



 **FERRUM**
COLLEGE
VICE PRESIDENT FOR STRATEGIC ENGAGEMENT



THE SEARCH

The Vice President for Strategic Engagement is a newly created position that unites college-wide communication and engagement enterprises under the leadership of one individual who can create and execute a strategic and synergistic vision that defines the distinctiveness and excellence of Ferrum College. In this role, the Vice President is the primary architect and conductor of Ferrum's communication and recruitment strategies.



Reporting directly to the president, and working closely with a new senior leadership team, the Vice President will be poised to lead transformative and institutional change.

Along with President Spooner and senior staff, the VP will work collaboratively with students, faculty, and staff to set a vision for the future of Ferrum College. This distinctive opportunity demands visionary leadership, a deep commitment to build a cohesive, inclusive campus community, and a thorough understanding of the best practices of communication, engagement, and admissions in higher education.



The Vice President will lead a new organizational effort designed to integrate admissions, student engagement, communications, and alumni affairs to foster a stronger, more holistic vision of College mission and student success. The Dean of Admissions, Director of Alumni and Family Programs, and Associate Director of Career Development will all support the Vice President's ability to partner effectively with faculty, staff, and students to develop intentional, cohesive, and coordinated engagement—from the moment students are first recruited, throughout their enrollment, and continuing throughout their post-graduate lives as engaged alumni.



The Vice President will envision and lead a fully integrated communication and engagement strategy, building new connections and strengthen existing efforts among students and alumni, faculty and staff, and local communities and citizens. This person will provide guidance for the academic enterprise and work to preserve, enhance, and extend the excellence and impact of a Ferrum education. These aims should be accomplished through innovative and creative approaches to curriculum, advocacy for faculty, staff, and students, and respect for a student-centered, transparent, and collegial culture.



A successful VP will be prepared to lead the planning effort and ensure a successful implementation of a comprehensive communications strategy; provide strategic, creative leadership to improve internal communications and achieve greater cohesion of Ferrum’s mission, message, and brand; and serve as a strategic partner and resource for the president, board of trustees, senior leadership, and college colleagues.

Working with colleagues across campus, the VP will promote opportunities for all students to develop and utilize leadership skills to enhance their involvement as citizens of Ferrum College and the wider community. The VP will work with College leadership and community leaders to formulate a comprehensive communications strategy that highlights these important distinguishing characteristics as central to the College’s core mission. The ideal candidate will also be prepared to implement a plan for communicating Ferrum’s values and aspirations with internal stakeholders, potential applicants, a passionate alumni base, and prospective and current friends of the College through our website and other College publications.

The new Vice President will be a trusted and collaborative leader on all matters of communications strategy, and provide quality assurance and ensure that consistent content and brand identity are achieved. The ideal candidate will also lead efforts to improve overall efficiencies, reduce redundancy of information from multiple offices, and set a tone consistent with institutional mission, vision, and priorities.



The Vice President will be expected to evaluate the current state of communications and identify ways in which the campus's internal and external communications can better reflect Ferrum College's distinctiveness. They will exhibit a results-oriented approach, focusing on outcomes and striking the right balance among traditional, digital, and social media.

The VP will coordinate with faculty, students, alumni, and staff to develop an institutional narrative that tells the Ferrum College story and captures the relevance, the spirit, and the transformative potential of the College. Ferrum is wholly committed to the ideals of civility and nurturing future citizens through respectful dialogue, intentional listening, and inclusion. The ideal candidate should exemplify these institutional values.



The Vice President for Strategic Engagement will also establish and lead the College's immediate and long-term admission and enrollment goals and strategies. Developed through data-driven market analysis, targeted communications, and the careful stewardship of prospective students and families through the application and admission process, the VP will be responsible for defining the mission, goals, and objectives of the Office of Admissions in accordance with a larger vision set forth by the President.

The VP ensures that Admissions staff articulate Ferrum's distinctive educational mission, academic programming, and curricular and co-curricular programs, they present to prospective students. The VP also directs staff in the development of successful marketing and recruiting campaigns, thorough and holistic reviews of applicants to ensure an enrollee profile consistent with broadly selective institutions, and creating and executing successful yield campaigns which achieve the College's enrollment goals.

The VP oversees the administration and management of all functions and resources of the Office of Admissions and is responsible for creating and executing data-driven, results-oriented strategic and operational plans which maximize the integration of policies and the achievement of goals and objectives. This includes oversight of personnel and the coordination of efforts with campus constituencies.

The VP will also partner with the Director of Alumni and Family Programs to create relevant and impactful personal and professional opportunities for engagement with alumni, students, and all members of the Ferrum College community. Establishing professional network opportunities, creating career-based affinity groups, and developing online and real-time resources that enhance mentoring opportunities between students and alumni will be among the aspirational goals to engage alumni and students more actively and earnestly.

ABOUT FERRUM COLLEGE

Founded in 1913, Ferrum College serves a diverse and talented community of approximately 1,300 students. Broadly selective to honor and affirm its century-old commitment to accessible education, the College has three academic schools and more than 30 majors, with over 95% of classes enrolling fewer than 20 students. Ferrum is home to the second-oldest environmental science program in the United States, and the campus itself is listed on the Virginia Historic Register. The College's bucolic, 702-acre campus, which includes a trout-stocked pond and numerous hiking and mountain biking trails, is nestled in the Blue Ridge Mountains, 40 miles east of Roanoke.

In the past decade, over \$30 million has been invested in construction and renovation. Improvements include refurbishments to our student center, Franklin Hall, as well as construction of two new residence halls to accommodate enrollment growth and a recently completed house dedicated as a Forensic Crime Scene laboratory. The 30,000 square foot Hank Norton Center is home to most of our athletic programs and includes the state-of-the-art Don L. Wilson Athletic Training Facility, among the finest for student athletes in the nation.

THE PRESIDENT AND NEW SENIOR LEADERSHIP TEAM

In June 2016, Jody Spooner was elected the 11th president of Ferrum College. Prior to his arrival, he served as Dean of Jonathan Edwards College at Yale, and has chosen to address the challenges facing 21st century liberal arts education through innovative strategic objectives focused on increasing student persistence and success in three key areas: access and affordability, student health and wellness, and student, community, and alumni engagement.

As a transformational leader, Spooner aspires to lead Ferrum College forward by honoring its historic mission to serve as an inclusive community, and will lead a soon-to-be launched comprehensive capital campaign to ensure the long-term financial health of the College. Given the need for the President to play a more active external role to lead this campaign, Spooner is building a collaborative and creative senior leadership team to advance the College's goals and develop and implement the College's next strategic plan.

ACCREDITATION

The Southern Association of Colleges and Schools Commission on Colleges accredits the College (SACSCOC) to award baccalaureate degrees. Ferrum College is also accredited by the University Senate of the United Methodist Church and is a member of the National Association of Schools and Colleges of the United Methodist Church. The College holds memberships in the Virginia College Fund, Council of Independent Colleges, National Collegiate Honors Council, Council of Independent Colleges, Council of Undergraduate Research, the College Board, and the Appalachian College Association.



FERRUM COLLEGE'S MISSION AND GOALS

“Educating Students and Citizens Today, Tomorrow, Forever. . .”

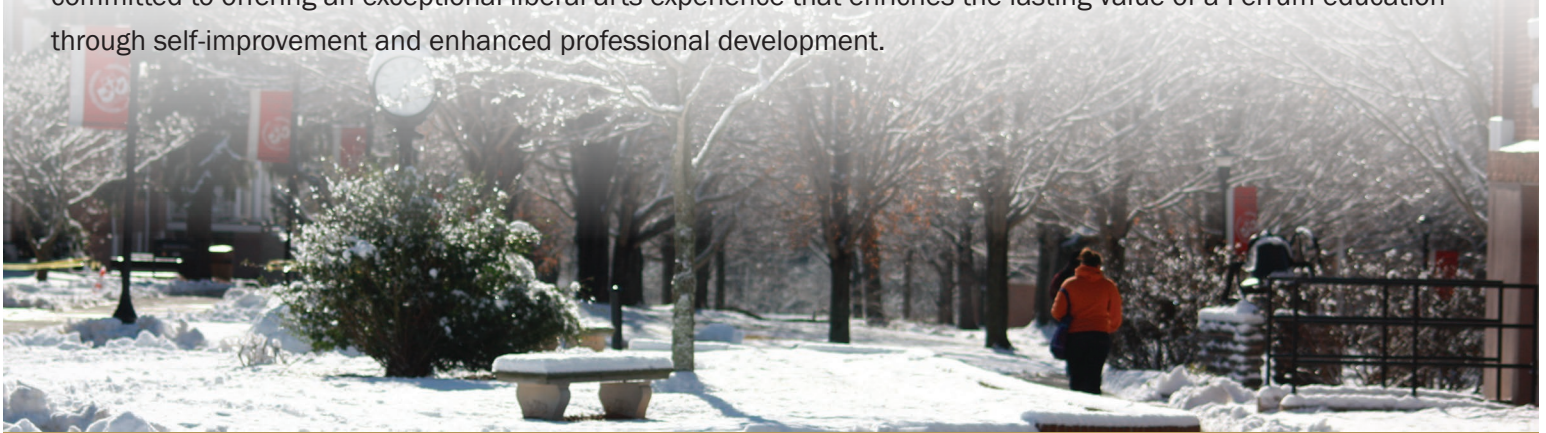
Ferrum College's historic commitment to educational accessibility and affordability can be traced back to its founding. Recognizing that young people in the mountains of Southwestern Virginia lacked the means for education and held little hope for upward mobility, the United Methodist Women of the Virginia Annual Conference envisioned a school for girls and boys in a place “accessible, where the need seemed the greatest.”

Beginning as Ferrum Training School, through its evolution to Ferrum Junior College, and now Ferrum College, our devotion to equality in access transcends rhetoric and cultural trends. We have **always** been committed to people with limited access and opportunity, and are deeply proud that our students and alumni exemplify the remarkable successes made possible through faith, courage, and a devotion to egalitarian and democratic ideals of higher education.



In a world where people are constantly and virtually connected, Ferrum College provides the opportunity for students to learn through self-reflection and attentive mentorship; surrounded by natural beauty that allows all to be present and forge meaningful relationships with place and people, while preparing for a life enriched through the values cultivated through discovery, engagement, civility, citizenship, and success. A Ferrum education provides students with the essential tools to support their immediate success and realize the benefits of their education for a lifetime.

At Ferrum College, we believe the best undergraduate experiences occur when a welcoming and supportive community encourages intellectual, personal, and spiritual development through academic exploration, directed social engagement, and purposeful action. Our community is committed to offering an exceptional liberal arts experience that enriches the lasting value of a Ferrum education through self-improvement and enhanced professional development.



MISSION STATEMENT

Ferrum College is a liberal arts institution founded on Christian principals, and is related to the United Methodist Church. It is our mission to educate students in the disciplines of higher learning and to help them be thoughtful and perceptive, to be articulate and professionally capable, and to be caring and concerned citizens of their community, nation, and world. We therefore commit ourselves to developing the whole student, both in openness to a wide range of intellectual discovery, and in the physical, spiritual, and social aspects of life. The campus environment supports service to others and the development of a personal code of values. Toward these ends, we expect all members of the campus community to treat each other with compassion, to respect each other's diverse qualities and backgrounds, and to support each other in the common pursuit of insight and discovery. In all these endeavors, we encourage students and faculty, and staff to appreciate and to dedicate themselves to achieving it.

Offering over 40 areas of study, small class sizes, dedicated faculty, extraordinary experiential learning opportunities, personalized attention, and natural wonder, Ferrum is a special place where we are a family, first, and every day is an opportunity to discover how to live meaningfully, how to value social and spiritual engagement, and how to become an exemplary citizen of the communities we call home.



Our faculty, staff, and alumni share a sustained passion for learning and teaching, service and leadership, and civic engagement and intellectual distinction. Our commitment to discovery through collaboration with our students, our neighbors, and one another, inspires a vibrant, inclusive college community that transforms our students, our campus, and the communities we serve, locally, and globally.



FERRUM COLLEGE STUDENTS

“Access to Create Extraordinary Opportunity”

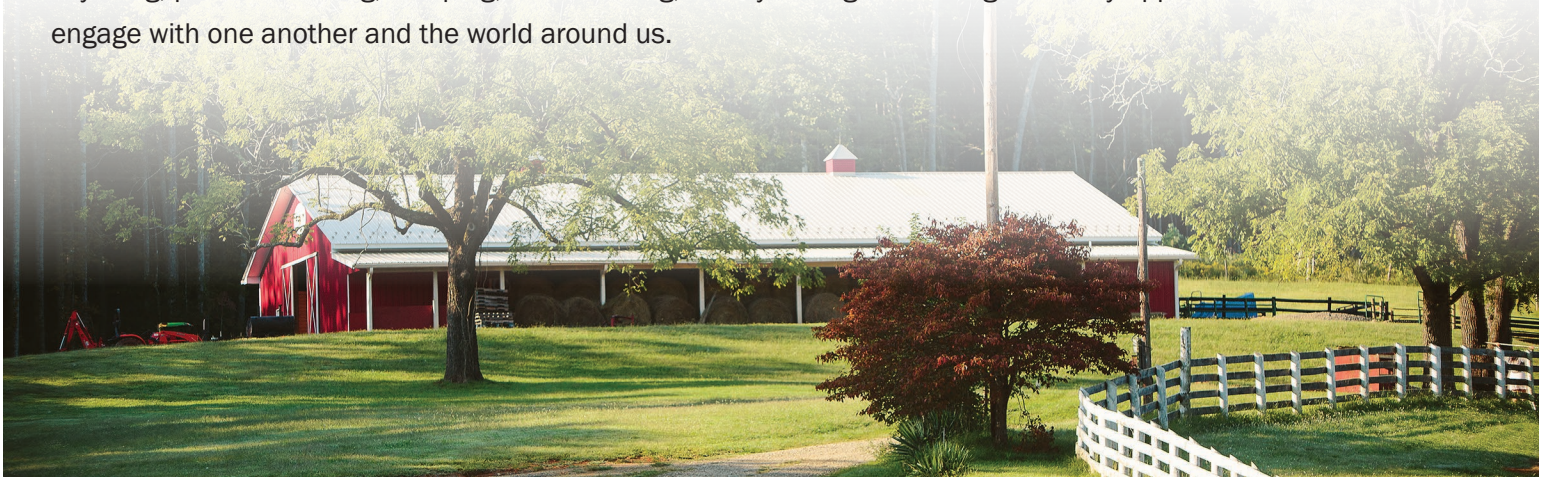
Ferrum College attracts a student population rich in difference and united by a hope to learn alongside others who share a commitment to realize the life-long benefits of a transformative residential, liberal arts education. Our student body is far more racially and socioeconomically diverse than most US colleges. Currently, 48 percent of Ferrum students identify as students of color; 99 percent of students receive need-based financial aid; 63 percent receive Pell Grants; and nearly 30 percent are the first members of their families to attend college. Recent research by [The Equality of Opportunity Project](#) and *The New York Times* discovered that Ferrum College is ranked among the top twenty percent of US colleges and universities in its Overall Mobility Index. Ferrum College is among the nation’s most effective at supporting students and their families and translating access to higher education into extraordinary economic and social mobility.



Over half of Ferrum students participate in nineteen NCAA Division III and three club sports, including men’s and women’s lacrosse, men’s and women’s swimming, men’s and women’s wrestling, equestrian, cheerleading, and field hockey. Ferrum students schedule team practices around their labs, seminars, and other academic and campus commitments, including work study and community service activities.

Ferrum boasts a wide range of co-curricular activities and residential amenities that highlight our commitment to student wellness and community well-being. The on-campus Ferrum YMCA provides an important intersection that supports health

and wellness for both the College and local community. Our nationally-recognized Ferrum Outdoors program connects students, faculty and staff with the expansive natural wonder that surrounds our campus. Canoeing, kayaking, paddle boarding, camping, rock climbing, and fly fishing are among the many opportunities available to engage with one another and the world around us.



The Ferrum College Office of Spiritual Life leads a welcoming approach to spiritual and religious exploration. From coordinating inclusive “real life” roundtable discussions, alternative spring breaks, as well as weekly worship services and regular bible study, our commitment to spiritual growth is fundamental to Ferrum’s holistic commitment to student education and personal exploration.

The College challenges and empowers students to become great people, and educates with a belief that our students can and should learn how best to serve others; to become thoughtful and perceptive; to be articulate



and capable professionals; and to be caring and concerned citizens of their community,

nation, and world. This real-world focus creates a campus community devoted to finding solutions to the myriad challenges facing society. With the support and mentorship of our dedicated faculty and staff, we believe this blend of educational experiences prepares Ferrum College students, professionally and personally, for meaningful and successful lives as transformational leaders.



THE SUCCESSFUL CANDIDATE

A successful Vice President will be a visible figure on campus, engaging with all members of the College to nurture an inclusive and student-centered environment of respect, trust, shared governance, and transparency and foster a profound sense of community that celebrates diversity of perspective and experience. The successful candidate will have a proven record of leading transformational change in higher education or comparable sector, embrace collaboration, and possess highly developed emotional intelligence. The ideal candidate will also possess:

Personal Leadership

- Ability to build relationships with members of all College constituencies, including faculty, staff, students, and Trustees.
- Ability to work in a highly collaborative campus community in which decisions are made in a deliberative, well-reasoned manner.
- Inspirational mentoring, coaching and team-building skills with proven success in developing professional staff and creating an effective team.
- A lasting commitment to the education, development, and empowerment of young people and the ability to elicit their trust and respect.
- Ability to set boundaries without being rigid, and be a strong student advocate and compassionate mentor who demonstrates the willingness to support student interests.
- Ability to articulate student and campus needs with persuasion and conviction.
- Excellent judgment; fairness; maturity; level-headedness, and a high degree of professional expertise, competence, and effectiveness.
- Ability to build consensus and credibility throughout the College with outstanding professional and personal integrity.
- High degree of initiative and organization.
- Ability to work effectively across traditional territorial boundaries.
- The intellectual depth, experience and confidence to work with and command the respect and trust of the president, board of trustees, senior leadership team, faculty, students, and alumni.
- A demonstrated commitment to high-quality undergraduate liberal arts education, and an understanding of the requirements of managing and leading academic programs.
- A demonstrated commitment to diversity and inclusiveness, and sensitivity and broad experience with diverse students, faculty, and communities, including a track record of achieving a more representative community.



Professional Qualifications and Characteristics

- Substantial executive experience envisioning, developing, and implementing a successful and comprehensive communications program across an enterprise with multiple constituencies and a wide variety of audiences.
- Superior communication skills with a strong grasp of best practices and a holistic understanding of all aspects of communications, marketing, and messaging.
- Broad experience in strategic communications; marketing; communications planning; digital, social, and print media; media and public relations; perception management; internal communications; and crisis management, as well as proven effectiveness engaging local, national, and international outlets.
- Solid understanding of the challenges and opportunities presented by traditional and emerging media, from newspapers to social networks, and how best to convey information in ways that engage and involve constituents.
- Ability to build relationships and collaborate across the institution, serving as a resource to others and effective in obtaining their input.
- The ability to plan, monitor, and manage a budget, with a keen eye for operational efficiency and resource optimization.
- Experience working in an environment serving many internal clients and external constituents.
- History of success in working with prospective and enrolled college students, families, community and civic organizations, and/or alumni.
- Demonstrated ability to cultivate and manage alumni and family prospects, and establish new relationships needed to advance the goals and strategic plans of the College.
- Skills to mentor and perform training for alumni, students, staff, and dedicated friends of Ferrum College.

REQUIRED EDUCATION AND EXPERIENCE

Master's degree in related field and five years of progressive management and leadership experience in communications, admissions, and/or alumni relations in higher education or closely related field.

PREFERRED EDUCATION AND EXPERIENCE

Doctoral degree in related field. Proven effectiveness and expertise in enrollment management: significant professional experience managing the complex interplay of marketing and recruiting strategies and enrollment goals; experience in the use of a range of marketing strategies and data analytics. Experience with Slate Technolutions and Google Analytics.



APPLICATION PROCESS

Review of applications will begin immediately and will be accepted until the position is filled. Full consideration is assured for candidates whose materials are received by May 5, 2017. Applications should include a letter of interest, curriculum vitae, and the names of three professional references with email addresses and telephone numbers and be sent electronically (MS Word or PDF format) to Chris Chandler, Director of Human Resources, at cchandler@ferrum.edu. We anticipate that the VP will begin duties on July 1, 2017.

Letters of interest should provide a clear and coherent leadership vision for integrating Ferrum's communications and enrollment strategies and engagement programming to create a powerful, cohesive brand and holistic student and alumni engagement experience.

Ferrum College is committed to attracting a culturally and professionally diverse faculty and staff who engage our students by providing a rich and fulfilling curricular and co-curricular experience. Additional information about Ferrum College can be found at www.ferrum.edu.



NONDISCRIMINATION STATEMENT

Ferrum College does not discriminate on the basis of race, religion, color, national origin, age, veteran status, sex or handicap in admission to, access to, treatment in or employment in its programs and activities. Ferrum College affirms the dignity and worth of every individual regardless of sexual orientation or gender identity and will not tolerate harassment or discrimination toward any individual. Ferrum College is an equal opportunity provider and employer.

