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CapitalUniversity
COLUMBUS, OHIO

VICE PRESIDENT FOR STRATEGIC ENROLLMENT MANAGEMENT

CAPITAL UNIVERSITY INVITES NOMINATIONS AND APPLICATIONS FOR THE POSITION OF VICE PRESIDENT FOR STRATEGIC ENROLLMENT MANAGEMENT (VPSEM).

Reporting to the president, the VPSEM will be Capital University’s chief enrollment officer, providing strategic leadership to all aspects of enrollment management at a moment of uncommon opportunity in the life of the University. The VPSEM will join Capital University’s newly appointed president, Dr. Elizabeth (Beth) Paul, in launching a new era of planning and innovation. While building on the University’s considerable accomplishments of the last decade, elevating and distinguishing Capital’s enrollment efforts will be a singular priority in the coming years.

The new vice president will lead and manage an enrollment division that is responsible for admission to Capital’s undergraduate program, law school, the adult and graduate education programs, and the English as a Second Language (ESL) program, each of which has its own admission director. At the current time, the enrollment division also includes financial aid, institutional research, and the registrar.

The new vice president will be invited to assume her/his duties as soon as professionally and personally possible in the 2016-2017 academic year.
ABOUT CAPITAL UNIVERSITY

Capital University is a mid-sized, four-year undergraduate institution and graduate school whose main residential campus is in the greater Columbus community of Bexley, and whose law school is located four miles west in the heart of downtown Columbus, the 15th largest city in the United States.

Mission and Values

Capital University exists to transform lives through higher education. It is a mission rooted in the 1830 founding by the Lutheran Church and in the 1850 charter granted by the Ohio legislature. The mission flourishes today in Capital University’s position as a leading private, comprehensive university that prepares students for lives and careers of meaning, impact, and fulfillment.

Delivering an educational experience that is personal, urban, supportive, and experiential, Capital draws on the Lutheran principle of free inquiry to:

- Provide for personal growth by encouraging, enabling, and celebrating learning;
- Prepare knowledgeable, independent, critical thinkers who are educated for lives of leadership and service in an increasingly diverse society; and
- Inspire individuals to be morally reflective, spiritually alive, and civically engaged.

Capital leverages the timeless advantages of its liberal arts core and the focused development of specialized skills and experience from rigorous professional programs, all taught by a faculty that champions high-impact teaching and learning, scholarship, and service. The results are graduates who are confident in what they know, eager and adaptable to apply their knowledge and solve problems, well connected, and motivated to be a force for good in the world.

Academics

Capital serves a diverse student body of nearly 3,500, including traditional undergraduates, students who have returned to college to complete their bachelor’s degrees, graduate students, and those seeking a specific license or certification. More than 60 majors, 50 minors, four undergraduate degrees, and seven graduate degrees are offered in:

- Music, Arts, and Communication
- Business and Management
- Education
- Humanities
- Natural Sciences, Mathematics, and Computer Science
- Nursing
- Law
- Social Sciences

Comparing NSSE scores to those of students at peer institutions, Capital students reported greater student-faculty interaction, collaborative learning, and research with faculty. Capital students indicated they were more likely to participate in an internship or similar immersive field experience, and to enroll in a culminating senior experience or capstone.

Highly motivated, curious students who want to blaze their own paths find their place in Capital’s Honors Program. Through honors courses, immersive experiences, capstone projects, and robust, self-designed co-curricular activities, students learn what it means to be a true scholar in their field. While connecting with their intellectual peers, and with professors who feed their passion for lifelong learning and personal growth, honors students achieve breadth and depth of knowledge through independent research and learning, and develop leadership acumen and commitment to service.

Undergraduate research is highly supported at Capital and students regularly present at regional and national academic meetings, including the National Conference on Undergraduate Research, the American Psychological Society, and the Ohio Academy of Sciences. Capital hosts its own annual Symposium on Undergraduate Scholarship each year to highlight students’ research accomplishments. The University celebrated 20 years of undergraduate research at the symposium in April 2016. In addition, Capital’s recently established Summer Scholars program supports student engagement in mentored research during the summer term.
With a 12:1 undergraduate student-faculty ratio, being a Capital faculty member requires a deep passion for teaching, learning, scholarship, and engaging students. The Center for Excellence in Learning and Teaching is a key partner in helping faculty optimize student learning. Services offered are always growing and adapting to the changing landscape of technology and scholarship of teaching, including advances in academic technology, assessments, grants, and instructional design.

Endowed chairs and professorships have been established in the humanities, education, nursing, business, biological sciences, law, and religion. Among Capital’s prominent programs are those in the Arts and Sciences, the Conservatory of Music, Business and Management, Nursing, and Law.

The liberal arts and sciences at Capital shape critical thinkers, analytical minds, careful communicators, and scientists – social, natural, mathematical, and computational. Offerings in the arts, humanities, social sciences, education and social work, mathematics, computer science, and the natural sciences prepare well-rounded, critical thinkers and educated citizens.

The ESL program prepares non-native English speakers to move into all academic programs of the University. Recently, as much as 48 percent of the international student population has had English preparation through Capital’s own ESL program.

The Conservatory of Music has been preparing students for a wide range of music careers since 1919. Individual students and ensembles win the highest honors at regional, state, and national competitions. Undergraduate and graduate students establish themselves as professional performers, teachers, conductors, composers, and music business and industry entrepreneurs.

Capital’s business and management undergraduate and graduate programs teach students to master the broad foundation expected of all business majors, and to apply business skills in complex environments with actual clients. With access to relevant and challenging internships at influential businesses, industries, and start-ups located just a few miles from campus, graduates have launched successful careers with the benefits of practical learning experiences in their chosen fields.
Celebrating 65 years, Capital's undergraduate and graduate nursing programs flow out of a mission to educate professional nurse leaders for lives of service promoting health and healing within a diverse community. Benefiting from real-world field experiences with some of the nation’s top-ranked hospitals and health care organizations in Columbus, graduates are recruited by hospitals, health care systems and community-based care centers nationwide.

Capital Law School’s extensive curriculum balances advanced courses in emerging areas of law with meaningful experiential opportunities and skills training. It was the first law school in Ohio to offer a course in oil and gas law and a concentration in energy law. This year, Capital launched the state’s first combined 3+3 BA/JD program, creating an accelerated pathway for qualified and motivated students to complete their baccalaureate and law degrees in six years instead of seven. The Law School provides robust opportunities for experiential learning through an extensive externship program, pro bono honors program, litigation clinic, and the unique Family and Youth Law Center. National Jurist magazine named Capital to its first honor roll for law schools that deliver practical training. Law alumni include federal and state judges, elected officials, and leaders of law firms and corporations.

The Campuses
Capital University's main campus is picturesque, walkable and urban. It’s situated on 54 acres in the Columbus, Ohio, community of Bexley. Capital’s Law School is located four miles west in an urban enclave of downtown Columbus called the Discovery District, where culture, art and academia converge. Capital’s facilities embody the mission of the University, supporting and enhancing teaching and learning, and the development – academic, personal, and social – of its students. From classroom buildings and administrative offices to residence halls, labs, performance spaces, studios, and The Schumacher Art Gallery, whose permanent collections offer more than 2,500 works, the campuses are consistently maintained to ensure safety, comfort and successful learning experiences.

The University is currently constructing a Convergent Media Center, a space in which traditionally separate yet related degree programs and disciplines will converge to form an active learning hub where ideas and imagination will meet creation and communications. The 34,430-square-foot structure will support existing and emerging degree programs that embody technical arts and convergent media, and that will flourish in an interdisciplinary, innovative, and collaborative environment. It is intended to be the confluence of tradition and the digital age, facilitating connections among past, present, and future.

Student Success
Capital is two years into a comprehensive Student Success Initiative to optimize every function, policy, system, and practice that impacts the student experience, with particular focus on improving the first-year experience. Capital’s belief that every student brings the potential to positively impact an evolving world gives everyone a vested interest in student success and fuels determination to work together – as teachers and students, as mentors and scholars.

Sponsored by the John N. Gardner Institute for Excellence in Undergraduate Education, Capital participated in the national Foundations of Excellence project to study and enhance programs that impact students’ experiences in the first year of college.

Other initiatives include the launch of a peer-advising program, promoting education and social engagement opportunities among faculty, staff, and students, and embedding career development in first-year curricula and experiences.

The Law School’s Academic Success Program provides first-year students with opportunities to attend workshops and to receive one-on-one guidance on critical study skills. The Bar Success Program provides students with dedicated faculty to support the process of applying to and preparing for the Ohio Bar.

Student Life
In an atmosphere frequently referred to as the “Cap Family,” student life at Capital is diverse, supportive, and active. With more than 100 clubs and organizations, student engagement opportunities span the arts and media, fraternity and sorority life, student programming, religious and cultural organizations, student government, leadership development, sports and recreational opportunities, honor societies, and service organizations. Among its more than 50 music ensembles, Capital’s prestigious Chapel Choir is best known for performing a wide range of sacred and secular choral literature at home and abroad.

Capital has a robust and successful NCAA Division III program that has been nationally recognized in a number of different sports. Athletics has become a key enrollment strategy for Capital. Currently, one in five undergraduates is a student-athlete. The student population participates in 20 different sports. As part of the five-year plan, Capital is exploring the addition of new sports such as swimming, men’s volleyball, women’s field hockey, as well as expanding JV teams.

Students are also involved off-campus through broad engagement in the community.
Capital students join community partners like the City of Columbus and United Way of Central Ohio for the ColumbUS Volunteer Challenge in a citywide collaboration to inspire, mobilize and challenge Central Ohioans to serve and create a more engaged community. Throughout the academic year, hundreds of students and staff give back at dozens of sites across Columbus and Bexley, strengthening connections among the University, Central Ohio’s social service agencies, and the people they serve.

Our Larger Community
As the fastest-growing city in the Midwest, Columbus serves as a vibrant extension of the Capital campuses. Capital is within easy reach of a dynamic arts and cultural scene, beautiful natural surroundings including abundant rivers, lakes, and parks, and extensive trails for hiking and cycling. Home to 15 Fortune 1000 companies, leading research and technology businesses, and one of the highest populations of college students in the nation, Columbus is young, creative, smart and open to ideas and innovation. The capital city is in the top 30 of Forbes’ Best Places for Business and Careers.

Located just four miles from downtown Columbus, the community of Bexley is Capital’s home, while Capital’s Law School campus is located in the heart of downtown. A historic and close-knit community known for its neighborhood atmosphere, its highly ranked public school system and private schools, and an enviable overall quality of life, Bexley is largely residential with more than 4,000 households in a 2.5 square-mile area.

Capital greatly enriches the intellectual, creative, and cultural life of the community by creating avenues of public access to figures whose commentary nurtures thought, debate, and social dialogue. The university hosts performing arts events, Pulitzer Prize winners, journalists, authors, political figures, and recreational and athletic activities to involve and enrich the larger community.
ENROLLMENT MANAGEMENT AT CAPITAL

Overseeing a staff of nearly 50 individuals and an operating budget of $1.5 million, the new VPSEM will provide leadership for several key areas of the University community, including three currently separate and distinct admission offices.

• The traditional undergraduate admission office is responsible for recruiting first-year, transfer, and ESL students to what has been an average incoming class of 750 over the last eight years. This outcome has included the largest class in Capital’s history in 2010 and the most diverse class in 2015. This performance, coupled with improving qualitative measures in the enrollment profile, bodes well for the new VPSEM.

• The adult and graduate admission office is responsible for enrolling and supporting students in both undergraduate populations (evening adult degree completion, education licensure, and accelerated nursing programs) and graduate programs (Master of Business Administration, Master of Music in Music Education, Master of Science in Nursing, and a newly approved Master of Arts in Education).

• The law admission office handles the recruiting process for the Juris Doctor students (both full-time and part-time programs), as well as the Law School’s graduate law programs. Capital Law School enrollments reflect the national trends of recent years; however, the early estimates for fall of 2016 suggest stability in the number of incoming students when compared with the past year’s class.

The current Board-endorsed, multiyear enrollment plan was authored in 2011. It was the first multiyear plan in the enrollment division’s history, extending through 2016 and reflecting the objectives of the University’s previous all-University planning effort. The current all-University plan (www.capital.edu/Shaping-Our-Future/) is now in its second year of implementation. Recognizing the potential adjustments that the new administration may make in the all-University plan, it is a poignant moment for the new VPSEM to organize and implement a new and compatible strategic plan for the enrollment management division.

In addition to the three admission areas, the enrollment management division currently includes oversight of the Financial Aid offices (both main campus and Law School), the University Registrar’s Office, the Law School’s Records and Registration Office, and the Office of Institutional Research. Equally important are the collaborative efforts of the VPSEM in working with Academic and Student Affairs, Athletics, Business and Finance, University Advancement, and Integrated Marketing Communications, all engaged with enrollment management on the President’s Cabinet.

Capital has utilized a third-party consultant to assist in the awarding of institutional financial aid for the traditional undergraduate population as well as for Law School applicants. With the help of this counsel, robust financial aid modeling is maintained and monitored constantly throughout the enrollment cycle.

Finally, the VPSEM will serve as the main staffing contact with Capital’s Board of Trustees in all matters of student enrollment. The Board’s standing committee on Enrollment Management provides a critical point of consultation about enrollment issues on a regular basis throughout the year.
THE AGENDA FOR THE NEW VPSEM

Central to the new vice president’s success at Capital will be her/his ability to think strategically, to integrate all aspects of enrollment management operations into an effective whole, and to work collaboratively across all constituencies of the University. While meeting annual enrollment targets will remain primary in the vice president’s portfolio of responsibilities, collaboration with others will be essential in influencing student success, retention and persistence, graduation rates, financial aid modeling and planning, branding and marketing, and the engagement of all campus constituencies in the enrollment program. These links between the vice president and others in the University are fundamental to the success of this appointment. This is a transformative leadership opportunity in which a new VPSEM will have university-wide impact on the welfare of Capital’s future. The agenda of opportunities includes but will not be limited to:

Developing the Next Strategic Enrollment Plan
While moving in concert with the larger Capital strategic plan, the VPSEM will be asked to look boldly and creatively at the full range of available resources, current strengths, and opportunities for growth and development. The next plan is expected to be solid and ambitious, and developed around the analysis of data and best practices, clear objectives, and measurable goals. The ultra-competitive nature of enrollment patterns in Ohio and the surrounding region calls for vision, imagination, and experience in the development of Capital’s enrollment pathways for student success.

Including All University Constituencies in Visioning
By collaborating across all University constituencies at the outset of the planning, the new VPSEM will benefit while learning quickly about the best means of advancing the enrollment program. Not only will inclusiveness and transparency tap a rich cross-section of ideas, but it will also build an enthusiastic culture around Capital’s activity to attract and keep students. Much will be gained by collaborating with faculty, staff, students, and alumni in all aspects of the strategic enrollment program.

Reflecting Capital’s “Buzz”
With the arrival of new presidential leadership, the Capital community is anticipating an affirming sense of energy to emerge during the coming months. Embracing and reflecting the resulting institutional “buzz” will be critical to promote institutional and cultural changes that align with the strategic directions of the University. The VPSEM will interpret Capital’s mission and understand the nuances of the curricular and co-curricular programs that support that mission. Enthusiasm for building the enrollment program for all of Capital’s potential students will be an essential ingredient in the VPSEM’s success.
Building Creatively on Capital’s Strengths
The new vice president will be expected to identify areas in which Capital can build on its strengths and to provide counsel about mission-driven areas in which new program development could bolster enrollment. The opening of the Convergent Media Center (described earlier in this narrative) is a prime example of a resource in which innovative programs of study will incubate and flourish. With a deep understanding of and appreciation for Capital’s mission, the VPSEM should bring a compelling perspective on new program opportunities suitable for development at Capital.

Refining Capital’s Market Position
Many at Capital agree that the University’s “brand” deserves aggressive attention as a major component of the overall enrollment strategic plan. Whether more clearly defining the market position of the undergraduate program, Law School, or the adult and graduate programs, the VPSEM’s analysis and experience with carving out market profile is a priority. The nature of Ohio’s admission marketplace demands an enrollment plan that will creatively refine Capital’s market position and value propositions. When sharpening Capital’s brand in the admission arena, the new vice president will work in close partnership with the Integrated Marketing Communications Office, where work is already underway in this area.

Joining the Leadership Team
As a member of the President’s Cabinet, the VPSEM’s voice around Capital’s leadership table will be consequential. The University’s future will be impacted directly by the quality of this team’s work, in conjunction with the president and the Board of Trustees. Once again, qualities of collaboration, cooperation, and genuine teamwork will be essential in further building this team.

Managing While Leading
The VPSEM’s ability to provide strong management skills to the enrollment division will be critical. Implementing the strategic plan, considering alternative financial aid models, understanding the application of technology, and setting priorities in a climate of finite resources will all require a good manager’s best judgment and decisiveness. In few other areas is the use of metrics and a sophisticated analysis of data more important to the overall success of the program. In addition, thoughtful management of human resources in the enrollment program will deserve the vice president’s attention. Nurturing staff development, setting performance objectives, evaluating outcomes, and maintaining accountability will be important management functions.

Enrolling a Gifted, Diverse, and Successful Student Body
The new vice president’s impact will be felt throughout this agenda of professional opportunities, but none is as important as her/his ability to set significant and feasible goals, and then reach those targets with a consistently successful enrollment program.
DESIRED ATTRIBUTES OF THE VICE PRESIDENT

The vice president for Strategic Enrollment Management will be a collaborative leader who will develop creative and contemporary enrollment strategies that will engage the entire Capital community. A strong work ethic, authenticity of character, and approachability will add to the effectiveness of this appointment, as will an understanding of the comprehensive independent university in general and a passion for Capital's mission in particular. Significant experience in enrollment management and/or related fields will be critical. Beyond this, the successful vice president will be:

- A visionary leader, able to prioritize and lead by ideas, while building trust among and between all Capital constituencies;
- A keen and creative strategic planner, committed to collaboration as a means of planning;
- An advocate for the comprehensive, independent, liberal arts-centered university, knowledgeable about the needs of future generations of learners, the development of programs to engage them, and the changing face of higher education;
- A person with a track record of success, a thorough understanding of the complexities of enrollment management, and experience with best enrollment practices, including knowledge of higher education marketing and branding;
- A relationship builder who can communicate with ease and relate to potential students (at all levels) and their families, and who will build effective partnerships on campus with faculty and staff, coaches, and co-curricular program leaders;
- A person who will handle data smartly in the analysis of the operation, and who will balance metrics and instinct in making prudent decisions;
- Someone with a strong and demonstrated capacity in current and emerging technologies and techniques, including the best uses of social media in strengthening the enrollment process at Capital;
- A person of intercultural competence, with an ability to develop and support diversity and inclusiveness throughout the Capital community;
- A person who understands the distinctiveness and advantages of NCAA Division III athletics;
- A person who will appreciate Capital's Lutheran heritage and openly embrace it as key to the value-centered profile of the University's ethos; and
- A community-minded individual who will see additional advantages, both personal and professional, in Capital's urban location in Columbus, Ohio.
THE APPLICATION PROCESS

The VPSEM Search Committee will be accepting nominations and applications on a rolling basis throughout the summer of 2016, and will begin to narrow the candidate pool in early August. Although applications will be accepted until a new vice president is selected, candidates should submit materials by 5 p.m. on Friday, July 29, for the most-favorable consideration. The new vice president will be invited to begin work as soon as possible after September 1, 2016, but no later than November 1.

Dr. Thomas B. Courtice is assisting with this search. Nominations and prospective candidates may contact him at tom.courtice@gmail.com or at 614/395-6631.

Application materials should include:
1. a letter that responds to the Agenda for the New VPSEM,
2. a complete CV or resume, and
3. the names and contact information (phone and email) for three references, none of whom will be contacted until a later stage of the search nor without the candidate’s formal permission.

APPLICATIONS SHOULD BE SUBMITTED TO:
Dr. Terry Lahm, Chair
VPSEM Search Committee
CapVPSEM@gmail.com

All inquiries and applications will be received and evaluated in full confidence.

For more information about Capital University, visit our website at www.capital.edu.

Capital University is an equal opportunity employer. Qualified minorities, women, and individuals with disabilities are encouraged to apply.

Right to Know – Consumer Information is available at www.capital.edu/About-Capital/Facts-and-Figures/Consumer-Information. Hard copy available upon request.