



CHAPMAN  
UNIVERSITY

VICE PRESIDENT FOR MARKETING AND COMMUNICATIONS

**CHAPMAN UNIVERSITY**

ORANGE, CALIFORNIA

Aspen Leadership Group is proud to partner with Chapman University in the search for a Vice President for Marketing and Communications.

The Vice President for Marketing and Communications will be a senior leader at Chapman University providing vision, strategy, and oversight for all marketing and communications functions. Serving as the chief spokesperson for the university, the Vice President will bring a strategic approach to leadership of the Office of Strategic Marketing and Communications (“SMC”), telling the university’s story in a compelling way; raising its profile across the region, nationally, and internationally; and supporting the priorities and initiatives set forth in the university’s strategic plan, as Chapman continues its exciting trajectory to become one of the nation’s elite institutions of higher education. A collaborative, collegial leader, the Vice President will motivate and empower a team of approximately 35 talented marketing and communications professionals and build on the strengths of the current operation to maintain a collaborative office that is sought out and relied upon by campus partners across the institution. Data-driven and results-oriented, the Vice President will have experience building and maintaining an efficient team structure that can manage workflow and processes effectively from conceptualization to implementation; focus on key institutional priorities that enhance and support enrollment, philanthropic giving, and the institution’s reputation; and evaluate progress toward key performance indicators, implementing changes for continual improvement. The Vice President will oversee four primary areas including communications and brand strategy, which includes public relations, content marketing, publications, copywriting, and writing for executive support; brand identity and visual strategy, which includes print and digital design, photography, and videography; marketing strategy and audience engagement, which includes campaign development, media planning, digital marketing, web development, and social media; and marketing operations and insights, which includes project management and data analysis and reporting. The Vice President will advise executive leadership, senior staff, vice presidents and provosts, deans, and department leadership on a variety of communications matters.

Chapman University, founded in 1861, is a nationally ranked, mid-sized private institution, known for its commitment to excellence through research and innovative teaching, as well as its distinctive approach to personalized education. Located just 15 miles from the beach in Orange, California, Chapman’s main campus is close to industry leaders in fields from science to screenwriting that propel and jumpstart student careers. The Rinker Health Sciences campus serves graduate students in nearby Irvine, California, which is home to numerous hospitals, labs, and medical and pharmaceutical businesses. Channeling the entrepreneurial spirit of the West Coast, Chapman’s proximity to Los Angeles helps students land internships, job prospects, and other opportunities with industry leading organizations. University facilities offer an array of the latest educational and technological resources, housed in a blend of new, state-of-the-art, and historic buildings.

Chapman University attracts high-achieving undergraduate and graduate students from across the United States and internationally. Its campuses are home to nearly 10,000 students representing 49 states, two territories, and 82 countries. The 11 schools and colleges of Chapman offer 65 bachelors, 53 master, and six doctoral programs, along with nearly 60 minors and 17 accelerated and bridge programs.

In addition to its schools and colleges, Chapman is home to several innovative independent centers and institutes focused on advancing research in a variety of disciplines, from economics and entrepreneurship to human rights and quantum studies.

Classes are taught by the more than 1,100 dedicated faculty members who are leaders in their fields, including Nobel Prize recipients, MacArthur Fellows, National Medal of Science honorees, former U.S. Supreme Court clerks, and Emmy, Grammy, and Academy Award winners. Despite its remarkable growth—nearly doubling its enrollment in the last decade—Chapman fulfills its promise of providing its students with innovative teaching and individualized attention. With a 13:1 student to faculty ratio, learners experience the personalized education for which Chapman is known. With extraordinary faculty and staff support, students are thriving at Chapman, with an average retention rate of 90%. Beyond its renowned faculty and academic excellence, students have opportunities outside of the classroom to participate in the more than 175 student organizations and 21 intercollegiate athletic teams that compete in NCAA Division III. With more than 55,000 alumni worldwide, there is always someone cheering for the success of Chapman students and alumni.

Chapman University has always been a place where potential translates to possibility, which ties to its mission to provide personalized education of distinction that leads to inquiring, ethical, and productive lives as global citizens. As an institution that began with inclusivity, a passion for teaching and learning, and forward-looking optimism at its core, Chapman continues to champion these goals today.

Chapman University is ranked in the top 15% of American colleges and universities. According to *The Princeton Review*, Chapman is an “extraordinary blend of liberal arts, science, and professional programs,” and one of the nation’s best institutions for undergraduate education. Chapman also has been identified as a top producer of Fulbright Scholars for three years running and was named one of the top fifty-two “Most Innovative” universities in the nation by *U.S. News & World Report*. Chapman’s Dodge College of Film and Media Arts was named fourth among top American film schools by *The Hollywood Reporter* for the past three years. *U.S. News & World Report* ranked many other schools and programs at Chapman within the top 100 in the nation, including Argyros School of Business and Economics, the School of Pharmacy, the M.S. in Communication Science Disorders, the M.M.S. in Physician Assistant Studies, and the Doctorate in Physical Therapy.

In 2019, Chapman achieved an important milestone with its elevation to R2 status, which recognizes High Research Activity, under the Carnegie Classification of Institutions of Higher Education. This designation acknowledges Chapman’s rigorous research, doctoral, and professional practice degree programs and places Chapman in a small cohort of research institutions that receive this recognition of their excellence as research-focused institutions. Indeed, only 10 percent of all U.S. universities achieve R2 designation.

Chapman’s academic excellence and momentum as an institution are supported by its healthy financial position, resulting from careful planning and the thoughtful stewardship of university assets. In fact, due to prudent financial management, Chapman avoided making any layoffs during its implementation of COVID-19 policies and preparedness measures, which included upgrades that cost approximately \$110 million to ensure a safe return to in-person instruction. Further, the university’s endowment exceeds \$600 million and has been amongst one of the fastest-growing university endowments in the country.

## FROM THE EXECUTIVE VICE PRESIDENT

*Chapman University is a special place. We talk a lot about the Chapman Family here, and our culture values a collaborative, mutually supportive, and personalized environment where students and colleagues thrive. Indeed, even at this mid-sized, private university, it is surprising to walk across campus and run into a colleague who you do not yet know. Chapman's tight-knit community draws a special kind of student, faculty, colleague, alum, employer, and supporter to engage with—and immerse themselves in—our dynamic university. We believe deeply in Chapman's mission and the transformational impact that our personalized education of distinction has on our students, the opportunities they have after graduating, and their contributions to the world.*

*Chapman has reached a pivotal time in its history. Founded in 1861, Chapman has experienced near-unprecedented growth during the last thirty years, evolving from a regional college with approximately 2,000 students to a nationally ranked, R-2 comprehensive research university of nearly 10,000 students. We recently adopted our new strategic plan, [Our Path to Greatness](#), an ambitious five-year plan that sets a course towards significantly elevating Chapman's academic excellence. The Chapman Family is excited about our new strategic plan, and our comprehensive campaign, [Inspire: The Campaign for Chapman University](#), will help fuel our success. In February 2023, we announced the public phase of the campaign, and as of December 2023, we are already more than \$368 million towards the \$500 million goal. We are well-positioned—in fact, confident—that we will meet our collective goals.*

*Our next Vice President for Marketing and Communication will have an exciting opportunity to lead a talented and dedicated team to reach new heights in our marketing, branding, and communications efforts. With the momentum we are experiencing and under your leadership, the SMC team is poised to elevate our storytelling, advance key institutional initiatives, and help Chapman actualize its strategic plan and successfully complete the comprehensive campaign. Just as importantly, you will have the opportunity to lead this team in continuing the success we have enjoyed, while innovating and designing a forward-looking strategy that will help fuel Chapman's future success. Chapman's Board of Trustees, President, and I are all resolutely committed to the success of the strategic plan, comprehensive campaign, and the university's future. As a senior leader at Chapman, you will work closely with the President, the Board, Senior Staff, Deans, and other campus partners to lead Chapman's marketing, communications, and branding efforts. As Executive Vice President and Chief Advancement Officer, I look forward to partnering with you to advance Chapman in dynamic and meaningful ways. In these regards—and in this critical role—you will have the immediate and engaged support of university leadership and a campus ecosystem that is ready for a seasoned leader to elevate Chapman in any number of ways. I hope that we will have the opportunity to discuss this impactful and exciting opportunity.*

—Matt Parlow, Executive Vice President and Chief Advancement Officer

## REPORTING RELATIONSHIPS

The Vice President for Marketing and Communications will report to the Executive Vice President and Chief Advancement Officer, Matt Parlow, and will serve as a member of the President's Cabinet/Senior Staff. The Vice President will oversee a team of approximately 35 staff including five direct reports, the Assistant Vice President, Marketing Strategy and Audience Engagement; Assistant Vice President, Communications and Brand Strategy; Assistant Vice President, Brand Identity and Visual Strategy; Director of Marketing Operations and Insights; and Executive Assistant.

## **CHAPMAN UNIVERSITY'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION**

Chapman University is deeply committed to enriching diversity and inclusion through on-going efforts to cultivate a welcoming campus climate for all members of the Chapman community. It strives to provide an inclusive academic curriculum, promote equity and access in recruitment and retention, and develop meaningful outreach programs and partnerships within a diverse local community.

The university values diversity and inclusion in the learning environment and believes it is vital to the fulfillment of its mission. An inclusive learning environment facilitates complex, critical, and creative thinking and differences in identities, values, beliefs, and perspectives are fundamental to a comprehensive education.

At Chapman the term diversity implies a respect for all and an understanding of individual differences including race, color, religion, sex, gender identity, gender expression, pregnancy, national origin, ancestry, citizenship status, age, marital status, physical disability, mental disability, medical condition, sexual orientation, military or veteran status, genetic information, and any other characteristic protected by applicable state or federal law, so that all members of the community are always treated with dignity and respect.

### **PRIMARY RESPONSIBILITIES**

#### **Leadership and Vision**

The Vice President for Marketing and Communications will

- set the vision for, design, and implement an overarching, data-driven marketing and communications plan that actively builds on the strengths of the current operation, aligns with the university's strategic priorities, and targets key audiences;
- lead a centralized marketing and communications team of approximately 35 professionals while ensuring strong collaboration with marketing and communications staff and liaisons within Chapman's 11 schools and colleges and various campus departments and offices;
- set priorities for SMC and manage resources accordingly, with a focus on supporting and enhancing enrollment strategies, philanthropic activity, and institutional reputation;
- ensure cohesive messaging and brand identity that extends across all media and communications platforms and vehicles, supports the needs of key constituencies, and advances the goals of the university;
- use quantitative and qualitative data to evaluate the success and effectiveness of marketing and communications initiatives and campaigns with target audiences on an ongoing basis;
- adjust strategies and tactics as necessary to meet long-term objectives, annual goals, and KPIs;
- provide reports and analysis to university leadership and the Board of Trustees; and
- evaluate and, as appropriate, make changes to improve marketing and communications processes, workflows, and organizational structure.

#### **Communications and Public Relations**

The Vice President for Marketing and Communications will

- serve as an advisor to university leadership on communications matters and messaging to internal and external constituencies;
- prepare or oversee the preparation of executive communications;
- act as chief spokesperson on behalf of the university;

- lead crisis management planning and establish and update crisis communications policies and procedures;
- identify situations affecting the health, safety, or reputation of the university or its community members that need an immediate media and public response;
- provide thoughtful, real-time crisis management, guidance, and support to university leadership;
- work with colleagues and key stakeholders to elevate and protect the university's reputation through crisis communications, positioning, and marketing campaigns; and
- prioritize the generation of positive media coverage of noteworthy developments including student/alumni successes, faculty research and accomplishments, philanthropic support, community engagement, and other initiatives and achievements.

### **Marketing Strategy and Branding**

The Vice President for Marketing and Communications will

- develop collaborative relationships with academic units, university offices, and other partners across campus to persuasively tell Chapman's story consistent with its branding strategy;
- understand academic units' and other offices' specific priorities, communicate how those integrate with the university's marketing and communications strategy and goals, and align expectations for how SMC can support those priorities, consistent with the university's strategic plan and institutional priorities;
- ensure SMC provides appropriate levels of support and service to campus partners within the schools, colleges, and university offices; when SMC cannot fulfill department requests, ensure collaboration with campus partners to identify appropriate solutions or alternatives;
- ensure effective structure, processes, and protocols are in place for optimal workflow management and success;
- seek feedback from campus partners and adjust SMC's approach and processes as appropriate;
- thoroughly evaluate current marketing and branding efforts across the university and the implementation of the new brand;
- ensure the development and implementation of effective branding, segmentation strategies, and customized digital marketing campaigns;
- actively ensure the university's marketing and communications strategies remain innovative and incorporate the technology and platforms used by its target audiences;
- provide leadership and partner with academic units and university offices to develop and implement strategies to engage and connect with traditionally underrepresented and underserved communities to support and enhance diversity within the university community; and
- periodically conduct market research and adjust strategies and tactics to account for insights gained from such research.

### **Management and Administration**

The Vice President for Marketing and Communications will

- oversee the recruitment, training, management, and retention of a talented, diverse team of marketing and communications professionals;
- ensure team members benefit from professional development opportunities;
- foster an environment that encourages collaboration, creativity, innovation, respect, and accountability;
- guide and empower team members through transparency, active communication, and clear direction, placing team members' work within the context of Chapman's priorities and goals;
- ensure compliance with accessibility standards and all pertinent laws, regulations, and university policies, including FERPA and CAN-SPAM Act, among others;

- oversee department budget and expenditures;
- allocate resources to support strategic priorities; and
- stay informed of industry trends and emerging media and empower team members to be nimble in incorporating new approaches as warranted.

## LEADERSHIP

### **Daniele C. Struppa, Ph.D.**

#### *President*

Inaugurated on September 1, 2016, Daniele C. Struppa, Ph.D. is Chapman University's thirteenth president. Previously, Dr. Struppa held the position of Chancellor at Chapman University for nine years. Dr. Struppa joined Chapman University in 2006 as Provost, responsible for creating and implementing academic priorities for the university and for the allocation of resources to support those priorities. In 2007, with the addition of further leadership responsibilities, he was appointed as Chapman's first Chancellor.

Dr. Struppa came to Chapman University from George Mason University, where he served as Director of the Center for the Applications of Mathematics, as Chair of the Department of Mathematical Sciences, and as Associate Dean for Graduate Studies. In 1997, he was selected Dean of George Mason's College of Arts and Sciences. Prior to his tenure at George Mason, Dr. Struppa held positions at the University of Milano (Milan, Italy), the Scuola Normale Superiore (Pisa, Italy), and the University of Calabria (Calabria, Italy).

Dr. Struppa earned his laurea in mathematics from the University of Milan, Italy in 1977, and received his doctorate in mathematics from the University of Maryland, College Park, in 1981. In recognition of his work, he has been awarded the Bartolozzi Prize from the Italian Mathematical Union (1981), and the Matsumae Medal from the Matsumae International Foundation of Tokyo (1987). Additionally, Dr. Struppa received the prestigious Cozzarelli Prize from the National Academy of Sciences for a paper he co-authored (2017).

Dr. Struppa is the author of more than 200 refereed publications, and he is the editor of several volumes. He has edited or co-authored more than ten books, including *Bicomplex Holomorphic Functions* (2015), *Regular Functions of a Quaternionic Variable* (2013), *Noncommutative Functional Calculus: Theory and Applications of Slice Hyperholomorphic Functions* (2011), *Analysis of Dirac Systems and Computational Algebra* (2004), *Fundamentals of Algebraic Microlocal Analysis* (1999), and *The Fundamental Principle for Systems of Convolution Equations* (1983). While serving as Chancellor, Dr. Struppa continued his scholarly research focusing on Fourier analysis and its applications to a variety of problems including the algebraic analysis of systems of differential equations, signal processing and pattern recognition. Some of his recent work applies these ideas and methods to problems ranging from denoising to bio-contaminant protection to proteomics of cancerous cells.

### **Matthew J. Parlow**

#### *Executive Vice President and Chief Advancement Officer*

#### *Parker S. Kennedy Chair in Law*

Matt Parlow is the Executive Vice President, Chief Advancement Officer, and Parker S. Kennedy Chair in Law at Chapman University. In this role, Parlow oversees an award-winning and diverse team who are responsible for development, strategic marketing, communications, career services, athletics, and the Hilbert Museum of California Art. Under Parlow's leadership, Chapman set a fundraising record with more than \$72 million raised during the 2022-23 academic year.

Prior to his current role, Parlow served as Dean and the Donald P. Kennedy Chair in Law of Chapman's Dale E. Fowler School of Law. As the law school's second longest-serving dean, Parlow brought the Fowler School of Law to financial stability while at the same time matriculating the strongest and most diverse classes in its history and achieving three consecutive years of record graduate employment. His fundraising also led to the establishment of several new professorships; created scholarship funds to increase access for students from underrepresented groups; and supported expansion of key curricular areas to spur innovation and student success.

Previously, Parlow was the Associate Dean for Academic Affairs and a Professor of Law at Marquette University Law School, where he taught Property, Land Use, and Professional Sports Law (with Major League Baseball Commissioner Emeritus Bud Selig). Prior to that, he served on the faculty at the Fowler School of Law from 2005 to 2008. Parlow was voted the Professor of the Year during his time at both Marquette Law School and the Fowler School of Law. Prior to his academic career, Parlow was an associate with the Los Angeles firm of Manatt, Phelps & Phillips, LLP and served as a law clerk for the Honorable Pamela Ann Rymer of the United States Court of Appeals for the Ninth Circuit. Parlow holds a J.D. from Yale Law School and a B.A., *magna cum laude*, in History from Loyola Marymount University.

Parlow also has served on the Board of Directors of several nonprofit organizations and has been appointed to a number of local and state government task forces. In addition, he serves as a consultant to professional sports leagues and teams, and advises local, state, and national officials on a variety of political, legal, and policy matters. Parlow has been a leader in the legal academy in serving as the Chair of both the State and Local Government Law and the Sports Law sections of the Association of American Law Schools and on accreditation teams for the American Bar Association. His scholarship has appeared in the *Colorado Law Review*, *Oklahoma Law Review*, and *Harvard Journal of Sports and Entertainment Law* among other journals.

### **PREFERRED COMPETENCIES AND QUALIFICATIONS**

Chapman University seeks a Vice President for Marketing and Communications with

- a commitment to the mission of Chapman University—to provide personalized education of distinction that leads to inquiring, ethical, and productive lives as global citizens;
- an ability to build upon an existing marketing and communications operation, evaluating its strengths, identifying opportunities for improvement, setting a vision for the future, and guiding teams through changes to structure and processes;
- management skills in establishing a team and goal-oriented environment that empowers staff, fosters professional development, and celebrates achievements
- a management approach that leads by example, brings out the best in team members, and yields pride, ownership, and a sense of team effort;
- an understanding of performance management;
- an ability to build relationships with a wide range of constituents from diverse backgrounds;
- a strong commitment and sensitivity to fostering inclusive working and learning environments;
- a comprehensive understanding of marketing, branding, and communications processes from creative conceptualization to implementation within large, complex organizations;
- success developing and implementing branding and marketing strategies to elevate institutional reputation, grow enrollment, and drive philanthropy;
- expert knowledge of traditional, digital, and emerging media;
- an understanding of how to leverage different platforms to support institutional goals and priorities;

- extensive experience in strategic communications, crisis planning and management, public relations, reputation management, and internal communications;
- experience working with media outlets and generating positive media coverage;
- significant experience advising executive leadership on a variety of communications matters and preparing executive communications;
- experience with data analytics and an aptitude for using data and metrics to guide decision-making and an ability to help teams embrace a data-driven approach;
- superb communication skills and an ability to address challenges with poise and diplomacy;
- excellent public speaking abilities and an ability to communicate effectively and persuasively to diverse groups of internal and external constituencies;
- substantial experience building relationships and collaborating with diverse stakeholders and campus partners, seeking their input, and serving as a resource and advisor to them;
- outstanding management, operational, and planning skills, including an ability to ensure multiple projects move forward simultaneously;
- impeccable judgment, integrity, diplomacy, and tact;
- experience creating operational efficiencies, managing budgets, and allocating resources to meet department objectives;
- an ability to understand and consistently ensure compliance with university policies and procedures, state and federal rules and regulations, as well as high ethical standards;
- experience working effectively with university leadership, deans, and other colleagues to achieve strategic marketing and communications goals; and
- the technical skill necessary to use Chapman's enterprise software and systems.

Chapman University will consider candidates with a broad range of backgrounds. A bachelor's degree or an equivalent combination of education and experience and at least ten years of experience leading a comprehensive marketing and communications operation in a complex, mission-driven organization that serves a variety of audiences, ideally in higher education is required.

### **SALARY AND BENEFITS**

The salary range for this position is \$275,000 to \$325,000 annually. Chapman University offers a comprehensive [package of benefits](#).

### **LOCATION**

This position is in Orange, California.

### **APPLICATION INSTRUCTIONS**

All applications must be accompanied by a cover letter and résumé. ***Cover letters should be responsive to the mission of Chapman University as well as the responsibilities and qualifications presented in the prospectus.*** Review of applications will begin immediately and will continue until the successful candidate has been selected.

To apply for this position, visit: [Vice President for Marketing and Communications, Chapman University](#).

To nominate a candidate, please contact Don Hasseltine, [donhasseltine@aspenleadershipgroup.com](mailto:donhasseltine@aspenleadershipgroup.com).

*All inquiries will be held in confidence.*