

Nathan B. Copeland, Ed.D.

December 22, 2023

Limestone University
1115 College Drive
Gaffney, South Carolina 29340

Dear Members of the Presidential Search Committee:

I am writing to apply for the position of President of Limestone University. Currently, I serve as the Vice President of Advancement and Enrollment at Spring Hill College, a Liberal Arts institution of similar size and scope to Limestone. As an innovative and results-oriented college leader who was a first generation college student and has a background in private sector business, my journey to this point has been non-traditional, but that journey has made all the difference. Based on the position profile and my strong alignment with your mission and strategic priorities, I would be honored to serve as President of Limestone University.

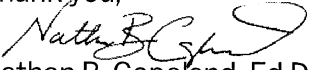
In my current role, I serve as right-hand to the President and liaison to the Board of Trustees while providing leadership for admissions, advancement and marketing, among other areas. While at SHC, I have turned around five years of enrollment decline with an 18% increase in entering cohorts over two years. In order to leverage this growth, I recently created and launched an innovative tuition-free graduate model that was highlighted in *Inside Higher Ed* and *Forbes*. With heightened engagement from this initiative, both prospective students and current and potential donors are excited about the future of a college that once had a very tough road ahead. I look forward to working with the leadership team at Limestone to implement fundraising, recruitment and retention measures that will strengthen the donor base and student body for the next 175 years.

Highlights of my credentials and background include:

- Strong grasp of financials demonstrated by successfully managing budgets, developing forecasting metrics and implementing cost-effective solutions to ensure the institution's financial stability.
- As part of a \$35M project to design and build a new Health and Science Innovation Center in the heart of campus, cultivating strong community and stakeholder relationships, driving engagement initiatives, and enhancing the institution's reputation through collaborative partnerships.
- Excellent communicator with the ability to inspire a crowd of faculty, students, parents, alumni, or donors to a cause or foster confidence in plans for the future, who is also a reflective and thoughtful listener.

Limestone is clearly a special institution on the brink of what can and should be a healthy and vibrant future. I look forward to discussing strategies for how to turn this vision into reality.

Thank you,


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Educational Executive

Highly accomplished academic leader with 15+ years of experience in all aspects of academic operations management, teaching, educational administration, career counseling, leadership development, program supervision, financial forecasting as well as budget development and community outreach. Offering a proven track record of strategic leadership and transformative initiatives in higher education. Adept at developing and executing staffing models, academic and leadership pipeline strategies, comprehensive communication and leadership plans and professional growth approaches.

Areas of Expertise

- Academic Leadership & Excellence
- Community Engagement & Outreach
- Strategic Program Planning & Execution
- High-Quality Instructional Material Creation
- Organizational Restructuring & Change Management
- Teacher & Leader Development
- Student Engagement & Motivation
- Financial Planning & Management
- Fundraising & Development
- Institutional Governance
- Accreditation Management
- Enrollment Management
- Campus Infrastructure Planning
- Academic & Student Affairs

Professional Experience

Spring Hill College Mobile, Alabama

November 2021 to Present

Vice President of Advancement and Enrollment June 2023 to Present

Lead strategic initiatives in revenue generation by providing visionary leadership for fundraising, admissions, marketing, alumni relations, event management, and the spirit store. Contribute to effective decision-making processes as member of the President's Cabinet and as Board of Trustee's liaison to the Enrollment, Retention, and Marketing Committee, the Development and Alumni Relations Committee and the Committee on Trustees.

- Conceived and led the execution of groundbreaking graduate school initiative, an example of innovative thinking in the ever-evolving landscape of higher education, garnering recognition in *Inside Higher Ed* and *Forbes*.
- Designed and enforced robust strategy to raise \$70M within five-year campaign, have raised \$41M with another \$19M in outstanding asks within the last six months.
- Work with Cabinet to implement a landscape-changing \$35M new Health & Science Innovation Center, ensuring ample donor opportunities and a thorough communication campaign for alumni and constituents.
- Responsible for the majority of College's financial portfolio annually through recruitment of the student body and development of donor relationships that result in healthy contributions to the College and the endowment.
- Designed and implemented metric-driven results for enrollment, marketing, development and alumni relations.
- Developed specific strategy for Spring Hill College that took budget and geographic reach into account. Increased inquiries from 4,200 to 30,000 (614% increase) and increased applications by 25% year over year.
- Led marketing effort to create new deliverables, including a new viewbook that received national recognition.
- Spearheaded College's first ever annual report to be shared with Board of Trustees, alumni and donors.
- As Ex-Officio Member of the Academic Standards Committee, provide insight into the conditional admissions process and ensure clear and consistent criteria for bringing in each class of students.
- Work with the President in the ongoing development of the Board of Trustee. Have onboarded four new Board members in the last year and fostered Board donations totalling \$12M.
- As Chair of the Presidential Inauguration Committee, managed the planning, budget, and implementation of a week-long celebration of the incoming President that resulted in strong media coverage and alumni donations.
- Represent the President and College at internal and external meetings, special events, and functions.

Vice President of Enrollment November 2021 to June 2023

Developed and implemented effective strategies based on comprehensive analysis of enrollment data. Defined and monitored forecasting metrics while managing budget creation and ensuring effective management of funds by team.

- Within first 60 days, reorganized structure with substantial team member adjustments for future alignment and growth of the institution.
- Reduced the recruiting footprint from 50 states to 14 in order to re-engage traditionally strong pipelines and make significantly better use of budget, resulting in increase in inquiries, applications and deposits.
- Spearheaded robust marketing initiative to enhance the College's market presence.
- Reversed five-year enrollment decline with a combined 18% increase in enrollment over two years.

Wiggins Inc. Montgomery, Alabama

November 2020 to Oct 2021

Vice President of Operations

Formulated and executed sustainable growth strategy with a focus on fostering team development for multi-office/nationwide construction company. Developed and applied comprehensive communication and leadership plan to streamline operations and increase productivity.

- Defined and improved strategic processes, enabling nationwide company to add vertical on heels of COVID.
- Performed company-wide staffing analysis, streamlining mid-level management to align with company's vision.
- Created and applied robust plan that led to a new multi-million dollar arm of the company.
- Recognized as Business Leader to Watch by *Montgomery Business Journal*.

The Alabama Group Prattville, Alabama

June 2018 to December 2020

Principal

Accelerated organizational growth by leading all aspects related to business development, including strategic planning, goal setting, and team building. Collaborated with private companies, governmental agencies, and municipalities to ensure compliance with regulatory standards and meet business needs.

- Established, directed, and grew firm from scratch with a focus on driving academic excellence.
- Provided effective support to a small-business by enhancing net profitability 65% within first six months.
- Developed and employed sales plan for advertising agency, generating monthly six-figure revenue model.

CSG, Inc. Prattville, Alabama

June 2015 to June 2018

Vice President of Operations

Directed and optimized day-to-day operations and provided large-scale oversight, positioning company for rapid growth. Oversaw all functions of company with a focus on attaining organizational objectives.

- Contributed to successful acquisition by regional company at 8X valuation.
- Earned small business of the year award for increasing revenue by 200%.

Blue Flame Minerals Little Rock, Arkansas

July 2014 to June 2015

Operations Manager

Oversaw all operations related to home and satellite offices and implemented company culture guides in collaboration with CEO. Defined and employed operational processes, resulting in measurable growth in year-end revenue.

- Directed and guided acquisition team with \$20M fund, fostering accurate and effective allocation of resources.
- Doubled sales team by implementing new compensation strategy with fair and equitable compensation for company and team member.

Harding University Searcy, Arkansas

June 2006 to June 2014

Director, Center for Professional Excellence May 2011 to June 2014

Drove the development and growth of The Center for Professional Excellence by creating effective strategies. Planned and directed successful execution of employment assistance and career development programs. Developed and managed key initiatives with significant outcomes, including:

- Internship development and coordination among business departments.
- Establishment of new development strategies and refinement of alumni career services and networking.
- Development of multi-generational mentoring program and application of career services technology solutions.

Assistant to the President June 2006 to May 2013

Facilitated informed decision-making by serving as liaison between senior staff members and the President.

- Managed and successfully completed multiple special projects within the operation of the University.
- Organized and led admissions and advancement events, as an integral part of the University leadership team.
- Engaged in all levels of University operations through mentorship of the President.

Education

Doctor of Education – Higher Education Administration The University of Alabama | Tuscaloosa, Alabama

Master of Business Administration Harding University | Searcy, Arkansas

Bachelor of Business Administration Harding University | Searcy, Arkansas

Service

Sponsor, Student Government Association, Spring Hill College Supporting and mentoring students leaders as they seek to better themselves and their peers in the campus community.

Member, Advisory Board, Harding University Online Provide guidance and expertise for the Master of Arts in Organizational Leadership program, contributing to its ongoing success.

Chair, Board of Directors, The Family Support Center Served as Chair of the Board, overseeing strategic direction and initiatives for The Family Support Center, contributing to its mission of community service.

Chair, Board of Directors, The Prattville Area Chamber of Commerce As Chair, led the Small Business Committee and pioneered the formation of the Governmental Relations and Advocacy Committee.

Chair, Leadership Autauga County As Chair of the Adult Leadership Program, orchestrated and directed leadership development programs, contributing to the growth and empowerment of community leaders.

Teaching Experience

Undergraduate Courses, Assistant Professor of Business Harding University | Searcy, Arkansas

Business Communication | Leadership | Entrepreneurial Studies | Promotional Strategies

Graduate Courses, Adjunct Professor Harding University | Searcy, Arkansas

Leadership Practice and Principles

Guest Lectures

Auburn University | Faulkner University | Harding University | Spring Hill College