

UNIVERSITY OF RICHMOND

Assistant Vice President for Marketing and Brand Integration

June 2017 – Present

Responsible for the development, strategy, management, and implementation of integrated marketing, communications, and branding initiatives that support a wide variety of university objectives. Major areas of focus include brand development, advertising, student recruitment, fundraising, alumni communications, internal communications, social and online media marketing campaigns, and multimedia and video-based marketing.

Serve in a key strategic role for the university's new branding initiative and manage brand development, scope and direction, creative execution, agency and project management, advertising, university engagement, community roll-out, and trustee presentations.

Provide comprehensive, senior-level support and strategy on a wide spectrum of communications initiatives, division-wide priorities, goal setting, high-level presentations, and operational procedures and policies in conjunction with the vice president for communications. Help develop and reestablish division roles and responsibilities across multiple teams in a unit that only recently became a standalone communications and marketing organization at the university.

Direct the operations of the Office of Marketing and Brand Integration. Lead and manage highly proficient and experienced creative teams who are responsible for brand and creative direction; photography, video, and multimedia strategy and development; marketing direction and message development; web design and development; advertising strategy and development; purchasing and budgeting; comprehensive project management and metric reporting; and university account, agency, and vendor management.

Specific responsibilities include:

- *Comprehensive Branding Program.* Manage creative direction and agency involvement for a comprehensive university brand that encompasses all aspects of how the University of Richmond tells its story of impact as a leading liberal arts institution. Develop integrated national advertising campaign; external brand microsite destination; online brand identity center; broadcast and online brand video spots; comprehensive identity guidelines; campus-wide banner and environmental installations; and high-level discovery, review, and roll-out presentations. Other brand integration efforts have included magazine redesigns, internal communications, websites, campus spaces, and multimedia campaigns.
- *Advertising Campaign Management.* Lead strategic development and roll-out of a multifaceted, integrated advertising campaign with a budget of over \$1 million. Manage strategy, creative direction, and coordination; technical implementation and execution; ad-buy and vendor management; and comprehensive metric reporting. Advertising is currently being executed in online, print, video, radio, broadcast, and a variety of out-of-home installations with very positive results.
- *University Marketing and Communications.* Lead creative team to develop more contemporary and integrated design and communications standards for all major projects produced by the central marketing and communications department. Enhance client intake and review procedures, develop revised project priorities and systems, work with campus partners to align expectations, and integrate creative efforts across internal teams and platforms. Recent and highly successful efforts include a new nationally distributed President's Report, a series of institutionally branded pre-campaign case statements and collateral aimed at trustees and major donors; a new suite of undergraduate recruitment materials to increase student applications and yield; a new magazine for internal audiences; redesign of major alumni communications; an integrated university-wide anniversary campaign; and microsites to support new high-priority school-based and presidential initiatives.

- *Multimedia: Video and Photography.* Significantly enhance and revise all multimedia efforts, increase staffing and in-house skills to develop new brand-based content in a variety of media platforms. Develop and direct *Spider Talks*, a new monthly video series in a talk show/news magazine format that features the university's President with top faculty to showcase their expertise, role, and impact. Development of numerous multimedia campaigns to support fundraising, including the University's first Giving Day. Create new visual directions and story-gathering procedures for developing strategic visual assets in brand. Revise departmental systems for cataloging, tracking, managing, and distributing image assets and materials.
- *Strategic Development and Administration.* Responsible for a full-time staff of 10 marketing and communications creative professionals. Actively involved in restructuring, hiring, and enhancing staff skills and professional development efforts. Implement new comprehensive online project management systems and policies. Revise overall departmental policies, procedures, and priorities to increase output, timeliness, quality, and coordination of efforts.

EMORY UNIVERSITY

Associate Vice President for Marketing and Communications

January 2015 – January 2017

Developed branding and messaging strategies, provided conceptual and creative direction, and managed a wide variety of high-priority marketing and communications initiatives at Emory University.

Reported to the senior vice president for communications and public affairs and worked closely with the president, provost, senior vice presidents, deans, and other senior leaders to develop communications, marketing, and branding strategies for a premier, top-20 private research university.

Directed all operations for the Office of Marketing and Communications. Led and managed a team of 30 communications and marketing professionals who were responsible for brand development, online communications, the university's central web sites, internal communications, story development, social media, video and multimedia, print materials, and crisis communications. Engaged and managed external branding and communications consultants.

Served as senior project leader and advisor for a variety of high-priority, high-value university initiatives. Engaged in strategic planning and built consensus and team-based solutions. Core areas of focus included school and college marketing and communications initiatives, undergraduate and graduate recruitment, alumni communications, and executive and institutional communications.

Specific responsibilities included:

- *Strategic Communications and Marketing.* Developed and produced a wide range of strategic and brand-integrated collateral targeted to key audiences and stakeholders. Developed clear and confident institutional narrative and powerful story-telling. Provided communications and marketing consultation for schools, colleges, and administrative units. Managed approximately 400 cross-platform projects annually.
- *Brand Identity and Creative Direction.* Developed and managed the university's brand—nurturing and enhancing its growth, reach, and impact. This included leading a comprehensive initiative to refresh and revitalize Emory's venerable brand. The rebranding process included working with a highly respected external agency and internal stakeholders to develop a new brand strategy, concept, and narrative for Emory.
- *Editorial Direction and Institutional Narrative.* Re-envisioned and reinvigorated editorial direction, content and storytelling to align directly with university priorities and aspirations. Identified, packaged, and produced contemporary stories of achievement, impact, engagement, and relevance.
- *Web Site and Online Communications.* Created and integrated Emory's first communications-centered web strategy, design, and development department. Responsible for the university's central web presence, news center, and rebranding for school and college sites and microsites. Directed a comprehensive web site rebranding project and led team members and agency partner through the process of information architecture, content strategy, design standards, style guide, and web development.

- *Video and Photography.* Enhanced multimedia department's role, objectives, and staffing to develop compelling video features for use across all platforms. Overhauled central photography assets that reinforced the brand, enhanced web sites, drove traffic, and supported targeted social media strategies. Developed and directed integrated brand strategies and established asset-management functions.
- *Internal Communications.* Significantly restructured the university's internal communications program targeted to all faculty, staff, and students. Developed an integrated system of coordinated communications—including twice-weekly e-newsletters and branded messages from the president and the central administration—to better prioritize and consolidate news and information and build a sense of institutional pride.
- *Crisis and Issues Management.* Served on the university's crisis management and communications team. Managed communications and messaging during weather events, fraternity issues, student tragedies, and other campus emergencies.
- *Administration.* Directly responsible for a full-time staff of 30 highly creative and productive communications professionals—including editors, writers, designers, multimedia and video producers, web developers, programmers, and account managers. Led significant restructuring, hiring, and staff development efforts. Managed an annual budget of approximately \$3 million, including charge-back/cost-recovery operations.

THE UNIVERSITY OF TEXAS AT ARLINGTON

Associate Vice President for Communications and Marketing

November 2008 – January 2015

Developed comprehensive branding and messaging strategies, developed and deployed compelling narrative and storytelling, provided conceptual and creative direction, and managed a wide variety of high-priority initiatives.

Reported directly to the vice president for communications and worked closely with the president, provost, vice presidents, deans, and other senior leaders to develop communications, marketing, and branding strategies for the second-largest institution in The University of Texas System.

Directed all operations of the Office of Communications and Marketing. Led and managed a staff of 22 high-functioning communications and marketing professionals who were responsible for print and electronic communications, the university web site, internal communications, online communications, advertising, social media, video and multimedia, market research, and crisis communications. Engaged and managed external marketing and communications consultants.

Served as project leader and senior advisor for a variety of high-priority university initiatives, media activities and rollouts, and signature events. Provided cross-departmental leadership and direction, engaged in strategic planning, and built consensus and team-based solutions.

Core areas of focus included undergraduate and graduate recruitment, student affairs, development and alumni communications, executive and corporate communications, school and college initiatives, signature events, and community engagement.

Specific responsibilities included:

- *Strategic Communications and Marketing.* Developed and produced a wide range of strategic and brand-integrated collateral, signature events, and branded environments targeted to key audiences and stakeholders. Transformed the university's brand—extending and enhancing its growth, reach, and impact. Directed award-winning publications, specialty magazines, and electronic and online communications that supported the university's mission and advanced its priorities. Developed and managed communications related to the presidential transition.
- *Brand Identity and Creative Direction.* Managed the university's branding program, including leading an initiative to rebrand the university (new logo and identity system, core creative, key messages) and launched the new brand in print, online, advertising, and institutional applications. Rebranding process included a complete overhaul of the university's online presence, undergraduate recruitment marketing program, athletics and spirit environment, advertising campaigns, and institutional branding.

- *Market Research and Analytics.* Directed multi-tiered efforts in market research, including strategy development, survey design, focus groups, and concept testing. Developed marketing plans, key messages, and targeted communications based on findings and results. Tracked and analyzed key response metrics. Provided communications and marketing consultation for schools, colleges, and administrative units.
- *Editorial Direction and Storytelling.* Worked with president, vice president for communications, and others to realign and contemporize the university's narrative and positioning. Developed broad themes and editorial/media plans that connected more closely with the university's rapidly evolving national profile.
- *Web Site, Online Communications, and Video.* Managed a complex and integrated system of electronic and digital communications that included the university's home page and central web presence, microsites, online affinity magazines, and news centers. Developed creative and compelling video features that reinforced the brand and support web sites, major events, and social media strategies. Produced integrated digital assets for branded environments, as well as electronic communications and web sites that communicated the university's priorities within an environment focused on a positive user experience.
- *Signature University Events.* Provided marketing, creative direction, technical guidance, and logistical direction in the management of large-scale signature events to convey strategic messaging and brand alignment across all aspects of production. Major events included large-scale groundbreaking and dedication events for research and academic buildings, a sports arena, and 20-acre mixed-use College Park District. Chaired or co-chaired committees responsible for homecoming festivals, parades, and street parties; Maverick Speakers Series; donor society galas; president's farewell activities and gala; and commencement ceremonies and convocations.
- *Advertising.* Managed and directed comprehensive local, regional, and national advertising program to support institutional awareness, research, enrollments, and community engagement. Administered budget of \$1.5 million; performed market analytics; and made media buys in print, online, broadcast, and out-of-home. Managed sponsorship/partnership program with Dallas Cowboys, Texas Rangers, DFW Airport, *Texas Tribune*, and others.
- *Development Communications.* Developed communications and marketing strategies for *The Campaign for The University of Texas at Arlington* and related development initiatives. Managed external campaign communications consultants. Developed and produced brand-integrated online communications, annual fund marketing campaigns, key alumni communications, and specialty publications.
- *Internal Communications.* Implemented and managed the university's internal communications program for approximately 5,000 faculty and staff and more than 40,000 students. Produced regular messages from the president, branded websites, twice-weekly faculty/staff e-newsletters, and weekly student e-newsletter. Worked closely with Human Resources, providing advice and direction for employee engagement activities.
- *Crisis Communications.* Served on the university's crisis management team and helped manage the emergency operations center. Managed communications and messaging during major weather events (including tornadoes) and other campus emergencies.
- *Administration.* Directly responsible for a full-time staff of 22 highly creative and productive communications and marketing professionals—including editors, writers, designers, multimedia and video producers, web developers/programmers, and account and production managers. Managed approximately 400 distinct cross-platform projects annually. Responsible for managing and deploying complex technology functions, including departmental servers, video and multimedia capacities, and web and online technologies. Developed and managed an annual budget of approximately \$4 million.

UNIVERSITY OF MIAMI

Assistant Vice President for Communications and Marketing

March 2003 – November 2008

Directed the central Office of Communications and Marketing at the University of Miami. Worked closely with the president, provost, vice presidents, deans, and other senior leaders to develop communications, marketing, and branding strategies for the university and its 12 colleges and schools. Managed a staff of 20 communications and marketing professionals.

Management responsibilities included:

- *Marketing Communications/Publications*. Directed a state-of-the-art, nationally recognized communications and marketing office producing approximately 300 print and electronic publications each year. Developed key marketing and direct-mail materials, including the university magazine, *Miami Magazine*; school and college recruitment, development, and alumni communications; annual reports; and recruitment, fundraising, and public relations communications. The office received more than 250 national awards recognizing its marketing and communications programs.
- *Employee/Internal Communications*. Developed and managed internal communications programs for a large, diverse, and decentralized workforce. Managed and produced all employee communications targeted to the university's approximately 10,000 employees.
- *Web Sites*. Created a vast array of web sites to support and enhance the university's brand. Launched the University's first content management system and developed the process for deploying the system University wide. Led the effort that rebranded the entire online environment, which brought more features and brand consistency to the university's online presence. Managed writers, designers, and photographers to create dynamic websites to support and enhance the university's brand.
- *Brand Management*. Managed and enforced the university's institutional identity and branding program. Helped lead, socialize, and sustain the university's comprehensive rebranding efforts that unified under one iconic brand— "The U" — the academic, research, healthcare, and athletics enterprises.
- *Campaign Communications*. Led university-wide campaign communications strategies, planning, and execution. Developed campaign brand, case statements, web site, videos, and donor communications for the \$1.3 billion *Momentum Campaign*.
- *Crisis Communications*. Served on the university's crisis decision team and helped manage the emergency operations center. Managed communications and messaging during numerous major hurricanes, tropical storms, and other campus emergencies.
- *Budget and Administration*. Developed and managed departmental and program budgets totaling approximately \$3.5 million. Directed all departmental technology and networking functions, including departmental servers, software, hardware, and web and online technologies.

Executive Director of Communications

University of Miami, February 2000 – March 2003

Directed the daily creative operations and overall business functions of the Office of University Communication, the central communications office of the University of Miami. Managed a staff of 13 communications and marketing professionals (editors, writers, content managers, art directors, graphic designers, and web designers).

Management responsibilities included:

- *Marketing Communications/Publications*. Directed a state-of-the-art communications office producing approximately 400 print and electronic publications each year. Produced key marketing and communications materials, including the university magazine, school and college materials, annual reports, recruitment, fundraising, and public relations communications.
- *Employee Communications*. Developed and managed internal communications programs for a large, diverse, and decentralized workforce.
- *University Web Site*. Responsible for managing content and design for the university's web site. Direct a team of content producers and designers to ensure a dynamic university web presence.
- *Brand Management*. Managed and enforced the university's institutional identity and branding program.
- *Budget*. Developed and managed departmental and program budgets totaling approximately \$3.5 million.

Director of Creative Services

University of Miami, October 1992 – February 2000

Functioned as the University's chief creative director on all major and strategic initiatives and was responsible for the department's operations for all design, digital, production, and technology-related functions.

Played a key role in the development and execution of the university's brand management and messaging strategies. Senior member of a high-performance creative team charged with developing innovative and effective total communications solutions for print publications, the World Wide Web, advertising, and other collateral media targeted to key audiences (alumni, donors, prospective students, parents, trustees, and faculty and staff). Managed state-of-the-art publishing technology for the Office of University Communication, including hardware and software for a Macintosh-based network serving 18 staff members.

Art Director

University of Miami, October 1988 – October 1992

Responsible for the concept, design, and production of collateral supporting the university's overall communications and marketing goals. Led and developed a team-oriented design studio, directed photo and illustration vendors, and produced digitally prepared print files. Major projects included start-up of the quarterly alumni magazine, major school-based periodicals, direct mail campaigns, fundraising, and student recruitment communications. Implemented the department's server-based digital network and workflow procedures.

VIRGINIA COMMONWEALTH UNIVERSITY

Graphic Designer

May 1987 – October 1988

Responsible for developing the concept, design, planning, and execution of publications and collateral targeted to key audiences of a state university with 6,000 employees and 21,000 full-time students. Consulted with university-wide clients to develop strategies and form account-based relationships. Led start-up of the university's first magazine devoted to teaching; developed brand and launch materials for *The Campaign for VCU*, the university's first capital fund-raising campaign; and produced numerous other recruitment, development, promotional, and academic publications.

EDUCATION

Bachelor of Fine Arts, *Communication Arts and Design, School of the Arts, Virginia Commonwealth University, Richmond, Virginia*

Graduate Coursework, *Department of Art and Art History, University of Miami, Coral Gables, Florida*

PROFESSIONAL AFFILIATIONS

Member, American Institute of Graphic Arts (AIGA)

Member, American Marketing Association (AMA)

Member, and former conference planner, presenter, and judge, Council for the Advancement and Support of Education (CASE)

Former Member, Association of American Universities (AAU)

AWARDS AND RECOGNITION

Received more than 400 national and regional awards, including multiple national grand and gold CASE awards for overall university publications programs, overall fundraising communications, alumni magazines, annual reports, institutional identity, internal communications, and visual design.