



Vice President for Communications

Strongly positioned within the top tier of the nation's best liberal arts colleges ([#36 on the 2019 U.S. News & World Report Best Colleges list](#)), Franklin & Marshall College (F&M) has become a force for transformative change not only in the lives of individual students and the College's student body, but also across the American higher education sector as the national model for the American Talent Initiative. F&M currently seeks an experienced communications professional to work with the newly installed President Barbara Altmann and other leaders within the community to develop a strategy that will advance the College on its clear, upward trajectory as a leading national liberal arts college.

THE FRANKLIN & MARSHALL MISSION

Franklin & Marshall College is a residential college dedicated to excellence in undergraduate liberal education. Its aims are to: inspire in young people of high promise and diverse backgrounds a genuine and enduring love for learning; to teach them to read, write and think critically; to instill in them the capacity for both independent and collaborative action; and to educate them to explore and understand the natural, social and cultural worlds in which they live. In so doing, the College seeks to foster in its students qualities of intellect, creativity and character, that they may live fulfilling lives and contribute meaningfully to their occupations, their communities and their world.

LANCASTER: A GREAT PLACE TO LIVE!

The campus is located in a residential neighborhood in Lancaster, PA—a vital, historic city in a county of over 500,000 residents, with easy access to Philadelphia, Baltimore, New York and Washington, D.C. Lancaster offers both a diverse, urban environment and lush, rolling farmland. Residents enjoy charming historic districts and historical landmarks, a vibrant arts and cultural scene and dining and shopping to suit every taste.

RECENT ACHIEVEMENTS

Over the past decade, Franklin & Marshall has bolstered its excellent national and international reputation by strengthening its value proposition for today's students. The College has enhanced its impressive academic program with a vibrant new approach to general education and with new interdisciplinary major programs such as Public Health. Building on the success of its student-centered College Houses, F&M has developed innovative approaches to promoting student success in and beyond college. For example, the College turned the traditional model for career

services on its head and created the [Office of Student and Post-Graduate Development](#), which works intensively with students from their first weeks on campus.

F&M has also achieved significant national visibility by embracing the American imperative to create college opportunity for talented students from all backgrounds. The College's [acclaimed "talent strategy."](#) also known as [The Next Generation Initiative](#), aims to draw exceptional, high-achieving students from the full American mosaic, while simultaneously enhancing the educational experience for all F&M students. These efforts have helped the College recruit a much deeper pool of academic talent, expand its national footprint in the South and West, and build partnerships with strong schools, networks and college access programs serving low-income communities across the country.

F&M has also dramatically heightened its national profile through active engagement with leading media outlets including the *New York Times*, the *Washington Post*, the *Wall Street Journal*, the *Philadelphia Inquirer*, *Newsweek*, *Forbes*, *The Hechinger Report*, *Politico*, NBC and NPR, among many others.

Through this combination of initiatives, the College in recent years has:

- Nearly tripled need-based financial aid provided to each first-year class, from \$5.8 million for the Class of 2012 to \$14.4 million for the Class of 2022. Our efforts have also inspired greater levels of philanthropy in support of financial aid. With this expansion of aid, F&M has held tuition increases below four percent and has reduced average student debt on graduation by almost 20 percent.
- Set new records for applications, averaging more than 6700 for the past three years, eclipsing the previous all-time high of roughly 5,600. This has enhanced F&M's selectivity significantly and has strengthened the academic depth of incoming classes, with average SAT scores continuing to rise.
- Increased the proportion of incoming students who are eligible for Pell Grants (many of whom are also first-generation college students), from 5 percent for the Class of 2012 to between 17% and 21% for each of the last eight incoming classes. These students are achieving the same average GPAs and retaining and graduating at the same rate as their cohorts as a whole.
- Expanded significantly the diversity of the student body, which enhances the educational experience for all students; the Class of 2022 includes 23 percent domestic students of color, up from 11 percent in the Class of 2012.
- Led the creation of the [American Talent Initiative \(ATI\)](#), funded by Bloomberg Philanthropies, that aims within a decade to increase by 50,000 the enrollment of lower- and moderate-income students at the country's 270 colleges and universities that consistently graduate at least 70 percent of their students. Starting with just 30 founding institutions, already the ATI has grown to roughly 100 [members](#), including all eight Ivy League institutions and many public flagships and selective national liberal arts colleges.

- Won significant grants from the Andrew W. Mellon Foundation to [create a Faculty Center](#) and [expand the diversity of F&M's faculty](#). Launched in 2013, the [Faculty Center](#) supports the professional development of all faculty in both teaching and scholarship, catalyzes pedagogical innovation and fosters community.
- Formed a partnership with Lancaster General Health to outsource student health and counseling services and build a state-of-the-art [student wellness center](#) on campus. This strategic move made it possible to renovate the former infirmary in the heart of the campus to become [Harwood Commons](#), home to the [Office of Student and Post-Graduate Development](#) and the [Ware Institute for Civic Engagement](#).
- Continued to develop its physical plant in accordance with its campus master plan in ways that support the College's strategic priorities. F&M has renovated almost all of its student residences and several important academic facilities, and it just opened a 2,500-seat [multi-purpose stadium](#)—the first structure on a parcel of contiguous land that used to house a railyard and abandoned factories. Over the next several decades, this now-remediated brownfield site will house the majority of F&M's athletic facilities, opening space on the core campus for new academic and other buildings. Last spring, the College demolished its aging studio art building on the southern end of campus and is now creating a new, interdisciplinary [Visual Arts Center](#) designed by renowned architect [Steven Holl](#).
- Stewarded its financial resources well, growing its endowment following the 2008 global economic downturn and transitioning its management to an outsourced CIO, [Hirtle Callaghan](#).
- Laid the foundation for a successful \$200 million+ fundraising campaign. F&M is now in the fourth year of the campaign's leadership phase, having raised more than \$128 million towards its goal and securing several signature gifts, including the [first eight-figure gift from an alumnus of the College](#) and the [largest-ever gift to endowed financial aid](#).

PRESIDENT

Barbara K. Altmann, Ph.D., began as president of Franklin & Marshall in August 2018. A scholar of French medieval language and literature, Dr. Altmann had served as the provost at Bucknell University since 2015. There, she played an instrumental role in securing major gifts for programs, capital facilities and endowed faculty positions to support all divisions at Bucknell.

President Altmann, a native of Canada, received her bachelor's degree with honors in romance languages at the University of Alberta. She earned her master's degree in French language and literature from the University of Toronto, and her doctorate in medieval French language and literature from the same university.

Prior to her arrival at Bucknell, Dr. Altmann served for more than 25 years at the University of Oregon. She was a professor of French, head of the Department of Romance Languages and director of the Oregon Humanities Center, before spending her last three years at the University as senior vice provost for academic affairs.

President Altmann has written or edited four books and written numerous articles, reviews and conference papers in her field of expertise. She has served as an elected delegate to the executive councils of the American Council of Learned Societies and the Modern Language Association.

VICE PRESIDENT FOR COMMUNICATIONS

Reporting directly to President Altmann, and overseeing a team of 15, the next Vice President for Communications at Franklin & Marshall will serve on the senior leadership team and work across all divisions of the College. S/he will be a valued participant in high-level strategy conversations, and will ensure that a communications perspective is considered for all important policy and strategy discussions and announcements. Among current initiatives, this fall, F&M is excited to launch the public phase of the most ambitious comprehensive campaign in the College's history, and the VP for Communications will continue to develop and implement the corresponding communications and marketing strategy.

The ideal candidate will be an innovative thinker who is able to identify fresh communications and marketing opportunities, with the goal of accelerating F&M's rise as a top national liberal arts college. S/he will work closely with all leaders of the College to help establish strategies that will effectively take their units to new heights, and provide the communications and marketing support they need to move major initiatives forward.

PRIMARY RESPONSIBILITIES AND KEY AREAS OF FOCUS

The next Vice President will be expected to:

- Partner across traditional boundaries with the President and senior leaders in Admissions, Advancement, the Provost's Office and Student Affairs to define and advance the College's collective strategic communications objectives and strategies, particularly those that are embedded in competitive contexts.
- Work directly and proactively with the President to position the College in competitive contexts and develop and disseminate through multiple means the President's key messages about the College's strengths, people, and priorities to multiple overlapping constituencies.
- Partner with the Vice President & Dean of Admission & Financial Aid, as well as other key leaders, to continue strengthening the communications and marketing strategy in support of student recruitment and enrollment.
- Partner with the President, Advancement leaders and Trustees to continue developing and executing integrated communications strategies for the current comprehensive campaign, which will transition to its public phase with exciting launch events on October 26 and 27.
- Ensure that a Communications perspective is considered for all important policy and strategy discussions and announcements, working always to create and capitalize on opportunities while minimizing risks to the institution's name and national reputation.

- Seize on F&M's positive momentum and aggressively seek out fresh communications and marketing opportunities to extend and accelerate its rise as a leading national liberal arts college.
- Enhance ongoing relationships with key leadership to ensure the Office of Communications is appropriately responsive to their needs and concerns; meet regularly with chairs, faculty, and professional staff throughout the College to receive comments and suggestions, respond to requests, identify appropriate/available resources, and emphasize Communications' key role within the campus community.
- Bring the collective and focused talents/energies of the Communications team to the work of advancing the strategic priorities of the College.
- Identify professional development opportunities for the Communications staff individually and collectively, and encourage pursuit of those opportunities.
- Partner with the President, the Provost, the Vice President and Dean of Student Affairs and the faculty to create messaging that supports the week-to-week intellectual life and student experience of the campus.
- Lead development of all College publications and the College website, assuring publications provide a consistent message aligned with College objectives.
- Develop and execute proactive and reactive media strategies and relationships. Ensure effective communications and media relations associated with major events. Serve as a chief spokesperson and media relations officer for the College, ensuring proactive and responsive staff work with media.
- Function as an essential member of the College's crisis management team.

QUALIFICATIONS AND QUALITIES

The next Vice President will be someone who possesses:

- The ability to develop a comprehensive communications and marketing strategy to support a capital campaign through collaboration with the Advancement team and other community leaders.
- An appreciation for the power and value of liberal arts learning and scholarship, a determination to enhance the lives of individuals and society through education, and a belief in the talent, promise and value of the next generation of leaders;
- The capacity to be a strategic doer, someone with demonstrated market research and strategic planning abilities, combined with the ability to act creatively and opportunistically to put strategy in action;

- Hands-on, hard-working, proactive, results-oriented leadership, someone who leads by action, example and impact; has the outstanding ability to influence and motivate others; recruits outstanding colleagues and empowers them to get results; and is energized by achievement;
- A positive, results-oriented, competitive desire to work intensively to advance all College goals and priorities, and build community;
- Demonstrated experience in and a calm, strategic approach to crisis communications, including the ability to serve as an effective spokesperson for the institution in challenging circumstances;
- Organizational skills that engage stakeholders, build community, manage process, produce results, evaluate outcomes, and create a culture of continuous improvement;
- Precision and facility with language as well as the excellent judgment needed for effective high-stakes communications;
- Exceptionally strong writing, editing and public speaking skills;
- The ability to create effective targeted messaging in the context of a culture of overlapping constituencies, with an emphasis on:
 - Expressing and enhancing the holistic educational experience of Franklin & Marshall students and the intellectual life of the faculty and campus;
 - Engaging and inspiring prospective students and those who influence them;
 - Involving alumni, faculty, professional staff, Trustees, students and the wider community in the mission of the College and its competitive priorities; and,
 - Understanding and using the larger societal trends, debates and issues that influence stakeholder perceptions.
- The ability to provide daily advice to the President and hands-on oversight of all communications functions and products of the President, including speeches, articles, op-eds, letters, events, websites, and social media;
- The ability to create and lead teams that will structure and leverage key college events to ensure high-impact messaging;
- Creativity in using the College's web presence, electronic communications, and social media to engage stakeholders, build awareness of the College, recruit students, involve alumni and enhance the experience of current students;
- Demonstrated leadership in working under pressure as part of a team to implement effective time-sensitive emergency or crisis communications;

- The ability to participate in development of strategies for high-impact government relations and community engagement;
- The ability to work collaboratively within a diverse community with multiple constituencies, to build cooperation and consensus; and,
- Experience developing and monitoring budgets.

Strong candidates will have a Bachelor's degree, and a minimum of ten years of progressively responsible experience in communications, electronic/social media, marketing, external relations or public relations is strongly preferred. An ability to work collaboratively within a diverse community with multiple constituencies and to build cooperation and consensus is essential.

For best consideration, please send all nominations and applications to:

Shelly Weiss Storbeck, Managing Partner
Ethan Dubow, Senior Associate
Storbeck / Pimentel & Associates, LP
FandMVPComm@storbecksearch.com

Franklin & Marshall College is committed to having an inclusive campus community where all members are treated with dignity and respect. As an Equal Opportunity Employer, the College does not discriminate in its hiring or employment practices on the basis of gender/gender-identity, sex, race or ethnicity, color, national origin, religion, age, disability, veteran's status, genetic information, family or marital status, sexual orientation, or any other protected class.

Individuals who need an accommodation due to a disability in order to submit an application or attend an employment interview should contact Human Resources at [\(717\) 358-3995](tel:7173583995).

Franklin & Marshall is proud to offer a smoke-free work environment.