

**Megan N. Luft, Ed.D.**  
**Interim Associate Vice President for**  
**Enrollment Management and Marketing**  
**Shippensburg University, Shippensburg, PA**

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Accomplished, collaborative, strategic, innovative leader with 20 years of experience in enrollment management, leadership, admissions, marketing, strategic planning, management, training, and learning & development. Highly motivated individual with a doctorate in Higher Education Leadership seeking the position of Vice President for Enrollment Management and Marketing at Shippensburg University.

## **EDUCATION**

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<b>Master of Science, Applied Psychology</b> Shippensburg University, Shippensburg, PA	Anticipated December 2025
<b>Doctor of Education, Higher Education Leadership</b> Capella University, Minneapolis, MN	July 2017
<b>Master of Science, Higher Education Administration &amp; Leadership</b> Capella University, Minneapolis, MN	March 2014
<b>Bachelor of Science, Corporate Communication</b> Central Penn College, Summerdale, PA	September 2012

## **PROFESSIONAL EXPERIENCE**

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### SUMMARY

**Interim Associate Vice President, Enrollment Management & Marketing**  
Shippensburg University, Shippensburg, PA, August 2023 – Present

**Executive Director, Enrollment Management**  
Shippensburg University, Shippensburg, PA, August 2021 - Present

**Director of Learning and Development**, Noodle, New York, June 2019 – June 2021

**Senior Enrollment Counselor**, Noodle, New York, June 2019 – June 2021

**Enrollment Counselor**, Noodle, New York, June 2019 – June 2021

**Director of Graduate Studies & Extended Learning**  
Widener University, Chester, PA, February 2018 – May 2019

**Assistant Dean/Director of Graduate Admissions/Studies**,  
Shippensburg University, Shippensburg, PA, August 2016 - February 2018

**Traditional & International Admissions Counselor**

Harrisburg University, Harrisburg, PA, January 2014 – May 2016

**Senior Enrollment Counselor**

Central Penn College, Summerdale, PA, October 2012 – December 2013

**Online Enrollment Counselor**

Central Penn College, Summerdale, PA, January 2010 – October 2012

**Enrollment Counselor**

University of Phoenix, Apollo Group Inc. Harrisburg, PA, June 2008 - January 2010

**DETAILS****SHIPPENSBURG UNIVERSITY OF PENNSYLVANIA (SU)****August 2021 – Present**

Shippensburg, PA

Shippensburg is part of the Pennsylvania State System of Higher Education (PASSHE), which oversees ten state-owned universities and is the largest higher education provider in the Commonwealth. Founded in 1871, Shippensburg University was the first normal school in Pennsylvania to be chartered as a state teachers' college and the first to be accredited by the Middle States Commission on Higher Education. As a member of PASSHE, the university remains a premiere school for future teachers. Still, it has evolved into a comprehensive university offering bachelor's, master's, and doctoral degree programs through the College of Arts and Sciences, College of Education and Human Services, and John L. Grove College of Business.

**Interim Associate Vice President, Enrollment Management and Marketing**

August 2023 – Present

**Executive Director of Admissions**

August 2021 - Present

Led the development and implementation of the University's recruitment and marketing strategic plan, achieving growth in enrollment through innovative recruitment and marketing strategies. Implemented training programs, performance management systems, and vendor negotiations, resulting in increased employee engagement and cost reduction. Collaborated with cross-functional teams to enhance customer service and decrease prospective student attrition. Supervised multiple departments and managed recruitment operations, budgets exceeding \$2 million, and relationships with external organizations. Played a key role in moving graduate recruitment to the enrollment management team, resulting in a 20% increase in new graduate students. Contributed to the university's commitment to inclusive excellence and cultural diversity. Additionally, demonstrated expertise in financial aid, marketing, and communication and played a crucial role in strategic planning and Middle States Accreditation.

### *Enrollment Management*

- Created a comprehensive recruitment and marketing plan with new strategies that increased enrollment in Fall 2022 over 2021 and Fall 2023 over 2022 and stabilized enrollment by lowering melt 3% and raising the GPA of new freshman cohorts.
- In the interim role, supervised and led the admissions, financial aid, orientation, and marketing & communication offices.
- Provide leadership, development, supervision, and evaluation of the Admissions Office staff, which includes an Associate Director, Assistant Directors, administrative staff members, and numerous student employees and student volunteers. Manage the general operations of the Admissions office.
- Develop, promote, and implement appropriate inclusion of qualitative factors in the admission review process.
- Create, develop, review, interpret, and evaluate admissions standards, policies, and procedures and make recommendations for revision to ensure the university remains competitive in the market.
- Developed and maintained relationships with the Pennsylvania School Counselor Association and worked to educate, train, and work collaboratively with school counselors to aid in recruiting students and develop portals and platforms for the enrollment teams to work collaboratively with high school counselors.
- Promote and actively engage faculty, staff, current students, and alumni in recruiting prospective students.
- Member of the PASSHE RNL Enrollment Management Team Charter. This team is charged with reviewing the results from the RNL assessments of the institutions, including marketing, admissions operations and projections, financial aid strategies, and research to set forth policies and or procedures with standards for accountability across all institutions within PASSHE.

### *Marketing*

- Negotiated and implemented Niche contracts for lead generation of prospective students for undergraduate and graduate populations with targeted cross-marketing. Removal of College Board as the sole source of inquiries/name buys and diversify the sourcing of inquiries to include more than students taking standardized tests.
- Develop creative concepts and designs for various projects, including websites, print collateral, and digital marketing campaigns.
- Analyze market trends to identify new growth opportunities, resulting in a successful product launch.
- Created a Strategic Marketing Plan to elevate the University and highlight the accomplishments of faculty, staff, and students for brand awareness and promotion of the university.

### *Financial Aid*

- Leading and collaborative working with the Office of Financial Aid and Scholarships, working closely with the Director and exercising a strong presence on the scholarship committees.
- Financial aid leveraging management review with Ruffalo Noel Levitz (RNL), resulting in management of college affordability for prospective students.
- Successfully increased the Raider Success (RSS) merit scholarships to higher amounts and increased GPA ranking for more inclusive opportunities for prospective students to afford college.
- Contributing member of the SU Foundation Scholarship Committee.
- Managed the Financial Aid office during OneSIS implementation, processing financial aid packaging and FAFSA simplifications for the 24-25 aid year.
- Management of recruitment of all demographics of students at the university, undergraduate with freshman and transfer students, graduate and doctoral students, non-degree, international and collaborative work with Workforce development for non-credit programs to lead into degree seeking students at Ship.

### *Leadership and Strategic Planning*

- Collaborate with executive leadership to develop and implement the University's strategic plan.
- Developed and implemented a comprehensive training program that increased employee knowledge and skills, directly affecting prospective student engagement and aiding the lower meltdown by 3% and stabilizing and growing new enrollment.
- Developed and implemented a performance management system including meaningful interactions with prospective students, which increased employee engagement by 60% and reduced prospective student melt by 3% over the last two years.
- Collaborated with cross-functional teams to develop and implement a new customer service model, resulting in a 3% less melt of prospective new students.
- Work with the Office of Institutional Research and Planning to conduct market and demographic research to plan and manage the travel of admissions counselors.
- Partnership in goal-setting approach involving the Student Success/Retention team, Institutional Research, and Administrative and Finance to set enrollment and retention goals with the Comprehensive Planning Process (CPP) and University budgetary success in mind. This resulted in stabilization vs. setting unobtainable goals dictated by budget needs.
- Negotiated a new vendor contract that reduced costs by 20%
- Designated Appeal Agent assigned by University President for highest level student and organization conduct violations.
- In collaboration with the Director of the Graduate School, in 2022, we moved graduate recruitment and marketing back to the enrollment management team to support the graduate enrollment efforts. Collaboration has seen an increase in new students by 20%.
- Collaborate with the university divisions on strategic planning, coordinating, and implementing programs associated with student recruitment, marketing &

communication plans, emergency management plans, new student orientation, housing, and University strategic plans.

- Stakeholder and provider of assessments to aid in the university's strategic plan and preparation for future Middle States Accreditation review.
- Assisted in developing and managing reports and presentations for senior management, stakeholders across campus, and the Council of Trustees, ensuring accuracy and timeliness.
- Developed and managed the enrollment management, admissions, financial aid, and marketing and communications budgets, which were over 2 million dollars.
- Created a succession planning strategy to ensure the organization's long-term success.
- Development and execution of MOUs for dual enrollment and MOUs with Community Colleges and local high schools.

#### *Orientation*

- Supervisor to the Director of New Student Orientation and Parent/Family Planning.
- Collaboration coordinator for improvement of new student orientations, including development of Ship Start Dual Enrollment orientation and improvements to online orientations.
- Assisting in creating and improving the graduate school orientation to implement an online version of the NSO with student success in mind.

#### *Diversity, Belonging, and Inclusion*

- Promote the university's commitment to enhancing inclusive excellence and cultural diversity.
- Working with PASSHE Joint Recruitment to increase the diversity of students across PASSHE institutions.
- Continued commitment to diversity recruiting with continued commitment to a recruiter in Philadelphia, utilizing budgets for bus trips to campus to bring diverse students to campus.
- Successful implementation of a recruiter in Maryland to expand Ship's reach into new territories, including Maryland, DC, and West Virginia. This was a new process to implement a recruiter in a new way, being trained in undergraduate, transfer, and graduate recruitment.
- Continued dedication and development of Bridging the Gap recruitment plan to bring more diverse students from Dauphin County and Milton Hershey High School schools to campus.

**Assistant Dean/Director of Graduate Studies/Admissions    August 2016 – February 2018**

#### *Admissions*

- Leader for admissions standards and administrative roles of Graduate Faculty

- Primary responsibility of the Graduate Admissions department and admissions enrollment & retention.
- Developed marketing and recruitment plan for new programs, EdD in Counselor Supervision, resulting in the first cohort of 14 in 2018.
- Aided in developing the marketing and recruitment plan for the new DBA Doctor of Business program with faculty; before leaving the institution, the program went to the Board of Governors for approval.
- Management of Strategic Plan and Recruitment/Marketing Plan for Graduate Admissions.
- Direct working relationship with Graduate students.
- Highest Graduate enrollment in 2017, with a total enrollment of 1,077 students.

*Leadership and Strategic Vision of the University*

- Supervisor to Recruiters and Processors for Graduate Studies.
- Middle States Committee Member for 2017-2018 Self-Review.

**NOODLE PARTNERS**

**June 2019 – June 2021**

New York, NY

Noodle is the leading tech-enabled strategy and services partner for higher education. Noodle Partners helps colleges and universities offer the best online and hybrid (online and on-campus) programs. It does this by harnessing technology and support services that are efficient, elegant, and economical and providing them to institutions in a manner that is flexible, transparent, and aligned with clients' goals.

**Director of Learning and Development**, Noodle, New York, June 2019 – June 2021

**Senior Enrollment Counselor**, Noodle, New York, June 2019 – June 2021

**Enrollment Counselor**, Noodle, New York, June 2019 – June 2021

Led the training and development initiatives for Marketing & Enrollment (M&E) teams, creating competencies and learning experiences to support team growth. Developed a comprehensive learning strategy, including onboarding, talent interviews, performance management, and up-boarding for internal promotions. Managed M&E Specialists, designed impactful training programs, and oversaw the Quality Assurance Team. Created a Support Mentorship and Career Pathway program, fostering collaboration with enrollment directors. Oversaw courses in Canvas LMS, created training for onboarding and advanced courses and developed individualized learning plans for staff. Collected and analyzed data, collaborated with university partners, and organized educational activities for remote teams worldwide. Delivered effective presentations, played a crucial role as an enrollment counselor, and managed the American University team, including pipeline review and CRM management.

### *Enrollment Management*

- Partnered with Marketing & Enrollment (M&E) senior leadership, management, and the enrollment advisor team to understand skill requirements and create competencies to enable the M&E team to continue to grow.
- Managed M&E Specialists to strategically ensure we create highly impactful training and targeted development programming.
- As the enrollment counselor at the beginning of my tenure with Noodle, I successfully recruited the first MSL Data & Privacy Law cohort for Cardozo School of Law.
- Direct working relationship with graduate students to prepare and educate them through the admissions funnel.
- Senior Enrollment Advisor responsible for the American University team, including pipeline review, funnel management.
- T&D chair, management of team meetings, facilitator of projects, and management of LMS (Canvas) lead creator of module training for onboarding and advanced training Courses in Canvas LMS

### *Leadership and Administration*

- Fostered collaborative leadership of two comprehensive higher education centers. Led multiple teams in two cities across departments, creating a culture of collaboration and inclusion to increase team morale in support of student success.
- Developed and maintained dynamic engagement with internal and external leadership, including boards of directors, university leadership, and community stakeholders.
- Organized educational activities, educational reviews for promotion, and training to support learning and development of enrollment and marketing staff.

### *Strategic Planning and Data-Driven Analytics*

- Developed short and long-range operational goals and strategic alignment of annual operations to support enrollment goals, needs, and desired outcomes for the enrollment teams.
- Collected and analyzed primary data through a series of surveys and reviews and collaboratively worked with enrollment directors and university partners to assess their prospective students' needs and standards. Executing training for each university partner as well as expectations, key performance indicators, and measurements of the success of each university's enrollment teams.
- Collaborated with other professionals to develop strategies that best support the staff's learning and development.

### *Training and Development*

- Developed a learning strategy and project plan to help drive our team's strategy and exceed key performance indicators (KPI).
- Facilitated M&E new hire onboarding, talent and interviews, performance management, professional development, and up-boarding of internal promotions.

- Curated a roster of unique learning experiences for the team from in-classroom to remote and 1-1 coaching to support the development of Noodle Core Values within our team.
- Created content supporting the learning experiences, such as learner guides, facilitator guides, e-learnings/videos, and course development in Canvas and LMS.
- Partnered with mission-aligned institutions to meet their needs while promoting the opportunities offered through training and development of each enrollment team.
- Created the Support Mentorship and Career Pathway program, collaboratively working with enrollment directors and managers to begin pairing and support—developed training pathways for M&E to other Noodle departments or department promotions.
- Creator of training for all Training and Development onboarding, advanced training, and Back to Basics training
- Development of individualized learning plans to meet the unique needs of each employee, including staff, on performance improvement plans.
- Created a positive learning environment that supported growth and development, especially when a performance issue was reported. Met the staff where they are and developed a comprehensive training and PIP review.
- Delivered effective presentations at company-wide events to promote a culture of learning and development.

#### *Instructional Design and Foundation Concepts of Remote Learning*

- Designed and delivered development programs and comprehensive evaluation strategies aligned to critical metrics and developed simple, high-impact learning paths.
- Managed the M&E Quality Assurance Team, including but not limited to support, secret shoppers, and the evaluation of secret shopping for internal staff and external competition.
- Oversee courses in Canvas LMS related to marketing & enrollment while continuously evaluating and refreshing all training programs.
- Developed appropriate activities to stimulate learning and development among a 99% remote worldwide team.
- Assisted in developing individualized learning plans per the Kirkpatrick model for adult learning to provide training to faculty at university partners and implement this model for staff training and development.

**Widener University, Chester, PA**

**February 2018 — May 2019**

Widener University, a private institution in Chester, PA, with over 3,000 students and a DIII institution, is known for investing in the personal and professional success of every student – undergraduates and graduates, adults, and lifelong learners. Across more than 60 programs, including those offered at the associate, baccalaureate, master, and doctoral levels, Widener prepares the next generation of professionals while informing the future of the professions they go on to lead.

## **Director of Graduate Studies & Extended Learning**

Chester & Harrisburg, PA February 2018 – May 2019

## **Adjunct Faculty in Graduate Studies & Extended Learning**

Chester, PA May 2018- May 2019

In the role as the Director of Admissions for Graduate Studies and Extended Learning, led a dynamic team of 12 professionals. This team comprises admissions counselors, a Corporate Partnership Assistant Director, a CRM specialist, and a dedicated processing team. Additionally, it fostered collaborative relationships with faculty chairs from various departments. The core of the responsibilities was recruiting master's and doctorate candidates.

### *Enrollment Management*

- Primary responsibility of the Graduate & Extended Learning Enrollment Management department
- Responsible for recruitment of international, adult, and traditional graduate students
- Led the development of the recruitment and marketing plans for the launch of the Doctor of Occupational Therapy and recruitment of the first cohort at Widener University.

### *Leadership and Strategic Planning*

- Management of strategic plan and recruitment/marketing plan for Graduate admissions

### *Customer Relationship Management System*

- Reviewed and led the team to purchase Slate Technolutions (CRM).
- Developer of communications plans and implementation of CRM (Slate)

### *Corporate Partnerships*

- Facilitated a partnership program with multiple organizations for employees to receive degrees and tuition reimbursement plans.
- A notable partnership that was developed by Widener University and T.W. Ponessa & Associates for employees to utilize employer reimbursement funding and financial aid scholarships by the university to continue with their master's, doctorate, or bachelor's certificates.

### *Faculty*

- Adjunct faculty teaching Effective Leadership & Civic Engagement courses.
- Positive and high scores in student-completed faculty surveys after each course.

## **Harrisburg University of Science and Technology Harrisburg, PA**

**January 2014 — May 2016**

In the mid-1990s, a group of community business leaders recognized the value of integrating STEM education with economic development. Harrisburg University of Science and Technology

was incorporated in the Commonwealth of Pennsylvania in 2001, making it the first independent science and technology-focused, non-profit university to be established in Pennsylvania in more than 100 years. It was chartered by the Pennsylvania Department of Education in 2005 and accredited by the Middle States Commission on Higher Education in 2009.

### **Traditional Admissions Counselor**

**January 2014 — May 2016**

While serving as an admissions counselor at Harrisburg University, my primary focus was recruiting new freshman students, which led me to expand into previously uncharted territories in Maryland and DC. Leveraging my expertise from prior roles, I played a pivotal role in training and mentoring new admissions counselors during their onboarding process. As my tenure progressed, I took on a new challenge by participating in a pilot program with universities in India. This initiative aimed to facilitate the seamless transfer of international students to Harrisburg University, broadening my scope and contributing to the university's global outreach efforts.

- Co-instructor of the BRIDGE Summer program for new traditional students from 2014 through 2016.
- Mentor and lead new enrollment counselors, responsible for training and mentoring.
- Involvement in streamlining enrollment processes and development of enrollment policies.
- Responsible for recruitment and orientation planning for traditional and international students, achieving successful goals and being the top enrollment counselor in a new territory of Maryland and DC.
- Exceeded enrollment goals for recruitment years of 14-15 and 15-16.

### **Central Penn College, Summerdale PA**

Central Penn College is a small private, employee-owned college in central Pennsylvania offering nine bachelor of science degree programs, seven associate in science degree programs, three associate in applied science degree programs, a master of the professional studies degree program, and more than a dozen post-secondary certificate programs. Since 1881, Central Penn has been a leader in delivering career-focused education to students in Pennsylvania and beyond.

### **Senior Enrollment Counselor**

**October 2012 - December 2013**

### **Online Enrollment Counselor**

**January 2010 - October 2012**

Upon commencing my tenure at Central Penn College, I was recruited from my previous position to spearhead their enrollment team, entrusted with the pivotal task of launching online programs and recruiting adult students. Drawing on my specialized experience recruiting students for online programs, I was crucial in formulating a comprehensive recruitment plan. Collaborating with leaders, I ensured the institution was well-equipped to attract and accommodate prospective students.

As my journey at Central Penn progressed, I earned a promotion to the role of Senior Enrollment Counselor. In this capacity, I extended my expertise to train and mentor emerging enrollment counselors, contributing to the team's professional development. A milestone in my career occurred in 2011 when Central Penn College introduced its inaugural master's program. Tasked with a singular responsibility, I crafted an effective recruitment plan and successfully enrolled the first cohort of master's students in 2013. This accomplishment enrolled 14 new students in Central Penn's inaugural MPS program.

- Launched an online enrollment team with a supervisor at Central Penn College.
- Created a recruitment plan for online programs.
- Aided in the development of SOPs for future enrollment counselors.
- Trained new counselors.
- Launched and successfully filled the first cohort of the first master's degree at Central Penn College, master's in organizational leadership.

### **University of Phoenix - Apollo Group, Inc, Harrisburg, PA**

Founded in 1976, the University of Phoenix (UOP), a for-profit institution, became one of the first online universities designed for working adults. UOP offers a powerful combination of career guidance, personal support, and flexible learning opportunities – all with options to help save time and money on their degree. Accredited by the Higher Learning Commission, which validates the University and the quality of its academic programs.

#### **Enrollment Counselor**

**June 2008 — January 2010**

In my role as an enrollment counselor at the University of Phoenix, I took a proactive approach by initiating contact with potential students and promptly responding to inquiries. My primary focus was engaging in meaningful conversations about their educational aspirations and offering comprehensive information about the University of Phoenix, highlighting how we could assist them in achieving their academic goals. To ensure effective support for potential students, I adhered to minimum metrics that guided me in aiding them through the admissions and financial aid processes. Additionally, I played a crucial role in student retention during their initial weeks of school, fostering a positive and supportive transition into their academic journey.

- Enrollment counselor for online programs at the University of Phoenix at the brand campus in Harrisburg, PA.
- Expertise in admissions, financial aid, and retention.
- Highest enrollment counselor for multiple semesters and one of the top in the university across the branch campuses and main campus in Phoenix.

## HONORS AND AWARDS

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### **PSCA 2023 Advocate of the Year**

**December 2023**

Recognizes outstanding efforts of non-school counseling individuals and/or organizations that have demonstrated exceptional support and belief in school counseling services and programs. The award aims to recognize individuals whose advocacy for school counselors has positively impacted school counselors and their programs on a local, state, or national level.

### **Presidential Leadership Academy Scholar**

**August 2022 — May 2023**

The PLA serves as a vehicle for the continuous executive-style professional development of Shippensburg University's faculty and staff. Individually and collectively, PLA cohorts will assist in implementing innovative strategies in line with Shippensburg's mission.

## RESEARCH EXPERIENCE

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### **Dissertation: EdD Doctorate in Higher Education Leadership**

Capella University

August 2015 — July 2017

### **EdD Doctorate in Higher Education Leadership**

**Dissertation:** "Enrollment Management Process Improvement"

Committee:

Kevin Freer, PhD Faculty Member and Chair

Gwendolyn C. Dooley, EdD Committee Member

Feranda Williamson, EdD Committee Member

Amy Smith, PhD, Dean, School of Education

## NON-PROFIT EXPERIENCE

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### **Board Member , MJS Foundation**

Harrisburg, PA

June 2023 — Present

### **Scholarship Review Committee, Pennsylvania Food Merchants**

Harrisburg, PA

January 2023 — Present

### **Founding Board of Directors, Current Advisory Position, Randi's House of Angels**

Camp Hill, PA

November 2011 — Present

## **PROFESSIONAL TRAINING**

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**Post-Masters Certificate Leadership & Accountability - Capella University 2016**

**Post-Masters Certificate Edu Leadership & Management - Capella University 2016**

## **PEDAGOGICAL EXPERIENCE**

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**Widener University, Chester PA**

**May 2018 – May 2019**

- APSU – 360 Effective Leadership
- HPE – 791 Service Learn & Civic Engagement
- ED – 691 Service Learning & Civic Engagement in Higher Education
- High remarks and positive feedback from student surveys.