



HENDRIX
COLLEGE

Vice President for Enrollment

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Hendrix College seeks a creative, collaborative, and strategic leader to serve as its next Vice President for Enrollment. The Vice President will report to President William M. Tsutsui who is in his third year leading this distinctive liberal arts college located in a suburb of Little Rock, Arkansas. One of the [Colleges that Change Lives](#), Hendrix has grown dramatically in size and prominence over the last 15 years, and is nationally recognized for its high-impact educational practices, such as the [Hendrix Odyssey program](#), and for its unusually inclusive, intelligent, and open-hearted campus community.

The Vice President will benefit greatly from the College's positive momentum and clearly articulated [strategic plan](#). In addition, the Vice President will inherit a well-established enrollment operation that has developed a signature high-touch approach to recruitment. Together with a staff of eighteen professionals across the admissions and financial aid divisions, the Vice President will be the first to occupy the College's new Dawkins Welcome Center, currently under construction and slated to open in the fall of 2017.

The College

Hendrix College is a private liberal arts college in Conway, Arkansas. Hendrix has a long tradition of close student and faculty interaction, open and progressive thought, and an unwavering commitment to the liberal arts. Today, Hendrix is recognized as one of America's most innovative colleges by *U.S. News and World Report* and one of 40 [Colleges That Change Lives](#).

Founded in 1876 and affiliated with the United Methodist Church since 1884, Hendrix evolved into a coeducational, undergraduate, residential, liberal arts institution by the mid-1930s. The College's Greek system was disbanded in 1945 in favor of a more open residence life on campus. Student enrollment gradually increased to just under 1,000 by the 1970s.

In the late 20th century, Hendrix developed a new master plan for campus growth, added more than 15 new buildings, revised and enhanced its curriculum, and added faculty in key areas. The Hendrix-Murphy Foundation Programs in Literature and Language was created in 1978 to enrich the study and teaching of literature and language, and Hendrix's strong reputation for educating future physicians and scientists emerged.

In 1987, The Carnegie Foundation re-classified Hendrix as a Liberal Arts I institution, paving the way for Hendrix to be celebrated for academic quality, affordability, innovation, and value in national college guides. Hendrix joined the NCAA Division III in the early 1990s, and in 2000 a chapter of Phi Beta Kappa, one of only two in Arkansas, was established at Hendrix.

The Hendrix Odyssey Program was launched in 2005. It became a national model for engaged learning in higher education and was responsible for a 40 percent increase in enrollment.

In 2010, Hendrix successfully completed a \$100 million campaign, significantly increasing student financial assistance, endowing new academic and co-curricular programs, and building state-of-the-art facilities for teaching, research, student life, technology, wellness and athletics.

Leadership and Strategic Plan

President Tsutsui joined the College in June 2014 and was formally inaugurated in April 2015. Prior to becoming the 11th Hendrix President, Dr. Tsutsui led Dedman College of Humanities and Sciences at Southern Methodist University as Dean and Professor of History.

Drafted early in President Tsutsui's tenure, the [Hendrix College Strategic Plan 2015-2020](#) is a clear and concise articulation of the College's direction in the coming years. Through the plan, the College will:

- Build a more diverse and inclusive community.
- Ensure that a Hendrix education remains within reach of every talented, promising young person.
- Build a stronger relationship with our state and the central Arkansas community
- Place even greater emphasis on faculty development, interdisciplinary connections, and research that engages both students and faculty.
- Improve facilities to give prospective students a warmer welcome, to provide new and renovated residence halls, and to bring the creative energy of music and the visual arts to the very center of campus.
- Enhance the stature, vitality, and impact of the Hendrix-Murphy Programs in Literature and Language.
- Guarantee that students not only graduate in four years but also leave Hendrix with professional experiences that successfully prepare them for careers and life after graduation.

Our New Campaign & the Dawkins Welcome Center

In fall 2016, the College announced [Be Hendrix](#), a \$110 million campaign to provide increased support for career preparation, the creative arts, diversity and inclusion, endowed scholarships, and teaching and learning. Hendrix has secured more than \$70 million in gifts and pledges toward its total campaign goal.

In fall 2015, Hendrix received a \$26 million gift, the largest in the College's history, from the estate of Mary Ann and David Dawkins of Little Rock to support scholarships and launch the fundraising effort to construct a new welcome center for prospective students and families.

In August, Hendrix completed a \$1 million challenge from the J.E. and L.E. Mabee Foundation of Tulsa, Oklahoma, to support the Mary Ann and David Dawkins Welcome Center. The Dawkins Welcome Center, now under construction, will be the new home of the College's Admission and Financial Aid offices.

Other campaign projects will be the Miller Creative Quad and the Windgate Museum of Art in the center of campus. The new mixed-use project will combine student living space with classrooms, faculty offices, and practice space for music, as well as a new auditorium.

Our Community

Hendrix students are intellectually curious, self-driven, and passionate about learning, service, and social justice. They are strong academically, as evidenced by the fact that Hendrix has placed 30 Fulbright students, 34 Watson Fellow recipients, 31 Goldwater Scholarship winners, as well as Jack Kent Cooke Scholars, Marshall Scholars, Thomas R. Pickering Foreign Affairs Fellows, Truman Scholars, Rhodes Scholars, and Udall Scholars.

Outside the classroom, the creativity and community-mindedness that characterizes our students contributes to an unusually inclusive and vibrant student life that revolves around residence hall affiliation rather than a Greek system. Both current students and generations of alumni are proud of Hendrix's many campus life traditions, ranging from the 100-year old Shirttails Serenade dance competition in the fall to the variety shows and fundraising events that comprise Campus Kitty each spring.

Faculty members are leaders in their disciplines and devoted to teaching and mentoring undergraduate students. Every student's Odyssey experiences are mentored by a faculty member and professors are particularly passionate about introducing undergraduates to the professional academic community. Hendrix traditionally has one of the largest student contingents attending and presenting research results each year at national peer programs such as the American Chemical Society (ACS) meetings.

Hendrix faculty have continually demonstrated their dedication to being at the forefront of the academy. In addition to developing the Odyssey Program, the faculty have collectively examined and enhanced the academic calendar and curriculum, moving from the trimester calendar to the semester system, and revised the common course for first-year students, including development of a new interdisciplinary course, The Engaged Citizen (TEC).

Hendrix faculty view egalitarian governance as a critical component of shared decision making and action. There is no faculty senate at Hendrix. Committees with diverse representation in rank and discipline review issues and concerns, and the faculty meets collectively to discuss and decide academic, co-curricular, and student life policy.

The College's staff are important members of the Hendrix community as well and often develop close relationships with both students and faculty members. The warmth and connectedness that characterizes the community is a source of pride for Hendrix and one of the College's fundamental values.

Our Statement of Purpose

"Hendrix College cultivates empathy, creativity, self-understanding, rigorous inquiry, informed deliberation, and active learning across the liberal arts, toward the development of the whole person. Through engagement that links the classroom with the world, and a commitment to

diversity, inclusion, justice, and sustainable living, the Hendrix community inspires students to lead lives of accomplishment, integrity, service, and joy.” *Approved by the Hendrix College faculty and Board of Trustees in spring 2015.*

Our Location

Conway is one of the fastest growing Arkansas communities, with more than 60,000 residents, and a thriving part of the Little Rock-North Little Rock Metropolitan Statistical Area, a region with more than a million people.

Conway is home to three higher learning institutions, including the University of Central Arkansas and Central Baptist College, and has a growing medical community and thriving technology scene.

Conway life combines small town charm with urban amenities, including the Arkansas Shakespeare Theatre and Conway Symphony Orchestra, parks and trails for children and families, and public schools that are consistently recognized for student achievement and teacher quality.

Adjacent to the Hendrix campus is The Village at Hendrix, a traditional neighborhood development (TND) designed by the renowned New Urban planning firm of Duany-Plater Zyberk and Company and founded by Hendrix. A 90-acre mixed-used walkable community, The Village combines classic architecture and a commitment to green building principles, offering residential homes and commercial spaces, as well as housing for Hendrix students and entertainment and outdoor amenities, including the 18-acre Hendrix Creek Preserve.

Conway is a 30-minute drive from the capital city of Little Rock, offering even more arts and entertainment, dining, retail shopping, and other amenities. And outdoor activities – biking, bird watching, camping, fishing, hiking, hunting, paddling, spelunking, swimming, and water-skiing – are easily accessible in the Natural State from the Ozark and Ouachita Mountains to the timberlands and the Delta.

Role of the Vice President for Enrollment

Reporting to President Tsutsui, the Vice President for Enrollment crafts and implements the overarching enrollment strategy for the College and serves as a key senior administrator for this bold, brilliant, and unique liberal arts institution. The supportive and collegial Senior Leadership Team stands ready to partner with their new colleague in achieving the College’s enrollment goals. The Vice President significantly impacts Hendrix’s core mission of academic excellence through oversight of all aspects of student recruitment, admission, yield, and financial aid in alignment with the mission and goals of the College.

The Vice President for Enrollment oversees a budget of \$2 million and serves alongside ten highly collaborative, collegial, and mission-driven colleagues on Hendrix’s Senior Leadership Team. The Vice President oversees a dedicated staff of eighteen enrollment professionals, of whom the following report directly to the Vice President:

- Associate Vice President for Enrollment and Director of Admissions

- Associate Vice President for Enrollment and Director of Financial Aid
- Regional Director of Admissions
- Assistant to the Vice President of Enrollment

The Vice President will also partner particularly closely with the Office of the President, Office of Marketing Communications, and Athletics to promote comprehensive, consistent, and inclusive messaging for the institution to prospective students and their families. In addition, the Vice President sits on the Enrollment and Marketing committee of the Board of Trustees and works closely with institutional and board leadership on matters of enrollment strategy.

Opportunities and Challenges

Hendrix has enjoyed great momentum and success over the last two decades and has emerged as one of the nation's most innovative liberal arts colleges. The Vice President for Enrollment will play a critical role in addressing the following opportunities and challenges as Hendrix continues its ascent:

- **Designing and implementing a strategic plan for the College's long-term enrollment success.** The Vice President for Enrollment, in collaboration with the Senior Leadership Team, will craft an overarching vision for Hendrix's sustained enrollment success. The Vice President will develop and implement sage recruitment, admission, and financial aid practices and policies in anticipation of shifting national trends, while simultaneously ensuring that the Division's efforts are true to the College's liberal arts values and priorities.
- **Leveraging the College's resources to recruit a strong, diverse student body who will thrive at Hendrix.** The Vice President for Enrollment will balance the desire for excellent and diverse students with responsible use of Hendrix's resources. They will devise outreach and financial aid strategies that will balance the recruitment and retention of talented underrepresented students with a sustainable financial model.
- **Identifying current strengths as well as areas of growth within the Enrollment Division.** The Vice President for Enrollment will review current recruitment, admissions, and financial aid processes to identify any refinements that might allow the Division to work even more effectively without losing its signature attention to detail.
- **Ensuring that Hendrix effectively communicates its impact and value through clear, creative, and consistent marketing and outreach.** In collaboration with the Office of Marketing Communications, the Vice President for Enrollment will implement creative marketing and lead generation approaches to enhance enrollment. The College has engaged an outside firm for the creation of a new college-wide marketing campaign and the Vice President for Enrollment will play a crucial role in executing this new communications strategy. The Vice President will ensure all members of the Division as well as those engaged in recruitment efforts across the College are able to articulate a powerful, shared message about the value of a Hendrix education. In addition, the Vice President will serve as a highly visible and persuasive champion of the Hendrix experience

to a wide range of constituencies, from local and national peers, to students and parents, to the College's Board of Trustees.

- **Collaborating with a wide range of partners across campus in order to achieve enrollment goals.** The Vice President for Enrollment will find Hendrix's students, faculty, staff, and alumni ready and willing to support recruiting efforts, and will devise ways to make the most of their energy and enthusiasm. The Vice President will work closely with the Director of Institutional Research to share data that impacts strategic decision making and ensures transparency in both internal and external reporting. In addition, the Division's staff will continue to partner with colleagues in Athletics as well as other offices to coordinate recruiting and brainstorm ways to make the College's efforts even more successful.
- **Mentoring, developing, and retaining the exceptional and committed staff within the Enrollment Division.** The Vice President for Enrollment will build on the expertise of the talented staff within the Division, further cultivating the talents of each individual staff member. They will also continue to encourage the professional development of the Division's staff through a variety of methods.

Desired Qualities and Qualifications

The Vice President for Enrollment will be a collaborative and imaginative leader with a proven track record of attracting high achieving students to a liberal arts college. The ideal candidate will be a data-driven decision maker, have an advanced degree, and will bring many of the following complementary abilities and experiences to their work:

- An energetic commitment to liberal arts education and an ability to persuasively articulate its value and meaning for today's students and parents;
- A documented track record of success in achieving institutional enrollment and retention goals;
- A keen understanding of national best practices in enrollment for liberal arts colleges;
- An intelligent, creative, and team-based approach to problem-solving, in keeping with Hendrix's culture;
- Experience successfully leading complex strategic initiatives and translating high aspirations into achievable and measurable accomplishments;
- Experience developing data-driven recruitment strategies as well as the ability to persuasively and clearly present quantitative information to administrative colleagues, the Board of Trustees, and others;
- The ability to serve as a compelling spokesperson for the College, including experience with marketing and communications and excellent oral and written communication skills; and,
- A shared sense of Hendrix's core values, which include embracing a broad and diverse spectrum of people and ideas within a warm and supportive community.

Contact

Please send nominations, applications, and queries in confidence and electronically to:

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Hendrix College strives to maintain an environment free from discrimination and harassment, where employees treat each other with respect, dignity and courtesy. The College adheres to the principle of equal educational and employment opportunity without regard to age, race, color, religion, gender, disability, sexual orientation, gender identity or expression, genetic information, or national origin.

The following person has been designated to handle inquiries regarding the non-discrimination policies: Shawn Goicoechea, Assistant Director of Human Resources & Title IX Coordinator 1600 Washington Ave, Conway, AR 72032 501-450-1415 goicoechea@hendrix.edu