



VICE PRESIDENT
FOR
ENROLLMENT



VICE PRESIDENT FOR ENROLLMENT

Washington College seeks an experienced, creative, and data-savvy leader to serve as its next Vice President for Enrollment. The Vice President will benefit greatly from the College's positive momentum under new President Mike Sosulski and the warm and collaborative campus culture that is part of the Washington College tradition. As the College makes major new investments in the residential physical plant, a new brand strategy, and technological updates, the next Vice President will join the Washington College community during a time of refocusing and revitalization. A key part of this momentum, the next Vice President will inherit a well-established enrollment operation and expanded resources to shape a new strategic direction for the division that is focused on sustainable enrollment growth and stabilization.

ABOUT WASHINGTON COLLEGE

Overview

Founded in 1782, Washington College is the tenth oldest and first college chartered after the creation of the new nation.

George Washington supported the founding of the College by consenting to have the "College at Chester" named in his honor, through generous financial support, specifically the sum of 50 guineas, and through service on the College's Board of Visitors and Governors – his only such involvement with an institution of higher learning. With close ties to the nation's founding, Washington College's 239-year history is a distinguishing factor and one proudly celebrated by the College community.

Washington College is located in historic Chestertown on the Chester River and within the environmentally important Chesapeake Bay region. The College's setting on Maryland's Eastern Shore has become an extension of the campus, serving as a laboratory for students' intellectual, social, and personal growth. Within a learning community of approximately 1,000 students, Washington College takes advantage of its size to provide a high-touch and personalized education that tests and expands each student's talent and potential. It celebrates the interaction between students and professors – of exploring and guiding, and learning by doing.

MISSION AND VISION

Mission: Washington College challenges and inspires emerging citizen leaders to discover lives of purpose and passion.

Vision: The enduring values of Washington College – critical thinking, effective communication, and moral courage – move the world.

VALUES

Integrity, determination, curiosity, civility, leadership, and moral courage are Washington College's core values. The College offers academic rigor and self-discovery in a supportive, residential community of well-qualified, diverse, and motivated individuals. The College develops in its students habits of analytic thought and clear communication, aesthetic insight, ethical sensitivity, and civic responsibility.

Unhurried conversation and close connections with an exceptional faculty and staff complement a broad curriculum of study. A beautiful campus, ready access to exciting cities and the Chesapeake Bay, and engagement with cultures and communities locally and around the world afford students ample resources and opportunities for personal exploration and shared challenges.

Washington College prepares students for rich and fulfilling lives; for myriad and unpredictable opportunities; and for a lifetime of learning, leadership, and productive endeavor.

THE WASHINGTON COLLEGE STANDARD

Washington College's small size presents students with a rare opportunity to enjoy a close-knit community atmosphere while its academic breadth enables students to choose from a wide variety of pursuits, both inside and outside the classroom. It also lends itself to educating the whole student in intensely personal, important ways. The College is committed to a low student-to-faculty ratio, and professors know their students by name rather than by student ID number. The College's commitment to the liberal arts and sciences encourages students to explore many areas of interest and to develop the capacity to reason, to appreciate literature and the arts, and to make the connection between one's course of study and its implications in society.

Five pillars provide the foundation of a Washington College education. They create well-rounded students, form a distinctive experience, and inspire successful graduates. We call these foundational principles **the Washington College Standard**.

- 1. Learning without Limits:** Our students and alumni follow their passions and constantly seek to find new ways to synthesize the things they love. Whether it's securing a meaningful [internship](#), traveling the world on [Chesapeake Semester](#), or doing field research right here on the [River and Field Campus](#), education is never confined to the classroom. By providing [hands-on learning](#) and meaningful job experiences alongside traditional instruction, we encourage students to craft the education that's right for them.
- 2. The Written Word:** No matter the major, all Washington College students graduate with the ability to communicate clearly and effectively and must partake in the [Senior Capstone Experience](#), which further serves to strengthen leadership capabilities. From our inclusive [first-year writing seminars](#) to the extensive literary lecture series offered by the [Rose O'Neill Literary House](#), and even to applications for our [Sophie Kerr Prize](#) (the world's largest literary prize awarded solely to undergraduate students valued at \$68,292 in 2022), opportunities for student writing are never restricted to the English department.
- 3. Environmental Action:** With guidance from the [Center for Environment & Society \(CES\)](#), Washington College is committed to creating and maintaining a sustainable, environmentally-friendly campus. [Student-led initiatives](#) like our Back to Tap Program, Bike Share, and Food Recovery Network give our whole campus community the chance to pitch in and make the world a better place. Our [Campus Garden](#) not only provides students with the ability to study and design sustainable food systems, but it is also the first certified Bee Campus USA in Maryland. The recently completed [Semans-Griswold Environment Hall](#) was constructed to Living Building Challenge standards, reinforcing our commitment to sustainability leadership.
- 4. History Informing the Future:** Washington College has provided an impactful liberal arts and sciences education [since 1782](#) and we leverage our past to inform the future. From the industry-leading work conducted by the [Starr Center for the Study of the American Experience](#) on preserving and updating oral histories to the [state-of-the-art equipment in our laboratories](#), Washington College learns from history but never stops looking ahead.
- 5. Meaningful, Lasting Connections: Unhurried conversation and close connections** with an exceptional faculty and staff complement our broad curriculum of study. At Washington College, our students never feel like a number and with a low [student-to-faculty ratio](#), professors don't just know our students' names, they develop lifelong friendships. A beautiful campus, ready access to exciting cities and the Chesapeake Bay, and engagement with cultures and communities locally and around the world afford our students ample resources and opportunities for personal exploration, connection, and shared challenges. Washington College fosters a tight-knit culture and a family for life.

LOCATION IN CHESTERTOWN, MARYLAND, AND UNIQUE ASSETS

Established as a colonial port of entry in 1706, Chestertown is situated along the banks of the Chester River, in Maryland. Building on its rich history and its beautiful location, Washington College invites students to learn in a traditional liberal arts and sciences setting but compels them beyond the classroom to understand complexity, solve real-world problems, and make a profound difference in an ever-changing world. These opportunities begin at their doorstep with the location on a major tributary of the nation's largest estuary, an ideal setting that reflects in microcosm the complexities of the world and gives the College's environmental programs their distinct character. Students and faculty can examine and directly affect local and global issues such as sea-level rise, water quality, food security, population distribution, and sustainable growth, while hands-on work built into the program connects students with the environment through experience, experimentation, and problem-solving.

Among the assets that make this possible are the 4,700-acre River and Field Campus, Semans-Griswold Environmental Hall on the Chester River waterfront campus, Foreman's Branch Bird Observatory, two research vessels, and the GIS Lab, which executes real-world environmental contracts and projects. The Center for Environment & Society supports students and faculty interests in the environment and provides an array of opportunities for applied, hands-on learning in real-world projects throughout the region.

The Washington College community draws inspiration from the College's legacy as a place where a revolutionary American vision of higher education for citizens of a thriving democracy has flourished since 1782. It believes that everyone here can make history: as students, as teachers, and as engaged citizens. The College's [Starr Center for the Study of the American Experience](#) connects students with the world beyond campus. And the [Washington College History Project](#) and [Asterisk Initiative](#) explore the history of Washington College, reconciling the College's past with the present realities of racial inequities.

Washington College also makes generous space for writers. Writing is foundational to the College's core principles, from First-Year Seminars to the distinctive Senior Capstone. It is second nature and takes place everywhere – even in a biology or math course that satisfies one of the writing requirements. Because the institution values the role of writing in each student's growth, the College has made a home for the written word in the Rose O'Neill Literary House, a three-story Victorian home for writers, which on any given day might host an open mic, Print Shop Workshop, or a late-night editing session for the newest issue of Cherry Tree. Students join their friends in the Lit House library to do homework, rehearse the performance piece they just wrote or talk about their favorite books. Down the block, in the Publications House, they work on one of the student-run publications, honing their skills as journalists, editors, designers, or wordsmiths.

This is the unique ecosystem at Washington College: one that provides students with everything it takes to build a career, explore the world around them, and live a life of purpose and passion.

Within walking distance of campus, downtown Chestertown is populated with friendly neighbors who make the students feel at home. Washington College welcomes local residents to attend events, readings, and lectures, to use [Miller Library](#), and to cheer on its [athletic teams](#).

The [Johnson Fitness Center](#) and [EV charging stations](#) are open to members of [The 1782 Society](#) who pay a nominal fee in addition to their annual contribution, and the [Casey Swim Center](#) offers community memberships.



In addition to various “Friends” organizations (Friends of Miller Library, Friends of the Arts, for instance), the [Washington College Academy of Lifelong Learning](#) and the [Women’s League of Washington College](#) always welcome new members. The College welcomes the support and engagement of its friends and neighbors.

COMMITMENT TO DIVERSITY

Washington College is committed to shaping an ever more inclusive and equitable community where all can thrive. The College has shaped the below **Diversity Statement**:

We, the students, faculty, staff, and Board of Visitors and Governors of Washington College, welcome, invite, value, and support a diverse community of individuals. We strive to create a place where all can study, work, and thrive. We believe in the worth, dignity, and safety of human beings of all races, ethnicities, nationalities, gender identities and/or expressions, sexual orientations, socioeconomic statuses, cultural backgrounds, cognitive or physical abilities, emotional and behavioral characteristics, ages, and educational levels. In the pursuit of academic excellence, we endeavor to be a community made up of people from a variety of backgrounds with differing perspectives, life experiences, religious, philosophical, and political beliefs, lifestyles, and ideologies.

We pledge to create a respectful and supportive environment for collaboration, empathy, and the building of meaningful relationships among members of Washington College. We commit to fostering a more equitable, inclusive, and engaged community that embraces all the complexity that each person brings to campus.

- We will empower all members to contribute ideas, ask questions, contest assumptions, and revise points of view through civil debate.
- We will confront and challenge attempts to dehumanize others through prejudiced attitudes, behaviors, and practices that exclude, demean, or marginalize any individual or group.
- We will encourage alumni, parents, visitors, guests, and the wider community to respect and embrace the values and behaviors that we embody.

Our promise is to cultivate a continuous desire and ability to understand and meaningfully engage with different perspectives and experiences, including those of historically underrepresented and marginalized groups. We seek to contribute to the full intellectual and emotional development of every person and to the enrichment of our local, regional, national, and global communities.





STUDENTS

Coming from all over the United States and more than 20 countries, Washington College's student body of approximately 1,000 is diverse and talented. Students craft their own curriculum from the more than 30 majors and almost 50 minors and concentrations that are offered across the College. One-third are student-athletes, competing in the Division III Centennial Conference. Students have created a thriving community of clubs and organizations, intramural sports and eSports, student government and Greek life. Dual-degree partnerships with universities like Duke and Columbia and the hands-on job experience that students obtain at Washington College lead to phenomenal career outcomes. Over 65 percent of students complete one or more internships. On average, over 90 percent of students are employed or enroll in graduate school within six months of graduation. The top graduate school destinations include the University of Maryland, Boston University, Georgetown, and Wake Forest.



ALUMNI

Washington College alumni can be found all over the world but remain a close-knit and supportive community. These alumni are remarkably accomplished across a wide range of occupations. They also remain connected to the College, playing a particularly important role working with the Center for Career Development to enhance opportunities for graduates moving into the workplace. The Alumni Relations office makes sure alumni are taken care of like family and provides opportunities for engagement through chapters and affinity groups.

FACULTY

Washington College's outstanding faculty are teachers first, pairing expertise in their discipline with a commitment to getting to know students as individuals and tailoring the broad curriculum of study to their students' needs and interests. The nearly 120 full-time faculty show their dedication every day by providing impactful learning experiences for students, creating safe and supportive living and learning environments, and building lifelong friendships. While teaching is the priority, Washington College faculty are also accomplished scholars, and our small student-to-faculty ratio means that students learn from, and research with, leaders in their fields.

LEADERSHIP AND STAFF

The College's dedicated staff of 300 perform the jobs that make Washington College home for students for four years. These are the chefs, coaches, public safety officers, groundskeepers, librarians, counselors, and many more. Every one of the staff is committed to the mission of helping students become citizen leaders, and they are the ones who truly turn the College community into a family. A core team of eleven staff members serves on the President's Senior Staff including: the Associate Provost for Diversity & Inclusion and Senior Equity Officer; the Associate Vice President and Director of Athletics; the Dean of Library and Academic Technology; the Director of Human Resources; the Provost and Dean of the College; the Vice President for Advancement, Alumni Affairs and Relations; the Vice President for Enrollment; the Vice President for Finance and Administration; the Vice President for Marketing and Communications; the Vice President for Planning and Policy and Chief of Staff; and the Vice President for Student Affairs and Dean of Students

BOARD OF VISITORS AND GOVERNORS

Since George Washington first served on the Board, Washington College has asked its governing body to provide the vision, the philanthropic support, and the leadership needed to strengthen the College's position among the nation's best small liberal arts colleges. The 36 members of the Board are variously appointed by the Board, the Governor of Maryland, and elected by the alumni of the College. They bring a broad range of experience and expertise to their governance role, from areas including the corporate sector, higher education, information technology, environmental stewardship, law, government, philanthropy, and healthcare.

ACADEMICS

Washington College knows that when it comes to education, one size doesn't fit all. That's why there are so many options for students to create their own compelling class schedule and work toward a major that truly inspires them.

Majors and Programs

- American Studies
- Anthropology
- Art and Art History
- Biology
- Biochemistry and Molecular Biology
- Business Management
- Chemistry
- Communication and Media Studies
- Computer Science
- Data Science
- Economics
- Education
- Engineering
- English
- Environmental Science and Studies
- History
- Human Development
- Humanities
- International Literature & Culture
- International Studies
- Mathematics
- Music
- Neuroscience
- Philosophy and Religion
- Physics
- Political Science
- Pre-Health Professions Programs
 - Pre-Allied Health Professions
 - Premedical
 - Pre-Nursing
 - Pre-Pharmacy
 - Pre-Veterinary
- Pre-Law
- Psychology
- Sociology
- Teacher Certification Programs
- Theatre
- World Languages and Cultures
 - Chinese Language
 - French Studies
 - German Studies
 - Hispanic Studies

Minors, Concentrations, and Areas of Emphasis

- Accounting
- Archaeology
- Art History
- Arts Management & Entrepreneurship
- Asian Studies
- Behavioral Neuroscience
- Biophysics & Biological Chemistry
- Black Studies
- Cell/Molecular Biology & Infectious Disease
- Chesapeake Regional Studies
- Clinical Counseling
- Creative Writing
- Dance
- Data Analytics
- Earth & Planetary Sciences
- Ecology & Evolution
- Entrepreneurship
- Ethnomusicology
- European Studies
- Finance
- Gender Studies
- Greener Materials Science
- Information Systems
- International Business
- Journalism, Editing & Publishing
- Justice, Law & Society
- Latin American Studies
- Marketing
- Medieval & Early Modern Studies
- Museum, Field, & Community Education
- Near Eastern Studies
- Organic & Medicinal Chemistry
- Peace & Conflict Studies
- Physical & Instrumental Chemistry
- Physiology & Organismal Biology
- Secondary Education
- Social Welfare
- Studio Art

Leadership

Dr. Michael J. (Mike) Sosulski, President

Dr. Michael J. (Mike) Sosulski, a leader in academic and student affairs, financial stewardship and change management, began his appointment as president of Washington College on September 1, 2021. He previously served as Provost at Wofford College in South Carolina.

During his tenure at Wofford, the college redesigned or reconstructed a range of vibrant academic spaces, including the \$4 million-dollar conversion of the Sandor Teszler Library into an Academic Commons; construction of the Rosalind Sallenger Center for the Arts; and most recently, the design and construction of a new \$9.5 million Green Globes certified academic science building. Sosulski also appointed the first academic Dean of Diversity, Equity and Inclusion, created the Diversity Search Advocacy Program to diversify Wofford's faculty, and led comprehensive work to strengthen shared governance, including the creation of an independent Rank and Tenure committee.

In addition to serving as Provost since 2016, he was also a full Professor of German at Wofford College. Prior to Wofford, he was at Kalamazoo College, serving first as an Assistant Professor of German and eventually earning the roles of Associate Professor, Department Chair in German Studies, and Associate Provost.

Sosulski earned his BS in German from Georgetown University, and went on to receive an M.A. and a Ph.D. in Germanic Studies from the University of Chicago.



OVERVIEW

The Vice President For Enrollment

Reporting directly to President Sosulski, the Vice President for Enrollment crafts and implements the overarching enrollment strategy for the College, uniting Washington College's warm and personalized recruiting approach with thoughtfully designed, data-informed strategic initiatives. The Vice President will be an experienced enrollment leader who will build upon the best of Washington College'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 for Enrollment oversees a budget of \$2.2 million and oversees a dedicated staff of 16 enrollment professionals, including as direct reports the Director of Admissions and Director of Financial Aid. In addition, the President's supportive and collegial Senior Staff stands ready to partner with their new colleague in achieving the College's enrollment goals and includes the following individuals:

- Associate Provost for Diversity & Inclusion and Senior Equity Officer
- Associate Vice President and Director of Athletics
- Dean of Library and Academic Technology
- Director of Human Resources
- Provost and Dean of the College
- Vice President for Advancement, Alumni Affairs and Relations
- Vice President for Finance and Administration
- Vice President for Marketing and Communication
- Vice President for Planning and Policy and Chief of Staff
- Vice President for Student Affairs and Dean of Students

The Vice President will be pleased to find that the campus community shares a strong sense that the recruitment and retention of Washington College students is a high priority and a college-wide responsibility. In addition to compelling academic innovations, the College is making key investments in its residential experience and athletics program that will resonate with prospective students. Facility upgrades include renovations to two residence halls and a new tennis facility. Additionally, new athletic offerings include men's and women's golf as well as track and field.

OPPORTUNITIES AND CHALLENGES

The Vice President for Enrollment will have the opportunity to provide strategic and visionary leadership in the following areas identified as key to advancing the positive trajectory of Washington College:

- **Collaboratively develop and lead a comprehensive, data-informed enrollment strategy consistent with Washington College's strengths, culture, and values to grow enrollment:** The Vice President will be the lead architect of the College's enrollment strategy and will have broad support in its development and execution. The Vice President will strive to optimize the College's ability to confidently and sustainably grow the student population and enroll future classes of diverse, excellent students who will thrive at Washington College.
- **Ensure that Washington College communicates its impact and value clearly, creatively, and powerfully:** The Vice President will partner with the inaugural Vice President for Marketing and Communication and the Office of Marketing and Communication to differentiate Washington College from other liberal arts colleges across the U.S. in both the domestic and international prospective student markets. The Vice President will serve as a vocal, visible, and innovative leader and partner in promoting Washington College in person, in print, and online.
- **Extend even further Washington College's efforts to attract and retain a diverse student body:** The new Vice President will be personally committed to contributing to Washington College'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 the College is a place where all students are supported and can thrive.
- **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. The Vice President will find the best way to integrate data-informed approaches with Washington College's high-touch recruitment process, which has been a core element in the College's past success.
- **Mentoring, developing, and retaining the exceptional and committed staff within the Offices of Admissions and Financial Aid:** The Vice President 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.

DESIRED QUALIFICATIONS AND CHARACTERISTICS

As a member of the College's senior leadership team, the Vice President for Enrollment will be a creative, collaborative, and data-informed decision-maker and leader with a demonstrated track record of success. A personal and professional commitment to diversity, equity, and inclusion is essential. The ideal candidate will have a master's degree or higher and will bring many of the following complementary abilities and experiences to their work:

- A deep commitment to the power and possibilities inherent in Washington College'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 continue to change in the coming years;
- Experience in 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 Visitors and Governors, and others;
- Demonstrated experience implementing a strategic recruiting strategy that is data driven;
- Outstanding communication skills, including the ability to persuasively convey Washington College'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.);
- The ability to build relationships of trust and shared purpose across a wide range of stakeholders including faculty, staff, parents, Chestertown community members, trustees, and others;
- A genuine interest in connecting with people on behalf of Washington College, 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 Washington College's culture and ethos;
- Proven ability to develop rapport and work collaboratively with faculty to bring forward the best of Washington College in the shared effort of recruiting and retaining students;
- The ability to recruit, train, and develop a strong and diverse recruitment team, and;
- An understanding of the collaborative leadership structure within higher education, the nature of the academic enterprise, and a commitment to the mission, vision, and institutional priorities of Washington College.

EEO STATEMENT

Washington College values diversity within our students, faculty and staff, and strives to recruit, develop, and retain the most talented people. Washington College does not discriminate in employment on the bases of race, color, creed, religion, sex, sexual orientation, transgender status, gender identity, age, national origin, disability, veteran status or any other legally protected status in accordance with applicable federal, state and/or local laws. For information on Washington College's Title IX compliance, please visit <https://www.washcoll.edu/title-ix/>.

OTHER INFORMATION

A background check will be conducted for finalist candidates. Employment is contingent upon completion of a successful background check and establishment of identity and verification of employment eligibility as required by the Immigration Reform and Control Act of 1986.

Salary will be commensurate with experience. Washington College provides a competitive benefits package.

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It is the policy of Washington College to provide reasonable accommodations for qualified individuals with disabilities for employment. If you require any accommodations to participate in any part of the hiring process, please contact humanresources@washcoll.edu.

NOMINEES AND APPLICATIONS

Review of candidates will begin immediately and continue until the position is filled. To submit your CV with cover letter for consideration please click [HERE](#). Additionally, confidential nominations or referrals should be directed to a.perez@storbecksearch.com.



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