

COTTNEY



Nevada, Missouri

Dean of Enrollment Management

POSITION SPECIFICATION

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WITT / KIEFFER

THE OPPORTUNITY

Cottey College seeks an experienced enrollment management professional who is dynamic, strategic, a talented leader and manager, and a compelling advocate for women's education, one who aspires to make a significant impact on the lives of women and on the future of the College.

Under the inspirational and skillful direction of President Judy Rogers and together with the trustees of the College, the president's team has set an ambitious target for enrollment growth. The dean of enrollment management will lead the enrollment management team and the Cottey community in achieving this goal, and in fulfilling the mission of the College. Knowledge of and expertise in the broad array of strategies, tools, and best practice in enrollment are essential.

The dean will provide leadership to the admission and financial aid function and bring vision, strategic focus and exceptional execution to all enrollment-related issues. Holding the academic mission and the welfare of the College and its students paramount, the dean will develop and lead a devoted staff that is eager to embrace the challenges ahead. Most important, the dean will be a person of unimpeachable integrity with an inclusive, team-oriented management style and truly exceptional communication and relationship-building skills.

Cottey College is an independent, two-year residential liberal arts college for women founded in 1884 by Virginia Alice Cottey. Cottey is now owned and supported by the P.E.O. Sisterhood, an international philanthropic educational organization dedicated to providing excellent education opportunities for women. The College is also supported by a network of over 8,400 dedicated alumnae. Providing a transformative education in the liberal arts and sciences to women who then transfer to four-year colleges and universities throughout the United States and abroad, Cottey is located in Nevada, Missouri, approximately 100 miles south of Kansas City, and enrolls approximately 350 students from 40 states and 15 countries.

For information regarding a nomination or expression of personal interest in this position, please see the section entitled "Procedure for Candidacy" near the end of this document.

COTTEY COLLEGE: AN OVERVIEW

A Cottey College education emphasizes high academic standards with unique opportunities for personal growth for young women through residential, cultural, and intellectual experiences. The College plays an important role at a time when women's colleges in the U.S. are declining in number, yet women are still under-represented in many careers and disciplines and are still under-represented in positions of leadership. Cottey offers a transformative education that expands opportunities for the women who become its students.

Virginia Alice Cottey founded the College in 1884 with the firm belief that women deserved the same quality of education as men. Today, more than 8,400 alumnae live throughout the world, enjoying success in their chosen fields as a result of the solid educational foundation they started building upon at Cottey. The College is located in Nevada, Missouri (population 9,000), and approximately 100 miles south of Kansas City. The campus occupies 14 buildings on 11 city blocks, and a 33 acre wooded recreational area with a lodge.

Cottey's firm fiscal foundation, grounded by a \$94.8 million endowment, positions the College for growth. The College's operating budget for the upcoming year is approximately \$13 million.

When Virginia Alice Cottey became a member of P.E.O. she realized the organization paralleled her own goals and ideas about higher education for women. In 1927, the P.E.O. Sisterhood accepted Cottey College as a gift from Virginia Alice Cottey Stockard. This made Cottey College the only nonsectarian college owned and supported by women. Ever since, the P.E.O. Sisterhood has continued to support and help provide excellent educational opportunities for women.

P.E.O. is a philanthropic educational organization whose goal is the support and advancement of women's education. With almost 250,000 members, P.E.O. sponsors five international philanthropies, or projects, designed to assist women with their educational goals. To date, P.E.O. has awarded women Educational Loan Fund dollars totaling more than \$95 million, International Peace Scholarships exceeding \$17 million, Program for Continuing Education grants topping \$23 million, and Scholar Awards in excess of \$7 million, and has supported the mission and operation of Cottey College.

More information about Virginia Alice Cottey, including a biography, may be found at <http://www.cottey.edu/home/alumnae/virginia.html>.

More information about P.E.O. may be found at <http://www.peointernational.org/>.

Mission Statement

Cottey College, an independent liberal arts college, educates women to be contributing members of a global society through a challenging curriculum and a dynamic campus experience. In our diverse and supportive environment, women develop their potential for personal and professional lives of intellectual engagement and thoughtful action as learners, leaders, and citizens.

Vision

In 2011, Cotley College will be known as a model liberal arts college for women's education, providing opportunities to develop scholarship and creativity and to exercise responsibility, initiative, and leadership.

Plan Goals

- GOAL 1 Increase enrollment to 500 students while maintaining a challenging liberal arts curriculum and a supportive learning environment.
- GOAL 2 Build a national reputation in women's education by providing a wide range of distinctive educational opportunities.
- GOAL 3 Strengthen and focus the academic, student life, and leadership programs to foster a vital college community.
- GOAL 4 Cultivate external partnerships and establish links to connect students to the local and regional community.
- GOAL 5 Develop nationally recognized women's leadership programs.
- GOAL 6 Recognize the funding requirements of growth, including start-up costs of new programs, increased institutional aid to students, and capital improvements to the campus.
- GOAL 7 Engage P.E.O.s, alumnae, friends, and external associates in partnerships to recruit, market, and raise funds to support the strategic plan of the College.

Academics

The academic tradition at Cotley College is firmly established in the liberal arts. Cotley seeks to educate women in arts and sciences with an emphasis in general education, to prepare them for transfer to programs beyond the associate's degree. More than 95 percent of graduates transfer to four-year institutions. These institutions include top schools such as M.I.T., Smith, Chatham, Mount Holyoke, the University of Washington, Truman State University, and Oregon State University, to name a few.

Over 94 percent of Cotley's 31 full-time faculty hold doctoral degrees or the terminal degree in their fields, with 20 having a Ph.D. The student/faculty ratio is 10:1. The faculty diligently oversees classes, laboratories, recitals, plays, and other learning experiences. They work with students in small settings, interacting with them frequently and personally. There is a close partnership between the student life and academic efforts, and retention is 77 percent. Students do not drop through the cracks at Cotley. They are supported by peers in their suites, by faculty, and by staff.

Cotley College offers the Associate in Arts and Associate in Science degrees. Liberal Arts and Sciences are organized into four divisions: Humanities, Social Science, Fine Arts, and Science and Math. Programs recently developed include Political Science/International Relations, Mass Communications/Media Studies, Women's Studies, and Leadership Studies.

Cotley is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools and is an accredited institutional member of the National Association of Schools of Music.

As a two-year college, Cotley students do not declare a major. However, by the time Cotley students graduate, they are prepared to declare a major at their next college or university. Cotley College helps students prepare for majors, careers or jobs in dozens of fields. Recommended class schedules (called major guides) are available for all of the fields of study. Cotley's faculty advisors and Academic Assistance Center provide academic guidance and career counseling.

Prospective majors for Cotley students allow them to focus on specialized personal interests growing out of a general education in the liberal arts and sciences. A Cotley education in a chosen field of study permits students to start learning and working toward careers that interest them and prepares them to enter a major or pre-professional program when they transfer to another college or university to complete their bachelor's degree.

Cotley is a national college with a strong international focus. Students attend from 40 states and 15 countries. Students are most frequently referrals who come to Cotley because an alumna or P.E.O. member sought them out and encouraged them to visit and to apply. Typically, 10 percent of students are international. The College believes discussions are routinely enriched by diverse perspectives.

To support this global emphasis, Cotley provides an international trip for the entire second-year class each year to a European city, such as London, Paris or Madrid, for a week of spring break. About 155 faculty, staff, and students travel together. During the trip faculty and staff members lead educational modules to engage students in the art, history, and culture of the country.

Student Life

The student life staff is committed to the development of the whole person. While the formal academic experience is the centerpiece of collegiate life, the student life staff strives to support and complement the academic program and to make it as meaningful as possible. The primary mission of the Student Life Center is to assist students in making a successful adjustment to collegiate life and to enhance student learning through co-curricular experiences that encourage learning, leadership, civic engagement and service.

The Student Life Center provides services to students through the offices of Housing, Counseling, Campus Activities, Health Services, and Spiritual Life. Students at Cotley College have the opportunity to be leaders in more than 40 student organizations on campus representing academic areas, cultural, and recreational interests and social, religious, and volunteer activities. The Center for Women's Leadership (CWL) offers a four level leadership certification program

for Cottey students, as well as outreach programs for girls and women in the community. The CWL hosts guest lecturers to enhance educational opportunities for women.

Three residence halls house students in 34 apartment-style suites. Suites accommodate between 10 and 12 students, and include single and double bedrooms, beautifully furnished living rooms, large bathrooms and kitchenettes. Raney Dining Room is noted for its excellent food, making it a favorite gathering spot for students, faculty, and staff.

Organizational Structure

Cottey College is governed by an 11-member board of trustees.

Administrative leadership is provided by President Judy Robinson Rogers, Ph.D. The President's Council includes:

Vice President for Academic Affairs, Mary Kitterman, Ph.D.

Chief Financial Officer, Mary Haggans

Dean of Enrollment Management

Dean of Institutional Advancement, Wendy MacLaren

Dean of Student Life, Mari Anne Phillips, Ed.D.

Assistant to the President, Tricia Bobbett

Chair of the Faculty, Dyke Kiel, Ph.D.

President Judy Robinson Rogers



Judy Robinson Rogers became the 11th president of Cottey College on July 1, 2004.

Dr. Rogers served as vice president of leadership and ethics at Georgetown College from July 1997 until her appointment at Cottey College. Prior to Georgetown, she was associate vice president for academic affairs, undergraduate dean and professor of English at Morehead State University.

Dr. Rogers has an undergraduate degree in English and speech/theater from Centre College and M.A. and Ph.D. degrees in English from the University of North Carolina at Chapel Hill. She is a longtime member of Phi Kappa Phi, Omicron Delta Kappa, and Delta Kappa Gamma honorary societies.

Throughout her career, Rogers has taken a special interest in the education of women and girls. She helped develop a women's studies program at Morehead State and created leadership training programs for middle school-aged students through adults at Georgetown College. She co-chaired the Leadership and Education subcommittee of the Governor's Task force on the Economic Status of Kentucky's Women.

More information about Cotley College may be found at www.cotley.edu.

The Community of Nevada, Missouri

Nevada, Missouri, is a community of about 9,000 located in the rolling hills of Southwest Missouri. Nevada is two hours south of Kansas City and one hour north of Joplin Missouri. From Nevada, it is only a short drive to the entertainment in Branson, Missouri, and just minutes from some of the best outdoor recreation spots in the country.

Nevada is noted for its friendly, genuine people and its warm, hometown atmosphere. As the county seat, Nevada has a beautiful courthouse in the center of an old-fashioned square. The square is the location of various parades throughout the year, along with Bushwhacker Days, Nevada's annual celebration. With outstanding medical facilities, award winning schools, and growing entertainment and cultural opportunities, Nevada offers much, and many members of the College's faculty and staff choose to call Nevada home.

More information about Nevada may be found at www.nevada-mo.com.

ENROLLMENT MANAGEMENT

The goals of the admission and financial aid offices are to build the College's national and international reputation and recognition, to increase diversity, and to increase yield and selectivity while enrolling an increasing number of talented women who share the potential for the intellectual and community spirit that characterizes Cotley students.

With a current capacity of approximately 350 students, Cotley seeks first to maximize its current enrollment through more strategic and aggressive outreach and enrollment programs, and ultimately – to best serve its students and its mission – grow its enrollment to as many as 500 students. This growth will provide a better critical mass of students to sustain the Cotley learning environment, position the College to participate more strongly in partnerships with other institutions and seek grant funding for initiatives. To support this growth, the College is working to improve efficiencies, and develop new programs and services, and the Cotley College Board of Trustees has committed to providing additional human and physical resources. Examples of recently-added programs are two academic programs: political science/international relations and mass communications/media studies. In athletics, softball has been proposed to supplement already-strong programs in basketball and volleyball.

Admission

Cottey has seen a steady application growth of roughly 30 percent over the last five years, from 455 applications for Fall 2003 to 580 for Fall 2007. The College has grown by 20% in enrollment over the past two years. Still, the College has been challenged to maximize its current enrollment capacity, even while planning for increases. Admission is at an exciting point in the history of the College, with much riding on a successful program, and President Rogers is committed to supporting enrollment as a top priority of the College.

Financial Aid

A Cottey College education has remained affordable due to the College's strong financial foundation, endowment, and the continued financial support of P.E.O. The College offers a comprehensive program of financial assistance options, including scholarships, grants, student employment, and loans. More than \$3.8 million in financial aid was awarded to students in 2005-06, and \$4.1 million was awarded in 2006-07. Typically, 97 percent of Cottey students receive financial aid of some kind. The average financial aid package for the 2005-06 academic year was almost \$12,800, and was \$13,000 in 2006-07.

For the 2007-08 academic year, the total cost at Cottey College is \$18,710 which includes tuition, room and board, and fees for student activity, technology, telephone, and health services.

The Offices of Admission and Financial Aid

As a senior administrator of the College, the dean of enrollment management reports to the president. With a total staff of 9, the dean currently has the following direct reports:

- Director of admission
- Director of financial aid
- Assistant director of admission
- Administrative Assistant

The College's organization charts are provided in Appendix I.

The dean of enrollment management is a member of the President's Council which works collaboratively to carry out the policy, strategic and tactical directives of College leadership, and makes recommendations for decisions and actions to the president and board of trustees.

THE ROLE OF THE DEAN OF ENROLLMENT MANAGEMENT

An executive-level position at Cottey, the dean of enrollment management will be a thoughtful leader who will provide an energetic, visible, and results-oriented admission and financial aid effort whose influence will be felt positively by students, faculty, staff, alumnae, and external constituencies. The dean of enrollment management will assume broad leadership within the institution, providing the vision, strategy, inspiration, and operational direction to enhance the College's current and future admission picture. The ability to attract an accomplished, multi-faceted, and diverse student body is critical to the College's future.

The dean bears direct responsibility for helping the College achieve an optimal admission and financial aid picture, and will:

- Bring leadership, vision, expertise, integrity, inclusiveness, and energy to the overall admission and financial aid functions of Cottey College;
- Provide leadership and vision to the management of the admission and financial aid functions, further developing a talented and dedicated staff that is optimistic, excited about change, responsive, innovative, analytical, energetic, results oriented, and student centered;
- Promote frequent personal interactions with prospective students and their families by actively involving members of the Cottey academic community;
- Make data-informed proposals and decisions while seeking both standard and creative ways to achieve admission goals;
- Routinely analyze data to shape strategic directions; regularly reassess effectiveness of Cottey recruitment activities and financial aid programs, and make appropriate adjustments so as to lead an effort that is continuously proactive and responsive to market forces and Cottey's needs;
- Guide a creative, forward-thinking financial aid program, and maintain fiscally-responsible leadership of the financial aid program, tending to the needs of current and new students alike;
- Shape an admission program that is innovative and state-of-the-art;
- Engage faculty and the entire Cottey community in the enrollment enterprise;
- Reach out actively to members of the P.E.O. and to Cottey alumnae who are eager to assist in enrolling the next generation of Cottey students;

- Build strong partnerships with the members of the high school counseling community so they can best understand and communicate Cottery's academic programs and quality of life;
- Lead an active advancement of the College's diversity agenda through the successful enrollment of a diverse and multi-faceted student body.

OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

The dean will be charged with building an aggressive, forward-looking enrollment program that first secures and ultimately enhances the enrollment of the College. The dean provides overarching leadership to the admission and financial aid departments; staff members in each area are eager to welcome a leader who will elevate the visibility and scope of the team, and who will facilitate and support the development of a team that is cohesive, imaginative and results-oriented. The dean will continuously evaluate admission processes and the use of financial aid so that both are used strategically and creatively, ensuring maximum benefit. There is a need for ongoing analysis of data to shape strategic directions and assess effectiveness of recruitment activities, ensuring a program that is proactive and responsive to market forces and student needs, and can meet the ambitious targets for growth set by senior leadership.

The dean of enrollment management will build on past successes and optimize the College's future potential. The dean's most immediate agenda will include, but not be limited to, the following:

Develop and implement a plan to achieve Cottery College's enrollment goals

Cottery College has realized tremendous gains over the last few years: it is significantly stronger and more exciting than is commonly recognized by high school students, their parents, and their college counselors and teachers. The dean will build on the College's ability to attract, enroll, and graduate a strong and diverse student body, including women from socioeconomic, ethnic, cultural or racial backgrounds underrepresented in higher education, as well as students from around the country and around the world.

Recognizing that the level of external competition has intensified dramatically in the last ten years, and that the national demographics will soon begin a downturn, the dean will be expected to evaluate and improve the College's enrollment programs. He or she will analyze and assess current programs, and develop a vision for enrollment that recognizes the College's competitive context. In addition, he or she will work with the resources and individuals on campus to assemble a strategic recruitment and marketing plan that incorporates both standard and innovative tools including technology, financial aid, electronic and print communications, and other effective techniques for enhancing the quality and size of the applicant pool and enrolling class.

The dean will possess a keen sense of marketing acumen and will work collaboratively with the campus to optimize recruitment and yield a talented and diverse group of students. The successful dean will be able to convey in a compelling manner the distinctive nature and superior programs of Cottey, provide leadership in focusing the College's message appropriately so as to be most clearly heard, and serve as a dynamic and engaging public face of the College to prospective students and families, alumnae, trustees, campus constituents, potential donors, and members of the P.E.O.

Bring together and provide strategic and tactical leadership to all elements of the admission and financial aid functions, leading and developing the staff with optimism and energy

The dean provides overarching leadership to the admission and financial aid departments. Staff members in each area are eager to welcome a leader who will elevate the optimism and morale of the team, and who will facilitate and support the development of a team that is cohesive, imaginative, and results-oriented. The dean will advocate skillfully and effectively for the needs of the team, support and respect the work of the dedicated and hard-working members of the team, and serve as a mentor and force for professional development for those on the team.

Engage the entire Cottey community in the admission effort

It is imperative that the new dean build and maintain strong collaborative and facilitative relationships across the college, working collegially with faculty and staff, and providing strong leadership while engendering trust and exhibiting excellence. Frequent and ongoing dialogue with faculty, administration, staff, students, alumnae, and members of P.E.O. will inspire cooperation, trust, confidence, and good will, and be essential to the success of the admission and financial aid functions. The dean is expected to convey the vision for enrollment and promote a commitment to open conversation and shared goals, so as to inspire and engage as many students, staff, faculty, parents, and alumnae as possible to join in achieving the enrollment vision.

QUALITIES AND QUALIFICATIONS

The successful candidate will possess a deep understanding of and passion for women's education and the liberal arts and significant management, marketing, communications and leadership experience in enrollment. An undergraduate degree is required; an advanced degree is preferred.

In addition, the dean for enrollment management should demonstrate:

- Proven effectiveness and expertise in enrollment and change management: significant professional experience managing the complex interplay of marketing and recruiting strategies, enrollment goals, yield, and financial aid; genuine enjoyment in leading,

managing, and implementing an enrollment function that supports the College's goals and objectives;

- Vision and leadership: ability to lead the shaping of Cottey's future student body with vision and creativity; an entrepreneurial outlook and eye to new possibilities and emerging challenges; ability to build and motivate a team and to inspire joy in one's work through excellent supervisory skills;
- Institutional leadership: Readiness to be part of the College's senior leadership team; ability to act as a strategic thinker and expert in the admission and financial aid areas, leading community-wide conversation about best admission and financial aid practices, and working collaboratively to execute the enrollment vision;
- Demonstrated ability in creatively marketing a selective institution so as to achieve superior levels of enrollment performance: proven success in innovation and risk taking combined with excellent execution of both complex and routine marketing strategies; a record of taking programs to new levels of success; ability to carry out marketing functions with close attention to the needs of the College, and the match between it and its potential students; ability to think "outside the box" and to leverage technology with a sensitivity to and understanding of the human/cultural impact;
- Technological expertise: The ability to understand the potential value of technological innovations and to lead the process of harnessing emerging technologies and leveraging Cottey's technology investments to support the processes within admission and financial aid so as to attract and enroll a larger and more diverse applicant pool and entering class;
- An ability to manage both big picture and operational details: evidence of ability to focus and lead an organization to achieve the elements of a strategic plan, and to continuously refine the organizational plan, structure and operations as the plan evolves; comfort with delegating day-to-day management and decision making to senior managers with the understanding that, at times, this position requires demonstrated functional level competence and supervision of tactical level projects; sophisticated understanding of the laws and regulations that significantly impact enrollment operations;
- Strong analytical capacity: to produce forward-looking, transparent strategic plans and budgets that link expenditures to outcomes; assess the effectiveness of how recruitment and financial aid funds are employed to achieve enrollment goals; willingness to engage in a continuous dialogue about enrollment with senior leadership;
- Personal qualities: a sense of purpose and engagement; exceptional interpersonal skills; an ability to join in partnership and work collaboratively with others; candor; a strong internal moral compass; a team-oriented philosophy, optimism, confidence, and excitement about change; a joy in one's work; a personal presence that is warm, active and engaged; an ability to observe, listen, learn and clarify needs while engendering trust

quickly among various constituencies; wisdom, sound judgment; good sense of humor; and proven skill dealing with complex and diverse cultures, backgrounds and perspectives.

PROCEDURE FOR CANDIDACY

Nominations, expressions of interest, and applications are invited. Interested individuals should provide a letter describing their interest in and qualifications for the position, a current resume, and the names and contact information of five references. This search will be conducted with utmost respect for the confidentiality of candidates. References will not be contacted without the prior knowledge and approval of candidates.

Inquiries about this position may be made by calling the College's consultants, Robin Mamlet (510-740-1830) or Gaelle McCully (781-564-2624). Materials should be sent via email to Cotley@wittkieffer.com.

Cotley College is committed to equal employment opportunity and does not unlawfully discriminate in the recruitment of applicants, employment opportunities, or general employment policies and practices on the bases of sex, race, religion, color, national origin, age, disability, veteran status, sexual orientation, or any other factor protected by law.

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Cotley College documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents factual situations govern.

APPENDIX I – ORGANIZATION CHART

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[Witt/Kieffer](#) is the nation's leading executive search firm dedicated to serving education, health care, and not-for-profit communities nationwide. Our mission is to identify outstanding leadership solutions for organizations committed to improving the quality of life. Witt/Kieffer has served more than 800 colleges and universities, as well as community, cultural, and service organizations. We focus on searches for presidents/chancellors; provosts; vice presidents for advancement, finance, student affairs, enrollment management, and technology; deans; and directors of major service/academic units.