



**Search for the Executive Director of Strategic Enrollment Management  
Peabody College of Education and Human Development  
Nashville, TN**

Peabody College of Education and Human Development seeks a collaborative and entrepreneurial senior-level leader to serve as the inaugural Executive Director of Strategic Enrollment Management (Executive Director). This is an exciting opportunity to help shape a new role while driving enrollment and increasing impact at one of the nation's top graduate colleges of education and human development. Reporting to the Dean, the Executive Director will work collaboratively with Peabody graduate and professional admissions, marketing, communications, and other staff in the Dean's Office as well as with academic leaders, faculty, prospective students, and external stakeholders to maximize the recruitment of well-qualified students for academic programs and professional certificates and credentials.

Vanderbilt is in an exciting time of transformation as the institution lives its motto, ***Crescere aude***: "Dare to grow" in bold new ways. The inaugural Executive Director of Strategic Enrollment Management will bring this innovative and entrepreneurial spirit to Peabody College of Education and Human Development and, through a commitment to [radical collaboration](#), lead the enrollment and marketing functions. The Executive Director will develop a strategic plan for enrollment growth across Peabody's degree and non-degree programs, design and guide marketing and recruitment initiatives at the college, and provide strong leadership to the talented staff on the Admissions and Enrollment Services Marketing teams.

The Executive Director will be an experienced leader who brings a deep knowledge of data-driven enrollment management strategies, innovative marketing and recruitment techniques, and a strong understanding of the graduate school enrollment and higher education ecosystems. Isaacson, Miller, a national executive search firm, has been retained to support Peabody College in this effort. Please direct all inquiries, nominations, and applications as noted at the end of this document.

**VANDERBILT'S PEABODY COLLEGE**

[Peabody College](#) is a world-class college of education and human development consistently ranked among the top ten graduate schools of education in the nation by *U.S. News & World Report*. The college prepares leaders who will generate positive change nationally and globally, enhancing the human condition by creating knowledge about learning and development and translating discoveries into more effective practices and policies.

The college's [five departments](#) include [Human and Organizational Development](#) (HOD), [Leadership, Policy and Organizations](#) (LPO), [Psychology and Human Development](#) (PHD), [Special Education](#) (SPED), and [Teaching and Learning](#) (DTL). Vanderbilt degrees offered in Peabody College across these five departments include the Bachelor of Science, Master of Education, Master of Public Policy, and Doctor of Education. The Master of Science and Doctor of Philosophy are offered in partnership with the Graduate School. The college is home to more than 2,700 students with 270 full- and part-time faculty, 300 staff, and an alumni base of nearly 35,000. With a total enrollment of 1,200 graduate and professional students, annual entering classes typically comprise 450 master's and Ed.D. students, both on campus and online, and 35 Ph.D. students. With the creation of this new senior-level role in strategic enrollment management, Peabody hopes to deepen and expand the pool of qualified applicants and to increase enrollment of Peabody professional students.

In addition, the college is developing the Peabody Leadership Institute, which will launch new virtual, hybrid, and short-term non-degree certificates and programs that meet an essential need in the professional education ecosystem. These learning opportunities have the potential to connect thousands of educators and other leaders across broad sectors with Peabody College's extraordinary faculty, ultimately enhancing their professional growth. The goal of this new institute is to build it into a sustainable and impactful unit that is seamlessly woven into the fabric of the college and the university. The Executive Director of Strategic Enrollment Management will work closely with the inaugural director of the Peabody Leadership Institute to attract students to these non-degree offerings.

## **STRATEGIC ENROLLMENT MANAGEMENT AT PEABODY**

The Executive Director of Strategic Enrollment Management is charged with moving Peabody College to the next level of strategic enrollment practices to expand its reach and impact. The Executive Director will oversee a broad admissions portfolio of 23 professional (master's and Ed.D.) and five graduate (Ph.D.) programs. The individual selected for this new position will develop and lead innovative recruitment, marketing, enrollment, financial aid, and engagement strategies to advance the admission and enrollment of professional and graduate students in the college. The successful candidate will collect and analyze data to model and project all aspects of the admissions funnel, applying a deep understanding of higher education enrollment trends, especially as they pertain to professional education. The Executive Director will lead efforts to attract and increase inquiries, applications, and enrollment of well-qualified and diverse students across Peabody's professional and graduate degree and non-degree programs.

The Executive Director will report to the Dean of Peabody College and will collaboratively engage with other Vanderbilt offices including the Graduate School, University Enrollment Affairs, Student Financial Aid and Scholarships, the University Registrar, International Student and Scholar Services, Data and Strategic Analytics, Process and Solution Implementation, AdvancED, and others as appropriate.

This position will be a critical member of the college's leadership team, manage the Graduate and Professional Admissions and Enrollment Services Marketing teams, and provide oversight in the areas of scholarship and financial aid

## **KEY OBJECTIVES FOR THE EXECUTIVE DIRECTOR**

### ***Develop a strategic plan for enrollment growth across Peabody's degree and non-degree programs***

- With key partners, create and execute strategic enrollment plans to increase enrollment of degree and non-degree students.
- Create enrollment models, using predictive analysis and descriptive statistics, and translate and execute these into action.
- Analyze market conditions, understanding the factors affecting different programs, levels, and types of students.
- Collaborate with college leaders, including the associate dean for professional education and academic affairs, and with program directors to establish and achieve enrollment goals.
- Lead the development of enrollment metrics and work with colleagues to acquire relevant, structured data to inform enrollment strategy.
- Advise and develop financial aid strategies to increase acceptances and enrollment.
- Remain informed about recruitment trends, yield strategies, and general research related to admissions and financial aid. Translate this research into actionable information for Peabody College.
- Guide the use of the Slate platform to further the recruitment, marketing, selection, and yield goals of Peabody College.

### ***Lead marketing and recruitment initiatives***

- Develop and direct paid or organic marketing strategies for recruitment to include digital marketing, advertising, targeted mailings, online and in-person events, social media, and other tactics.
- As needed, identify, recommend, and provide oversight for third-party agencies to support admissions strategies and tactics. Manage agency relationships, measure performance, and assess the effectiveness of such partnerships.
- Oversee admissions communications, including paid or organic marketing, web content, communications flows, social media, video, and other digital or printed collateral related to student recruitment and admissions.
- Collaborate with Peabody Career Services to strengthen new student recruitment and support admissions and enrollment management goals.
- Represent Peabody College domestically and internationally at recruitment events, conferences, and other outreach initiatives to build the institution's brand and reputation.

- Represent Vanderbilt professionally in the American Association of Collegiate Registrars and Admissions Officers (AACRAO) Strategic Enrollment Management association, including being an active participant in these organizations.

***Provide strong leadership to the Admissions and Enrollment Services Marketing teams while representing Peabody College's enrollment function across Vanderbilt's campus***

- Lead diverse teams of employees who bring significant expertise.
- Model a people-centered approach that includes active listening and decisive leadership as well as clear and transparent communication.
- Keep staff well-apprised of developments within their departments and across the college and university that are likely to impact them while also appropriately representing them in leadership team discussions.
- Provide opportunities for growth and professional development that create clear pathways for advancement.
- Represent Graduate and Professional Admissions in the Peabody College Executive Committee and other leadership efforts at the college and university.

## **EXPERIENCE AND SKILLS**

A minimum of seven years of enrollment management experience is expected, preferably in a university professional school. The successful candidate will have a proven record of effective leadership and management, evidence of adaptability as well as creative and innovative responses to challenges, excellent communication and interpersonal skills, exceptional analytic and data skills, superior judgment and decision-making skills, and experience managing a budget, supervising staff, and overseeing operations in a complex organization.

## **EDUCATION**

A master's degree in a related field is required; a doctorate is preferred.

## **APPLICATIONS, INQUIRIES, AND NOMINATIONS**

Screening of complete applications will begin immediately and continue until the search process is completed. Inquiries, nominations, referrals, and resumes with cover letters should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/vanderbilt-university-peabody-college-education-and-human-development/executive>. Electronic submission of materials is strongly encouraged.

Jeff Kessner, Partner  
Stephanie Simon, Senior Associate

Jenny Rubin, Senior Search Coordinator  
Isaacson, Miller

*At Vanderbilt University, we are intentional about and assume accountability for fostering advancement and respect for equity, diversity, and inclusion for all students, faculty, and staff. Our commitment to diversity makes us who we are. We have created a community that celebrates differences and lets individuality thrive. As part of this commitment, we actively value diversity in our workplace and learning environments as we seek to take advantage of the rich backgrounds and abilities of everyone. The diverse voices of Vanderbilt represent an invaluable resource for the University in its efforts to fulfill its mission and strive to be an example of excellence in higher education.*

*Vanderbilt University is an equal-opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, or status as a protected veteran, or any other characteristic protected by law.*

## **APPENDIX**

### **VANDERBILT UNIVERSITY**

Vanderbilt University, located in Nashville, Tennessee, is one of the top research universities in the nation. Created from an initial \$1 million gift from Cornelius Vanderbilt, who envisioned a place that would "contribute to strengthening the ties that should exist between all sections of our common country," the University is situated on a 330-acre campus near the thriving city center. Vanderbilt employs almost 7,000 faculty and staff and serves more than 13,000 students across ten schools and colleges.

Vanderbilt offers undergraduate programs in the liberal arts and science, education and human development, engineering, and music, as well as a full range of graduate and professional degrees. Its strength in the liberal arts—combined with nationally recognized programs in business, creative writing, divinity, education, engineering, law, medicine, music, and nursing—prepares its graduates for lives of impact, discovery, creativity, and service. Over the last 15 years, Vanderbilt has achieved an astonishing record of success in recruiting the very best students, with the undergraduate admit rate going from 33 percent to 6.2 percent. Vanderbilt continues to expand its reach globally, pursuing bold proposals to advance scholarship, reputation, and impact, deepen student experience, and recruit on a global scale.

To be at Vanderbilt is to live, learn, and work in a generative and inclusive environment. Instilling a deep sense of belonging is a core value at the institution. The University's leadership is committed to pursuing new and innovative approaches and investing resources to strengthen belonging for everyone at the institution. Identity, equity, diversity, and inclusion are priorities across the campus.

The University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award bachelor's, master's, professional, and doctoral degrees. Vanderbilt is a member of the Association of American Universities.

### **NASHVILLE**

As the hub for several booming industries, the home to a global community – including the nation's largest Kurdish population – and "America's friendliest city," according to *Travel + Leisure* magazine, Nashville combines history and hospitality with diverse culture and growth.

Tennessee's capital is also an international destination for the arts, entrepreneurship, and scientific research, thereby attracting world-renowned scholars to Vanderbilt and the broader community. In turn, it's no surprise that many students, families, and professionals choose to call Music City home.

Home to more than 100 stand-alone parks and a quick drive away from the Great Smoky Mountains, Nashville offers many opportunities for enjoying the great outdoors. In addition to the nearby greenways, scenic hiking routes, and historic riverfront, the Vanderbilt campus is itself a top outdoor attraction. An accredited arboretum, the university campus has more than 6,000 trees and shrubs, including nearly 200 different species.

Nashville has been named one of the 15 best U.S. cities for work and family by *Fortune* magazine, was ranked as the #1 most popular U.S. city for corporate relocations by *Expansion Management* magazine, and was named by *Forbes* magazine as one of the 25 cities most likely to have the country's highest job growth over the coming five years.