

# Vice President for Enrollment



## Vice President for Enrollment

Wheaton College seeks an innovative, strategic, and creative leader to serve as its next Vice President for Enrollment. As part of a nimble and highly collaborative leadership team, the Vice President will partner closely with President Dennis Hanno and the entire campus community to capitalize on Wheaton's remarkable enrollment momentum. The College has welcomed three of its largest incoming classes in the past three years due to its distinctive academic programming, broad campus engagement in recruiting efforts, and intelligent deployment of state-of-the-art, data-driven enrollment strategies. The new Vice President will join a campus community that is passionately inclusive, highly engaged, and moving forward together at an exciting pace.

Reporting directly to President Hanno, the new Vice President will have the opportunity to provide outstanding leadership and continue the growth trajectory of an institution that is approaching the liberal arts with a bold new model. Wheaton has harnessed the power of its liberal arts foundation to create innovative new majors that bridge divisional boundaries and engage students in meaningful research, internships, and opportunities for social entrepreneurship at the national and global levels. As the College continues to expand its reach across the nation and the globe, the Vice President will serve as a visible, vocal, and energetic advocate of Wheaton.

### COLLEGE OVERVIEW

Wheaton is a four-year, private, residential college in Norton, Massachusetts that consistently ranks among the nation's best. Ranked as a Top 40 liberal arts college by *The Wall Street Journal* and *Times Higher Education* and one of *The Princeton Review's* Top 200 Best Value Colleges, the College's innovative, interdisciplinary curriculum combines rigorous academic study with real-world experience. In fact, the College's innovative initiative, known as [The Wheaton Edge](#), guarantees that every student will have an experiential learning opportunity, such as an internship, service project, or research opportunity, and will provide funding for any unpaid opportunities.

Located halfway between Boston, Massachusetts, and Providence, Rhode Island, Wheaton is a remarkably diverse learning community. Described as a place sparking possibilities and world-changing ideas, students come from all over the world. The College currently enrolls approximately 1750 students, representing 40 states and more than 70 countries. Approximately 10 percent of Wheaton's students are international and 23 percent reflect underrepresented populations, including Asian, Black, and Hispanic. First-generation students account for roughly 19 percent of enrolled students. Nearly one third of Wheaton students participate in the 21 NCAA Division III athletic teams and 13 club sports.

Wheaton's mission is to provide a transformative liberal arts and sciences education for intellectually curious students in a collaborative and academically vibrant residential community that values a diverse world. Wheaton's vision is to prepare these students to create innovative solutions to big challenges and to act on them. Its living learning environment, where 97% of students live on campus, consists of more than 100+ student organizations that prepare graduates to live purposeful lives, to be engaged in their communities, to be scientifically and technologically literate, and to act effectively to promote change.

The College's graduates are accomplishing great success upon completion of their degree requirements. Just six months after graduation, 97 percent of Wheaton alumni in the five most recent classes have secured full- or part-time employment. This mark outperforms the national average of 81% for the Class of 2016, according to the most recent data compiled by the National Association of Colleges and Employers. Since 2000, Wheaton students have won more than 230 prestigious scholarship awards, including Rhodes Scholarships, U.S. Fulbright Fellowships, and Watson Fellowships.

## ACADEMICS

Wheaton College was founded in 1834 as a female seminary and became coeducational thirty years ago. The College's reputation of academic excellence has been rooted in a rich history and tradition of blending the liberal arts and sciences with co-curricular leadership. Today, collaborations with faculty and staff challenge and transform students into lifelong learners with skills to become problem solvers committed to social justice and the global community.

Wheaton's full-time student-faculty ratio is approximately 10 to 1 and the average class size is 18 students. The faculty are world-class researchers, scholars, artists, teachers, and advisors, as well as involved and connected community members. They engage their students in original research and scholarship projects and build relationships that sustain and last a lifetime. Wheaton's innovative academic opportunities include interdisciplinary learning, makerspaces, social entrepreneurship programs, and a curriculum centered on the [Connections program](#), which links two or three courses across disciplines to explore a shared set of questions. Fifty-one percent of Wheaton students study abroad in the more than 100 year-long, semester-long, or short-term Wheaton faculty-led study abroad programs in 45 countries, including a unique program in Bhutan. Through the support of a grant from the Andrew W. Mellon Foundation, the College is exploring [domestic study away opportunities](#) in an effort to expand upon its already strong offering of international programs. Last summer, thirteen students studied in New York with two faculty members. The College hosted its first long domestic study away program last fall in Hawaii, with fourteen students and two faculty members spending the semester in this amazing location.

Curricular innovation is a crucial part of Wheaton's cultural fabric. The College encourages and nurtures a culture of experimentation, investing in the resources needed to spur innovation. Wheaton offers more than 600 courses leading to a Bachelor of Arts degree in more than 100 majors and minors and these offerings continue to grow. Recent additions include the popular Business and Management program, a Digital Humanities minor, and a new Public Health major. Additionally, Wheaton recently received a \$10 million commitment from the Diana Davis Spencer Foundation to develop a comprehensive [social entrepreneurship](#) program as well.

Wheaton's academic program is coupled with [The Wheaton Edge](#), a four-year immersive personal and professional development experience designed to lead to graduates' success. Launched in 2015, the program builds upon the College's rich tradition of blending liberal arts and sciences with co-curricular leadership by guaranteeing that all students will have a funded internship, research position, or another experiential learning opportunity. The College invests over \$1.2 million per year to support these opportunities, much of which is funded by donors. Connecting the deep alumni network of more than 19,000 with the dynamic students and committed faculty, the program has led to successful outcomes.

## COLLEGE LEADERSHIP

Dennis M. Hanno, a leader in higher education innovation and an expert on social innovation and entrepreneurship, was appointed the eighth president of Wheaton College in February 2014. President Hanno came to Wheaton from Babson College, where he held several senior leadership positions, including provost, senior vice president, and President's Endowed Professor of Accounting.

A vocal advocate for responsible management education, Hanno serves on the board of the Globally Responsible Leadership Initiative, a worldwide network dedicated to developing a next generation of responsible leaders. He also plays an active role in the United Nations Principles of Responsible Management Education (PRME) movement, including contributing to several of its annual forums and publications. He is the founder and head of [IDEA4Africa](#), and he has two decades of experience educating, mentoring, and incubating young entrepreneurs who are solving problems and improving the regional economy. Since 2000, hundreds of college and university students, alumni, staff, and professors have traveled with him to sub-Saharan Africa to teach entrepreneurship to high school students, community members, and small business owners.

President Hanno earned his bachelor's degree in business administration from the University of Notre Dame, his Master of Science degree in accounting from Western New England University, and his Ph.D. in management from the University of Massachusetts Amherst.

## LOCATION & COMMUNITY

Wheaton is located in the town of Norton, Massachusetts, situated just south of Boston, north of Providence, a short train ride to New York City, and within an hour's drive of the beaches of Cape Cod and Newport. Norton's position in this lively region gives the small community additional flavor, as does the fact that the New England [Patriots](#) stadium is located nearby.

Wheaton is deeply engaged in the life of the communities that surround campus. Students, staff, and faculty collaborate with a wide variety of local organizations—from public and private schools to business and human service organizations. The College also hosts dozens of events each year—art exhibitions, concerts, lectures on topics of general interest, and the [Norton Institute for Continuing Education](#)—and nearly all are open to the public and free of charge. Many local residents are part of the Wheaton community, too. For example, local residents play alongside Wheaton students in the [Great Woods Symphony Orchestra](#), a full-sized concert ensemble that plays a wide range of classic and contemporary music. And the College's NCAA Division III Lyons athletic teams count many local residents among the fans that contribute to their home field advantage.

## DIVERSITY & INCLUSION

Wheaton believes embracing diversity leads to personal growth, intellectual enrichment, freedom and social justice. Being a part of Wheaton means more than being tolerant of difference. It means appreciating and celebrating those differences. Diversity and inclusive excellence at Wheaton is always a work in progress; that is, a process that requires constant monitoring, honing, and refining. With this in mind, the College has crafted a [Diversity and Inclusion Strategic Plan](#) to guide the work

that is going on across campus as the Wheaton community strives to achieve equity in today's world.

In its embrace of and engagement with conversations around diversity and inclusive excellence on campus, Wheaton College has created both formal and informal ways for all community members to grow in their understanding and appreciation of the campus' diversity. In the fall of 2014, President Dennis Hanno formed the Council on Inclusion and Diversity ([CID](#)), a campus-wide leadership team with a mission of providing strategic leadership in the areas of inclusion and diversity and fostering increased diversity among faculty, staff, and students. The College's [Marshall Center for Intercultural Learning](#) works to affirm unique identities, builds a community that draws from them, and cultivates leaders who value human diversity. Faculty infuse consideration of race, ethnicity, gender, class, sexuality, religion, and technology in courses across the curriculum, combining the breadth of the liberal arts with the opportunity to develop a fully dimensional view of the world. Many of Wheaton's 100+ student organizations focus on sharing racial, ethnic, religious, and other cultural traditions with the greater community as well.

Part of becoming an informed global citizen is understanding the religious beliefs and practices that are a significant component of cultural identity for many of the world's people. [The Center for Social Justice & Community Impact](#) coordinates the [Season of Service](#), all- inclusive [spirituality](#) programs, and provides students an opportunity to engage in [social responsibility](#).

## **ROLE OF THE VICE PRESIDENT FOR ENROLLMENT**

Reporting directly to President Dennis Hanno, the new Vice President will be pleased to discover that the President is an engaged and willing partner, ready to travel on behalf of admissions when needed and prepared to move quickly on initiatives that can benefit the entire campus. The Vice President will also inherit a division that reflects national best practices in using data to inform recruitment and marketing efforts, thanks to the efforts of recently departed Vice President Grant Gosselin and Interim Vice President Chris Hooker-Haring. Not only has Wheaton adopted the Slate platform in recent years, but the admissions and financial aid offices are driven by thoughtful use of data in everything from developing marketing materials to financial aid optimization. Vice President Gosselin is also widely credited with newly engaging a wide range of constituencies in recruitment efforts, including revamping admitted students' day to be a campus-wide event. The new Vice President will find sound fundamentals within the Division, and high-level and campus-wide support beyond it.

The Vice President is supported by an operating budget of \$1 million and a personnel budget of \$3 million, not including benefits, which includes a staff of 29 admissions and financial services professionals, of whom the following report directly to the Vice President:

- Assistant Vice President of Enrollment/Strategic Analyst
- Director of Admissions
- Director of International Recruitment
- Director of Student Financial Services
- Administrative Associate

The Vice President will partner closely with President Dennis Hanno as well as with the other members of the President's collegial and highly collaborative team:

- Executive Vice President for Finance and Administration
- Provost
- Vice President for College Advancement
- Vice President for Marketing and Communications
- Vice President for Student Affairs and Dean of Students

The Vice President will also be asked to engage with the College's supportive Board of Trustees, and to serve as a persuasive and credible champion of Wheaton's successes and efforts to a wide range of external audiences including prospective students and families, peer institutions, and the profession at large. They will also serve as a transparent partner across campus, collaborating and sharing information with faculty, staff, and administrative peers.

## OPPORTUNITIES AND CHALLENGES

The new Vice President for Enrollment will play a critical role in addressing the following opportunities and challenges:

- **Designing and implementing a forward-thinking strategic plan for continuing the College's current growth and ensuring Wheaton's long-term enrollment success.** With an engaging new brand strategy, a new residence hall opening in 2019, and enormous positive momentum, the Vice President for Enrollment will be joining the Wheaton community at an exciting time. The Vice President will build on the fundamentals of a strong operation to ensure the College stays on track with its enrollment goals. The Vice President will also look beyond Wheaton's campus in order to ensure that the College is anticipating and staying ahead of the rapidly changing national and international enrollment landscape in higher education.
- **Continuing the use of data-driven decision making to inform the College's enrollment strategies.** The Vice President for Enrollment will take full advantage of Wheaton's newly implemented Slate platform and robust data analytics to guide the strategic direction in both admissions and financial aid. Working closely with partners across campus, the Vice President will lead at the highest level to ensure that decisions ranging from how to market to prospective students, which geographic regions to target, how to deliver admissions decisions, and how to package financial aid are all grounded in data and align with budgetary goals. The Vice President will also help to translate high-level analytics into clear, actionable priorities for division staff and the community at large.
- **Extending even further Wheaton's efforts to attract and retain a diverse student body.** The new Vice President will continue to convey Wheaton's culture of inclusivity to prospective students and their families from diverse backgrounds and experiences both domestically and internationally. The Vice President will also serve as a crucial partner to the Vice President for Student Affairs, Provost, and others in ensuring all students' long-term success at Wheaton through joint efforts to track the retention of current students.

- **Mentoring, developing, and retaining the exceptional and committed staff within the offices of Admissions and Student Financial Services.** The Vice President for Enrollment will lead and support the talented staff within the enrollment division, cultivating the skills of each individual staff member, building on their expertise, and encouraging innovation. The Vice President will also continue to support the professional and leadership development of staff through exposure to best practices in the field via conferences, mentorship, and other opportunities.
- **Ensuring that Wheaton effectively communicates its culture, impact, and value to both prospective students and their families as the College's brand evolves.** In collaboration with the Office of Marketing and Communications, the Vice President for Enrollment will continue to engage with Wheaton's new branding strategy to highlight the many ways that Wheaton differentiates itself from other liberal arts colleges throughout the nation and internationally. Along with the Vice President for Marketing Communications, the President, and the Board, the Vice President will continually evaluate the effectiveness of this new marketing and communications strategy for its impact in generating high-quality leads that enhance recruitment and raise the College's profile internationally. The Vice President will serve as a vocal, visible, and innovative leader and partner in promoting Wheaton.

## DESIRED QUALITIES AND CHARACTERISTICS

As a member of the College's senior leadership team, the Vice President for Enrollment will be a confident and imaginative leader with a demonstrated track record of success. A personal and professional commitment to diversity and inclusion is essential. The ideal candidate will also bring many of the following complementary abilities and experiences to their work:

- An energetic, nimble, and optimistic approach to the challenge of achieving Wheaton's strategic priorities in partnership with the President and the larger campus community;
- The ability to effectively balance high-level strategic thinking with hands-on engagement in daily activities, in keeping with Wheaton's culture and ethos;
- A keen understanding of best practices in admissions and financial aid for small, private colleges today as well as the foresight to see how the landscape will change in the coming years;
- Outstanding communication skills, including the ability to persuasively articulate the value of Wheaton's particular brand of liberal arts education to a wide range of audiences;
- The ability to build on relationships across campus with students, faculty, staff, alumni, and other stakeholder groups to continue to engage and mobilize the entire campus community in support of the Enrollment Division;
- Experience developing data-driven recruitment and financial aid strategies as well as the ability to persuasively and clearly present quantitative information to administrative colleagues, faculty, staff, students, the Board of Trustees, and others;
- Experience successfully leading and communicating complex strategic initiatives and translating high aspirations into achievable and measurable goals and accomplishments;
- The ability to simultaneously mentor, support, and motivate staff while holding them to the highest standards of excellence;

- Ability to relate to, understand, and authentically engage with Wheaton students and the College community; and,
- A deep commitment to the inherent value of Wheaton's distinctive approach to experiential education in the liberal arts and sciences and the ability to persuasively articulate both for today's students and parents.

**Contact**

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