



## Position Profile

# Vice President of Enrollment Management

June 2019



**Chaminade  
University**

OF HONOLULU

*In partnership with Summit Search Solutions, Inc.*



## INTRODUCTION

As the only Catholic University in Hawai'i, and one of three Marianist higher-education institutions in the U.S., Chaminade University is guided by the understanding that both reason and faith are essential conditions in the pursuit of truth. Chaminade's community is a family where students mature into world citizens who respect the complexity and diversity of others, value community service and strive to create a more just society. Its faculty emphasizes critical thinking and creative problem solving while mentoring students in more than 28 undergraduate and graduate programs in the fine arts and humanities, sciences and mathematics, business and communication, education and behavioral sciences, and nursing.

Dr. Lynn Babington, appointed as the University's tenth President in 2017, is passionate about the role of education in transforming society. The University is focused on building partnerships and creating innovative academic programs that are excellent and relevant in today's world while preparing students to be future leaders in an ever-changing global community. The next Vice President of Enrollment will bring great energy to the recruitment and enrollment of students across all programs. He or she will be a strategic innovator and key contributor to the leadership team.

Located in the international city of Honolulu on the island of O'ahu, Chaminade is regarded for its remarkably diverse student body—students come from Hawai'i, the mainland U.S., the Pacific region, and beyond. Class sizes are small, with a low student-to-faculty ratio. Students develop professionally through service learning projects, research and internship experiences, and leadership and community networking opportunities. At Chaminade, students receive a personalized and values-based education that prepares them for an ever-changing future in the global community. To learn more, see: <https://chaminade.edu/about/>

The University will provide a competitive salary and benefits.





# THE OPPORTUNITY

## Vice President of Enrollment Management

The Vice President of Enrollment Management provides leadership, strategic enrollment planning and oversight of undergraduate, graduate, and online student recruitment strategies and efforts and is responsible for the budgetary oversight for the Offices of Admissions and Financial Aid. The Vice President of Enrollment Management reports to the President of the University and supervises the Director of Financial Aid and the Director of Admissions.

### Key Responsibilities

1. Develops, implements, and evaluates recruitment objectives and strategies for the University (undergraduate, graduate, and online programs).
  - Directs and develops tracking and reporting systems for collecting, analyzing, and disseminating recruitment data.
  - Directs the analysis and reporting functions of all recruitment efforts, statistics, measures, and outcomes.
  - Develops and supervises the implementation of marketing strategies including printed and digital materials, advertisements, and videos.
  - Directs the development of communication strategies for a variety of market segments that address prospective students, programs and enrollment inquiries, application and pre-enrollment processes.
  - Anticipates trends that may affect future enrollment.
  - Reallocates priorities after reviewing trends.
2. Works with colleagues to achieve the University's goals for the character of all programs.
  - With the Provost and Deans, reviews the undergraduate, graduate and online degree offerings and possible initiation of new programs or discontinuance of existing programs.
  - Reviews the minimum qualifications for unconditional and conditional admission to the University.
  - With the Dean of Students and Director of Campus Ministry, reviews the co-curricular programs supporting the day undergraduate students.
3. Develops, implements and evaluates the financial aid leveraging strategy for the undergraduate, graduate and online programs.
  - Analyzes conversion rates by market segments as a basis for the following year's aid planning.
  - Plans for the award of aid to further the strategic goals of the University (e.g. proportion of students of Native Hawaiian descent, relationship with Marianist high schools, and the parishes and high schools of the Dioceses of Honolulu and Agana).

## Secondary Responsibilities

1. Provide direction to the overall functioning of the Admissions and Financial Aid Offices which service all students at the University. In the supervision of the Financial Aid Office, give special attention to compliance with federal and NCAA requirements.
2. Serve as Liaison to the Marianist Universities Exchange and the CIC Tuition Exchange Programs.
3. Participate in committees including:
  - Hui Alaka'i -- President's Senior Leadership Team
  - Hui Haku – University Leadership Team
  - Hui Konohiki – University Planning Team
  - Provost's Cabinet
  - Chairs Scholarship Committee
  - Day Undergraduate Experience Steering Committee

## Key Priorities

- Develop a recruitment strategy that enhances enrollment in all programs including undergraduate, graduate and online programs.
- Manage enrollment headcounts, net revenue, and discount rate targets. Provide oversight for admissions and financial aid operations, assuring compliance with external agencies, institutional policies, and budget.
- Use the data generated through the comprehensive reporting tools and integrated predictive modeling to ensure that the best enrollment decisions are implemented.
- Lead the admissions staff through the implementation and integration of the Slate CRM system to effectively implement and utilize state-of-the-art technologies for engaging potential students.
- Review, modify and enhance the awarding of all financial aid to create a system that offers the best outcomes across the student body.
- Introduce forward-looking strategies and innovations to the work of the enrollment management team with the goal of advancing Chaminade University.
- Create and sustain a culture of shared responsibility for enrollment management across the campus by building strong interdepartmental relationships and effective open communication.
- Collaborate meaningfully and effectively with faculty, encourage and support their engagement with recruitment while respecting the demands on their time and talent.
- Communicate routinely, transparently, and proactively with the President and the cabinet, staff, and colleagues on current trends and enrollment numbers providing updates throughout the enrollment cycle.

## Qualifications

- Minimum education: Bachelor's degree; Master's degree preferred;
- Significant enrollment and admissions experience (typically 10 years or more) including experience in a senior leadership position (at the level of Associate Dean of Enrollment or equivalent);
- Developing and managing teams;
- Attention to detail, accuracy, and thoroughness;
- Excellent written and verbal communication skills;
- Demonstrated ability to work with diverse groups and organizations;
- Deep commitment to the mission and values of the University;
- Exceptional relationship-building and communication skills, characterized by honesty, transparency, and genuine desire to listen to others;
- Impeccable personal and professional integrity;
- Ability to analyze data and make hard decisions;
- True commitment to work with and to learn about Chaminade's uniquely diverse student population.

# About Chaminade University of Honolulu

Chaminade University of Honolulu was founded in 1955 under the guidance of five Marianists eager to establish a Catholic institution of higher education in Hawai'i. Initially, Chaminade started out as a two-year college, St. Louis Junior College, and welcomed thirty young men to the inaugural class. Within two years, the school expanded to a four-year, co-educational institution and changed its name to Chaminade College in honor of the Blessed William Joseph Chaminade, the founder of the Society of Mary (Marianists). Chaminade expanded its services to the community in 1967 with the establishment of an evening session to serve adults with business, family, and military responsibilities who desired to pursue a college degree. In 1977, the university finalized its evolution, adding graduate programs to become Chaminade University of Honolulu. Currently, 22 undergraduate degrees and 6 graduate programs are available.

## Campus History

The iconic Spanish Mission-inspired buildings of Clarence T.C. Ching Hall, Eiben Hall, and Henry Hall have sat prominently on the slopes of Kalaepōhaku for nearly a century. Many features of the beautiful campus, like the E Komo Mai Circle and statue of Father Chaminade, have been fixtures since the first students of Saint Louis School arrived in 1928. In the true spirit of Chaminade's mission, the campus was called upon to serve the community during World War II. Classes were moved to nearby institutions and the campus was transformed into a temporary hospital, hosting the Army's 147th General Hospital for five years. Classes resumed in January 1946 and welcomed the first class of college students in 1955. Over the past ten years, the campus has undergone a tremendous second transformation, expanding facilities and updating technical infrastructure to include the Sullivan Family Library, Dr. and Mrs. Lawrence K.W. (BoHing Chan) Tseu Center for Nursing Education, The Center for Teaching and Learning in Hale Hoaloha, and renovated science laboratories.

## Marianist Heritage

The University is named after the founder of the Society of Mary, the Blessed William Joseph Chaminade, a French, Catholic priest who survived the political turmoil and religious persecution of the French Revolution. Blessed Chaminade believed that the rebuilding of the Church in France in the aftermath of the French Revolution would best be accomplished by the engagement of the laity in small communities of faith, dedicated to prayer, education, and acts of service to the larger community.



## Chaminade University Leadership



**President Lynn M. Babington:** Dr. Babington earned a Ph.D. in Nursing and an M.N. in Nursing from the University of Washington, as well as a B.S.N. from the University of Michigan. Dr. Babington began her career in nursing immediately after earning her B.S.N. but quickly took on supervisory and administrative roles. After receiving her graduate degree, Dr. Babington became the Associate Director of Nursing at San Francisco General Hospital which was the first of many senior administrative roles as well as serving as a Health Care Consultant. After earning her Ph.D. in Nursing, Dr. Babington transitioned into the academic arena, first as an Associate Professor at Northeastern University and later serving in the positions of Assistant and Associate Dean, and Director of the Doctorate of Nursing Practice Program.

Before taking the helm as the tenth President of Chaminade University, Dr. Babington served as Interim President of Fairfield University. Other positions held by Dr. Babington at Fairfield University were Professor and Dean for the School of Nursing, Provost & Senior Vice President of Academic Affairs. Dr. Babington joined the Chaminade University 'ohana as President on August 1, 2017.

## About Marianists

The Society of Mary (Marianists) is a Roman Catholic religious order of men and have been bearers of the Catholic and Marianist traditions in their educational efforts since they first arrived in the Hawaiian Islands in 1883. Marianists embrace the idea of education as a mechanism to transform society and support a spirit of openness, mutual respect, and acceptance. They live in a community of equals, brothers, and priests, modeling the Spirit of Mary, the mother of Jesus and witness to Christ's transforming presence on campus.

There are some 20 Marianists brothers and priests who live in three separate community houses on the campus. Some of the brothers serve the University as administrators, professors, campus ministers, and in other support roles. Additionally, some of the brothers serve St. Louis School, a school for young men grades K-12 also on this campus. Some of the brothers are in active retirement and can still be seen helping out in various ministries on campus.

Marianist spirituality has resulted in an approach to education that emphasizes a teacher being truly present to students, not only teaching them but loving and respecting them. Marianist teachers expect of their students both competence and compassion, both a solid grasp of subject matter and a living awareness of the moral and spiritual dimensions of education and life.

## Characteristics of Marianist Universities

**Educate for Formation in Faith:** Catholic Universities affirm an intricate relationship between reason and faith. As important as discursive and logical formulations and critical thinking are, they are not able to capture all that can be and ought to be learned. Intellectual rigor coupled with respectful humility provides a more profound preparation for both career and life. Intellectual rigor characterizes the pursuit of all that can be learned. Respectful humility reminds people of faith that they need to learn from those who are of other faiths and cultures, as well as from those who may have no religious faith at all.

**Provide an Excellent Education:** In the Marianist approach to education, "excellence" includes the whole person, not just the technician or rhetorician. Marianist universities educate whole persons, developing their physical, psychological, intellectual, moral, spiritual and social qualities. Faculty and students attend to fundamental moral attitudes, develop their personal talents and acquire skills that will help them learn all their lives. The Marianist approach to education links theory and practice, liberal and professional education. This age has been deeply shaped by science and technology. Most recently, information and educational technologies have changed the way faculty and students research and teach. At Marianist Universities, two goals are pursued simultaneously: appropriate use of information technology for learning, and the enhancement of interaction between students and teachers. As Catholic, Marianist Universities seek to embrace diverse peoples and understand diverse cultures, convinced that ultimately, when such people come together, one of the highest purposes of education is realized: a human community that respects every individual within it.

**Educate in Family Spirit:** Known for their strong sense of community, Marianists have traditionally spoken of this sense as "family spirit." Marianist educational experience fosters the development of a community characterized by a sense of family spirit that accepts each person with loving respect and draws everyone in the university into the challenge of community building. Family spirit also enables Marianist universities to challenge their students, faculty, and staff to excellence and maturity, because the acceptance and love of a community give its members the courage to risk failure and the joy of sharing success.

**Educate for Service, Justice, and Peace:** The Marianist approach to higher education is deeply committed to the common good. The intellectual life itself is undertaken as a form of service in the interest of justice and peace, and the university curriculum is designed to connect the classroom with the wider world. In addition, Marianist universities extend a special concern for the poor and marginalized and promote the dignity, rights, and responsibilities of all people.

**Educate for Adaptation to Change:** In the midst of rapid social and technological change, Marianist universities readily adapt and change their methods and structures so that the wisdom of their educational philosophy and spirituality may be transmitted even more fully. “New times call for new methods,” Father Chaminade often repeated. The Marianist University faces the future confidently, on the one hand knowing that it draws on a rich educational philosophy, and on the other fully aware for that philosophy to remain vibrant in changing times, adaptations need to be met.

(Selected from *Characteristics of Marianist Universities: A Resource Paper* Published in 1999 by Chaminade University of Honolulu, St. Mary’s University and University of Dayton.)

### **Association of Marianist Universities (AMU)**

The Association of Marianist Universities builds on a strong history of collaboration and common mission – and draws on the example of Blessed William Joseph Chaminade, founder of the Society of Mary – to create environments that let students thrive. The association consists of three universities: Chaminade University of Honolulu, St. Mary’s University and the University of Dayton.

### **Mission**

Chaminade University offers its students an education in a collaborative learning environment that prepares them for life, service and successful careers. Guided by its Catholic, Marianist, and liberal arts educational traditions, Chaminade encourages the development of moral character, personal competencies, and a commitment to build a just and peaceful society. The University offers both the civic and church communities of the Pacific region its academic and intellectual resources in the pursuit of common aims.

### **Diversity and Community at Chaminade**

Chaminade is a meeting place, a gathering together of many cultural traditions under one academic roof. Chaminade University is one of the most diverse colleges in the U.S. and provides a model of multi-cultural interaction and understanding. The greater community of Honolulu in which its located provides another dimension of cultural awareness, as so many cultures co-exist and mutually benefit from one another in this cosmopolitan city.



Students from the mainland US can experience a sense that they are “somewhere else,” and yet they are still going to school in one of the 50 states. All international students will find a welcome here in Honolulu, Hawai’i, a truly international city with a gracious host culture and immigrants from many areas of the globe. Local students can participate in a wealth of opportunities to discover the world beyond Hawai’i, through Chaminade’s network with other institutions of higher learning.

### **A Native Hawaiian-Serving Institution**

Chaminade holds a unique position in the intellectual life of the Hawaiian Islands. In 1884, Saint Louis College opened in what is now Honolulu’s Chinatown. The Marianists emphasized the need to bring education to those who needed it the most, among whom were Native Hawaiians. Saint Louis College quickly became an integral part of the community of Honolulu, serving both the ordinary citizens and the Hawaiian ali’i (royalty) of that era. Today, Chaminade continues its commitment to provide excellent academic opportunities for Native Hawaiian and Pacific Island students.



## Academic Excellence

Chaminade students study under the guidance of an excellent, involved faculty. The degree programs are thorough preparation for careers in the workplace, or for continued studies in graduate school. The programs are geared so that each individual student can develop to their fullest academic potential.

Chaminade is dedicated to educating the student as a whole person. The campus is a lively classroom for learning about living and working in the 21st century. Chaminade students are prepared through challenging discourse; exercise in diverse methods of inquiry; and moral guidance and spiritual exploration. Participation in Chaminade's multicultural community enriches and deepens perspectives of humanity, and helps to develop skills and awareness needed by leaders.

## Facts and Statistics of Undergraduate Students

Average Class Size: 19  
Student-to-Faculty Ratio: 11 to 1  
Full-Time Faculty: 83  
Undergraduate Enrollment: 1,099  
Total Enrollment: 2,228

## Student Body by Residence

73% Hawai'i  
19% U.S. Mainland  
7% Pacific Islands  
1% International

## Accreditation

The University is fully accredited by The Western Association of Schools and Colleges ([wascweb.org](http://wascweb.org)). In addition, other schools and programs are accredited: Chaminade University has received specialized accreditation for its business programs through the International Assembly for Collegiate Business Education (IACBE); the baccalaureate degree program in nursing at Chaminade University is accredited by the Commission on Collegiate Nursing Education (CCNE); The teacher preparation programs at Chaminade University are accredited under the Teacher Education Accreditation Counseling (TEAC) Quality Principles, which is now served by the single specialized accreditation system for educator preparation in the United States, the Council for the Accreditation of Educator Preparation (CAEP); The Master of Science in Counseling Psychology, School Counseling program is accredited under the Teacher Education Accreditation Counseling (TEAC) Quality Principles, which is now served by the single specialized accreditation system for educator preparation in the United States, the Council for the Accreditation of Educator Preparation (CAEP) and The Environmental + Interior Design program (EID) is accredited by the Council for Interior Design Accreditation (CIDA);

## Degrees and Majors

Consistent with its mission as a Catholic, Marianist institution, Chaminade University assists students to prepare themselves for life, service, and successful careers. The Chaminade experience assists each student to develop fully through a course of study grounded in the liberal arts.

Chaminade students are prepared for a lifetime of learning about themselves, each other, and the world they live in through challenging discourse and exercise in diverse methods of inquiry, moral guidance and spiritual exploration and participation in the University's multicultural community.

Undergraduate study at Chaminade University is structured in three parts: 1) a core of basic skills development and liberal arts inquiry; 2) intensive study in a chosen field of concentration (the major); and 3) elective courses, three of which must be upper division and taken from outside the major.

All baccalaureate degrees require a minimum of 120 credit hours of course work which must include a minimum of 45 hours in upper division courses (300/400). Within these basic guidelines, the individual student selects a program of studies appropriate to personal needs and interests.

# PROCEDURE FOR CANDIDACY

Confidential review of applications will begin immediately and continue until the position is filled; parties who apply by **July 19, 2019** will be given first consideration. Please submit a PDF version of your CV/resume and cover letter outlining your interest and suitability for this position. To apply online, go to <https://theapplicantmanager.com/jobs?pos=su160>

## For more information or to offer recommendations or nominations:

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Chaminade University does not discriminate on the basis of sex, race, color, religion, national origin, age, and disability in accordance with Title IX of the Education Amendments of 1972, Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, Age Discrimination Act of 1975, and Americans with Disabilities Act of 1991. Chaminade University does not discriminate on the basis of sexual orientation, arrest and court record, and National Guard participation, as well as on the basis of sex, race, color, religion, national origin, age, and disability, in accordance with Title VII of the Civil Rights Act of 1964, Age Discrimination in Employment Act of 1967, Americans with Disabilities Act of 1991, Equal Pay Act of 1963, and HRS Chapter 378.



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## GREATER HONOLULU

If Oahu is the heart of Hawai'i, then Honolulu is its racing pulse. In this cosmopolitan capital city and gateway to the U.S. island chain, you will find everything from historic landmarks to fine dining to world-class shopping. Home to the majority of Oahu's population, Honolulu stretches across the southeastern shores of the island, from Pearl Harbor to Makapuu Point, encompassing world-famous Waikiki Beach along the way. The Waikiki neighborhood is famous for its iconic crescent beach backed by palms and high-rise hotels, with volcanic Diamond Head crater looming in the distance. Honolulu provides the benefits of city living with a beachy year-round lifestyle which is a rare find.

The people of Hawai'i are welcoming and genuine. It is not only paradise from a visual perspective but also from a human perspective. People of Hawai'i truly love spending time outdoors on the many miles of hiking trails around the island. The weather is great with 85 degrees in the summer and 75 degrees in the winter year-round, so sailing, surfing, paddle boarding, swimming, scuba diving, and kite surfing in Kailua, are all popular Oahu sports. There is never a shortage of outdoor water fun that can be enjoyed on any day of the year. It is truly a paradise that many call home.

***In 2016, "Hawai'i led the nation in the well-being ranking, with the top score in the physical, financial, and community categories", states [Time](#) online.***

Chaminade University is in the Kaimuki neighborhood of Honolulu, not far from Waikiki beach. Influenced by Spanish Mission architecture, Chaminade's white stucco buildings with red-tiled roofs are a gracious note on the hillside above Kaimuki. Looking out from campus, Diamond Head is visible at left, and a beautiful view of the ocean and the horizon is visible to the right, especially from the dorms on the upper campus slopes.



***To learn more about Honolulu, Hawai'i:***

Honolulu Chamber of Commerce - <https://www.cochawaii.org/>

The Hawaiian Islands - <https://www.gohawaii.com/islands/oahu/regions/honolulu>

Chaminade Campus Tour - [https://www.youtube.com/watch?time\\_continue=7&v=JZ7Sx-o6grk](https://www.youtube.com/watch?time_continue=7&v=JZ7Sx-o6grk)