

# TERESA M. FLANNERY

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## Professional Summary

Strategic and collaborative executive-level leader with three decades of experience in higher education, who cultivates relationships across the institution to lead innovation and influence change. Demonstrated record of leading institution-wide initiatives to address challenges and create positive impact. Internationally recognized expert in strategic integrated marketing and positioning. Strong experience in strategic planning, enrollment management, external relations, university advancement, inclusive excellence, and improvement of the student experience. Adept at issues management and crisis communication.

Currently devoting attention to a commissioned book for the Johns Hopkins University Press in their series for higher education leaders, specifically for presidents, provosts and trustees, about the value of marketing as a strategic function. *The Value of Marketing U: How Leaders Use Strategic Integrated Marketing to Build Awareness, Engagement, Loyalty and Value*, is slated for publication in August 2020. Also focused on initiatives to improve public perception of higher education and its value, through roles as Chair-Elect of CASE and as policy fellow at American University's Center for University Excellence.

## Education

- Ph.D.**, Education - College Student Personnel Administration 1995  
University of Maryland, College Park, MD  
Dissertation: The Effects of Differential Financial Aid Packages on Enrollment Behaviors at a Large Public University.  
Doctoral internship: Connecticut College
- M.Ed.**, Education - College Student Personnel Administration 1987  
University of Maryland, College Park, MD
- Bachelor of Arts**, English 1983  
University of Maryland, College Park, MD

## Work History

- American University** May 2008 – Present  
Washington, DC
- Policy Fellow** December 2019 - Present  
Center for University Excellence

Provide thought leadership, develop and support grant proposals, and provide counsel on public positioning of the new center as it seeks to address critical issues facing the higher education sector.

### **Vice President for Communication**

July 2010 – June 2019

I led the university's strategic integrated marketing and communications efforts, in addition to several important university-wide initiatives. I served as a member of the President's Cabinet and worked closely with the Board of Trustees on a host of issues. This was a continuation of my roles and responsibilities as executive director (including a staff of 35, operating budget of \$5 million - see next entry), which I began in 2008. My title was elevated in 2010 to Vice President.

#### **Key Accomplishments:**

- Produced demonstrable results for AU's brand strategy. Over seven years, freshmen applicants grew to record levels; admit rate dropped more than 20 points to 25%; yield rate increased from 19 to 36%; percentage of freshmen for whom AU is first choice increased 15%; U.S. News and World rank improved from 84 to 69; alumni engagement more than doubled; and perceptions of University's reputation and visibility increased among all stakeholder groups.
- Co-developed and launched the AU Plan for Inclusive Excellence--a five-year plan with focused investment of \$121M for actions over the next two years--in collaboration with President, Vice President of Campus Life and the President's Council on Diversity and Inclusion.
- Co-led the design phase of a Mellon funded university-wide effort to develop a blueprint for a re-imagined student experience that is more integrated, holistic and designed for today's students.
- Participated in the development, dissemination, measurement and on-going communication of the University's last ten-year strategic plan; led the competitor analysis for new five-year plan and roll out to the community.
- Created a first-of-its-kind, interactive and animated website to share recent graduate outcomes (employment, graduate school admission, incomes) searchable by degree program; led the team including partners with Career Center, Institutional Research, and IT colleagues.
- Contributed to development and execution of fundraising campaigns, including readiness assessment, case statement, campaign events and communications, development of strategy for principal gifts, and personal cultivation of a relationship with consulting firm that resulted in gift of in-kind services to support student success initiative. Participated in fundraising training for University leaders.
- Collaborated with admission and financial aid colleagues to develop a program to reduce student debt (by 21%) and communicate more clearly about AU's efforts to increase affordability, reduce costs and reflect value.
- Worked with the provost and deans to improve and modernize graduate student recruitment through digital marketing and online programs, and enhance impact of important faculty scholarship.

- Elevated the university profile by positioning the president and provost through editorial board visits, interviews, op-ed pieces, meetings and speaking engagements. Improved crisis communication and issues management planning to reduce risk and enhance response.
- Co-chaired (with Dean of School of Education) the 2017 University Leadership Retreat for faculty and staff leaders.
- Worked closely with the Board of Trustees on the presidential search and subsequent leadership transition and advise on issues to mitigate potential reputation risks.

## **Executive Director for Communication**

May 2008 – July 2010

As AU's first chief communications and marketing officer, I established a modern organizational structure to lead strategic integrated marketing and communications for the university. Conducted market research to shape AU's first brand strategy, developed and introduced its first brand campaign. Engaged in rigorous measurement to refine strategy and produce demonstrable results that improved the University's position among competitors and other national universities. Introduced strategic media relations and positioning strategies to elevate public awareness. Developed the university's first digital communications strategy. Reported directly to the president and served as a member of the cabinet.

### **Key Accomplishments:**

- Established the Division of University Communications and Marketing, supervised three departments, 35 staff, and \$5M annual budget. Managed functions, including creative services, media and public relations, digital and social media, marketing and brand strategy.
- Designed the University's brand strategy, created the first brand campaign and integrated it into all enrollment, alumni, development and school communications channels as well as the campus visit experience. Team received dozens of CASE national and regional awards, including the Grand Gold for the KNOW/WONK campaign.
- Established partnerships with MLB's Washington Nationals and The Washington Post to extend the University's brand awareness.
- Led development of the University's first stakeholder study with key audiences to form positioning and brand strategy requirements and set benchmarks for evaluation of progress over time. Repeated the study after three years to measure progress.
- In conjunction with CFO and University budget office, developed and experimented with first model of marketing ROI measures.
- Focused media and public relations strategies to align with strategic plan priorities, influence higher education peers and influencers, and enhance public impact of faculty scholarship. Placements increased 98% and media mentions featuring faculty expertise rose to 52%.
- Lead a campus-wide committee that governs the University's award-winning website, and led two major redesigns that ensured mobility, security and accessibility, and built a robust social media presence.
- Redesigned the University magazine to integrate the brand and introduced digital version to improve engagement with alumni.

**University of Maryland**  
College Park, MD

**August 1986 to May 2008**

**Assistant Vice President**  
University Marketing & Communications

July 2004 to May 2008

Reporting to the Vice President of University Relations, I led a university-wide marketing and communications team of 30 to develop brand strategy, implemented campaigns, executed strategic media relations, led crisis communications and developed all university-wide print and electronic tools. (See also Executive Director duties.)

Key Accomplishments:

- Demonstrated impact of branding and marketing program as measured by institutional awareness and support over ten years:
  - Rank among U.S. News national public universities rose from 30 to 18;
  - Alumni participation rate rose from 7% to 14%; alumni membership increased 30%; number of donors grew 81%; annual fundraising dollars grew 51%;
  - Institution rose to first position among regional competitors in unaided awareness poll (passing top competitor by a margin as wide as 20%);
  - 73% of citizens cite a vital role of higher education is to "conduct research that benefits society."
- Positioned the president and institution and advised on key issues.
- Coordinated a major stakeholder study of 14 audiences to inform implementation of strategic plan and future marketing and branding.
- Assisted in assessment and planning for \$1 billion fundraising campaign with direct responsibility for development communications.
- Led the planning and implementation of the University's year-long anniversary celebration to leverage visibility opportunities.
- Rolled out new strategic plan to important audiences.
- Team received dozens of CASE national and regional awards, including the Grand Gold for the anniversary celebration.

**Executive Director**  
University Marketing & Communications

November 1997 to July 2004

Provided integrated marketing leadership, brand building and positioning as one of the nation's top public research universities, with audiences and stakeholders including: 250,000 alumni, 32,000 students, 10,000 faculty and staff, as well as donors, business leaders, elected officials, and citizens of the state. Managed 30 staff in three departments and an annual budget of \$3.2M.

Key accomplishments:

- Developed and implemented a comprehensive visual identity program and brand positioning strategy based on stakeholder research and strategic plan.

- Planned and led two branding campaigns (*ZOOM* and *Fear the Turtle*) to increase awareness, support and loyalty among specific audiences.
- Facilitated integrated marketing and collaboration among colleges and schools.
- Worked with advisory boards including University Marketing Task Force, Foundation Board of Trustees Marketing Committee and Campus Communicators Group.
- Led the creation and introduction of new award-winning communication tools including *TERP* alumni magazine, two redesigns of the University Home Page and video alumni messages from the President.
- Introduced a strategically focused media relations plan.
- Shaped and implemented a plan for introducing a new president to various constituents.
- Provided leadership for programming, staffing and marketing of Maryland Day, an annual open house that attracts almost 80,000 visitors.
- Team received dozens of CASE national and regional awards, including the Grand Gold for Fear the Turtle campaign.

**Director**  
University Marketing

May 1997 to November 1997

Hired as the University's first marketing director to establish marketing priorities and supervise the video unit. Promoted after five months to supervise all marketing and communications units using an integrated marketing philosophy.

**Associate Director**  
Undergraduate Admissions

1994 to 1997

Designed and led marketing plan for undergraduate recruitment. Developed research studies to support strategies and inform enrollment management decisions. Directed publications program and shaped the University's first recruitment database of over 300,000 prospects per year. Handled admission decisions of alumni, donors, faculty and staff. Coordinated with student and administrative affairs to develop a one stop shop for newly enrolling students. Supervised the Public Inquiry, Word Processing and Marketing areas.

**Assistant Director**  
Undergraduate Admissions

1989 to 1994

Responsible for Marketing and Research in the Office of Undergraduate Admissions. Implemented marketing plan for undergraduates. Coordinated research, identified competitors, isolated target markets and tailored appropriate strategies to needs. Supervised production and mailing of 16,500 personalized letters of admission annually. Designed programs to increase application and yield. Supervised alumni and parent admission volunteer program. Established a telemarketing program targeting admitted students.

**Admission Counselor**  
Undergraduate Admissions

1986 to 1989

Managed a diverse territory of 81 private schools in Maryland and Washington, DC. Maintained strong relationships with guidance counselors. Assisted parents and students through the process. Made thousands of admission decisions annually. Advised student ambassador group of 100.

**Graduate Assistant**

1983 to 1985

Office of Campus Activities

Served as staff advisor for campus-wide student engagement in programs, including Homecoming and First Look Fair. Led department self-study for evaluation and improvement of programs and services.

**Keene State College**

1985 to 1986

Keene, NH

**Residence Hall Director**

Department of Residential Life

Maintained a co-educational residence hall housing 310 freshman and sophomore residents, supervised a staff of 12 resident assistants and one assistant residence director. Handled discipline, coordinated summer conference program, and advised student organizations including a sorority, the residence hall council and the hall government.

**Volunteer Leadership and Professional Development**

**Council for the Advancement and Support of Education**

**-Board of Trustees, 2014 to present**

*Chair-Elect, 2019-present*

Lead transition to new global governance structure, cultivate gifts from former trustees and volunteer leaders, solicit funds for grant proposals in support of CASE-led initiative to improve public perceptions of higher education's value

*Treasurer, 2017- 2019*

Provide financial oversight of annual operating budgets (\$25M annually) and assets (\$17M), not including \$40M in property, as well as work with auditors and investment partner to ensure clean audits, manage risks, and grow assets

*Secretary, 2016 to 2017*

**-Communications Commission**

*Chair, 2014-2016*

*Vice Chair, 2011-2014*

**-Institute for Sr. Communications & Marketing Professionals**

*Chair, 2012, 2013*

**-Institute for Integrated Marketing and Branding**

*Chair, 2008*

*Co-chair, 2007*

**Fellow, Academy for Innovative Higher Education Leadership, 2017 - 2018**  
Georgetown University and Arizona State University

**American Marketing Association Symposium for the Marketing of Higher Education**  
**-Program Planning Committee, 2010 – 2013**  
*Chair, 2012 and 2013*  
*Marketing Track Chair, 2003*

**National Association for College Admission Counseling**  
Commissioned to direct a national study of early action and early decision practices, 1996  
-Faculty director for national seminars on applied market research, 1994-1997  
-Professional Development Committee, 1994-1997

**Kappa Alpha Theta National Women's Fraternity**  
*President, Facilities Corporation Board, Gamma Mu Chapter*

**Omicron Delta Kappa Leadership Honor Society**  
*National Conference Chair, 2004*  
*Province II Faculty Director, two terms*

### **Publications**

Flannery, T.M (In progress.) The Value of Market U. How Leaders Use Strategic Integrated Marketing to Build Awareness, Engagement, Loyalty and Value. Baltimore, MD. Johns Hopkins University Press.

Flannery, T.M. (2012). Getting to KNOW U. Currents, 38, 3. Washington, DC. Council for the Advancement and Support of Education.

Flannery, T.M. (2013) Using social media to shape, socialize, launch and monitor brand. Social Works: How Higher Ed Uses Social Media to Raise Money, Build Awareness, Recruit Students and Get Results. St, Louis, MO: EDUniverse Media.

Flannery, T.M. (2003). Practitioner's Perspective (review). The Case International Journal of Educational Advancement, 3, 3. Washington, DC: Council for the Advancement and Support of Education.

Flannery, T.M. & Clement, L.M. (1996). Early Decision and Early Action Report. Alexandria, VA: National Association for College Admission Counseling.

Clement, L.M. and Flannery, T.M. (1996). Research in college admission. A Handbook for The College Admission Profession. Washington, DC: American Association of Collegiate Registrars and Admission Officers.

Clement, L.M. and Flannery, T.M. (1995). The role of research in the college admissions process. The Admission Practitioner. Alexandria, VA: National Association for College Admission Counseling.

## Teaching

<b>Affiliate Assistant Professor</b> University of Maryland, College of Education	2000 – 2008
<b>Second-Year Doctoral Seminar in College Student Personnel</b> University of Maryland, College of Education	2004 – 2008
<b>Assessment</b> , a graduate-level class in methods University of Maryland, College of Education	1999 – 2000
<b>Administrative Practicum for Master's Students</b> University of Maryland, College of Education	1997
<b>The Student and the University</b> , a transition class for first-year students University of Maryland	1994
<b>Career Planning and Decision-Making</b> University of Maryland	1984

## Presentations and Keynote Speeches at National and International Meetings

**New Rules for Higher Education Marketing**, keynote speech  
American Marketing Association Symposium for Marketing of Higher Education, Las Vegas, 2019

**Made to Last: Building Brands that Stand the Test of Time**  
CASE Asia Pacific Conference, Singapore 2017

**Everyone Builds the Brand: Becoming Your Campus Change Agent**  
CASE Institute for Senior Communication and Marketing Professionals 2017

**It's Good to be Us: Opportunities for Higher Ed Marketing**, keynote speech  
Strategic Marketing Institute, CASE Europe, York, England 2016

**Pay it Forward: An ROI Approach to Higher Ed Marketing**  
Advanced Marketing Session, American Marketing Association Symposium for Marketing of Higher Education 2013

**What's the Big Idea? Finding, Launching and Measuring Brand Strategy**  
CASE Senior Institute for Communications and Marketing 2013

**Anatomy of A Brand Strategy**  
-Chartered Institute of Marketing, Higher Education Edinburgh, Scotland 2012  
-CASE Sr. Institute for Communications and Marketing Washington, DC 2011  
-AMA Non-Profit Marketing Conference Washington, DC 2011



**Recipe for A Dream Job**, keynote speech

American Marketing Association Symposium for Marketing of Higher Education Chicago, IL 2009

### **Committee Service and Leadership**

#### **At American University:**

Strategic Plan Steering Committee

Web Steering Committee, Chair

Trademark and Licensing Committee, Chair

University Marketing Advisory Council, Chair

Reimagining the Student Experience, Leadership Steering Committee and co-leader of the design phase of the project

#### **At University of Maryland:**

Stakeholder Study Steering Committee, Staff Co-chair

Campus Communicators Group, Chair

150th Anniversary Steering and Planning Committees

Maryland Day, Planning and Steering Committees

University Marketing Task Force, Chair

Campus Assessment Working Group UMTV Advisory Board, Chair

E-CRM Student Portal Design Project

Continuous Quality Improvement, Facilitator

Situational Analysis Steering Committee

Committee on Undergraduate Women's Leadership

Student Affairs Research Task Force

### **Consulting at the Executive Level**

**Ohio State University**, with Senior Vice President for Advancement and team, 2019

**Hartwick College**, for the President of the College, 2019

**College of William & Mary**, with Business School, President's Office, communicators, 2013

**Frostburg State University**, with President and Cabinet, 2011

**Suffolk University**, with Provost and University marketers 2010

**Connecticut College**, with Vice President of College Relations and Cabinet, 2009

**Ohio University**, with the Vice President for Advancement, President and senior leaders, 2007

**National Association for Student Affairs Administrators**, with President and Board of Directors, 2006

**University of Rhode Island**, with the President, Vice President for Communications and campus leaders, 2006

**University of Utah**, with the Vice President for Student Affairs and senior student affairs leaders, 2005

## Feature News and Media Coverage

*Chronicle of Higher Education, special report, 2018*

[The Student Lifecycle: Views from different campus positions on how to improve the student experience.](#)

*Chronicle of Higher Education, 2016*

Front page feature story on American University's innovation of the student experience. [“What a University Can learn from Wegmans”](#)

*Chronicle of Higher Education, 2003*

Cover story on University of Maryland branding success, [“Romancing the Brand”](#)

*American Council on Education, 2018*, video briefings on Free Speech, Diversity and Inclusion  
[Crisis Preparedness on Campus](#)

[Inclusion, Expression and the Power of Partnership](#)

[Free Expression and Inclusion in the Social Media Era](#)

## Honors and Awards

[International Brand Master](#), 2018

Team at American earned an Emmy, five Tellys, an ADDY, and numerous regional and national CASE Awards, including nine Golds and three Grand Golds, as well as top recognition from eduStyle, the University College Design, and the American Association of University Photographers.

Team at Maryland won more than 50 regional and national CASE awards, including two Grand Gold Medals.