Institute of Black Studies, the Wabash Center for Teaching and Learning in Theology and Religion, the Center of Inquiry in the Liberal Arts at Wabash College, and the Wabash Pastoral Leadership Program.

CRAWFORDSVILLE, INDIANA

Crawfordsville is located less than an hour northwest of Indianapolis. Downtown Crawfordsville has several family-owned stores and restaurants, a vibrant library, two art galleries and studios, and a thriving community theater. The city, whose mayor is a Wabash alumnus, is the county seat of Montgomery County. The county boasts seven museums, including the Lew Wallace Study (where *Ben Hur* was written). It is also home to two state parks, borders a third state park, and Sugar Creek – one of the Midwest’s top canoeing destinations – runs through Crawfordsville. The Sugar Creek Trail (a rails-to-trails project) is used by walkers, joggers, and bicyclists, and the Milligan Skate Park provides 8,000 square feet of recreational space for skaters.

Like many small Midwestern communities, Crawfordsville and Montgomery County offer a low cost of living, stately historic homes, and numerous cultural and non-profit agencies. Montgomery County is home to three school districts, including Crawfordsville Community Schools, which offers an accelerated and enriched curriculum for gifted students in grades 1-12. Wabash and the community of Crawfordsville continue to build on a healthy relationship that extends through the local community foundation, school boards, Main Street, and the new Montgomery County Free Clinic, which is a model of collaboration between Wabash and the community. Wabash also reaches out into the community with regular activities like Brain Day and Pi Day at the Carnegie Museum; WABASH Day (the College's national day of community service); and by participating in the Montgomery County Leadership Academy, to name a few.

WABASH LEADERSHIP

Gregory D. Hess became the 16th president of Wabash College on July 1, 2013. A native of San Francisco, he earned his bachelor's degree with high honors from the University of California-Davis, and his master's degree and Ph.D. in economics from The Johns Hopkins University. Dr. Hess has held teaching positions at Carnegie Mellon University, the University of Kansas, St. John's College (Cambridge), the University of Cambridge, London Business School, and Oberlin College.



President Gregory D. Hess

During his first 18 months as president, he has developed a series of strategic initiatives designed to expand the academic and geographic footprint of the College. Four co-curricular initiatives provide a "Liberal Arts Plus" experience for students in areas of public discourse, global health, business and entrepreneurship, and digital arts and human values. During his brief tenure as president, Wabash achieved record enrollment in 2014-15 and completed an enormously successful fund-raising year, which included the largest number of alumni donors on record. A new Campus Master Plan, which includes the development of \$15 million in new student housing, as well as significant renovation of a current residence hall, will guide the College's growth into the future.

Previously, Dr. Hess was James G. Boswell Professor of Economics, a George R. Roberts Fellow, dean of the faculty, and vice president of academic affairs at Claremont McKenna College at Claremont, California. He oversaw all aspects pertaining to academic affairs, including the curriculum, the Center for Global Education, the Center for Innovation and Entrepreneurism, athletics, institutional research, student learning outcome assessments, and information technology.

Hess and his wife, Lora, have two college-age daughters, Abigail and Meredith.

ENROLLMENT MANAGEMENT OVERVIEW

(During 2014, Wabash College engaged Huron Education to evaluate the College's enrollment management activities and offer recommendations to improve its enrollment operations. Many of its key findings are referenced herein.)

Wabash's historical performance to date is remarkable in comparison with peers, competitors, and aspirant institutions of all varieties. Year after year, Wabash recruits 240 to 270 young men with academic profiles strong enough to be considered by multiple well-regarded institutions. The College's persistence and graduation rates, while trailing some of its peers in the Great Lakes Colleges Association, surpass national averages. The depth and breadth of the College's alumni engagement would be the envy of many peers. Most importantly, Wabash clearly provides a transformative experience for its students and has a clear understanding of its graduates' personal and professional outcomes to prove it.



Wabash has graduated eight Rhodes Scholars (the ninth will graduate in May 2015), 386 All-Americans, 24 Academic All-Americans, and 20 NCAA Postgraduate Scholarship winners. In spring 2014, three seniors were awarded Fulbrights.

With characteristics that in the current competitive climate are difficult to sell to prospective students – small, liberal arts college, all male, private, high tuition (the total cost of attendance before financial aid is \$48,980), rural Indiana – Wabash has prevailed in sustaining a consistent level of enrollment and, with the commitment of its faculty, staff, and dedicated alumni, has continued to change the lives of its students. This success can be attributed in large part to

the College's ongoing self-assessment, while maintaining a conviction to stay true to its core commitment to providing a rigorous and holistic liberal arts educational experience that teaches its students to focus on character and the pursuit of excellence.

Wabash excels in its core recruiting competencies that target athletes and Indiana, and a high-touch, personalized approach. The athletic department has conquered most of the challenges facing it on the recruiting trail, recruiting 60 to 65 percent of Wabash's freshman classes during the past 10 years and offsetting recent decreases in non-athlete enrollment. The admissions team has also maintained its recruiting prowess in Indiana, though it has not achieved the same returns on a broader geographic scale. Opportunities exist to expand Wabash's footprint through a strategic focus on international recruitment, particularly in China, Vietnam, and India, where the College has been successful.

The College has identified new markets to develop pipelines of student prospects with greater financial means and a higher willingness to pay for college. This "New Market Initiative" seeks to help address historical financial aid practices that have become unsustainable. To fully support this key strategic priority, Wabash must develop financial aid packaging protocols that provide flexibility and incorporate net tuition revenue as a consideration for need-based aid.

While challenges exist, Wabash has enjoyed considerable stability in its enrollment levels and in the executive leadership for admissions. Wabash stakeholders see many opportunities to build upon that success and greatly enhance the enrollment picture. The College would benefit from modernizing its enrollment management functions and incorporating industry best practices, including the integration of data analytics and maximizing use of social media. Other recommendations include establishing a clear enrollment management vision and aligning strategy; aligning Wabash's strength in high-touch relationship building with admissions strategies and tactics that highlight focus and depth instead of breadth; better leveraging the College's unique all-male student profile, incredible outcomes, and capacity to address national deficiencies in the education and leadership development of young men; facilitating a culture of cooperation and coordination between the enrollment management team and the athletics department; aligning metrics, goals, and accountability for admissions counselors; and establishing a career path to alleviate admissions counselor turnover.

DEAN FOR ENROLLMENT MANAGEMENT

POSITION OVERVIEW

The Dean for Enrollment Management (dean) provides overall leadership and direction for Wabash College's student recruitment, admissions, and financial aid programs. The dean is responsible for developing an enrollment management program built upon quantitative analysis, strategic decision-making, and an ethos of continuous improvement, while fostering a culture that emphasizes strong personal relationships, a high-touch, "white glove" customer-service approach, communication and transparency, entrepreneurship, flexibility, and collaboration. The dean reports to and works closely with the president, partnering with him to establish an ambitious vision for enrollment management that can be clearly articulated. The dean will lead the creation and implementation of a multi-year action plan to grow annual freshman enrollment from a historical average of 250 to a goal of 275 students, enhance the College's retention and graduation rates, establish a sustainable model for financial aid packaging, and to mobilize a cogent message that leverages Wabash's unique position within higher education and the value proposition for prospective students and their parents.

The dean advises the president and board of trustees in setting and evaluating student recruitment, admissions, and financial aid policies. Given the Wabash athletic department's vital role in student recruitment, the dean must prioritize a synergistic partnership between the enrollment management team and athletic coaches that coalesces goals for academic and athletic excellence. The dean will ensure the engagement of faculty and alumni in the admissions process and development of relationships with secondary school counselors and other external partners to identify the hardworking, passionate, and intellectually curious students who will thrive in Wabash's unique culture and rigorous educational model.

The dean acts in partnership with the president and other senior leaders to look strategically at how the College communicates its campus culture, all-male student population, academic rigor, innovative programs, and student outcomes. The dean will continually collect data about student success factors to

inform the development of strategies regarding admissions marketing and recruitment, and allocation of financial aid resources.

The dean manages an operating budget of \$758,000 and staff budget of \$1.2 million. (The athletics and communications and marketing departments have separate budgets that also provide significant support for recruiting and advertising/marketing.) The dean leads a total budgeted staff of 19 professional and administrative personnel, which is augmented by student workers and alumni volunteers. Direct reports include two senior associate directors for admissions (one focusing on recruitment, the other on operations), the associate director for new market development, and the director of financial aid.

The dean will work to advance the president's vision to sustain and strengthen the character of this college that "changes lives." While building on a foundation of solid tradition and impressive achievement, the new dean will support the initiatives of the president as he sets out on an agenda of action that will improve the college's quality, enhance its reputation, and secure its place in an era of rapid change in higher education.

SPECIFIC RESPONSIBILITIES

- Provide creative and energetic leadership in the development, execution, and ongoing renewal of a student recruitment, admissions, and financial aid program that embodies the values and goals of Wabash and recruits and supports a diverse student body best suited to the College's culture and rigor; ensure that programs produce measurable results that are communicated to the wider campus community.
- Establish strategic direction and priorities for enrollment management. Develop an overall strategic enrollment plan in consultation with the president and annual tactical business plan to present the College to the various audiences who can help to achieve its enrollment goals.
- Establish close working relationships with the president, senior staff, faculty admissions committee, trustees and alumni leaders, and others to engage in conversations about enrollment priorities, shifting demographics, recruitment, financial aid allocation, retention, branding, alumni engagement, College aspirations, and the trade-offs and priorities that inform and shape admissions, financial aid, and retention policies and programs.
- Oversee recruitment, management, professional development, and retention of direct reports and staff in enrollment management. Provide strategic oversight and expertise; develop a strong sense of teamwork, equity, and investment in mission across all functional areas; establish an environment of mentoring and support. Ensure interaction and collaboration with the athletics department, faculty, and administrative units within the College.
- Create and implement strategies for the intentional recruitment of international students, working together with the dean of students to coordinate specialized support services and integration of international students to the campus community.

- Work closely with senior leaders in enrollment management and other key stakeholders to review and analyze data on student enrollment and success to shape strategic direction; regularly re-evaluate the effectiveness of Wabash’s recruitment, admission, and financial aid programs to ensure alignment with the strategic goals and direction of the College.
- Develop and manage the budget for enrollment management, ensuring that resources are allocated in a way that achieves goals.
- Identify, establish relationships with, and manage services provided by a variety of third party vendors who are charged with helping the College identify, recruit, and support students who will thrive at Wabash.
- In collaboration with the director of communications and marketing, ensure that the College’s vision is creatively represented on the admissions and financial aid website and in other digital and social media. Creatively develop and utilize existing and emerging technologies to communicate and build relationships with students, families, and secondary school counselors; deploy appropriate technology and other tools and resources within enrollment management.
- Work with College leadership, faculty, staff, students, and alumni to deliver messages about their work that communicate Wabash’s unique character and inform the enrollment strategy for the College.
- Serve as an energetic and articulate ambassador for Wabash in communicating its message to prospective students and their families, current students and parents, secondary schools, alumni, faculty, staff, trustees, and other external constituents within higher education; participate in communicating the College’s educational model in the national discourse about the liberal arts and the education of young men.

REQUIRED QUALIFICATIONS AND EXPERIENCE

- A bachelor’s degree is required, as well as a strong intellectual orientation and sense of curiosity that will be credible to Wabash’s constituents. For some, this may be reflected in an advanced degree, which is preferred, but the ability to engage effectively with others in an intellectual context is critical.
- A proven track record of success in leadership positions in admissions and financial aid; experience within a liberal arts institution would be preferred, although experience in other mission-driven organizations that attract creative and disciplined students would be welcomed. Experience outside of the education sector will be considered provided that it incorporates scalable, high-touch, personal relationship building and a strong customer service focus.
- A holistic view of the connections among the areas of enrollment, academic affairs, athletics, and student life; the capacity to build strong and supportive relationships across them and to work effectively with all who have an interest in the shaping and success of Wabash’s student body.

- Experience working directly with the most senior levels of an institution is very important. Ability to effectively strategize and engage various groups and constituents, including the president, trustees, faculty, senior administrators, alumni, donors, and major benefactors.
- Proven experience in providing leadership, oversight, and strategic direction. Excellent organizational skills and analytical ability, an understanding of systems and how they work, experience in framing new programs, a strong focus on outcomes, and experience in communicating results.
- Experience leading change and fostering collaboration and a sense of shared purpose across units and functional areas.
- Strong understanding of how to use data analysis to inform strategic and tactical plans for enrollment management, optimizing the allocation of staff and financial resources throughout the enrollment process.
- A sophisticated understanding of technology that can achieve efficiencies in the enrollment process and the strategic use of digital communications and social media to advance marketing strategies.
- A strong foundation and expertise in financial management with the ability to make sound judgments in a resource-constrained environment; ability to develop and implement the budget effectively, aligning resources with strategic priorities.
- A strong record of recruiting and developing exceptional people and fostering a transparent work environment where collegiality is a key to success. Ability to develop trust and strong collaborative working relationships. Experience nurturing and motivating high-level volunteers and expressing appreciation for their role in building an effective enrollment management program.
- Demonstrated commitment to and knowledge about diversity, equity, and inclusion as critical components of academic excellence and student success.

PERSONAL QUALITIES AND COMPETENCIES

- Commitment to, and passion for, the mission of Wabash College and its important place in American higher education. Ability to communicate and create excitement about the College's mission, vision, programs, and fundamental strengths. A profound appreciation for the value of liberal arts education.
- Knowledge of the culture of academic institutions and in particular that of Wabash College. A natural inclination to embrace a college community steeped in tradition, perseverance, loyalty, spirit, and egalitarianism.
- Excellent strategic thinking skills; the capacity to manage the complex interplay of marketing and recruitment strategies, enrollment goals, yield, and financial aid.

- Outstanding organizational skills, with the ability to complete projects on a timely basis and to manage multiple priorities.
- Superior presentation skills, including the presence to deal effectively with academic leaders, faculty, senior administrators, senior executives, alumni, donors, prospects, and volunteers, together with the ability to make the appropriate connections among members of these groups and to nurture strong and long-lasting individual and institutional relationships. Excellent communication skills, including the ability to write and speak clearly and effectively and deliver an effective, coherent, and consistent message. A communication style that is open, cordial, and compelling.
- A penchant for diplomacy and the capacity for inclusive leadership; a real appreciation for consultation and collaboration, and the patience to build consensus. Must be a team builder who takes a non-hierarchical approach and empowers subordinates to get the job done while providing the support and information they need.
- An understanding of and commitment to diversity with the ability to work effectively with students, faculty, staff, and alumni from diverse backgrounds; cultural competency with respect to issues such as sexual, racial, cultural, and gender identity.
- Excellent listening skills, ability to take feedback and incorporate constructive criticism is critical to success.
- Interest in new ways of teaching and learning, and experience in discerning and preparing for the needs of the students of the future, grounded in evidence-based decision-making.
- A self-starter with a sense of urgency, a clear set of priorities, a strong work ethic, and the ability to adapt to changing circumstances in a highly collaborative academic environment. Must have a creative approach to problem solving, and the ability to take advantage of emerging opportunities. A good sense of humor, a high level of energy, self-confidence, a positive “can-do” attitude, charisma, a commitment to self-development, and the ability to function at peak level in a high expectation environment are essential.
- Unimpeachable integrity and trustworthiness. Mature judgment in handling sensitive and confidential information.

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