



MIAMI UNIVERSITY

OXFORD, OH • EST. 1809

An Invitation to Apply for the Position of

CHIEF MARKETING AND COMMUNICATIONS OFFICER

THE SEARCH

Miami University seeks an innovative and resourceful marketing/strategic communications professional to lead the University's efforts to strengthen its image as a nationally recognized, student-centered public university. Building upon a comprehensive strategic plan, the Chief Marketing and Communications Officer (CMCO) will oversee efforts to raise the visibility of the faculty and students, who are engaged in a rich array of exceptional academic, co-curricular and community activities, as well as build public awareness of Miami as a vital economic, intellectual and cultural resource at the local, state and national levels.

Miami University is a highly respected and distinctive public institution of higher education that is recognized for outstanding undergraduate education and selective graduate and research programs. The University serves the citizens of the state of Ohio, as well as a regional and an increasingly national constituency. This is an exceptional opportunity for an experienced, visionary leader in marketing and communications to help advance the University's reputation as a national leader for innovative approaches to and excellence in undergraduate liberal arts and graduate education and instruction, high academic standards, and scholarly achievement.

With a student body of more than 16,900 undergraduate and 2,300 graduate students at its Oxford campus, Miami effectively combines a wide range of strong academic programs with the personal attention ordinarily found only at much smaller institutions. Graduate programs complement and enhance the undergraduate educational experience. Two regional campuses and the Voice of America Learning Center, which collectively enroll an additional 5,000 students, and the Dolibois European Center in Luxembourg provide key access points and opportunities for traditional and non-traditional students alike. This unwavering commitment to teaching and learning is demonstrated in the University's record of exceptional retention and graduation rates, and its consistently strong and engaged alumni community. Miami encourages and supports its students' intellectual depth and curiosity, the importance of personal values as a measure of character, and a

commitment to lifelong learning in a global environment. Further, Miami creates an environment where students engage actively in service, develop leadership and civic skills, and explore cultural diversity.

Reporting directly to the President and as a member of his Executive Cabinet, the Chief Marketing and Communications Officer will oversee a 40-person staff across marketing and branding, strategic communication/public relations, media relations, web communications, executive communications, audio-visual services, crisis communications, external relations, creative services and internal communications. She or he will be tasked with: developing a University-wide vision for marketing and communications at Miami; educating the University community about the talented University Communications and Marketing (UCM) team and opportunities for collaboration; assessing the entire array of communications vehicles and identifying opportunities for improvement; collaborating closely with other external-facing offices, particularly Enrollment Management and Student Success, on their communications needs and messages; and building a strong, professional team with a reputation for excellence, collaboration and customer service. The ideal candidate will have substantial experience leading communications and branding efforts in large, complex organizations, preferably including higher education experience. She or he must also have a strong understanding of the respective advantages of traditional versus emerging media; government relations and crisis management; and outstanding project and staff management skills.

MIAMI UNIVERSITY

History and Campuses

Miami University was chartered by the Ohio General Assembly in 1809. The University offered its first classes in 1824 in the village of Oxford, Ohio. By 1829 it had grown to 250 students, making it the fourth largest university in the nation, following Harvard, Yale and Dartmouth. The University admitted its first women students in 1902. The breadth of its undergraduate and masters programs grew throughout the 20th century, and in 1964 the Ohio Board of Regents approved the inauguration of Ph.D. programs.

The beautiful grounds and the gracious Georgian-style buildings of the 2000-acre Oxford campus inspired poet Robert Frost to declare the Miami University campus "the most beautiful college that ever there was." Miami has worked consistently over the last 20 years to promote a green campus with recycling, energy reduction, and in construction and building maintenance. Both the attractiveness of the campus and the rich academic and extracurricular opportunities available for students make a strong statement about the University's commitment to the quality of student life.

The city of Oxford has more than 20,000 residents, including the student population, and is located in southwestern Ohio, within an hour's drive of both Dayton and Cincinnati. An

attractive small city, Oxford has numerous retail and restaurant establishments a short walk from campus, providing a vibrant “college town” experience. In 2016, *Forbes* promoted Oxford as the top-ranked “college town” in America.

At Miami University, Diversity and Inclusion are central. From the Fight Song, to the Alma Mater, to the Code of Love and Honor, Miami’s core and mission are grounded in the belief that diversity and inclusion is Miami’s strength. Miami strives to be a community where all perspectives are discussed and celebrated in the true spirit of an engaged academic community—a place where ideas are freely exchanged, modified, and evolve, because new perspectives and experiences bring new visions and knowledge that can lead to even better ways of viewing and experiencing problems and relationships with each other and the world. To learn more, visit <http://miamioh.edu/diversity-inclusion/about/index.html>.

Miami’s regional campuses are in Hamilton and Middletown, located 13 and 22 miles from Oxford, respectively, allowing easy travel for faculty and students between campuses. Similarly, the Miami University Voice of America Learning Center is also conveniently located in West Chester, midway between Cincinnati and Dayton. Lastly, the Dolibois Center is located in a 13th century chateau in Luxembourg, a key center in the European Union, and is strategically located for student study and travel in Europe.

The Miami Experience

Historically, Miami has created a strong undergraduate community through its commitment to student success, building student and alumni loyalty, and by empowering its students, faculty, and staff to become engaged citizens. It effectively combines a wide range of strong academic programs with the personal attention ordinarily found only at much smaller institutions, drawing students who want the benefits of a rigorous academic program in a student-centered environment. It is this Miami experience that continues to attract exceptional students.

The University’s curriculum and commitment to the highest quality instruction have earned it unusual recognition:

- Miami was ranked fifth among the nation’s top universities for best undergraduate teaching by the *U.S. News & World Report* in the 2018 edition of *America’s Best College*. Miami has ranked in the top five on this short, elite list of universities for the past eight years.
- The *Fiske Guide to Colleges 2018* recognizes Miami for a “strong academic reputation, dedicated and accomplished faculty, high-caliber students, and high graduation rates.” The guide also commends Miami for its emphasis on liberal arts and opportunities for research, travel abroad, and leadership.
- Once again, Miami is recognized in *The Princeton Review’s* annual flagship college guide. In addition to outstanding academics—the primary criteria for selection—Miami was described as having an “astoundingly beautiful” and “gorgeous” campus. (2018 Edition)

- Kiplinger's Personal Finance magazine listed Miami as one the "100 Best Values in Public Colleges" for 2017, ranking Miami 25th among in-state best values nationwide for public universities and 33rd for public university best values for out-of-state students. Miami has appeared on the list since it was first published in 1998.
- In the latest Institute for International Education report on the number of students studying abroad, Miami ranks 3rd among public doctoral institutions nationwide. The figures show 46.3% of Miami students study abroad before they graduate. (2017)

Miami University has six academic divisions—the College of Arts and Science, the Farmer School of Business, the College of Engineering and Computing, the College of Education, Health, and Society, the College of Creative Arts, the College of Liberal Arts and Applied Science, and the Graduate School. The College of Arts and Science is the oldest and largest college at Miami, with nearly half of the undergraduate student body enrolled; it offers 62 majors, 62 minors, and 11 co-majors. The Farmer School of Business is nationally recognized and offers 8 undergraduate majors, the College of Engineering and Computing offers 10 majors, and the College of Education, Health, and Society offers 18 majors. Miami's College of Creative Arts offers 12 majors, and the College of Liberal Arts and Applied Sciences offers 32 majors that can be completed at Miami's regional campuses. Miami also offers master's degrees in more than 60 areas of study and doctoral degrees in 13 fields.

First- and second-year Oxford students are required to live on campus. Residences are designed to foster greater student interaction and shared experience. They are close to classroom buildings, the recreational sports center, and uptown Oxford's shopping and restaurants. First-year students join living-learning communities that include arts, foreign languages, health and wellness, honors and scholars, and leadership themes. An academic adviser lives in each first-year residence hall to provide personal support and assistance in scheduling classes and exploring majors and careers.

The "Miami Experience" is based on a rich tradition of academic excellence and intense engagement both inside and outside the classroom. Thousands of students each year participate in undergraduate research, internships or study abroad programs. Miami ranks first in the nation among public doctoral universities in the percentage of students who study abroad before graduation. Students thrive in a residential educational community offering exceptional opportunities, including hundreds of programs, activities, organizations, and services, many of which are coordinated by the Office of Student Activities. In addition, students may take advantage of the fraternity/sorority community, host to over 50 fraternity and sorority chapters, and the Harry T. Wilks Leadership Institute which prepares students to become engaged public leaders and informed global citizens.

Sharing a common name and place, the connection between the University and the Miami Tribe of Oklahoma spans more than four decades and has evolved into a multi-layered collaboration built on trust, respect, and a shared commitment to education. Neepwaantiinki, the Myaamia word meaning "we learn from each other," is a rich interpretation of "partners in learning," a phrase that Miami University and the Miami

Tribe have used for years to describe their reciprocal relationship. Visit: MiamiOH.edu/MTR.

Miami also has a strong athletic program. Distinction in intercollegiate sports is measured not only by the quality of an institution's athletes but also by the caliber of its coaches. Miami's reputation for athletic excellence is long, well-deserved and, in the coaching field, unmatched. The University ensures that student athletes excel in the classroom as well. The most recent semester student athlete GPA was a 3.30, with a graduation success rate of 85%.

Miami's Division of University Advancement is very active and accomplished, having raised \$100 million in the past year. Advancement also is the recipient of 14 honors in the 2017 Pride of CASE V District Awards—including two gold awards in Platinum Categories. The award-winning [#MoveInMiami](#) initiative is notable for the depth of collaboration between the Advancement and University Marketing and Communications teams. The 2016 #MoveInMiami campaign, a participation-driven effort in its third year, set an initial goal of attaining 2,020 donors in 20 hours and 20 minutes to honor the incoming first-year class. The goal was surpassed by more than 200 percent, with over 4,000 donors making gifts of all sizes and to all areas of Miami's campus. In all, the effort unlocked \$200,000 in matching gift challenges and raised over \$1,000,000 for more than 300 designations campus-wide. Driven largely through Facebook, Twitter, Instagram and other online applications, #MoveInMiami recorded 10.2 million social media impressions.

Leadership

In July 2016, President Gregory Crawford joined Miami as its 22nd president. Before his presidency at Miami, he was vice president and associate provost at University of Notre Dame, where he worked to expand career services, internships, and employment opportunities for Notre Dame undergraduates, recruiting students, enhancing fundraising, and establishing a presence in California.

Dr. Crawford joined Notre Dame's faculty in 2008, serving as the William K. Warren Foundation Dean of the College of Science. As dean, he oversaw the founding of the department of applied and computational mathematics and statistics, the recruitment of more than 60 faculty and the planning and fundraising for significant new ventures such as the Warren Family Research Center for Drug Discovery and Development.

Dr. Crawford previously served as the dean of engineering at Brown University, where he had joined the physics and engineering faculty in 1996. His work includes more than 400 research and education publications, review articles, and book chapters, and 21 U.S. patents and patent applications.

President Crawford is an advocate of inclusive excellence, openness, and shared governance.

He and Dr. Renate Crawford, also a physicist, bicycled across the country to raise awareness and funds for research on Niemann-Pick Type C Disease, a rare and deadly neurodegenerative disease. He has completed five "Road to Discovery" rides, expanding fundraising to include other illnesses being studied at Notre Dame. His efforts raised about \$2 million dollars for research and clinical trials.

CHIEF MARKETING AND COMMUNICATIONS OFFICER

The Chief Marketing and Communications Officer (CMCO) reports to the President and is a member of the President's Executive Cabinet, which is the University's senior management team. The CMCO is charged with providing vision and leadership for university-wide marketing and strategic communications, including public relations and brand strategy. The CMCO will work collaboratively with all Miami University entities to fully integrate and advance institutional marketing, branding and communications efforts, both internally and externally. The CMCO will collaborate particularly closely with the leadership of other externally facing offices, including the Senior Vice President for Enrollment Management and Student Success as well as the Senior Vice President for University Advancement, Director of Institutional Relations and Director of Intercollegiate Athletics.

A primary goal for the CMCO is to help Miami realize its enrollment and philanthropic goals by advancing an enhanced image of the University regionally, nationally, and beyond, as a premier institution that prepares academically ambitious students for success in life. The successful result of these efforts will contribute to: increasing the diversity and quality of Miami's undergraduate and graduate populations; strengthening its national ranking; raising the visibility of Miami and the accomplishments of its students, faculty and staff, building alumni engagement in the future of the University; and establishing Miami as a vital resource locally, regionally, and nationally.

Role and Responsibilities

The Chief Marketing and Communications Officer is responsible for balancing central and decentralized communications authority, providing strategic guidance and cultivating collaborative relationships with the marketing and communications staff across the various campuses, colleges, and offices of enrollment management and student success, advancement and alumni, and intercollegiate athletics. She or he will be expected to acquire a comprehensive understanding of the key issues facing the University and its various units, and then shape appropriate strategies, structures, resource allocation, and staffing to ensure that those issues are effectively addressed and communicated. Given the somewhat decentralized nature of the institution, the CMCO will need to become broadly informed about, and sensitive to, the diverse needs and concerns of the many members of Miami's community. The CMCO will also need to keep the variety of constituents that make up Miami's community informed in a timely fashion of the various priorities and

activities of the different parts of the University. Lastly, the CMCO must be able to engage and inform federal, state and local governments and communities in committing resources and attention to the University.

The CMCO will have an approximately \$6 million budget and a staff of approximately 40 Full Time Employees responsible for broad-based university communications, marketing and branding, strategic communication/public relations, media relations, crisis communications, web communications, executive communications, and audio-visual services. The CMCO's direct reports include the: Assistant Vice President for Marketing and Brand Strategy; Director for University News and Communications; Director for External Relations; and Managing Editor for the *Miamian*, the alumni magazine.

Opportunities and Challenges

The next CMCO will arrive at a transformational time at the University, with enormous excitement about the future of the University. The opportunities and challenges include:

Ensure that the University is broadcasting a consistent and compelling message, and migrate towards an integrated marketing and communication platform.

- Create a formal integrated communications and marketing vision that will promote the University's public identity. Engage administrators, faculty, students and alumni in discussions about the vision, incorporating feedback and introducing processes for its consistent application across the University. Utilize quantitative market research and analysis to measure effectiveness and impact of the overall branding effort and specific communications.
- Create strategies for addressing the different needs and interests of Miami's diverse audiences, both internal (faculty, staff and students) and external, including alumni, potential donors, prospective students and their families, the public media, and various federal, state and local bodies. Develop additional vehicles to communicate with specific audiences when appropriate.
- Collaborate closely with campus partners, including but not limited to Enrollment Management and Student Success, Advancement, Institutional Relations and Intercollegiate Athletics, as well as the academic divisions, regional campuses, and other units to ensure that all communications leverage the University's brand, look and feel in order to maximize impact and appeal.
- Provide a standard of excellence in all communications and marketing activities, auditing and assessing Miami's internal and external communications and marketing vehicles. Identify best practices as well as inefficiencies and duplications.

- Establish an appropriate degree of consistency in both the messages conveyed and the means and methods employed to convey them. Monitor the impact of messages and relay the results so successful paths can be capitalized upon in subsequent outreach.

Provide partnership, counsel, and support to the Division of Enrollment Management and Student Success. Enhance collaborations with and support of internal constituencies to better serve Miami's dedicated communities.

- Collaboratively develop strategies for advancing Miami's market position and brand recognition as a Public Ivy and destination for the most academically accomplished students in national and global markets, while simultaneously reinforcing Miami's commitment to educational access for residents of Ohio.
- Assist the undergraduate and graduate admissions offices across all three campuses and the various colleges and schools with their messaging needs. Partner on division and departmental recruitment and yield communications to support the achievement of their long-term strategic enrollment goals.
- Review and assess the digital and social media platforms, which have been and will continue to be critical to building national and global brand recognition and resulting in continued enrollment success. Assist in and ensure the adaptation and execution of University's overall branding strategy to these media to further support Miami's long-term and strategic enrollment needs.
- Exhibit complete poise during crisis situations and leadership in associated communications. Oversee the activities of the University's spokesperson. Serve as an integral and positive resource for the Miami University community during challenging times.
- Enhance the mechanisms of support and counsel to the full range of University stakeholders, helping them to achieve their communications objectives while promoting the priorities and messages of the University as a whole.
- Increase the quality of communication among internal constituencies at Miami. Periodically evaluate the effectiveness of internal communication, digital and social media, and recruitment publications approaches and adapt as necessary.

Increase the regional, national and international visibility of the University overall as well as its faculty, students, staff and alumni. Highlight a rich and diverse array of outstanding academic and student development programs and community initiatives. Ensure that the significant economic, intellectual and cultural roles that Miami plays at the regional and national levels are well documented, represented and appreciated.

- Serve as senior counselor to the President, the President's Executive Cabinet and other University leaders as they assess, monitor, manage and respond to issues that put the University in the public eye. Create an environment where opportunities for positive public relations are generated and aggressively pursued and where negative attention is adroitly handled.
- Assess and analyze all the ways Miami communicates with its constituencies, including, but not limited to: the website, publications, press releases, social media, admissions materials, campus and department-specific advertising including athletics, and events. Move quickly to address areas that are significantly subpar and create a disadvantage when competing with peer institutions, particularly the website.
- Assist with Miami's strategic communications response to major political issues, at the federal, state and local levels. Where appropriate, draw upon the expertise and intellectual range of the Miami community to help inform political decision-making.
- In conjunction with University leadership, support a broad strategic approach for Miami's interaction with, contributions to and partnership with the State of Ohio, and enhance public awareness of Miami as a vital resource to the State and the communities that surround its campuses.
- Coordinate with all campus partners to ensure that the impact of Miami's actions and activities on local communities is carefully considered and factored into decision-making at all levels.
- Publicize the University's community-focused activities, such as the relationship between the University and the Miami Tribe, so that the various publics and those affected by the University's myriad community programs are made aware of the scope and depth of these endeavors.

Lead the University Communications and Marketing staff, promoting a culture of excellence, collaboration, and professional growth.

- Build a cohesive, professional team. Inspire and motivate staff through the free flow of information, placing staff members' work within the context of the brand marketing strategy as well as within the University's overall strategic goals.
- Lead by example; foster a working environment that rewards new ideas and risk-taking, builds confidence, and encourages team-based efforts. Encourage and promote collaboration between University Communications and Marketing staff and their counterparts throughout Miami.

- Maintain a leadership style that is open and fluid, that empowers staff through active communication and delegation, and that ensures staff accountability for excellence through clearly defined and measurable goals.
- Establish goals in a collaborative manner to ensure that staff have a sense of responsibility and ownership for the successful outcomes of the University's communications and marketing efforts.
- Actively support, mentor, and train staff, providing frequent opportunities for professional development and growth.
- Actively advance Miami's demonstrated and determined commitment to diversity in all its forms on all campuses.
- Assess the existing communications organizational structure, making adjustments as necessary to fully leverage staff strengths and ensure coordination, productivity, and responsiveness.

THE IDEAL CANDIDATE

This is an exciting opportunity for an innovative, experienced leader to join one of America's premier student-centered, public universities and play a key role in its evolution and continued success. The ideal candidate will bring a distinguished record that commands the respect of the University community. In addition, the individual must have significant leadership experience appropriate to the size and complexity of Miami University. The next Chief Marketing and Communications Officer will possess many of the following qualities and experiences:

- A deep appreciation for the history, achievements and aspirations of Miami University, and the ability to effectively and eloquently articulate those to a diverse audience.
- Significant experience envisioning, developing, and implementing a successful and comprehensive integrated marketing and communications program across an enterprise with multiple constituencies and a wide variety of audiences.
- Demonstrated ability to craft substantive and cohesive messages based on the institution's strategic goals, communicate them successfully to key audiences, and adapt and adjust as appropriate over time.

- Broad experience in strategic marketing, communications planning, media relations and crisis management as well as significant successful experience dealing with the national media. Experience with federal, state, and local public policy issues is ideal.
- Substantial experience evaluating the strengths of existing marketing and communications programs and identifying opportunities for improvement. Ability to demonstrate effectiveness of programs and initiatives, using data-driven techniques and benchmarking.
- Expertise on the advantages and drawbacks of emerging digital media (websites, social media, etc.) in marketing and strategic communication for an institution, conveying information and content in ways that engage and excite constituents, including prospective students and their families, alumni, and the wider public.
- Skill working in a complex, decentralized environment serving many—and sometimes competing—internal clients and external constituents. Outstanding management and planning skills, including the ability to handle multiple projects simultaneously.
- Ability to craft and defend positions despite critiques, persuasively describing evidence and rationales with the President's Executive Council. Network throughout the institution, serving as a resource and identifying resources in turn; convincing, persistent, and determined.
- Collaborative and collegial orientation, eager and able to engage a diverse client base, and able to build strong professional relationships. An approach that stresses customer service. A convener who is able to synthesize many ideas and produce work products that address a wide variety of goals and objectives.
- Record of creative and entrepreneurial management; the ability to build, lead, mentor, and motivate staff; and the ability to encourage change and growth in both people and programs. A strong commitment to personal and professional development, and the ability to build a strong, autonomous, and collaborative team.
- The intellectual depth, maturity and confidence to garner the trust of the President, Trustees, faculty, staff, alumni and other constituents. Strong personal integrity and work ethic, as well as a sense of humor and perspective.
- Superlative interpersonal skills with a demonstrated ability to work well with people at all levels of an organization, across a diverse range of education and social backgrounds, and to demonstrate an honest respect for each individual.
- Excellent oral and written communication skills. Ability to eloquently convey Miami's vision and priorities to administration, faculty, staff, students and outside

constituencies. Ability to support the President and key volunteers in their personal presentations as appropriate, as well as to serve as an effective and compelling spokesperson for Miami when necessary.

- A keen eye for operational efficiency and optimal use of resources; the ability to plan, monitor, and manage a budget.
- Bachelor's degree required; advanced degree preferred.

TO APPLY

Please send all nominations, inquiries, and expressions of interest to:

Tom Fitch, Partner
Jim Sirianni, Principal
MiamiUCommunications@storbecksearch.com

Miami University, an EO/AA employer, encourages applications from minorities, women, protected veterans and individuals with disabilities. Miami does not permit, and takes action to prevent, harassment, discrimination, and retaliation. Requests for reasonable accommodations for disabilities should be directed to Ms. Mary Jane Leveline at (513) 529-2027. The Annual Security and Fire Safety Report may be found at: <http://www.MiamiOH.edu/campus-safety/annual-report/index.html>. Criminal background check required. All campuses are smoke- and tobacco-free.

Right to Know—Consumer Information at www.muohio.edu/righttoknow. Hard copy available upon request.

While every effort will be made to preserve confidentiality until finalists are selected, the search is subject to the Ohio Public Records Act.