

Dr. Megan N. Luft  
2013 Powell Drive  
Chambersburg, PA 17201  
[meganluft717@gmail.com](mailto:meganluft717@gmail.com)  
[mnluft@ship.edu](mailto:mnluft@ship.edu)  
(717) 433 – 6392

Shippensburg University  
c/o Academic Search, Inc.  
1871 Old Main Drive  
Shippensburg, PA 17257

Dear Dr. Pamela Balch and Ms. Disa Mason,

I am writing to express my sincere enthusiasm for the Vice President for Enrollment Management and Marketing position at Shippensburg University, as recently advertised. With an unwavering commitment to strategic enrollment management and Shippensburg University, I believe my comprehensive skill set aligns seamlessly with the University's vision, mission, and aspirations.

As the Interim Associate Vice President for Enrollment Management & Marketing at Shippensburg University, I have orchestrated successful comprehensive enrollment management and marketing initiatives. I have effectively attracted and retained high-achieving students through collaboration with diverse stakeholders, contributing to the institution's success. My expertise aligns with the job description's qualifications, particularly in planning, developing, and executing data-driven strategies to exceed enrollment targets and marketing trends.

I want to begin this letter by discussing some of the successes I have already accomplished after returning to Shippensburg University in 2021. Upon returning and reviewing the admissions team, I implemented a new employee engagement process.

Our enrollment team was doing a great job interacting with our prospective students early in the admissions process; we needed to continue this engagement through the summer melt phase and provide a white-glove experience. I implemented a meaningful contact interaction with the enrollment team's metrics. This included setting a weekly goal of meaningful contacts or MCs to their goals of prospective students. This required training and development of what an MC is and how to interact meaningfully with a student or their family and with their school counselor. This initiative also worked closely with the Associate Director reporting to me, who manages our CRM system, Slate, to create a process to document these interactions and provide leadership reports. This allowed not only each counselor to track their goals but also for management to be able to track their successes. We then provided reports on how this directly relates to the department's success by having meaningful interactions with prospective students and directly resulting in their enrollment as a student at Ship and retaining through census/freeze.

These efforts not only resulted in a 60% increase in enrollment counselor interactions with prospective students but also decreased the melt rate of students by 3%. Our efforts were also

recognized by Technolutions Slate (CRM), where our Associate Director of Enrollment Systems and I presented at the National Slate Summit and PACAC Conference in June 2022.

One of my primary strengths is fostering collaborative engagement across university colleges and divisions. This ensures that marketing and recruitment efforts seamlessly align with the unique programs offered by Shippensburg University. I have successfully identified emerging student populations, particularly in regions experiencing growth, and implemented strategies that have significantly elevated the university's recruitment profile.

With a doctorate in higher education leadership, I bring a robust academic foundation. My professional journey has equipped me with the insight to evaluate and enhance admission strategies, utilizing meticulous data analysis, metrics interpretation, and insightful reporting. I am highly skilled in setting admission criteria, conducting enrollment forecasting, improving orientation to aid prospective students' success, optimizing financial aid processing, and critically assessing the impact of various programs and campaigns.

Beyond the academic realm, my unwavering commitment to diversity initiatives is evident through my continued support of our Summer Academic Success Program, my work with PASSHE's Joint Recruitment efforts, my ongoing support and initiation of backfilling our Philadelphia Diversity Recruiter, and my initiation of implementing a new position in Maryland. Our Maryland/DC recruiter is a new initiative incorporating the need for diversity recruitment not only for out-of-state students but also with the increase in the Latino population in Maryland; it is an opportunity to continue our efforts to find new students in a new territory. We also trained and developed this recruiter with recruitment tactics in freshman, transfer, and graduate knowledge. This has been a new initiative within Shippensburg University and across PASSHE. With the understanding of the "enrollment bubble" in 2026, Ship must continue to find other opportunities to extend our reach. With my position in enrollment management, I can lead these initiatives. I continue to work with our DEI office to bring in diverse students utilizing a DEI funding grant that supported our efforts to bus marginalized students to campus to provide them access to higher education.

Additionally, I have consistently demonstrated my ability to cultivate productive relationships with athletic leaders, coaches, senior leadership, other departments, faculty, deans, and other key stakeholders. Some examples of this include working directly with coaches and athletic directors to provide timely updates, listen to their concerns, and implement best practices to help our recruitment staff and our coaches in recruiting our future athletes. I was able to provide the data needed to our executive team to not only increase our raider success scholarships, which are merit-based scholarships, not on financial need but also, for the first time, receive this approval early enough in the enrollment cycle to make an impact in the recruitment process.

I am a part of ongoing committees such as the Billing and Outreach Committee, helping departments at Ship come together to aid in students' success and assisting in less melt. Comprehensive Enrollment Management Process Committee, which I co-chair, and this team of leaders, faculty, and staff have come together to significantly impact the improvement of processes to aid in marketing, financial aid, admissions, and retention.

When I returned to Ship, I dedicated myself to engaging and knowing everyone on campus because recruiting and retaining students should be the mission of the entire institution. I pride myself on having a collaborative working relationship with many folx across the campus and supporting our mission to continue to grow Shippensburg University and be the primary flagship campus in the PASSHE system.

My experience in managing intricate budgets reflects my proficiency in resource allocation to achieve goals. Upon my return to Ship in 2021, the enrollment management department partnered with many consultants and spent funding resources. After completing and implementing a recruitment plan, my mission was to review our ROI and decide if these partnerships were best practices for our department. I found deficiencies in some contracts that we could take in-house, move to a cheaper vendor, or eliminate and have a budget surplus. I was successful in these efforts and will continue to do so if I am to become the vice president. An example of this process was taking the Ruffalo Noel Levitz (RNL) contract and the College Board contract and reviewing how we can save money and go a different avenue for name buying and marketing to prospective students. We saved money by moving these opportunities to Niche.com. This primer review-based prospective name-buying company offers target marketing, and we have been able to take direct mail marketing in-house at a lower cost.

The commitment to excellence at Shippensburg University profoundly resonates with me; as stated in the description, Ship's commitment to stabilization and enrollment growth has been a mission and something I have accomplished at every institution I have worked at. I have continued success at each institution with growth and exceeded my goals, implementing new programs and seeing students succeed when they graduate. I am genuinely excited about the prospect of contributing to the ongoing success of the institution. I welcome the opportunity to discuss in greater detail how my qualifications align with your vision during an interview.

Thank you for considering my application. I am genuinely enthusiastic about the possibility of continuing as a senior leader at Shippensburg University and contributing to its future triumphs.

Sincerely,

A handwritten signature in cursive script that reads "Dr. Megan N. Luft". The signature is written in dark ink and is positioned above the typed name.

Dr. Megan N. Luft