

SEARCH PROFILE:

VICE PRESIDENT FOR STRATEGIC
COMMUNICATIONS AND MARKETING



**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 Strategic Communications and Marketing (VPSCM) to President Heidi M. Anderson. The preferred start date is August 1, 2024.

The VPSCM at the University of Maryland Eastern Shore is the chief communications, marketing, and public relations officer for the University. The VPSCM is also the institutional champion for the UMES brand. The ideal candidate will be an innovative leader who will facilitate strategic and integrated initiatives to enhance enrollment, secure greater financial support from public and private sources, and raise awareness of the importance and contributions of the University.

THE UNIVERSITY

Founded in 1886 under the aegis of the United Methodist Church, 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.

Celebrating more than 135 years of service to students and the community, UMES has grown from its origin of nine students and one faculty member and his wife (also an educator) to nearly 3,000 students and 315 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. In 2019, UMES achieved the Carnegie classification as a doctoral University/high research activity (DU/R2). Only 7% of the nation's higher education institutions are considered "Doctoral Universities," and UMES is honored to be among these institutions.

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 35 areas, 18 master's degrees, and doctoral degrees in physical and biological sciences, social and behavioral sciences, pharmacy, pharmaceutical sciences, physical therapy, engineering, and education. 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 is in the process of establishing a School of Veterinary Medicine.

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.

THE UNIVERSITY (CONT.)

HISTORY

The University of Maryland Eastern Shore opened its doors on September 13, 1886, when it was known initially as the Delaware Conference Academy under the auspices of the Methodist Episcopal Church. Greeting the nine students who showed up that Monday were two educators, Benjamin O. Bird and his wife, Portia Lovett Bird. Records indicate by the following spring some three dozen students, likely from farming families in the surrounding area, were enrolled.

The prep school-style institution was founded as a branch of Baltimore's Centenary Bible Institute, which in 1890 became known as Morgan College – the same year federal legislation passed to support historically black institutions that offered instruction in agriculture and related fields.

With the adoption of the 2nd Morrill Act, the "Industrial Branch" of Morgan in rural Somerset County started receiving funding through the state of Maryland – and eventually was rechristened Princess Anne Academy. This federal source of money also created a relationship with the Maryland Agricultural College, now the University of Maryland, College Park, although the campus in Princess Anne remained a part of Morgan College – at the time a private institution.

The joint-management arrangement enabled the state to continue offering a land-grant education to white students attending College Park while offering African-Americans that type of instruction at what was referred to in some documents as the Eastern Shore Branch of the Maryland Agricultural College. College-level work was added to the curriculum in 1927, and it essentially served as a junior college for the next ten years.

The state of Maryland acquired the Princess Anne campus outright from Morgan in 1935 for \$100,000, and a year later, the newly renamed Princess Anne College was placed under the jurisdiction of the University of Maryland in College Park. In 1948, the name was changed to Maryland State College; it was again renamed the University of Maryland Eastern Shore in 1970. A change in governance structure initiated by the legislature placed UMES under the University of Maryland System in 1988. Subsequently, the system was renamed the University System of Maryland in 1997.

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

FACTS, FIGURES AND ACCOLADES

- Total enrollment in Spring 2024 is 2,616 students (1,966 in-state, 650 out-of-state).
- 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 University has 315 faculty members, 63% of whom are full-time.
- The campus includes 85 buildings, 53 academic and 32 student support buildings.
- 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.

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.

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.

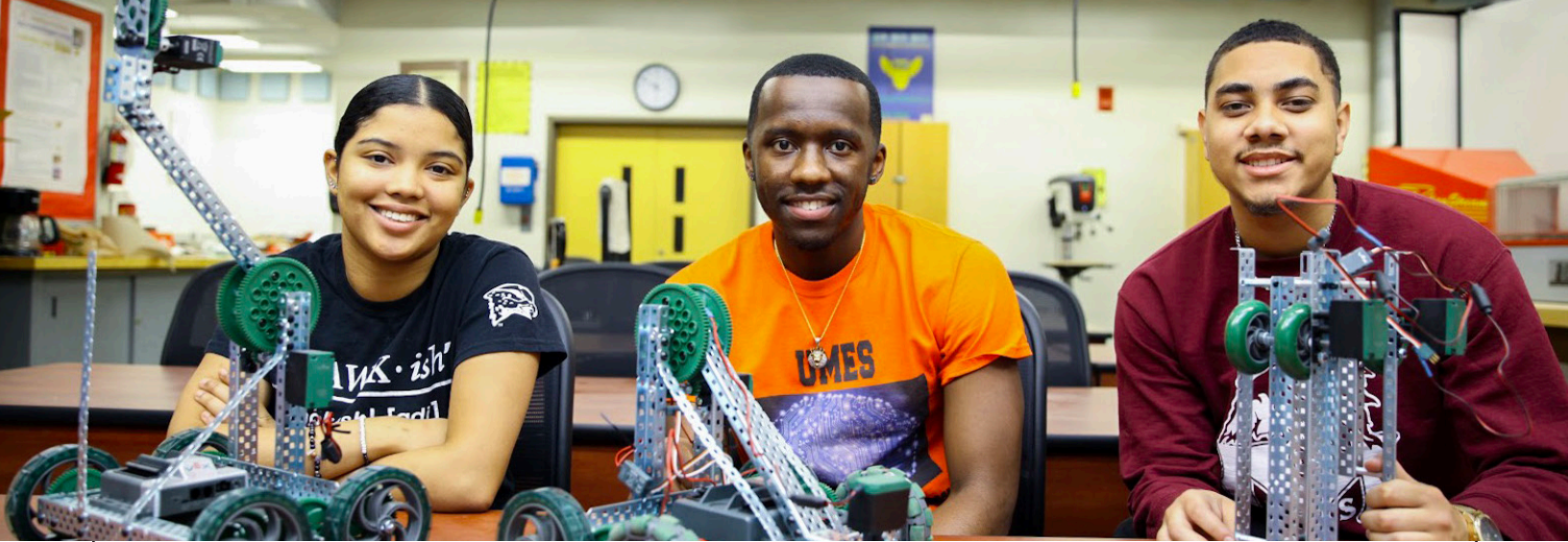
CORE VALUES

- **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 complete strategic plan may be viewed at this link: wwwcp.umes.edu/president/wp-content/uploads/sites/16/2023/11/Merged-UMES-Strategic-Plan-2023-Revised-11-28-23.pdf

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 2016, and numerous UMES programs have earned accreditation from their related accrediting agencies.

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 and Technology \(SBT\)](#) 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 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.

A proposed new School of Veterinary Medicine would be the first of its kind in Maryland and only the second such

ACADEMICS, SCHOOLS, AND CENTERS (CONT.)

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. In 2024, UMES will undergo review by the veterinary accrediting body for this new program. If the accreditation process is successful, the vet school is slated to accept students in fall 2026. 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 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, 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. Men's teams include baseball, basketball, cross-country golf, 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.

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 2024 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 \$20,803. The average cost for out-of-state undergraduates is \$31,633.

The Division of University Relations at UMES supports a robust fundraising program. The University is presently in the public phase of a \$60 million effort entitled the *Soaring Above & Beyond Campaign*. The quiet phase of the campaign was completed in 2023, with more than \$45

million secured. Campaign priorities include:

- Providing scholarships for undergraduate and graduate students to help build their future.
- Nurturing new entrepreneurs to build businesses and create new products to meet the needs of a rapidly changing world.
- Supporting faculty development through new start-up packages, endowed chairs and professorships, and professional development.
- Enhancing learning opportunities for students, faculty, and staff alike through career services, professional development, study abroad, and more.
- The campaign is scheduled to conclude in June 2026. The institution's endowment is presently valued at \$65 million.

ALUMNI

UMES has more than 12,000 alumni who live in all 50 states and more than a dozen U.S. territories and foreign countries. Notable alumni include former professional football player Art Shell, jazz musician Clifford Brown,

rapper and record producer David Banner, the first resident United States Ambassador to Palau Helen Reed-Rowe, and entertainer Starletta DuPois, among others.



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 16th 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 this new position, the Vice President for Strategic Communications and Marketing will be a member of the president's cabinet.

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 the President's Cabinet and representatives from constituency groups across the University. 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 Tyaskin, 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 one hour 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.



THE POSITION

SUMMARY

The Vice President for Strategic Communications and Marketing at the University of Maryland Eastern Shore is the chief communications, marketing, and public relations officer for the University. The VPSCM is the institutional champion for the UMES brand. In addition to serving as the University's spokesperson for both routine news and crisis communications, the VPSCM is the President's Chief Communications Officer. The position oversees all integrated marketing responsibilities along with external relations across the region and throughout the State of Maryland. The VPSCM is the institutional leader who manages the UMES brand in a fashion that respects the institution's history, shapes its future, and reflects the school's strategic plan to enhance name recognition and enhance the prestige of UMES. The VPSCM will collaborate with external vendors to develop compelling content and plan multi-channel distribution strategies throughout the Delmarva Peninsula region and beyond. In addition, the position will oversee campus-wide communications with a particular emphasis on those areas that help UMES fill the human and financial capital funnels necessary for the University to thrive. Finally, the VPSCM will be an advocate for communications efforts that recruit and retain students as well as maintain positive relationships with alumni, donors, and other stakeholders.

PRIMARY ROLE AND RESPONSIBILITIES

- Create a cohesive and collaborative working environment by leading a team of four professionals with responsibilities for public relations, traditional media, social media, publications, marketing, and community relations, along with one administrative assistant.
- Manage divisional budget, including funds for paid advertising across multiple platforms.
- Respond to media inquiries and share information with local, regional, and national outlets through press releases, news conferences, and informal contacts.
- Review current crisis communications plan, routinely update as appropriate, and provide training to all personnel with related responsibilities; implement and utilize crisis communications plan as appropriate.
- Write speeches and talking points, craft social media posts, produce newsletters, and coordinate other media in support of the University President.
- Monitor adherence to brand standards, oversee content creation and distribution, and stay abreast of content produced by other offices on campus to ensure brand consistency.
- Serve as institutional chief licensing officer for all products containing the UMES logo and review how the institution presents its brand across all markets and channels.
- Collaborate with the Division of University Relations to ensure cohesive messaging to alumni, donors, volunteers, and other stakeholders.
- Partner with the Division of Enrollment Management and Student Experience to develop strategies to enhance the recruitment, matriculation, and retention of students, including undergraduate, graduate, and transfer students.
- Offer guidance to divisions, schools, centers, departments, and other offices as a public relations, communications, and marketing resource.
- Foster solid working relationships with others on campus to facilitate a greater understanding of a strategic and coordinated approach to public relations, communications, and marketing.
- Maintain engaged and positive relationships with peers and colleagues in the University System of Maryland and other colleges and universities on the Delmarva Peninsula.
- Remain actively engaged in state and national educational policy as it impacts UMES with a special emphasis on HBCUs, 1890 land-grant, and STEAM curriculum and policies.



THE LEADERSHIP AGENDA

- Evaluate the existing website strategy and work toward making the institution’s web presence timely, effective, and useful for external and internal audiences alike, with special emphasis on top-level pages.
- Collaborate with other campus communicators to ensure that UMES has a coordinated approach to public relations, communications, and marketing to represent the institution’s brand consistently and strategically.
- Embrace the metrics to assess the efficiency and effectiveness of public relations, communications, and marketing efforts.
- Assess the capabilities and capacities of staff; recruit and hire necessary personnel as needed.

QUALIFICATIONS AND COMPENSATION

REQUIRED EDUCATION, EXPERIENCE, AND COMPENSATION

- Bachelor’s degree from an accredited four-year institution
- Minimum of five years of experience in professional marketing, public relations, or related fields
- Outstanding communications skills, both written and verbal
- Strong work ethic
- Managerial experience
- Ability to multi-task on a daily basis
- Positive career trajectory
- Commitment to professional integrity
- Ability to provide trusted counsel to UMES President and campus leadership

PREFERRED CAPABILITIES

- Knowledge and use of public relations and marketing metrics
- Experience managing third-party vendors
- Experience managing budgets

COMPENSATION AND BENEFITS

UMES, as a University System of Maryland institution and a Maryland State agency, provides a comprehensive benefits package to all regular employees. The Office of Employee Benefits at UMES provides consultative services to employees on the variety of benefits programs available; assisting with retirement options, including planning, enrollment, and changes/adjustments; administering the University System of Maryland tuition remission program; and assisting with health insurance enrollment. The salary for the position will be competitive and commiserate with education and experience.



APPLICATIONS AND NOMINATIONS

This search is assisted by Academic Search and a University search committee. Applications should consist of:

1. A detailed cover letter addressing the expectations of the position;
2. A current curriculum vitae (CV); and
3. A list of five professional references with contact information and a note explaining the working relationship of each to the applicant.

References will not be contacted without the explicit permission of the candidate. All documents should be in PDF format.

Nominations and applications should be sent electronically to UMESVPSCM@academicsearch.org.

The position is open until filled, but only applications received by **May 19, 2024**, can be assured full consideration. Nominators and prospective candidates may arrange a confidential discussion about this opportunity with Lisa A. Ryan, Senior Consultant, at lisa.ryan@academicsearch.org or Tara S. Singer, Senior Consultant, at tara.singer@academicsearch.org.

The University of Maryland Eastern Shore actively subscribes to a policy of Equal Employment Opportunity/Affirmative Action and will not discriminate against any employee or applicant because of race, age, physical or mental disability, marital status, gender or gender expression, religion, national origin, or political affiliation.

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.

