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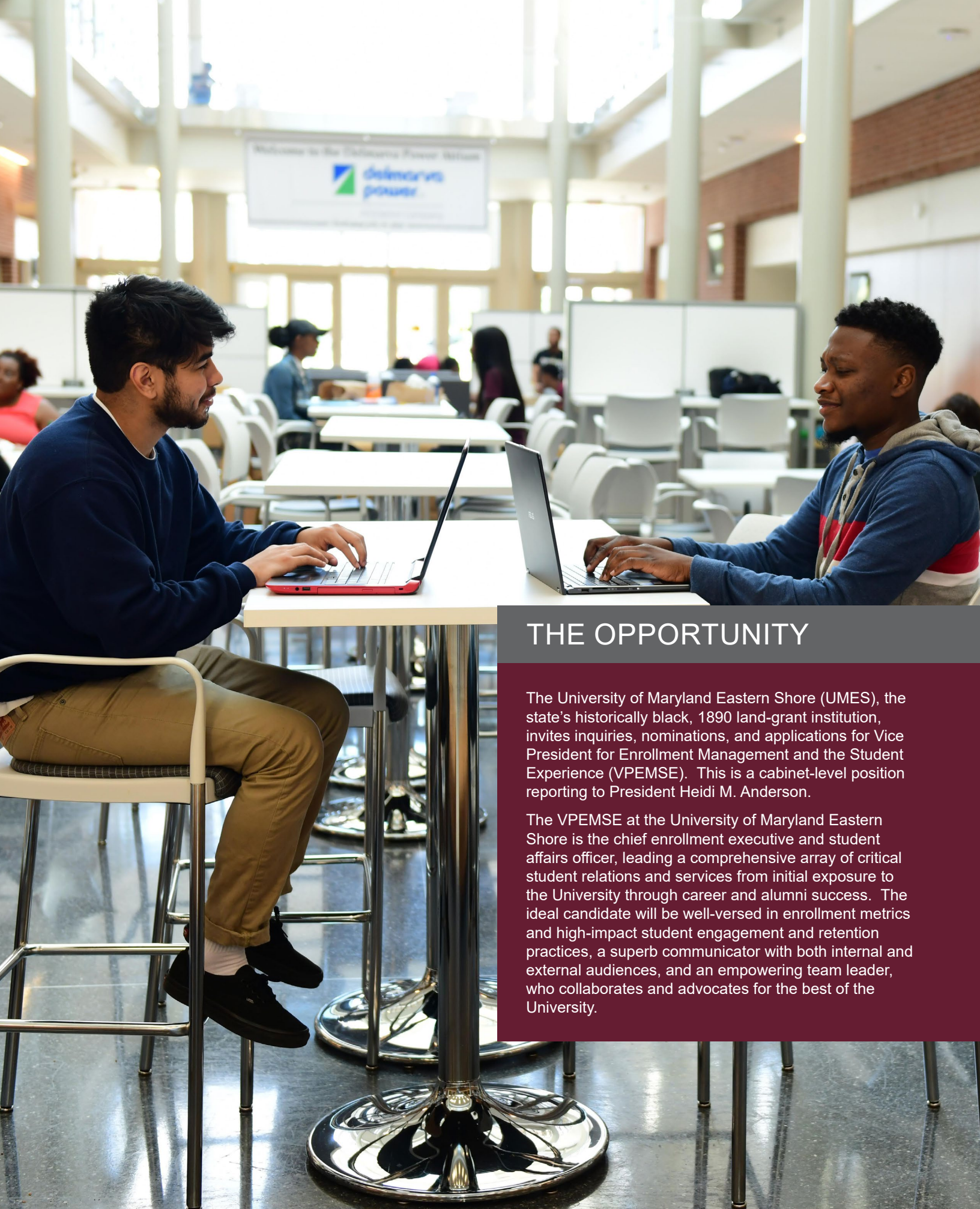
VICE PRESIDENT FOR ENROLLMENT MANAGEMENT  
AND STUDENT EXPERIENCE



**UNIVERSITY OF MARYLAND  
EASTERN SHORE**

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## THE OPPORTUNITY

The University of Maryland Eastern Shore (UMES), the state's historically black, 1890 land-grant institution, invites inquiries, nominations, and applications for Vice President for Enrollment Management and the Student Experience (VPEMSE). This is a cabinet-level position reporting to President Heidi M. Anderson.

The VPEMSE at the University of Maryland Eastern Shore is the chief enrollment executive and student affairs officer, leading a comprehensive array of critical student relations and services from initial exposure to the University through career and alumni success. The ideal candidate will be well-versed in enrollment metrics and high-impact student engagement and retention practices, a superb communicator with both internal and external audiences, and an empowering team leader, who collaborates and advocates for the best of the University.



## THE UNIVERSITY

University of Maryland Eastern Shore is a Top Public HBCU. Founded in 1886 (under the aegis of the United Methodist Church) and one of only 19 prestigious 1890 Land Grant universities, UMES has spent 140 years committed to the power of diversity and inclusion, investing in people of all backgrounds to foster intellectual and social growth. UMES is located on 1,100 acres in the historic town of Princess Anne on Maryland's Eastern Shore, only three hours from the abundant cultural and recreational amenities of Annapolis, Washington, Baltimore, and Philadelphia.

UMES has grown from its origin of nine students and one faculty member and his wife (also an educator) to over 3,000 students and 245 full-time faculty and has developed a holistic learning environment that fosters multicultural diversity, academic success, and intellectual and social growth. UMES has been ranked in the top tier among America's Best Historically Black Colleges and Universities for the past six years by *U.S. News & World Report*.

UMES views, with pride, its achievements in providing high-quality academic programs and services for ethnically and culturally diverse students, including distinctive learning, discovery and engagement opportunities in the arts and sciences, education, technology, engineering, agriculture, business, and health professions. The Carnegie Foundation/ACE classification of UMES is as a "Research College and University" (RCU), reflecting its status as a research-active doctoral institution.

## MISSION, VISION, CORE VALUES

### VISION

The University of Maryland Eastern Shore (UMES) will be the preeminent public Historically Black University that is recognized for leadership in student-centered education, exceptional research, innovation, and inclusiveness.

### MISSION

As a public 1890 land-grant Historically Black University (HBCU) that embraces diversity, UMES is committed to serving first-generation and underserved students and providing educational, research, and community engagement opportunities to transform the lives of its students who will impact the state, region, and the world.

### CORE VALUES

- Family – embracing our HBCU culture and principles of work, support and celebration.
- Student-Centered – understanding that everything everyone does at UMES is because of our students.
- Pride – remembering the history and traditions of past achievements serves as our foundation for future accomplishments.
- Collaboration – pursuing opportunities to work together across all parts of the campus.
- Communication – striving to provide timely and relevant information that reflects the UMES vision.

## THE UNIVERSITY (CONT.)

The University offers programs and assistance that attract, serve, retain, and graduate first-generation and multi-generation college students as well as national and international scholars as part of its core capabilities. Its academic offerings include [bachelor's degrees in 38 disciplines](#)—ranging from physical sciences and engineering to education, golf management, and aviation. [Graduate programs](#) offer 20 master's degrees, and 12 doctoral degrees. The academic programs are delivered through five schools: the School of Agricultural and Natural Sciences; School of Business and Technology; School of Education, Social Sciences, and the Arts; School of Pharmacy and Health Professions; and the School of Graduate Studies and Research. The University has a new School of Veterinary Medicine in progress.

In addition, UMES has 36 linkage agreements with universities, government organizations, and research institutions in Africa, the Caribbean, Central America, South America, Europe, and Asia. These linkages enhance the University's international education focus through (1) student study and research abroad, (2) faculty and student exchanges, (3) international scholar-in-residence, and (4) international development programs. The University also has several cooperative agreements with the United States Department of Agriculture to provide technical assistance to the United States Agency for International Development.

### COMMITMENT TO INCLUSIVE EXCELLENCE

The University of Maryland Eastern Shore promotes diversity, the inclusion of all groups that constitute the campus community and an awareness of the intersectionality that ensues. The University encourages conversations and activities that promote diversity awareness, encourages intercultural, and strives to recruit and retain a culturally diverse student body, faculty, and staff.

### ACADEMICS, SCHOOLS, AND CENTERS

One of the original purposes of the land-grant institution was the education of citizens for life in the U.S. economy. Still embracing the original purposes, UMES has expanded beyond the early disciplines of agriculture and mechanical arts to include programs in the liberal arts, healthcare, science, business, technology, and education, as well as cooperative ventures with foreign universities. UMES' leadership team, faculty, and staff continue to embrace the rich history of the University while preparing graduates to serve and shape the global economy. Accreditation by the Middle States Commission on Higher Education (MSCHE) was reaffirmed in 2025, and numerous UMES programs have earned accreditation from their related accrediting agencies.

## FACTS, FIGURES, AND ACCOLADES

- Total enrollment in Fall 2025 is 3,177 students (71% in-state, 29% out-of-state).
- Enrollment is 69.3% undergraduate and 30.3% graduate.
- In Fall 2023, 98% of undergraduate students received a financial aid award; 69% of all undergraduates received a Pell grant.
- The University has a 14:1 student-to-faculty ratio.
- The campus includes 85 buildings, 53 academic and 32 student support buildings.
- On campus housing accommodates 2,000 students, with the remainder living in the community.
- In the 2023-24 issue of the U.S. News & World Report rankings, UMES ranked in the top six of public HBCUs and No. 14 among all 78 HBCU institutions.
- The University is ranked #82 nationally among top performers in social mobility.

## STRATEGIC PLAN

The University of Maryland Eastern Shore completed its most recent strategic planning process in 2023. The plan, [Soaring to Excellence](#), identifies five priorities for the University:

- Priority 1: Academic Excellence and Innovation
- Priority 2: Access, Affordability, and Achievement
- Priority 3: Workforce and Economic Development
- Priority 4: Research and Community Engagement
- Priority 5: Diversity, Equity, and Inclusion

The [School of Agricultural and Natural Sciences](#) is committed to nurturing great minds and creating and applying knowledge. The Department of Agriculture, Food and Resource Sciences offers two undergraduate degrees, as well as graduate degree programs at both the master's and doctoral levels. The Department of Human Ecology offers an undergraduate degree program with multiple options as well as an online master's degree also with multiple tracks. The Department of Natural Sciences offers a range of majors, minors, teaching programs, and graduate degrees at the master's and doctoral levels.

Programs in the [School of Business, Engineering, Applied Sciences, Technology and Tourism Management \(B.E.A.S.T\)](#) provide unparalleled opportunities for UMES to expand and grow to meet the needs of the state and the region. Encompassing the departments of Business, Management, and Accounting (AACSB

## THE UNIVERSITY (CONT.)

accredited); Engineering (ABET accredited) and Aviation Sciences; Hospitality and Tourism (ACPHA accredited); Computer Science and Engineering Technology; and the Built Environment, as well as a program in PGA Golf Management (PGA accredited). SBT is growing and enhancing programs that have earned or are pursuing accreditations from appropriate national accrediting bodies.

The [School of Education, Social Sciences, and the Arts](#) includes the departments of Criminal Justice, Education, English and Modern Languages, Fine Arts, Mathematics, and Social Sciences. Offering a range of undergraduate and graduate programs, the School focuses its efforts on the preparation of students who serve humanity in a personally and professionally ethical manner and seeks to immerse students in cultural and educational experiences that promote coherent thinking, reward creative artistic expression, and demand the exercising of sound judgment.

Through its departments of Kinesiology, Pharmacy Practice and Administration, Pharmaceutical Sciences, Physical Therapy, Physician Assistant, and Rehabilitation, the [School of Pharmacy and the Health Professions \(SPHP\)](#) offers undergraduate degrees in Exercise Science, Rehabilitation Services, and Rehabilitation Psychology. It offers master's degrees in Rehabilitation Counseling, Physician Assistant Studies, and Pharmaceutical Sciences, as well as doctoral degrees in Physical Therapy, Pharmacy, and Pharmaceutical Sciences. The master's in Rehabilitation Counseling is based on the Council on Rehabilitation Education (CORE) guidelines and State of Maryland professional counselor licensure criteria. Students in SPHP are actively involved with faculty initiatives to improve the health and well-being of the community through health education and promotion, as well as earn practical experience through a variety of internship sites.

The [School of Graduate Studies and Research](#) operates through department graduate programs to offer degree programs and non-degree training for professionals, practitioners, and researchers for entry-level and career advancement positions, as well as continuing education and lifelong learning. Fifteen master's degree programs are provided. Among them are the Master of Arts in Teaching (M.A.T.), Master of Education (M.Ed.), and Master of Science (M.S.). The School offers seven doctoral degrees, including the Doctor of Physical Therapy (D.P.T.), Doctor of Education (Ed.D.), and Doctor of Organizational Leadership (Ph.D.). Additionally, the College offers two post-baccalaureate programs, including Special Education and Rural Health Disparities and Social Inequities.

The new [School of Veterinary Medicine](#) will be the first of its kind in Maryland and only the second such school among the nation's public historically Black colleges and universities. The school has been approved by the Maryland Higher Education Commission and the USM Board of Regents. The accrediting body, AVMA COE will be visiting UMES June 21-26, 2026 and will determine when the first class can be enrolled. Compared to traditional four-year programs, the proposed school calls for three-year completion. The new veterinary medicine school will help UMES fill an unmet need on the Eastern Shore and throughout the state. The program is deeply rooted in the University's 1890 land-grant mission, and it will enable UMES to serve farmers, the food industry, and the 50% of Marylanders who own a pet. It will also increase both the diversity of the profession and address the workforce needs of the industry.

The [Center for Access and Academic Success \(CAAS\)](#), staffed by Faculty and Academic Advisors, takes a holistic approach to assist students with less than 28 credits with first-year advising, transitional milestones, and life challenges. The CAAS tutoring center provides tutoring



## THE UNIVERSITY (CONT.)

for an array of 100-level general education requirements and collaborates with other departments to implement the curricular requirements of the First-Year Experience course. Furthermore, CAAS facilitates student retention with programming to re-establish and reinvigorate the academically challenged student.

The [Center for International Education \(CIE\)](#) operates through the Office of Academic Affairs. CIE advances UMES' academic mission by leading, supporting and coordinating the University's international engagement efforts by fostering strategic partnerships on campus and abroad. CIE also helps UMES undergraduate students plan for meaningful international experiences. CIE aims to provide an enriching, engaging, and supportive international experience for UMES students through comprehensive and holistic study abroad advising and the promotion of international scholarships, fellowships, and internships that enrich students' overall experience. CIE also provides academic and social support services to enrolled undergraduate international students. Through intercultural academic experiences, CIE aims to provide undergraduate students with a global perspective and transformative experiences that enrich students' understanding of the world and themselves. CIE is committed to developing and promoting international education initiatives for students, faculty, staff, and community. The Center provides a conducive environment to support international education and cultural and social interactions to enhance students' development to become globally aware citizens in an interdependent world.

The [Center for Instructional Technology and Online Learning \(CITOL\)](#) at UMES supports the development, design and delivery of online and hybrid programs, classes, and workshops focused on flexibility, resiliency, equity, accessibility, privacy, and safety (FREAPS). CITOL assists faculty, staff, and students in all aspects of digital teaching and learning with regard to pedagogy and technology. This includes using the Canvas Learning Management System, Echo360, Google Workspace, Respondus 4.0, and Respondus LockDown Browser. Founded in 2006, CITOL is funded by a grant awarded through Title III.

The [Center for Teaching Excellence \(CTE\)](#) supports UMES faculty in creating collaborative learning environments to promote effective teaching that is engaging and creative, using both pedagogical and disciplinary knowledge. To assist faculty in reaching their goals, the CTE offers practical assistance such as national conference opportunities and eclectic and informative campus-wide workshops on topics of creative teaching.

### STUDENTS AND STUDENT LIFE

UMES students enjoy more than 60 organizations outside the classroom, including clubs, service organizations, cultural events, experiential learning opportunities, intramural sports, and Greek life. UMES is a member of the Mid-Eastern Athletic Conference (MEAC), and student-athletes compete on NCAA Division I intercollegiate teams as the Hawks. Men's teams include baseball, basketball, cross-country golf, volleyball and track and field (indoor and outdoor); women's teams include basketball, bowling, cross-country, golf, softball, track and field (indoor and outdoor), and volleyball. The campus offers a robust residential life program, with more than half of undergraduates living on campus.

### FINANCES AND FUNDRAISING

The University's primary sources of funding are tuition, support from the State of Maryland, grants (federal, state), and philanthropy. The FY 2025 operating budget for the University of Maryland Eastern Shore is \$84 million in unrestricted funds (60% state-supported) and \$42 million in restricted funds for a total budget of \$126 million. Sponsored programs provide \$10 million for research contracts and grants.

The average cost (tuition, room, board, books) for in-state undergraduates is \$29,080. The average cost for out-of-state undergraduates is \$40,624.



## THE UNIVERSITY (CONT.)

### GOVERNANCE AND LEADERSHIP

#### Board of Regents

UMES is one of 12 constituent institutions in the University System of Maryland (USM). At the highest level, UMES is governed by the USM Board of Regents. The 20 members of the Board of Regents, including one student member, are appointed by the Governor of Maryland. The Board of Regents is responsible for the governance and management of the USM and its institutions, overseeing the System's academic, administrative and financial operations, formulating policy, and appointing and supervising the USM Chancellor and the campus presidents. The Board's Effectiveness and Efficiency Initiative serves USM's quality, accessibility, affordability, and accountability goals.

#### President Heidi M. Anderson and Cabinet

Dr. Heidi M. Anderson was named the 16<sup>th</sup> president of the University of Maryland Eastern Shore on September 1, 2018, following an extensive national search. President Anderson, herself a first-generation college student, leads a campus focused on excellence in teaching, research, and community outreach. A collaborative servant leader, President Anderson is dedicated to student success with an emphasis on educational access and attainability. She honors those mentors in her own life whose guidance opened the doors for her own achievements. A proud three-time graduate of Purdue

University (a land-grant institution), Dr. Anderson holds a Ph.D. in pharmacy administration, a M.S. degree in education, and a Bachelor of Science degree in pharmacy.

The President's cabinet includes the Provost and Vice President for Academic Affairs, the Vice President for Enrollment Management and Student Experience, the Vice President for Administration and Finance, the Vice President for University Relations, the Vice President for Athletics, the Chief of Staff/Vice President for Strategic Initiatives, the General Counsel, and the Vice President for Strategic Communications and Marketing.

#### Shared Governance

The shared governance policy at UMES ensures that collaboration between administration, students, staff, and faculty reflects the University's unique mission. Each of these constituencies is responsible for carrying out separate but complementary roles and responsibilities within a climate of mutual support. The shared governance structure includes multiple groups, reflecting a commitment to transparency and inclusivity. The purpose of the Senate is to provide the President and administrative officials with the benefit of systematic consultation with UMES community members and enable the community to formulate policies of concern to the UMES campus.





## PRINCESS ANNE, MARYLAND

UMES is in the small town of Princess Anne, part of Somerset County on the Eastern Shore of Maryland, and it is one of the major employers in the county. With a population of about 3,330, Princess Anne dates to 1733, and portions of it are in a historic district, listed on the National Register of Historic Places. There are several local dining options as well as antique shops in Princess Anne, and, for those who enjoy the outdoors, there are multiple trails, parks, marinas, and public boating facilities within 25 to 30 miles of town, including in both the Maryland communities of Crisfield and Salisbury, the Pocomoke River, Wicomico River, and Manokin Park, which sits on the beautiful Manokin River right in Princess Anne.

Manokin Park's amenities include charcoal grills, picnic tables, a playground, and seating along the river. A soft launch for kayaks or canoes is easily accessible for those interested in exploring the river. Maryland's famous seaside resort, Ocean City, is only 40 miles from town, and the nearby town of Salisbury, just 13 miles north, provides additional shopping and recreational facilities. There is a local Farmers' Market every June through October, and the Teackle Mansion, a neo-classical, 10,000-square-foot American villa-style home, hosts events throughout the year. Chincoteague, Virginia, is just 30 miles south and includes a charming village with restaurants and gift shops. The adjacent barrier island is an undeveloped national seashore, featuring the famed horses of Chincoteague.

To learn more about the Eastern Shore, visit: [www.visitmaryland.org/places-to-go/eastern-shore](http://www.visitmaryland.org/places-to-go/eastern-shore).



## DIVISION OF ENROLLMENT MANAGEMENT AND STUDENT EXPERIENCE

The Division of Enrollment Management and Student Experience (EMSE) consists of eleven functional departments, each of which is responsible for providing a variety of student support services, and educational programs that promote access, leadership, exploration and growth within the UMES community. From the moment students consider becoming a Hawk to the moment they walk across the stage at commencement, programs and resources in EMSE support and enrich their journey to and through college. EMSE professionals build institutional traditions and lifelong affiliations through creative programs, vibrant student organizations, and a living/learning environment built on core values and uncompromising principles.

Fostering a family approach to student success, the Division's goal is to recruit, enroll and graduate a community of leaders, learners and thinkers who will contribute to the global workforce. Through hands-on collaboration with students, the team creates a signature student experience that enables a student to discover their passions, challenge the status quo, and most importantly, discover new knowledge. At UMES students will have a choice in exploring the latest techniques in modern patient care, flying airplanes, expanding the world's knowledge of agriculture, or simply creating masterful art. Regardless of their dream, the EMSE team is devoted to helping them achieve it.

### **STUDENT SUCCESS STRATEGIC PLANNING**

The University of Maryland Eastern Shore is committed to enhancing the academic journey of its students through a comprehensive [Student Success Strategic Plan](#). This initiative aims to create a supportive and empowering environment that ensures every student achieves their educational goals efficiently and successfully. The successful candidate will be attentive to these priorities and come prepared to lead the Division and campus in fulfillment of the plan.

The plan was developed in fall 2023 as a cross-divisional effort among Academic Affairs, Administration and Finance, and Enrollment Management and Student Experience. The contents have been informed by the University's strategic plan, Enrollment Management Taskforce, and feedback from the campus community. The plan will remain fluid as there are three ongoing analyses (Leading Indicators, Gatekeeper Courses, and Predictors of On-time Graduation). It will be adjusted accordingly as the projects develop. Although the mission of the University focuses on first-generation and students from under-served communities, it is committed to creating a vibrant and successful academic community for all students. Over the next four years, the University endeavors to elevate the overall student experience by fostering a culture of excellence, recognition, and inclusivity.

The plan describes in detail the graduation, retention, and persistence rates, as well as targets for achievement in 2028.

### DEPARTMENTS

- [Admissions](#)
- [Career and Professional Development Center](#)
- [Counseling Services](#)
- [Financial Aid](#)
- [Health and Wellness Center](#)
- [Office of the Registrar](#)
- [Residence Life](#)
- [Student Conduct](#)
- [Student Engagement](#)
- [Student Health Services](#)
- [Student Outreach and Leadership Development](#)



## VICE PRESIDENT FOR ENROLLMENT MANAGEMENT AND STUDENT EXPERIENCE

Reporting to the President, the Vice President for Enrollment Management and Student Experience (EMSE) is a member of the Executive Cabinet. The Vice President for EMSE provides executive leadership, oversight and evaluation for the Enrollment Management and Student Experience Division. As the Chief Enrollment Management and Student Affairs Officer, the VP for EMSE should demonstrate knowledge of the challenges and complexities facing public higher education institutions and students in the 21st century. The VP will exhibit a desire and ability to serve as an advocate for students and will prioritize working directly with students and will serve as a mentor/advisor in expanding efforts to promote student leadership and engagement.

The University's Student Success Enrollment Management Plan is the responsibility of the VPEMSE, including the comprehensive oversight for planning and implementation of goals, objectives and strategies related to each office in the Enrollment Management and Student Experience Division as well as ensuring those goals, objectives and strategies are reflective of the vision and mission of University of Maryland Eastern Shore. The successful candidate will be an inspiring and successful professional who is committed to the University's mission of providing high quality education and professional preparation and who is able to articulate the value of a UMES education to students, parents, counselors, teachers, and other relevant constituencies. This position reports directly to the President and is a senior member of the President's staff.

The VPEMSE is also responsible for all aspects of a comprehensive student life program and works collaboratively with senior administrators, student leaders, faculty, and staff to create a campus environment that contributes positively to the overall academic experience. The VPEMSE fosters student learning in all dimensions of student life and has a strong commitment to diversity and a student learner-centered philosophy.

### RESPONSIBILITIES

- Oversee functions relating to the "three Rs": recruitment, registration, and retention of students through degree completion. Embedded in these three Rs is the implementation of a high performing enrollment management model designed to achieve optimal results for recruiting, transitioning (summer orientation and advisement), enrolling (registration, housing, and payment), and retaining (degree pathways, student academic support, graduation clearance) students.
- Develop and implement a comprehensive strategic enrollment management plan.
- Develop recruitment and admission initiatives to ensure student access to and success at the university and to achieve undergraduate, graduate, and professional school enrollment goals.
- Collaborate with other senior administrators in strategic planning across the institution.
- Oversee the development and implementation of programs and initiatives for students that make UMES a desirable campus.

# VICE PRESIDENT FOR ENROLLMENT MANAGEMENT AND STUDENT EXPERIENCE (CONT.)

- Collaborate with other university divisions to implement academic and student development goals, initiatives, standards, policies and procedures.
- Monitor and ensure that institutional financial aid resources, including scholarships, meet the needs of both new and continuing students.
- Ensure that all division operations are conducted in accordance with local, state, and federal regulations and procedures, especially those in financial aid.
- Generate data and interpret statistical reports for use by the university, University System of Maryland, Maryland Higher Education Commission, and other educational agencies.
- Work collaboratively with the Division of University Relations to develop and implement a comprehensive marketing plan that supports achievement of enrollment goals.

## LEADERSHIP AGENDA

Lead student success efforts in collaboration with campus partners to enhance comprehensive student support services in keeping with the Student Success Strategic Plan. The VPEMSE also leads the Strategic Enrollment Management Task Force that further reinforces this effort along with enrollment planning. These planning activities address student success, recruitment, retention, and graduation through data-informed practices. It is imperative that the VPEMSE champion these thoughtful processes and continue the successful momentum.

Celebrate, promote, and advance efforts that create a sense of belonging and family community for (students, faculty, staff) in keeping with the Student Success Strategic Plan and University values.

Align resources and organization strategy to respond to emerging needs of students. This means analyzing department capacity and resources in a collaborative and thoughtful manner, providing concrete and data-informed recommendations.

## EMSE ORGANIZATION

The Vice President for Enrollment Management and Student Affairs is responsible for direct leadership of the executive team who have responsibility for the program delivery in the Division:

### Associate Vice President and Registrar

- Student Records
- Financial Aid
- Student Health Services

### Associate Vice President

- Student Conduct and Community Standards
- Career and Professional Development Center Service
- Outreach and Leadership Development

### Associate Vice President and Dean of Students

- Residential Life
- Student Experience, Leadership and Engagement
- Student Counseling
- Intramural and ESports
- Student Government
- Campus Life/Student Engagement

### Assistant Vice President for Recruitment and Enrollment

- Admissions and Recruitment
- The Vice President's Office also includes the Executive Assistant, Budget Manager, and student workers.



# QUALIFICATIONS

## REQUIRED QUALIFICATIONS

- The incumbent should possess a high level of skill in communication, planning and evaluation; and skills in initiating, directing, managing, and performing activities that impact the success of the Division of Student Affairs and the University. Specifically, the successful candidate will possess the following:
- Master's degree. \*
- Five years of progressive and successful leadership in student services or other administrative leadership experience in postsecondary education that includes budgetary and personnel responsibilities, strategic planning, data collection/ analysis/reporting, problem-solving, and program development/ assessment.
- Understanding of current best practices in enrollment management, including exposure to technology and tools to lead successfully with recruitment, admissions, registration, retention, and/or financial aid operations.
- Familiarity with the principles of good practice that guide successful, holistic student affairs programs, such as health and wellness, residential life, career services, student conduct, intercultural programs, and student activities.
- A collaborative approach with students, faculty, staff, administration, and community leaders to develop strategic operational plans and effectively address facilities, financial, legal, and academic issues relating to students.
- Excellent written, interpersonal, and presentation communication skills, including high emotional intelligence in interactions with internal and external audiences.
- Experience delivering programs and activities for student development, rich with cultural events and responsive to student needs.
- Ability to work with professional integrity and discretion.

\*A combination of education and experience will be considered.

## PREFERRED QUALIFICATIONS

- Terminal degree.
- Eight years of progressively responsible leadership experience in student affairs, enrollment management, or higher education administration, ideally at the cabinet level.
- Leadership of complex, multifaceted departmental/ programmatic operations.
- Strong understanding of student development theory and best practices for student success.
- Understanding of and familiarity with a variety of commonly used educational technologies/tools in enrollment, retention, and student services functions, such as content management systems and customer relations management.
- Experience leading a Strategic Enrollment Management Planning process, to include developing, implementing, and assessing high-impact intervention and retention strategies.
- Experience with policy development, regulatory compliance, and risk management (e.g., FERPA, Title IX, Clery Act).
- Experience managing large, complex budgets and allocating resources strategically.
- Demonstrated ability to lead crisis response, behavioral intervention, and campus safety initiatives.
- Record of fostering inclusive, equitable, and student-centered environments.
- Demonstrated commitment to ethical leadership, transparency, and shared governance.
- Experience working with governing boards, accreditation processes, and system-level administration.
- Record of mentoring and developing senior leadership teams.
- Ability to manage organizational change and lead complex initiatives.
- Professional involvement in national or regional higher education associations.





## APPLICATIONS AND NOMINATIONS

UMES is assisted by Academic Search. A completed application will include the following documents, to be separately submitted electronically in pdf format:

- A cover letter which clearly summarizes how the applicant addresses each of the listed required qualifications, preferred qualifications (as applicable), and leadership agenda/characteristics.
- A current curriculum vitae (CV) that includes responsibilities and accomplishments, as well as scholarly achievements.
- Names and contact information for five references with a note indicating the relationship to the applicant. (References will not be contacted without permission.)

Nominations and applications should be sent to [UMESVPEMSE@academicsearch.org](mailto:UMESVPEMSE@academicsearch.org).

Application review will begin immediately. The position will remain open until filled, with full consideration given to applications received **by March 7, 2026**.

The VP for Enrollment Management and Student Experience is anticipated to start by July 1, 2026, or earlier upon negotiation.

Nominators and prospective candidates may arrange a confidential discussion about this opportunity with Stacey Morgan Foster, JD, senior consultant, at [stacey.foster@academicsearch.org](mailto:stacey.foster@academicsearch.org).

## COMPENSATION, BENEFITS, AND OTHER EMPLOYMENT INFORMATION

The anticipated hiring range is \$185,000 - \$250,000 depending upon qualifications and experience.

The University provides a comprehensive benefits package, including health insurance, state retirement, and educational benefits for employees and children of employees. Please see the [Human Resources website](#) for more information.

The successful candidate must be able to accept employment in the United States without Employer Immigration sponsorship.

*UMES is an EEO/AA employer and will not discriminate against any employee or applicant because of race, age, sex, color, sexual orientation, physical or mental disability, religion, national origin, marital status, genetic information, or political affiliation. Minorities, women, veterans, and persons with disabilities are encouraged to apply.*

# ABOUT ACADEMIC SEARCH

Academic Search is assisting the University of Maryland Eastern Shore in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute.

