



Chief Sales and Marketing Officer

Leadership Profile

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The Opportunity

Virginia Mennonite Retirement Community (VMRC), located in Harrisonburg, Virginia, seeks a strategic, mission-driven and distinguished executive to serve as its next Chief Sales and Marketing Officer. This is an exciting time to join a Christ-centered community that cultivates compassion, integrity, and respect for aging well and living fully.

Reporting directly to the Chief Executive Officer (CEO), the Chief Sales and Marketing Officer (CSMO) serves as the senior executive responsible for driving occupancy, strengthening brand reputation, and ensuring a seamless prospect-to-resident experience across the organization's full continuum of care. This role oversees strategic planning, sales growth, strategic marketing and communications. The CSMO will manage a multidisciplinary team that includes sales, marketing, and community refurbishment. VMRC's CSMO will drive data-driven strategies, high-touch sales management and integrated performance marketing efforts that support the organization's mission, financial performance, and long-term market position.

[Virginia Mennonite Retirement Community](#) is a faith-based organization deeply committed to its Christian Mission of cultivating compassion, integrity, and respect for aging well and living fully. VMRC honors its origins as a Christ-centered organization rooted in Anabaptist traditions of stewardship, service, justice, and compassion, while welcoming persons of all faiths, backgrounds, and beliefs. The organization has \$34 million in operating revenues and \$107 million in assets, offering independent living, assisted living, nursing, and memory care services to over 750 residents with a dedicated staff of over 400 individuals.



Organization Overview

Mission

Virginia Mennonite Retirement Community is a Christ-centered community that cultivates compassion, integrity, and respect for aging well and living fully.

Vision

Faith-based instead of for-profit. Working every day to expand possibilities for aging well.

Core Values

- **Mennonite Ethic:** VMRC is guided by a Mennonite ethic of service, justice, peacebuilding, and stewardship.
- **Belonging:** VMRC values differences and strives to create a place of belonging.
- **Collaboration:** VMRC leads collaboratively to inspire hope, meaning, and growth in aging.

History

Founder George B. Showalter was a businessman, innovator, and man of faith. Showalter set aside a portion of his estate for the purpose of providing assisted living and nursing home care in a faith-based retirement setting. A man ahead of the times, it was 30 years later that Mark (M.C.) Showalter was elected Chairman of the Virginia Mennonite Home Corp. to see his father's vision realized.

George B. Showalter's vision to help others age well in a faith-based assisted living and nursing community came to fruition with the Virginia Mennonite Home. Today, VMRC honors our origins as a Christ-centered organization rooted in Anabaptist traditions of stewardship, service, justice, and compassion, while welcoming persons of all faiths, backgrounds, and beliefs. VMRC honors that history today through prayer, reflection, and other practices. VMRC welcomes the expression and observance of other practices and has no expectations for VMRC team members to follow any particular religious or faith background. As a community, VMRC listens to others' perspectives and experiences and strives to live with empathy and a commitment to equity.

Living Options

Independent Living

Senior living at VMRC gives residents the freedom and flexibility that they want from a retirement community. Affordable senior housing that is modern and attractive. The VMRC Parks Program offers three living communities to suit your lifestyle, finances, and preferences for retirement living:

- Park Gables Apartment Homes
- Park Place Apartment Homes
- Park Village Cottage Homes & Townhomes



Assisted Living

Assisted Living at Crestwood means you receive some additional services beyond those provided in Independent Living. VMRC views assisted living as a service – not a place. Rely on staff to cook, clean, do laundry, and even help manage medication if needed.

Crestwood residents can enjoy programs and activities designed by activities professionals. The proximity to Strite Auditorium makes it easy for Crestwood residents to attend programs, worship services, and special events.

Nursing Care

Nursing Care at Woodland Park isn't a traditional nursing home – it's so much more. With households of 10-11 housemates, life is all about relationships – with staff and with each other.

Each home offers private resident bedrooms and bathrooms centered around a shared living space. This modern design for retirement communities offering nursing care is ideal for socializing and improving quality of life. We call it Complete Living Care.



Memory Care

Compassionate, individualized care. VMRC emphasizes caring for individuals by focusing on their remaining abilities, interests, and memories wherever they reside in our retirement community.

Several living options are provided for people who are experiencing memory loss. Each option supports the appropriate care level needed. Our designated memory care neighborhoods are modeled after the warmth and design of a home. Neighborhoods within the assisted living community are specifically designated for persons who can benefit from the additional memory care support. Assisted living staff are certified dementia trained to understand current practices in care and support.

Heritage Haven Rental Apartment Community

This 150-apartment community offers rental housing that VMRC manages in coordination with the U.S. Department of Housing and Urban Development (HUD) for low-income individuals 62 years of age or older, with rental amounts based on household income. Comprising 36 percent of our independent living units, Heritage Haven follows VMRC founder George B. Showalter's intention to take care of elders. The Board of Virginia Mennonite Home opened Heritage Haven in 1981 as the second building on the campus.

Community with Impact

- **Affordable Housing:** VMRC provides affordable housing to individuals from all socioeconomic backgrounds. Heritage Haven, the HUD-subsidized housing, represents approximately 36 percent of the independent living residents. The majority of apartments in Park Place within Parks community have entrance fees under \$200,000.
- **Refugee Assistance:** VMRC provided temporary housing to several Afghan families in coordination with Church World Service. Residents and employees helped provide furniture and other settling-in supplies.

- **Surplus Donations:** Surplus items from refurbishments are donated to Mercy House, Gift and Thrift, and for the rebuilding of homes in West Virginia and Kentucky through the organization, SWAP (Sharing With Appalachian People). We also work with local contractors who remodel homes for people in need in our community.
- **The Farm:** The Farm at Willow Run has donated excess produce grown to the food pantry Patchwork Pantry.
- **Funds & Endowments:** The Good Samaritan Fund and the Compassion Endowment supported an average of 26 residents in Supportive Living who have outlived their personal resources.
- **Valley Program for Aging Services:** Residents and employees serve monthly Meals on Wheels lunches to persons in the neighborhood through Valley Program for Aging Services.
- **Employee Emergency Fund:** Volunteers operate the VMRC Bargain Center, which sells furniture and household goods, with proceeds benefiting an employee emergency fund.
- **United Way:** VMRC partners with United Way as a collection site for its Stuff the Bus campaign; collects for United Way's Greatest Needs Drive to assist local nonprofits, and volunteers on a United Way Day of Action team to better our local community.
- **School Partnerships:** VMRC partnerships with Harrisonburg City Schools, the Boys and Girls Club, and Eastern Mennonite University allow VMRC to cultivate intergenerational and multicultural learning experiences.

The Wellness Center

Wellness Center serves residents and members of the larger community age 50 and older. At the VMRC Wellness Center, we take a holistic approach to your well-being. Guided by the 8 Dimensions of Wellness, our approach focuses on your physical, emotional, cognitive, vocational, social, financial, environmental, and spiritual well-being as you age.

Guided by the expertise of the International Council on Active Aging, the VMRC Wellness Center offers age-friendly design, equipment, programs, and services to encourage the 50+ crowd.

Park Gables Art Gallery at VMRC

VMRC hosts rotating art exhibitions in the Park Gables Gallery, located on the first floor of Park Gables. With exhibiting space for nearly 100 pieces, the Gallery has elevated VMRC's status as "an arts retirement community." The Gallery offers track lighting, pedestals for woodwork, sculptures, and 3D art forms. VMRC and the Park Gables Gallery are known for hosting the resident-led National Juried Art Exhibition each June. As a proud supporter of the arts, VMRC charges no commission to artists whose pieces are displayed in this annual show.



Position Summary

VMRC seeks a strategic and innovative leader with a proven track record in, sales, marketing and communications. The ideal candidate will have significant experience in a Life Plan, CCRC, or related environment with a focus on marketing, sales, communications and branding across the full continuum of care. The successful candidate will prioritize hospitality, wellness and quality of care and create alignment across the organization. Building strong relationships with VMRC's CEO, residents, staff, and executive team are key priorities for the new leader. Successful experience building and leading high-performing teams is essential for the role.

Reporting Relationships

The Chief Sales and Marketing Officer will report directly to the Chief Executive Officer. Direct reports include:

- Director of Community Sales

Responsibilities

Strategic Leadership & Planning

- Direct the development and execution of a comprehensive annual sales and marketing strategy that advances the community's mission, drives financial performance, and meets or exceeds occupancy objectives.
- Assess and interpret market intelligence, competitive activity, and demographic shifts to proactively identify growth opportunities and recalibrate strategies.
- Define, track, and optimize key performance indicators (KPIs) to ensure maximum sales funnel efficiency, lead conversion, cost effectiveness, and occupancy outcomes.
- Lead the creation and stewardship of departmental budgets, ensuring disciplined resource allocation and operational excellence.
- Serve as a key contributor on the executive leadership team, shaping enterprise-wide strategy, innovation, and operational priorities.

Sales Management & Growth

- Inspire, mentor, and drive the sales team to consistently exceed monthly, quarterly, and annual occupancy, revenue, and performance targets.
- Oversee and elevate the full sales lifecycle—from initial inquiry through move-in—ensuring a consultative, empathetic, and compliance-focused experience.
- Champion a high-performing approach to customer relationship management (CRM) that ensures pipeline accuracy, actionable insight generation, and reliable forecasting.
- Strengthen and evolve sales collateral, pricing models, and incentive structures to maximize conversion and competitive positioning.
- Coordinate VMRC's residency agreement process in partnership with legal and financial stakeholders.
- Proactively resolve prospective resident and family concerns, ensuring clarity, trust, and a seamless experience throughout the sales journey.

Marketing, Brand Management and Communications

- Direct and integrate all marketing initiatives, including digital strategy (website, SEO, SEM, social media), advertising, print collateral, media relations, and community engagement.
- Build and reinforce a compelling, differentiated brand identity that resonates with prospects, families, and key referral partners.
- Design and execute high-impact events, seminars, open houses, and experiential tours to drive high-quality lead generation.
- Cultivate influential partnerships with community organizations, healthcare networks, senior service providers, and professional referral sources.
- Manage and protect the community's online reputation across social platforms and review sites, ensuring timely and strategic engagement.
- Collaborate cross-functionally (Resident Life, Health Services, Dining, etc.) to ensure the lived resident experience consistently reflects brand and marketing commitments.
- Ensure full compliance with all senior living marketing laws, regulations, and ethical standards, including Fair Housing and state-specific CCRC disclosure requirements.



Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

Leadership, Mission, and Culture

- Establish personal and professional credibility, build strong relationships, and gain the trust and respect of VMRC's residents, CEO, Board of Directors, leadership team, staff, industry peers, and external partners.
- Adhere to VMRC's Christian faith-based mission, vision, values, and culture. Lead in a manner that reflects the organization's values and culture.
- Inspire and lead in a manner that encourages operational excellence.
- Advance VMRC's ongoing commitment to residents and families.
- Lead with high ethics, active listening, respect, and collaboration; foster a culture that encourages participation from staff and residents.
- Cultivate a commitment to creating an inclusive culture that supports diverse backgrounds.
- Communicate the organization's goals to VMRC's staff and provide leadership, coaching, and mentoring to VMRC's marketing, sales, and communication teams.

Strategy, Vision, and Growth

- Partner strategically with the CEO, Board of Directors, and executive leadership team to shape and advance enterprise-wide strategies that support mission-driven growth, service excellence, and market leadership.
- Develop sophisticated, data-driven sales, marketing, and communications frameworks aligned with organizational strategy, long-range planning, and budget cycles.
- Educate and support staff with deep knowledge of current and emerging markets, competitive dynamics, and sector trends; proactively identify pathways for sustained growth and market expansion.
- Build and strengthen value-based partnerships with regional payers, providers, and strategic collaborators to expand VMRC's reach and impact.
- Collaborate to create an innovative, multi-channel communication vision that elevates VMRC's strategic priorities and amplifies its strengths across internal audiences, media, community partners, and regional stakeholders.
- Expand VMRC's brand presence by positioning the organization as a leading regional senior living destination and employer of choice.
- Evaluate and refine sales and marketing operations, implementing dashboards, scorecards, and performance tools that ensure transparency, accountability, and measurable impact.
- Conceive and develop strategies for strategic market community expansions and new development, including responsibility for pre-sales of new units.

Community Involvement, Advocacy, and Governance

- Serve as a recognized thought leader within the senior living and continuing care retirement community sector across Virginia and the broader region.
- Act as an influential advocate and representative of VMRC within industry associations, regulatory discussions, and key statewide initiatives.
- Promote VMRC's services and mission through strong, strategic engagement with community providers, payers, civic leaders, and regional partners.
- Participate in Board of Directors meetings and deliver high-quality presentations, updates, and strategic materials to support Board decision-making and CEO priorities, when needed.



Candidate Qualifications

Education/Certification/Experience

- Bachelor's degree is required; Master's degree is preferred.

Knowledge and Work Experience

- Minimum of 8-10 years of progressive leadership experience in sales, marketing and communications.
- At least 5 years in aging services, healthcare, hospitality, or a related service industry.
- Direct Life Plan/CCRC experience is highly preferred.
- Proven track record of developing successful strategies that meet or exceed occupancy and revenue targets in a competitive environment.
- Experience managing multi-channel marketing budgets and measuring ROI.
- Demonstrated experience building, leading, and mentoring high-performing teams.

Leadership Skills and Competencies

- Outstanding oral and written communication skills, including active listening, excellent presentation skills, and a transparent and accessible style.
- Self-starter. High confidence, yet collegial.
- Ability to drive alignment, accountability, and foster a culture of performance excellence.
- Strategic mindset focused on driving integration of care and care coordination across VMRC.
- Leads with conviction and ethics.
- Creates an inclusive environment that values honesty, respect, collaboration, and listening to all points of view.
- Inspires others to persevere, troubleshoot, find solutions, and overcome challenges. Create a culture where others collaborate to meet or exceed performance expectations and measurable organizational goals.
- Knowledge of clinical quality and operational performance processes. Strong track record of clinical partnership to achieve optimal clinical outcomes and superb quality.
- Understanding of budgeting, proformas, net operating margins, and other financial tools, as well as financial elements of resident agreements, in order to meet resident census and satisfaction goals.
- Authentic and ethical leader who models VMRC's faith-based values and exhibits a demonstrated commitment to the organization's mission and heritage.
- Visionary forward thinker who is intentional and passionate about VMRC's future possibilities and growth.
- Adept at engaging with others and developing strong relationships with VMRC's executive team, staff, residents and Board of Directors.

The Community

Harrisonburg, VA

Located in the heart of the Shenandoah Valley, nestled between the majestic Appalachian Mountains, Harrisonburg, Virginia, is the outdoor adventure capital of the Shenandoah Valley. Previously known as "Rocktown," Harrisonburg was named for Thomas Harrison, a son of English settlers. In 1737, Harrison settled in the Shenandoah Valley, eventually laying claim to over 12,000 acres. The sizable Mennonite population is due to Pennsylvania Dutch settlers arriving beginning in the mid-18th century in search of rich, unsettled farmland. In 1916, Harrisonburg was incorporated as an independent city, recognized as the county seat of Rockingham County, located along Interstate 81, only two hours from both Richmond, Virginia, and Washington, D.C.

With access to the George Washington and Jefferson National Forests, Shenandoah National Park, and numerous parks, trails, and waterways, Harrisonburg is an outdoor lover's paradise. Outdoor enthusiasts flock to the city each year to attend events such as the Shenandoah Mountain Bike Festival, the Alpine Loop Grand Fondo, or the Rocktown Rambler, while heart-pumping activities keep adventure seekers engaged year-round. Serving as a hub for all these activities is the city's vibrant downtown district, a designated First Arts and Cultural District, First Culinary District of Virginia, and award-winning Main Street Community. Harrisonburg is home to James Madison University and Eastern Mennonite University, offering world-class entertainment and unique attractions, from a beautiful arboretum to an enthralling planetarium. There are over 200 restaurants, 5 craft breweries, and plenty of charming accommodations in Harrisonburg. The city's International Festival, which features food, music, and culture from around the world, is an enduring tradition that celebrates the rich diversity of this unique, welcoming community.

Learn more about Harrisonburg, VA: <https://www.visitharrisonburgva.com/>



Procedure for Candidacy

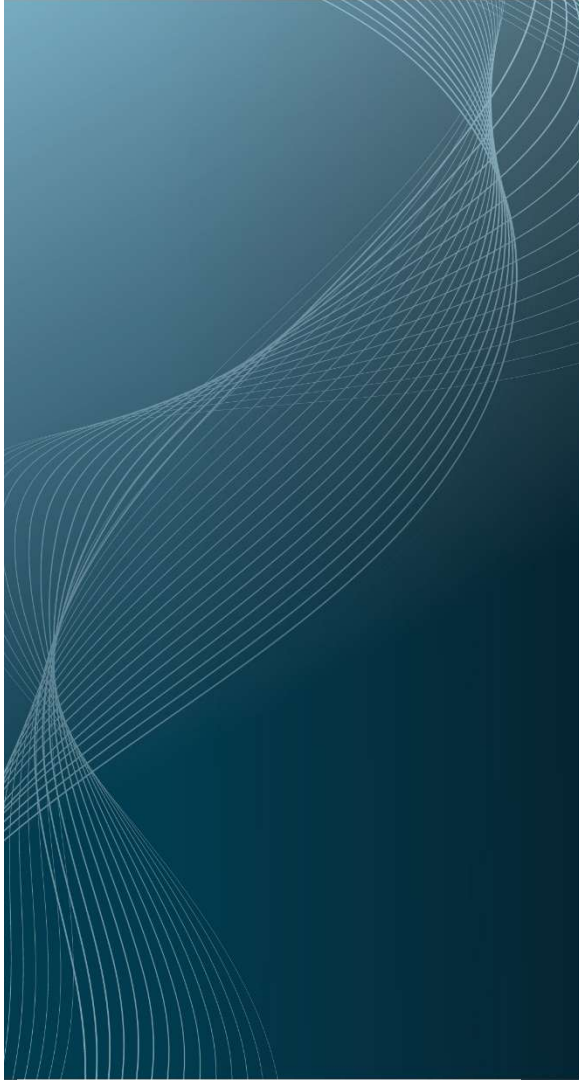
WittKieffer, Inc. is assisting Virginia Mennonite Retirement Community with this search. **Please direct all nominations and resumes to Lisa DeSimone Arthur and Roxana Woudstra, preferably via e-mail, to rwoudstra@wittkieffer.com.** Interested parties may also apply via the WittKieffer candidate portal.

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