

Leadership Profile



ASSOCIATE VICE PRESIDENT OF STRATEGIC AND INTEGRATED COMMUNICATIONS

This leadership profile is intended to provide information and assist individuals in assessing their interest in Chapman University and the position of Associate Vice President of Strategic and Integrated Communications.



Associate Vice President of Strategic and Integrated Communications

STRATEGIC MARKETING AND COMMUNICATIONS, CHAPMAN UNIVERSITY

Chapman University, a nationally ranked, mid-sized, student-centered private research institution with campuses in Orange and Irvine, California, seeks an experienced, collaborative, and forward-thinking strategic leader to serve as the Associate Vice President of Strategic and Integrated Communications.

Located in beautiful Orange County in Southern California, Chapman University is known for its commitment to excellence through innovative teaching and research, as well as its distinctive approach to personalized education. The institution has experienced unprecedented growth during the last 30 years, evolving from a regional college with approximately 2,000 students to a nationally ranked, R2 comprehensive research university of nearly 10,000 students.

Reporting directly to the Senior Vice President of Marketing and Public Affairs, the Associate Vice President of Strategic and Integrated Communications (AVP) will manage the university's strategic and operational communications strategies and optimize its operations. The Associate Vice President provides executive counsel to senior leaders across the university and, on occasion, will act as the chief spokesperson for the university.





As the university's most senior communications officer, the AVP will envision a comprehensive approach to integrated and strategic communications, media and constituent relations, advancing operational excellence, and serving as an advocate and champion of the [Office of Strategic Marketing and Communications](#) (SMC). The AVP will oversee a communications team of five staff and will serve as a member of the SMC leadership team.

The role will support the SVP in promoting a unit of high-performing professionals through best practices in management, strategic planning, and staffing. The role will lead directors and staff through operations and business processes to develop a culture of continuous improvement and excellence.

The AVP will regularly assess and benchmark the department's structure, capacity, and resources to ensure alignment with institutional priorities and strategic objectives. As an exceptional communicator and impactful presenter with a range of audiences, the AVP will have demonstrable experience leveraging paid, earned, owned, and shared media campaigns with transformative impact across internal and external audiences.

A primary responsibility of the role is protecting the university's reputation through issues management, crisis communications, and strategic initiatives. The

AVP will maintain the living plan for these activities while mentoring senior, mid-career, and junior staff to ensure sufficient business continuity of crisis response. The role will work closely with university partners, including general counsel, public safety, risk management, and functional leads across the university. The AVP will champion a results-oriented culture grounded in data and accountability. This leader will encourage thoughtful innovation, support calculated risk-taking, and possess the judgment to adapt strategies when outcomes fall short of expectations. The successful candidate will foster an environment that embraces creativity, continuous learning, and bold thinking.

Most importantly, the AVP must be a highly collaborative and relationship-oriented leader. Chapman's culture is deeply rooted in partnership and mutual respect. Individuals who approach their work with humility, positive intent, and a commitment to teamwork will thrive in this environment.

This position is located on Chapman's [Orange campus](#). The AVP is expected to be on campus every weekday and available after hours in times of issues and crisis or strategic importance.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this document.





About Chapman

Founded in 1861, Chapman combines the resources of a growing research institution with the scale of a mid-sized, student-centered university. Chapman University enrolls approximately 9,700 students, including about 7,700 undergraduates and 2,000 graduate students. The university's picturesque Orange campus is located steps from restaurants, coffee shops, and boutiques; just 15 miles from the beach; and 30 miles from Los Angeles' business and cultural hubs. The Rinker Health Science campus in nearby Irvine is home to the university's health science graduate programs and is strategically located in a hub of pharmaceutical and medical device industry.

Supported by an endowment that just exceeded \$1 billion – one of the fastest-growing in the country and two-thirds of which supports student scholarships – Chapman continues to fulfill its mission of providing personalized education of distinction that prepares students for inquiring, ethical, and productive lives as global citizens.

The university offers a broad portfolio of undergraduate, master's, and doctoral degree programs across the arts, business, education, health sciences, and humanities. Chapman is categorized by the Carnegie Classification as an R2 "high research activity" institution. With a focus on experiential learning, Chapman prioritizes hands-on experience for students, who learn directly from distinguished, world-renowned faculty, including Nobel Prize winners, National Medal of Science awardees, and Academy Award winners. The university has produced a Rhodes Scholar and been named a top producer of Fulbright Scholars. It hosts a chapter of Phi Beta Kappa, the nation's oldest and most prestigious honor society. The university also has the support of its global alumni network of nearly 60,000. The university's momentum is reflected in its rise in the national rankings, recently achieving its best-ever ranking in *U.S. News & World Report*, rising nearly 10% year over year.





About Chapman

Chapman's students enjoy learning in a close-knit, student-focused community, where faculty and staff members know students by name, and the community is often referred to as the Chapman Family. Chapman's academic and co-curricular experiences are intentionally connected and support this vibrant community of scholarship, leadership, and student involvement.

Residential life plays a central role in the undergraduate experience, as living on campus is required for three years. Students on both campuses also benefit from Chapman's many small, discussion-based classes, which foster a collaborative academic environment and enduring faculty connections. A 12:1 student-to-faculty ratio supports close faculty engagement and personalized learning within this extraordinarily welcoming community. Students are supported by state-of-the-art facilities, including the Keck Center for Science and Engineering and the Rinker Health Science Campus, which features advanced labs and research spaces. Chapman students participate in more than 200 student organizations and 23 NCAA Division III athletic teams.

Learn more about Chapman's recent [State of the University Address](#) and visit chapman.edu to explore the university, its history, and culture.



About the Office of Strategic Marketing and Communications

Chapman's Strategic Marketing and Communications (SMC) is a full-service marketing and communications strategic consultancy with responsibility for advancing and promoting the university's reputation. With functional areas spanning digital marketing and web strategy, content strategy and storytelling, public relations and social media, executive and internal communications, creative and brand, multimedia production, and much more, SMC contributes to the university's strategic positioning and enrollment marketing and development marketing efforts. The team is composed of nearly 30 members.



Leadership



Matt Parlow has served as Chapman University's 14th president since September 2, 2025, and holds the Donald Bren Presidential Chair in Law. Over his more than 12 years at Chapman, Matt has played a pivotal role in propelling the institution toward national prominence as both an administrator and a scholar. As Executive Vice President and Chief Advancement Officer (EVP/CAO), and Parker S. Kennedy Chair in Law, he drove transformational growth while leading the historic fundraising initiative *Inspire: The Campaign for*

Chapman University. This campaign seeks to raise \$500 million by 2028 and grow the university's endowment to \$2 billion by 2037. Under his leadership, Chapman surpassed \$400 million – well ahead of schedule – providing resources that strengthen academic excellence, support student success, and deepen community engagement.

An innovative leader with a strong sense of community, Matt brings an ambitious vision for Chapman's future. Under his direction, the university is poised to reach new academic heights by fostering expansive interdisciplinary collaborations that push the boundaries of knowledge and innovation, while preparing students for success in a rapidly evolving workforce.

Deeply committed to the student experience, he will promote robust engagement between students, faculty, and the broader community, ensuring Chapman continues to provide the distinctive, hands-on learning opportunities that set the university apart. As the need for

civil discourse grows nationwide, Matt is also dedicated to making Chapman a place where challenging conversations are embraced and free expression is protected. This commitment to free speech, academic excellence, and community is emblematic of Matt's strong belief in the power of education as a force for good.

Before serving as EVP/CAO, Matt was the Dean and Donald P. Kennedy Chair in Law at the Dale E. Fowler School of Law. As the school's second-longest-serving dean, he achieved financial stability, welcomed some of the strongest incoming classes in its history, and oversaw three consecutive years of record graduate employment. His leadership elevated the school's *U.S. News & World Report* ranking by more than 20 spots, while his fundraising established new professorships and expanded key curricular areas that foster innovation and student achievement.

Matt's career in higher education also includes serving as Associate Dean for Academic Affairs and 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). He also taught in Chapman's Fowler School of Law from 2005 to 2008 and has twice been recognized as Professor of the Year, at Chapman and at Marquette.

Prior to his academic career, Matt 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. Matt holds a J.D. from Yale Law School and a B.A. *magna cum laude* in History from Loyola Marymount University.



Leadership



A seasoned higher education leader with a background in administration, fundraising, and the law, **Amy Rogan-Mehta** is an Executive Vice President and the Chief of Staff at Chapman University. In her role, Amy serves as a chief adviser to the President and oversees a broad portfolio of units that contribute to Chapman's strategic direction, operations, student experience, and external visibility. These areas include Athletics, Career and Professional Development, Enrollment Management, Enterprise Risk and Safety, the Hilbert Museum of California Art, Human Resources,

Information Systems & Technology, Institutional Compliance and Internal Audit, Marketing and Public Affairs, and Student Affairs.

In addition, Amy facilitates collaboration and alignment across Chapman's schools and departments to achieve institutional vision and goals; helps to lead board relations with the Board of Trustees, Board of Governors, and the President's Cabinet; and serves as a liaison to various committees of the Board of Trustees. She also led the presidential transition and chaired the Presidential Transition Advisory Committee.

Throughout her career, Amy has led her teams to unprecedented success. As Senior Vice President of University Advancement at Chapman, she helped the division reach new heights, including recruiting a record number of employers to interview Chapman students for jobs in back-to-back years, engaging a record number of alumni with Chapman, and consistently closing each year under budget. In addition, Amy played an instrumental role in Chapman's raising more than \$400 million toward its \$500 million comprehensive campaign goal.

Before joining University Advancement, Amy served as Associate Dean for Administration at Chapman's Dale E. Fowler School of Law, where she supervised the entire administration, including the areas of career services, operations, admissions, marketing, events, and student affairs. During her time there, the Fowler School of Law matriculated the strongest classes in the history of the school, while also setting back-to-back records in graduate employment. In addition, Amy led efforts to build a culture of engagement and volunteerism—especially through the creation of the Center for Student Engagement—and adopted best practices for recruiting talented staff and administrators.

Prior to joining Chapman, Amy served as Associate Dean for Student Development at Marquette University Law School. Amy is a licensed attorney and previously practiced at the Milwaukee firm of Reinhart Boerner Van Deuren s.c. Earlier in her career, Amy worked as a social worker and therapist in a variety of health care and social service organizations. She has remained an advocate for those experiencing mental illness, serving on the board of directors of health care and community mental health organizations.

Amy holds a Bachelor of Science in social work, *cum laude*, from Saint Catherine University, a Master of Science in social work from Columbia University, and a JD from Marquette University Law School, where she graduated first in her class.



Leadership



Marie Williams serves as Senior Vice President of Marketing and Public Affairs at Chapman. She was appointed in June 2024, bringing to the role more than 25 years' experience as a strategic communications and marketing leader and higher education administrator. At Chapman, Marie is responsible for leading a portfolio that includes Strategic Marketing and Communications, the Office of Community Relations, and Information Systems and Technology.

Previously, Marie was vice chancellor for Marketing and Communications at the University of Colorado Denver, where she led the team responsible for branding, media relations, digital marketing, social media, web development, creative services, and internal communications. Under her leadership, the university increased its brand awareness, improved its reputation and enhanced its engagement with key stakeholders.

Marie also served as vice president of Marketing and Communications at Saint Joseph's University, where she led the institution's marketing, branding and communications strategy and the division's multi-million-dollar annual budget.

Prior to Saint Joseph's, she was senior vice president at Edelman communications and marketing firm, where she led a practice area in Edelman NY's Public Affairs group, which saw significant growth under her leadership and attracted a diverse multi-million-dollar client portfolio, including clients such as Yale, Columbia, New York University and University of Virginia, as well as non-profit organizations such as PBS and United Way.

Marie holds a bachelor's degree in communication from the University of Pennsylvania. She is a member of the American Marketing Association and the Public Relations Society of America.





Role of the Associate Vice President of Strategic and Integrated Communications

The Associate Vice President of Strategic and Integrated Communications serves as the university's chief communications officer and a key member of the Strategic Marketing and Communications leadership team. As a trusted advisor to senior leaders, the AVP will provide mature leadership, sound judgment, and executive presence while helping to advance institutional priorities through strategic communications and engagement. The successful candidate will be an exceptional relationship builder who can foster collaboration and consensus across a complex organization while also establishing clear boundaries, making difficult decisions, and maintaining focus on the initiatives most critical to the university's success.

The AVP will model thoughtful prioritization and balance for the division, ensuring resources and attention are aligned with Chapman's

strategic goals and mission. Equally important, the AVP will embrace Chapman's highly collaborative and relationship-driven culture while maintaining an enterprise-wide perspective, making decisions in the best interests of the institution and demonstrating fairness, consistency, and integrity in all interactions. The AVP will lead with calm executive presence and credibility while navigating complex political dynamics through collaboration and influence across the organization.

The following professionals fall under the AVP's purview:

- Senior Director of Executive and Strategic Communications
- Senior Director of Strategic Communications
- Director of Communications
- Director of Development Communications
- Communications Manager



Opportunities and Expectations as a Leader

The AVP will be expected to help Chapman achieve its institutional aspirations by addressing the following critical leadership opportunities, among others:

ADVANCING INSTITUTIONAL REPUTATION AND VISIBILITY

The AVP will help Chapman further elevate its national reputation and strengthen recognition as a leading private research university known for academic excellence, student success, and innovation. By developing compelling institutional narratives, expanding strategic media visibility, promoting faculty expertise and research impact, and showcasing student and alumni achievements, the AVP can help advance the university's aspirations for greater national prominence, enhanced rankings, increased awareness among prospective students and families, and stronger differentiation within an increasingly competitive higher education landscape.

STRATEGIC PARTNER TO EXECUTIVE LEADERSHIP

Working closely with the President, Senior Staff (Cabinet), deans, and other senior leaders, the AVP can help drive strategic initiatives that support enrollment growth, student success, philanthropic investment, and institutional transformation. The role offers an opportunity to align communications with Chapman's long-term ambitions by helping leadership articulate a clear vision, build support among internal and external constituencies, and advance key priorities through coordinated and impactful engagement strategies. Success in this role will strengthen the university's ability to build trust, inspire action, and mobilize stakeholders around shared goals.

DEPUTY TO THE SENIOR VICE PRESIDENT

As the principal deputy to the Senior Vice President of Marketing and Public Affairs on matters of communications strategy and leadership, the AVP will help build a best-in-class communications enterprise that is strategically aligned, operationally effective, and positioned to support the university's

future growth. The AVP can help shape an integrated communications model that breaks down silos, improves coordination, and ensures institutional priorities are reflected consistently across all channels and audiences. In doing so, the role will contribute to the university's aspiration to operate with greater agility, alignment, and effectiveness in an increasingly complex communications environment.

LEADERSHIP OF COMMUNICATIONS, CONTENT INTEGRATION, AND PUBLIC RELATIONS

The AVP will have the opportunity to cultivate a high-performing communications organization recognized for excellence, creativity, innovation, and measurable impact. By empowering staff, fostering professional growth, and strengthening content and media strategies, the AVP can help establish a communications culture that consistently delivers compelling storytelling and strategic results. The university seeks to further elevate the quality and sophistication of its communications efforts and its marketing-minded content, ensuring that every touchpoint reinforces Chapman's mission, values, and distinctive strengths.

ISSUES AND CRISIS COMMUNICATIONS LEADERSHIP

The AVP will help position Chapman as a university that responds to challenges with preparedness, confidence, and collaboration. Through the development of comprehensive crisis communications plans, ongoing training, and strong partnerships across the institution, the AVP can enhance organizational readiness and resilience. The role supports the university's aspiration to protect and strengthen institutional trust, safeguard its reputation during periods of uncertainty, and ensure effective communication when navigating sensitive or high-profile situations.





Opportunities and Expectations as a Leader

COMMUNICATIONS ADVISOR AND CAMPUS CONNECTOR

The AVP will help create a more connected and collaborative communications ecosystem across the university. By serving as a trusted advisor to communicators and marketers in schools, colleges, and administrative units, the AVP can foster stronger alignment, promote best practices, and encourage knowledge sharing across the institution. This work supports Chapman's aspiration to speak with greater consistency and clarity while enabling individual units to communicate their unique contributions in ways that collectively strengthen the university's brand, reputation, and impact.

ENROLLMENT GROWTH AND STUDENT SUCCESS

The AVP will play an important role in supporting Chapman's enrollment aspirations by helping the university strengthen awareness, consideration, and affinity among prospective students and families – in collaboration with the marketing team and other partners. Through close partnership with enrollment leadership, the AVP can help align institutional messaging, storytelling, digital communications,

media relations, and reputation-building efforts to reinforce Chapman's distinctive value proposition. This work will help the university attract talented, mission-aligned students, enhance yield and engagement strategies, and position Chapman competitively in an increasingly complex and evolving enrollment marketplace.

ADVANCEMENT AND PHILANTHROPIC ENGAGEMENT

The AVP will help advance Chapman's philanthropic ambitions by partnering closely with University Advancement leadership to elevate donor engagement, strengthen institutional storytelling, and communicate the transformative impact of philanthropy. Through strategic communications initiatives that connect donor interests with university priorities, the AVP can help build deeper relationships with alumni, parents, foundations, corporations, and community partners. The role will contribute to the university's efforts to increase philanthropic support, enhance campaign readiness and success, and cultivate a culture of engagement and generosity that advances Chapman's long-term vision and strategic priorities.



Qualifications & Characteristics

Chapman University seeks a seasoned, strategic, collaborative communications leader who is ready to drive institutional innovation. The ideal candidate will demonstrate most of the following personal qualities and professional qualifications:

REQUIRED QUALIFICATIONS:

- Bachelor's degree from an accredited institution of higher education, or equivalent professional experience.
- 15 years' professional experience in strategic communications, marketing, journalism, and/or public relations, which includes building successful internal and external communications, issues management, and communications programs and integrated strategies.
- 7-10 years' experience in a leadership/management role in a complex organization, which includes directing a large-scale communication, issues management, developing and implementing strategies and initiatives, and managing personnel and finances.
- Experience in executive-level communications.
- Experience in developing communication plans and crisis communication plans.
- Experience advising/working with an organizational governing board or board of directors/trustees.
- Experience working with donors and other VIPs.
- Demonstrated strong writing skills.
- Experience coordinating and collaborating across a complex organization.
- Experience managing staff and budget.

- Employee management, supervision, and team-building skills, including the ability to train and coach others, communicate effectively, manage conflict, recognize good behavior, and establish and maintain accountability.
- Ability to consider multiple audiences, sometimes with competing interests.
- Collaboration skills, including the ability to work with others from different areas and backgrounds to reach a common goal.
- Ability to communicate and work effectively with a range of individuals and departments.
- Knowledge of paid/earned/owned strategies and institutional brands.
- An overarching commitment to excellence.

DESIRED QUALIFICATIONS:

- Knowledge of the educational, research, business, organizational, audiences, and fundraising structures and activities of a higher education institution, including its mission, campuses, departments, and colleges and the services they provide.
- Some knowledge of the higher education and/or California media market.
- Strong knowledge of the public affairs field and consulting on matters of external, community, and government relations.





Location

Located in Orange in the heart of Southern California's Orange County, Chapman University benefits from a location that combines a distinctive small-town setting with access to one of the nation's most dynamic metropolitan regions. Orange is a city of approximately 138,000 residents situated about 32 miles southeast of Los Angeles. Old Towne Orange Historic District, commonly known as the Orange Plaza, is located just steps from campus and serves as the city's walkable downtown. The Orange Plaza is centered around historic Plaza Park and surrounded by cafés, restaurants, boutiques, and community events. The district spans roughly one square mile and is the largest historic district listed on the National Register of Historic Places in California, with one of the state's largest concentrations of historic buildings dating to the late nineteenth and early twentieth centuries.

Beyond the immediate neighborhood, Chapman is very accessible to Southern California's defining attractions, such as the beaches of Newport, Huntington, and Laguna, which are roughly 20 minutes away. Other major destinations, such as Disneyland and Angel Stadium, are about 10 minutes from the Orange campus. With nearly 300 sunny days a year, annual average daytime temperatures in the mid-70s, and convenient access to Los Angeles, San Diego, Palm Springs, and mountain communities such as Big Bear Lake, Orange County offers an appealing quality of life and a vibrant regional setting that makes Chapman an attractive place to live and work.



Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Chapman University with this search, which will remain open until an appointment is made.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to Jen Meyers Pickard, Ph.D., Melissa Fincher, and Jenna Brumleve at ChapmanAVPComms@wittkieffer.com.

The anticipated salary range for this position is \$200,000-\$225,000 and includes a generous benefits package.

Chapman University is an equal opportunity employer that provides equal employment opportunities to all individuals, regardless of their protected characteristics. All qualified applicants and employees are encouraged to apply and will receive consideration for employment without regard to race, color, religion, age, sex, sexual orientation, gender identity, gender expression, national origin, ancestry, citizenship status, physical disability, mental disability, medical condition, military and veteran status, marital status, pregnancy, genetic information or any other characteristic protected by state or federal law.

This document has been prepared based on the information provided by Chapman University. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by Chapman would supersede any conflicting information in this document.

