SEARCH PROFILE:

VICE PRESIDENT OF ENROLLMENT MANAGEMENT

HESSTON COLLEGE
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Hesston College is located in the small town of Hesston, Kansas, a town of approximately 3,800 residents that is 35 miles north of Wichita. At this pivotal time in higher education, the College seeks an exceptional senior leader who excels in organizational innovation, recruitment and admissions, administrative leadership, and entrepreneurial vision to serve as Vice President of Enrollment Management (VPEM). The ideal candidate will enable the College to continue to succeed academically, financially, and spiritually in an increasingly competitive higher education enrollment environment. The VPEM is responsible for meeting the annual enrollment goals of Hesston College. The new Vice President will start in January 2023 or sooner, if possible.
Hesston College is a private institution that was founded in 1909 as a co-educational, faith-based, single campus, residential liberal arts college that is affiliated with the Mennonite Church USA. It was founded as Hesston Academy and Bible School. In 1915, Hesston first began offering college-level classes. In 1925, a junior college format was adopted and in the mid-1960’s the Academy was phased out. The College then moved beyond liberal arts to professional programs and in 1966 a Nursing Program was added, followed by an aviation program addition in 1970. Nursing and aviation expanded into baccalaureate programming: nursing in 2015 and aviation in 2019. Since then we expanded to two additional bachelor degrees: business management in 2020 and engineering in 2021.

The Hesston College campus is composed of 13 buildings on 40 acres. The College also owns the 29-acre Dyck Arboretum of the Plains and the 17-acre Stutzman Retreat Center. The aviation program is based at the Newton City-County Airport in a rented facility.

Today, Hesston College utilizes a semester-based academic calendar and offers four associate degrees: Associate of Arts (AA), Associate of Science (AS), Associate of General Studies (AGS) and Associate of Applied Arts and Science (AAAS). Bachelor’s of Science degrees (BS) are offered in Engineering and Aviation - Professional Pilot; Bachelor’s of Science in Nursing (BSN), and a Bachelor’s of Arts in Business Management.

ACADEMICS
Hesston College offers more than 50 academic programs of study, four baccalaureate programs and six pre-professional programs including a General Studies major that is great for students whose interests are best served by a custom plan of study. Along with Hesston’s strong belief in the liberal arts, this general education curriculum equips students to communicate clearly, think critically, and approach life as a socially responsible person of Biblical understanding.

The most popular major at Hesston College is Nursing, with approximately one out of every three students enrolled in the program or completing nursing prerequisites in preparation for the junior year of the program.

Educational highlights include:
- One of two FAA-approved flight training programs;
- Only FAA-approved Collegiate Training Initiative air traffic control program (available to U.S. citizens);
- Overall nursing licensure rate of 99% in more than 50-year history; Unique mechatronics focus in engineering program.
MISSION STATEMENT
Hesston College, a college of Mennonite Church USA, educates and nurtures each student within Christ-centered community, integrating thought, life and faith for service to others in the church and the world.

VISION
Hesston College graduates change the world as they serve through their vocations, churches, families and individual commitments to follow Christ.

Hesston College is a transforming community where students, faculty and staff dedicate their intellect, passion and skill to a future where:

Hope replaces despair
The poor are clothed and fed
The sick are made whole
Peace replaces war and conflict
Justice replaces oppression
Creation is renewed
The gospel is proclaimed.

To make this vision a reality:

- We will strive for excellence in all we do. We will measure our results and aspire to greatness in all areas of college life.
- Our graduates will be fully prepared to take the next steps in their education, professions and relationships.
- All academic and student life programs will be infused with the values of Christian community, stewardship of gifts and service to the world.

VALUES

Excellence
Aspire to high performance in all courses, programs and activities, measuring our results with accepted standards of achievement.

Give and expect each other’s best efforts in teaching and learning. Encourage creativity, curiosity and critical thinking.

Christian Community
Invite students to follow Christ and to create Christ-centered community on campus.

Culture
Celebrate differences in backgrounds and cultures and make every effort to learn from each other.

Relationships
Create space and time to develop relationships so that faculty, students and staff learn together.

Creativity
Strive to break through to new ways of learning and service.

Stewardship
Care for the financial, physical, spiritual and emotional resources entrusted to us. Serve as stewards of the environment and work to develop sustainable facilities and practices.

Joy
Model lives of joy, eagerly working hard to achieve, and welcoming humor and fun along the way.

Transparency
Share information regarding our performance, finances and future plans within the organization, with our supporters and with those we serve.

Caring
Act with compassion and honesty, extending dignity and respect to all.
**LEADERSHIP**

Dr. Joseph Manickam was named as the ninth president of Hesston College in the fall of 2016 and assumed office on July 1, 2017. Previous to his appointment, Manickam served as director of the Institute of Religion, Culture and Peace and faculty member for peace studies at Payap University in Chiang Mai, Thailand. Manickam and his family moved to Hesston from Thailand in 2017.

During his first four-year term, Manickam oversaw the completion of a major capital campaign, the construction of new and refurbished buildings on campus, and the creation of new bachelor programs in nursing, aviation, business, and engineering.

Hesston College’s Board of Directors voted unanimously to appoint Joseph Manickam to a second four-year term as president in October 2020.

Hesston College employs approximately 50 faculty and 150 total employees. A majority of the administrative team has been recently (less than 3 years) employed at Hesston College, and consists of the Vice President of Academics; CFO/Vice President of Finance; Vice President of Advancement; and Vice President of Student Life.

**DIVERSITY, EQUITY, AND INCLUSION**

In 2020, Hesston College reactivated its inclusion and diversity initiative, as the Board of Directors mandated that diversity, equity and inclusion be integral to efforts to transform Hesston College into a college for all.

In the summer of 2020, the DEI Council was formed with representation from 20-25 faculty, staff and students who have a passion for a diverse, equitable and inclusive campus. The DEI Council meets monthly during the school year to create and sustain a healthy campus climate that provides opportunity for full and equitable participation of all persons in the life of the College community, embracing differences and fostering a sense of belonging among all its members, including faculty, staff, students, and the broader community.
In the fall of 2021, Hesston College had an enrollment of 340 with 302 full time students that hail from 31 states, a U.S. territory and 21 countries. The majority of students (50%) come from Kansas, with the other states representing 36% of the student body. Approximately 15% of our student population are from countries other than the United States. Less than 16% of the student population self-identify as Mennonite students. Seventy five percent of students are classified as first- or second-year students. A total of 236 students live on campus.

Hesston College admissions is selective with an acceptance rate of 50%. Half the applicants admitted to Hesston College have an SAT score between 940 and 1140 or an ACT score between 17 and 23. The average high school GPA for new students is 3.33. The application deadline at Hesston College is rolling.

Hesston College has a freshman retention rate of 94%. The full-time faculty percentage at Hesston College is 59%, which is comparable to the national average of 47%. The national ratio for faculty to student is 15:1, but at Hesston it is at 9:1, allowing students to interact more on a personal level with their teachers. Students can enjoy regular meetings with faculty advisors and unlimited tutoring and counseling sessions.

Hesston College is often viewed by its alumni and constituencies as a 2-year associate degree-granting college in the liberal arts tradition even though the college now offers four bachelor’s degree programs. A rebranding process for the college is necessary to develop a new identity encompassing all degree types. Current Mennonite students (roughly 16%) predominantly come from rural Mennonite congregations and are often legacy students. Though these Mennonite students are the minority on campus, there is a sense of greater attachment to the College by these students than their peer non-Mennonite students. Mennonite students, along with international students, typically achieve the highest graduation rates.

**DISCOUNT RATE**
The overall discount rate for students in the traditional undergraduate program is approximately 55%.

**FINANCIAL AID DATA**
At Hesston, 99% of students receive some kind of aid, with an average financial aid package totalling $24,500 or more. Hesston offers 120 endowed scholarships. Additionally, students may work in about 325 available campus jobs. Kansas residential students with a 3.0 GPA are guaranteed 60% off tuition through our Go State promise.

**ATHLETICS**
The official mascot for the Hesston College athletic teams is the Larks. The Larks have 13 teams: baseball, softball, men’s and women’s cross country, men’s and women’s basketball, volleyball, men’s and women’s soccer, track and field, golf, disc golf, and flag football which was added for the academic year 2022-2023. Hesston participates in the NJCAA, and was given full membership in the Kansas Jayhawk Community College Conference in 2018.

**ACCREDITATION**
Hesston is nationally accredited by the Higher Learning Commission and the baccalaureate degree program in nursing at Hesston College is accredited by the Commission on Collegiate Nursing Education. The BSN program is approved by the Kansas State Board of Nursing.

**MEMBERSHIPS**
Hesston College is a member of the Kansas Independent College Association/Kansas Independent College Fund, the Council of Independent Colleges and the Association of American Colleges and Universities. In athletics, Hesston College is a member of the National Junior College Athletic Association and the Kansas Jayhawk Community College Conference.
Students, faculty, and staff at Hesston College are in the process of becoming the person God created them to be, a person made and growing in God’s image. We believe a person is most able to grow when they have a sense of belonging.

Hesston College educates and nurtures students in Christ-centered community marked by radical, loving acceptance with an invitation for each member to grow, change and be formed in the image of Jesus Christ with the help of the Holy Spirit.

Christ-centered community practices obedience to Jesus, the full revelation of God, in all of life. As Christ works through this obedience, members of the community are transformed in Jesus’ image. A transformed community makes known the Kingdom of God on earth as in heaven. We fulfill this mission in everything we do. We meet students where they are, encourage their curiosity with and growth in Christ and introduce them to the core beliefs of following Jesus through an Anabaptist-Mennonite perspective:

**Jesus is the center of our faith**
When empowered by the Holy Spirit, we accept Jesus as Savior and Lord, interpret the Bible from a Christ-centered point of view and follow Jesus in daily life.

**Community is the center of our life**
When empowered by the Holy Spirit, we practice encouragement and forgiveness. We learn from each other and interpret scripture together.

**Reconciliation is the center of our work**
When empowered by the Holy Spirit, we help people make peace with God and each other and serve as God’s ambassadors of reconciliation in the world, making visible God’s Kingdom.

The college introduces all students to an Anabaptist-Mennonite way of knowing and following Jesus while respecting all students’ backgrounds and encourages faithfulness to God regardless of the faith tradition from which each comes. Each student is invited to experience Christ-centered community, to explore the question “is Jesus Christ who he says he is?” and to consider the role of forgiveness and reconciliation in one’s own life and in the life of one’s family and community.

Hesston College, as stated in its Mission Statement, “is a college of Mennonite Church USA.” As such, the college seeks meaningful ways to link with the Mennonite Church USA denomination. One such way continues to be the strong and healthy engagement with the Mennonite Education Agency (MEA) and other Mennonite higher education institutions in the United States. The college continually seeks meaningful relationships with Area Conferences and congregations across the United States.
VICE PRESIDENT FOR ENROLLMENT MANAGEMENT POSITION SUMMARY

The Vice President for Enrollment Management (VPEM) at Hesston College is the senior administrator of the college who bears ultimate responsibility for identifying, attracting, admitting, yielding, retaining, and persisting students who will come to Hesston College and ultimately become its alumni. The VPEM will have direct managerial responsibility and oversight for the offices of Admissions, Marketing and Communications, and Financial Aid Services. The VPEM will develop collaborative relationships with vice presidents, faculty, staff, and students to ensure the integration of operational and strategic enrollment management across campus. The VPEM is expected to meet the annual enrollment goals of Hesston College as set by the Administrative Council.
LEADERSHIP AGENDA

The VPEM reports to the President and works collaboratively with other Vice Presidents to achieve strategic enrollment objectives including:

- Maximizing net tuition, room, and board revenue while increasing the quality (academic strength and character formation) and diversity of the student body;
- Increasing diversity and percentage of international enrollment;
- Increasing access for students from marginalized communities.

Additional responsibilities include:
Focused on Hesston Colleges Mission, Vision & Values, and its Strategic Plan, the VPEM will cultivate collaborative relationships with colleagues and external constituencies to ensure consistent strategic enrollment management success.

Informed by data, analytics, and professional experience, the VPEM will work collaboratively with other Vice Presidents to develop and execute strategic and operational enrollment management plans that meet or exceed strategic goals while ensuring cohesion across the enrollment management continuum from recruitment to graduation.

The VPEM will continually report critical enrollment data to the President along with assessment, implications, and recommendations on the data.

The VPEM will regularly review progress toward the goals of the enrollment plan, ensuring that human and financial resources are deployed effectively and efficiently to achieve tactical and operational goals.

- Analyze, evaluate, and report data related to the enrollment plan and initiatives, and adjust strategies based on that analysis to the President.
- Recommend resource allocation strategies to achieve goals to the President.

The VPEM will partner with the Chief Financial Officer to develop multi-year net tuition projections and develop strategies for tuition and fee rates to maintain competitive advantage while communicating the value proposition of a Hesston College education to prospective students and their families, understanding the complexities of resident and non-resident financial aid options.

The VPEM will collaborate with the Vice President of Student Life and the Vice President of Academics and their respective teams on student success initiatives that promote retention, persistence, and graduation rate enabling the College to increase its graduation rate.

The VPEM will collaborate with the Vice President of Advancement to create scholarship programs that will be supported by fundraising to help meet strategic enrollment goals.
The VPEM will regularly report to the faculty and staff enrollment progress including areas of campus-wide success and areas requiring enhancement fostering buy-in and engagement in the enrollment process.

The VPEM will exhibit responsiveness, flexibility, and creativity to ensure Hesston College meets or exceeds enrollment goals given the dynamic and competitive enrollment environment, utilizing resources effectively and efficiently to achieve the optimal balance between ongoing goals of increasing the quality and diversity of our students while maximizing net revenue.

The VPEM will develop and execute a successful strategy for increasing enrollment and success of international students from diverse countries while meeting the College’s revenue targets.

The VPEM will develop and manage financial aid strategies aligned with Vision 2025 that address the College’s enrollment priorities.

The VPEM will create and disseminate a clear and compelling message to prospective students and their families as well as other key constituencies regarding the value proposition of a Hesston College education. Work to strengthen marketing activities ensuring consistency of brand and timeliness of recruitment campaigns. Effectively balance communications with prospective students to increase yield and minimize fatigue and costs.

The VPEM will ensure that the first impressions prospective students have of Hesston College are first-rate and high-touch. Campus visits need to be of the highest possible caliber, balancing student, faculty, and staff involvement to deliver accurate information, create prospective student attachment, and optimize yield.

The VPEM will chair the Hesston Experience Team (HET). HET is charged to study student satisfaction and retention issues at an institutional systems level (macro) and implement strategies to increase enrollment.

The VPEM will chair the International Student Success Team (ISSST). This team is set up to identify and mitigate student retention issues at the individual student level (micro).

The VPEM will engage faculty, staff, students, and alumni in the recruitment process, galvanizing the many constituencies of the College to join in helping realize enrollment goals.

The VPEM will work to ensure seamless, customer-centered, Hesston College Values focused, handling
of issues that arise with regard to admissions, financial aid, and student success balancing high touch with technological solutions as appropriate.

The VPEM will continually assess and revise the organization, processes, and procedures of the College’s enrollment management system to improve efficiency and effectiveness, evaluating peer strategies to remain competitive. Continually research and review enrollment strategies at peer/like-minded institutions.

Lastly, the VPEM will ensure effective management of budget, personnel, technology, and workflow.

REQUIRED QUALIFICATIONS:

- Minimum Bachelor’s degree
- Demonstrated knowledge and experience with Admissions, Marketing and Communication, Financial Aid and/or Enrollment Management.
- Demonstrated Christian commitment to following Jesus. Church membership and regular attendance with this church community are required.

PREFERRED QUALIFICATIONS:

- An advanced degree (Masters, Doctorate).
- A minimum of 5 years of enrollment management experience (admissions and/or financial aid, and/or registrar’s office) preferred.
- Extensive knowledge of strategic enrollment management theory and practice with demonstrated success in leveraging analytics to increase enrollment, maximizing net tuition revenue while increasing quality and diversity.
- Exceptional interpersonal skills and the ability to interact and work effectively with administrators, academic leadership, faculty, students, alumni, donors, community leaders, elected and appointed public officials, and members of the community at large.
- Demonstrated success with contemporary marketing and outreach principles, strategies, and techniques, enrollment management software and systems, as well as external sources.
- Skill in strategic planning, evaluation, and re-engineering operations and procedures, formulating policy, and developing and implementing new strategies and procedures at an institution of higher education.
- Advanced analytical, evaluative, and objective critical thinking skills.
- Ability to analyze complex problems, interpret and translate operational needs, and develop integrated, creative solutions while bringing others along in the process.
- Demonstrated success in building, developing, and maintaining an effective enrollment management team, as well as mentorship, employee development, and performance management skills.
- Advanced verbal and written communication skills and the ability to present effectively to small and large groups.
- Familiarity with the Mennonite and Anabaptist thought and history, or willingness to learn.

PERSONAL QUALITIES SOUGHT:

Impeccable integrity, maturity, a good sense of humor, comfort in public settings, exercising of discretion and good judgment in handling confidential information.
Academic Search is assisting Hesston College with this search. Prospective candidates are encouraged to direct inquiries to Kate Nolde, Senior Consultant, who is leading this national search, at kate.nolde@academicsearch.org.

Nominations and application materials may be sent in confidence to HesstonVPEM@academicsearch.org. Nominations should include the nominee’s full name, title and institution, and email address. Nominators should also include his/her own title and institution in the nomination email.

While the position is open until filled, for the highest level of consideration, please submit application materials by September 8, 2022. Complete applications should include three .pdf documents: 1) a thoughtful letter of interest, specifically addressing relevant experience and responsibilities, as well as the qualifications outlined in this profile, 2) a current CV highlighting responsibilities and accomplishments, and 3) the names and contact information of five professional references, including email address and a brief note of the candidate’s working relationship with each. References will not be contacted without the permission of the candidate and at a later stage of the search.

Hesston College does not discriminate in employment on the basis of race, religion, gender, perceived gender, gender identity or expression, sexual orientation, ethnicity/national origin, citizenship status, age, ancestry, color, marital or family status, pregnancy or pregnancy-related conditions, physical or mental disability, genetic information, military or veteran or military discharge status, or any other characteristic protected by local, state or federal law. As a religious institution, Hesston College is committed to the historic Anabaptist identity and the teachings of Mennonite Church USA, and expressly reserves the legal right to hire and employ individuals who support the values of the college. Candidates for hire and current employees should share our values to educate and nurture each student within a Christ-centered community, integrating thought, life and faith for service to others in the church and the world. Characteristics of these values can include but are not limited to: acting with integrity, honesty, dedication, compassion, justice, humility, perseverance and a willingness to serve and respect others.
ABOUT ACADEMIC SEARCH

Academic Search is assisting Hesston College in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. For more information, visit www.academicsearch.org.

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