



**KITTLEMAN & ASSOCIATES,
LLC**

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POSITION GUIDE

POSITION: Vice President of Marketing

ORGANIZATION: Concordia University Wisconsin
www.cuw.edu

LOCATION: 12800 North Lake Shore Drive
Mequon, WI

REPORTS TO: President

MISSION and VISION

Concordia University Wisconsin is a Lutheran higher education community committed to helping students develop mind, body, and spirit for service to Christ in the Church and in the World.

Concordia University Wisconsin will be well known nationally and internationally as a premier Lutheran Christian University, widely recognized for meaningful integration of faith and learning. Concordia University Wisconsin alumni will assume significant servant leadership responsibilities in the Church and communities across the nation and around the world.

ABOUT CONCORDIA

Founded in 1881 as Concordia College by the Lutherans in Wisconsin, thirteen students began their instruction in the basement of Trinity Lutheran Church in downtown Milwaukee. Today, Concordia University Wisconsin (CUW) is a four-year NCA-accredited, co-educational, liberal arts school offering 55 undergraduate majors of study, 9 graduate programs and 4 adult education undergraduate majors. Situated on 192 acres along Lake Michigan, Concordia University Wisconsin is fifteen minutes north of Milwaukee.

CUW is experiencing strong growth in their programs including e-learning and multi-site Adult Education. The University now has 17 adult education centers and classroom locations throughout Wisconsin and Indiana. A total of 5,500 undergraduate and graduate students are enrolled in the University's programs, both traditional and non-traditional.

In preparation for its 127th year of offering ***“Higher Learning. Greater Rewards.”***, Concordia University Wisconsin is transforming not only its 192-acre campus in suburban Mequon, but its students as well by helping them to develop in mind, body and spirit. Enrollment has continued its upward spiral for the past 20 years. Several new academic programs, a \$17 million residence hall under construction, the \$8 million bluff stabilization project, and plans to renovate the athletic facilities as they join a new conference area all a part of this transformation.

Over the past decades, the University has made major advances in defining its vision and clarifying its church relatedness, assessing its image, expanding a coherent “portfolio” of degree programs, integrating its marketing efforts, and developing effective methods and materials with employees on “branding”. In recent years, the University has developed expertise and sophistication in its marketing and communications efforts. However, it is now time to develop specific marketing plans that will allow the University to coordinate all its activities under one department.

THE OPPORTUNITY

Concordia University Wisconsin is rapidly expanding its student body, not only on its Mequon campus for full-time undergraduate and graduate students, but also its adult education classes and e-learning. Regional competition for new undergraduate and graduate students is high but attracting the adult learners is even more competitive. Current marketing initiatives need to be reviewed and analyzed so that marketing dollars are used wisely and efficiently. Advertising campaigns, public relations strategies and media relations need to be centralized so that a comprehensive marketing plan can be generated that encompasses all departments’ needs. Further, CUW needs to strengthen its brand and image regionally and nationally so as to stay on top of its competition. Realizing that this comprehensive marketing approach was needed, the position of Vice President of Marketing was created.

Currently, department heads have been marketing and advertising their own individual programs. Each has a budget and uses those dollars in mediums they feel best promote their programs. The new Vice President of Marketing will have the opportunity to launch market research to determine how to structure the components of an effective and relevant plan, focusing on a comprehensive and integrated strategy. Excellent communication, diplomacy, and flexibility will be needed to successfully drive this effort.

Most of marketing, public relations and advertising functions are currently outsourced. It will be the responsibility of the new Vice President of Marketing to review these relationships and determine what responsibilities can now be

brought in-house. Further, the new Vice President will determine staffing needs and, over time, build a team to take over many of these functions currently outsourced.

THE POSITION

Reporting to the President of the University, the Vice President of Marketing will develop and implement an integrated marketing program to build the University's brand regionally and nationally. The Vice President of Marketing will be one of eight vice presidents who represent the President's Cabinet.

DUTIES AND RESPONSIBILITIES

1. Develop a strategic marketing communications plan for the entire university and ensure that all marketing communications activities are aligned with the overall strategic plan for the University.
2. With input from the various department heads, identify and prioritize marketing communications opportunities and review their marketing plans in order to support departmental marketing objectives.
3. Review all marketing communications materials prior to publication/distribution to assure compliance with CUW standards, corporate and departmental objectives. Communicate marketing strategies and results to key stakeholders including deans and key administrative personnel.
4. Identify and implement market research to create and develop cohesive marketing plans and an internal and external SWOT analysis of the University. The SWOT analysis will include but not be limited to students, faculty, potential students, opinion leaders in the business, community and government sectors and donors to CUW.
5. Develop marketing communication plans that communicate a Unique Selling Proposition that differentiates CUW from competing universities and one that is easily communicated to all CUW personnel, alumni, students, the Church, and the general public. Develop a marketing segmentation plan including a media plan for each segment.
6. Manage an in-house marketing services department to include the supervision of hiring outside vendors – consultants, agencies, printers, producers.

7. Build a more comprehensive University Relations program.
8. Develop an annual budget with a methodology for tracking and evaluating strategies and then measure progress against the plan.
9. Enhance, monitor, and enforce the “brand” identity of the University.

CANDIDATE PROFILE

Concordia University Wisconsin seeks a proven leader who consistently demonstrates support of the Concordia University Wisconsin mission and vision and who strives for excellence in facets of service. This person is someone who surrounds him/herself with capable colleagues who are groomed for leadership and understands the role of the higher education Foundation Board, Board of Regents, academic leadership and alumni so as to create positive relationships with all stakeholders.

The ideal candidate has an entrepreneurial personality yet is a team player who is confident and competent in all aspects of marketing. He/she can easily adapt to a fast-paced environment where success is achieved through creativity, integrity, reasoned and thoughtful judgment, a sense of urgency, a balance between analytical and intuitive skills and a willingness to “roll up the sleeves” to get the job done. A good sense of humor is a must. This person must work well in a highly complex organization and understand the intricacies and processes of the academic setting. The successful candidate must be an internal consultant to the many departments within the University.

Candidates must have specific experience in producing measurable results for increasing recruitment, highlighting awareness, and extracting favorable opinions. Knowledge of, or a quick aptitude for, the strategic issues of the higher education industry is a plus. A superior track record of professional accomplishments that demonstrates collaborative leadership, superior performance and the ability to articulate and build consensus around major marketing initiatives, is imperative. This person must be able to communicate with internal and external stakeholders regarding marketing strategies and tactics including the use of the Internet as a marketing tool.

The successful candidate will possess the ability to create and direct an integrated marketing function and through good planning, careful analysis, reasoned judgment, and managerial leadership move towards attainment of the University’s vision. As a team leader and team builder who can earn the respect and acceptance of senior-level management, the candidate of choice must demonstrate superb communication skills (written and oral) and be comfortable as the spokesperson for the University via presentations in both large assemblies

as well as one-on-one meetings. He/she must provide evidence of a management style that builds alliances within the organization and emphasizes consensus building, participative management, high ethical standards, collegiality and effective teamwork.

At minimum, an undergraduate degree from an accredited, four-year college or university is required; a graduate degree is a strong plus. At least ten years of demonstrated marketing management experience is required. Business acumen, including knowledge of web-based marketing techniques, operational standards, budgeting and accounting, strategic planning and personnel management is needed. To apply, receive additional information or submit nominations, please contact:

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