

# SEARCH PROFILE:

VICE PRESIDENT FOR ENROLLMENT  
MANAGEMENT AND MARKETING



SHIPPENSBURG  
UNIVERSITY

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## THE OPPORTUNITY

**Shippensburg University** (SU), a premier public university located in south-central Pennsylvania, seeks its next **Vice President for Enrollment Management and Marketing** (VP EM). Located on a beautiful 210-acre campus, SU offers more than 250 undergraduate programs, graduate and doctoral programs, international and nationally accredited programs, NCAA Division II athletics, a vibrant and inclusive campus community, and so much more.

[Shippensburg University](#) seeks a collaborative, energetic, and forward-thinking leader to serve as the Vice President for Enrollment and Marketing. Reporting to President Charles E. Patterson, the new VP EM will serve as a member of the Executive Management Team and President's Cabinet and will serve as a collaborative leader who can build and guide the strategic vision for Shippensburg University's continued success, overseeing the strategic planning, policy formulation, and management related to communications and marketing, recruitment, and enrollment of students. The next VP EM is expected to begin by July 1, 2024.





## ABOUT SHIPPENSBURG UNIVERSITY

Founded in 1871, Shippensburg University was the first normal school in Pennsylvania to be chartered as a state teachers college and the first to be accredited by the Middle States Commission on Higher Education. Now a member of Pennsylvania's State System of Higher Education, the university remains a premiere school for future teachers, but has evolved into a comprehensive university offering bachelor's, master's, and doctoral degree programs through the College of Arts and Sciences, College of Education and Human Services, and John L. Grove College of Business.

Through a wide variety of majors, minors, and specialty programs, the SU academic experience includes service-learning opportunities, hands-on experiences, undergraduate and graduate research, internships, and more. Through this important work, SU transforms the lives of more than 5,000 students and positively impacts the regional community, workforce, and many diverse fields of study.

Shippensburg is part of the [Pennsylvania State System of Higher Education](#) (PASSHE), which oversees 10 state-owned universities, and is the largest provider of higher education in the commonwealth.

### MISSION OF SHIPPENSBURG UNIVERSITY

Student learning and personal development through highly effective and innovative teaching, complemented by a wide variety of out-of-class experiences, continue to serve as the hallmarks of a Shippensburg University education.

### ENROLLMENT TRENDS

Shippensburg University's enrollment as of fall 2023 is 5,205 undergraduate and graduate students. The university has successfully stabilized enrollment in recent years and is now seeing promising growth. In the 2023-2024 academic year, the SU reported an overall increase in headcount, as well as a 20 percent increase in new graduate students, a two percent increase in first-time in college students and a record 35 percent increase in the university's dual enrollment program, Ship Start.

The university has also seen a 7.5 percent increase in second-year student retention, and a 2.5 percent increase in third-year student retention.



## ABOUT ACADEMIC AFFAIRS

Small class sizes and expert faculty provide more than 5,000 SU students with the personalized education they deserve. SU faculty are the leaders in their field, with over 90 percent holding the highest degree in their discipline. They take students on a journey that focuses on real-world experiences, hands-on learning, and partnerships with industry leaders who are actively hiring SU students. With faculty mentorship, all students have the opportunity to engage in faculty-led research, internships, job shadowing and network with industry leaders.

The Division of Academic Affairs consists of three degree granting colleges.

- The [College of Arts and Sciences](#) creates a space for students that are inspired by imagination and innovation and informed by knowledge and discovery. Offering over 100 different majors, minors, and graduate programs, the college prepares graduates for a wide range of career opportunities.
- The [College of Education and Human Services](#) ensures students are career and certification-ready for some of the most selfless callings in society, from teaching the next generation of citizens to serving the most vulnerable among us. Rigorous and diverse areas of study include certificate-only programs, licensure assistance and graduate, post-graduate, and doctoral degrees.
- The AACSB accredited [John L. Grove College of Business](#) offers rigorous business curriculum that is supplemented by hands-on training across discrete areas of study. Three academic departments provide a high-quality and high-value comprehensive educational experience that prepares students to excel as principled leaders in today's global business community. The college boasts a tremendous job placement success rate of more than 90 percent of graduates finding employment within three months of graduation.

Established in 1961, [the Graduate School](#) at Shippensburg University is home to dozens of programs, including certificates, master's, post-master's, and doctoral degrees. Offered through in-person, online, and hybrid instruction, the school offers programs in business, counseling, social work, education, leadership, humanities and sciences.

The [Milton and Doreen Morgan School of Engineering](#) offers civil, computer, electrical, mechanical and software engineering programs as well as computer science. Four of these programs are ABET accredited and the additional two are in the final stages in the accreditation process. State of the art lab space, faculty experts, and strategic industry partnerships position the school as the premiere engineering school in the region.

Several specialty programs further set the SU experience apart and provide students with exciting opportunities to stand out in their future careers. SU is one of only six schools in Pennsylvania to offer a Peace Corp Prep Program as well as the Coverdell Fellow Program for returning Peace Corps volunteers wishing to pursue a Master of Social Work Degree.

The [Wood Honors College](#) offers talented students an enriched undergraduate experience through curricular and extracurricular opportunities while promoting scholarship, leadership, service, and exploration. Small class sizes, honors residence halls, special undergraduate research experience, and study abroad opportunities are valued parts of the program as well.



## ABOUT ACADEMIC AFFAIRS (CONT.)

### WORKFORCE DEVELOPMENT

Located in the fastest growing region in Pennsylvania for the last 10 years, SU is hard at work to support the talent acquisition and retention of all employers. Strategic, industry aligned academic programs meet the critical talent needs of in-demand workforce sectors. Additionally, the Center for Career and Workforce Development strives to uplift the local and regional community through transformative university-led endeavors focused on career readiness and workforce development. Partnerships within these sectors, established through this work, fuel this initiative daily.

Within the center, the [Office of Workforce Development](#) aims to expand access to training and development opportunities, catering to the needs of unemployed, underemployed, and incumbent workers striving for advancement in their professional trajectories. Delivered with flexibility, the initiative accommodates various modalities and scheduling, ensuring responsiveness to the diverse needs of partners.

As home of the Raider Battalion, students have the opportunity to join the US Army ROTC program at SU. This program readies students to serve as United States Army officers while pursuing their education at SU. Three active generals in the United States Army are graduates of the program and cadets are frequently listed as top 10 graduates in ROTC in the nation.

With hands-on learning at the forefront of the SU experience the university maintains several centers and programs that allow students unique opportunities to practice as they learn. The opportunities include; the Center for Land Use and Sustainability, Fashion Archives and Museum, Cumberland Valley Railroad Museum, Brad E. Hollinger Stock Trading Room, Charles H. Diller Jr. Center for Entrepreneurial Leadership and Innovation, Mr. And Mrs. Milton K. Morgan III Makerspace, Shippensburg Community Resource Coalition, the Grace B. Luhrs University Elementary School, Growing Edges Community Clinic and the Connors Institute for Non-partisan Research and Civic Engagement.

### PRIDE POINTS

- The only State System school to offer five engineering programs
- Most Fulbright awards in Pennsylvania's State System of Higher Education
- The only school in PA to offer an on-campus public elementary lab school
- Home to one of only three programs in PA accredited by the Accrediting Council on Education in Journalism and Mass Communication
- More than 20 accredited programs
- Top 2 percent ranking in pass rate for Certified Public Accounting exam for a medium sized school
- Proud to award \$79,000,000 annually in grants, scholarships, student employment, and loans







## STUDENT LIFE AND SUPPORT

An SU education extends far beyond academic experiences. SU's holistic approach to student development includes a robust array of support services available for every one of SU's 5,205 students. They have access to professional counseling services, wellness initiatives, community programming, recreation, Greek life, clubs, service opportunities and more. At SU, each student finds their community and the support they need.

A university culture that prioritizes inclusion and belonging encourages students, and the entire campus community to learn and grow from one another. SU is committed to supporting a diverse range of interests, abilities, talents and cultures. A variety of resources support this important work at Ship, including, but not limited too, the Office of Inclusion and Belonging, Office of Multicultural Student Affairs, Pride and Gender Equity Center, Office of Accessibility Resources, and more.

The community created within our residence halls provides programming to support academic success, safety, engagement, social justice and inclusion and personal development. Housing offers six suite style buildings and one communal hall. Specific halls on campus offer Living Learning Communities where students can live with others who have similar academic majors or interests.

SU is one of 18 schools to compete in the Pennsylvania State Athletic Conference. Over 500 student-athletes compete on 20 Division II teams at SU and boast over 35 individual national championships. These student-athletes receive personal academic support at the Kathryn Hughes Seabar Raiders Academic Center, which focuses on helping students identify personal goals that are within their aspirations and help them to surpass their expected potential.

The Student Success Center is a one-stop-shop that reinforces the university's commitment to serve students and enhance their likelihood to persist to graduate. Through specialized, high-impact academic and student enrichment services, students are empowered to attain the goals.

From their very first day at Ship, students can utilize resources through the Career Center at SU. The center will help them find student employment and internships, perfect their resumes and interview skills and when the time comes, land that dream first job. The center also offers a professional dress closet, where students can acquire free professional attire for interviews.

# STRATEGIC PLAN , LEADERSHIP, AND FINANCIAL OVERVIEW

## STRATEGIC PLAN

The Shippensburg University community engaged in an inclusive strategic planning process to create the 2021-2024 Strategic Plan. The plan identifies four goals and corresponding objectives that guide the university in its decisions and actions in an effort to advance the institution.

Goal 1: Attract and retain a diverse array of students, faculty, and staff to a dynamic, purpose-driven learning community that is committed to supporting individual and collective success and regional stewardship.

Goal 2: Align resources across the campus to ensure access, accountability, and sustainability while supporting the university's values and priorities.

Goal 3: Cultivate student, faculty, and staff engagement in dynamic educational experiences.

Goal 4: Enhance engagement to foster belonging and collaboration across university constituencies (faculty, staff, students, alumni, foundation leaders) to elevate Shippensburg University's reputation and capacity to contribute.

## THE PRESIDENT

President Charles E. Patterson, PhD, was selected as the 18th [president](#) of Shippensburg University on May 6, 2022. He arrived at SU on June 30, 2021, as interim president. A committed servant leader, Patterson is dedicated to serving students, faculty, and staff so that they can reach their full potential.

Before arriving to SU, Patterson served as president of Mansfield University and as the senior advisor for executive outreach at the U.S. Department of Education's Office of Federal and Student Aid.

Patterson served for nearly a decade within the University System of Georgia, including serving as the interim president of Georgia Southwestern State University from 2015 to 2017, the home institution for the internationally recognized Rosalynn Carter Institute for Caregiving and a strong regional economic driver for Southwest Georgia. Prior to becoming the interim president, he served as an administrator at Georgia Southern University from 2008 to 2015 and rose through the ranks to serve as the university's vice president, Research and Economic Development, chairman and executive director of the university's Research and Service Foundation, Inc., and dean of the Jack N. Averitt College of Graduate Studies.

Patterson began his career in higher education in 2003 as an instructor in the Honors College and research administrator at Baylor University. He earned his PhD in biomedical science from the University of Texas Southwestern Medical Center in 2002. He graduated in 1993 from Mississippi State University with a Bachelor of Science degree in biochemistry.

## FINANCIAL SUSTAINABILITY AND AFFORDABILITY

With a \$152 million operating budget, Shippensburg University is committed to providing an effective and efficient living and learning environment by supporting all students, faculty and staff through the development of high-quality, cost-effective services in financial stewardship.

That financial stewardship extends to our commitment to providing an affordable education to students. SU froze tuition rates for an unprecedented fifth consecutive year for in-state undergraduate students. Each year, 88 percent of first-year SU students receive some form of aid.







## LIVING IN THE AREA

Located west of the Susquehanna River, [Shippensburg](#) is the oldest community of the [Cumberland Valley](#), and began as the western outpost of colonial settlement in the 1700's. Named for Edward Shippen, a prominent merchant of the time, the town still maintains several structures listed on the National Registry of Historic Places. These places include several of the buildings on the SU campus.

Today it is experiencing strong economic growth. Located along the I-81 corridor and within the fastest growing county in the Commonwealth of Pennsylvania, the historic Shippensburg community offers small town charm with big time opportunity. The latest census placed the population of Shippensburg at 27,000 individuals.

As the strategic home base for several international companies, a hub for supply chain systems serving the east coast, and its proximity to major cities like Baltimore, Washington, DC, Philadelphia, and New York City, Shippensburg is a prime location to live, grow, and learn. For those looking to enjoy the perks of small-town living, the community is surrounded by tens of thousands of acres of state parks, a variety of local fairs and festivals, and a diverse offering of local shops and vendors.





## RESPONSIBILITIES OF THE VICE PRESIDENT FOR ENROLLMENT AND MARKETING

The Vice President for Enrollment and Marketing (VPEM) provides high-level leadership to a diverse range of stakeholders, both within and beyond the campus community. Serving as the principal enrollment and communications representative, the VPEM must possess the skills to act as a strong university ambassador. This includes the ability to effectively connect with various groups such as prospective students and families, current students and families, high school counselors, faculty, staff, alumni, community-based organizations, and other external audiences on behalf of the institution.

The VPEM oversees Admissions (undergraduate and graduate), Communications and Marketing, and Financial Aid and Scholarships. By developing strategic and innovative student-centered initiatives that advance the mission of the College and ensure the quality and effectiveness of all programs, the Vice President will promote and demonstrate the values of the institution.



# EXPERIENCES AND CHARACTERISTICS OF THE VICE PRESIDENT FOR ENROLLMENT AND MARKETING ROLE

The new VPEM will be a visionary leader with a deep understanding of market trends and data-driven approaches to raise awareness of Shippensburg with powerful branding opportunities to promote the University to multiple audiences to increase enrollment.

The successful candidate should be an experienced planner, developer, executor and evaluator of data-driven strategies to attract and retain students who will be strong academic and co-curricular successes at Shippensburg.

The minimum qualifications include a master's degree (doctorate preferred), successful and progressive professional and leadership experiences suitable for appointment at the vice-presidential level, and demonstrated success in planning, developing, and implementing comprehensive enrollment management initiatives while collaborating with constituencies across an institution.

It is desired that the next VPEM have the following attributes and experiences:

- A solid understanding and ability to adjust to the changing landscape of higher education and the changes in student needs and desires.
- Ability to oversee the strategic planning and forecasting of university's undergraduate and graduate recruitment efforts, including working collaboratively with the President and Executive Management Team to address the business, branding, communications, and marketing opportunities of Shippensburg University.
- Experience in developing and implementing data-informed strategic enrollment plans that reflect best practices. These plans would encompass national and regional higher education trends and campus goals, with particular focus on market analyses and positioning. This includes raising the university's recruitment profile in geographic areas of opportunity to increase the yield of strong, motivated applicants.
- Expertise to work across university colleges and divisions to identify new student populations. Unlike other areas of the state, Southcentral Pennsylvania is home to a predicted growth of potential students – both traditional and non-traditional – and the VPEM will have the opportunity to expand upon the university's unique value proposition as part of current and future recruitment objectives.
- Proven expertise in evaluating and improving admission strategies, utilizing data, metrics, and reporting to make informed decisions. This includes setting admission criteria, assessing the effectiveness of programs and campaigns, conducting enrollment forecasting and modeling, and meeting other requirements for projecting and planning new student enrollment.
- The ability to work collaboratively with the Division of Academic Affairs, associated colleges and departments to ensure marketing and recruitment functions encompass the University's unique programs at an individual level. The VPEM will also leverage collaborative partnerships to support recruitment plans for degree and non-degree options.
- Successful experience working with athletic leaders and coaches in collaborative planning and recruitment.
- Demonstrated commitment to advancing and supporting diversity initiatives.
- Willingness to develop strong relationships with key leaders in the surrounding areas as well as with Ship alumni and friends.
- An understanding of Pennsylvania State System of Higher Education (PASSHE) and its interaction with Shippensburg.
- Experience with graduate and non-traditional populations, including various strategies to reach new markets.
- Ability to promote workforce opportunities in the recruiting strategies and tactics.
- Proven experience with recruiting undergraduate and graduate students in our own backyard as well as state, regional, national and international areas.
- Experience with mentoring and motivating team members.
- Experience with managing complex budgets and allocating resources for maximum results.







## NOMINATION AND APPLICATION PROCESS

Shippensburg University is committed to equal access to programs, facilities, admission and employment for all persons.

The search for Shippensburg University's next Vice President for Enrollment Management and Marketing is being assisted by Academic Search, Inc. Confidential conversations are encouraged and may be arranged directly with senior consultant Dr. Pamela M. Balch <[Pam.Balch@academicsearch.org](mailto:Pam.Balch@academicsearch.org)> / (304) 678-7797 or consultant Ms. Disa Mason <[Disa.Mason@academicsearch.org](mailto:Disa.Mason@academicsearch.org)>.

Applications, nominations, and expressions of interest can be submitted in confidence to [SHIPvpem@academicsearch.org](mailto:SHIPvpem@academicsearch.org).

The application should consist of a curriculum vitae and a substantive cover letter addressing the desired qualifications, experiences and attributes listed in this profile. The Search Committee will begin reviewing application materials in early March and applications received by **March 17, 2024** can be assured full consideration.

*Shippensburg University of Pennsylvania is an equal opportunity employer and, in compliance with federal and state laws and university policy, is committed to providing equal educational and employment opportunities for all persons without regard to age, color, national origin, race, religion, disability, veteran status, sex, sexual orientation, or gender identity. Individuals from traditionally underrepresented populations are encouraged to apply.*



# ABOUT ACADEMIC SEARCH

Academic Search is assisting Shippensburg University 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.



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