

VICE PRESIDENT OF STUDENT AFFAIRS

POSITION PROFILE • NOVEMBER 2025

Salisbury
UNIVERSITY



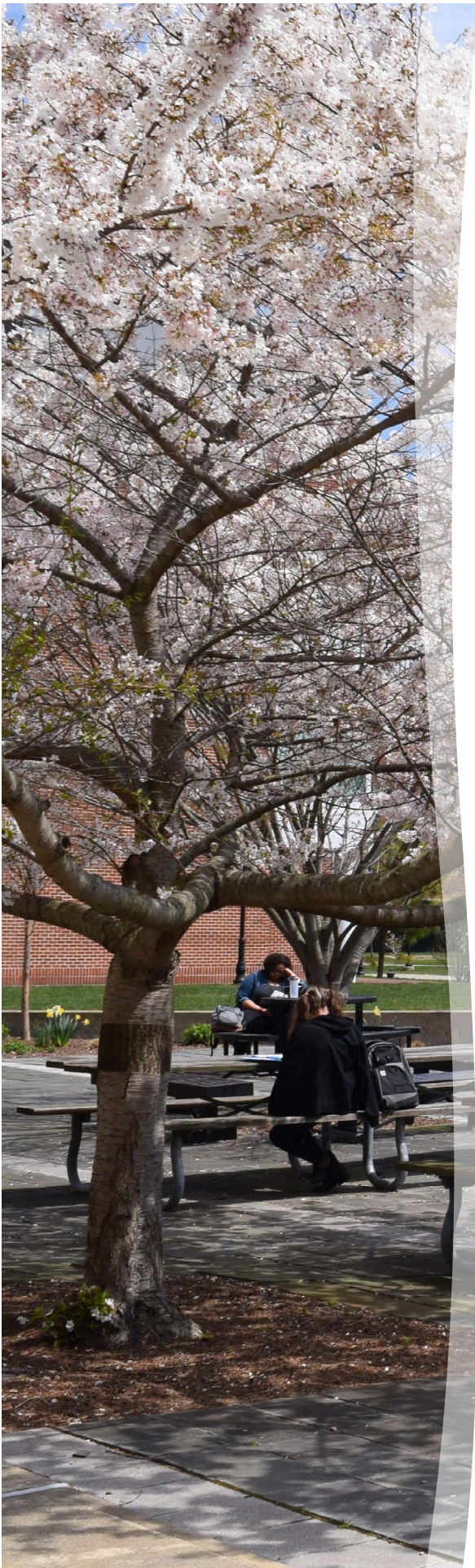


TABLE OF CONTENTS

SALISBURY UNIVERSITY OVERVIEW	4
DIVISION HIGHLIGHTS	6
THE ROLE	7
PRINCIPAL DUTIES & RESPONSIBILITIES	8
PROFESSIONAL QUALIFICATIONS.	9
PERSONAL QUALIFICATIONS	9
PROCEDURE FOR CANDIDACY	9
SALISBURY UNIVERSITY PRESIDENT	10
SALISBURY, MARYLAND.	11



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of the University System of Maryland.

Salisbury University is an equal educational and employment opportunity institution.

Tomorrow Maker



SALISBURY UNIVERSITY OVERVIEW

Salisbury University sets success in motion. As a student-centered, public regional comprehensive University, SU provides a high-quality undergraduate education, along with excellent graduate and certificate programs. Located on Maryland's Lower Eastern Shore, the friendly campus has a powerful sense of community and "just right size" feel, and our beautiful grounds are a nationally recognized arboretum.

At SU, anyone can "Make Tomorrow Yours." We are known for our:

- Warm and Friendly Environment
- Faculty and Staff Who Open Doors for Students
- Opportunities for Students
- Affordability and Return on Investment

ENROLLMENT

Over 7,200 students attended SU in the 2024-25 academic year, with over 6,400 undergraduate and 700 graduate students.

With a student-to-faculty ratio of 14:1, the University fosters close engagement between students and faculty, and brings together talented students from across campus in collaborative research, professional development, and experiential learning opportunities. Students come from 36 states and 37 foreign countries.

RESOURCES

SU has sound financial footing, with a Fiscal Year 2026 budget of approximately \$227 million. For the 2025-26 academic year, tuition and fees are estimated to be \$11,306 for in-state undergraduate students and \$22,810 for out-of-state.

SU's Business, Economic and Community Outreach Network (BEACON) has estimated the University's regional economic impact at some \$600 million.



COMMUNITY

SU is a campus of more than 1,600 staff and 600 full- and part-time faculty. These dedicated and devoted faculty and staff value a culture of collaboration and shared governance, and a creative and engaged student population that is increasingly comes from various backgrounds.

SU graduates join a growing network of nearly 65,000 alumni worldwide, working for corporations including Amazon, JPMorgan Chase & Co., NASA, Perdue Farms, Under Armour, and the Walt Disney Co., to name just a few. The average salary of recent graduates is \$58,000.

The University houses several centers of excellence, including:

- Charles A. Wight Center for Equity, Justice, & Inclusion
- Institute of Public Affairs & Civic Engagement
- Dave & Patsy Rommel Center for Entrepreneurship
- Business Economic & Community Outreach Network
- Mid-Atlantic Sales & Marketing Institute
- Edward H. Nabb Research Center for Delmarva History & Culture
- Bosserman Center for Conflict Resolution
- Eastern Shore Regional GIS Cooperative
- Eastern Shore Child Care Resource Center

STRATEGIC PLAN GOALS

SU is guided by a [Strategic Plan](#) developed through broad collaboration. The plan reflects analysis and discussion with faculty, staff, students, and other constituents. The five overarching goals are:

1. Enrich Academic Success and Student Development
2. Inspire a Campus Culture of Inclusive Excellence, Support, and Collaboration
3. Support Access, Affordability and Academic Excellence
4. Deepen Engagement with Our Community
5. Enhance Environmental, Social, and, Economic Sustainability

ACADEMICS

The University seeks to provide all of its students rich opportunities, a broad worldview, and a balance of challenge and support to use their talents to shape the future. SU offers 52 bachelor's degrees, and 17 master's and doctoral programs, with several online options. Believing that affordable access to public higher education is essential, the University's highest purpose is to empower students with the knowledge, skills, and core values that contribute to active citizenship and gainful employment in an interdependent world.

SU is home to seven schools and colleges:

- College of Health and Human Services
- Glenda Chatham & Robert G. Clarke Honors College
- Charles R. & Martha N. Fulton School of Liberal Arts
- Richard A. Henson School of Science and Technology
- Franklin P. Perdue School of Business
- Samuel W. & Marilyn C. Seidel School of Education
- Graduate School

RANKINGS & ACCOLADES

- Since 2011, SU students have won more than 100 national and international fellowships, including the National Science Foundation Greater Research Fellowship, Charles B. Rangel Scholarship, Barry M. Goldwater Scholarship, Critical Language Scholarship, David L. Boren Scholarship, and Gates Cambridge Scholarship, including 41 Fulbright Students
- SU is consistently named among the best universities in the U.S. by guides including *U.S. News & World Report*, *The Princeton Review* and *Forbes*.
- *U.S. News & World Report*, *Money*, *Kiplinger's Personal Finance*, *Forbes* and *Washington Monthly* have named SU among the best college values in the nation.
- *U.S. News & World Report* has named SU's M.B.A. and nursing programs among the nation's best online graduate programs.
- SU's Patricia R. Guerrieri Academic Commons has twice been named a "Best College Library" (top 25 in the U.S.) by *The Princeton Review*.
- *The Princeton Review* and U.S. Green Building Council have named SU among the nation's top 50 "Green Colleges."
- SU is home to 23 varsity athletics programs, with 23 NCAA Division III team championships and 24 individual national championships.



DIVISION HIGHLIGHTS

CAREER SERVICES

Professional staff provide career and internship guidance and coaching for students, as well as a Career Closet offering free professional clothing for student job interviews. More than 80% of SU students accept job offers prior to graduation, and 98% of job-seeking graduates are employed within one year.

CENTER FOR STUDENT INVOLVEMENT AND LEADERSHIP (CSIL)

CSIL provides meaningful opportunities for involvement in campus and community life, designed to improve the quality of the student experience and to promote the development of responsible citizens and leaders. CSIL supports nearly 120 registered student organizations and fraternity and sorority life.

COUNSELING CENTER

The Counseling Center provides services to students including short-term therapy and quick access appointments. Students may also access group counseling and workshops provided by licensed counselors and interns. The Center plans and hosts several events each year to educate students about mental wellness and campus support services. The Counseling Center maintains a robust internship program, providing clinical experience for students and recent counseling program graduates. Counseling services are augmented by Salisbury University's contract with TimelyCare to provide 24/7 crisis and counseling support to all students.

DEAN OF STUDENTS

The Dean of Students Office is the place where they assist students who are in trouble or need specific services to support their experience at Salisbury University. They respond to parent, faculty, staff, and student concerns to empower students. Housed directly in the Dean of Students Office are SU Cares, the CARE team (chaired by the Dean of Students), and Student Conduct. The Disability Resource Center and Student Health Services also report to the Dean of Students, and there is close coordination with the Office of Institutional Equity, Residence Life, and the Counseling Center. They look forward to expanding partnerships with multicultural programs and the Center for Student Involvement and Leadership.

HOUSING AND RESIDENCE LIFE

Housing & Residence Life at Salisbury University provides a supportive, inclusive, and engaging residential experience for more than 3,000 students. Through a variety of living options, including Living Learning Communities, and a strong emphasis on leadership development and community building, the department fosters student success and belonging. Collaborating with campus partners, Housing & Residence Life plays a key role in student support, crisis response, and retention – a key component in SU's student experience.

STUDENT ACCOUNTABILITY

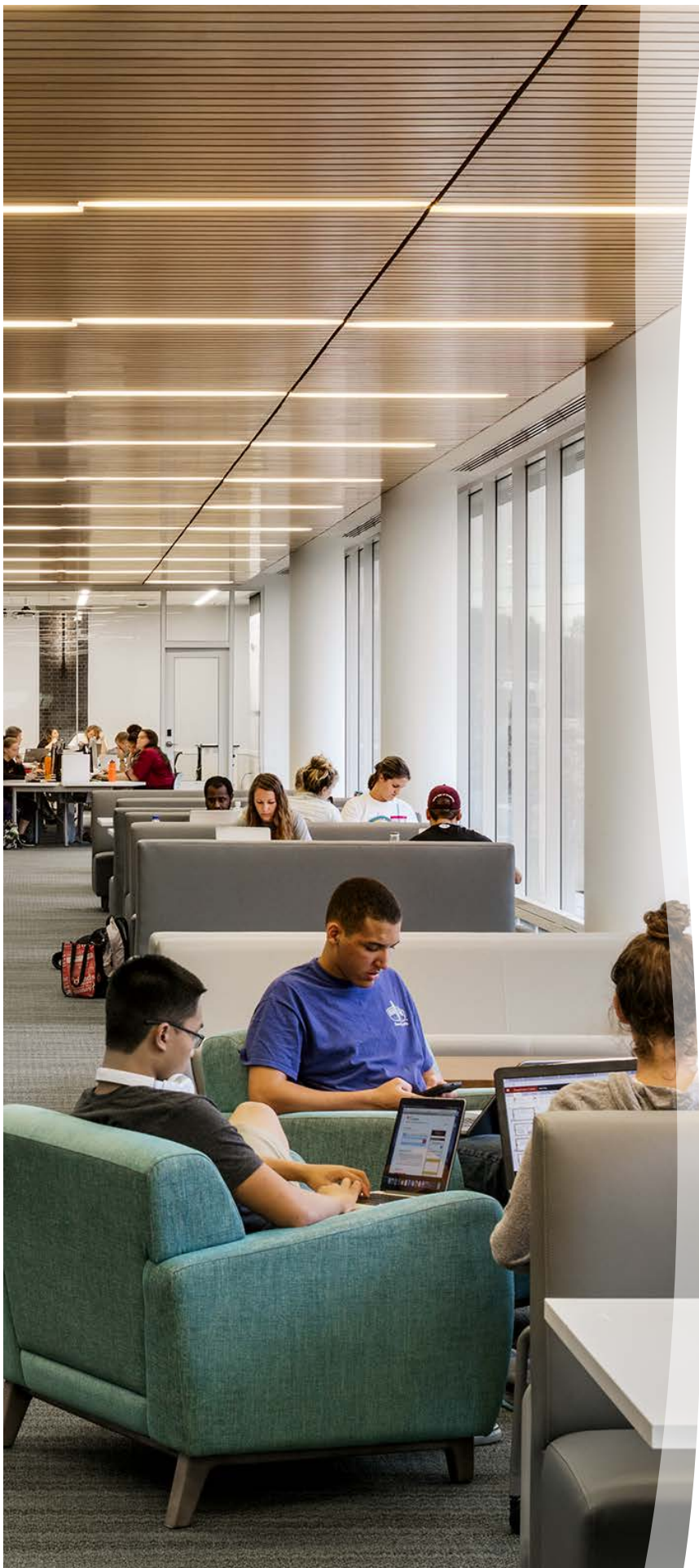
Housed within the Dean of Students Office, the mission of Student Accountability and Community Standards is to maintain the integrity of the campus community and foster student learning, development, and success by upholding the University's community standards through proactive programming for the campus community, individual student conversations, alternative resolution practices, and the establishment of a fair and educational framework to address potential violations of the Code of Community Standards.

STUDENT HEALTH SERVICES (SHS)

SHS is dedicated to treating students' individual needs as well as advocating for campus-wide and community wellness. They promote the success of all students by helping them achieve optimal health based on individual needs and diverse characteristics. In an ambulatory setting, they strive to provide excellent clinical care and education. Their office is staffed by board-certified nurse practitioners and physicians who specialize in acute care as well as chronic conditions affecting the student population such as illness, injury, or any health-related questions that may arise. SHS provide allergy shots, immunizations, contraception services, STI screening, diagnostic lab tests, psychological counseling referrals, initiation of prescription medications, and much more. SHS also monitors incoming student compliance with required immunizations to help protect the individual as well as the campus population at large.

SU CARES

SU Cares is the Division of Student Affairs care management program. They provide support to students from pre-enrollment to commencement, whenever they hit roadblocks or have experiences that may impact their successful progress at Salisbury University. Their services are very individually focused, based on institutional policies and values. They promote coordinated and holistic approaches to supporting students developmentally. This is done through collaborations between institutional colleagues and Student Affairs practitioners/educators to support student success.



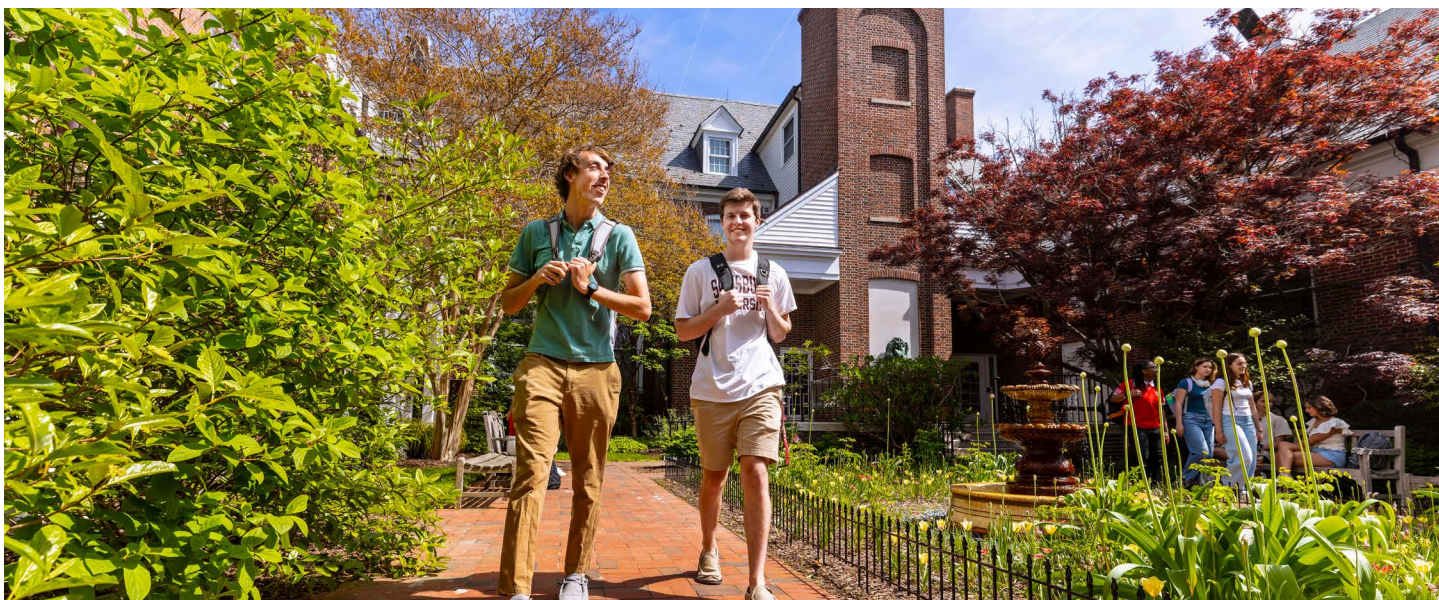
THE ROLE

Salisbury University (SU) invites nominations and applications for the position of Vice President of Student Affairs. This cabinet-level leader plays a pivotal role in fostering a vibrant, student-centered campus experience rooted in SU's values of engagement, inclusion, and holistic development through high-impact practices.

Reporting directly to the President, the Vice President of Student Affairs (VPSA) provides vision, strategic direction, and oversight for a dynamic portfolio of student-centered programs and services. This includes supervision of functional areas such as Housing and Residence Life, Counseling Center, Student Health Services, Career Services, the Center for Student Involvement and Leadership (CSIL), the Office of Student Accountability and Community Standards, the Guerrieri Student Union, and TRIO Student Support Services.

A visible and engaged presence on campus, the VPSA will support and expand programs that promote student leadership, involvement, and retention, including nearly 120 registered student organizations, fraternity and sorority life, and experiential learning opportunities. The VPSA will also guide divisional planning, assessment, crisis response, and policy development while representing Student Affairs in strategic initiatives and inclusive student programming.

The next VPSA will be an experienced and visionary leader who can inspire teams, champion student advocacy, and foster cross-divisional collaboration. As Salisbury University continues to advance its strategic goals – including those related to retention, enrollment, and student belonging – the VPSA will be instrumental in shaping the strategies, policies, and programs that elevate the student experience and align with the University's mission to "Make Tomorrow Yours."



PRINCIPAL DUTIES & RESPONSIBILITIES

STRATEGIC LEADERSHIP & PLANNING

- Provide vision and leadership for all units within the Division of Student Affairs, ensuring alignment with SU's mission and strategic goals.
- Collaborate with senior leadership to support institutional priorities including enrollment, retention, and student satisfaction.

ADMINISTRATIVE OVERSIGHT

- Supervise directors and senior staff across areas including Housing and Residence Life, Career Services, Dean of Students/Student Accountability & Community Standards, CSIL, and TRIO.
- Oversee division-wide planning, budgeting, assessment, and personnel management.
- Ensure efficient operations and effective delivery of services across all Student Affairs units.

STUDENT EXPERIENCE & SUPPORT

- Advance initiatives that promote a vibrant, inclusive, and developmentally rich campus life for SU's students.
- Champion student-centered policies and programs that foster academic and personal success, well-being, and leadership development.
- Serve as a visible and engaged advocate for students, actively supporting their needs and voices across campus.

COLLABORATION & ENGAGEMENT

- Partner with Academic Affairs and other divisions to strengthen the connection between curricular and co-curricular learning.
- Represent Student Affairs on university-wide committees, accreditation efforts, and major institutional initiatives.
- Cultivate strong relationships with students, families, and neighboring community members to the campus.

CRISIS MANAGEMENT & STUDENT CONDUCT

- Oversee institutional response to student crises, mental health needs, and behavioral concerns in collaboration with appropriate departments, the President, and the President's Cabinet.
- Provide leadership and oversight for student conduct processes, ensuring fairness, education, and alignment with SU values.



PROFESSIONAL QUALIFICATIONS

The successful candidate will be a seasoned, strategic, and student-centered leader with a proven record of advancing holistic student success and leading complex organizations.

MINIMUM QUALIFICATIONS INCLUDE:

- A master's degree in higher education, student affairs, or a related field.
- 10 years of progressively responsible leadership experience in student affairs or a closely related area, with 3 years in a senior leadership or cabinet-level role.
- Demonstrated success in strategic planning, budget management, personnel supervision, and assessment of student-centered programs and services.
- Proven experience navigating and responding to complex student issues, crises, and campus climate matters with sensitivity, clarity, and professionalism.

PREFERRED QUALIFICATIONS INCLUDE:

- An earned doctorate in higher education, student affairs, or a related field.
- A deep understanding of trends, challenges, and opportunities in higher education and student development, particularly in public regional comprehensive universities.
- A strong record of cross-divisional collaboration and partnership across diverse institutional areas.
- Demonstrated ability to advocate for students and student affairs at the executive level and to communicate effectively with a broad range of stakeholders, including students, families, faculty, staff, alumni, and community members.

PERSONAL QUALIFICATIONS

- Must be detail oriented
- Excellent skills in:
 - Interpersonal relations
 - Customer service
 - Organization and planning
 - Prioritization
 - Problem solving
 - Follow-through
 - Time management
 - Oral and written communication
- Must be willing to work flexible hours
- Ability to successfully handle multiple tasks/projects simultaneously
- Ability work well under pressure, independently and in a team-oriented environment
- Must be able to maintain a visible presence on campus.

PROCEDURE FOR CANDIDACY

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

Visit our website salisbury.edu/hr/careers to apply online and submit a resume and cover letter by **December 12, 2025** to be given full consideration.

The position will remain open until filled. Only applications submitted through Salisbury University's Online Employment Application System will be considered. Any other documents must be uploaded with your online application. No documents will be accepted via email. Three professional references will be requested and required before the final stages of the search. Candidates will be notified prior to references being contacted.

Salisbury University has a strong institutional commitment to diversity and equal educational opportunities. To that end, the University prohibits discrimination on the basis of sex, gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, genetic information, religion, sexual orientation, gender identity or expression, veteran status, or other legally protected characteristics. Direct all inquiries regarding the nondiscrimination policy to the Office of Institutional Equity/ Title IX Coordinator, 1216 Camden Ave., Salisbury, MD 21801, 410-543-6426.

The material presented in this Position Profile is provided for informational purposes only. The material has been compiled from various Salisbury University documents and is believed to be accurate at the time of this document's creation.



SALISBURY UNIVERSITY PRESIDENT

DR. CAROLYN RINGER LEPRE

Dr. Carolyn “Lyn” Ringer Lepre became Salisbury University’s 10th president on July 15, 2022. She came to the Delmarva Peninsula from Radford University in Virginia, where she formerly served as interim president.

At Salisbury, she has set goals of increasing enrollment and retention rates; creating a plan to increase the sense of belonging across campus; making SU a top 25 campus in *U.S. News & World Report* rankings; placing a greater emphasis on study abroad and study away programs; creating a facilities plan to attract students and support high-quality educational experiences; restructuring the SU budget to ensure the University’s spending is the most strategic it can be; adding new varsity sports; creating 100 new endowed scholarships as part of fundraising efforts for the University’s 100th anniversary in 2025; and continuing to tell the SU story through its “Make Tomorrow Yours” brand.

Lepre began her academic career as a faculty member at California State University, Chico; the University of Tennessee, Knoxville; and Marist College in Poughkeepsie, NY. During her tenure at Marist, she served as chair of the Department of Communication and director of the college’s Honors Program. In 2013, she was named assistant dean of Marist’s School of Communication and the Arts, advancing to interim dean in 2014 and then dean in 2016.

She joined Radford as provost and vice president for academic affairs in 2020. In that position, she collaborated with the academic leadership team and the student-centered faculty and staff to advance critical initiatives designed to foster the delivery of high-quality academic programs and experiences, and support the University’s strategic plan.

These endeavors included launching the Academic Success Center; launching a distinctive new general education curriculum, which empowers students to be in control of their coursework from day one and provides an individualized path

to degree completion; establishing a stand-alone School of Nursing; establishing a partnership with the Appalachian School of Law that created dual-degree programs; and developing three online fast-track degree programs (R.N.-to-B.S.N., M.B.A., and M.S.N.).

In addition to her academic work, Lepre has extensive professional experience in the communication industry, having worked for various national publications and media outlets. Her research has focused on media representation of gender and diversity, health communication and mass communication education, and she has published more than 40 book chapters, refereed journal and conference articles. She also is the co-author of *U.S. Media and Diversity* (Wiley-Blackwell), now in its third edition.

Lepre earned her B.A. in English and journalism at Miami University (OH), her M.S. in journalism from Ohio University and, her Ph.D. in mass communication from the University of Florida.



PRESIDENT’S CABINET

- Provost & Senior Vice President for Academic Affairs
 - Associate Provost & Acting Vice President of Academic Affairs
- Vice President of Administration & Finance
- Vice President of Student Affairs
- Vice President of Advancement & Alumni Engagement & Executive Director, SU Foundation, Inc.
- Vice President of Inclusion, Access, and Belonging
- Chief of Staff, Vice President of Public Affairs, & Strategic Initiatives
- General Counsel

THE SALISBURY SEVEN

During SU President Carolyn Ringer Lepre’s inaugural State of the University Address she outlined the pursuit of specific goals and initiatives aligned with seven priorities – the Salisbury Seven:

1. We will invest in the people who deliver on our promises to students
2. We will provide a rigorous, student-centered academic program led by world-class educators on a world-class campus
3. We will maintain a continual commitment to access, opportunity, equity, and foster a strong sense of belonging
4. We will pursue strategic growth to meet the needs of the Eastern Shore, Maryland, and the nation, while staying true to our identity as a student-focused institution
5. We will be recognized for innovative, high-impact practices and for educating the whole student for a lifetime of leadership and service
6. We will secure resources to support SU programs, students, and culture
7. We will strengthen our institutional identity and reputation

SALISBURY, MARYLAND

Perfectly located between Atlantic Ocean beaches and the Chesapeake Bay, the City of Salisbury is the largest city on the Eastern Shore of Maryland and the economic and cultural hub of the Delmarva Peninsula. *U.S. News & World Report* has rated Salisbury among the nation's top 20 Fastest Growing Cities and Safest Places to Live, and in the top 100 Best Places to Live. Realtor.com has called Salisbury the No. 1 Best College Town for Families.

SU boasts a strong relationship with the city and its leaders, and contributes to an engaged community fostering an exciting downtown revitalization. The city is home to an arts and entertainment district, the Salisbury Zoo, and City Park, and is surrounded by a region known for its charming small towns and refreshing outdoor activities. The city and campus are close to Ocean City, MD, and two hours from the metropolitan areas of Washington, Baltimore and Philadelphia.





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