

Bates

Vice President for Enrollment and Dean of Admission and Financial Aid

Leadership Profile

Fall 2025



WittKieffer

Executive Summary

Since 1855, Bates College has been dedicated to the emancipating potential of the liberal arts. Bates educates the whole person through creative and rigorous scholarship in a collaborative residential community. With ardor and devotion—Amore ac Studio—we engage the transformative power of our differences, cultivating intellectual discovery and informed civic action. Preparing leaders sustained by a love of learning and a commitment to responsible stewardship of the wider world, Bates is a college for coming times. —Bates College Mission Statement

Located in Lewiston, Maine, Bates—a nationally renowned liberal arts and sciences institution—seeks its next vice president for enrollment and dean of admission and financial aid.

Founded in 1855 by abolitionist Freewill Baptists, Bates has long challenged social hierarchies and advanced a mission rooted in realizing human potential. Today, Bates is known for its rigorous and engaged liberal arts education that fosters intellectual discovery, civic action, and creative collaboration in a close-knit community with a 9-to-1 student-to-faculty ratio. Offering 38 majors, including an interdisciplinary option for students who wish to design their own program, the curriculum emphasizes critical thinking and global perspectives, and culminates in a capstone project or senior thesis. Bates partners with Columbia University and Dartmouth College, among others, for its dual-degree engineering program.

A Bates education centers on deep and sustained interactions among students, faculty, and the broader community. It reflects a commitment to opportunity and excellence that grows directly out of its history and mission and responds to contemporary geographic, demographic, and economic realities. Purposeful Work, a signature program, is built on the premise that preparing students for lives of meaning—both personal and professional—lies at the heart of the liberal arts mission. For 14 consecutive years, since the 2011-2012 academic year, Bates has been named a Fulbright Student Top Producer, placing it among an elite group of just 11 undergraduate liberal arts colleges with such a long-running record. Twice in the past seven years, Bates has been the top producer of Fulbright Student awards.

Set on a stunning 133-acre campus of historic and modern architecture, green spaces, and gardens, Bates offers a peaceful and inspiring environment for learning and growth for a community of approximately 1,800 students. The college has close ties to the surrounding city of Lewiston, Maine's second-largest city, which balances the conveniences of an urban center with the warmth of a close-knit community. Once a thriving mill town, Lewiston today is defined by resilience, affordability, and ongoing renewal and growth, with healthcare, education, and the arts playing central roles in its future. The city's diverse cultural fabric reflects both its Franco-American roots and the vibrant contributions of more recent immigrant communities, including families from Somalia, Congo, and Afghanistan, among others. A revitalized riverfront, lively community events, and a thriving arts scene add to Lewiston's historic character and sense of belonging, making it a distinctive and welcoming place to live and work for Bates employees, residents, students, and visitors alike. The college also owns a stunning 600+ acres on the coast of Maine known as the [Bates Morse Mountain Conservation Area](#). This serves as a

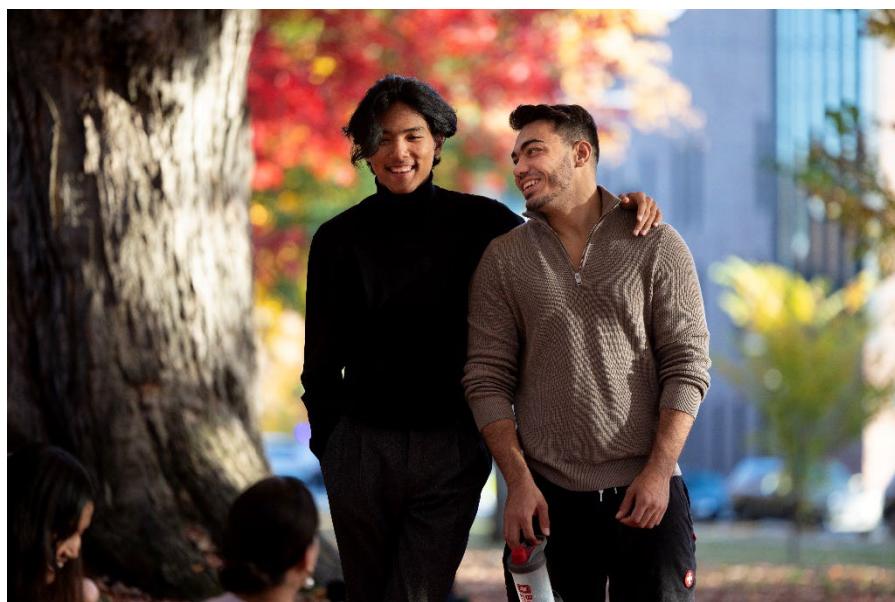
fantastic resource for field work and research, along with being open to the public so that visitors can enjoy the landscape and a two-mile hike to the ocean.

The new enrollment leader will join an ambitious and innovative institution poised for its next chapter—steadfast in its founding mission and ready to evolve to meet the challenges and opportunities of the present and future. In fall 2025, Bates welcomed 496 first-year students from a wide range of backgrounds and experiences. Building on this strong foundation, the new vice president, together with the staff of the Offices of Admission and Student Financial Services, will lead efforts to recruit and enroll future classes at Bates.

This is a critical role in shaping the future of Bates. The vice president will lead strategic direction, planning, coordination, execution, and analysis for enrollment, ensuring Bates thrives in today's dynamic higher education landscape. Reporting to [President Garry W. Jenkins](#), who began his tenure as the ninth president of Bates in July 2023, the new leader will be part of a strong, forward-thinking, and highly collaborative senior leadership team.

The vice president will assume a role that is deeply respected and valued at Bates, providing both strategic insight and visionary leadership to navigate the national and global liberal arts education landscape. The ideal candidate will be an analytical thinker with the ability to lead with clarity, accountability, and urgency. They must be skilled in developing actionable enrollment plans and be a strong communicator and transparent leader who fosters a culture of continuous growth for themselves and their team. Central to this work is the ability to mentor staff, embrace feedback, and build meaningful connections across campus, treating all stakeholders as partners in Bates' success. This leader will bring creativity, adaptability, and a competitive spirit, along with a deep understanding of the evolving issues impacting enrollment. A collaborative partner and effective advocate, the vice president will contribute meaningfully to senior leadership while championing innovation and inclusive decision-making. Ultimately, they will recognize and fully embrace the distinctiveness of Bates and bring a similarly distinctive leadership approach to their work.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this document.



Role of the Vice President for Enrollment and Dean of Admission and Financial Aid

The vice president for enrollment and dean of admission and financial aid leads efforts to attract, enroll, and support a talented student body that is diverse across many dimensions, providing overarching leadership for admission and student financial services and defining direction, priorities, and strategy for the unit. In doing so, they collaborate closely with staff, faculty, administrators, current students, alumni, and trustees, mobilizing the entire Bates community in a shared effort to engage prospective students and their families with authenticity and impact.

The vice president leads a team of 28 professionals (20 in admission and 8 in student financial services) and oversees an operating budget of \$1.2 million. Bates utilizes Slate as its CRM and Banner as its student information system.

Key Responsibilities

- **Strategic and Institutional Leadership**

Serve on the senior leadership team and contribute to Bates' overall strategic direction. Guide the understanding of enrollment priorities, opportunities, and trade-offs at Bates, helping articulate institutional positions on complex and sensitive issues at local, regional, national, and international levels.

- **Team Management and Development**

Lead and inspire the admission and student financial services teams, cultivating a high-performing, inclusive culture rooted in collaboration, shared purpose, and strategic alignment. Promote mentorship, professionalism, and continuous development across the unit.

- **Recruitment Strategy and Communications**

Serve as Bates' lead ambassador to prospective students and their families, passionately advocating for the relevance and impact of a modern liberal arts education. Collaborate with the athletic director on the recruitment of student-athletes. Partner closely with the vice president for communications and marketing to craft and implement cohesive, integrated messaging and marketing strategies that elevate Bates' academic distinction and strengthen its visibility on both national and global stages.

- **Data-Informed Planning and Innovation**

Routinely analyze data to inform strategy, assess effectiveness, and refine recruitment, selection, and financial services programs. Establish clear priorities, align resources with measurable outcomes, and explore innovative approaches to ensure responsiveness to market dynamics, institutional goals, and student needs.

- **Student Financial Services Oversight**

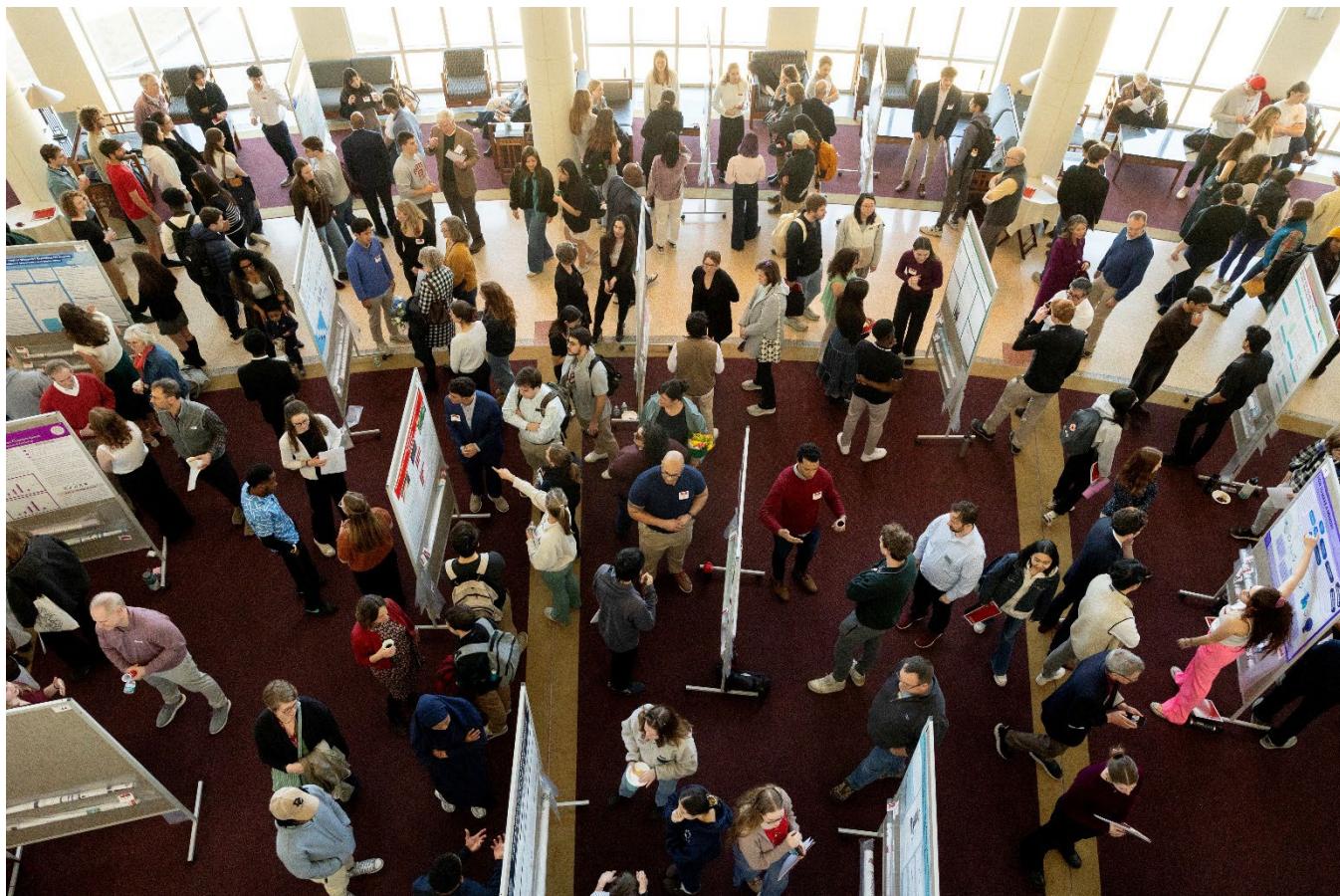
Guide a creative, forward-thinking program of student financial services, maintaining fiscally responsible leadership and tending to the needs of current and new students alike, and demonstrating competence in fundraising and philanthropy.

- **College-Wide Engagement**

Work closely with the president, senior leadership, the faculty [Committee on Admission and Financial Aid](#), the Enrollment Planning Strategy Committee, and other campus offices to ensure strategic enrollment goals are clearly communicated and embraced across Bates. Collaborate with the Trustee Committee on Admission and Financial Aid to consider and align governance and strategy priorities.

- **External Representation and Thought Leadership**

Monitor educational trends at the country, national, and state levels; serve as a thought leader on admission and financial aid policy within the New England Small College Athletic Conference (NESCAC) and across the national and international admission and financial aid professional communities.



Opportunities and Expectations for Leadership

Bates has long been home to exceptional leadership in admission and financial aid—visionaries who have helped shape not only the institution's trajectory but also national conversation around access and equity in higher education. Among them is Bill Hiss, whose [pioneering move](#) to take Bates test-optional in 1984 helped redefine college admission. Nancy Cable, who moved from Bates' leader of enrollment to serve as its interim president, went on to lead the University of North Carolina Asheville and now serves as president of the Kenan Trust. Most recently, Leigh Weisenburger has led with distinction, overseeing record-breaking application numbers in three of the last four years, expanding global recruitment, and deepening Bates' commitment to access and inclusion. Bates recently joined the QuestBridge network, broadening access for high-achieving, low-income students—a milestone Weisenburger was instrumental in achieving.

The next vice president will inherit this legacy of bold, mission-driven leadership and be expected to build upon it with vision, creativity, and strategic acumen. This is a moment of great opportunity: to shape the future of Bates through an enrollment strategy of the highest aspiration, galvanize a talented team, and serve as a visible and engaged leader across the campus and beyond.

Key leadership priorities include:

- **Develop a Strategic Financial Framework**

Partner closely with senior leadership, while serving as a co-chair of the college's Enrollment Planning Strategy Committee to design and execute a comprehensive enrollment strategy that integrates key financial and institutional metrics, including class size, discount rate, head count, net student revenue, admit rate, yield, and demographic composition. This framework should be dynamic and data-informed, enabling Bates to make strategic decisions that support long-term financial sustainability while advancing its mission to deliver a transformative liberal arts education.

- **Collaborate with Senior Leadership**

The new vice president will serve as a vital member of Bates' senior leadership team, contributing to institution-wide decision-making and long-term strategy. One of the team's most pressing collective responsibilities is the ongoing [strategic planning](#) effort, which will shape Bates' future direction and priorities. The vice president will be expected to engage deeply in this work—bringing enrollment expertise, financial insight, and a collaborative mindset to the table. Bates' leadership culture is defined by bold thinking, mutual respect, and shared purpose, and the new vice president will be welcomed into a team that values partnership, creativity, and a commitment to the college's mission. In this role, the vice president will work closely with colleagues across academic affairs, student life, athletics, advancement, and beyond to ensure a seamless and integrated student experience—from first inquiry through enrollment, campus life, graduation, and into life as an engaged alumnus. This cross-functional collaboration is essential to sustaining Bates' distinctive educational model and fostering lifelong connection to the college.

- **Expand the Domestic Applicant Pool**

Lead efforts to broaden Bates' reach across the United States, with a strategic focus on the geographic, socioeconomic, and demographic mix. This includes identifying new markets as well as attending to current markets, cultivating relationships with high schools and community-based

organizations, and leveraging data to inform outreach and recruitment strategies. The goal is to ensure that Bates continues to attract a vibrant, intellectually curious, and representative student body that reflects the richness of the nation's diversity, aligns with the college's values of equity and inclusion, and further strengthens student demand in a way that will be both sustainable and affordable.

▪ **Refuel and Reset Team Contributions**

Bates' admission and student financial services team is already composed of talented, committed professionals who care deeply about the college, its mission, and the students it serves. The new vice president will inherit a team dedicated to Bates' success and will be expected to lead with compassion and clarity—motivating staff, fostering professional growth, and cultivating a shared sense of purpose.

Through transparent communication and a clear strategic vision, the vice president will further energize and empower team members to continue contributing meaningfully to Bates' enrollment success. This work will include a thoughtful assessment of the team's capacity, organizational structure, deployment, and alignment with institutional goals. Using these insights, the vice president will clarify roles, strengthen professional development opportunities, and foster a culture of continued collaboration, innovation, synergy, and service.

Engage Fully in the Bates Community

Embrace the role of a highly visible and engaged campus leader, actively participating in the intellectual, cultural, and social life of Bates. Build authentic relationships across departments, programs, and constituencies to gain a deep understanding of Bates' distinctive character and values. This immersive approach will enable the vice president to serve as a compelling advocate for Bates to prospective students and families, articulating the college's strengths with clarity and conviction.

As a college that deeply values shared governance, Bates expects its leaders to work in close partnership with faculty across the institution. For the vice president, this collaboration is especially important through the faculty Committee on Admission and Financial Aid (AFAC), though not limited to it. Faculty are essential allies and thought partners in the work, and the vice president will be expected to engage them meaningfully in shaping strategy, policy, and practice.



Professional Qualifications and Personal Qualities

Bates seeks a visionary and strategic vice president for enrollment and dean of admission and financial aid to play a pivotal role in shaping its future direction, reputation, stature, and fiscal health. The new leader will be an ambitious and accomplished professional who can partner effectively with senior leadership to bring analytical insight, energy, and strategic vision to Bates' recruitment and positioning efforts.

The ideal candidate will bring most or all of the following:

Mission Alignment

- Deep resonance with the mission and transformative potential of a Bates education.
- Commitment to service, student-centered leadership, and principled decision-making, even in moments of challenge.
- Intellectual engagement and a full grasp of the liberal arts ethos and its enduring relevance.

Leadership Experience in Admission and Financial Aid

- Demonstrated success in leading and managing admission and financial aid within a liberal arts college or university, with a deep understanding of selective admission practices and the principles of holistic review.
- Proven ability to navigate the complex interplay of recruitment strategy, enrollment goals, yield, marketing, and financial aid – balancing institutional priorities that include the commitment to identifying and enrolling students of talent, promise, and diverse backgrounds.
- Expertise in fiscal stewardship, strategic planning, innovation change management, team building, and personnel development, with a particular strength in empowering high-performing teams to thrive in mission-driven, student-centered environments.
- Strong knowledge of student financial aid, including how aid functions at institutions that meet full demonstrated need for all admitted and enrolled students. The ideal candidate will understand the strategic, operational, and philosophical dimensions of need-based aid and how it supports access, affordability, and enrollment goals.

Vision, Communication, and Strategic Thinking

- A forward-looking perspective on the future of admission and financial aid, with an entrepreneurial mindset and readiness to embrace emerging challenges.
- Exceptional strategic and analytical skills, including a love of data and research, and the ability to translate insights into predictive and actionable outcomes.
- A direct and precise communicator who leads with transparency and builds consensus through inclusive dialogue, inspiring broad engagement across the Bates community.

Institutional Leadership and Collaboration

- Readiness to serve as an active, engaged member of the senior leadership team and broader campus community.
- Ability to lead with clarity and purpose in a resource-conscious environment while fostering openness, transparency, collaborative thinking, and shared ownership.
- A collegial spirit characterized by a willingness to engage respectfully across traditional administrative boundaries—when invited—and to extend the same invitation to others, fostering mutual trust, cross-functional collaboration, and improved outcomes.

Technological Fluency and Innovation

- Sophistication in leveraging technology to enhance recruitment, application processing, and evaluation, including a deep understanding of customer relationship management systems and how to employ them to best effect.
- Creativity and curiosity in exploring emerging tools and platforms that support admission and student financial services.

Personal Attributes

- Visionary and collaborative leadership style marked by integrity, humility, and adaptability.
- Warm, inclusive presence with the ability to build trust and foster meaningful relationships across a consensus-driven campus culture.
- A commitment to innovation, excellence, and continuous learning.
- Ability to approach the work with a sense of humor, optimism, and joy.

Educational Credentials

- A bachelor's degree is required; an advanced degree is preferred.



About Enrollment at Bates

Admission

The Office of Admission, led by Director of Admission [Darryl Uy](#) and supported by a team of 20 professionals, oversees a dynamic and student-centered recruitment process. Bates offers three application options for first-year students: Early Decision I, Early Decision II, and Regular Decision in addition to two rounds of transfer admission—one for fall enrollment and another for winter enrollment. Applicants submit either the Common Application or Coalition Application. Bates is proudly test-optional and has led the movement since 1984.

For fall 2025, Bates received 9660 first-year applications and admitted 1433, resulting in an acceptance rate of 15%. Bates enrolled 496 students in the Class of 2029, 11% of whom are first-generation college students and 8% non-U.S. citizens. The class is 51% female-identified and 49% male-identified. A detailed Class of 2029 Enrollment Profile is available [here](#). Information on transfer admission is available [here](#).

Student Financial Services

Led by Director of Student Financial Services [Wendy Glass](#) and supported by eight staff members, the Office of Student Financial Services plays a vital role in advancing Bates' commitment to affordability and access. This commitment is rooted in the ethical vision that inspired Bates' founders: that education should be open to all, empowering future leaders and problem-solvers from every background to collaborate across cultures and perspectives.

Bates charges a single comprehensive fee that includes tuition, room, board, and fees. For the 2025-26 academic year, the total cost of attendance is \$89,930. Bates is need aware, awarding nearly \$50 million in grant aid annually. Bates provides strictly need-based aid and meets 100% of that need through a combination of grants, loans, and student employment.

In September 2025, Bates received a \$1.1 million, four-year grant to extend its participation in the [Kessler Scholars Collaborative](#) and deepen its work to assure opportunity and success outcomes for first-generation, limited-income (FGLI) college students. Bates' commitment to access also is reflected in its membership in the QuestBridge, Matriculate and First Gen Forward networks. These efforts have significantly strengthened the college's ability to recruit, admit, and support a more diverse and academically accomplished student population.

The Bates Financial Aid Guide for 2024-25 can be found [here](#). Additional information on Student Financial Services at Bates can be found [here](#).

About Bates College

Overview

Bates was built by people who believed deeply in the power of ideals put into action, making the liberal arts a dynamic force for the public good. In 1855, with their progressive decision to admit Black students and educate men and women together, Bates' founders affirmed that every person's potential deserves to be cultivated. This radical founding moment established a lasting ethos of inclusive learning and intellectual fellowship that continues to shape the Bates mission today.

Guided by these founding principles, Bates embraces the intellectual, economic, social, and technological challenges and opportunities of 21st-century higher education. The values of rigorous inquiry, inclusion and diversity, environmental and civic responsibility, and egalitarianism are woven into the academic, co-curricular, and social lives of Bates students. These values are championed by a faculty committed to original thinking and supported by a community distinguished by its shared purpose, institutional loyalty, and close student-faculty engagement.

Academics

Bates offers a liberal arts education that fosters deep intellectual inquiry, personal growth, and a commitment to the world beyond oneself. Students engage in a rigorous academic experience within a collaborative and supportive environment, with diversity and inclusion reflected across all programs.

The philosophy of *Amore ac Studio* ("with ardor and devotion") is fully realized in the work of Bates faculty and students. Faculty are known for their exceptional engagement with students, even by liberal arts college standards. Signature academic experiences include faculty-student mentoring, senior theses, and collaborative research and course design. All students complete a thesis (80%) or capstone experience (20%) mentored by faculty. In addition to this, 40% of students participate in advanced research collaborations with faculty.

Bates offers 38 majors and 29 minors, with a student-to-faculty ratio of 9:1. Popular majors over the past five years include Economics, Politics, Psychology, Environmental Studies, and Biology. Approximately 20% of Bates students pursue double majors.

The academic calendar features two semesters and a Short Term in May, which has increasingly become a platform for pedagogical innovation. During the Short Term, students may participate in off-campus programs, practitioner-taught courses, course design projects, research across Maine and beyond, internships, community-engaged learning, and faculty-led study abroad experiences.

Faculty and Staff

Bates' approximately 200 faculty members form the intellectual backbone of the college. They are engaged teachers, respected scholars, and creative artists who also play a vital role in institutional governance. Faculty are organized into four divisions, 22 departments, and 10 interdisciplinary programs, with monthly full faculty meetings guided by the Committee on Faculty Governance.

Bates' approximately 600 staff members are equally essential to the Bates experience. As one of Maine's top employers, Bates recruits staff nationally, regionally, and locally. Staff contribute meaningfully to student learning, development, and the vitality of campus life.

Students

Bates is a residential college, with 93% of students living on campus. Students engage in a wide range of artistic, athletic, cultural, political, and social activities. Community engagement is a longstanding strength, with approximately 50 community-engaged learning courses offered annually and numerous co-curricular civic leadership opportunities. More than 60% of students study abroad during their time at Bates.

One of Bates' signature initiatives is Purposeful Work, launched in 2014. Grounded in the liberal arts mission, Purposeful Work reimagined career preparation as a four-year developmental journey. Through funded internships, practitioner-taught courses, a speaker series, and other opportunities, the program empowers students to approach their college years with agency and build meaningful bridges to life after graduation. In 2018, Bates unified Purposeful Work with the Bates Career Development Center to form the Center for Purposeful Work. Nearly all students (at least 90%) graduate having had at least one experience with a Purposeful Work program or course.

The Purposeful Work program was included in the *Stanford 2025 Guide to Reimagining Higher Education* as one of 13 case studies, and Bates has been ranked among the top national liberal arts colleges for innovation—10th this year—based on *U.S. News* peer surveys.

Student Life

Campus life at Bates is vibrant and central to educating the whole person—a process through which students discover their interests, develop a sense of purpose, and build meaningful connections. Bates has never had fraternities or sororities, and its approach to student life is grounded in equity and inclusion. Programming is designed to foster belonging, encourage self-discovery, and promote community engagement both within Bates and in the greater Lewiston-Auburn area. With more than 100 student clubs and organizations, Bates offers students abundant opportunities to explore passions through social events, skill-building workshops, leadership development, and employment opportunities.



Athletics

Athletics are a vibrant part of the Bates experience and an integral enrollment partner, as 40% of the enrolling class are recruited student-athletes and roughly 60% of students participate in varsity, club, or intramural sports. As a member of the highly competitive New England Small College Athletic Conference (NESCAC), Bates competes in NCAA Division III athletics, where sports are integrated into the educational mission. For many student-athletes, their team experience is a defining aspect of their identity and a powerful source of community and personal growth.

Bates sponsors 31 varsity teams, and the Bobcats have earned national recognition in a number of sports. Women's rowing has won five NCAA Division III championships in the past 10 years. Our women's basketball program has made the NCAA tournament three out of the last four years, winning the NESCAC title in 2022 and advancing to the Sweet 16 in 2024. In 2024-25, our field hockey team made the NCAA quarterfinals and men's swimmer Max Cory '26 set an NCAA Division III record in the 100-yard freestyle on his way to winning the national championship.



The Arts

The arts are a cornerstone of the liberal arts experience at Bates, inviting full participation from students, faculty, and staff through curricular, co-curricular, and extracurricular opportunities. Theater, dance, music, and visual arts are deeply embedded in campus life and serve as a bridge to the broader community. The Bates College Museum of Art, which holds an extensive collection of work by American Modernist Marsden Hartley, and the nationally acclaimed Bates Dance Festival are signature programs that draw visitors to campus throughout the year and showcase the college's commitment to creative expression and cultural engagement.



Community Engagement

Community engagement is a defining feature of Bates, anchored by the nationally recognized Harward Center for Community Partnerships. The center advances Bates' commitment to informed civic action and responsible global citizenship through sustained, reciprocal partnerships that meet community needs, enrich academic and co-curricular experiences, and cultivate leadership for social and environmental change. Each year, Bates students contribute 15,000 hours of co-curricular volunteer service, engaging in collaborative inquiry and cross-cultural dialogue on issues of local and global significance.



Alumni

Bates alumni—more than 24,000 strong—are united by their shared experiences in Lewiston, their success after graduation, and their commitment to lives of meaning and purpose. Approximately 75% pursue advanced study, and recent graduates are most commonly employed or continuing education in fields such as education, finance, healthcare, technology, and sports and recreation. Alumni play a vital role in the success of Purposeful Work, offering internships, job shadowing, and mentoring through Bates Bridge, an online platform that fosters student-to-alumni and alumni-to-alumni connections.

Leadership and Governance

Bates is governed by a board of 34 trustees, including the president, representing a broad range of professional backgrounds and geographic regions. The board engages in transparent, collegial dialogue through regular meetings, retreats, and a mix of standing and ad hoc committees.

Faculty governance is structured through 27 standing committees, and its governance structure is currently being reexamined through a multi-year governance review process. Many governance committees include faculty, staff, students, and trustees, reflecting Bates' collaborative and inclusive decision-making culture.

President



Garry W. Jenkins is president and professor of politics at Bates. He became the college's ninth president in July 2023.

A graduate and former trustee of Haverford College, Jenkins' approach to the presidency is informed by his alma mater's focus on consensus and community. Members of the senior leadership team describe Jenkins as a dynamic, accessible, and thoughtful leader who has fostered a culture of respect, collaboration, and transparency within that team. He is a highly visible figure on campus, known for his authentic and enthusiastic engagement with students and his love for the arts and Bobcat Athletics. In a [recent message](#) to the campus community, he has prioritized innovation, collaboration, and an abundance mindset as guiding principles for the year.

As president, Jenkins is charged with setting a vision and strategy for Bates, enhancing academic excellence, managing all institutional affairs, developing and maintaining relationships with a wide array of constituents in the college community and beyond, and representing Bates externally as its chief ambassador.

A nationally respected authority on nonprofit organizations, corporate governance, lawyers and leadership development, and higher education, Jenkins has published articles, essays, chapters, and op-eds in a variety of venues, including the Southern California Law Review, North Carolina Law Review, Tulane Law Review, and Stanford Social Innovation Review, among others. He has received honors and awards for his academic scholarship (including recognition in three different subfields of nonprofit law, global justice, and corporate law) and for his academic administrative leadership. He is a member of the American Law Institute and a fellow of the American Bar Foundation.

Before Bates, Jenkins served for seven years as dean and William S. Pattee Professor of Law at the University of Minnesota Law School. As the law school's chief academic and administrative officer, he helped to enhance the school's overall ranking, academic quality, and the diversity of the student body (reaching record highs on all measures). During his tenure, he also expanded experiential learning by creating new law clinics in areas ranging from racial justice to immigration to gun violence prevention, improved student employment and bar passage outcomes, and increased resources for student mental health and wellbeing. The law school's endowment nearly doubled during his deanship, and he successfully completed the largest fundraising campaign in the school's history.

Jenkins previously served as the associate dean for academic affairs and John C. Elam/Vorys Sater Professor of Law at The Ohio State University Moritz College of Law. He co-founded and directed the Program on Law and Leadership at Moritz, one of the first such programs at a U.S. law school, which teaches law students the skills and dimensions of leadership that had not been part of the traditional law school curriculum.

Jenkins was also chief operating officer and general counsel of the Goldman Sachs Foundation, whose goal is the betterment of humanity worldwide, focusing on health and education. He was also an

attorney with the New York City–based law firm of Simpson Thacher & Bartlett, where he counseled public charities and private foundations, formed private investment funds, and negotiated mergers and acquisitions. He began his professional career with Prudential Financial, Inc.

Originally from New Jersey, he received his bachelor's degree with honors from Haverford College, where he was a Charles A. Dana Scholar. He earned a master's degree in public policy from the Harvard Kennedy School and a juris doctorate, cum laude, from Harvard Law School, where he was editor-in-chief of the Harvard Civil Rights–Civil Liberties Law Review. He clerked for the Honorable Timothy K. Lewis on the U.S. Court of Appeals for the Third Circuit in 1998–99.

Jenkins has served on several national and local nonprofit boards in education, the arts, and social justice, including Haverford College, where he was vice chair for eight years and accepted the AGB Nason Award for innovation and exemplary leadership on the board's behalf. He presently sits on the board of the National Women's Law Center in Washington, DC.

Jenkins resides in the President's House on campus with his husband, Jon. J. Lee, a law professor.

A selection of Jenkins' speeches and statements may be viewed [here](#).

Campus and Location

Bates is situated on a beautiful 133-acre campus in Lewiston, Maine, blending traditional New England charm with modern facilities. Over the past 15 years, Bates has invested significantly in its physical infrastructure, including the construction of Commons—the heart of student life and home to a single dining hall that fosters cross-class community—and the 65,000-square-foot Bonney Science Center, completed in 2021 with support from a \$50 million gift. Renovations to Dana Hall and Chase Hall further enhance academic and student life spaces.

In 2017, Bates became one of just seven colleges nationwide to achieve carbon neutrality and has since committed to becoming climate positive by 2030.

Lewiston and neighboring Auburn form a diverse urban center of approximately 65,000 residents. With a rich industrial history and a dynamic cultural landscape, the region has undergone significant transformation over the past three decades. Lewiston's legacy of French-Canadian immigration has been joined by Somali, Somali Bantu, and Djiboutian communities, contributing to the city's evolving identity and multicultural vitality.

Located just 35 miles north of Portland, 140 miles from Boston, 230 miles from Montréal, and 340 miles from New York City, Lewiston offers easy access to outdoor recreation in nearby mountains and along Maine's scenic coastline. With its walkable downtown, engaged citizenry, and growing arts scene, Lewiston provides a meaningful extension of the Bates experience.

Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Bates College in this search. For fullest consideration, candidate materials should be received by November 10, 2025.

Applications, nominations, and inquiries can be directed to:

Robin Mamlet, Amy Crutchfield, and Randi Miller

Bates-VPEnrollment@wittkieffer.com



Bates College is committed to the principle of equal opportunity and providing an educational and work environment free from discrimination. The college prohibits discrimination on the basis of race, color, national or ethnic origin, religion, sex, sexual orientation, gender identity or gender expression, age, disability, genetic information or veteran status and other legally protected statuses in the recruitment and admission of its students, in the administration of its education policies and programs, or in the recruitment of its faculty and staff. Bates College adheres to all applicable state and federal equal opportunity laws and regulations.