



LEADERSHIP PROFILE | JANUARY 2024

Vice President for Enrollment Management

ALLEGHENY COLLEGE



Vice President for Enrollment Management

Allegheny College is seeking an innovative Vice President for Enrollment Management. Reporting to the President, the Vice President will serve as the chief enrollment officer and provide leadership for the Offices of Admissions, Financial Aid, and Marketing and Communications. As a member of the President's Cabinet, the Vice President is an active, collaborative partner in college-wide planning and provides leadership in the design and implementation of marketing, recruitment and enrollment strategies that seek well-prepared students, promote retention to graduation, and advance the mission of Allegheny College.



The Position

The Vice President for Enrollment Management (VPEM) will serve a vital leadership role within the campus community. Acting as a full partner in the strategic planning activities of the College, the Vice President will take the lead in the development and execution of the strategic plan involving both enrollment and brand development. Effectively using internal and external data and staying abreast of international, national, state, and regional issues and trends, the Vice President will also guide the President's Cabinet and the Board of Trustees in all enrollment, financial aid, brand, and crisis communications matters. Additionally, they will utilize information systems and technology to manage recruitment, financial aid, and other enrollment efforts.

The VPEM will persuasively engage external constituents, including alumni, high school counselors, community-based organizations, prospective students and their families. With authenticity and transparency, the Vice President will communicate with the College community on enrollment initiatives, progress, and results, and champion the involvement of all Allegheny constituents in the recruitment process.



RECRUITMENT AND ENROLLMENT

The VPEM will develop, lead and implement a strategic enrollment management plan to attract and retain domestic and international students consistent with institutional goals. This will entail seeking a diverse set of students who will thrive in Allegheny's living and learning community, and who hail from a wide variety of socioeconomic levels, ethnic backgrounds, rural and urban locations, and include those students who have been historically underrepresented in higher education. The Vice President will continually assess and strengthen enrollment operations, with a constant eye toward both recruitment and retention targets.

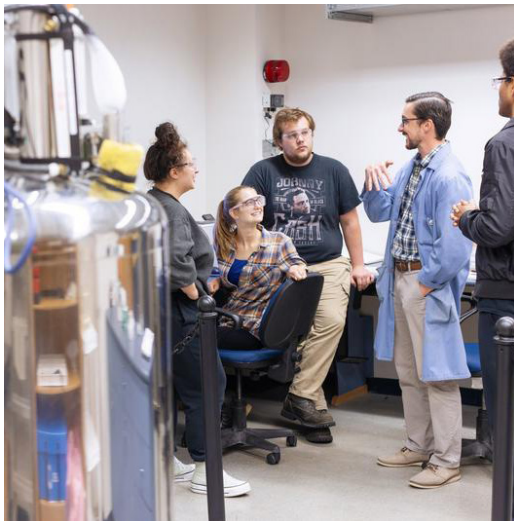
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FINANCIAL AID

As the steward of \$48+ million in Allegheny-funded financial aid, the VPEM will continuously monitor and optimize the distribution of financial aid for new and returning students to meet the enrollment and revenue goals of the College. This includes strategies for institutional gift aid in the forms of need-based grants, achievement-based scholarships, and endowed funds, and the strategic use of federal and state financial aid. The Vice President will maintain oversight of federal and state regulatory compliance and reporting, and provide the adequate and continuous training of financial aid staff to allow for continued compliance as regulations constantly evolve.

MARKETING AND COMMUNICATIONS

The centralized marketing and communications office leads and executes all creative, branding, editorial, and public relations efforts. Using best practices in marketing and communications, the Vice President will oversee the amplification of the College’s brand to raise the national profile of Allegheny College. The VPEM will guide the marketing and communications team to ensure collaboration with and support of all departments and divisions across campus including the continued adoption of the institution’s brand platform.



RESEARCH AND BRANDING

The Vice President will actively participate in current and future branding initiatives of the College (including a current website redesign project), coordinate enrollment and marketing research, and lead an integrated marketing and communications strategy to elevate the position of the College.

The Position

The Vice President will provide leadership in the development of integrated marketing media, including print, digital, and electronic outreach. They will also provide strategic direction for all media relations and crisis communications and serve as the College’s spokesperson.

THE TEAM

The Vice President provides leadership for a team of 31 enrollment and marketing professionals and an operational budget of \$2.4 million. They will have four direct reports: Director of Enrollment Operations and Communications, Director of Financial Aid, Executive Director of Admissions, and Executive Director of Marketing and Communications, and share an Executive Assistant with the Dean for the Student Experience. With the responsibility for hiring and training staff, they will build and lead high functioning and efficient teams that will serve the College in meeting enrollment, recruitment, and net tuition revenue goals, and elevating Allegheny’s brand position. They will provide leadership, professional development, and growth opportunities to ensure top performance and professional and personal wellness for all staff.



SUMMARY

Allegheny College is seeking a compelling leader who provides a data-driven vision; a relationship-builder who is also a great communicator; a partner and colleague. Building upon existing good relations with faculty, the creative and performing arts, athletics, and all within the campus community, the Vice President will intentionally focus on developing a solid understanding of the distinct and interdisciplinary Allegheny curriculum, and Allegheny’s holistic approach to student success.

Essential Qualifications, Skills, and Characteristics

The successful candidate must have an earned bachelor’s degree, and an advanced degree is strongly preferred. They must have ten or more years of leadership experience in higher education. In addition, candidates will need:

- Thorough understanding of current issues related to admissions and financial aid in higher education, particularly those related to private liberal arts colleges
- A demonstrated commitment to the advancement of diversity, inclusion, and equity
- Knowledge of federal and state financial aid regulations and experience in net tuition revenue forecasts and enrollment/financial aid econometric modeling, with an understanding of the strategic uses of financial aid recruitment and retention efforts
- Broad understanding of the role of marketing at the international, national and regional level and demonstrated success with contemporary marketing and outreach strategies and methodologies
- Strong analytical, problem solving, and statistical skills with the capability to interpret and present — visually and verbally — recruitment, retention, and financial data
- Exceptional leadership skills and the dedication to fostering the growth of their teams



- Highly effective communicator with superior written and oral communication skills, extraordinary interpersonal skills, problem solving abilities, and task prioritization
- Effective technology skills including experience with Ellucian Colleague or similar SIS, Slate or similar CRM, and project management systems
- Evidence of the ability to establish rapport and relationships with a wide range of constituents
- Active participation and connectedness in enrollment and marketing professional organizations

- Ability to work long and irregular hours, including presence at on- and off-campus events
- Ability to formulate and articulate policies, procedures, expectations, and practices
- Traits as a transparent and tenacious leader who inspires and motivates and is energetic, passionate, and ambitious

The College

Allegheny College is a national liberal arts college where approximately [1,300 undergraduate](#) students excel as they undertake a unique interdisciplinary curriculum built on the idea that the big challenges facing the world will be solved from multiple perspectives. Students combine - and redefine - their interests and expand their thinking beyond a single program developing critical and creative thinking skills that are in high demand in a diverse, interconnected world. This powerful and compelling approach represents Allegheny's distinctive position in a crowded marketplace and attracts vibrant, creative, and innovative students. Allegheny's core values of Excellence, Innovation, Inclusion, Community and Sustainability are not just words, but the ideals that celebrate our shared experience and shape our approach to being in community.



The College has a successful history of integrated strategic, financial, and campus planning, achieved through a positive, collaborative atmosphere among the staff and faculty. Named the College's 23rd President, [Dr. Ron Cole '87](#) took office in September 2022. Dr. Cole has a deep history with Allegheny, having served as the provost and dean of the college for seven years and as a faculty member in the geology department for over 20 years. In his first year as president, the College received record donor support with gifts totaling more than \$19 million to support faculty-led student research, student scholarships and retention grants, diversity and inclusion programming, and campus infrastructure improvements.

Under President Cole's leadership, Allegheny embarked on a collaborative planning process leading to the development of a Strategic Pathway that will chart a vibrant future for Allegheny College. Through this process we affirm our commitment to the liberal arts and continue to evolve to meet the needs of today's students. The Pathway is grounded in our strengths of academic

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excellence and strong student outcomes with a vibrant and inclusive campus while innovating how we will expand the students that we serve. This includes exploring non-degree workforce and graduate programs. The Pathway is bright because of our community’s shared commitment to honoring our over 200-year history of liberal arts education, and moving boldly into the future by having the wisdom to embrace new ideas, the courage to implement change, and the discipline to stay the course as we assess, evaluate, and continually improve.

A TRANSFORMATIVE EDUCATION

Allegheny College always has, and will continue to stay true to our founding mission of providing access to a transformative education. As a community of excellence we will evolve and innovate to meet the needs of today and tomorrow’s learners. Our commitments to inclusion and sustainability ensure we will thrive for another 200 years.



In 2020, Allegheny College became one of the first ten colleges in the nation, and the first in Pennsylvania history, to receive Second Nature’s “Carbon Neutral Campus” award. The full campus community, and the local community, were engaged in meeting and sustaining this ambitious goal. In October 2023, the College was recognized by the U.S. Department of Energy as one of only 21 higher education institutions to meet their Better Buildings Challenge goals. The Office of Sustainability collaborates with students, faculty, and staff on initiatives such as student-designed rain gardens, free campus bike-share, a comprehensive composting program, green roofing, LEED certified buildings, porous parking lots, geo-exchange heating and cooling, and the integration of sustainability processes and standards in all campus policies.

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Allegheny College is a member of the Great Lakes Colleges Association, the President’s Athletic Conference (NCAA Division III), and the Bonner Scholarship Program. The College hosts a chapter of Phi Beta Kappa and ranks 38th nationally in the production of STEM Ph.D. degrees and 8th in placements to the Peace Corps. Allegheny celebrated its bicentennial in 2015.

Known for its campus beauty and rich history, Allegheny was established in 1815, by Timothy Alden. A sycamore tree planted by its founder still remains next to Allegheny’s oldest building, Bentley Hall. Situated on 79 acres, the central campus boasts 40 major buildings and the recreation area around campus adds another 203 acres. Allegheny owns the Bousson Environmental Research Reserve, a couple of miles east of campus, which is 283 acres of woodlands, ponds, streams, wetlands, diverse habitats, and native wildlife. Its main purpose is field studies and research, with limited recreational use.

NOTABLE ACCOLADES

- **Number 1 in Undergraduate Research:** The Council on Undergraduate Research in January 2016 presented its inaugural award for Undergraduate Research Accomplishment to Allegheny College. The award recognizes Allegheny for its “exemplary programs providing high-quality research experiences to undergraduates.” This recognition requires campuses to have depth and breadth in their undergraduate



research initiatives, as well as evidence of sustained innovation.

- Top selective liberal arts college in Pennsylvania for Pell share: [NYTimes College Access Index](#).
- One of the 40 [Colleges That Change Lives](#), a leading national voice in college choice, highlighting the college’s focus on personalized, student-centered learning and undergraduate research.
- Top 100 National Liberal Arts College: [U.S. News & World Report](#), and ranked #13 for Senior Capstone, #23 for first-year experience, #24 for undergraduate research and creative projects, #32 for best undergraduate teaching, and #47 for social mobility.
- [Washington Monthly](#) recognized Allegheny among the top 50 best liberal arts colleges nationwide in the publication’s 2023 rankings. Washington Monthly rated the top liberal arts colleges in the nation based on three broad categories: social mobility

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(recruiting and graduating low-income students), research (producing cutting-edge scholarships and Ph.D.s), and service (encouraging students to give something back to society).

- Consistently included in [Forbes](#), [The Princeton Review](#), and [Money](#) among the nation’s top colleges based on the quality of education, price, and return on investment.
- Top 4 in the Nation, Top Environmental Science Schools, environmentalscience.org.



STUDENT PROFILE

Allegheny’s diverse student population hails from 38 states, Washington D.C., Puerto Rico, and the U.S/ Virgin Islands, as well as 32 countries and 25 percent of domestic students identify as students of color and 6 percent are international students. Twenty eight percent are first-generation college students and 27 percent are Pell Grant recipients. Besides Pennsylvania, the top states represented are: California, Colorado, Florida, Maryland, New Jersey, New York, Ohio, Texas, Virginia, and West Virginia. New students in Fall 2023 represented 236 high schools, 30 states (51 percent from Pennsylvania), and 13 countries. Sixty one percent applied test optional, 27 percent are students of color, 29 percent first generation and 41 percent Pell eligible. And, 63 students enrolled under the newly launched [Commitment to Access Program](#).

ALLEGHENY GRADUATES

Upon graduation, 60 percent of the graduates enter the workforce, with 95 percent of those graduates employed within the first nine months. 30 percent directly go on to graduate school and are accepted at rates twice the national average (80–100%). Allegheny ranks among the top

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5 percent of all schools in the country for the percentage of graduates who go on to earn a Ph.D. Allegheny is in the top 4 percent in the sciences and top 2 percent in chemistry. 10 percent earn positions in competitive, compensated service organizations, including Teach for America and the Peace Corps.

ACADEMIC LIFE

As a prominent liberal arts institution, Allegheny College continues to focus on a holistic approach to education. All faculty participate in the core curriculum and devise classes within their own disciplines that are designed to challenge the minds of first- and second- year students, teach essential skills, and entice curiosity. Students declare both a major and a minor – from different disciplines – in over 50 academic programs. This distinctive curriculum is foundational to the interdisciplinary ethos of Allegheny, providing every graduate with multidisciplinary learning. Allegheny continues to innovate with academic programs including new majors in Data Science, Public Humanities, Industrial Design, and Software Engineering launched in Fall 2023. Before graduating, every Allegheny student will experience the task of envisioning, researching, creating, and defending a faculty-mentored project known affectionately as the “Senior Comp.” Students are paired with a faculty mentor to help oversee the project and support students in this transformational accomplishment.

STUDENT LIFE

Allegheny is a four-year residential campus, providing a variety of living options to its students, including special interest housing. The College is deeply committed to sustainability in its programs and living environment. Allegheny students value their time spent with various campus organizations and activities as highly as their daily life in the classroom. There are over 100



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student organizations including campus publications, honorary and leadership groups, performing arts groups, religious organizations, Greek life chapters, service clubs and special interest groups. Allegheny students are actively involved in the life of our community. Civic Engagement helps provide structure and support to the student service movement that matches the real needs of the community to the resources of the student body. Allegheny students serve at over 30 local agencies on a consistent basis completing over 25,000 hours of community service annually.

Student life at Allegheny is also about speaking up and making a difference. Students play a vital role in College decision-making, from serving on College committees involved with policies that will influence the future for other students to providing input for faculty hiring to programming entertainment on campus. The Gator Activities Programming (GAP) is an all-student board that brings a diverse range of speakers, movies, comedians, bands and more to Allegheny. Student-inspired and student-directed organizations and activities help students develop leadership skills and make a lasting impact on Allegheny's campus culture.

As a founding member of the NCAA and a member of Division III, Allegheny is committed to the philosophy that athletics can and should complement academic life rather than compete with it. With a combined 21 sports for men and women, student-athletes make up just under 30 percent of the student body and excel in and out of the classroom.



MEADVILLE, PA

Founded in 1788 along the banks of French Creek in Northwestern Pennsylvania, Meadville is the county seat for Crawford County. More than 13,000 people live in Meadville, with a population of 86,000 in the surrounding area. Meadville is an active center for business, industry, education,

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the arts, recreation, service and tourism. Residents can enjoy outdoor recreation on one of the glacier lakes, wooded nature trails, state parks, wildlife refuge, or at the Meadville Area Recreation Complex. Crawford County also boasts some of the best golfing, fishing, and camping in Northwest Pennsylvania. The arts are very much alive in the area along with history. Crawford County is home to art galleries, museums, sight-seeing railroad lines, and community theatres. The region also offers a very tasty adventure with wineries, brew pubs, and family-owned restaurants.

Meadville is located in the Pennsylvania Great Lakes Region, which provides year-round activities. There are plenty of family-oriented events in Crawford County and surrounding areas. Erie, PA is 40 miles north, and Pittsburgh, Cleveland, Youngstown, and Buffalo are within a two-hour drive.





To Apply

Send a resume and detailed cover letter indicating your interest and qualifications, along with contact information for three professional references, electronically to Nicole Ross, Director of Human Resources: nross@allegheny.edu. References will not be contacted without candidates' explicit permission. Priority consideration will be given to applications received by January 22, 2024. Applications will be reviewed as they are submitted and the search will continue until the position is filled.

Allegheny College is an Equal Opportunity Employer with a strong commitment to diversity, inclusion, and equity. The College does not discriminate, and will not tolerate discrimination on the basis of race, color, religion, gender, gender identity, gender expression, sexual orientation, age, creed, national/ethnic origin, ancestry, veterans, handicap or disability as those terms are defined under applicable law, or members of other underrepresented groups.