



**ASSOCIATE DEAN FOR ENROLLMENT MANAGEMENT
JOHNS HOPKINS UNIVERSITY SCHOOL OF MEDICINE
BALTIMORE, MARYLAND**

THE SEARCH

The Johns Hopkins University School of Medicine ("JHU SOM") seeks an innovative, data-driven, and proven enrollment leader to serve in the newly created role of Associate Dean for Enrollment Management ("ADEM"). Reporting directly to the School of Medicine's Vice Dean for Education and serving as the school's chief enrollment officer, this is an exciting opportunity for a seasoned, creative, and deeply analytical leader to build a trailblazing approach to enrollment management within one of the nation's leading medical schools. This critically important role will be vital to the School of Medicine's mission, ensuring that the school continues to attract top students from around the world who will become leaders in advancing the future of medicine.

Established in 1893, the Johns Hopkins University School of Medicine provides the gold standard in medical education and research, teaching medical students, graduate students, clinical fellows, and postdoctoral fellows to practice patient-centered medicine, study the prevention and treatment of disease, and excel in health care delivery and the basic sciences. Living up to its mission "to improve the health of the community and the world by setting the standard of excellence in medical education, research, and clinical care," JHU SOM has a storied history of serving as the model for American medical education and was the first medical school in the country to accept women at inception. JHU SOM receives roughly 4,500 applications annually to fill 120 MD and MD/PhD seats in an enrolling class. In a highly competitive process and with an admittance rate of just six percent, JHU SOM matriculants distinguish themselves annually as future medical leaders with a commitment to service and passion for medicine.

To continue building on this excellent trajectory and with the understanding that the medical profession and healthcare industry are both changing rapidly, the School of Medicine has made the forward-looking decision to rethink its approach to enrollment management. The inaugural Associate Dean for Enrollment Management will design and execute a strategic vision and plan for admissions and financial aid with an eye towards the full medical student enrollment lifecycle. The incoming ADEM will lead a dedicated team and collaborate with senior leaders across the school and university to implement innovative and best-in-class approaches to recruit, evaluate, matriculate, and support a highly talented and diverse student body.

The ideal candidate will demonstrate a record of accomplishment in leading a data-informed and evidence-based method for admissions processes, financial aid distribution, strategic communications, and market segmentation. A collaborative leader and inspiring communicator, this individual will possess

a deep understanding of the national trends and issues related to graduate student recruitment, and a relentless commitment to innovation and continuous improvement.

The Johns Hopkins University School of Medicine has retained Isaacson, Miller, a national executive search firm, to assist in the recruitment of the Associate Dean for Enrollment Management. All inquiries, nominations, and applications should be directed in confidence as noted at the end of this document.

JOHNS HOPKINS UNIVERSITY

Johns Hopkins University was founded in 1876 as part of a \$7 million bequest from Johns Hopkins, a Quaker merchant of Baltimore, who directed that the funds be used for the establishment of a university and hospital. Johns Hopkins University is America's first research university, founded for the express purpose of expanding knowledge and putting that knowledge to work for the good of humanity. Under the leadership of its visionary first president, Daniel Coit Gilman, the institution conceived the key elements of an American research university: a creative faculty given the freedom and support to pursue research; fellowships to attract the brightest students; education emphasizing original work in laboratory and seminar; and scholarly publication. The creation of this model and its later replication at other schools led to the American research university system as it exists today, a model now emulated around the world.

Currently, Johns Hopkins is world renowned for undergraduate and graduate study, research, professional practice, and patient care. In fact, it attracts more federal research funding than any other university in the nation, including ranking first among universities in grant support from the National Institutes of Health and the National Aeronautics and Space Agency. The institution now comprises approximately 5,200 faculty, 6,000 undergraduate students, and 25,000 graduate students across 400 degree granting programs at the baccalaureate, master's, and doctoral levels. The mission of the university is to educate its students and cultivate their capacity for life-long learning, foster independent and original research, and bring the benefits of discovery to the world.

There are nine academic divisions within the university. The Zanvyl Krieger School of Arts and Sciences, the Whiting School of Engineering, and the School of Education are based on and around the Homewood campus in northern Baltimore. The School of Medicine, the Bloomberg School of Public Health, and the School of Nursing are located in East Baltimore, sharing a campus with The Johns Hopkins Hospital. The Peabody Institute for Music and Carey Business School are located in Baltimore's historic Mt. Vernon neighborhood and the city's downtown respectively. The Paul H. Nitze School of Advanced International Studies is in Washington, DC. The Applied Physics Laboratory ("APL") is based in Laurel, Maryland, on a 400-acre campus with specialized technical facilities for its government R&D activities.

THE SCHOOL OF MEDICINE

Established in 1893, the Johns Hopkins University School of Medicine is a world-class medical school that educates medical students, graduate students, clinical fellows, and postdoctoral fellows to practice patient-centered medicine, study the prevention and treatment of disease, and excel in health care delivery and the basic sciences. JHU SOM is a part of Johns Hopkins Medicine which is comprised of six

academic and community hospitals, 902 research labs, and 32 distinct departments and institutes. Johns Hopkins Medicine pushes the boundaries of discovery, transforms health care, advances medical education, and creates hope for humanity. SOM is central to the mission and vision of Johns Hopkins Medicine and has a storied history of serving as the model for American medical education and as the first medical school to admit women at inception. From basic to translational to clinical research, JHU SOM's medical and graduate students, residents, and fellows, study with Nobel laureates, Lasker Award winners, and National Academy of Science members. When asked why students choose JHU SOM, their response often centers around the strength of the faculty and the collegial collaborative nature of the health center.

JHU SOM's admissions process is among the nation's most selective, receiving roughly 4,500 completed applications annually for 120 seats in each MD and MD/PhD enrolling class. With a six percent admit rate, JHU SOM students distinguish themselves through the application and interview process as the medical profession's future leaders with a commitment to service, a passion for medicine, and a range of additional personal qualities that are indicative of successful students and physicians. In last year's admitted class (the JHU SOM graduating class of 2027), the cumulative average GPA for incoming students was 3.92 and the average MCAT score was 520. Furthermore, 18 percent of the class identified as underrepresented in medicine, and 60 percent of the class received institutional scholarships, with an average award of \$68,707.

BALTIMORE

Baltimore, otherwise known as "Charm City," is a spirited city with a unique blend of historic charm, cultural heritage, and urban vitality. Students, faculty, and staff alike enjoy exploring Baltimore's offerings of museums, restaurants, concert venues, coffee houses, and one-of-a-kind shops that are just a short walk or free shuttle ride away from campus. Located in East Baltimore, JHU SOM provides an immense and distinct opportunity for students to utilize the tremendous resources of the university to optimize local Baltimore health outcomes. With Baltimore as its backdrop, JHU SOM's students thrive in a collaborative environment in the classroom and within the community. Research is the cornerstone of JHU SOM, with clinical research as a vital key to improving care for the people in our community and around the world. The innovative research conducted at Johns Hopkins Medicine is vital to both medical advances and unsurpassed patient care in greater Baltimore.

THE ASSOCIATE DEAN FOR ENROLLMENT MANAGEMENT ROLE

The inaugural Associate Dean for Enrollment Management at the Johns Hopkins University School of Medicine will be responsible for establishing and executing a strategic enrollment plan and vision that will closely align with the school's and university's overall goals. This strategy will be built on collaborative interactions among teams that report up to the Associate Dean of Enrollment Management as well as those that exist elsewhere in the university and School of Medicine. This experienced and data-driven leader will provide leadership, strategic direction, management, and oversight for all activities related to recruitment, admissions, financial aid, and matriculation as part of the medical student enrollment lifecycle. This role will report to the Vice Dean for Education in the medical school.

The ADEM will be responsible for ensuring that the medical school admits and matriculates incredibly talented students from a diversity of backgrounds through a highly selective process for its MD and/or MD/PhD programs. They will leverage awareness of the contemporary medical education market to align mission, means, and metrics to the work of enrollment management at the school. This leader will drive the implementation of innovative and best practices to attract, review, and yield prospective students. To accomplish this goal, the ADEM will help enhance holistic admissions processes to matriculate the best possible class, while also leveraging a variety of financial aid resources to make medical education as affordable as possible. The ADEM will be responsible for developing strategies and approaches to increase the enrollment of talented students at the school, specifically those underrepresented in medicine (UIM) and those from disadvantaged backgrounds. In addition, the ADEM will oversee the creation and use of a robust data infrastructure to develop data-driven recruitment, yield, and financial aid strategies.

This individual will lead and mentor a team of enrollment management professionals consisting of 12 to 15 direct and indirect reports, currently including an Assistant Dean of Enrollment Management, Director of Admissions, Director of Financial Aid, and Senior Analyst of Data and Enrollment Planning, and they will also oversee a \$1-1.25 million operational budget and an additional \$25 million financial aid budget.

OPPORTUNITIES & CHALLENGES

Set a vision for enrollment management that is data-informed, innovative, and forward-looking.

The ADEM will develop an overall vision and strategic framework for enrollment management to advance the School of Medicine's mission. As part of this vision, the ADEM will work in close partnership with school leadership, including the Vice Dean for Education, faculty, staff, and other colleagues, as well as central university leadership to establish enrollment goals and optimally leverage available aid for students. To accomplish this strategic planning process, the ADEM will bring a data-driven approach to decision-making. They will help guide dedicated staff and IT systems administrators with the goal of ensuring the integrity, accuracy, and quality of admissions, financial aid, and matriculation data for analytics and reporting. The ADEM also will provide direction to staff who perform data analytics in the design and production of reports and dashboards that best inform admissions and financial aid decisions to help meet the school's goals. In doing so, the ADEM will ensure the effective use of the school's enrollment systems to contribute to a data-informed enrollment strategy.

Provide strategic leadership and foster teamwork and collaboration to achieve strategic goals.

The ADEM will align all resources, including staff and faculty who voluntarily serve on the admissions review committee, to the strategic goals and operational objectives of the school's enrollment management plan. They will lead and inspire a team of 12 to 15 professionals, encouraging collaboration and high levels of performance. Furthermore, this leader will be committed to the professional growth and development of all staff and will provide thoughtful coaching and feedback, as required. The ADEM will ensure that distinct teams within the enrollment management division, such as admissions and financial aid, work collaboratively where appropriate. The ADEM will also serve as a leader in strategic planning and decision-making for larger university initiatives, building and leveraging critical relationships

with cross-divisional colleagues, alumni, donors, higher education leaders, and others who can provide input and support, forwarding the strategic objectives of the school.

Sharpen the school's distinct identity through strategic student recruitment in a competitive market.

The ADEM will develop and lead a data-informed recruitment strategy for the School of Medicine. To further inform these efforts, the ADEM will partner with the medical school's office of marketing and communications to develop effective strategies for marketing the school and its degree programs to prospective students, helping JHU SOM to crystalize its distinct identity in a crowded and competitive market, and fine tuning what sets JHU SOM apart from its peers. They will appropriately tailor marketing messages and drive innovative approaches to recruit students from different backgrounds and provide oversight to the planning and execution of events for the recruitment of potential and admitted applicants during interviews and second look visits. This leader will work diligently to understand the dynamics of the market forces in medical education and will consistently model a willingness to evaluate current processes and outcomes and make efforts to continuously improve.

Refine assessment processes for equitable, efficient, and successful applicant evaluation.

The ADEM will provide leadership and make policy decisions in the development and implementation of equitable and efficient processes across the medical school, ensuring that all aspects of application review further the school's enrollment goals. The ADEM will lead all aspects of the development and implementation of strategy for processing and evaluating applications including training and monitoring admissions staff and faculty committee members. They will supervise the work of the chair of the admissions committee and its members to ensure holistic review of applications. Furthermore, the ADEM will facilitate debrief conversations post-class selection to assess the effectiveness of the selection process and identify areas for improvement in future cycles.

Strategically deploy financial aid and ensure compliance.

The ADEM will serve as the accountable leader for developing financial aid leveraging strategies in support of the medical school's enrollment goals. This includes all elements of managing and awarding the annual \$25 million budget of federal and institutional financial aid. They will ensure alignment of admissions practices and financial aid awarding to matriculate the desired class of talented students. As such, they will also ensure that SOM remains in compliance with all federal and state regulations.

QUALIFICATIONS & CHARACTERISTICS

The following qualifications represent a broad set of skills and attributes deemed important for success as the Associate Dean for Enrollment Management. While no candidate will embody every quality, the successful candidate will bring many of the following professional and personal assets:

- In-depth knowledge of enrollment management and/or the development of data-driven strategies, including extensive prior work with the analytical modeling and reporting of a contemporary enrollment management practice.

- Expertise in translating a vision and strategy into a practical plan with concrete steps towards implementation and measurable enrollment outcomes.
- Demonstrated experience in utilizing an evidence-based method to assess admissions processes, financial aid distribution, and the implementation of strategic marketing and outreach campaigns, as well as other strategic enrollment initiatives.
- Collaborative leadership style with the ability to advocate, convene, and lead through change.
- Creative approach to problem-solving, and the ability to take advantage of emerging opportunities; experience navigating and leading institutional change.
- Strong understanding of national trends and issues related to graduate student recruitment in higher education, as well as student behavior and trends within financial aid and admissions.
- Deep understanding of market differentiation related to student recruitment and enrollment and the ability to define and characterize yield behavior within and between groups.
- Ability to articulate the need for statistical enrollment yield models related to specific applicant groups and direct the work of data analytics experts.
- Demonstrated ability to set priorities and analyze data, and systems thinking capacity from both a detailed and a strategic perspective.
- Excellent oral and written communication and organizational and problem-solving skills.
- Strong proficiency with enrollment related software and workplace collaboration products.

Research shows that people belonging to structurally marginalized groups often only apply to jobs if they meet 100% of the qualifications. As no one ever meets 100% of the qualifications, we encourage you to apply if you feel that most of the above qualifications reflect your experience and expertise.

APPLICATIONS, INQUIRIES, & NOMINATIONS

The Johns Hopkins University School of Medicine has engaged Isaacson, Miller to assist in the search. Inquiries, nominations, and applications (including CV and cover letter) should be sent in confidence to:

Carrie Alexander, Ariannah Mirick, Kelly McLaughlin, Arianna Williams, and Maddie Ruth
Isaacson, Miller

<https://www.imsearch.com/open-searches/johns-hopkins-university-school-medicine/associate-dean-enrollment-management>

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