

# JEANETTE M. DE DIEMAR, PHD

Award-winning chief communications and marketing executive with a record of inspiring and leading change management processes focused on cultivating networked, collaborative university integrated marketing and communications cultures impacting reputation, admissions, advancement, alumni engagement, and crisis management. Committed to transparency and authenticity with a philosophy that *creativity takes courage*. A passion for mining stories with impact, creating inspirational, genuine brands, and an outcomes-focused delivery to amplify distinctiveness of the liberal arts, arts, and sciences.

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## Core Leadership & Change Management Competencies

- Reporting to the President, serve as Chief Marketing and Communications Officer providing counsel, expertise, and strategy solutions for brand and reputation management
- Cultivate a shared vision through collaboration and networked university resulting in tangible, authentic buy-in from colleagues and stakeholders to address complex challenges
- Guide institutional responses for high profile institutional crisis and issues of national and regional prominence (National Incident Management System (NIMS) and FEMA trained)
- Serve as Chief Storytelling and Spokesperson, define content management strategy to raise awareness and appreciation for mission, vision, and priorities including enrollment, fundraising, campaigns, and programs
- Serve as lead communications strategist supporting the president, provost, administrative and academic leadership
- Launched integrated marketing and communications solution to address fragmented, decentralized marketing developing networked, collaborative brand development, client services, new technologies, alumni relations, and campaign communications operations
- Data savvy including ROI, analytics across digital, media relations, social media, and marketing channels including dashboards, analytics, and recommendations
- Experienced budget manager focused on ROI, efficiencies, and effectiveness avoiding redundancies (received a 2014 Florida TaxWatch Governor's Certificate of Commendation)
- Led award-winning, university-wide change management processes to impacting enrollment and retention, donor campaign, and advancement priorities, donor and alumni engagement through in-house agency operations and services
- Reimagined design, infrastructure, and staffing for four different university integrated marketing and communications operations and brand platform and campaigns resulting in 30% increase over three years in inquiries, applications, and successful completion of two comprehensive campaigns exceeding goals
- Entrepreneurial acumen with experience in economic development, business acceleration, and branding

## Leadership Achievements

- American Marketing Association's 2014 Higher Education Marketer of the Year
- American Marketing Association's 2011 Higher Education Marketing Team of the Year
- Transformed operations from a fragmented, decentralized marketing and communications functions into integrated, technology-savvy, innovative, outcomes-focused teams including institution-wide collaborative networks focused on outcomes, efficiencies, partnerships, and client satisfaction
- Led development of several award-winning university-wide integrated marketing and communications initiatives launching comprehensive IMC and brand strategies and operations including University of

Indianapolis, University of Wisconsin Oshkosh and Florida State University and as a consultant: California State University Fresno (Fresno State) and Texas A&M University-San Antonio

- Produced an award-winning institutional spot, recognized by CASE as “best in the nation” (in partnership with the Florida State University College of Motion Picture Arts and Film)
- Invited speaker and workshop facilitator (international and national conferences), author, and contributor to publications and journals including effective Integrated marketing and communications strategies, brand development, convergent technology marketing, guerilla marketing, media relations, crisis communications and recruitment marketing
- Communication strategy comprehensive campaigns:
  - UINDY Starts with You (five-year \$50M/exceeded goal in first three years of campaign)
  - Raising the Torch (inspired branding and communications strategies contributing to the first phase of an in 2010-14 for eight-year \$1B/concluded 2018)
  - Pride, Purpose, Promise (five-year campaign \$20M/concluded 2010)
- Council for Advancement and Support of Education Branding Conference, Faculty (2018)
- Public Relations Society of America Executive Committee Member, Counselors to Higher Education
- PRSA CHE Senior Summit international 2017 (Nashville, Tennessee), Summit Chair
- Authored comprehensive campaign donor communications campaign strategies contributing to record donor engagement, alumni giving, and major gifts – highly collaborative approach with advancement
- Created collaborative initiatives with Provost, Research, and Faculty Senate to raise awareness of faculty research, support for faculty development/promotion and tenure initiatives Including annual Newsmakers of the Year in conjunction with Provost to recognize faculty who impact institutional reputation through research, service, and innovation, new and adjunct faculty networking activities
- Postgraduate research – ROI, strategy vs. tactical and integration of higher education communications and marketing efforts and issues/crisis management strategies
- Member of the development team that created and launched one of the United Kingdom’s first international centers for digital media and creative technologies, “@Wales,” a previously derelict, historic building with a £3M custom-converted renovation, upgraded to the highest technology standards providing business acceleration to 25 companies in-residence in various stages of development while supporting by a diverse portfolio of internal public and private sector partners within the UK – certified as a “soft landings” delivery of support to global companies

## **Professional Experience**

### ***Vice President, Chief Communications & Marketing Officer, 2015 to present***

University of Indianapolis, Indianapolis, Indiana USA

As the university’s chief reputation manager and brand manager, storyteller, and spokesperson lead the reimagined Office of Communication and Marketing, serving on the president's cabinet as a key strategic partner responsible for developing and implementing an overarching plan for marketing and strategic communications that reflects the university’s land-grant goals and objectives for the Midwest’s leading private university founded in 1902 (5,600 undergraduate, graduate and adult learning, oversee a \$3.6 million annual budget and staff of 15) – leading change management process to established institution-wide integrated marketing and communications operations and services model supporting six colleges and schools. Established and chair University Branding and Marketing Committee (comprised of senior leadership, faculty, students and alumni), Risk Management Committee, member

- Managing, motivating, and mobilizing a team of talented and ambitious writers, designers, media specialists, and videographers, marshaled staff, digital, content, design, and vendor resources through new communication channels, elevating visibility and reputation to raise awareness and appreciation

- Advise the president, cabinet, and trustee interactions with the media and public regarding content and messaging strategies
- Continually assess, track data for effectiveness of existing and proposed communications strategies, and content channels; establishing goals, objectives, and metrics for all marketing and communications activities and monitoring progress
- Chief communications strategist in risk and crisis management, including establishing crisis communications policies and procedures – oversee reputation management strategy and establishing procedures to detect potential issues potentially impacting institutional brand and reputation. Actively monitor both existing and emerging issues that could impact the brand and proactively ensure the university communicates positions to mitigate reputational damage
- Launched brand initiative: You emerge You (admissions), UIndy Effect (reputation), and UINDY starts with You (comprehensive) and UIndy-visible (alumni) campaigns
- Created a central marketing and strategic communications infrastructure tasked with highlighting the university's core values and programs, admissions funnel, fundraising, and brand management
- Established in-house agency model to collaborate with colleges, departments, administrative and academic units and athletics to ensure a sophisticated, unified and consistent university-wide brand identity and communications style
- Collaborate across the university to inspire and champion initiatives through working groups including inclusivity and equity, retention efforts, faculty and staff professional life, academic life initiatives and athletics, risk management, parking, work-life balance, faculty load, adult learning, and professional life

#### **ACHIEVEMENTS**

- Cultivated new partnerships bringing national attention to the University including American Pianist Association Artist-in-residence, Guitar Foundation of America 2020 International Conference to be hosted at the University, Community Health Network, Roche, Strada, formerly USA Funds, and other sponsorship opportunities
- Redesigned and implemented new admissions funnel and communications and marketing strategy increasing inquiries and applications resulting in record undergraduate and enrollment for past two years (inquires from 2015: 31,238 to 2018: 61,918/applications from 2015: 6,822 to 2018: 9,663/registered: 2015: 820 to 2018:1,212) contributing to overhauled visitor experiences, admission events, influencer communications, digital advertising, launched brand ambassador program (75 student voices), UIndy Effect (digital story campaign), and admissions messaging including bridge campaign working with Office of Admissions
- Developed collaborative, university-wide strategies to reimagine advancement strategies to cultivation of donors, annual funds and designated campaigns increased alumni giving and overall success of the UIndy Starts with You Campaign exceeding \$50M goal by \$7M including launch of capital projects including Health Pavilion, RB Annis School of Engineering, Poverty Institute, two residence halls and major gifts and donor cultivation and recognition strategies
- Designed new brand platform, integrated marketing and communications team creating an in-house agency model to increase capacity, account liaison and creative services, overhauled media relations, executive communications launching comprehensive news site, content strategy, dashboards and reporting cycles to illustrate impactful digital story campaigns (UIndy Effect)

#### ***Associate Vice President of University Communications, 2010 to October 2014***

#### ***Promoted August 2013 from Assistant Vice President, University Relations***

Florida State University, College Ave, Tallahassee, Florida, USA

Oversaw the change management process for the State of Florida's pre-eminent university – serving 41,000 undergraduate and graduate students, 6,700 faculty and staff establishing an award-winning Office of University Communications, comprised of 25 staff and 150+ university marketing and communications practitioners including news and digital communications, media relations, crisis communications, creative technologies, digital content and social media production, broadcast production, creative services, strategic communications, and brand

resources. Diverse portfolio of university partners – advancement, admissions, athletics, general counsel, research, trademark and licensing, alumni, boosters, and research centers.

- Led the university’s initiative to build and sustain an integrated marketing and communications solution that resulted in a comprehensive, outcomes-focused and authentic approach including an in-house agency model supporting 16 colleges, two professional colleges, four international campuses within a research and creative environment
- Served as chief spokesperson and CMO, providing communications and issues management counsel and solutions to executive leadership, deans, centers, and university police. Represented the Vice President in her absence. Directed the University's marketing and communications budget (\$3.1M), including sponsorships and revenue-generating products, such as the State of Florida FSU License Tag program
- Founded and lead an institution-wide network of university communicators ([communicatorsnetwork.fsu.edu](http://communicatorsnetwork.fsu.edu)) to nurture a university-wide culture of collaboration and accountability
- Collaborated with Divisions of Advancement, Admissions, Athletics, and Academic units to inspire and deliver major marketing and communications campaigns including first three years of the “Raising the Torch” (\$1B comprehensive goal)

## ACHIEVEMENTS

- Led the strategic communications and messaging strategy for a number of high profile institutional crises – providing counsel, media relations responses to successfully navigate through issues
- Twice in the past year featured in *CASE Currents* for innovations in higher education integrated marketing and communications including ROI and communications networks
- Created a suite of partnerships leading to greater efficiencies, shared resources and consistencies in messaging, crisis communications and integrated marketing and communications
- Launched a portfolio of communications strategies to raise awareness and appreciation for national strategic initiatives including “Top 25” university campaign, entrepreneurial university, pre-eminence designation by the Florida legislature, graduate success, most efficient university, and the nation’s most student-friendly public university
- Launched an award-winning social media strategy garnering national attention (consistent engagement rate 8%, reach for various campaigns exceeding 900K) – Facebook (2012 3K to 2014 100K+)/Twitter (2012 400 to 2014 35K)
- Produced an award-winning institutional spot, recognized by CASE as “best in the nation” (in partnership with the College of Motion Picture Arts and Film)
- Implemented a system of benchmarks, reporting and enhancements across integrated marketing and communication mix
- Overhauled, constructed and implemented an Office of University Communications (two-year period) to include news and research communications, digital content, social media, creative services, university brand services, strategic communications and account manager teams

## Committees and University Service

Communications Advisory Committee, Co-Chair  
(reported to President)  
Campaign Communications Group, Member  
Communicators\* Network, Founder and Director  
Emergency Management Team  
Student Veterans Initiatives Advisory Board, Member

IT Governance Council, Member  
Enrollment Management Committee, Member  
Graduate Management Committee, Member  
Garnet and Gold Scholars Society, Student Advisor  
Greek Life Leadership Awards, Panel Judge

### Executive Director, Integrated Marketing and Communications, 2006 to 2010

University of Wisconsin Oshkosh, 800 Algoma Blvd, Dempsey Hall, Oshkosh, Wisconsin, USA

Served as a key member of the Chancellor's six-member cabinet, spearheading the strategic vision and implementation of the first-ever integrated marketing and communications strategy for the University of Wisconsin System's third largest institution, founded in 1871, with a record enrollment (increased from 10,900 to 13,200) students and \$501M economic impact on the region, serving as an economic engine for the 1.2M citizens of Wisconsin's "New North" region. Established and managed a 17-member staff with a philosophy of team empowerment where "creativity takes courage" including news and information, university publications, media relations, crisis communications, external relations, content development, and alumni relations. Heavily support the UW Oshkosh Foundation and Foundation Board of Directors, while also serving as second to the Vice Chancellor for Advancement.

- Designed and successfully launched an award-winning 17-member university integrated marketing and communications strategy and division, effectively transforming campus culture, university brand development, publications, alumni relations, foundation communications, and media and external relations with a focus toward quality and client services including American Marketing Association Higher Education marketing team of the year award, 2011
- Developed and launched all aspects of a nationally-recognized in-house agency and suite of campus-wide services related to operations, budget, and administration while effectively managing client services including brand platform, media strategy, comprehensive training curriculum, image library, and online resources
- Effectively reapportioned operational and initiative funding to improve unit functions, increase resource impact, and develop new lead generation and constituency programs

#### **ACHIEVEMENTS**

- Oversight of the strategic advancement communications products and media relations strategy for successful \$24M comprehensive capital campaign including public and private funding for capital improvements of \$100M and significantly enhanced alumni engagement
- Defined media and key messaging strategy to successfully navigate several crises and issues including multi-hazard emergencies and full-scale scenarios
- Served as chief spokesperson and chief public information officer – provided counsel to Chancellor and Senior Cabinet regarding communications, external relations, and crises
- Built a full-scale, multichannel emergency communications strategy, as well as completed FEMA Emergency Multi-Hazard Management Course for Higher Education through FEMA and EMI. Served on the UW System Board of Regents Campus Safety and Security Committee to review and recommend changes across 26 institutions (post-Virginia Tech response)
- Developed and managed strategies to enhance community and external relations establishing the initial foundation for partnerships, sponsorships, and opportunities for revenue generation
- Provided counsel and recommendations to shared governance and leadership groups, as well as key committees including Chancellor's Council of Advisors, faculty senate, academic staff, university planning, enrollment management, and colleges
- Received the UW Oshkosh 2010 Outstanding Employee Service Award

#### **University Service**

Honorary Doctorate Committee  
Enrollment Management Team  
IMC Advisory Group (Co-Chair)  
Web Advisory Group  
Department of Journalism  
Advisory Council

#### **UW System Service**

University of Wisconsin Board of Regents Task Force (Campus Safety and Security)  
University of Wisconsin Academic Staff Leadership Conference presenter

#### **Region**

New North Branding Committee  
Oshkosh Brand and Vision Steering Committee  
Oshkosh Chamber of Commerce (Public Relations Committee)

#### ***Business Marketing Director, 2001 – 2006***

@Wales, Saint Line House, Mount Stuart Square, Cardiff Bay, UK (formerly of the Welsh Development Agency)

As a member of the executive leadership team for the ground-breaking high-tech business acceleration environment – supported more than 500 digital media entrepreneurs providing strategy and counsel for the development and delivery of effective marketing strategies impacting product launches, new companies and lead generation – while influencing the global profile of the Welsh digital media industry.

Directly responsible for all aspects of the organization’s integrated marketing and public relations strategies including partner development and brand platform as well as collaborations with higher education, government, and corporate sectors.

#### **ACHIEVEMENTS**

- Created and managed a globally-recognized brand – managed a \$1.2 million integrated marketing budget and a portfolio of partners, contractors, and stakeholders
- Responsible for all client recruitment and retention – operated at full occupancy
- Cultivated and managed international relationships across an extensive network of public and private sector organizations including higher education, government, business, stakeholders, media, and agencies
- Co-created and produced several international and domestic special events and corporate sponsorships and partner opportunities – directly impacting lead generation, customer conversion, product, and services launches
- Developed and implemented business development opportunities for the Welsh digital media sector and client companies including inward investment and venture capital investments
- Initiated and delivered several benchmark studies for the Welsh technology and digital media industries
- Created and managed nation-wide networking and business support network (network@wales.com)

#### ***Dean of Institutional Advancement, 1999-2000***

Wayland Academy, Beaver Dam, Wisconsin, USA

As member of the President’s Council and change leadership team, successfully streamlined operations, decreased department expenditures by 25%; rebuilt advancement, alumni, parent relations programs, and public relations team; created the framework for follow-on growth and change in support of the advancement and alumni relations; and authored and implemented Wayland’s crisis communication/serious incident plan.

#### **ACHIEVEMENTS**

- Successfully rebranded and launched an institutional brand to improve market perception and enrollment, increased major gifts and improved stakeholder and constituent giving. Directly responsible for an emergency campaign – raising the largest gift campaign in the institution’s history
- Directed the rebranding and market repositioning of a private educational academy to grow enrollment, market perception, and philanthropy – increasing major gifts by 400% alumni participation by 200%
- Role required adeptness in encouraging collaboration amongst diverse constituencies including faculty, alumni, students, trustees, and parents during a challenging time of transition and risk
- Served as a member of the senior executive team responsible for change leadership, crisis, and issues management, and media counsel to senior leadership as well as the Board, parent and alumni committees
- Directed a \$1.2M advancement budget, six-person advancement team, portfolio of contractors, student workers, and a volunteer pool

#### ***Senior Account Manager, 1998 -1999***

The Hoffman Agency, Global Headquarters, San Jose, California, USA

Managed constituent, industry analyst liaison, and media relations for Hewlett-Packard’s global education, training and ERP divisions – resulting in a 250% increase in media placement and editorial content within a six-month period, while managing media and industry analyst briefings, media pitches, and national and global editorial relationships.

Provided a portfolio of communications solutions for product announcements, white papers, and promotional campaigns including special events, product rollouts, and branding campaigns.

#### **ACHIEVEMENTS**

- Provided research, analysis, planning, and implementation of strategic counsel for products, services, media events, and brand launches including the development and implementation of US press and industry analyst perception audit on behalf of Hewlett-Packard
- Determined ramifications of new product and services announcements and crafted corresponding key messages
- Recommended corporate communication and media strategies to senior-level executives
- Ghost-authored white papers, news releases, and marketing collateral on behalf of senior executives
- Developed, on behalf of the Hoffman Agency, a comprehensive training and professional development program and managed internal professional development lecture series

#### ***Associate Director of College Relations, 1994 -1998***

Ripon College, Ripon, Wisconsin, USA

During four-year tenure, promoted from Communications Coordinator to Associate Director, serving a concurrent interim term as Director of Foundation and Corporate Relations. Shaped institutional image and the development, implementation, and assessment of a broad-based communications program with an emphasis on media and public relations. Provided counsel to senior leadership during several high-profile issues affecting enrollment, revenue, and senior leadership transition, including the inauguration of the President. Supervised a team of 10 student writers and monitored department budget to ensure impact and ROI while launching the first institutional graphic identity policy.

#### **ACHIEVEMENTS**

- Developed and managed an effective media relations plan to cultivate local, regional, and national editorial relationships across television, electronic, and print media – media strategy resulted in an increase of 400% regional and national media placement
- Served as executive speechwriter
- Served as assistant editor of the monthly institutional magazine and editor of employee newsletter, providing content, graphic, and publication management from conception to publication; Created, launched and managed Ripon's first website and online marketing campaign
- Assisted campus constituents and stakeholders with the planning and implementation of institutional ceremonies and special events including graduation, parent, trustee, alumni weekends, and admissions
- Wrote and produced fine arts and event series promotions for regional broadcast; managed hometown and faculty news release program
- Managed external contractors and suppliers with the delivery of media relations, publications and event series including PR Newswire and Campus Crossroads

#### ***Senior Public Information Officer, 1990 –1994***

1st Infantry Division and Fort Riley, Kansas, USA (Civilian)

Reporting to the Chief Public Affairs Officer, as a civilian contractor, advised senior leadership on media relations strategies to manage crises, issues, and trends affecting the organization – provided editorial content for community newspaper and Department of Defense publications, worked to improve community relations and authored serious incident plans while coordinating media relations strategies.

#### **ACHIEVEMENTS**

- Developed media and constituent briefing materials related to public affairs policies, crisis scenarios, and management strategies, served as media spokesperson

- Coordinated communication strategies for hometown news, community relations, and serious incidents including damage limitation exercises
- Served as liaison between national and international media during Desert Storm, Desert Shield and Operation Hope (Somalia), under the direction of the Division Public Affairs Commander and US Department of the Army
- Authored a crisis communication management strategy for serious incidents; implemented a comprehensive media relations program while managing daily press briefings and international media coverage for Desert Shield/Storm and post Desert Storm

## Education

### **Doctor of Philosophy (Phi Kappa Phi) 1996, Kansas State University, USA**

- Research Emphasis: Curriculum and instruction, crisis communication management
- Dissertation: *The Role of Media Specialists in the Crisis Management of Violence within School Districts*<sup>©</sup>

### **Master of Science – Mass Communications 1992, Kansas State University, USA (A.Q. Miller School of Journalism)**

- Research Emphasis: Journalism, crisis and issues management, media relations
- Thesis: *The Role of Public Affairs: A Case Study of the First Infantry Division and Fort Riley from Land Acquisition to Desert Storm* (Available via Department of Defense Information School)

### **Bachelor of Science – Journalism, 1988, University of Wisconsin, Oshkosh, USA**

Emphasis: News writing, advertising, marketing, and graphic design

## Current Professional Memberships

- Public Relations Society (PRSA), member of the Counselors to Higher Education Executive Committee Board (appointed 2013)
- American Marketing Association (AMA)
- Council for the Advancement and Support of Education (CASE)

## Interview Source

“Finding your brand: Searching for your identity takes thought and commitment” *850 Business Magazine*, August-September 2014, pages 44-49 (Featured interview)

“Connecting Communicators – Campus communicators offer support” *CASE Currents*, February 2014, pages 45-50 (Florida State University featured)

“Proving Your Success – Communications and marketing professionals are increasingly tying their work to the bottom line. Are you measuring what matters?” *CASE Currents*, July 2013, pages 25-31 (Florida State University featured)

### ***Creative Strategist (consultant) to Higher Education and Business, November 2009 to current***

Headquartered in Indianapolis, Indiana, USA

Provide reputation management, brand development, integrated marketing and communications initiatives, customer engagement, and crisis communications counsel – current portfolio includes higher education, fitness industry, City of Tallahassee’s Gun Violence Prevention initiative (city commission committee member, volunteer – 2014).

## Professional History

2015-present	<b>Vice President, Chief Communications &amp; Marketing Officer</b>	University of Indianapolis Indianapolis, IN, USA
2009-present	<b>Consultant to Higher Education and Business for brand platform development, organizational change management and building integrated marketing and communications models</b>	Consultant, headquartered Indianapolis, IN, USA
2010- 2014	<b>Associate Vice President, University Relations Integrated Marketing and Communications</b> (Promoted August 2013 from Assistant Vice President)	Florida State University Tallahassee, FL, USA
	<b>Executive Director, Integrated Marketing and Communications</b>	University of Wisconsin Oshkosh Oshkosh, Wisconsin, USA
2001-2006	<b>Business Development and Marketing Director</b> (Formerly Welsh Development Agency)	@Wales Digital Media Initiative, Welsh Assembly Government, United Kingdom
1999-2000	<b>Vice President/ Dean of Institutional Advancement</b>	Wayland Academy Beaver Dam, Wisconsin, USA
1998-1999	<b>Senior Account Manager</b>	The Hoffman Agency, San Jose California, USA
1994-1998	<b>Director of Corporate &amp; Foundation Relations Associate (interim) Director of College Relations</b> (Promoted from Communications Coordinator)	Ripon College Ripon, Wisconsin, USA
1995-1997	<b>Adjunct Instructor, Mass Communications</b> (contractor)	Marian College Fond du Lac, Wisconsin, USA
1990-1994	<b>Civilian Public Affairs Officer Civilian Media Relations Specialist</b>	Office of Public Affairs Infantry Division, Fort Riley, Kansas, USA