



VICE PRESIDENT FOR MARKETING AND COMMUNICATIONS
COLLEGE PARK, MARYLAND

THE SEARCH

The University of Maryland seeks a strategic, collaborative, and innovative executive as its next vice president for marketing and communications. This is an exceptional opportunity to join an extraordinary institution as a visionary leader responsible for continuing to elevate its reputation as one of the nation's preeminent public research universities.

Founded in 1856, the [University of Maryland](#) (UMD) is the flagship institution of the University System of Maryland. A global leader in research, entrepreneurship, and innovation, the university is home to more than 40,700 students, 14,000 faculty and staff, and nearly 400,000 alumni all dedicated to moving [Fearlessly Forward](#). In addition to a commitment to support and advance its educational and research mission, the university's aspirations include unity, respect, security and safety, inclusivity and accountability, and openness to growth. A member of the Association of American Universities, UMD's 12 schools and colleges offer over 300 degree-granting programs, including over 100 undergraduate majors and more than 230 graduate programs. It is also a member of the Big Ten Conference.

Reporting to President Darryll J. Pines and serving as a key member of his cabinet, the vice president for marketing and communications (VPMC) will play a critical role in helping UMD to frame and convey its position as a national powerhouse in research, academics, the arts, and athletics; its commitment to embracing diversity in its campus community of over 50,000 individuals; and its work tackling the grand challenges of our time as well as its contributions to local, national, and international communities. This is an excellent opportunity for a dynamic and accomplished communications and marketing professional to partner with the senior administration of a major research university and work with key stakeholders to build on UMD's existing strengths and success, further elevating the university's reputation and support for its mission. To that end, the VPMC will develop and implement a comprehensive marketing and communications strategy that clearly defines university-wide priorities and messages and, simultaneously, will influence communications and marketing efforts across the university through collaboration and partnership. This work will result in a strategic platform that unifies messaging and branding for UMD, supports and furthers the goals of the entire university and its individual units, and engages constituencies both on and off campus.

The successful candidate will have a clear record of accomplishments as an innovative and collaborative leader in a large, mission-driven organization—ideally, a complex university setting—with substantial experience developing and implementing multifaceted communications and marketing efforts that position and elevate the awareness and understanding of an institution with multiple audiences –

internally, externally, and with a variety of politically and culturally diverse communities and stakeholders. This person will possess exceptional diplomacy, judgment, and integrity; a full understanding of the marketing, branding, and communications process from creative conceptualization to implementation; expert knowledge of traditional, digital, video, and emerging media; experience and savvy in crisis communications and issues management; and demonstrated success fostering an inclusive team culture and building an efficient, cohesive, and collaborative team. The VPMC must be able to articulate a vision for communications, marketing, and branding that advances UMD's reputation with all of its diverse audiences and inspires internal communications partners across the organization. Equally important are a collaborative, collegial orientation and the flexibility to navigate a large and complex university community. A bachelor's degree and at least 12 years of demonstrated senior leadership are required.

The University of Maryland has retained Isaacson, Miller to assist in this important recruitment. Please direct all inquiries and applications as indicated at the end of this document.

UNIVERSITY OF MARYLAND, COLLEGE PARK

The University of Maryland traces its history to 1856, when the General Assembly chartered a state agricultural school. The Maryland Agricultural College was established on ancestral land of the Piscataway tribe, which it purchased from a slaveholding farmer and agricultural education advocate, and three years later opened with 34 students.

It eventually grew to encompass new disciplines in engineering, science, and the liberal arts, welcomed trailblazing women and people of color, survived the Great Fire of 1912, re-emerged as a public college, and boomed following World War II. Today, the university is a national powerhouse in research, academics, the arts, and athletics; committed to embracing diversity in its campus community students, faculty, and staff; and tackling the grand challenges of our time.

A global leader in research, entrepreneurship, and innovation, UMD's academic strength spans virtually all major disciplines. In 2024, *US News & World Report* ranked UMD 46th out of all national universities and 19th in public universities. The university is home to more than 14,000 faculty and staff and roughly 41,000 students, undergraduate and graduate, who participate in over 100 baccalaureate programs and more than 230 graduate programs within its colleges, schools, and units including:

- [College of Agriculture & Natural Resources](#)
- [School of Architecture, Planning & Preservation](#)
- [College of Arts & Humanities](#)
- [College of Behavioral & Social Sciences](#)
- [Robert H. Smith School of Business](#)
- [College of Computer, Mathematical & Natural Sciences](#)
- [College of Education](#)
- [A. James Clark School of Engineering](#)
- [The Graduate School](#)
- [Philip Merrill College of Journalism](#)
- [College of Information Studies](#)
- [School of Public Health](#)
- [School of Public Policy](#)
- [Undergraduate Studies](#)

UMD is one of the world's premier [research institutions](#) and conducts groundbreaking research on some of the biggest challenges facing the global community, including cybersecurity and terrorism, AI, bioengineering, public health equity, food safety, and climate change. In Fiscal Year 2023, UMD received a total of \$834 million in awards for research and other sponsored activities, an increase of 23% and its highest total ever. In Fiscal Year 2022, UMD had \$1.2 billion in combined research expenditures, and it is ranked 19th among higher education institutions by the National Science Foundation. UMD faculty have included four Nobel Laureates and several winners of the National Medal of Science.

Home of the Terrapins, UMD has one of the nation's most recognizable and successful athletics programs. More than 550 student-athletes compete each year in 20 intercollegiate sports—12 for women and eight for men. Since 2005 alone, Maryland has won 19 national championships, including NCAA titles in women's basketball, men's soccer, men's lacrosse, women's lacrosse, and field hockey. Since joining the Big Ten Conference in 2014, UMD has won a combined 32 regular season and tournament championships.

Fearlessly Forward Strategic Plan

In Spring 2022, UMD [published](#) *Fearlessly Forward In Pursuit of Excellence and Impact for the Public Good: The University of Maryland Strategic Plan*. The plan has four strategic commitments to carry the university through 2030:

- [Reimagine Learning](#),
- [Take On Humanity's Grand Challenges](#),
- [Investment in People and Communities](#), and
- [Partner to Advance the Public Good](#)

The plan goals and milestones are reviewed annually across the university from the Office of the President to college and unit leadership to the university senate. Key accomplishments include creating an [Office of Undergraduate Research](#); committing to carbon neutrality by 2025 and building a fully fossil-free power plant by 2035; the [Terrapin Commitment](#) for need-based financial aid; and targeted investment in the [local](#) and [state](#) communities.

For Fiscal Year 2024, the University of Maryland's [operating budget](#) was \$2.77 billion; state appropriations and tuition and fees each contributed 28 percent to that total. UMD completed the \$1.5 billion [Fearless Ideas](#) campaign in November 2021. As of June 2022, the University of Maryland's endowment was valued at \$997 million.

Additional information about the University of Maryland may be found [here](#).

LEADERSHIP

President Darryll J. Pines

Darryll J. Pines was appointed president of the University of Maryland on July 1, 2020. He serves concurrently as the Glenn L. Martin Professor of Aerospace Engineering.

Formerly the Nariman Farvardin Professor of Engineering and dean of UMD's A. James Clark School of Engineering, where he has been on the faculty since 1995, Pines amassed a record of academic leadership and research accomplishments that have dramatically elevated the school's rankings and stature nationally and internationally. In 2019, he was elected to the National Academy of Engineering for his "inspirational leadership and contributions to engineering education."

As dean for 11 years, Pines instituted sweeping changes to improve the student experience, including revamping teaching in fundamental undergraduate courses; encouraging participation in national and international student competitions; emphasizing sustainability engineering and service learning; and expanding innovation and entrepreneurship activities.

Before his promotion to dean, Pines led UMD's Department of Aerospace Engineering for four years, taking a leave of absence from 2003 to 2006 to serve as a program manager for the Tactical Technology Office and Defense Sciences Office at the Defense Advanced Research Projects Agency (DARPA). He also held positions at the Lawrence Livermore National Laboratory (LLNL), Chevron Corporation, and Space Tethers.

In recognition of his contributions to the field, Pines was named a fellow of the American Institute of Aeronautics and Astronautics, American Society of Mechanical Engineers, and Institute of Physics. He chairs the Engineering Advisory Committee for NSF's Engineering Directorate and sits on the Board of Trustees for Underwriters Laboratory's not-for-profit arm. Pines received a B.S. in mechanical engineering from the University of California, Berkeley. He earned M.S. and Ph.D. degrees in mechanical engineering from the Massachusetts Institute of Technology.

More information about Dr. Pines and the Office of the President may be found [here](#).

Board of Regents and Board of Trustees

The University of Maryland benefits from the leadership and guidance of two separate boards. The [Board of Regents](#) for the University of Maryland System consists of 21 members who govern the entire system including UMD. Regents are appointed to five-year terms by the governor, president of the senate, and the speaker of the house. The [University of Maryland College Park Foundation Board of Trustees](#) is composed of dedicated and influential volunteers who govern the investment and distribution of private funds, serve as advocates, assist and advise the university's president, and help increase the level of

philanthropic support for the university. There are 13 individuals on the executive committee and another 52 on the wider board.

VICE PRESIDENT FOR MARKETING AND COMMUNICATIONS

The vice president of marketing and communications (VPMC) is charged with creating the vision for and leading the implementation of a proactive, innovative, and comprehensive marketing, communications, and branding strategy that highlights the UMD's academic strengths and research as well as its commitment to student success, creating an inclusive environment, and pursuing excellence. To this end, the VPMC will provide leadership and oversight of the [office of marketing and communications](#) and its four units (university communications and editorial strategies, creative strategies, university marketing, and web services), over 50 staff members, and a \$9.9 million budget. This individual will work closely with senior leadership across UMD to set priorities and devise communications and marketing strategies for university-wide objectives as well as direct a comprehensive branding initiative. The VPMC also will work closely with unit-based teams to create a communications and marketing platform that serves the needs of the overarching university and the specific colleges, schools, programs, and units.

The VPMC will also partner with the Communications Leadership Council (CLC), a group of roughly 40 unit-based senior communications and marketing professionals, to help create and define holistic marketing, communications, and branding strategies that serve the needs of the overarching university and respect the significant and varying needs of specific colleges, divisions, and units.

Following are the responsibilities and duties of the vice president for marketing and communications:

- Conceive and implement an overarching strategic communications and marketing plan that is innovative, progressive, and proactive, resulting in cohesive messaging and a brand identity that extends across all media and vehicles in ways that appropriately support and reflect the goals and objectives of the university.
- Serve as senior counselor to the president, provost, and other university leaders on all communication matters and messaging, internal and external, as well as governmental issues and actions that impact the university.
- Provide leadership in crisis and issues management planning, including establishing crisis communications policies and procedures. Provide real-time crisis management, counsel, and support to university leadership along with the university's chief communications officer.
- Advise deans and other senior university leaders in their efforts to translate and communicate academic, research, and service accomplishments to the university community and external audiences.
- Partner with academic units as well the offices of the senior vice president and provost, advancement, athletics, enrollment, student life, and government affairs to support their strategic

initiatives and ensure alignment with enrollment marketing, student recruitment and success, as well as donor and alumni support and engagement.

- Intentionally work with colleagues to develop marketing, communication, and engagement strategies that reach out to and connect with traditionally underrepresented and underserved communities to support and enhance diversity in UMD's community.
- Build and manage an outstanding strategic marketing and communications program that incorporates all traditional and digital channels and media, and that can be considered best-in-class compared to its peers across higher education.
- Utilize data captured from CRM and other systems to evaluate the effectiveness and success of communications vehicles with different internal and external audiences on an ongoing basis.
- Establish a digital ecosystem that reflects the university's brand, creates a cohesive strategy across platforms, while also recognizing the breadth and diverging needs of campus units, and emphasizes compliance with accessibility and user experience standards.
- Work with staff and key stakeholders to proactively reinforce and protect the university's reputation; anticipate and mitigate potentially negative and high-profile issues or crises that may impact UMD.
- Convene, support, and inspire collaboration and coordination among decentralized communication professionals across UMD, including CLC members. Build strong, collaborative, and collegial relationships with all unit-based communications and marketing teams, understanding their specific priorities and how those integrate with the university's brand, strategic communications, and goals. Provide appropriate levels of support and service to those individuals and teams.
- Ensure that the office of marketing and communications is a collaborative, responsive partner that can address both opportunities and concerns from diverse stakeholders, and that staff are sought out as respected thought leaders. Foster excellence with respect to client collaboration and partnership, customer service, and problem-solving.
- Thoroughly evaluate current marketing and branding efforts across the university. Strategically invest time and resources in market research, competitive landscape analysis, brand and marketing refinement, and creative execution. Working with direct reports and other key stakeholders, assess how best to leverage internal resources, external counsel, agencies, and services.
- Maintain and refine an organizational structure that will increase integration and cohesion across the office of marketing and communications. Set clear direction and priorities for professional and administrative staff alike. Continually assess staff strengths; recruit and retain a high-quality, diverse communications and marketing team.
- Maintain and promote a diverse and equitable workplace environment. Similarly, promote a professional workplace culture of mutual respect and collegiality for all members of the institution.
- Inspire and motivate staff through transparency and direction, placing staff members' work within the context of UMD's strategic priorities and goals. Provide professional development opportunities as appropriate and encourage staff to set and reach personal growth targets.

- Have a leadership style that is open and empowers staff through active communication, delegation, and accountability. Manage expectations and resources to ensure that overall marketing goals and activities are challenging and realistic.
- Foster an environment that rewards new ideas, creativity, and risk taking; builds confidence; and encourages teamwork and collaboration within the office and across the university. Celebrate achievements and set clear expectations for future success.

The vice president will bring many of the following professional qualities and experiences:

- At least 12 years of experience leading, envisioning, and implementing a strategic communications, marketing, and branding program that was successfully leveraged across an enterprise with multiple constituencies and a wide variety of audiences, ideally in public higher education.
- A record of success as an innovative and collaborative leader in a large, complex, mission-driven organization with numerous and distributed stakeholders, shared decision making, and often rapidly shifting priorities.
- Advanced knowledge of the strategies and industry best practices for all aspects of communications, marketing, positioning, and messaging, including sophisticated and creative use of brand content, social media, analytics, and other forms of digital communications.
- Substantial experience evaluating the strengths of existing communications and marketing programs and identifying opportunities for improvement. An aptitude for using data and metrics in decision making and evaluating the success of programs and campaigns.
- Broad experience in strategic communications, crisis and issues management, communications planning, media relations, public relations, perception management, and internal communications.
- Proven effectiveness in engaging and working directly with local, national, and international media on background and on the record.
- Experience in institutions that are subject to political and public scrutiny, whether legislative or regulatory.
- The ability to intuit the implicit dimensions of messages and messaging. Exceptional diplomacy, discretion, and judgment.
- Engaging and persuasive in written and oral communications, clearly able to serve as a professional and trusted representative of the university.
- Collaborative and collegial orientation, eager and skillful in engaging diverse stakeholders and building strong professional relationships. Demonstrated experience serving as a resource to others and obtaining their input, thereby being able to synthesize many ideas and produce work products that address a variety of goals and objectives.

- Experience managing and inspiring teams in a complex organization, leading by influence and unifying the work of communications and marketing professionals across the enterprise. The ability to encourage change and growth in people and programs. Persuasive, persistent, and determined.
- A strong commitment to personal and professional development and the ability to build, lead, mentor, motivate, and retain high-performing, diverse professional teams to create a robust and collaborative communications and marketing ecosystem.
- Outstanding management, operational, and planning skills, including the ability to handle multiple projects simultaneously in a decentralized environment.
- High degree of integrity, character, and emotional maturity, demonstrating respect for individuals at every level of an organization; humility, a sense of humor, and life balance.
- Sharp eye for operational efficiency and optimal use of resources; understanding of budgets and cash flows as well as proven success managing them.
- An understanding of the land grant, research Tier One university environment.
- A deep appreciation and passion for the mission, values, and culture of the University of Maryland.
- Bachelor's degree is required.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search, which can be found [here](#). Electronic submission of materials is strongly encouraged.

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