



LAWRENCE UNIVERSITY

APPLETON, WISCONSIN

Vice President of Enrollment Management

Lawrence University seeks an experienced, strategic, and data-savvy leader to serve as its next Vice President of Enrollment Management. The Vice President will benefit greatly from the University's positive momentum and collaborative campus culture. The Vice President will inherit a well-established enrollment operation that has a high-touch approach to recruitment. In addition to providing strategic direction, organizational leadership, and professional mentorship to the highly dedicated staff within the Offices of Admissions and Financial Aid, the Vice President will report to President Laurie Carter, serve as a key member of her senior team, and be an engaged and visible campus leader. Lawrence's strong sense of community, deep commitment to student success, and willingness to go the extra mile for students and for each other have enabled the University to adapt successfully to the challenge of the COVID-19 pandemic and to work together toward the future.

ABOUT THE UNIVERSITY

Founded in 1847, Lawrence University offers its 1,500 students a quality of education that stands out among its peers. The combination of a nationally ranked liberal arts college and a first-tier conservatory of music ensures that students benefit from challenging academics and quality arts education in a vibrant, welcoming, and supportive residential campus setting. Lawrence has one of the lowest student-faculty ratios in the nation at 8:1, and 60 percent of its courses offer one-on-one teaching. This provides the intensive faculty engagement that opens minds and changes lives. Small classes and a four-year residential requirement create a close-knit community where students live, study, and thrive in a climate of shared discovery and enrichment.

Lawrence is the second institution in America to be founded as a coeducational college, and diversity, equity, and inclusion remain core values. Current students come from 43 states and 34 countries, and 28 percent of the student body are domestic students of color. Together, the entire University is working to build an equity-minded campus culture and an antiracist community.

The University values excellence in teaching combined with distinguished scholarship and creative activity. Lawrence offers three degrees: the [Bachelor of Arts](#), the [Bachelor of Music](#), and the innovative new [Bachelor of Musical Arts](#). Students are also able to pursue a [B.A./B.Mus. double degree](#). With one of the smallest student-faculty ratios in the country (8:1) and an average class size of 15, students find a diverse learning community of scholars and artists, providing unparalleled opportunities to collaborate closely with professors. The University also offers many interdisciplinary areas of study, promotes student research, and supports extensive programs of off-campus study and community internships. Specialty opportunities include The [London Centre](#), which is an academic study abroad program for Lawrence University sophomores, juniors, and seniors who wish to live and study in downtown London and Community events

at the 425 acre [Björklunden campus](#) on Lake Michigan in Door County, Wisconsin. All students begin their program with a nationally known [First-Year Studies](#) seminar and culminate their four years with the [Chandler Senior Experience](#).

In the [Conservatory of Music](#), students take full advantage of coursework in the liberal arts and sciences, often pursuing double-degree programs and benefiting from the opportunity to work directly with senior faculty members across the disciplines. The Conservatory offers the Bachelor of Music in performance, education, or theory/composition; the Bachelor of Musical Arts; and, in conjunction with the College, the Bachelor of Arts with a major in music. Conservatory students constitute approximately 25 percent of total University enrollment.

Three 10-week terms (Fall, Winter, Spring) comprise the academic calendar, spanning mid-September through mid-June. A full-time course load for students is three six-unit courses each term (18 units) or a minimum of 15 units.

FACULTY AND STAFF

The University is supported by a dedicated and talented faculty and staff. With 198 faculty members, 85 percent are full-time, 48 percent are female, 18 percent are domestic faculty of color, and three percent are international. Ninety-two percent of full-time faculty hold a Ph.D. or other terminal degree. Though strongly committed to teaching and advising, Lawrence faculty compete for a variety of external grant funds in support of academic research, artistry, and community projects including recent grants from the National Science Foundation, National Institutes of Health, and National Endowment for the Humanities. In addition, Lawrence faculty lead major institutional grant projects. Over the last five years, total annual faculty funding (not counting institutional awards) has averaged \$245,980 in support of an average of eleven faculty projects. Faculty have also published scholarly books with major presses and won national recognition for their scientific research, photography, poetry, and music. Faculty members contribute to shared governance through a robust committee structure. Committees are populated based on assignments from the Faculty Committee on University Governance.

Lawrence's committed 405 full- and part-time staff members participate in shared [governance](#) through two groups, the Senior Staff and Staff Connections. Both groups gather regularly for discussion, updates, and to provide feedback to University leadership.

STUDENTS

Lawrence attracts students who thrive in a residential community environment and enjoy close relationships with faculty, staff, and administrators. The Lawrence University Community Council (LUCC), made up of elected and appointed students of all classes, is the University's official student council, whose decisions shape the campus experience for faculty, staff, and students.

Over 95 percent of Lawrence's approximately 1,500 students—all undergraduates—live on-campus, making for a vibrant and integrated academic and social life. Lawrence has also made a commitment to socio-economic diversity; in the 2020-2021 academic year, 99 percent of undergraduates received scholarships or need-based financial aid with an average award amount of \$45,300. Jumpstarted in 2014 by a historic matching challenge of \$30 million, the Full Speed to Full Need initiative has raised a total of \$92 million in new endowment for need-based scholarships. By closing the financial aid gap for a growing number of students, Lawrence has decreased the average student debt at graduation and increased the college's four-

year graduation rate. The number of "Full Speed to Full Need" scholars has increased significantly, from 31 scholars in 2014 to 225 in 2021.

To learn more about Lawrence students and campus life, please visit: <https://www.lawrence.edu/students>.

DIVERSITY, EQUITY AND INCLUSION

As one of the first institutions in the nation to be founded co-educational, the ideal of inclusivity at Lawrence stretches back to its earliest days. In the nearly 175 years since its founding, a shared understanding of diversity and inclusion has grown and changed, and efforts to enhance the learning environment and community experience have deepened.

[The Office of Diversity, Equity and Inclusion](#) at Lawrence University facilitates the institutional mission of the development of intellect and talent, the pursuit of knowledge and understanding, the cultivation of sound judgment, and respect for the perspectives of others in several critical ways. Specifically, it provides information, policies, and programs that enable the prevention and redress of discrimination, as well as the promotion of intergroup collaboration, empathy, and cultural competence on the part of students, faculty, staff, alumni, and community partners. Ultimately, the office works to create an environment in which all of the University community can reach their unique potential.

[The President's Committee on Diversity Affairs](#) was created in order to foster diversity in the Lawrence community and curriculum and to help create a more inclusive campus community.

LAWRENCE COMMUNITY

Lawrence's 84-acre campus sits on a bluff overlooking the historic Fox River in [Appleton, Wisconsin](#), a city of 74,000 residents. Nestled between a bustling downtown and residential neighborhoods, Lawrence's campus has ample green space and distinguished architecture. The Fox Cities region (population of over 200,000), especially downtown Appleton, has the cultural liveliness of a metropolitan location and highly regarded schools. Appleton International Airport is five miles from campus and is served by four airlines (American, Delta, United, and Allegiant) with non-stop flights to 10 destinations. Appleton is 90 minutes by car from Milwaukee and three hours from Chicago.

LEADERSHIP

[Laurie A. Carter](#) joined the Lawrence community as President in July 2021, bringing with her a focus on a student-centered approach to the University's decision-making. Carter comes to Lawrence after serving as president of Shippensburg University in Shippensburg, Pennsylvania, since 2017. Prior to assuming the presidency of Shippensburg, Carter served as executive vice president and university counsel for Eastern Kentucky University, where she provided leadership to 33 departments and oversaw a budget in excess of \$71 million. She also has extensive leadership experience in the performing arts, holding various inaugural leadership positions during her 25 years of service at The Juilliard School, considered the nation's premier performing arts college.

Carter serves as a commissioner for the Middle States Commission on Higher Education and is past chair of the Pennsylvania State Athletic Commission President's Council and is a member of the ThedaCare Healthcare System Board and Millennium Leadership Institute steering committee.

FINANCIAL SNAPSHOT

Lawrence is committed to careful stewardship of its resources. Budget-funded expenses for FY20 were about \$63 million and for FY21 about \$60 million, with approximately 64 percent of ordinary operating revenues coming from net tuition, room, board, and fees. In December 2020, Lawrence successfully completed the \$232 million [Be the Light! capital campaign, comfortably exceeding the \\$220 million goal](#). The generosity of donors is making possible increased financial and programmatic support for students, as well as renewal of key parts of Lawrence's built environment, including athletic facilities and residence halls. The endowment has grown significantly, from \$185 million to over \$487 million since 2012.

Enrollment (Fall 2021)	1,498 degree-seeking undergraduates
Comprehensive Fee (Fall 2021)	\$63,585
Percent of Students Receiving Financial Assistance	99%
Endowment (June 30, 2021)	\$487 million
Endowment per Student (June 30, 2021)	\$343,000

THE ROLE OF THE VICE PRESIDENT OF ENROLLMENT MANAGEMENT

Reporting directly to President Carter, the Vice President of Enrollment Management crafts and implements the overarching enrollment strategy for the University by implementing thoughtfully designed, data-informed strategic initiatives. The Vice President will build upon the best of Lawrence’s culture and traditions, while also bringing innovative approaches and national best practices to the universal challenge of recruiting students to a liberal arts college in today’s higher education landscape.

The Vice President of Enrollment Management oversees an operating budget of \$1 million and a dedicated staff of 25 enrollment professionals, including as direct reports an inaugural Associate Vice President for Enrollment focusing on student success, a strong Dean of Admissions, and an experienced Director of Financial Aid. In addition, the President’s supportive and collegial senior leadership team stands ready to partner with their new colleague in achieving the University’s enrollment goals and includes the following individuals:

- Assistant to the President and Secretary to the Board of Trustees
- Dean of the Conservatory of Music
- Provost and Dean of Faculty
- Vice President for Alumni and Development
- Vice President of Communications and Marketing
- Vice President for Diversity, Equity, and Inclusion
- Vice President for Finance and Administration
- Vice President for Student Life

The Vice President will be pleased to find that the campus community shares a strong sense that the recruitment and retention of Lawrence students is a university-wide responsibility.

OPPORTUNITIES AND CHALLENGES

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

- **Design and implement a holistic strategic plan for the University's long-term enrollment success.** As a forward-thinking, strategic planner, the Vice President of Enrollment Management will craft an overarching vision to guide the recruitment and retention of future classes while establishing key performance indicators to measure success. The Vice President will develop and implement updated recruitment, admission, and financial aid practices and policies to increase selectivity in anticipation of continued shifting national and global trends, while simultaneously ensuring that the Division's efforts are true to the University's values and priorities.
- **Expand the top of the enrollment funnel by increasing the University's visibility:** Lawrence has made important strides in recent years in expanding its geographic reach among prospective students, including strategically placing two regional representatives on the West Coast and one in Chicago. The new Vice President will assess past efforts and develop aggressive new approaches to helping Lawrence convey its message even more powerfully in a crowded landscape.
- **Develop an even stronger partnership between enrollment management and athletics:** Recruitment is the lifeblood of any athletic program. As an NCAA Division III institution, Lawrence University offers prospective students the opportunity to compete in 22 intercollegiate sports as one of the many reasons to enroll, and athletes represented 30 percent of the incoming class of 2021. The coaches, athletic administrators, and staff at Lawrence currently work closely with the admissions and financial aid offices to help recruit students who will thrive at the University. The next Vice President will work to foster the continued success of this critical partnership.
- **Continue Lawrence's efforts to attract and retain students from underrepresented backgrounds and to ensure that they feel a strong sense of belonging and an ability to thrive:** The new Vice President will be personally committed to contributing to Lawrence's culture of diversity, equity, and inclusion. They will work to recruit students and their families from a wide range of backgrounds and experiences and to ensure that Lawrence is a place where all students feel included and supported. In partnership with the Vice President for Diversity, Equity, and Inclusion and supported by the Associate Vice President for Enrollment, the new Vice President will ensure that the University is sustainably positioned to support and retain the talented students it admits.
- **Leverage the talents and resources of campus partners in a university-wide effort to attract and retain Lawrence students.** The new Vice President will nurture connections across the University, collaborating with students, faculty, staff, and alumni, in order to work as a team toward the University's enrollment goals. The new Vice President will be asked to lead the way in bringing fresh ideas and new approaches for engaging the entire campus in the effort to recruit and retain excellent, diverse classes.
- **Balance the insights gained from data with the power of personal recruitment:** The Vice President will continue to ensure at a high level that decisions about which geographic regions to target, how best to package financial aid, etc., are firmly grounded in data, with the help of analytics developed via the Slate platform. The Vice President will find the best way to further integrate data-informed approaches with Lawrence's recruitment process.
- **Ensure that Lawrence effectively communicates its impact and value to undergraduate students, parents, and key influencers through clear, creative, and consistent marketing and outreach.** The Vice President will closely partner with the Office of Communications and will skillfully evaluate the

effectiveness of efforts to increase Lawrence's national and international visibility among prospective students. In addition to maintaining strong relationships with college counselors at targeted high schools, the admissions marketing strategy will focus on reaching students who may not be aware of or be traditionally acculturated to consider a university like Lawrence. Developing a stronger social media presence, continuing to draw upon alumni, faculty, and current students as recruiting resources, and experimenting with new platforms and strategies for reaching today's students might all be part of the emerging strategy. And in exploring these new potential forms of outreach, the Vice President will ensure that all interactions and messages reflect Lawrence's culture and core values with consistency and integrity.

- **Mentor, and develop the exceptional and committed staff within the Offices of Admissions and Financial Aid.** The Vice President will lead a dedicated staff of admission and financial aid professionals, cultivating the skills of each individual staff member, building on their expertise, and encouraging their development through conferences and other forms of continuing education. An approachable and highly skilled people manager, the Vice President will continue to cultivate an atmosphere of collaboration and collegiality, both within the offices and across campus.

DESIRED QUALIFICATIONS AND CHARACTERISTICS

As a member of the University's senior leadership team, the Vice President of Enrollment Management will be a creative, compassionate, and data-informed leader with a demonstrated track record of success. The ideal candidate will also bring many of the following complementary abilities and experiences to their work:

- A strong commitment to the power and possibilities inherent in Lawrence's distinctive approach to liberal arts education;
- 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;
- A high degree of experience, comfort, and expertise in creating a more equitable and inclusive environment for people of all backgrounds and identities;
- Experience successfully leading complex strategic initiatives and translating high aspirations into achievable and measurable goals and accomplishments;
- 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;
- A genuine interest in connecting with people on behalf of Lawrence, whether prospective students and parents, faculty, fellow administrators, or admissions/financial aid staff;
- The ability to effectively balance high-level strategic thinking with hands-on engagement in daily activities, in keeping with Lawrence's culture and ethos;
- Outstanding communication skills, including the ability to persuasively convey Lawrence's academic distinctions and community feeling to a diverse range of audiences through multiple formats (in person, in writing, in marketing materials, via social media, etc.);

- Proven ability to develop rapport and work collaboratively with faculty to bring forward the best of Lawrence in the shared effort of recruiting and retaining students; and,
- A readiness to embrace the Lawrence community and work collaboratively with its friendly and talented faculty, staff, and students in pursuit of its mission.

For best consideration, please send all nominations and applications to:



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Lawrence is committed to enhancing the diversity of its faculty and staff and the viewpoints and approaches that a diverse community represents. We strongly encourage candidates who can contribute to diversity at Lawrence to apply.