



VICE PRESIDENT FOR ENROLLMENT MANAGEMENT AND MARKETING

Columbia College invites applications, expressions of interest, and nominations of candidates in its search for the next Vice President for Enrollment Management and Marketing.

The Division of Enrollment Management and Marketing

The Division of Enrollment Management and Marketing houses Marketing, Enrollment Services, Student Success, Financial Aid, and Recruiting & Admissions. These teams are tasked with coordinating, implementing, and evaluating the college's strategic recruitment initiatives.

The Position: Vice President for Enrollment Management and Marketing (VPEMM)

Reporting to the President, this senior administrative position will serve as the college's chief enrollment and marketing officer for all delivery platforms including on campus, at nationwide center locations, and online. The VPEMM will manage an annual budget of approximately \$10 million and lead a total staff of 90, including five direct reports. The VPEMM will be an important partner to the dedicated faculty, staff, Board, and alumni in the development and delivery of enrollment and marketing strategies that will lead the college into the future.

Opportunities and Challenges for the Next Vice President for Enrollment Management & Marketing

Develop and execute enrollment strategy

The Vice President will develop and lead the execution of a comprehensive and long-range strategic enrollment plan for the college that encompasses all delivery methods which include the traditional day campus in Columbia, the nationwide programs at more than 30 locations throughout the United States, and the flexible online option. The plan will support the college's overall mission and goals, inclusive of building new markets. Serving as a valued partner with units across the college in support of recruitment, retention, and student success efforts will be critical. The VPEMM will serve as an expert resource to senior administration and the larger community on trends and challenges facing both recruitment and persistence of both traditional and non-traditional students and will engage the full Columbia College community in enrollment efforts. The Vice President will monitor the changing higher education landscape to ensure Columbia College proactively prepares for and pivots as necessary to move the institution forward.

Provide leadership stability

The VPEMM will be a thoughtful leader able to identify team strengths and areas for growth in the creation of a high functioning division. The Vice President will listen carefully and offer stable, transparent, and engaged communication to advance the team in achieving the larger goals of the institution. As the higher education environment continues to shift, the VPEMM will bring a sophisticated

leadership style that can manage change and assess and realign resources and operations, as necessary to lead the college into the future.

Optimize the skills and resources of the team

The VP Emm will foster a culture of professional development, cultivating the talents of divisional staff members, building on their expertise, and encouraging their growth. An approachable and highly skilled people manager, the Vice President will continue to foster an atmosphere of collaboration and collegiality across the division and with all other units on campus, championing the work of enrollment management and marketing as a shared institutional responsibility and one in which all take pride. The Vice President will be a strong voice for the division in Columbia College's long-range planning efforts.

Create and lead a data-dependent model

The VP Emm will establish a data-dependent enrollment model able to predict future trends and identify both challenges and opportunities that lie ahead. The Vice President will lead the division in optimizing the capabilities of CRM tools that are already in place, ensuring the college engages with prospective students in the most effective way, personalizing the experience, and meeting students where they are on their educational path. The VP Emm will encourage the sharing of data and information across the Enrollment Division and the broader college and clearly communicate how the data can inform and achieve enrollment goals. All enrollment strategy will be driven by consistent, robust data and thorough analysis of all available information.

Promote a consistent and persuasive message across the college

Working closely with senior leadership and faculty, the Vice President will continue to craft the college's message and related branding elements to further expand the institution's reach. The Vice President will connect with a variety of audiences, which includes prospective students and families, local and national organizations, faculty, staff, students and alumni, on campus, at nationwide centers, and online through a variety of media platforms. The VP Emm will craft and share a compelling narrative about the distinctive and leading-edge set of educational experiences offered by the college.

Desired Qualifications and Characteristics:

The next Vice President for Enrollment Management and Marketing will be an innovative and energetic leader who will advance the enrollment management and marketing functions and develop sound strategies to move the institution forward. The Vice President will demonstrate a commitment to higher education and be able to articulate the value of a Columbia College education to a wide and varied audience.

Reporting to the President and serving as a valued member of senior administration, the Vice President for Enrollment Management and Marketing will serve as the principal steward of the college's enrollment and marketing initiatives. The next VP will have a bachelor's degree, advanced degree preferred, and at least seven years of experience in leading a successful enrollment management and/or marketing program at an administrative level.

The ideal candidate will possess:

- the capacity to provide strategic enrollment management at the highest level while at the same time working side-by-side with the team members to meet the stated goals;
- experience in strategic branding, marketing, and communication techniques;
- expertise with financial aid structuring and leveraging;
- experience using data analytics and design thinking to inform and shape enrollment strategy and inform risk;
- expertise in championing an institution-wide commitment to diversity and inclusive excellence;

- experience serving non-traditional and online student populations in both physical (central and locations nationwide) and virtual environments;
- an understanding of current and changing regulatory and compliance requirements for enrollment reporting;
- skills in hiring, motivating, and developing staff, fostering team work, and managing change;
- outstanding communication skills and the ability to clearly articulate strategies, direction, and outcomes to senior management and the larger campus community;
- the ability to establish and strengthen existing relationships across campus with students, faculty, staff, alumni, and other stakeholder groups in support of student recruitment and retention efforts;
- entrepreneurial thinking coupled with a willingness to take calculated risks;
- a deep commitment to supporting Columbia College's mission; and
- the ability to advocate for resources, with a focus on demonstrable return on investment.

About the College

Founded in 1851, Columbia College is dedicated to improving lives through higher education. As a private, nonprofit, coeducational liberal arts and sciences college, the college takes pride in its small classes, experienced faculty, and quality educational programs. Since its modest beginning, Columbia College has flourished in size and has become a nationally recognized educational institution.

A truly unique institution, Columbia College has a traditional campus and active evening program in Columbia, Missouri, more than 30 additional venues in 14 states and Cuba, and a robust online presence. The college serves more than 10,000 students and is unique in its ability to provide multiple access points to high-quality education at a nationally recognized and respected institution. The college offers associate and bachelor's degrees as well as master's degrees at the main campus, selected venues, and online. Columbia College is accredited by The Higher Learning Commission.

On its main campus, Columbia College offers 17 varsity sports as a member of NAIA Division I, as well as one of the top eSports programs in the country. The Cougars will also field Cheer and Dance programs beginning in 2021-22.

History

The College has a rich and varied history and a record of innovation in higher education. Columbia College was one of the country's first institutions to educate women, beginning at the time of its founding as Christian College in 1851. It was also a trailblazer in partnering with the military, beginning in 1973, when it extended venues to military bases to educate enlisted personnel. Columbia College was an early adopter of online education in 2000 and continues to be a leader in nonprofit online education.

Mission

Columbia College improves lives by providing quality education to both traditional and non-traditional students, helping them achieve their true potential.

Vision

Our vision is to be a highly innovative institution of higher education, dedicated to excellence in both its traditional and non-traditional programs nationwide.

Values

We believe all students deserve access to affordable, quality education. We believe higher learning should be individualized, innovative, and flexible. We believe a liberal arts core curriculum produces globally

engaged citizens who are creative, curious, and ethical. We believe people of all beliefs and backgrounds should engage in civil discourse and discovery.

Strategic Plan

Since 2016, a clear and ambitious five-year plan has guided the institution's efforts around shared purposes. The five major goals of the plan include:

Goal #1: Educational Innovation

Continue the college's tradition of educational innovation by actively experimenting with new educational models, programs, and technologies and moving more quickly than competitors when the path becomes clear.

Goal #2: Improve the Student Experience

Ensure that students have a positive experience with Columbia College from the time they apply to well after they graduate. Expect outstanding student service from all employees of the college. Attract and retain students, in part, because of the way they are treated.

Goal #3: Maximize Financial Performance

Ensure that all employees of the college exhibit financial discipline, allowing for significant investments in areas that improve the student experience and grow the college. Alumni and friends will appreciate sound stewardship and be motivated to contribute.

Goal #4: Grow Enrollments

Grow enrollments on both the residential day campus and the nationwide venues by creating highly effective marketing campaigns and admissions processes, expanding the college's nationwide footprint, and enhancing the student experience.

Goal #5: Maximize Employee Performance

Attract and retain talented employees by offering professional growth opportunities, a competitive salary, and excellent benefits to become an employer of choice for the ambitious and highly motivated.

Points of Pride

- In 2019, Columbia College was ranked the third-most-secure campus in the country, according to ASecureLife.com. The company analyzed 10 years' worth of crime data from colleges in the U.S. to compile its Top 10 list.
- Columbia College is a perennial member of *Military Times'* "Best for Vets: Colleges" list. These annual rankings are based on accreditation, graduation rates, staff, transfer credit policies, academic support, and participation in the Yellow Ribbon program.
- Columbia College's online bachelor's degree programs were recognized among the nation's 2018 Best Online Bachelor's Programs. The college was also named among the 2019 Best Online Bachelor's Programs for Veterans by *U.S. News & World Report*. Recognition was based on teaching practices and student engagement, faculty credentials and training, and student services and technology.
- GetEducated.com, a respected clearinghouse of accredited online programs, designated Columbia College as a "Best Buy" for several online degrees.
- Columbia College is named a "College of Distinction" by Student Horizons, Inc. It is one of 250 higher educational institutions in the U.S. and six in Missouri to receive this honor. Student

Horizons seeks to go beyond commercially-driven rankings and focus on the quality of education students receive. Colleges are recognized for their commitment and performance of the “Four Distinctions:” engaged students, great teaching, vibrant communities, and successful outcomes. The selection process involves reviewing faculty/student ratios, average class size, the first-year experience, and general education curriculum. It also includes experiential elements in the curriculum, residential and extra-curricular activities, and the school’s strategic plan.

- RegisteredNursing.org recently ranked Columbia College as the second-best school for RN programs in Missouri, based on analysis of the NCLEX-RN pass rates of 54 schools.

Campus

The main campus is located in Columbia, Missouri. It features a mix of 37 historic and cutting-edge facilities with approximately 600,000 square feet of space. The oldest building on campus is Williams Hall, which was built in 1849. It is the oldest building in continuous academic use west of the Mississippi River. The newest building, New Hall, was completed in 2019. This beautiful, 60,000 square-foot structure features three floors of residential living space and is the home of the Robert W. Plaster School of Business on the ground floor.

The well-maintained campus grounds extend over about 45 acres, including the college’s newly upgraded Quad, which features the Alumni Fountain, a favorite for the entire campus community. Visitors are drawn to campus each spring to enjoy more than 12,000 tulips in full bloom and colorful planting areas throughout the summer.

Columbia, Missouri

Columbia is Missouri's fourth-most-populous and fastest-growing city. It is also a vibrant college town. Columbia College, the University of Missouri, and Stephens College, which surround the city's downtown, have made the city a center of learning. Originally an agricultural town, developing the minds of today’s learners is Columbia’s chief economic concern today.

Columbia is known for its outstanding quality of life. An excellent school system, state-of-the-art healthcare facilities, plentiful entertainment opportunities, a low cost of living, and a “green” environment are city highlights. Columbia is home to robust healthcare, insurance, and technology industries. Companies such as Shelter Insurance, Carfax, Veterans United Home Loans, and Slackers CDs and Games, were founded in the city. Cultural institutions include the State Historical Society of Missouri and Museum of Art and Archaeology. The True/False Film Festival and the Roots N Blues Festival are both annual highlights on the area calendar.

Columbia is also a haven for outdoor enthusiasts. The city rests upon the forested hills and rolling prairies of Mid-Missouri, near the Missouri River valley and the Ozark Mountains. Surrounding the city, Rock Bridge Memorial State Park, Mark Twain National Forest, and Big Muddy National Fish and Wildlife Refuge offer plentiful opportunities for recreation. The Columbia Agriculture Park is home to the Columbia Farmers Market.

Located at the intersection of Interstate 70 and U.S. Highway 63, Columbia is central in the state and the nation. St. Louis and Kansas City are both within a two-hour drive.

College Diversity – Many Voices, One Columbia College

The college serves a diverse community of students at locations throughout the country and is committed to ensuring that each and every student, faculty, and staff member feels safe and valued. Columbia College maintains a safe place for open discourse, supports activities that promote diversity and inclusion, and overall, fosters a strong sense of community.

Columbia College reflects the growing diversity of the United States, with nearly 46 percent of its undergraduates self-identifying as members of historically underrepresented groups. More than 25 percent identify as Black/African-American and nearly nine percent as Hispanic/Latinx. The college strives to have students taught by a diverse faculty, and nearly 27 percent of faculty members self-identify as members of historically underrepresented groups. Since its inception, Columbia College has been a welcoming place.

Alumni

Columbia College has more than 94,000 living alumni worldwide. Included among them are leaders in business, government, the military, sports, entertainment, and education.

College Leadership

Dr. David Russell was named interim president of Columbia College on January 7, 2021. A member of the college's Board of Trustees since 2016, Russell had served as chair of the college's governing body since July 1. Before he was appointed chair, he served on committees responsible for Finance and Investments, Academic Affairs, and Plant and Facilities.

Russell has been dedicated to public service for more than 50 years. He served as Missouri's Commissioner of Higher Education and CEO for the Missouri Department of Higher Education in 2010. He oversaw a statewide system that served 430,000 students attending both public and independent two- and four-year colleges and universities.

Prior to his role as state commissioner, Russell spent nearly 20 years working for the University of Missouri System in several senior administrative positions, including UM System chief of staff. He was appointed a general officer and senior associate vice president of the university in 2009.

Before his career in academia, Russell completed a highly decorated 22-year Army career as a commissioned officer, retiring with the rank of lieutenant colonel in 1991. He held command and staff positions in infantry, personnel management and public affairs.

The President's senior administration team includes:

- Provost and Senior Vice President Academic Affairs
- Vice President for Enrollment Management and Marketing
- Vice President for Advancement
- Vice President for Facilities Operations
- Chief Financial Officer
- Chief Information Officer
- Executive Director of Human Resources

The Board of Trustees

The Columbia College Board of Trustees is composed of 21 engaged and supportive members. They are leaders in higher and secondary education, the military, faith-based organizations, publishing, business, and law. The Board provides fiduciary leadership of the college and conducts business through various committees.

Financial Overview

Thanks to shrewd stewardship and entrepreneurial thinking, Columbia College is in strong financial health. It has maintained balanced or surplus budgets for more than 30 consecutive years and has taken on no long-term institutional debt. Its endowment is at an all-time high of \$160 million, with most of the funds unrestricted.

Ninety percent of the college's revenue comes from programs serving its non-traditional student base. The tuition discount rate 49 percent for non-traditional students and is 56 percent for traditional students.

Nominations and Applications

Review of candidates will begin immediately. For best consideration, please send all confidential nominations, inquiries, and expressions of interest to:

Ms. Julie E. Tea, Partner

Ms. Julie Williams-Krishnan, Senior Associate

Storbeck Search

ColumbiaVPEMM@storbecksearch.com

Columbia College is committed to creating an inclusive employee experience for all regardless of race, color, national origin, gender, religion, sexual orientation, age or disability. The college maintains a safe place for open discourse; supports activities that promote diversity and inclusion; and overall, fosters a sense of community that welcomes everyone.