

SMART SUSTAINABLE
DIVERSE ACCOMPLISHED
COLLABORATIVE
CONNECTED PROFESSIONAL
CREATIVE
PASSIONATE
VIBRANT
STIMULATING
**AMERICAN
UNIVERSITY**
WASHINGTON, DC

**At Last, a Seat at the Table.
Now what?**

Case Institute for Senior Communications and Marketing Professionals

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AMERICAN UNIVERSITY
WASHINGTON, DC



A Trend Toward Vice Presidential Level Positions

Institution	Title	Media/PR	Web	Marketing	Creative Services/Publications	Other
American University	Vice President for Communication	x	x	x	x	
*Boston University	Vice President for Communications and Marketing	x	x	x	x	
Brandeis University	Senior Vice President for Communications and External Affairs	x	x		x	Government Affairs and Public Relations
*Bucknell University	Vice President for Communications	x	x	x	x	
*Colgate University	Vice President for Public Relations and Communications	x	x	x	x	
Columbia University	Executive Vice President for Communications and Public Affairs	x	x		x	"Strategic Communications" & Public Affairs
*Cornell University	Vice President for Communications	x	x	x	x	Visitor Center
Duke University	Vice President of Public Affairs and Government Relations	x	x		x	Gov't Relations
*Emory University	Vice President for Communications and Marketing	x	x	x	x	
George Washington University	Vice President for External Relations	x	x		x	Gov't Relations
*Johns Hopkins University	(New) Vice President for Communications	x	x	x	x	
*Lafayette College	Vice President for Communications	x	x	x	x	
Lehigh University	Vice President for Communications and Public Affairs	x	x		x	Community Relations
New York University	Vice President for Public Affairs	x	x		x	Advertising grouped with Publications
Northeastern University	Senior VP for External Affairs	x	x	x	x	Community Relations
*Pace University	Vice President, University Relations	x	x	x	x	
Rice University	Vice President for Public Affairs (includes Gov't and Community Relations)	x	x			Gov't and Community Relations
Syracuse University	Senior VP, Public Affairs and Senior VP External Affairs	x	x	x	x	Public Affairs groups Communications with Government Affairs; External Affairs groups Marketing and Interactive Media with Advancement Functions
*Texas Christian University	Vice Chancellor, Marketing and Communications	x	x	x	x	
*University of Miami	Vice President for Communications	x	x	x	x	
*University of Pennsylvania	Vice President for Communications	x	x	x	x	Note marketing and brand services called "strategic communications"

* Positions organized similarly to AU



Does The Trend Extend?

- Public research universities?
- Small colleges?
- Midwest and West?
- Outside the U.S.?



You've Arrived. Act Like You Know.

“When you get in the end zone, act like you have been there before.”

--Tom Landry
Head Coach, Dallas Cowboys

A University Officer

- Chief Marketing and Communications Officer
- Strategic contributor
- University representative
- Campus citizen
- Financial officer
- Policy wonk



Chief Marketing and Communications Officer

To state the obvious...

Leadership for the institution:

- Marketing and brand strategy
- Public and media relations
- External “face,” print and digital
- Internal communications
- Crisis Communication

Q: Does your division provide strategic leadership or customer service?



Strategic Contributor

What does your institution's strategic plan say about the role of marketing and communications?

Hint: Find it, read it, or help to write or revise it.

Link the institution's marketing plan to the strategic goals of the institution.

Hint: A strategic function should have impact on many major goals.

Are you sweating the important stuff?

Q: What issues are monitored weekly? Why?

In cabinet meetings, are your contributions on various topics limited to communications counsel and perspective?

Hint: If you limit your contributions only to your area or expertise, your colleagues will observe the same limits.



University Representative

Make some room on your calendar. You just signed up for:

- Chamber of Commerce or Board of Trade meetings
- Rotary Club breakfasts
- Local awards receptions
- Inaugurations

Hint: Bring your business cards and debrief with follow up for your colleagues right after networking events.

- And on campus –

Ground breaking ceremonies, dedications, presidential speeches, Senate meetings, scholarship events, alumni and fundraising activities, commencements, student leadership dinners, faculty retreats, etc.

Hint: Find the rhythm and flow of annual campus events and traditions and make sure you turn out to support them.



Campus Citizen

Are you making time for campus-wide service on issues that matter?

There's only so many leaders to go around. Volunteer to lead an ad hoc working group, task force or committee that has some relation to your primary role, but is far more broad in scope. You will learn, you will establish relationships and your service will be noted.



Financial Officer

Learn how the budget process works.

Fast.

Learn about how space allocation works.

Faster.

Use your allocated budget wisely and according to plan.

But use it. If you don't, it appears you don't need it.

Don't go over budget. Ever.

Monitor your expenditures in relation to budget at least monthly; more in the last quarter of the fiscal year.

Always have ready the answers to two questions:

If you had to cut 3-5%, what would you cut? If 3-5% were available to fund an initiative, what would it be?



Manage your expenses as if they will be audited.

Know your travel, procurement and reimbursement policies and be a model.

Policy Wonk

Are the practices for which your division is responsible easily understood? Widely recognized? Shared with new members of the community?

Q: Where are policies posted, how are they used, and how are they introduced to those expected to follow them?

What principles are shaping these practices? Are they apparent?

Q: Are they tied to institutional values and mission?

Give your area a policy audit.

Hint: See if others can find the standards that guide your work and those of others you seek to influence. If they can't be found or understood, you need to work on some policy development. And, by the way, don't go it alone. (Seek input from colleagues and general counsel.)



What do others have to add?

Let's hear from others who've gotten a seat at the table.

What should you do to act like you've been there before?

How can we help others who are preparing to take a seat?

