Assistant Vice President for Admissions

Wheelock College, located in Boston, invites applications and nominations of dynamic, experienced enrollment leaders for the position of Assistant Vice President for Admissions. The leadership post will provide strategic, fiscal, and administrative leadership for growing and sustaining our undergraduate and graduate admissions. The Assistant Vice President reports directly to the Vice President for Enrollment, Student Success and Engagement and serves as a member of the Division of Student Success and Engagement Leadership Team and Leadership Council.

About Wheelock College

Wheelock College was founded in 1888 as the Wheelock School by Lucy Wheelock, a visionary with a global perspective and a pioneer in the United States kindergarten movement, to provide education for teachers of young children. In 1941, the institution’s name was changed to Wheelock College and academic programs were expanded to four year offerings. Graduate-degree programs at Wheelock date from 1952. For more than 25 years, Wheelock has offered degree and professional programs in Singapore, and has developed other strong partnerships across the continents. Today, Wheelock is a vibrant, independent, predominantly residential college with undergraduate programs in arts and sciences, education, social work, child life, and juvenile justice/youth advocacy, as well as graduate programs in the professions.

The College fulfills this mission by providing a strong education in the arts and sciences and in its professional fields - education, child and family studies, and social work - for which its undergraduate and graduate programs are nationally and internationally recognized. Throughout its academic programs and student experience, the College reflects the multicultural dimensions of the communities and countries in which it serves and fosters diverse learning experiences - all of which contributes to the success, leadership, and impact that its graduates enjoy in a wide variety of careers. Wheelock College is located in the Fenway, a vibrant area of Boston that is home to a wide variety of educational, cultural, and healthcare institutions. The College is recognized as one of the “Best Colleges- Regional University North” by U.S. News & World Reports; recipient of the 2014 U.S. President's Higher Education Community Service Honor Roll for our commitment to community service and civic engagement; and Massachusetts
Colleges of Distinction for engaged students, great teaching, a vibrant community and achieving successful outcomes. Wheelock has also been recognized locally, regionally and nationally for the extraordinary campus diversity of our students, faculty, staff and administration.

Mission

The mission of Wheelock College is to improve the lives of children and families. A private College with a public mission, Wheelock is recognized as a national and international leader in its professional fields. The College carries out this mission by providing a sound education in the arts and sciences and in the professions, by contributing to the knowledge and best practices of professionals in the field, by generating and sharing cutting-edge scholarship and thought leadership, and by influencing the development of social policy.

Vision

Wheelock strives to be the premier college educating people to create a safe, caring, and just world for children and families. It lives its mission and vision by:

- Educating students who are well prepared academically and who enter the world of practice with grounded knowledge and real-world experiences – ready to serve as leaders and advocates, confident in their abilities and directions, and sought after in a range of careers.
- Developing and disseminating the knowledge and best practices needed to advance the fields consistent with its mission and to deliver 21st century transformational education.
- Advocating for and supporting the development of programs, policies, laws, and innovations that enhance the quality of life globally for children and families.

Values

Wheelock College lives its values and infuses them throughout its educational programs, scholarship, and outreach.

- We are committed to being a dynamic, rigorous, and transformational learning community underpinned by theory, practice, research, and advocacy.
- We infuse all we do with a focus on integrity, mutual respect, multiculturalism, and social justice with a global perspective.
- We value the power of partnerships and collaborations to effect positive change for children and families.
- We work to ensure that graduates view their Wheelock experience as a valuable investment that serves them well throughout their professional and personal lives.
Strategic Directions for a Dynamic Future

The Wheelock College community continues its engagement in strategic planning involving faculty, staff, administration, students, and trustees. The campus process has reaffirmed the College’s mission and core values, and sets a strategic direction for Wheelock to become “the leading institution impacting scholarship, practice, and policy in the service of children and families globally.” It also centers the College’s work over the next ten years on four major themes:

- Enrich the Wheelock College experience for all
- Transform Teaching and Learning
- Increase the College’s strategic growth and visibility
- Enhance Financial Sustainability.

The resulting “Learning, Leading, Innovating Together” plan is being shaped for, priorities, implementation, financial and operational targets, and measures of success. Strategic visioning on the future of the College continues in the context of this work and the new Assistant Vice President for Admissions will have ample opportunities for creative leadership in and influence on this process.

Facts about Wheelock College

Institutional facts and figures

- The Wheelock College campus is composed of two sites that sit within a mile of each other. The main one is located on a 3-acre urban campus at the juncture of Boston and Brookline in the beautiful Fenway area of Boston. It includes 12 buildings, 6 with residence halls. The second site in Brookline is a multi-purpose facility with classrooms, meeting spaces, faculty and staff offices, and a café. Additional undergraduate and graduate programs are offered at off-campus locations including Worcester, Massachusetts; Singapore; several Caribbean locations; and other international sites.
- Wheelock College is a committed member of the Colleges of the Fenway, established in 1996. The consortium includes Emmanuel College, Massachusetts College of Art, Massachusetts College of Pharmacy and Health Sciences, Simmons College, and Wentworth Institute of Technology. Cross-registration; joint co-curricular programs; collaborative degree programs; minors in performing arts, arts history, and in sustainability; faculty development initiatives in teaching and learning; intramural and club sports; and joint purchasing are some of the consortium benefits to Wheelock.
Enrollment on the Boston campus is approximately 850 undergraduate and 400 graduate students. An additional 70+ students are enrolled at off-campus sites, and more than 240 students are currently enrolled in Singapore.

Main campus undergraduate enrollments have grown since fall 2005. Close attention is paid to enrollment management, including student-centered academic advising and other support services aimed at optimizing student success.

Wheeler college tuition is $31,675 and room and board is $13,600 for the 2014-2015 academic year. Financial aid is offered in four forms: scholarships, grants, loans, and employment. 95% of our undergraduate students receive some form of financial aid.

The Wheelock Family Theatre, located on the Boston campus, is a professional equity house that makes theatre accessible and affordable to more than 30,000 people annually through its major productions, school and community partnerships, and on- and off-campus educational programs. Award-winning, Theater Espresso, an interactive theater troupe engaging school students through original historical dramas on issues of history, human rights, and social justice, is also in residence at the College.

In addition to facilitating vibrant learning activities in locales around the globe, Wheelock is often invited by local, national, and foreign governments to help shape and anticipate the impact of policy and practice on the lives of children, families, and societies.

Wheelock College has built impressive momentum in terms of external fund raising. In October, 2011, the College publicly launched an $80 million comprehensive campaign. With over $77.9 million raised, the College is well positioned to complete this drive by year end.

Wheelock alumni have global impact in their professions and communities, as well as strong commitment to the College and its mission.

Wheelock marked its 125th anniversary in 2013 with a year of academic forums and celebrations which culminated in the College’s first international conference on the global challenges and opportunities facing children, youth, and families.

**Academics**

Wheelock grants the Bachelor of Arts, Bachelor of Science, Bachelor of Social Work, Master of Science and Master of Social Work degrees.

The College has 64 full time faculty with more than 80% holding a doctorate or equivalent terminal degree in their field. 56% of the faculty is tenured.

Wheelock is accredited by the New England Association of Schools and Colleges (NEASC) and the National Council for Accreditation for Teacher Education (NCATE). Wheelock is the only private institution in Massachusetts accredited by NCATE. In addition, all early childhood education programs are nationally recognized by the National Association for the Education of Young Children (NAEYC); all elementary educator preparation programs are nationally recognized by the Association for Childhood Education (ACEI); all special education programs are nationally recognized by the Council on Exceptional Children (CEC), the Teacher of
The College is exploring the strategic role of online education at Wheelock and has launched its first online graduate program in STEM teaching.

International programs and partnerships

Wheelock’s mission extends globally. For 25 years, the College has delivered internationally-validated degree programs in early childhood education in Singapore. The programs are designed for quality instruction, capacity-building, and impact. Wheelock’s undergraduate and graduate programs in Singapore have educated over 2,500 students, and its alumni base includes influential educators, policy makers, and

Reading program is nationally recognized by the International Reading Association (IRA), and the Social Work programs are nationally accredited by the Council on Social Work Education (CSWE).

- Wheelock has a library with 50,000+ print titles, 70,000+ digital titles, 40+ full-text databases and a curriculum center which fully support both graduate and professional programs, on-campus and off-campus.
- Master’s programs offered: Integrated Elementary and Special Education, Early Childhood Education, Child Life and Family-Centered Care, Social Work, Non-profit Leadership, Teacher of Reading, Language and Literacy Studies, Educational Studies, and a joint degree in Social Work and Organizational Leadership. Concentrations within the Educational Studies degree include international experiences through creative partnerships with the Peace Corps and with the American Community School in Athens.
- Graduate certificates are available in areas such as Autism, Parenting Education, Medical Social Work: Advocacy & Practice in Healthcare Settings, Early Childhood Mental Health, Nonprofit Leadership, Leadership and Administration of High Quality Early Education and Care Programs.
- Education certificates and specializations are offered in areas such as Advancing Science Content Knowledge Grades 1-6; Advancing Mathematics Content Knowledge Grades 1-6; Special Education; Reading; Teaching English Language Learners; and Birth to Three.
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entrepreneurs in the region.

- In addition to existing programs, Wheelock has a strong ongoing commitment to developing additional international partnerships and programming in the Middle East, Caribbean, Africa, Europe, Central, and South America.
- The Presidential International Service Learning Program affords students opportunity to participate with faculty members in academic service learning trips, offering in-depth, cross-cultural experiences in keeping with Wheelock’s mission. These programs include locations such as Northern Ireland, West Africa, Puerto Rico, Guatemala, Barbados, South Africa, Haiti, Scandinavia, Germany, and Belize. Traditional study abroad programs are also available.
- A visiting scholars program has welcomed more than twenty-five scholars from six continents since its inception nine years ago. Scholars represent a wide variety of fields and are in residence at Wheelock for 1-3 weeks, interacting with students, faculty, alumni, and the wider community.

### Student life and success

- The College participates at the NCAA Division III level and fields eleven intercollegiate teams such as men’s and women’s basketball, cross-country, lacrosse and soccer; men’s tennis; and women’s softball and field hockey.
- Undergraduate students participate in over twenty clubs and organizations including a literary magazine, Pi Gamma Mu, FLOW (Fundamental Lyricists of Wheelock), Gay-Straight Alliance, Student Government, ALANA, Boston Association for the Education of Young Children, the Campus Activities Board, Campus Association of Social Workers, Wheelock Ukulele Union, Black Student Union, La Herencia Latina, Hillel and others. These organizations and other projects provide students opportunities to cultivate and enhance their leadership skills.
- Students participate in a 2+2 advising model, in which first and second year students work with a professional advisor. Third and fourth year students work closely with faculty advisors in their major.
Community engagement and outreach

- Wheelock students provide an estimated 100,000 hours of community service annually through field experiences and volunteerism in more than 280 organizations. Its academic service learning programs have earned the College local and national awards.
- Founded in 2007, the Aspire Institute mobilizes the expertise of Wheelock faculty and community partners to promote effective policy, practice, and research and to develop innovative solutions to social and educational challenges.
- Wheelock College has strong partnerships with the Boston, Brookline and Cambridge public schools. All undergraduate and many graduate students complete their education practicums in these districts.
- Wheelock also prides itself in strong partnerships with other surrounding communities, and many faculty build learning opportunities for students around those. Students in research methods have, for example, completed action research projects at the Boston Children’s Museum. Wheelock also manages the Mattahunt Community Center in partnership with the City of Boston, and many students complete field work hours there as part of their academic programs.
- Other initiatives engage national audiences. The Center of Excellence for Military Children and Families, for example, established in collaboration with the Massachusetts National Guard and the Military Child Education Coalition, draws attention to the needs of military children and families and the support available to them. The National Center for Racial Amity offers programming to K-12 and higher education audiences so as to improve the discourse on race in America.

The Division of Enrollment, Student Success and Engagement

Enrollment Management at Wheelock College is a comprehensive process designed to help achieve and maintain optimum enrollment (recruitment, retention and graduation rates). It is an institution wide process that permeates virtually every aspect of the College's function and culture. It is a deliberate process that requires time for planning, full implementation and development of the information infrastructure that will sustain the efforts. It is based on a team effort which crosses traditional college organizational lines. Enrollment management focuses on the longitudinal support and comprehensive education of students.

Student Success and Engagement is a complicated array of social, economic, cultural and educational factors that are related to: academic achievement; engagement in educationally purposeful activities; satisfaction; acquisition of desired knowledge, skills and competencies; persistence; attainment of educational objectives; and post-college performance.

Therefore, our vision for “student success” , thus our Division, is to build an exemplary educational community characterized by:
a culture of accomplishment that is created and sustained at every level of the institution;
expectations that are communicated to students and clearly emphasize that they can and must succeed at Wheelock; and
an array of coordinated and institutionalized supports that sustain our expectations.

If done effectively, we will gauge institutional success by increasing undergraduate and graduate student enrollment; improving student retention, persistence and graduation rates; bettering student, faculty, administration and staff satisfaction; and enhancing the student educational experience.

The Division is currently comprised of the following:

- Office of Undergraduate Admissions
- Office of Graduate Admissions
- Office of Intercollegiate Athletics
- Office of Student Success
  - Academic Advising
  - Academic Assistance and Disability Services
  - Career Services
  - Bridge Program
  - Peer Tutoring Program
  - Academic Student Advisors
  - Student Outreach Task Force
- Office of Student Life
  - Residence Life
  - Counseling Center
  - Student Leadership
  - Spiritual Life
- Student Conduct
- Multicultural Center
- Campus Diversity Programs
- Student Clubs and Organizations
- New Student Orientation
- Campus Activities and Programming
- Student Government Association
- International Student Services
  - International Student Admissions
  - ONCAMPUS Boston
- First-Year Experience
- Passion for Action Scholars Program (PFAS)
- Student Retention Services
- Enrollment Management Task Force (EMTF)

The Position

Reporting to the Vice President for Enrollment, Student Success and Engagement (direct report to the President and chief enrollment officer), the Assistant Vice President for Admissions and Director of Admissions will serve as the chief admissions officer and will be a highly visible member of the campus community. This leadership position will be a member of the division’s leadership team which consists of the Vice President, Dean of Student Success, Dean of Student Life and Director of Athletics. The Assistant Vice President will be expected to have a rich and deep professional understanding of strategic enrollment management best practices and a high
level of initiative and motivation to achieve the institution’s undergraduate and graduate enrollment goals. The Assistant Vice President for Admissions will have four (4) direct reports to include the Director of Graduate Admissions; two (2) Associate Directors of Undergraduate Admissions (recruitment and operations) and Assistant Director of Admissions (recruitment and events).

In collaboration with the Vice President for Enrollment, Student Success and Engagement, the administration, faculty, and staff, the Assistant Vice President for Admissions will lead efforts to achieve the College's enrollment goals at the undergraduate and graduate level. Wheelock College has recently implemented a new institutional strategic plan, “Learning, Leading, and Innovating Together.” Significant enrollment growth is one of the key objectives of the plan. The College has recently completed a robust assessment of its undergraduate admissions operations and has embarked upon an award-winning strategic marketing campaign. The Assistant Vice President will be vital to the achievement of the institutions enrollment goals.

It will be important for the Assistant Vice President for Admissions to express a holistic approach to admission standards and recruitment strategies to promote quality, broad-access, and diversity while attracting students with a desire to share their talents and education, to serve those who intend “to inspire a world of good.”

**Essential Responsibilities**

- Lead the development, implementation and monitoring of a strategic enrollment plan for undergraduate and graduate admissions.
- Enhance strategic enrollment management research techniques and best practices for data collection in the admissions process to support enrollment planning.
- Lead an undergraduate and graduate admissions team that demonstratively embodies that mission and values of the College with a particular emphasis on access, diversity, equity and integrity.
- Supervise a team that works together to promote the academic and social benefits of attending Wheelock to a national and international audience of high school students, transfer students, and graduate students, their parents, and high school counselors.
- Provide leadership for the College in the areas of first-year, transfer, student athletic, graduate and international student admissions.
- Interpret and apply existing admissions policies and procedures, as well as create new policies and procedures for the undergraduate and graduate admissions processes that are effective and efficient while maintaining high levels of customer service.
- Develop and implement on-campus recruitment and yield programs; assist the Vice President in implementing a comprehensive marketing and recruitment plan to meet the enrollment goals of the College.
- Establish and maintain existing relationships with Schools, departments, and offices on campus, as well as organizations external to the College.
- Effectively articulate and execute organizational goals; supervise, mentor, and motivate a diverse professional, support and student staff to meet and exceed enrollment goals.
- Enhance the utilization of technology and marketing to meet and exceed enrollment goals.
- Work collaboratively with campus-wide initiatives that focus on, but are not limited to, adult-learners, global initiatives, non-matriculates and pre-collegiate programs.
- Serve on the Enrollment Management Task Force (EMTF) with Vice President (Chair), Dean of Student Success, Registrar, Director of Financial Aid and Associate Director for Athletics.
- Represent the College at appropriate activities and events.

Challenges and Opportunities

Wheelock College will need to address both opportunities and challenges over the near future, as it seeks to continue its critical role serving the educational needs of its students and wider community. Those listed below particularly relate to the leadership role of this position.

- **Envisioning the Future.** The College has benefitted from strategic planning that has been inclusive, forward-looking, and focused on meaningful and measurable change. Working across the campus, the new Assistant Vice President for Admissions has key opportunities to envision, plan, and strengthen the College through growth in our admissions and enrollment.

- **Growing the College.** Wheelock is poised to grow and better leverage its undergraduate and graduate programs and impact. The new Assistant Vice President for Admissions will play a key role insuring this growth is strategic and impactful.

- **Providing Leadership in Changing Times.** Like other higher education institutions, it faces the enduring 21st century challenges of increased opportunities, resource constraints and increasing competition. The Assistant Vice President for Admissions will play an important role in maintaining strength within the College and relevancy within the larger and rapidly changing educational landscape.

- **Managing Strategic Resources.** Wheelock continually seeks better ways to acquire and strategically allocate its resources. The new Assistant Vice President for Admissions will work with staff and the Vice President for Enrollment, Student Success and Engagement to prioritize admissions and enrollment initiatives and fiscal needs.

- **Strengthening Diversity.** Wheelock is strongly committed to the diversity of its student body, faculty, and staff so as to fully realize its aspirations as a global learning
community. The next Assistant Vice President for Admissions will appreciate the opportunity and execute strategies to further the College’s commitment.

- **Promoting Integrity and Innovative Practices.** As the primary lead for our undergraduate and graduate admissions, the new Assistant Vice President for Admissions will assure the continuation of the highest regard for integrity in all admissions practices and operations while bringing innovated thinking and execution to our work to achieve or exceed goals.

**Qualifications and Characteristics**

The ideal candidate for Assistant Vice President for Admissions will bring the following:

**Minimum Qualifications**

- Master's Degree is required (Degree in education, management or marketing is preferred).
- At least eight (8) years of progressive leadership and management experience in higher education admissions or related-field is required.
- Demonstration of highly effective supervisory experience managing direct reports will also be required.
- Experience with developing or implementing marketing strategies.

**Required Skills and Competencies**

- Proven record of success in achieving enrollment goals.
- Exceptional strategic, analytical, communication and organizational skills as well as project management skills and knowledge of admissions and enrollment management practice.
- High degree of proficiency in understanding and utilizing technology to leverage admissions operations and efficiencies.
- Experience with branding and marketing strategies or campaigns to drive enrollment results.
- Viable candidates must have a strong or operational understanding of higher education demographic trends; college access, readiness and success issues; and admissions recruitment and student success trends developments.
- Excellent interpersonal and collaboration skills. Experience must include communications for prospective students.
- Demonstrated skills in cultural competency and unswerving commitment to diversity and inclusion.
- Highly effective social and emotional intelligence.
- Keen sense of urgency.
Strong preference will be given to candidates with:

- Familiarity with recruiting NCAA Division III student athletes.
- Knowledge of utilization of customer relationship management (CRM) systems or use of Jenzabar.

**Nominations and Applications**

We gladly accept nominations for this post. All nominations for this position must be sent electronically no later than 5:00 p.m., Friday, March 13, 2015 to AVPAdmissions@wheelock.edu including the name, title, institution or organization, address and contact information, and a brief explanation of why this nominee could be a match for this position.

Candidates for this position must apply on-line by going to www.wheelock.edu and clicking on Wheelock@Work on the top of the screen. Please submit a resume’, cover letter that addresses how this position aligns with your professional interests, goals and experiences. Also include the names and contact information of four (4) references that can speak to different aspects of experiences.

Please note that confidentiality will be maintained throughout this entire recruitment process and no reference will be contacted without the expressed permission of the applicant.

Preference will be given to those candidates who submit completed applications by March 27, 2015. The anticipated start date for this position is July 1, 2015. The compensation and benefits for this position are very competitive.

**Commitment to Diversity and Inclusion**

Wheelock College is a diverse community devoted to the promotion and acceptance of all people regardless of race, color, national origin, religion, sexual orientation, gender, gender identity or expression, age, or physical ability. Each employee regardless of position is thus expected to support actively the College’s commitment to such diversity by displaying a positive attitude toward and acceptance of all employees and students regardless of such differences.

*Wheelock College is an Equal Opportunity Affirmative Action Educator/Employer.*