



DEFIANCE
COLLEGE

VICE PRESIDENT
FOR
ENROLLMENT
MANAGEMENT

Search





If you want to go fast, go alone. If you want to go far, go together. ~ African proverb

Defiance College announces the search for a Vice President for Enrollment Management (VPEM) and invites applications and nominations for the position. The strongest applicants for the position will be energetic, innovative, collaborative and strategic leaders. Reporting directly to the President, the VPEM will serve on the President's Cabinet and be responsible for leading and managing the College's enrollment management operations including undergraduate and graduate admissions and financial aid. This professional will work closely with student life, athletics, and academic affairs to implement the strategic enrollment plan and coordinate efforts to increase enrollment, retention, and graduation rates. The successful candidate will have demonstrated achievements and a record of progressive responsibility in the following areas: enrollment management, admissions, strategic planning and analysis, financial aid leveraging, team building, staff development, and experience with marketing.

MISSION:

Defiance College graduates students to lead distinctive lives in their chosen professions through a spirit of service by preparing them to know, to understand, to lead, and to serve.

To KNOW: We believe that the liberal arts form a broad basis for all learning. We affirm that academic excellence demands a committed search for truth, competency in research and other problem solving methods, the ability to synthesize knowledge from many sources, and a capacity for self-directed learning.

To UNDERSTAND: We provide opportunities for students to perceive and make connections between the intellectual realm and the world. We strive to develop awareness of and sensitivity to global interdependence and diverse cultures.

To LEAD: We are committed to the betterment of the community, the nation, and the world through the development of leadership skills and abilities. We create opportunities for students to initiate and facilitate beneficial action in and out of the classroom and encourage self-reflection on the role of the dedicated leader.

To SERVE: We encourage our students to be of service to their fellow students, their chosen fields of study, their communities and the world. We provide opportunities for students to transform society through civic engagement along with application of their knowledge and understanding to service. (Board approved, April 2017)

VISION:

Holistic Learning and Adaptability for Life.

Prepared Professionals.

Community Leaders.

Civic Stewards.

CORE VALUES:

At Defiance College, we go Together:

Inclusive. Excellence. Innovative.

Engaging. Influential. Soulful.

Intentional.

AFFILIATION: Defiance College has been affiliated with the Christian Church, now United Church of Christ, since 1902. <http://www.ucc.org/>

HISTORY: The common threads that run through today's Defiance College – academics based in the liberal arts, preparation for successful careers, a sensitivity to the world and its diverse cultures, and a commitment to service – all have more than a century of tradition. Chartered in 1850 by the state legislature as the Defiance Female Seminary, trustees sold canal lands granted to them to start a college. By the mid-1880s, the doors of Defiance Hall were opened to the first students.

In 1902, the Christian Church assumed leadership of the college and changed its name to The Defiance College. The next two decades were years of significant growth of the campus and student body, and it was during this period that the college's mission of service to humanity took root.

The College carried on through the external forces of two world wars, and after World War II saw the arrival of many veterans earning their college education through the GI Bill. Numerous programs were revived and expanded, and the physical campus grew with construction of several buildings. In 1967, the Schaufler College of Cleveland and Oberlin merged with Defiance College with focus on social work and religious education studies.

In August 2020, Defiance College launched Jacket Journey, a readiness program designed to prepare students for careers or graduate school by ensuring they can articulate their knowledge, skills, and dispositions for success in their careers. Originally conceptualized by President Mankey, Jacket Journey is designed to address key problems facing higher education and the 21st century workforce. Jacket Journey, housed in the Institute for Career Readiness and Lifelong Learning, is a unique learning opportunity that is a required, four-year program with one academic credit hour for each of those four years.

Throughout its history, Defiance College maintains its commitment to making a difference in the lives of others.

Overarching Strategies:

1. Career Readiness undergirded by Liberal Arts-based Learning (Jacket Journey)
 - a. Fully develop the four-year program
 - b. **DEFI: Discover Engage Formulate Initiate**

- c. Competencies:
 - i. Oral & Written Communication
 - ii. Teamwork & Collaboration
 - iii. Ethical Judgment & Decision Making
 - iv. Critical & Creative Thinking
 - v. Digital Technology
 - vi. Diversity, Equity, and Inclusion

- 2. Holistic and Transformative Learning: Extent to which students connect their out-of-class experiences with in-class learning. Nurturing the mind, body, and soul as part of a well-rounded education.
 - a. Assist students to seek and find their potential and aptitude for vocation and avocation
 - b. Continue to affirm and implement our decades-long commitment to support students who have both the desire and capacity to succeed in college through our *We Support You* program
 - c. Continue to Nurture the "soul" of Defiance College

3. Resource Management

Suggested Actions:

- a. Continue to diversify revenue streams
- b. Balance athletics and academics. Modify our method of athletic recruiting (the "Docking" model) to be more holistic with a focus on activities and retention, not just athletics for recruiting first year students

4. Quality Programs

Suggested actions:

- a. Enhance DC's value proposition
- b. Continue to hire and mentor appropriately credentialed faculty members with diversity
- c. Continue to diversify modalities of learning

5. Vibrant Campus Environment

Suggested actions:

- a. Become a national model for Diversity, Equity and Inclusion (DEI)
- b. Demonstrate an "extravagant welcome" to all (as described by the UCC)
- c. Get to and maintain a level of out-of-classroom engagement appropriate to the situation that include programming which is fun, creative, and promotes social interaction as well as tacit learning
- d. Continue to improve facilities for academic, residential, and recreational activities
- e. Focus on four concepts of DC Culture:

- 1) **Belongingness**: Demonstrating our value proposition and our mission through the integrity and risk to stand alone rather than acclimating ourselves to a situation that compromises DC's essence or our authenticity. (Brene' Brown, 2017) To what extent does one feel welcome on campus?
- 2) **Inclusion**: "The act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate. An inclusive and welcoming climate embraces differences and offers respect in words and actions for

all people.” Kapila, Monisha. *Why Diversity, Equity, and Inclusion Matter*. 6 Oct. 2016, independentsector.org/resource/why-diversity-equity-and-inclusion-matter/.

- 3) **Accessibility:** Ability to effectively address how the [structural] issues of race, culture, language, and disability affect students’ quest for equitable education (W.J. Banchett, J.D. Kingner, B. Harry (2009))
- 4) **Anti-Racism:** Supporting an anti-racist policy through actions or expressing antiracist ideas. Racism is any policy that produces or sustains racial inequity between racial groups. (adapted from I. X. Kendi (2019)).

Defiance College Today

Defiance College prepares students for their future careers with a creative curriculum and a nationally-unique career readiness program called Jacket Journey. This program is built into the academic curriculum in such a way that students learn the soft skills employers want while also completing the academic rigors of their chosen major.



Students have opportunities to gain intercultural and international experiences that help them grow into wisdom beyond their years. Soon, students begin to see the world differently. Defiance College has a focus on diversity, equity, and inclusion. So much so that it is crafted into our Core Values. Many of our students are first-generation college students who don’t have much experience beyond their hometowns. However, those that come to DC with a desire to work hard and immerse themselves in our opportunities for engagement, will soon be astounded by the impact they can have on their community and the world.

Premier Academically-Related Experiences



Jacket Journey is a unique career-readiness program that helps students see connections between their experience in the classroom, participation in co-curricular and extracurricular activities, and the competencies needed for success in the 21st century workplace. This program is designed to help students better articulate the knowledge, skills, and dispositions they acquire at Defiance College; foster dialogue between the college community and employers; and provide faculty with opportunities to connect with employers.

Jacket Days is a 3-day, engaging, immersive, and required program focused on career-readiness. Participation in Jacket Days allows students to earn academic credit. Each year of the Jacket Days experience is tailored to meet the needs of students and prepare them for success after graduation. Throughout their four-years in the program, students are taught to D.E.F.I.: **D**iscover. **E**ngage. **F**ormulate. **I**nitiate.

Jacket Points help track student experiences throughout their Jacket Journey. Points are awarded for participation in career-readiness programming, co- and extracurricular activities, and various other events. Students have the opportunity to receive prizes and participate in special events for earning points.



McMaster School for Advancing Humanity was established Drs. Harold and Helen McMaster in the mid 2000's by their generous endowment gift. It allows students to critically examine the root causes of human suffering through community-based research that addresses systemic factors which impede human progress; it gives students the knowledge and capacities to be active world citizens and to view themselves as members of the world

community; it allows them to contribute actively through sponsored scholarship and service to the improvement of the human condition worldwide; it promotes the exchange, creation, and dissemination of knowledge about successful models of active citizenship and public service; and it allows them to be part of creating at Defiance College one of the nation's premier undergraduate educational programs with a focus on scholarship and service, and a special emphasis on developing an innovative approach to teaching.

The Hensch Autism Studies Programs brings together expertise and services in innovative ways. Two programs support the development of inclusive communities. Understanding autism spectrum disorder (ASD) is about more than just learning a new vocabulary or having a diagnostic label to explain a person. Defiance College's **ASD Affinity Program** accepts academically-qualified college applicants who might require help in navigating the traditional college residential campus. Varying levels of academic, social, and residential support assist students in personal growth and in meeting their professional goals. The ASD Affinity Program fosters independence for young adults with autism by providing a residential campus experience with numerous services in place to maximize opportunities for success and entry into the workforce. Participating students receive campus housing with support from trained resident advisors and peer interventionists. The ASD Affinity

Program builds on Defiance College's success with its **Hench Autism Studies Program**, in which high school students with autism receive high school-level instruction on the DC campus in coordination with Defiance City Schools.

Veteran-Friendly Campus

Defiance College is one of nine independent colleges to be named a Purple Star campus, as part of the inaugural group identified by the State of Ohio in 2022. The Collegiate Purple Star recognizes those Ohio higher education institutions that are supportive and inclusive of military-connected students. Criteria for being chosen as a Purple Star college include having a dedicated military/veteran point of contact and office on campus, establishing priority registration for veterans and servicemembers, surveying student veterans and servicemembers – along with spouses and dependents – about needs and challenges, and allowing for the establishment of student-led groups and organizations for veterans and servicemembers. In addition to being designated an Ohio Purple Star Campus, Defiance College is also a Yellow Ribbon school, has been named a Military Friendly Gold Designation by *G.I. Jobs*, and is recognized by Colleges of Distinction for its excellent support of military-connected students.

External Accreditations

Defiance College holds a number of accreditations supporting quality academic programs.

- Higher Learning Commission
- National Council for State Authorization Reciprocity Agreements (NC-SARA)
- Ohio Department of Higher Education
- Council for Accreditation of Educator Preparation (CAEP)
- Council on Social Work Education (CSWE)
- Commission on Collegiate Nursing Education (CCNE)
- National League for Nursing (NLN)
- National Strength and Conditioning Association (NSCA)
- International Accreditation Council For Business Education (IACBE)

Athletics at Defiance College



Defiance College has a rich tradition in athletics that has been an integral part of students' campus lives and the Defiance community since the College's inception. Intercollegiate athletics at Defiance instill teamwork, leadership, sportsmanship, and a strong work ethic along with a sense of belonging. Student-athletes can choose from 18 NCAA intercollegiate men's and women's sports that compete in the NCAA Division III Heartland Collegiate Athletic Conference.



Campus Life

The Division of Student Life is an integral part of the Defiance College community dedicated to developing the whole person.

The Division promotes dynamic and inclusive co-curricular learning experiences that contribute to the academic, career, and personal success of Defiance College students.



Location

Defiance College is located in Defiance, Ohio, in the Northwest corner of Ohio. Its distinctive name always attracts the attention of those who have never heard of a city named Defiance. The name comes from Fort Defiance, established by General Anthony Wayne in 1794. Situated on the confluence of the Maumee and Auglaize Rivers, the city of Defiance was founded in 1836 in an area that had been an important gathering location of Native American nations for centuries.

Defiance is one hour from Lima and Toledo, Ohio, and Fort Wayne, Indiana; two hours from Detroit; two-and-a-half hours from Columbus and four hours from Chicago. The city of Defiance has 17,000 residents. It is the county seat for Defiance County and is the regional center of a six-county area.

The 150-acre campus is close to both quiet residential neighborhoods and busy commercial districts.

At A Glance

Tuition 2022-2023: \$34,556

Student Enrollment Fall 2021:

Undergraduate – 524 (493 FT)

Graduate – 57

Residential – 331

Part-time – 31

International – 1



Freshman Retention Rate: Fall '21 to Spring '22: 82%;
Fall '20 to Fall '21: 55%

Students Receiving Financial Assistance: 91.9%

Tuition Discounting Rate: 60.3% for Fall 2021

Graduation Rate:

4 year – 19%

6 year – 37%

Degrees: Associate of Arts, Bachelor of Arts, Bachelor of Science, Master of Business, Master of Arts in Education

States from which the majority of students enroll: Ohio, Michigan, Indiana, Georgia, Florida, Illinois

Minority students on-campus: (all undergraduate): 36%

The Role of the VP EM

The Vice President for Enrollment Management will work with senior administrators, the Athletic Department, and the entire campus community to provide strategic enrollment planning, research, and accountability for enrollment outcomes. The new VP EM will have a Master's Degree and five years of progressively responsible and successful administrative expertise in admissions, financial aid, and marketing.

Essential Functions:

- Develop and implement annual and long-range strategic enrollment management plans consistent with reaching annual and semi-annual enrollment goals.
- Establish tools and maintain reports to monitor specific enrollment goals, measure effectiveness of recruiting efforts, and hold recruiters accountable.
- Determine the strategic use of financial aid to recruit and retain students and optimize the use of federal, state, and institutional aid.
- Coordinate enrollment and market research that strengthens efforts in primary markets while also providing needed intelligence on market potential in secondary and tertiary markets.
- Identify and utilize current and emerging enrollment trends, effective techniques to train and retain staff, and means to support diversity and inclusion on campus.
- Oversee the development of admissions and financial aid policies, procedures, and programs,

ensuring that programs produce measurable results.

- Utilize information systems and technology to effectively manage recruitment, financial aid and data collection.
- Work collaboratively with the President and Cabinet to develop a strategic marketing plan and provide leadership to ensure marketing initiatives are implemented.

Desired Attributes:

- Demonstrable experience in growing undergraduate and graduate enrollment
- Commitment to the fundamentals of enrollment management (admissions and financial aid) with a desire to train staff members and keep them up-to-date.
- Proven management skills for maximum effectiveness of work flow and deadlines to ensure best use of the skills and aptitudes of the enrollment team
- Build productive relationships with athletic department and coaches for maximum productivity and accountability
- Ability and desire to work in a collaborative leadership environment
- Aptitude to use and assess consultants who contribute to enrollment and financial aid success and vet them according to performance and/or need
- Accuracy and appropriate financial aid awarding
- Capacity to effectively engage all aspects of a successful communications plans that is welcomed by prospective students, their families and loved ones
- A history of monitoring an effective website and ability to work with Communications and Marketing to revise and adjust (re-do) accordingly.

The Procedure of Candidacy

Defiance College is being assisted by the partners of Hyatt-Fennell. Submit applications and nominations to **Robert Head** at Defiance@hyatt-fennell.com. Applications will be reviewed as they are received but must be submitted by July 1. Applications must include a detailed letter of interest, resume/cv, and five professional references.

