



**COLORADO COLLEGE**  
Colorado Springs, Colorado

**SENIOR ASSOCIATE DIRECTOR OF  
ADMISSION FOR COMMUNICATIONS  
AND MARKETING**

Start Date: Summer 2021  
[coloradocollege.edu](http://coloradocollege.edu)



Carney  
Sandoe  
& ASSOCIATES



# COLORADO COLLEGE

## MISSION

*At Colorado College our goal is to provide the finest liberal arts education in the country. Drawing upon the adventurous spirit of the Rocky Mountain West, we challenge students, one course at a time, to develop those habits of intellect and imagination that will prepare them for learning and leadership throughout their lives.*

## OVERVIEW

Colorado College is a nationally prominent, selective, four-year liberal arts college founded in 1874. The 99-acre campus is located in the heart of Colorado Springs. Colorado College (CC), which serves approximately 2,200 students, is among the best liberal arts colleges in the nation, and is distinctive for having a dynamic and innovative curriculum. Implemented in 1970, the College is celebrating 50 years on the Block Plan, where students take and faculty teach one class at a time for three and a half weeks. Courses require complete immersion and focus, allowing for intensive work with faculty and opportunities for hands-on, experiential field study locally and globally. Colorado College is the only highly selective liberal arts college in the Rocky Mountain West.

Colorado College seeks to hire an experienced admission and communication/marketing professional to serve as its inaugural Senior Associate Director of Admission for Communications and Marketing. Reporting to the Dean of Admission, the Senior Associate will lead and manage the strategic direction for communications and marketing that supports all aspects of CC's Enrollment Division to enhance the College's market position and institutional reputation. The Senior Associate will serve in a leadership role responsible for orchestrating and assessing strategic communications across all admission and financial aid efforts and will collaborate with the college's Communications Division to execute print, multi-media, web, social media, and event-based communications for the Enrollment Division. In addition, the Senior Associate will serve on the Admission Leadership Team and partner with a dynamic, collaborative, and hard working team that includes the Associates, the Director, and the Dean of the office. This person will also manage and supervise two Assistant Directors and oversee the office's internal communications ("comms") team.



## AT A GLANCE

### STUDENTS

Enrollment: 2,270

Students who self-identify as POC: 604

Countries represented: 51

### ADMISSION DATA FOR THE CLASS OF 2024

Number of applications: 10,258

Overall acceptance rate: 13.57%

Number enrolled: 538 on campus, 27 Winter Starts, and 31 transfers

57%% Female, 43% Male

Students who self-identify as POC: 31%

Geographic diversity: 20% West, 22%

Colorado, 13% Midwest, 18% South, 19%% Northeast, 8% abroad

First-generation college students: 13%

Quest Bridge Students: 44

Students who took a gap year: 120

Davis United World Scholars: 15

Median ACT: 32

Median SAT EBRW: 705

Median SAT Math: 730

*Note: CC adopted a test-optional policy in August 2019.*

### ACADEMICS

Student/faculty ratio: 10:1

Average class size: 16.3

Class size limits: 25 students for one professor; 32 students for two

Majors and minors: more than 80 majors, minors, and specialized programs

### STUDENT COSTS (2020-21)

Tuition: \$60,864

Housing: \$7,988

Meals: \$5,400

Books and supplies: \$1,240

Miscellaneous (may vary): \$1,354

Transportation (may vary): \$1,230

### FINANCIAL AID (2020-21)

*Colorado College meets 100% of a family's eligibility for need-based financial aid.*

Students receiving Pell grants: 14%

Students receiving other need-based aid: 47%

Students receiving non need-based aid only: 9%

## THE COLLEGE

Established in 1874 as a coeducational institution two years before Colorado became a state, CC's history is a long and proud one. The conventions in which the school was based upon continue to live through the current college's students, faculty, and staff. In the early years, before there existed so much as a permanent building, Colorado College gathered a small faculty whose roots ran to traditional New England scholarship. Today's faculty, although more diverse philosophically, still balances teaching and scholarship as the college's traditional strength. A vibrant student community of around 2,200 is eager to communicate, debate, defend, think, and engage. Conversations expand in every corner of campus as faculty urge students to think outside the box, prosper, and expand their views.

As an institution, Colorado College has a stable and positive fiscal position. The current value of the endowment is \$825M. Furthermore, the Enrollment Division has consistently met or exceeded revenue goals and the College is nearing the end of a



successful and historic fundraising campaign. To date, the College has raised \$393M towards a goal of \$435M. When completed, this will be the 10th largest capital campaign of any liberal arts college in the country.

In recent years, Colorado College launched Innovation at CC, a program that inspires creative confidence and encourages students to become “changemakers.” CC strengthened its connection to its area’s natural environment through sustainability initiatives: In 2017, it renovated and expanded Tutt Library, which is now the nation’s largest academic net-zero library. In January 2020, CC became the eighth institution in the country to reach carbon neutrality. Through CC’s recent alliance with the Colorado Springs Fine Arts Center, the college is further connecting with the region’s Southwestern identity and expanding experiential learning opportunities for students and the community.

Paired with the uniquely engaging Block Plan structure, the curriculum creates a rich foundation for unearthing passions and discovering the world. Because there are no competing courses, classes may travel near and far and distinguished block visitors can teach for a day, a week, or an entire block. Professors and students are deeply engaged in the learning environment as they immerse themselves into subject matter in seminar-style debate and discussion, rather than traditional lectures. Nearly 80% of the student body will study abroad. Between blocks, students enjoy a four-and-a-half-day block break, where they can travel, relax, and participate in volunteer work.

CC’s breadth of educational options distinguishes it from many other schools. Students eventually focus on at least one academic discipline in depth, but they have more than 80 majors, minors, and specialized programs to choose from. If students wish to concentrate on more than one department, there are several combined or distributed majors, and even a self-defined major. If they decide to focus on significant themes from several disciplines, thematic minors focus their education on significant



themes examined from several disciplinary perspectives. This reflects the belief of Colorado College that, in addition to the more specialized major, students need to gain experience in comparing and connecting ideas and approaches across the disciplines.

The values and mission of Colorado College are brought to life through its ability to connect, integrate, and engage students and create a strong sense of place and belonging. CC is integrally involved in the student experience, both inside and outside of the classroom, and works to ensure students can maximize and leverage their time at CC and truly thrive. To that end, CC provides an array of intentional and relevant support and resource systems to help students learn and to develop as leaders.

The Office of Campus Activities enriches the student experience by providing a variety of opportunities, free events, and activities that promote holistic student development, learning, wellness, and fun. Campus Activities oversees student organizations, New Student Orientation, the Arts & Crafts Program, Forensics (Speech & Debate), late-night and block break programming, and large-scale annual events. Students are encouraged to get involved in the wide variety of student clubs and organizations available to them, including the Colorado College Student Government Association, pre-professional groups, service and volunteer groups, Greek life organizations, and many other special interest clubs.

Because CC is a residential college, life in the residence halls is a central part of the holistic learning experience that characterizes a liberal arts education. Students live in a diverse neighborhood of traditional residence halls, historic mansions, and modern apartments. However, it is the people who are central to creating the multiple “teachable moments” and learning opportunities that grow naturally out of the frequent interactions residents have with one another and with the faculty and staff. Colorado College has a three year live-on requirement for all students.



The student body at Colorado College is an active one. Varsity athletics, club sports, and intramurals offer something for all skill levels, athletic interest, or outdoor pursuit. Colorado College is a member of the NCAA and is one of only a handful of colleges in the nation to offer both Division I and Division III sports with 17 intercollegiate teams – 15 Division III programs and two Division I programs (men’s ice hockey and women’s soccer). In addition, the Department of Athletics supports opportunities in recreation and fitness, and partners with the Outdoor Education Department to provide a foundation for faculty, staff, and students to pursue health, wellness, and positive social interaction through physical activity.

## SELECT CAMPUS PROGRAMS AND INITIATIVES

Never an institution content with stasis, Colorado College maintains a continual charge toward bettering itself as an institution for all members of its community. Looking to its illustrious past as a guide and its future as an opportunity, CC continues to initiate and implement programs aimed at providing greater access to a broader range of talented students.

With antiracism central to its mission, CC is committed to a collegewide effort to actively examine and oppose the ways in which racism exists and persists within the community. [Click here](#) for more.

Colorado College is in its eighth year as a QuestBridge School. [Click here](#) for more.

In an effort to support holistic consideration of all applicants, CC adopted a test-optional policy in August 2019. [Click here](#) for more.



To ensure that Colorado College is affordable for Colorado’s low and middle-income families and to increase the in-state student population, the College adopted The Colorado Pledge in 2020. [Click here](#) for more.

To help local students from communities historically excluded from higher education forge a path to college, Colorado College welcomed their first cohort of Stroud Scholars to campus in the summer of 2020. [Click here](#) for more.

## LEADERSHIP

In December of 2020, L. Song Richardson, Dean and Chancellor’s Professor at the University of California, Irvine School of Law, was named the 14th president of Colorado College. Prior to her tenure at UC Irvine, Richardson’s legal career included partnership at a criminal defense law firm and work as a state and federal public defender. She was an assistant counsel at the NAACP Legal Defense and Educational Fund, Inc., and a Skadden Arps Public Interest Fellow with the National Immigration Law Center in Los Angeles and the Legal Aid Society’s Immigration Unit in Brooklyn, NY. Richardson’s interdisciplinary research uses lessons from cognitive and social psychology to study decision-making and judgment. Her scholarship has been published by law journals at Harvard, Yale, Berkeley, Cornell, Duke, and Northwestern, among others. She is working on a book that reflects on the current reckoning with anti-Blackness that is occurring across the U.S. and its implications for law and policy. Richardson is a classically trained pianist who performed twice with the Boston Symphony Orchestra and won numerous major piano competitions, including the Boston Symphony Orchestra and Harvard/Radcliffe concerto competitions. The video announcement of her appointment may be viewed [here](#) and the CC community looks forward to her arrival this summer.



## COLORADO SPRINGS, COLORADO

With an estimated population of approximately 738,000, the Colorado Springs metro area is the second most populous area in the state of Colorado. Located at the base of the Rocky Mountains and home to many trails and renowned parks, the city consistently receives high rankings such as No. 1 Best Big City in “Best Places to Live” by *Money* magazine, #1 *Outside Magazine’s* list of America’s Best Cities and #2 on the *U.S. News* list of most desirable cities.

Colorado Springs is also known as the “Olympic City” and is the home to the Colorado Springs Olympic & Paralympic Training Center and the headquarters of the United States Olympic & Paralympic Committee. Many national and international governing bodies of sport are also located in the city. Home to the United States Air Force Academy and the University of Colorado at Colorado Springs (UCCS), there are more than 15,000 college students residing in the city. In 2018, The Brookings Institute named Colorado Springs as having the highest growth in millennials, beating out popular cities including Denver, Austin, and Seattle.

Boasting 300 days of sunshine annually, Colorado Springs is a popular destination for outdoor enthusiasts seeking scenery, rock formations, and other unique geological features, like Pikes Peak, Garden of the Gods Park, The Broadmoor Seven Falls, and Cave of The Winds Mountain Park. It is also home to a variety of cultural, educational, and historical attractions including the Cheyenne Mountain Heritage Center, the Cheyenne Mountain Zoo, the Colorado Springs Fine Arts Center at Colorado College, the Colorado Springs Pioneers Museum, Peterson Air and Space Museum, and the United States Air Force Academy. The US Olympic & Paralympic Museum opened in 2020.



This area, which is filled with natural wonders of its own, has the additional allure of proximity to ski resorts like Breckenridge and Vail without the associated steep costs of living and high levels of traffic. Plus, its quaint downtown (adjacent to CC's campus) is just an hour's drive to Denver's lineup of cultural, athletic, and culinary attractions. Faculty and staff cite Colorado Springs as one of the benefits of working at CC. They appreciate the access to both outdoors and urban activity and the friendly community. "There's a high quality of life," commented one faculty member, "and I appreciate that there's a mix of the creativity of the West and the niceness of the Midwest."

## THE OFFICES OF ADMISSION AND FINANCIAL AID

The Division has 25 full-time employees: the Vice President for Enrollment, 17 admission officers, and seven financial aid staff. The Assistant Vice President and Dean of Admission and the Director of Financial Aid both report directly to the Vice President for Enrollment. Over the past two decades, under the leadership of the current VP, Colorado College has enjoyed comparative stability within the office of admission and has an impressively experienced staff. Members of the admission staff consistently described the office culture as collegial, collaborative, supportive, fast-paced, and innovative. They appreciate that their colleagues are hard-working, motivated, caring towards students and one another, thoughtful, and mission driven.

# PRIORITIES, OPPORTUNITIES, AND CHALLENGES

The current pandemic has only increased the awareness of how critical marketing and communications is to the success of Colorado College's enrollment efforts. As the college returns to in-person learning and an in-person office environment, the need to be innovative, relevant, data-driven, and cutting-edge will be even greater. The Senior Associate Director and their communications team will need to continue to develop and execute compelling communications plans for prospective, admitted, and enrolling students and work across multiple divisions of the college to ensure institutional goals are met. This individual will need to be an experienced marketer with a demonstrated knowledge of print, web, digital, and video media and the ability to manage all parts of a complicated communications funnel. At the same time, there is a need for the leader of this process and team to be familiar with the admissions cycle and to understand the perspectives and mindsets of high school students and their families, college counselors, and their schools, and to understand the intricacies of the college marketplace in order to position Colorado College for success. This is an exciting opportunity for a creative, strategic, and collaborative professional to play a significant leadership role in the enrollment marketing of one of America's most distinctive institutions of higher learning and to partner with a talented, hardworking, dynamic, and motivated team of colleagues.

The immediate opportunities and challenges for the Senior Associate Director include:

- Assuming a new and aspirational position and helping to define and shape the role.
- Serving as a member of the Office of Admission leadership team, which includes the Vice President of Enrollment, Assistant Vice President and Dean of Admission, and Director of Admission.
- Serving as a decision maker in the absence of the Dean of Admission.
- Establishing a collaborative and respectful partnership with the Office of Communications.
- Direct supervision of staff who serve on the admission office communications team.
- Developing and executing compelling and relevant electronic communications plans and workflows within Slate, the college's customer relationship management system (CRM).
- Researching, identifying, and tracking all aspects of marketing strategies from inquiry to enrollment.
- Establishing marketing goals and measuring effectiveness of communications using qualitative and quantitative metrics to maximize return on investment across all communication channels.
- Managing timelines, deliverables, and client relationships with outside vendors and strategic partners.
- Responsibility for a limited recruitment territory (will include recruitment travel, managing college counselor relationships, and application reading).
- Managing communications budget, including expenses associated with print, third-party vendors, and social media.
- Serving as a liaison and decision-maker on behalf of the Office of Admission with on-campus committees and professional affiliate committees/boards.
- Partnering with offices across campus (Summer Session, Student Life, etc.) to develop marketing materials.
- Actively supporting the college's plan to be an antiracist institution by understanding, engaging with, and promoting diversity, equity, and inclusion in the CC community.
- Demonstrating environmental stewardship by using the college's resources wisely and supporting the college's sustainability initiatives.

Qualified applicants will possess:

- A bachelor's degree (master's in higher education, marketing, communications, or a related field preferred).
- A minimum of six years in admissions, marketing and/or communications (familiarity with selective undergraduate liberal arts colleges preferred).
- A superior grasp of best practices and a significant understanding of positioning and branding higher education, particularly an undergraduate liberal arts institution, to high school students and their families.
- Experience in email marketing, managing web content, and analytics and reporting.
- Significant knowledge of the latest digital and integrated marketing tools and the ability to serve as technical lead on projects.
- Superb oral and written communication skills.
- Ability to manage up, down, and sideways clearly, confidently, respectfully, and with humility and humor.
- A proven record of delivering compelling and persuasive messages to key constituencies.
- Excellent project management and implementation skills.
- Professional supervisory experience.
- A commitment to diversity, equity, and inclusion.
- Previous experience with Technolutions Slate (preferred).
- Proficiency in a language other than English (preferred).
- Valid driver's license required.
- Willingness and ability to work nights and weekends (as needed) and to travel.

Colorado College is an equal opportunity, affirmative action employer.

## TO APPLY

Interested and qualified candidates are invited to contact the consultants in confidence. Candidates will ultimately need to submit the following materials as separate PDF documents:

- Cover letter expressing your interest with the specific values and needs of Colorado College;
- Current résumé with relevant dates, work experience, and education;
- List of five references—including at least one current or previous supervisor and at least one supervisee or mentee—with name, current position and organization, phone number, and email address of each (references will not be contacted without your permission), to:

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