



POSITION PROFILE

Vice President for Enrollment Management
October 2021



RESIDENTIAL COLLEGE



THE AMERICAN WOMEN'S COLLEGE



GRADUATE COLLEGE



ABOUT BAY PATH UNIVERSITY

Founded in 1897, Bay Path reinvented itself several times over before becoming a comprehensive regional university in 2014. Headquartered in beautiful Longmeadow, MA with additional campus locations in East Longmeadow and Concord, Bay Path primarily serves the Massachusetts, Connecticut, and New York regions, although nationally recognized and accredited online degree programs, especially in niche programs, draw students from farther afield. The University offers more than 90 different degree programs to over 3,300 students on campus and online through three divisions. The traditional residential and commuter undergraduate college on the scenic Longmeadow campus serves female students, many of whom are first-generation, Pell-eligible, diverse college students from different backgrounds. The American Women's College is the only online women's college in the country; with flexible programs and a focus on degree completion, it serves many non-traditional students. The graduate division is coeducational and offers Master's and Doctoral programs with flexible schedules in online, hybrid, and in-person formats. Bay Path has 304 full-time and 670 part-time faculty and staff and has an annual operating budget of \$52 million. To learn more, see: <https://www.baypath.edu/>



ENROLLMENT

Traditional Undergraduate	628
The American Women's College (TAWC) - Fully Online	1,189
Graduate (master's & doctoral)	1,507
Total Enrollment	3,324

STUDENTS OF COLOR

Undergraduate Women of Color	40%
Graduate Students of Color	24%

FIRST-GENERATION STUDENTS

Traditional Undergraduates	40.8%
TAWC	46.7%

GENDER

Female	91%
Male	6%
Unknown	3%

ATHLETICS USCAA Division I

Three teams (Soccer, Softball, Volleyball)

TRADITIONAL UNDERGRADUATE RESIDENT/COMMUTER

Resident = 44.4%
Commuter = 55.6%

PELL DISTRIBUTION

Traditional Undergraduate	57%
Average Pell Grant	\$2,961
TAWC	52%
Average Pell Grant	\$2,313

GRADUATION RATES

Traditional Undergraduate
As of 2019, based on data six-year data from 2011 to 2013, the graduation rate is 57%

TAWC

As of 2019, based on six-year data from 2011 to 2013, the graduation rate is 63%.

All data points are based on 2019 Bay Path census and 2020 academic year

Carpe Diem

MISSION

A Bay Path University education empowers undergraduate women and graduate women and men to become leaders in their careers and communities with an innovative approach to learning that prepares students to flourish in a constantly changing world.

The Bay Path experience is nothing less than transformational. The women-only undergraduate programs and coeducational graduate programs are offered both on campus and online, providing a flexible, 21st-century education for learners at all stages of life and career. Bay Path students find a supportive and diverse community, close mentoring, and rigorous preparation for success in a complex and globally interdependent society. Students graduate with the applied knowledge, portable skillset, and confidence to thrive in their professions, identify and realize their dreams, and make a lasting difference in the world.

Leadership

Sandra J. Doran, J.D. was unanimously elected by Bay Path University's Board of Trustees to be the university's sixth president, beginning her tenure on June 30, 2020. President Doran believes that a college presidency is not a career choice, it is a very specific calling that serves both a personal and institutional purpose. Her distinguished career as an academic leader, senior executive in the corporate sector, lawyer, innovator, and battle-tested entrepreneur, has provided her with a unique skill set that she is actively putting into practice to ensure that Bay Path University continues to excel in pursuing its core mission of empowering undergraduate women and graduate women and men to become leaders in their careers and communities.



Bay Path University was among the Fastest Growing Colleges in Master's Institution category by the *Chronicle of Higher Education Almanac* and was named a top performing school for Social Mobility and for Innovation in 2022 *US News and World Report America's Best Colleges*.

Financial Stability

Bay Path University is a financially sound institution. Enrollment growth over the past decade has driven a strong balance sheet, a growing \$74 million endowment, and a balanced \$52 million annual operating budget. With a conservative fiscal philosophy, the University uses a disciplined approach to operating and capital budget management, which has contributed to the institution's financial health, including minimal debt and a well-maintained campus with little deferred maintenance. Bay Path's track record in securing grants in support of innovative initiatives and practices that improve the student experience has been a significant asset. Since 2008, more than \$16 million in external grant funding has been received, providing vital operational support and capacity to pursue transformational programming and services.

Strategic Plan

In January, Bay Path launched its 2021 Strategic Planning Process: Building One Bay Path. The plan focuses the efforts of the University on enhancing student success for its diverse population of learners, development of learning pathways that connect students to strong career opportunities, expanding Bay Path's network of collaborations and partnerships, and building and leveraging the institution's human and financial assets to support growth.



ACADEMIC PROGRAMS

Traditional Undergraduate Program

Located in Longmeadow, MA, [the undergraduate college](#) at Bay Path University offers more than 40 academic programs and a transformational campus experience. On campus, Bay Path prioritizes flexibility, adaptability, and hands-on learning to prepare students for a constantly changing world. In recent years, the undergraduate experience was transformed to more effectively meet the learning needs of today's students and to enhance engagement and learning in and out of the classroom for both residential and commuter students. A few outcomes of this transformation include:

- The establishment of the signature [Women as Empowered Learners and Leaders](#) (WELL) program as the heart of the Core Curriculum for students in all undergraduate programs
- The launch of the [Women in STEM Honors](#) (WiSH) program and the Center for Excellence for Women in STEM
- The recipient of two U.S. Department of Education Title III grants to improve student persistence, retention, and engagement at the undergraduate level: \$1.9 million in 2012 and, in 2019, a \$2.2 million award, the core objectives of which are to develop and implement: 1) a Guided Pathways model; 2) strengthened student support; and 3) integrated technology.

The American Women's College (TAWC)

Offering 40 undergraduate degree and certificate programs, [The American Women's College](#) (TAWC) is the first and exclusively **all-women's online undergraduate program in the nation**. Recognizing that access to higher education remains one of the greatest limiting factors for many of the 77 million women in the United States without a bachelor's degree, Bay Path built upon the University's successful One Day A Week Program to support adult women pursuing undergraduate degrees on an accelerated timeline. Following the successful pilot of an all-women, fully online degree program in Leadership and Organizational Studies, the University launched The American Women's College in 2013. Through a \$3.5 million First in the World grant through the U.S. Department of Education Fund for the Improvement of Postsecondary Education (FIPSE), the technology-rich Social Online Universal Learning (SOUL) program was designed and developed, including predictive analytics to drive student success, distinguishing it from other online providers. Women graduate from TAWC at rates that far exceed national averages. In addition to having been awarded over \$5 million in funding, SOUL and TAWC have attracted national attention and recognition for these impressive results, including prizes funded by the Gates and Lumina Foundations, Educause, and Intentional Futures, as well as Digital Learning Awards from the Online Learning Consortium. Through its distinctive framework that prioritizes professional support, community engagement, and individual flexibility, TAWC offers an important and innovative educational opportunity to adult women seeking their bachelor's degrees.

Graduate Division

Bay Path University is an innovative and responsive institution whose academic programs remain rooted in its mission while being responsive to changing market conditions. Bay Path offers flexible programs that are easily tailored to students' individual circumstances, making the pursuit of graduate education possible for working adults.

Bay Path offers 33 career-oriented graduate programs at the Master's and Doctoral levels in niche fields of study like Genetic Counseling, Physician Assistant, Cybersecurity, Nonprofit Management and Philanthropy to name a few. Graduate programs are carefully aligned with the University mission and offer applied learning opportunities that position students for career advancement.

Depending on the program, Bay Path University's 1500+ graduate students enjoy the flexibility of on-ground, hybrid, and/or online course delivery. Specific programs prepare students for professional licensure and/or certification; in these cases, academic and professional requirements of student learning for each professional association or external accrediting body are consistently met. Additionally, Bay Path's graduate programs offer professional certificates, typically one year in length, are offered in certain programs.

Bay Path's graduate programs affirm a continuing commitment to provide "a flexible 21st-Century education for learners at all stages of life and career." Enrollment in graduate programs for men and women at Bay Path has burgeoned from 2006 to 2020 increasing from 274 to 1507 graduate students. The Chronicle of Higher Education has recognized Bay Path University as being one of the fastest growing, private, non-profit Master's institutions in the US.



THE OPPORTUNITY

Vice President for Enrollment Management

Bay Path University invites applications for a dynamic visionary to serve in the role as Vice President for Enrollment Management, reporting directly to President Sandra Doran, Esq. The University community seeks a highly skilled, experienced, innovative leader who will serve as the University's chief strategist on all matters related to enrollment management. This is an exciting opportunity for an experienced leader with an entrepreneurial spirit, proven management record of implementing best practices, ability to manage complexity, fresh thinking, and an eye for innovation and creativity.

Anticipating the disruption of higher education, the extreme competition in the online marketplace, the changing demographics of college seekers, and declining high school age populations in New England, Bay Path University is particularly well positioned. It has a well-established diversified portfolio of serving residential undergraduate students, operating The American Women's College (TAWC) powered by the SOUL model in offering accelerated undergraduate degree programs fully online, and running an expansive set of graduate programs including in-demand healthcare fields.

Each academic division's enrollment management strategy must be tailored to its unique blend of target audience and program offerings. Residential, undergraduate programs have tended to rely on relationship building with high school guidance counselors and community college transfer offices. The American Women's College has primarily marketed and recruited with a brand strategy, attracting learners – often degree completers – who are seeking flexibility and affordability at the undergraduate level for career advancement. Graduate programs have been successfully developed to meet niches in disciplines and have targeted marketing strategies that are program specific.

Essential Duties

- Creating and driving a strategic vision for enrollment, in partnership with the marketing and academic affairs departments, that addresses and advances each division in the diversified portfolio of the University.
- Overseeing all aspects of enrollment operations; responsible for developing, articulating, and implementing an ambitious strategic enrollment plan to ensure optimum levels of growth across all academic programs and delivery modalities.
- Building the professional skills and team orientation of a staff of 30, many of whom are relatively new to the University.
- Supervising a new call center (internal to the University for the first time rather than being outsourced) and maximizing its impact at each stage of admission funnel.
- Overseeing the execution of a comprehensive enrollment plan with appropriate goals that include strategies to recruit and enroll all student populations, on ground, traditional aged, online, adult (non-traditional and graduate level), transfers, doctoral students, and life-long learners.
- Collaborating with business affairs and financial aid staff to establish target discount rates for each student segment and for the University's overall enrollment management effort.
- Identifying and employing enrollment strategies that clearly demonstrate the University's value proposition, both regionally and beyond, to drive enrollment growth across programs in alignment with institutional goals.
- Developing annual admissions forecasts, predictive models and budgets; building, leading and motivating the appropriate teams to ensure that enrollment goals are met.
- Providing comprehensive statistical and data-informed analyses necessary to make sound policy decisions. Monitoring and assessing data to evaluate the effectiveness of recruitment efforts that enhance yield with potential students.
- Working closely with academic program leaders to develop marketing and recruitment plans that are tailored to the unique characteristics of their program offerings and the markets in which they seek students.
- Ability to use existing and emerging technologies to communicate and build relationships with students, families, community colleges, secondary school leadership, and organizations.
- Providing leadership in the implementation and operations of Salesforce CRM and Jenzabar enrollment software.
- Partners with marketing and communications staff to develop cost-effective strategies to reach and influence each prospective student segment.
- Administers and oversees all aspects of the enrollment management budget.

- Assures policies and procedures are in accordance with state and federal laws and regulations, and the University's goals and objectives.
- Overseeing strategic operations of Bay Path athletics including compliance with division requirements, budget, and athletic director.
- Provides support to the President and the Board of Trustees.

Essential Skills and Characteristics Required

- An entrepreneurial mindset demonstrated by an ability to lead the creation and implementation of innovative and enrollment strategies with agility, including experience in creating and managing key performance indicators to evaluate effectiveness and return on investment.
- Deep and nuanced understanding of today's competitive enrollment environment and knowledge of emerging trends and promising practices in recruitment, admissions, integrated and digital marketing, financial aid, and retention, with a particularly comprehensive understanding of market trends and prospect development best practices for online, adult (non-traditional and graduate level), and traditional-aged recruitment.
- An unwavering commitment to enrolling students from diverse backgrounds.
- Significant experience in planning, change management, problem-solving, and organizing processes and people.
- Demonstrated record of creating and executing innovative recruiting strategies in support of enrollment and institutional goals. Significant experience with online and social media recruiting strategies in all modalities.
- Proven record of developing and executing a vision for enrollment planning that results in achievement of enrollment targets across all student populations.
- Team-oriented philosophy and skill in shaping a collaborative culture that supports and makes possible innovative thought and actions.
- Innovative and adept at promoting current academic programs, as well as bringing forth recommendations for new recruitment ideas and academic programs that match the University's mission, resources, and market demand.
- Strong analytical abilities and aptitude for enhancing and leveraging systems and structures to harness data analytics and technology to ensure an efficient, effective, and nimble enrollment operation.
- Ability to establish strong relationships with internal and external constituencies. Demonstrated ability to build working relationships with people having a wide variety of backgrounds, perspectives, and experiences different from one's own. Substantial leadership experience including successful performance management experience, staff recruitment, development, and management.
- An appreciation for and the ability to articulate the unique identity and distinctive values of the Bay Path University student experience across all populations. Committed to a culture of diversity, equity, and inclusion.
- Highly skilled budget manager who can allocate and manage resources effectively to achieve the greatest result possible.
- A readiness to be part of the University's senior leadership team, including the ability to lead community-wide conversations about enrollment management strategies and working collaboratively to execute the University's mission and vision.
- Ability to handle confidential information with discretion and within FERPA and HIPPA guidelines.
- Excellent verbal and written communication skills, and the acumen to persuasively articulate Bay Path's mission, programs, impact, and goals to diverse audiences, both internal and external.
- Ability to adhere to University policies and procedures.
- An earned Master's degree is preferred; equivalent credentials and experience will be considered.



This academic year Bay Path University will be celebrating its 125th year of providing an innovative, relevant, career-based education.



Commitment to Diversity, Equity, and Inclusion

Bay Path University is a diverse community devoted to proactively nurturing a campus-wide culture that promotes and ensures respect, inclusion, and safety for all members regardless of race, color, national origin, age, gender, religion, sexual orientation and gender identity, socio-economic background, or physical ability. Bay Path is one University that opens its hearts and minds to conversations, to learning and to creating a community that is welcoming of all. Regardless of position, it is expected that each employee will embrace this commitment and demonstrate an attitude of respect toward and acceptance of all members of our community.

PROCEDURE FOR CANDIDACY

Applicants for this position should attach a cover letter outlining interest in and suitability for this position, resume/curriculum vitae, the contact information for four (4) professional, work-related references and any other relevant information pertaining to this position and your candidacy. Confidential review of applications will begin immediately and continue until the position is filled; parties who apply **by November 8, 2021** will be given first consideration. To apply online, go to <https://theapplicantmanager.com/jobs?pos=su269>

In compliance with the Americans with Disabilities Act (ADA), if you have a disability and require a reasonable accommodation to apply for a position, please email at HR@baypath.edu or call 413-565-1168.

To make recommendations or for more information:

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WESTERN MASSACHUSETTS

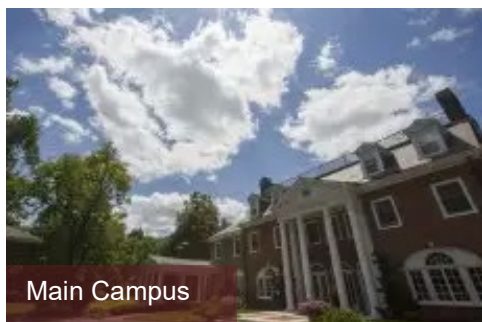
Campus and Community

Western Mass is gorgeous, from the green hills of the Berkshires to the stunning foliage along the [Mohawk Trail](#), America's first scenic automobile route. There is an amazing collection of unique museums; the iconic [Tanglewood](#) music venue; epic music and hoops at [Springfield's Symphony Hall](#) and the [Basketball Hall of Fame](#). To learn more, www.visitma.com/regions-towns/western-massachusetts/ and <https://explorewesternmass.com/>.

Located less than 5 miles to Springfield, MA, a short 25-minute drive north of Hartford, CT, 90 minutes west of Boston, MA, and 2.5 hours northeast of New York, NY, [Longmeadow, MA](#) is a beautiful, historic New England town with easy access to large urban centers and a highly ranked public school system. Settled in 1644 and incorporated in 1783, the town was originally a farming community serving nearby Springfield, MA. Today, the town is still largely comprised of open space, including gorgeous parks and conservation areas. The 735-acre Forest Park, New England's largest city park, sits at the town's northern border. Particularly picturesque and surrounded by historic buildings from the 18th and 19th centuries, the Longmeadow Town Green maintains the town's historic charm and listed on the National Register of Historic Places.



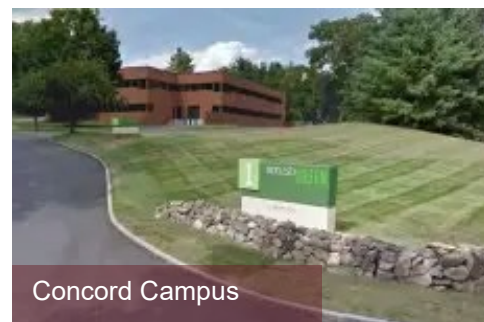
The main campus in Longmeadow, MA, is home to the [Residential College](#) for high school, transfer, and international young women; [The American Women's College](#) for its accelerated online degree programs; and the [Graduate College](#) for men and women. Bay Path's main campus comprises a total of 38 buildings located on 65 acres, including 12 acres used for athletics. The [Philip H. Ryan Health Science Center](#) is situated on 11 acres in East Longmeadow, approximately four miles from the main campus. This state-of-the-art facility hosts upper-level undergraduate and graduate programs in health sciences. The University also has campuses in Sturbridge, MA and Concord, MA. Although the campuses are in Western Massachusetts, Bay Path University has a robust online community with students and faculty living regionally and across the United States.



Main Campus



Health Science Center



Concord Campus