TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Search for the Vice President for Enrollment Management</td>
<td>3</td>
</tr>
<tr>
<td>About Cedar Crest College</td>
<td>4</td>
</tr>
<tr>
<td>The Vice President for Enrollment Management</td>
<td>7</td>
</tr>
<tr>
<td>Leadership Agenda</td>
<td>8</td>
</tr>
<tr>
<td>Required Qualifications</td>
<td>9</td>
</tr>
<tr>
<td>Desired Characteristics</td>
<td>9</td>
</tr>
<tr>
<td>Application and Nomination Procedure</td>
<td>10</td>
</tr>
</tbody>
</table>
THE SEARCH FOR THE VICE PRESIDENT FOR ENROLLMENT MANAGEMENT

President Elizabeth Meade and Cedar Crest College, Allentown, Pennsylvania, announce the search for the College’s next Vice President for Enrollment Management (VPEM) and invite nominations and applications for this outstanding opportunity. The VPEM reports to the President and serves as a member of the President’s Cabinet. The VPEM is responsible for strategic enrollment planning, recruitment and admissions for the traditional women’s college, the School of Adult and Graduate Education (SAGE), and international admissions. The position is scheduled to begin on or before July 1, 2020.
Since its founding in 1867, Cedar Crest has taken a bold approach to education – creating an environment and a curriculum designed for women who want to achieve at the highest levels. One of the first women’s colleges in the nation, Cedar Crest remains an independent, comprehensive liberal arts college primarily for women that combines excellence in scholarship and traditional undergraduate education with a variety of undergraduate, graduate, and online programs that serve adult women and men in the surrounding region and around the world.

Cedar Crest prepares students for life in a global community by educating the whole student at all stages of life and experience.

The Community and the Campus
The College is nestled on a beautiful 84-acre campus in the western residential section of Allentown, Pennsylvania. Allentown is part of the Lehigh Valley region, the third-largest metropolitan area in Pennsylvania. Cedar Crest is conveniently located approximately 55 miles from Philadelphia and 90 miles from New York City. The College grounds are adorned with more than 140 species of trees that comprise a nationally registered

VISION
Cedar Crest College will become the aspiration of others by being at the forefront of creating innovative academic programs in a wide variety of formats to meet the needs of today’s students. Cedar Crest will be known as the center for next practice in higher education, in the Lehigh Valley, and nationally, and will be an intersection at which people of an infinite diversity of ethnicity, national origin, faith, sexual orientation, and identity come together to learn. Cedar Crest will support students in every way in their quest for success, with planning and building centered around having the maximum impact on critical student experiences.

MISSION
Cedar Crest College is a liberal arts college, primarily for women, dedicated to the education of the next generation of leaders.
Arboretum. The College borders an extensive park system, and Allentown offers cultural activities ranging from theaters to art museums and recreational opportunities from minor league sports teams to concert venues that attract national acts.

Academics and the Student Experience
Cedar Crest offers students in the traditional undergraduate women’s college unique opportunities to add value to their degree with signature programs like the Sophomore Expedition, a guaranteed study abroad experience paid for almost entirely by the College; the 4-Year Guarantee, which provides a clear path to graduation; and dual degree programs that offer students an expedited path to a graduate degree as part of the Exceptional Educational Experience.

Cedar Crest College is established as a frontrunner of exceptional liberal arts education, creating the next generation of confident learners and leaders. With more than 40 majors, seven certificates, and almost 30 minors, the flexibility of Cedar Crest’s curriculum allows students to combine areas of interest like art and psychology or dance and forensic science. The College’s 83 full-time faculty (as of Fall 2018) maintain a low student/faculty ratio of 9:1, and the small average class size of 15 allows for great individual attention.

Through the School of Adult and Graduate Education (SAGE), adult learners are able to pursue 20 majors and seven certificates, offered as co-ed programs at night or on the weekends, or through hybrid and online course options. SAGE undergraduate students participate in study abroad programs and serve as leaders in student organizations. Students benefit from support services that are attentive to their needs, like the Student Success Center, which is open 24 hours a day, and online tutoring services.

Cedar Crest also offers graduate degrees, including a Master in Business Administration, Master of Health Science in Nutrition, Master of Education, Master of Science in Forensic Science, Master of Science in Nursing, Master of Science in Integrative Exercise Science, a pan-European Master of Fine Arts, Master of Art in Art Therapy, and Doctor of Nursing Practice. New graduate programs, including a Doctor of Occupational Therapy and a Master of Science in Crime Science, demonstrate Cedar Crest’s commitment to growing graduate enrollment.

Points of Pride and Program Accreditations
Cedar Crest’s undergraduate forensic science program is one of the few undergraduate programs accredited by the American Academy of Forensic Science. The College has one of the first undergraduate genetic engineering programs in the U.S. In the College’s environmental conservation program, students travel to the Amazon, the Caribbean and the American Southwest to conduct research. Active undergraduate research programs in the sciences allow students to gain hands-on experience beginning in their first year. In 2018-2019, Cedar Crest’s School of Nursing achieved a 100% first-time pass rate on the NCLEX licensure exam, the highest in the region, while the accredited nutrition program has a nearly 100% acceptance rate for highly-coveted dietetic internships. Students in the College’s accredited social work program receive advanced standing in graduate schools. Recent investments in lab space in disciplines including the sciences, nursing and health sciences, and psychology allow for greater student-faculty research, which students often present at regional and national conferences. Community service is also an integral part of the Cedar Crest experience, with students performing more than 22,000 hours of service each year.

For the ninth year in a row, Cedar Crest College has been named among the top colleges in the nation by U.S. News and World Report’s Best College Rankings 2020. Cedar Crest was also identified by the Council of Independent Colleges (CIC) as a leader for graduating women who go on to earn
PhDs in STEM disciplines. In 2019, the College was listed at #7 in U.S. News and World Report’s Top Performer in Social Mobility among Regional Universities. A Yellow Ribbon-approved college, Cedar Crest is a member of the Lehigh Valley Military Affairs Council and A’s for Vets Alliance and has been named a Best College for Veterans. Alpha Alpha Alpha, an honor society for first-generation students, inaugurated its first members at Cedar Crest in Fall 2019.

Student Life
The campus has experienced ongoing improvement and expansion, including $18.5 million on renovations in the last 5 years centered on the student experience. The College fields teams in 10 NCAA Division III sports. In 2017, Cedar Crest College opened the FalconPlex, a state-of-the-art athletic facility which boasts a 5,435 square foot clubhouse, complete with locker rooms, press box, and V.I.P. viewing deck with an all-year turf field. The FalconPlex, visible from the air for flights landing at the Lehigh Valley International Airport, is the most recent addition to the College’s athletic facilities, which supported multiple teams in post-season championship play in 2018-2019. Students can participate in over 30 clubs and organizations, including the national award-winning student newspaper, and performance opportunities through active theatre and dance programs. One of the first of its kind, the Student Employment Center guarantees on-campus employment for any student that is interested and is scaffolded to ensure professional development and job readiness for student employees. Four residence halls house over 500 undergraduate and graduate students, including a hall dedicated to Honors students.

Diversity
Founded under the mission to expand women’s access to higher-education, Cedar Crest College values difference in a diverse, inclusive, and equitable learning environment. The College is committed to educational excellence, leadership, and civic engagement in a pluralistic society. The student body has diversified in the last ten years, and 34% of the student body now identifies as a racial or ethnic minority. 98% of first-year students receive financial aid, and over 30% identify as first-generation students.

Cedar Crest’s Center for Diversity and Inclusion (CDI) works with students, faculty, and staff to ensure equality and acceptance through programming and advocacy. Over 200 faculty and staff have participated in a series of 4 training modules instituted in 2018. The CDI partners with the Gender and Sexuality Diversity (GSD) student group, Out There, and faculty and staff to provide support to all persons at Cedar Crest. Cedar Crest also supports transgender students through a transgender admissions policy, campus resources, and gender-neutral housing. More information about the CDI can be found here: https://www.cedarcrest.edu/cdi/index.shtm.

Strategic Plan
The College’s most recent strategic plan, the Aspiration of Others, was approved by the Board of Trustees in 2017, and includes the following four major initiatives: Academic Excellence, Transformational Student Experience, Investment in Tomorrow’s Education and A College of Greater Impact. The current plan runs through 2022, and a number of initiatives have already been accomplished, including the establishment of the School of Nursing, new distinctive graduate programs, the Sophomore Year Expedition, Student Employment Center, Student Success Center, Closing the Gap, and the FalconPlex. The full strategic plan can be found here: https://www.cedarcrest.edu/strategicplan/index3.shtm.
Cedar Crest seeks an experienced, effective, and innovative leader to serve as VPEM. The next VPEM will lead the recruitment and admissions of a College with stable enrollment, a good financial position, and a unique mission-focused value proposition. The VPEM will assume leadership of traditional undergraduate admissions, the School of Adult and Graduate Education (SAGE), and international admissions. Building on the success of the outgoing VPEM, the next VPEM will continue to maintain the College’s steady traditional enrollment, lead the expansion of adult and graduate enrollment, increase enrollment of international students, and increase diversity within the student body.

Fall 2019 headcount: 1526 (1260 FTE)
Achieved undergraduate enrollment: 759
SAGE undergraduate enrollment: 383
Graduate enrollment: 310

Fall to Fall Traditional UG Retention Rate: 76%
Average over the last seven years
International enrollment: 9%

Though Cedar Crest competes in the competitive student market of the Northeast United States, the College enjoys a strategic advantage in the Lehigh Valley, which has seen population increases in recent years, and a steady rate of high school graduates. Nearly 70% of the College’s student body is drawn from the Lehigh Valley, the subregion of Pennsylvania in which Allentown sits.

Cedar Crest maintains a relationship with Human Capital Resources Corporation (HCRC) for assistance with the College’s student recruitment data needs. The VPEM liaises with HCRC to ensure that recruitment efforts are coordinated in a data-driven manner.
LEADERSHIP AGENDA

Sense of Team
Cedar Crest College benefits from a highly integrated leadership team, with a culture of close cross-collaboration. The next VPEM must be energized by working on a highly functioning leadership team and hands-on approach to recruitment. Additionally, the next VPEM will possess the ability to provide mentorship and professional development for the admissions staff working with traditional and adult students.

Communication
At Cedar Crest College, recruitment is everyone’s responsibility, and the faculty and staff are ready and willing participants in recruitment efforts and events. In order to optimize the recruitment efforts across the College, the next Vice President for Enrollment Management will communicate and collaborate with other College leaders and with faculty.

Traditional Undergraduate Enrollment
Cedar Crest College has enjoyed stability in traditional undergraduate and traditional international enrollment for several years. With a unique value proposition, the College is well-positioned to maintain its traditional and international undergraduate enrollment. This will require constant innovation and creativity, however, and the next VPEM will lead the traditional admissions office in pursuit of innovative recruitment strategies to sustain enrollment in a changing higher education landscape.

Adult and Graduate Enrollment
Building on the Strategic Plan’s Academic Excellence initiative, the next VPEM will lead recruitment efforts for non-traditional adult, graduate students, including international students in programs across the College. The College has maintained a long tradition in the service of the Lehigh Valley’s adult students. The next VPEM will work to ensure that adult undergraduate and graduate students remain a core segment of the Cedar Crest community.
A minimum of a Bachelor’s degree is required, with a preference for a Master’s degree. Additionally, the successful candidate will possess administrative leadership experience.

REQUIRED QUALIFICATIONS

A demonstrated commitment to mission-based leadership and education
A demonstrated knowledge of the changing landscape of higher education admissions
Experience with undergraduate recruitment and admissions
Experience with adult student recruitment and admissions
Experience with graduate student recruitment and admissions

DESIRED CHARACTERISTICS

Experience with international student recruitment and admissions
Personnel supervision and mentorship
A record of data-informed decision-making
Demonstrated commitment to diversity
Strong collaborative and team building skills
A demonstrated record of creativity and innovation
A leadership and communication style based on accessibility and transparency
The search is being assisted by Academic Search, Inc. To arrange a confidential conversation about this position please contact the senior consultant managing the search, Dr. Eric Richtmyer via email at eric.richtmyer@academicsearch.org or by phone at 202-332-4049. The position is open until filled, but only applications received by March 1, 2020 are assured full consideration.

To apply, a candidate should prepare a thoughtful letter of interest addressing the leadership agenda and the required and desired qualifications. Include also a current, long-form resume or curriculum vita (showing relevant administrative responsibilities and accomplishments) and the names, phone numbers and addresses of at least five professional references, with an indication of the candidate’s relationship to each reference. References will not be contacted until a later stage in the search, and only with the candidate’s foreknowledge.

Nominations and application materials should be sent to: CedarCrestVPEM@academicsearch.org

Equal Employment Opportunity Statement
Cedar Crest College values difference in a diverse, inclusive and equitable learning and working environment. The College provides equal employment opportunity to all employees and applicants without discrimination on the basis of race, color, religion, gender, gender identity, gender expression, pregnancy, age, national origin, ancestry, sexual orientation, veteran status, disability or any other status protected by law. All decisions regarding terms and conditions of employment will be made on the basis of ability and competency to perform the services required. This applies to all terms and conditions of employment, including, but not limited to recruitment, selection, placement, transfer, promotion, training, compensation, benefits and termination.
ABOUT ACADEMIC SEARCH

Academic Search, Inc. is assisting Cedar Crest College in this work. For more than four decades, Academic Search has offered executive search services exclusively to institutions of higher education. Academic Search was founded on the principle of strengthening higher education leadership through professional search services. We are the only search firm in the nation with a formal relationship to a premier leadership development program. As the subsidiary of the American Academic Leadership Institute (AALI), Academic Search provides substantial financial support to a number of leadership identification, development, and support programs across all sectors of public and private higher education. For more information, visit http://www.academicsearch.org/.

Committed to identifying and DEVELOPING LEADERSHIP by providing the highest level of search to our clients and assisting in ENRICHING THE PIPELINE of potential leaders in higher education.