

THE SEARCH FOR A VICE PRESIDENT FOR ENROLLMENT MANAGEMENT

Westminster College seeks a Vice President for Enrollment Management (VPEM), who will provide creative and strategic enrollment management leadership for one of Pennsylvania's finest liberal arts colleges. The new VPEM will build upon the successful work of this division and will arrive on campus as Dr. Kathy Brittain Richardson enters her fifth year as the College's 15th President with strong support from the Board of Trustees, students, faculty, staff and alumni.

The Westminster administration and faculty are united in seeking a person who will provide visionary leadership to the enrollment management division and the College more broadly; use data to plan and execute enrollment strategies; understand and communicate the distinctive and transformative education offered by the College; and work across departments to develop innovative recruitment initiatives.

The VPEM will oversee the offices of Admissions and Financial Aid. Reporting directly to the President, the VPEM is the chief enrollment officer for the institution, serving along side a team of passionate, dedicated and talented individuals on the President's senior leadership team; and playing a critical role in shaping the College's future.

AT A GLANCE

Location: Westminster is located in rural New Wilmington, Pa., 65 miles north of Pittsburgh, 80 miles south of Erie, and 85 miles southeast of Cleveland.

Students: Westminster's enrollment is approximately 1,150 undergraduate and graduate students.

Faculty: 91 percent of the faculty hold terminal degrees. The student-to-faculty ratio is 11:1 and the average class size is 17.

Accreditation: Westminster is accredited by the Middle States Commission on Higher Education.

Campus: Westminster's campus extends over 300 acres, including a 100-acre outdoor laboratory and Brittain Lake. Over \$37 million has been invested over the past five years to improve academic buildings, athletic facilities, residence halls and campus grounds, including a renovation and expansion of the Hoyt Science Center and improvements in campus technology.

Calendar: Westminster operates on a semester calendar, with Fall and Spring semesters of 16 weeks, plus a Summer session.

Majors & Programs: Seven undergraduate schools offer more than 50 majors and pre-professional programs. The College also offers master's degrees in Business, Education and Clinical Mental Health Counseling.

Residence Life: Westminster is a four-year residential campus, and 85% of the student body lives on campus. The College recently invested \$8.1 million to renovate the three residence halls that house first-year students.

Athletics: A member of the NCAA Division III Presidents' Athletic Conference (PAC), the College has 22 varsity athletic teams. This summer the new Titan Athletic Corridor is taking shape with the construction of a new softball field, a new turf baseball field and the UPMC Sports Complex featuring a new soccer and lacrosse field. Our student-athletes have also benefited from recent improvements to Burry Stadium and extensive renovations to Memorial Field House.

Faith & Spirituality: The College strives to provide a supportive atmosphere that welcomes and respects individuals who represent a wide range of beliefs. The Westminster community reflects and promotes a faith-based, service-over-self philosophy. While rooted in the Presbyterian tradition, it allows for a climate of respect for people of all faiths and backgrounds, creates camaraderie, and encourages giving of self.

Student Activities: Westminster students participate in more than 80 clubs and organizations, including band, choir, orchestra, radio/television production, theatre, national fraternities and sororities, student government, publications, special interest groups and honoraries.

Alumni: There are approximately 20,000 dedicated and passionate Titan alumni who live across the region, state, country and globe.

ABOUT WESTMINSTER COLLEGE

WESTMINSTER COLLEGE is nationally known for its collaborative environment, outstanding experiential learning programs, focus on student success, and the effort invested in making higher education affordable and attainable to all students. Established in 1852, Westminster is proud to be among the first colleges in the country open to all people, regardless of race, ethnicity, sex or religion from its founding charter by the Presbyterian Church.

Westminster has been characterized by the excellence of its educational programs and the strength of its student outcomes, both of which are largely attributable to the College's longstanding tradition of close faculty/student mentorship.

Westminster is a community of learning, small enough to encourage the exchange of different ideas and philosophies yet large enough to provide diversity of knowledge, experiences and values. Its residential atmosphere and dedicated faculty and staff enhance personal interaction and contribute to the College's high graduation and retention rates.

The entire Westminster community takes pride in the College's ability to enhance and transform the lives of its students, over one-quarter of whom are the first in their families to attend college. *The New York Times* ranked Westminster #22 in the nation for "Top Colleges Doing the Most of the American Dream."

MISSION, VISION & STRATEGIC PLAN

MISSION

The mission of Westminster College is to help students develop competencies, commitments and characteristics that have distinguished human beings at their best. The College sees the well-educated person as one whose skills are complemented by ever-developing values and ideals identified in the Judeo-Christian tradition. Westminster's quest for excellence is a recognition that stewardship of life mandates the maximum possible development of each person's capabilities.

VISION

Westminster College will be nationally recognized as a leader in providing a supportive and transformative educational experience for all students. Forged in a tradition of academic excellence and inclusion, Westminster's approach to a comprehensive liberal arts education focuses on critical thought, collaboration and experiential learning, which empowers students to lead successful lives of meaning, integrity and service to others.

STRATEGIC PLAN 2018 – 2027

The College's strategic plan builds support for Westminster's rich learning community through four key initiatives:

- Recruit and Retain Students
- Revitalize Campus Environment
- Renew Engaging Experiences
- Replenish Resources

Important work was done to advance each of these goals during the first "thousand days" of the Plan under Dr. Richardson's leadership. The new VPED will arrive at an important moment in the life of the College, as the College launches new initiatives for the second "thousand days" of the ten-year plan.

Academic Program

From a curricular perspective, Westminster's vision of a liberally educated person results from engagement with a four-year integrated course of study known as the Westminster Plan. It involves a general education program, prescribed graduation requirements, a major and electives.

Liberal Studies is at the center of the Westminster Plan curriculum and spans all four years of the undergraduate experience. The first-year sequence consists of four courses: Westminster 101, a course designed to assist students in making a successful transition to higher education; Inquiry 111, the entry point for Liberal Studies curriculum; Writing, which provides instruction and practice in essential skills and forms of written expression; and Speech, a course that provides a basic grounding in oral communication skills.

In addition to progressing through major courses, the middle portion of the Westminster Plan is devoted to interdisciplinary coursework. This exploration is accomplished through the Intellectual Perspectives portion of the curriculum, which provides students with familiarity to a broad range of human intellectual endeavors and creativity, and the Cluster Course. In a Cluster Course, a signature Westminster experience, the same group of students enroll in two linked, semester-long courses on the same topic taught by at least two faculty members from different disciplines.

Finally, the process of liberally educating students is completed with a senior Capstone course. The Capstone is the culminating experience in the major and is designed to provide an opportunity for structured reflection on the value of education in and beyond the major, while providing another chance to strengthen communication and problem-solving skills. Throughout the entire curriculum, the use of information technologies is emphasized to enhance teaching and learning, and to provide students with knowledge acquisition skills necessary for a lifetime of learning.

Faculty

Trained in universities around the globe, Westminster College faculty choose to teach and conduct research at Westminster because of its focus on student and faculty development and a pervasive collegial atmosphere. Westminster faculty continually demonstrate a broad range, quality and quantity of research and scholarship endeavors. Annually, on the average, the faculty publishes 25 books, articles and book chapters, and they share 95 presentations, exhibits and performances in national and international venues.

Faculty members at Westminster are true teacher/scholars and often engage their students in research endeavors at levels of complexity typically reserved for graduate students. These efforts culminate each spring in Westminster's Undergraduate Research and Arts Celebration, during which more than 30% of the student body makes presentations, gives performances or exhibits their art. Additional outcomes from this remarkable level of faculty mentoring are an enviable graduation rate, as well as outstanding post-graduation employment rates and graduate and professional school acceptance rates.

In response to the changing higher education landscape, the faculty have also worked tirelessly to update the College's academic program offerings. Through a rigorous process of curricular review, the College has added undergraduate programs in Broadcasting & Sports Communication, Creative Media Production, Environmental Studies, Marketing & Professional Sales, Nursing, Public Communication & Leadership and Strategic Communication & Social Media, as well as a Master of Business Administration and a Master of Arts in Clinical Mental Health Counseling in recent years. The faculty will continue to monitor its academic offerings to ensure that the College's programs remain in alignment with the values of a traditional liberal arts education, emerging developments in science and technology, and the needs of an increasingly globalized society.

Students

Westminster is tremendously proud of the young women and men who share their diverse talents.

- Just over 3,000 applications typically are received for admission to the first-year class.
- Twenty-four states, including Alaska, were represented in the fall 2019 entering class, with 64% of students coming from Pennsylvania. The class was 51% men and 49% women, with almost 10% of the class reporting they identify as members of racial or ethnic minority groups.
- The incoming first-year class of 2019 had a mean 3.5 high school grade point average and a average SAT score of nearly 1080 and an average ACT of 23. Their top three intended majors were biology, nursing and business administration.
- 38% of Westminster students receive Pell grants, and approximately 26% of them are first generation college students.
- Approximately a quarter of incoming students participate in the Honors Program or in one of our four themed First-Year Fellows programs.
- Around 50 percent of all first-year Westminster students participate in intercollegiate athletics, and 40 percent of the total student population are student-athletes.
- Over 90% of our students graduate with professional work experience, many with the assistance of the Professional Development Center.
- Students participate in short-term study abroad opportunities, such as our Honors trip to Greece, and in semester-long study abroad experiences, such as our direct exchange programs with EUSA in Seville, Spain; Yonsie University in Seoul, South Korea; and the University of Sunderland in the United Kingdom.
- Our medical school and law school acceptance rates are both over 90%.
- 98% of Westminster graduates are employed or enter graduate school within a year of graduation.

Points of Distinction

- Ranked #22 in the nation in the **New York Times College Access Index** based on the share of students who receive Pell grants, the graduation rate of those students, and the price that College charges both low- and middle-income students. — “Top Colleges Doing the Most for the American Dream,” **New York Times**
- Ranked #19 in the nation in **U.S. News & World Report's** “Social Mobility” list, which measures how well schools graduate students who receive federal Pell Grants. Westminster also climbed 6 this year to place #114 in the National Liberal Arts Colleges category. — “Best Colleges 2020 edition,” **U.S. News & World Report**
- Named one of the “Best Colleges for Your Money” by **Money** magazine based on quality of education, affordability and alumni financial success. — “2019 Best Colleges for Your Money,” **Money** magazine
- Placed in the top 5% nationally for student participation in hands-on experiences. — National Survey of Student Engagement
- Selected as one of only 12 institutions in the country to be part of the Council on Undergraduate Research (CUR) Transformations Project, a four-year project designed to create cohesive, research-based undergraduate curricula in biology, chemistry, physics and psychology programs.
- Received a National Science Foundation grant to launch the Environmental Project Management Academy (EPMA), a cluster course that brings together students pursuing STEM and business majors to work on a semester-long service-learning project with a community partner.
- Had the second highest number of student-athletes named to the Presidents’ Athletic Conference (PAC) Academic Honor Roll in the Fall 2019 semester, with 62 student-athletes earning the recognition.

DESIRED ATTRIBUTES FOR THE NEW VPEM

THE NEW VPEM must have an earned master's degree in a relevant area, demonstrate increased administrative and supervision experience in enrollment management and identifiable achievement as a campus leader. In addition, the VPEM should bring to the position:

- The ability to conceptualize and implement a dynamic and data-informed vision for the enrollment management division;
- Strong leadership skills and with the ability to inspire and motivate a highly dedicated team;
- Interpersonal skills and the desire to partner with all areas across campus;
- Analytical abilities and an aptitude for harnessing data to drive prospective student engagement and enrollment planning in order to meet institutional goals;
- An appreciation for and the ability to articulate the strengths and values of the Westminster College educational experience in a highly residential and inclusive setting;
- Leadership marked with integrity, inclusiveness, energy, optimism, and a team-oriented philosophy;
- Communication skills, particularly through technologies that effectively engage prospective students.

THE APPLICATION PROCESS

The VPEM Search Committee is evaluating materials on a rolling basis beginning immediately. Candidates should submit materials by July 10, 2020, for the most favorable consideration, but applications will be accepted until the position is filled.

Application materials should include a letter of candidacy responding to the opportunities and the desired attributes for a new VPEM, a complete CV or resume, and the names, addresses, phone numbers and email addresses of three references, none of whom will be contacted without the formal permission of the candidate.

All material should be submitted electronically to VPEMsearch@westminster.edu and addressed to **Mr. Matthew Stinson, Vice President for Institutional Advancement, Chair of the VPEM Search Committee.**

All nominations, inquiries and applications will be confidential until finalists are identified for on-campus interviews.

Westminster College is an Equal Opportunity Employer Employer enhancing learning through diversity and inclusion.