

# Tony Proudfoot

## EXPERIENCE

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**The University of Arizona** in Tucson, AZ, is a member of the elite Association of American Universities (AAU). It ranks 34<sup>th</sup> in the U.S. in research expenditures, which approximate \$600 million per year. Arizona enrolls approximately 43,000 students in more than 350 degree programs. It offers two medical schools and an emerging clinical partnership with Banner Health, which is among the 10 largest nonprofit health systems in the nation.

### Interim Senior Vice President for Marketing and Communications

January 2018–present

#### Responsibilities

- Serve as the university's chief marketing and communications officer, overseeing the University Marketing and Communications division
  - Oversight of \$6 million in resources
  - Leadership of 30 staff and 7 students, including University Marketing and Brand Management
- Build a fully collaborative team by implementing a contemporary Integrated Marketing Communications model
- Assess the division and improve the university's approach to marketing and communications and provide continuity through the search for and appointment of a permanent Senior Vice President
- Build a budget recommendation that will enable the university to reach its marketing and communications goals more effectively and efficiently
- Oversee earned and owned media strategies and align them with the university's brand position and goals
- Oversee issues management and crisis communications
- Serve on the president's Senior Leadership Team
- Continue to lead Marketing and Brand Management as described below

### Associate Vice President for Marketing Communications and Brand Management

January 2015–present

#### Responsibilities

- Lead the university's brand and marketing efforts and oversee the office of University Marketing and Brand Management (MBM), Arizona's central marketing function
  - Oversight of \$3.5 million in resources: \$1 million in personnel, \$.5 million in operations, \$2 million in Trademarks and Licensing gross revenue
  - Leadership of 18 staff and 5 students
- Lead more than 250 marketers throughout the university by influence and advise senior leadership in order to bring coherence to the UA Brand and create a stronger competitive advantage for the university
- Serve as the senior UA marketing strategist and liaison with the Banner Health marketing team to advance the Banner University Medicine partnership

- Oversee the re-imagining of [arizona.edu](http://arizona.edu), the university's web-ecosystem and develop the university's integrated digital media strategy
- Oversee media buying and advertising strategy
- Develop a model to demonstrate the return on investment of marketing funds and align marketing activities with measurable outcomes that drive revenue
- Oversee the Trademarks and Licensing Department to align it with brand strategy and maximize revenue

## Highlighted Successes

- Transformed University Marketing and Brand Management's (MBM) relationship with the campus from adversarial in 2015 to trusting and collaborative, and from compliance-oriented to brand-expression oriented
- Leading the development of the university's re-envisioned brand platform in alignment with, and support of, the in-progress strategic planning process
  - Leading UA's first brand study and conducting a complementary competitive analysis
  - Establishing the university's first national media markets by applying demographic, geographic, and psychographic techniques to 284,000 student, alumni, and donor records—these markets will serve as the basis for integrating advertising, earned and own media, alumni engagement, development events, and enrollment marketing in high-value emerging markets
  - Establishing a brand development model that increases engagement among faculty and academic leadership to reduce common skepticism about the substance and value of marketing and branding
- Created and established a new and novel brand governance model to integrate and bring coherence to approximately \$40 million in distributed marketing investment through co-creation, formal structures, training, and consulting
  - Led the overhaul of brand guidelines to be more actionable and acceptable to campus marketers
  - Developed brand platforms, aligned with the UA brand, for half of all colleges (8) and 10 divisions that resulted in more compelling and aligned positioning messages
  - Established UA Creative, a co-creation effort by marketers across campus that refined the brand platform, improved its visual vocabulary, established photo and video guidelines, and created brand training
  - Created the ONE Conference, which in its third year (July 2017) attracted 73% (218) of the entire UA marketing community
  - Overhauled [brand.arizona.edu](http://brand.arizona.edu), the university's online brand guidelines
  - Increased the effectiveness of the marketing community by bringing best-of-breed training to campus including Droga5, Brandweek's 2016 Agency of the Year; Kevin Allen, the mastermind behind MasterCard's 'Priceless' campaign; and Miami Ad School
- Led, in partnership with the Secretary of the University, the development of the university's Operational and Financial Review presentation to its governing board, the Arizona Board of Regents (ABOR)—the 2017 presentation resulted in an overwhelmingly positive response from regents and ABOR staff
- Achieved record Trademarks and Licensing revenue of \$2 million, a 43% increase, as a result of product category management, new exclusives, a renegotiated relationship with the university's licensing agency, more effectively managed licensees, and a premium royalty
- Led a comprehensive marketing study of University of Arizona Health Sciences which established the need for a compelling brand position for the division and its colleges

- Led and created the first marketing plan for Banner University Medical Division—a \$16 billion organization—through a cross functional team of marketers and communicators across the university and Banner Health
- Integrated advancement marketing strategies among MBM, the foundation, and alumni association
  - Established a cross-functional strategy team across all three organizations
  - Provided consulting on the foundation’s digital strategy and its brand architecture for annual giving and giving societies
- Co-led a peer assessment and organizational plan that resulted in the establishment of a critical marketing leadership position in Student Affairs Enrollment Management and Academic Initiatives and Student Success
- Led a university-wide, cross functional effort to maximize awareness of the OSIRIS-REx Asteroid Mission launch, which resulted in 1.5 million advertising impressions, more than 850,000 social media impressions, 5,000 earned media impressions, and 17 community events in Tucson and Cape Canaveral
- Overhauled MBM by reorganizing the creative team, adding research and analytical capacity and repurposing technical personnel to focus on web development
- Completely re-engineered large-scale web development across the enterprise by establishing a new university-wide web development environment and a Custom Development Upstream that allows for the creation of a consistent web experience in a federated environment—this approach is leading-edge web design and is lowering the technology barrier to creating and maintaining websites at scale at the UA
- Built the value, effectiveness, and impact of MBM over the course of three years of leadership changes and uncertainty

**Ball State University** in Muncie, IN, is a comprehensive public university that enrolled approximately 22,000 students. The \$1.1 billion university offered 180 bachelor’s and 100 graduate degrees and was classified by the Carnegie Foundation for the Advancement of Teaching as a research university, high research activity.

## **Associate Vice President for Marketing and Communications**

**January 2007–December 2014**

### **Responsibilities**

- Led the Office of University Marketing and Communications (UMC)
  - Oversight of \$4 million in resources
  - Leadership of 36 full-time appointed staff and an additional 10 temporary, graduate, and student staff
- Developed and led the university’s brand strategy and execution, as well as integrated marketing and communications strategies for admissions, development, legislative affairs, alumni affairs, colleges, departments, and university initiatives
- Led the creative expression of the Ball State brand through TV, radio, billboards, print, and digital media advertising, as well as media buying, photo and video services, and publications
- Led the university’s interactive marketing strategy, including oversight of the entire [bsu.edu](http://bsu.edu) website and enterprise content management system, and social media

- Maximized visibility through earned media efforts and served as chief spokesperson, leading public relations, media relations, crisis communications preparedness and response, presidential positioning and executive communications, and internal communications
- Conducted market research and tracked performance metrics that informed the ongoing evolution of the university's brand strategy
- Oversaw Ball State *Alumnus*, the university's quarterly alumni magazine (as of August 2012)

## Highlighted Successes

### Enrollment

- Applications set new university records, rising by 80 percent, and the university achieved an enrollment record in 2011–12
- Raised the freshman class average three-part SAT scores by 90 points while sustaining class size
- Increased the portion of freshmen with academic honors diplomas from 47 percent to 70 percent
- Increased student selectivity by reducing the admit rate from 81% to 61%
- Four-year graduation rate increased by 10 percentage points

### Visibility and Public Funding

- Tripled total media placements and increased national media placements by more than 14-fold
- Led communications and marketing for the university's largest capital campaign—larger than the previous two combined and conducted during the Great Recession—which exceeded its goal by 5 percent
- Helped the university secure an additional \$8 million in discretionary funding from the Indiana General Assembly in the 2013 appropriation—in addition to the state's funding formula—in recognition of the university's growing strength
- Coproduced high-profile celebrity alumni events that drew full-capacity crowds and extensive national visibility—including *A Conversation with David Letterman and Oprah Winfrey*; *A Conversation with David Letterman and MSNBC Host Rachel Maddow*; *A Conversation with David Letterman and Twitter Cofounder Biz Stone*, and special media events with one of Fortune's 50 Most Powerful Women, Angela Ahrendts—Apple's senior vice president for retail and online, and former Burberry CEO
- Leveraged the implementation of the nation's largest geothermal system to produce more than 1,200 media placements in national outlets such as *The New York Times* and National Public Radio

### Issue Management and Crisis Communications

- Led all strategic and tactical aspects of safety-related and public relations communications during a 4-hour active-shooter lockdown of an 800,000 square-foot recreation facility
- Effectively managed numerous, highly visible and potentially damaging public relations matters related to personnel disputes, legislative strategy, academic freedom, NCAA infractions and a two-year probation, eminent domain, real estate, public safety, the care of minors at a university-run K-12 school, race-related incidents, and countless other issues. One matter reached the U.S. Supreme Court, and another involved a university police-action shooting that resulted in the death of an unarmed student.
- Created, led, and oversaw the university's emergency alert system and crisis communications effort, utilizing text messaging, e-mail, voicemail, global web alert, and digital signage

## **Organizational Development**

- In support of the president's vision, led the expansion of the team from 25 to 36 full-time appointed staff (44 percent growth) while also increasing per-FTE productivity, agility, and effectiveness through efforts designed to develop a team- and results-oriented culture paired with high expectations for performance
- Created a new interactive marketing team that led all aspects of digital marketing
- Reduced photo services expenditures by 25 percent without negatively affecting service, eliminating a historical \$100,000 deficit
- Implemented a comprehensive project management philosophy and resource management tools to track cost and ROI for all projects and initiatives
- Led and designed a \$1.2 million renovation of purpose-built space for the team

## **Additional Leadership Contributions**

- Served on the university's Strategic Planning Task Force and co-authored the university's 2012–2017 Strategic Plan, served on the Campus Master Plan Task Force, and served on the search committee for the vice president for business affairs and treasurer
- Developed the university's social media policy, the first university social media policy in the nation—by 2014 twenty-eight (28) universities and businesses used it as their own

**The Indiana University System**, reaching across Indiana and based in Bloomington, is a statewide public university that enrolled approximately 98,000 students at eight campuses by 2007. The university expended approximately \$408 million in externally funded research at the time, operated on a \$2.6 billion budget, and boasted 490,000 alumni worldwide. The university includes the state's only medical and dentistry schools as well as its only two public law schools

## **Executive Associate Director**

**July 2001–January 2007**

### **Enterprise-wide Office of University Marketing and Communications (UMC)**

UMC reported to the system-wide vice president of public affairs and was responsible for marketing leadership throughout the entire system, which had more than 300 communications and marketing personnel on eight campuses.

#### **Responsibilities**

- Served as chief of staff, overseeing the day-to-day management of UMC (staff of approximately 25) and sharing collaborative decision-making with the executive director on strategic, client, personnel, partnership, and fiscal matters
- Led system-wide marketing efforts and served as a senior marketing consultant and advisor for the central administration
- Served as the marketing advisor and account executive for six Indiana University campuses as well as state relations, economic development, and the IU Foundation
- Served as a senior member of the university's crisis communications team and advised five IU campuses on media relations and issues management

## Highlighted Successes

- Provided leadership as one of a three-person team that developed and implemented the university's first system-wide branding initiative, which integrated disparate campus and school identities, bringing coherence to a single identity while allowing for distinctiveness of campuses and schools
- Repaired relationships that were adversarial and grew them to be collaborative and productive
- Played a leadership role in the consolidation of UMC and another marketing office on the Bloomington campus, developing appropriate organizational structure and a team-oriented culture
- Authored strategic marketing plans for IU Kokomo, IU Northwest, and IU South Bend and led a strategic marketing assessment for IU East
- Provided leadership in the annual development and implementation of the university-wide marketing plan
- Coauthored the university's first life sciences communications plan and developed new communications strategies for legislative audiences
- Led the overhaul of campus websites for four campuses and the overhaul of admissions marketing for two campuses

## Manager of Marketing Research

July 1999–January 2007

### Office of University Marketing and Communications (UMC) Responsibilities

Concurrent with  
Executive Associate Director

- Led all marketing research for the Indiana University System
- Led a variety of research projects that drove change throughout the organization, particularly at senior levels
- Presented research findings and recommendations to senior administrators, including the trustees, president and senior staff, chancellors, and deans, advising them on appropriate interpretation and next steps
- Led the application of research findings and recommendations through the development of creative deliverables for marketing campaigns
- Served as project manager for more than 50 research projects of varying size and scope, prioritizing and scheduling multiple research projects in various stages to ensure on-time delivery at or under budget

## Highlighted Successes

- Designed and executed the university's first highly sophisticated branding study that was simultaneously fielded for seven IU campuses, allowing for unprecedented benchmarking at the university
- Delivered to the board of trustees an accurate assessment of the university's image among Hoosiers following the termination of basketball coaching legend Bob Knight—on a harrowing timeline of only days
- Discovered key action steps critical to attracting more minority students to the Bloomington campus and assessed the most effective method for recruiting adult students to IU's regional campuses

## Marketing Research Analyst

July 1995–July 1999

### Marketing Services, Business Affairs and Auxiliary Enterprises, Bloomington Campus Responsibilities

- Led the marketing research activities for the nine units of Business Affairs and Auxiliary Enterprises, a division of IU Bloomington with a \$100 million operating budget
- Developed customized research projects from conception through presentation of results

- Crafted quantitative and qualitative research studies that were instrumental in helping clients understand consumer decisions and perceptions, explore untapped market segments, refine service delivery, craft targeted marketing messages, and maximize the effectiveness of marketing materials

## RELATED NONPROFIT EXPERIENCE

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**Tucson Girls Chorus**, in Tucson, AZ, prepares girls and young women to be confident leaders through participation in a well-constructed educational program that emphasizes music, performance, leadership training, and community service.

### Board of Directors

January 2017–present

Enable the organization to execute its strategic plan and vision to double its impact by creating a professionally-staffed development function to support a new, philanthropy-supported outreach program

**Council for Advancement and Support of Education (CASE)** champions education by supporting the professions of marketing and communications, development, and alumni engagement. The global organization has 81,000 members and 3,600 member institutions around the world.

### Commission on Marketing and Communications

October 2015-present

- Lead the integration of marketing and communications with development and alumni into a unified advancement profession in support of CASE’s new (2016) strategic plan
- Lead the development of the brand platform that supports the new strategic plan
- Lead the development of a national campaign that demonstrates the value of higher education
- Re-imagined annual marketing and branding and senior marketing and communications conferences to differentiate them and increase the value of offerings in alignment with CASE’s thought leadership strategy

### Annual Conference on Marketing and Branding

Faculty

2016

Co-Chair

2017

### Annual Senior Marketing and Communicators Conference

Faculty

2016

Co-Chair

2017

Co-Chair

Present

### CASE 2018 Summit for Leaders in Advancement

Planning Team

Present

## American Marketing Association (AMA)

Served a three-year term (2013-2015) on the 10-person Conference Committee for the *AMA Symposium for the Marketing of Higher Education*—the largest gathering of higher education marketing professionals in the nation. The four-day conference of 1,000 is AMA's largest.

**Habitat for Humanity of Monroe County**, in Bloomington, IN is a local affiliate of Habitat for Humanity International, committed to eliminating poverty housing in Monroe County by building homes in partnership with families in need. The organization is a social service, volunteer organization, and mortgage broker.

**President, Board of Directors**

**January 2002–December 2003**

**Vice President, Board of Directors**

**January 2004–January 2007**

### Highlighted Successes

- Served as a change agent in the development of the affiliate's capacity-building plan, which positioned the organization to move from a budget of just few thousand dollars, building one or two homes annually, to a \$1.25 million budget (more than 90 percent spent directly on the program) and a 10+ annual home building capacity by 2007. Today, based on the foundation of this early governance and fundraising work, the affiliate's annual budget stands at \$4 million.
  - Facilitated the transition from a volunteer-only affiliate to a professionally-staffed organization
  - Enhanced the effectiveness of the board of directors by smoothly transitioning from a volunteer board to a governing board with full fiduciary responsibility and supervising a professional staff
  - Resolved legal, political, policy, and sponsorship issues common to a growing and multifaceted humanitarian organization
  - Created the marketing and public relations functions and professionalized communications practices of the affiliate
- Managed the executive director (ED), who oversaw a staff of eight, facilitated the ED's professional growth into the role of chief executive of the organization, enhanced hiring practices and performance management systems, and resolved personnel issues

## Independent Consultant

- Evaluated and reported on the marketing operations and programs of Alfred University, Alfred, NY.
- Served on a peer-review panel that evaluated and reported on the marketing operations and programs of University of Redlands (UR), Redlands, CA. I was approached because UR then viewed Ball State as a national leader in marketing and communications.

## National Presentations and Publications

- 2017 CASE Currents feature (global circulation 81,000) *Let Go to Let It Grow, How to build a culture of branding on campus*
- 2017 Higher Ed Live, Marketing National Podcast - Advancing your Marketing Career
- 2016 Five Ways to Build a More Rewarding Higher Ed Marketing Career (Volunteer Onsite—AMA)



- 2014 Leadership in Marketing (Confab, a national web strategy conference)
- 2013 Brand Essentials pre-conference tutorial (Volunteer Onsite—AMA)
- 2012 Brand Essentials pre-conference tutorial (Volunteer Onsite—AMA)
- 2011 Brand Strategies and Management (Paid Onsite—Academic Impressions)
- 2010 Developing a Social Media Strategy (Paid Onsite—Academic Impressions)
- 2010 (twice) Developing an Effective Social Media Strategy (Paid Webinar—Academic Impressions)
- 2008 Organizational Development in University Marketing Operations (Volunteer Onsite—AMA)
- 2006 Marketing Research in Higher Education (Volunteer Onsite—CASE Region V)
- 2006 Marketing Research in Higher Education (Paid Onsite—Academic Impressions)
- 2003 Marketing Research in Higher Education (Paid Onsite—Academic Impressions)

## EDUCATION

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### **Bachelor of Science, Psychology**

**1991–1995**

Ball State University, Muncie, IN

GPA 3.95/4.0 **Summa Cum Laude**

- Awarded Psychological Science Department Outstanding Senior of the Year
- Member of Phi Society, a community of Phi Beta Kappa members, Golden Key National Honor Society, and Psi Chi National Honor Society