

**VICE PRESIDENT FOR
ENROLLMENT MANAGEMENT AND
STUDENT SERVICES**



M Marywood
UNIVERSITY



VICE PRESIDENT FOR ENROLLMENT MANAGEMENT AND STUDENT SERVICES SEARCH

Marywood University, a Catholic university located in Scranton, Pennsylvania, seeks nominations and applications for the position of Vice President of Enrollment Management and Student Services to take office on August 1, 2021. This Vice-President provides leadership in developing and executing an enrollment management plan that will enhance the mission, maximize brand awareness, and contribute to the ongoing success of this 106 year-old institution of higher education. An environment of anticipation, high energy, and new directions awaits the new Vice President of Enrollment Management and Student Services, largely due to the recent launch of a new strategic plan announced by president, Sister Mary Persico, IHM, Ed.D. to the community. The successful candidate will join the President and her senior leadership team by accepting the charge to help develop strategic initiatives in the areas of enrollment, financial aid, athletics, and student services. The successful candidate will demonstrate unquestionable integrity, be an outstanding communicator, a strategic thinker who possesses strong and effective interpersonal skills that engender trust and cultivate collaboration. The successful candidate must support the goals, values and mission of the university.

FOUNDING AND HISTORY

Marywood University was founded in 1915 and is sponsored by the Congregation of the Sisters, Servants of the Immaculate Heart of Mary (IHM), Scranton, Pennsylvania. An educational community inspired by the charism of the IHM Congregation, Marywood has more than a century-long tradition of education and service that manifests its commitment to spiritual, ethical, and religious values. From the institution's inception, the Sisters of IHM, Scranton, have dedicated themselves to the governance, administration, and staffing needs of Marywood. IHM Sisters have served as president of the college/university throughout its history.

Marywood acquired degree-granting powers in 1917; these were expanded in 1922 to the awarding of the Master of Arts degree. The University was the first regional institution to offer doctoral degree programs, which were established in 1996, and since then, Marywood has emerged as a leading provider of graduate education in Northeast Pennsylvania. The institution transformed from college to university status in 1997; and in 2009, Northeast Pennsylvania's first School of Architecture opened at Marywood University. In 2017, the University was restructured into three colleges: Professional Studies, Health and Human Services, and Arts and Sciences. Marywood University is one of the best places to prepare for a career in the health professions.

MISSION

The Marywood community is shaped by its IHM heritage. The beauty of the campus reflects the rich intellectual and spiritual presence of the founding Sisters. The institution roots itself in the Catholic intellectual tradition, the principles of social justice, and the belief that education empowers people. The University's core values include Catholic identity, respect, empowerment, service, and excellence. The institution integrates the liberal arts tradition and professional disciplines to create a comprehensive learning experience. The undergraduate and graduate programs promote academic excellence, advance innovative scholarship, and foster leadership in service to others. Within a welcoming and supportive community, Marywood challenges individuals of all backgrounds to achieve their full potential and make choices based on spiritual and ethical values. It also prepares students to seek sustainable solutions for the common good and educates global citizens to live responsibly in a diverse and interdependent world.

Students are committed to service, and their giving of themselves takes many forms—from service-learning opportunities within the curriculum, to local community service projects, to international mission trips. The President's Higher Education Community Service Honor Roll has recognized Marywood multiple times for its exemplary service efforts. More than 2,500 Marywood students, faculty, and staff engaged in over 230,000 hours of service within the past year. Faculty members are evaluated on teaching, research, and service.

Marywood's 115-acre main campus is a national arboretum, one of only several in the country, with over 100 species of trees and shrubs. Sustainability is an integral part of Marywood's mission and of the core value of respect, which includes valuing Earth and all creation. The campus community participates in many green initiatives.

LOCATION

Marywood's scenic main campus sits atop a hill in an attractive residential area of Scranton, Pennsylvania. With a population of over 70,000, Scranton is the sixth-largest city in Pennsylvania and offers a wide range of attractions, eateries, festivals, culture, shopping, and entertainment. Located within minutes of the Pocono Mountains, Scranton offers a variety of outdoor exhibits and performances during the summer; activities during the winter include outdoor sports, minor league hockey, and various cultural events.

Marywood has the advantage of being relatively close to major cities of the Northeast. Distances by car to some of these cities include 2½ hours to New York City; 2½ hours to Philadelphia; 4 hours to Washington, D.C. and 5½ hours to Boston.



UNIVERSITY LEADERSHIP

The University appointed Sister Mary Persico IHM, Ed.D. to serve as Marywood's 12th President, starting July 1, 2016.

The President's Cabinet includes the following executive officers: Provost, Vice President for Business Affairs, Vice President for Enrollment Management and Student Services, Vice President for University Advancement, Vice President for Mission Services, and Chief Operating Officer.

Direct reports to the Vice-President of Enrollment Management and Student Services: Directors of Undergraduate, Graduate, and International Admissions, Director of Financial Aid, Director of Athletics, and Executive Director of Student Services.

BOARD OF TRUSTEES AND RELATIONSHIP TO CORPORATION

There are currently 31 members of the Board of Trustees, including two with emeritus status and two ex officio (President of the Congregation and President of the University). Currently, there are six IHM Sisters on the Board and one member of the clergy. In addition to the Executive Committee, there are standing committees for Academic Affairs, Financial Affairs and Audit, Enrollment Management, University Advancement, Trustees, and Shared Governance. The VPBA will staff the Financial Affairs and Audit Committee.

Marywood University is a sponsored institution of the Congregation of the Sisters, Servants of the Immaculate Heart of Mary, Scranton, Pennsylvania, and, as such, the President of the Congregation and her councilors constitute the Members of the Corporation. The relationship between the Board of Trustees and the Corporation is delineated in the bylaws of the University. The Board has fiduciary responsibility to promote and preserve the mission of the University. The Members of the Corporation have reserved powers, which include the following: changes in institutional purpose and philosophy; appointment, reappointment, or termination for cause of the President of the University; approval of new trustees, acquisition, disposition, encumbrance, or lease of real property of the institution; construction of new buildings; dissolution, merger, or consolidation of the institution with another corporation; amendments to the bylaws; and disposition of property upon dissolution.



MARYWOOD UNIVERSITY TODAY

The University enrolls approximately 2,400 full-time students; 1,700 at the undergraduate level and 700 graduate students. Total undergraduate and graduate headcount, including part-time students, is over 2,600 students. Diverse and/or international students compose 17 percent of the student body. Among the 500 incoming undergraduate students who enroll each year, approximately 18 percent are transfer students. About 96 percent of students are on financial aid, and the undergraduate discount rate is slightly above 50 percent. Over \$31 million of institutional aid is awarded annually to Marywood students. The student-faculty ratio is 11:1.

Marywood has 153 full-time faculty; 46 percent are tenured and 73 percent have a Ph.D. or a terminal degree. The University has about 189 adjunct faculty members. The University offers 56 undergraduate degree programs, 28 master's programs, an educational specialist degree, and two doctoral programs. The Psy.D. program in Clinical Psychology was recently ranked 30th in the nation. Recent additions to the portfolio of programs include a baccalaureate in respiratory therapy, graphic arts, sports management, and dual certification in early childhood and elementary education and special education and master's programs in interior architecture, construction management, athletic training, and professional writing.

Marywood's programs are administered through three degree-granting colleges, with 56 bachelor's degrees, 28 master's degrees, two terminal degrees by program (M.F.A. and Ed.S.) and two doctoral degrees (clinical psychology and strategic leadership and administrative studies). All undergraduate students are required to complete a core curriculum in the liberal arts in addition to the courses in their major. Undergraduates may also enroll in double majors, honors and independent study programs, practicums, internships, and study abroad, as well as Army and Air Force ROTC programs.

Popular undergraduate programs are business, nursing, communication sciences and disorders, and architecture. The largest graduate programs are in social work, psychology and counseling, business, and physician assistant.

ACCREDITATION

The University is accredited by the Middle States Commission on Higher Education and holds multiple professional accreditations, including in business, speech pathology, nutrition and dietetics, nursing, social work, psychology, music and music therapy, art and art therapy, among others. Accreditation visits are ongoing.

During the past year, Marywood was ranked #1 in Nutrition and Dietetics by the National Center for Education Statistics, #1 in Masters in Art Therapy based on Affordability, #17 in Best Value Online in PA by Best Value Schools, #29 in Best Value Regional Universities in the North by US News and World Report; #24 for Best Colleges for Veteran Regional Universities in the North by US News and World Report, and ranked in top 30 for MBA online programs by Online MBA.com.





STUDENT LIFE

More than 700 students (primarily undergraduate) live in campus housing; the institution has capacity for nearly 900 spaces in four residence halls, and multiple apartment buildings. There are 60 registered student organizations with an average of 23 students per organization; approximately 1,380 students are involved in one or more organization(s). Marywood is a NCAA Division III institution, is part of the Atlantic East Conference (AEC), and participates in other conferences for certain sports, such as Swimming and Diving. There are 21 sports available 11 for women and 10 for men. In addition to the usual sports offered, Marywood offers rugby, lacrosse, tennis, golf, and cross-country, and is in the process of constructing a state-of-the art arena for esports to open in the fall of 2021.

FINANCES

Marywood's operating budget is approximately \$70 million, the endowment is currently at \$54 million; the total debt level is \$69.9 M in bank loans and bonds. Over the past several years, Marywood has spent approximately \$70 million on facilities, including \$42 million on the new Learning Commons, \$700,000 thousand on the Delfino outdoor Amphitheatre, \$850,000 on the new Esports arena, and \$12 million on the campus boiler de-centralization. The funding for these projects came from operational funds (in-house cash flow); bank debt, grants, and gifts; and use of approximately \$10.5 million in quasi-endowment funds.

DEVELOPMENT

The University is at the beginning of a comprehensive campaign to transform several areas of academic programming and the campus itself. The campaign will also fund scholarships and program endowment, as well as annual support. The most recent capital project was the construction of a \$42 million state-of-the art Learning Commons that houses an automatic book retrieval system, many meeting rooms, and a Starbucks café.

ALUMNI ACTIVITIES

The University has more than 30,000 living alumni. Ten percent participate in the annual fund and other fundraising initiatives. There is an active and engaged Marywood Alumni Association (MAA) Board of nominated and elected alumni. The Board supports advancement activities (also virtual) by engaging alumni and encouraging alumni participation at events. There are also active alumni chapters with leadership in NEPA, Phoenix, Arizona; Atlanta, Georgia; and Binghamton, New York.



Primary Duties and Responsibilities of the Vice President of Enrollment Management and Student Services:

- Demonstrates a commitment to the mission and core values of Marywood University
- Develops, leads, and is accountable for a strategic and measurable enrollment management plan
- Inspires and motivates a team of individuals who attract, admit, and retain successful Marywood University students
- Promotes and achieves a University-wide commitment to enrollment goals
- Oversees the Financial Aid Office and works closely with the Director of Financial Aid to ensure the maximization of net tuition revenue
- Develops and manages the operating budgets related to this position
- Analyses and uses data-driven metrics and predictive modeling to develop strategies that attract and retain prospective students and inform decision-making
- Works collaboratively with the Provost, Vice-President of Business Affairs, and Vice-President of University Advancement to ensure the alignment of the enrollment, academic, and financial goals of the University
- Works collaboratively with the Director of Marketing and Communications to ensure appropriate messaging to attract prospective students
- Manages the areas of the new Moving Marywood Forward Strategic Plan that pertain to recruitment, enrollment, and financial aid
- Oversees the Director of Athletics and works closely with the coaches in promoting the University athletic opportunities to prospective student-athletes
- Oversees the Executive Director of Student Services to ensure a strong and cohesive connection to the Dean of Students and the Directors of the Counseling and Student Development Center, Student Engagement, Housing and Residence Life, and Student Health Services
- Leads in the development of institutional policies which govern enrollment management and student services
- Chairs the Enrollment Management and Student Services Committee of the Board of Trustees
- Works collaboratively with the President of the University and serves on the President's Cabinet

The successful candidate must possess the following attributes or qualifications:

- A Master's Degree from an accredited institution in higher education administration or related field
- Five to ten or more years of responsible leadership experience in higher education
- Demonstrated leadership in the areas of enrollment management, recruitment, and retention of prospective students
- Knowledge and understanding of FERPA and other regulatory guidelines
- Experience with financial aid
- Knowledge of current software programs used to interface with prospective students and institutional data
- Ability to handle confidential materials and information in an ethical way
- Strong collaboration and communication skills



Application Procedure

Applications and nominations should be submitted electronically to:

Cheryl Hyatt
Marywood@hyatt-fennell.com

Applications should include a Microsoft Word attachment or PDF including the following:

A cover letter
Current resume

Contact information for five professional references

Nominations should include:

Name of nominee
Current contact information

All applications and nominations will be considered highly confidential.

For additional information contact:

Jack Calareso
JCalareso@hyatt-fennell.com

or

Cheryl Hyatt
chyatt@hyatt-fennell.com



Marywood University is committed to being an equitable and inclusive workplace, and we encourage applicants who share our vision to apply

