

July 24, 2023

Dear Search Committee Members,

I am most impressed with North Dakota State University (NDSU) and the opportunities presented by the position of Vice President of Communications and Marketing (VPCM). In this role, I would serve as a strategic partner to President Cook, extend the reach of University Relations, work closely with the Admissions team, and focus efforts to build the momentum of Transform. As your brand champion, I would elevate the NDSU brand and leverage relationships, both regionally and nationally, by sharing the many impactful NDSU faculty and student discoveries in the classroom and the field to the region and beyond.

Many elements of the position sing to my experiences as a leader in strategic communications, marketing and higher education. Presently, I am the Associate Vice President for Strategic Communications at St. Cloud State University (SCSU), a mid-sized comprehensive regional public institution, of 10,000 students in the Minnesota State system. I oversee the budget and operations of University Communications (UComm), Printing Services and the Mail Room, and KVSC student radio. Reporting in to the Vice President for Strategic Enrollment Management, it is my charge to elevate and protect the SCSU brand in all modes of communication, from marketing to emergent situations, while identifying new markets and partnerships to assist in brand expansion. This includes working closely with Admissions and other offices across campus in our recruiting/retention efforts as well as managing third party vendor relationships. Additionally, I serve as the university spokesperson and an ex-officio member of Cabinet, who is a strategic advisor, soundboard, and go-to for special projects for the President.

At SCSU, I am spearheading a comprehensive marketing strategy covering the Twin Cities Metro area and adjacent states, with capacity for future national campaigns. Additionally, I support and guide marketing for our accelerated online programs. I have developed a system of integrated messaging that markets SCSU across radio, television, print, outdoor advertising, public transportation, social media, OTT and digital channels. For these campaigns to be successful, not only is execution vital, but so are the collaborative and planning processes. To that end, I have developed invaluable internal relationships with Admissions, Institutional Research, IT, university radio and TV stations, faculty and identified vital external partners and industry experts with whom we can consult as we develop our communication strategy. I utilize a data-informed approach to make decisions for communication planning, media relations and ad placement using a combination of information including institutional and market research, admissions data, audience behaviors, and demographics, so that we can maximize the impact of all of our messaging.

Experiences that Shape My Perspective Today

Prior to St. Cloud State, I served first as a faculty member, then as a co-chair to develop a new strategic plan, and finally, as an administrator, at Monmouth University (MU), a mid-sized private institution of more than 5000 students located in central New Jersey. Knowing the experiences of faculty inside and outside of the classroom informs how I engage faculty now to market their programs, capture photography and video footage, and share their stories about research and life-changing student interactions.

After achieving tenure, I took on a leadership role as the Chair of MU's Faculty Council. Navigating the shared governance process, I successfully legislated several significant initiatives for MU, such as restructuring executive leadership searches, revising academic integrity policies, and adopting a new 14-week schedule. In this role, I learned the value of shared governance, found ways to bring people with disparate views together and created proposals that earned passing votes by the full faculty.

I was appointed by the MU President as co-chair to develop a new comprehensive MU Strategic Plan. Over the course of nine months, I collaborated with a staff colleague and representative steering committee to develop a structure for community-wide engagement in the development of the plan, with Faculty Council and the Board of Trustees overwhelmingly endorsing the completed product. This experience informs my approach to large-scale initiatives, in how to engage with colleagues, and deliver artifacts that reflect the campus community as a whole.

As Vice Provost for Transformative Learning, I oversaw the Center for Student Success and unified more than 45 staff to focus on excellence in first-year advising, services for first generation and historically underrepresented students, transfer students, students with disabilities, and the Career Center. I established full-time faculty leadership for a Center for Excellence in Teaching and Learning, and hired staffing to support online instruction, and a service learning program. I implemented a student retention management system with leaders from Enrollment Management, Academic Affairs, and Student Life. I led experiences for open house and new student/parent orientations, and hosted two faculty summits. I was a member of the Enrollment Planning and Retention Planning Committees and collaborated with the VP of Enrollment Management to develop an enrollment management plan. The exposure to research and practices on student success, persistence and retention position me as a lead communicator ready to structure communications to keep students informed, engaged, and enrolled.

Hitting the Ground Running at SCSU

I arrived at SCSU in the summer of 2020 during the height of a global pandemic. Early on, I recognized the need to change University Communications' internal practices, as well as the overall perception of our unit across the University. Prior to my arrival, UComm was viewed as an isolated gatekeeper that routinely denied, or was simply unable to deliver, basic requests. I turned our attention to setting new protocols for communications and revising our website. I realigned project assignments to better match with staff interests, strengths and talents. We established new guidelines for social media posts, unit name changes, wayfinding, and communication processes for emergencies. We revamped internal service requests utilizing a new system with more visible links on the UComm website. Perhaps most importantly, we began actively engaging with areas, like Athletics and academic programs, who had long believed they could not rely on UComm for support. We demonstrated that things were changing. We listened, offered options, and delivered results. Through a process of open and collaborative communication, we quickly reestablished ourselves as a viable campus resource. UComm is no longer viewed as the "brand police," but rather, as a trusted partner in managing, protecting and elevating the SCSU brand.

As I expanded SCSU's marketing portfolio, we have replaced vacancies, added new team members and created a structure where my team can take the lead on key accounts, give creative direction, or provide project management. We have become highly adaptive in our efforts, reprioritizing new initiatives such as public relations campaigns, issue-related websites and special events, with my team often credited for their excellent work. I have also expanded UComm's overall reach by revitalizing a long dormant network of interdepartmental campus communicators who serve as brand ambassadors for the university. We provide workshops, guides, campaign kits and meet regularly to lend direction and support for their efforts to tell our institutional stories.

From Strategy to Integrated Messaging

It's Time is SCSU's strategic framework for building on our institutional strengths, supporting a diverse and inclusive community, and investing in opportunities to grow enrollment. While this framework was presented to campus prior to my arrival, it had only been partially launched, with few visuals or artifacts to bring it to life. Over the course of six months, I worked closely with the President to convert the framework from its

origins as a whitepaper to a fully embodied campaign that would become a cornerstone of our campus culture, and later prove invaluable for marketing efforts. *It's Time* now frames our storytelling from weekly newsletters like SCSU Today to our alumni focused St. Cloud State Magazine. Additionally, *It's Time* messaging is incorporated into campus signs, presentations and brochures. Simply put, *It's Time* is everywhere.

In the spring of 2022, we externally promoted *It's Time* in a nine-part print and digital advertorial campaign in the largest print news media outlet in Minnesota. Over the course of 15 weeks, we spotlighted nine programs, schools or colleges with full-page ads that pointed to landing pages with videos focusing on the academic excellence and bold thinking of SCSU leadership, faculty and students. Sharing our strategy even more broadly, ongoing media pitches include spotlights in industry publications and panels such as the Chronicle of Higher Education, other industry publications as well as local media.

The *It's Time* strategic framework provides our core principles in the decisions we make to identify areas for investment and growth. SCSU, like many other institutions in higher education, is making difficult decisions to address a budget deficit caused by enrollment declines that were accelerated by the pandemic. Keeping the *It's Time* principles as a guiding framework, I collaborated with a core team of vice presidents and deans to develop a comprehensive communication plan to inform media releases, internal communications, webinars, presentations. I worked my lead graphics designer to create an informational PDF to share with alumni, elected officials and the media regarding budgetary interventions.

As we developed *It's Time* visuals and messaging the terms, *bold*, *innovative* and *focused* emerged as the primary descriptors of our approach, our call to action, and as the experience of our students. As SCSU's former marketing campaign had not been refreshed for several years, I saw as opportunity to revitalize our marketing efforts while unifying the messaging and voice of our strategic framework. I introduced these concepts through campus presentations and surveys, A/B testing of display ads, discussed them among key communicators across the University, and shared with industry experts. The concept drew positive feedback and excitement, with our President entrusting us to fully develop Bold|Innovative|Focused in house, rather than hiring an external firm at a significant cost. We are in the process of launching this campaign, complete with a new set of brand guidelines, a campaign kit, and refreshed marketing materials.

Supporting a Diverse and Inclusive Community

Authenticity in messaging, photography, and videography is a significant focus of my work. This includes fostering a warm reception and respect for all members of our campus community, and an appreciation for the differences in the human experience. From my perspective, it is paramount to make sure that the diversity of our campus community is reflected in our communications, the events we promote, in visual assets, the words we use and the stories we share. My office plays a significant role in promoting awareness events including a recent The Bias Inside Us installation, and community/campus traditions like the annual Martin Luther King Celebration, Power and Diversity Conference, and Journey Across the World, which celebrates the cultures of our international student community. I also work closely with the President to create messaging responses to regional or national incidents impacting marginalized communities. We strive to remain aware of cultural differences as we develop messages for students, employees and parents, and look to foster an overall environment that is welcoming and promotes a culture of respect in which everyone can thrive.

Working Together to Convert Awareness into Enrollment

The closer we can align with Admissions, the greater the impact of marketing efforts. To achieve this I consult heavily with the Admissions team to navigate students through the admissions funnel, from lead generation to the application. This includes an undergraduate, graduate, and international focus. We use a multi-faceted

approach in our strategy, including infusing admissions data into our heat map to determine our media spend and ad placements. We align print, outdoor, and targeted email campaigns with events like Open House, and make sure that landing/registration pages are updated. For the recruitment events, we design stands, table-top displays and create custom swag based on Admissions' needs. We refresh the view book and first contact pieces, being sure to incorporate changes to content and design with updated policies, curricular changes, and/or feedback from campus visits. We bring Admissions, University College, and IT together to coordinate messaging campaigns for registration events. We recently identified shortcomings in our transfer application processes, making it unnecessarily difficult for students to transfer to SCSU. We worked with Transfer Admissions Counselors to create new online pathways to ease the transfer process, then promoted these improvements in ads and branded content. Presently, with the launch of Bold|Innovative|Focused, my team and I are rewriting emails and refreshing all other mailed items and personalized websites to bring every point of contact in line with the University voice and brand.

Making a First and Lasting Impression

In higher education, we often write the content of our webpages for industry or campus insiders. In the web environment, my focus is to create content that is more engaging, attractive, and written for students. To support the additional traffic created by our marketing, we modernized our University site in 2021 – with new designs and navigation logic for the homepage and secondary sites like colleges and departments. We initially contracted with an external firm for the redesign, and later designed a structure, workflow, and trainings to dig deeper into program pages to better support students as they look for resources, faculty, and degree maps to stay on pace for graduation. Our site is ADA compliant with more reader friendly content for the public and current students. We optimized so that SCSU no longer gets lost in the shuffle of search results.

Other special projects I have developed or led include a new #OurSCSU site for alumni, a rebranded and revised Professional and Continuing Education site, refreshed content for colleges, a new site on community safety for students and families, and managed/revised all content for the Bring Huskies Home site/dashboard during the pandemic. Managing the website is an organic and ongoing process, requiring a cross divisional team to meet often to prioritize and work through content and functionality, and refresh photography and video.

Managing the Unexpected

As a university spokesperson, I am on call 24/7 and a lead resource for emergency situations. In the event of an emergency, I make immediate connections with local law enforcement and campus safety to determine the scope of the incident, message timing, content, and mode of delivery. From there, next steps can include determining how to support impacted members of the community, writing a university statement, drafting talking points and managing the media. Training and on-the-job experiences add to my effectiveness as a communicator during emergencies, along with my overall disposition to think clearly and stay focused in stressful situations. With any occurrence, I keep the president and key leadership informed of the event, details, and next steps.

I would love to talk further about the ways I could contribute to the current efforts and future of NDSU. Please contact me with any additional questions or requests. Thank you for your consideration of my application. *Go Bison!*

Respectfully,



Kathryn A. Kloby, Ph.D.

Sauk Rapids, MN

Kathryn Kloby, Ph.D.

Summary of Attributes

A strategic communicator with more than 15 years of higher education experience in marketing and communication, enrollment management, and academic affairs. A collaborative leader offering a unique level of understanding of college culture, shared governance, the transformative potential of the student experience, and how to market an institution to inspire and enroll students in a competitive environment. A partner to the president, the leadership team, and staff in bringing strategy to life through collateral and university publications, videography, ads, and the web environment in the region and beyond. A student-focused leader who builds a diverse and inclusive community that is welcoming, inspiring, respectful of differences, and mindful of authenticity in messaging and personal interactions. A data-informed decision maker who draws on industry trends and benchmarks, admissions and institutional research, enrollment forecasts, and in-the-moment information to continuously improve on strategy, and increase enrollment and retention. A steady hand in environments of change and crisis, and an individual who devotes whatever it takes to serve as the university spokesperson and to develop the tools needed for effective communication.

Professional Experience

Associate Vice President of Strategic Communications, St. Cloud State University

A regional comprehensive university of 10,000 Huskies, offering 200+ undergraduate, 60+graduate programs on a diverse college campus and online, with a thriving NCAA Division I and II Husky Athletics program within the Minnesota State system of higher education.

St. Cloud, MN July 1, 2020 –

Areas of Oversight within the Strategic Enrollment Management division : University Communications and Marketing (UComm), Print Services and Mailroom, KVSC Radio station, Admissions recruitment materials, St. Cloud State Magazine, third party partners/vendors

Core Focus (highlights): University strategy and brand management, campaign development, development of recruitment collateral with the Office of Admissions (undergraduate, graduate, international), marketing for traditional students and adult learners for accelerated online programs, engagement across university channels and new platforms, executive communication and strategy, communication integration through a DEI lens, retention-focused student communications, use of data and market research in decision making and strategy, media and community relations, brand repositioning, website optimization and storytelling, teambuilding in the service of the institution and students, point of contact for emergencies.

Priorities and Accomplishments:

- Significantly expanded marketing strategy and reach throughout the region and across mediums to elevate institutional reputation and improve awareness of SCSU changes and offerings. This includes jump starting and sustaining marketing through digital ad placement and branded content, search engine optimization, vibrancy in social media, billboards, train/bus wraps, advertorials, television commercials, radio spots in the Twin Cities market and other locations as identified by data.
- Marketing efforts are associated with stabilized enrollment and increased lead generations and applications. Efforts also include working through on and off-campus partners to roll out and market accelerated online programs at the graduate and undergraduate levels.
- Executive communication with preparation of materials to support the president: interview prep, columns, talking points, convocation visuals and presentations, social media posts, and videos. Leadership on sensitive messaging and university representation with external officials and the media in the case of off/campus incidents and budget updates/reductions.
- Creative direction for SCSU's recruitment campaign (Bold | Innovative | Focused), brand guidelines and collateral for the SCSU *It's Time* strategic framework, and award winning ads: [Be You, Be Bold, Be Husky](#)
- Optimized Admissions recruitment with targeted marketing campaigns, refreshed first contact pieces, refreshed direct marketing content and photography, and continued investment in new platforms and media outlets based on market research and target audiences.
- University website modernization and content revisions for colleges/schools, programs/departments, nonacademic divisions, Continuing Education, institutes and centers. This includes attention to SEO, ADA compliance, adding narrative and a voice to the homepage and throughout the site, gaining staff buy in and providing training and support to sustain a vibrant site and user experience. This is a partnership with the Chief Information Officer and members of the Information Technology Services division.
- Development of templates for communication/marketing plans for launching new programs, unit name changes, high-profile events, athletics highlights, and new initiatives
- Brand lift through a series of advertorials on institutional distinctions with a microsite and video content in the Star Tribune, a Twin Cities news outlet with the largest reach to Minnesotans. To view: [St. Cloud State University | It's Time \(startribune.com\)](#)
- Revised internal communications plans for emails and marketing campaigns to current students that reduce traffic/messaging clutter, use a relatable tone, and provide a focused the message and call to action.

- Centralized crisis management and nimble communication planning during the unexpected such as the loss of personnel or area crime, the ongoing dynamics of COVID conditions, budget reductions.
- Revitalized community engagement with collaboration with the St. Cloud Downtown Council, refreshed marketing and collateral sharing for Homecoming, ongoing communication with the Mayor with participation in and marketing of Granite City Days, marketing directed or placed in area high schools or sporting events. This includes sponsorship of Minnesota Hockey Night through KARE 11 - streaming, web, and digital ad placement.
- Work with Athletics to leverage fan engagement, with creative direction for a television commercials, better utilization of the mascot for relatable marketing materials and social media, organize information sharing and marketing as a result of the success of Men's Hockey (Division I) in the Frozen Four and other teams, and coordinate messaging in the event of off campus incidents or other announcements. Champion of women's athletic teams.
- Editor of the *St. Cloud State Magazine* working with the VP of University Advancement to frame storylines and build a microsite to leveraging new partnerships and opportunities for alumni to give of their time, treasure, and talent.
- Oversight of *St. Cloud State TODAY* (weekly employee e-newsletter), *Here's what's happening...* (a biweekly UComm campus update/e-newsletter) - stories and visuals that engage alumni, leverage new relationships, inform internal staff, and draw attention to the great things happening on campus among the media and the community.

Vice Provost for Transformative Learning, Monmouth University, West Long Branch NJ

A private, liberal arts, residential institution of more than 5,000 students located in the shore region of New Jersey.

March 2015-June 2020 (permanent appointment)

July 2015-March 2016 (interim)

Areas of Oversight: Center for Student Success, Student Retention Working Group, Educational Opportunity Fund, General Education and Academic Foundations, Faculty Advisor for Transition and Inclusion (First to Fly), Center for Excellence in Teaching and Learning, Office of Grants and Contracts

Core focus: Recruitment, enrollment, retention, student success, marketing and promotion, faculty engagement, open house and orientations organizing and session speaker

Priorities and Accomplishments:

- Introduced a retention management system (CSI/MYSA) with the support of RNL and a working group of colleagues across divisions to track the intrinsic motivations of incoming students and established a working group of colleagues in student support, student life, and financial aid for decision making and to determine how to best support students. Results and insights were presented to faculty and staff.

- Membership to the Enrollment Planning Committee involving regularly scheduled meetings to review up to-the-moment enrollment data and trends, planning to craft the class, review of undergraduate and graduate program headcounts, discussion of strategies to increase enrollment across identified areas or subgroups.
- Membership in the Retention Planning and Implementation Team, working with Financial Aid, Admissions, Graduate Admissions, Information Support, and other offices to regularly review retention data and identify strategies to improve the student experience.
- Served as a committee member to develop the University's comprehensive Enrollment Management Plan.
- Collaboration with admissions on the design of and activities for open house and student and family orientations.
- Established the first Advisor in Residents for first generation students to develop a strategic focus on building community and a strong sense of belonging for the increasing segment of MU's student population.
- Institutionalized faculty development through the establishment of a full time Director of the Center for Excellence in Teaching (CETL) and Learning and a focus on expanding the Service Learning Faculty Fellows program.
- Institutionalized online learning support by securing a coordinating position for online learning with a program of professional development activities based on Quality Matters to improve online course designs, rapport building, and engagement toolkits for faculty.
- Modernization of student engagement platforms and services (Transfer Student Services, Career Services and Disability Services). This includes internal systems with the Registrar's Office, Handshake, and converting paper forms to an electronic process.
- Partnered with Faculty Council to implement an annual Faculty Summit to explore new issues and possibilities with the full faculty at an annual and daylong event for continuous improvement on the student experience.
- Prepared talking points for the President and Provost, drafted campus communications on new or evolving initiatives, and mitigated faculty and administrator conflicts.
- Formalized processes and marketing for new initiatives, support service resources, events, and campus traditions for the student success unit.
- Generated website content oversight and refresh for the student success unit.

- Established a University voice directed at student success at open house/new and transfer student orientations/career fairs/parent orientation presentations on institutional offerings.

Associate Professor, Department of Political Science, Monmouth University, Fall 2014-2020

Highlight: Co-chair of the Monmouth University Strategic Plan – Worked closely with the President, the strategic plan Co-chair and Steering Committee across the span of 10 months to develop a strategic plan at the grassroots level for endorsement by the campus community and the Board of Trustees.

Assistant Professor, Department of Political Science, Monmouth University, Fall 2007-2014

Online and in person instruction: public policy, public management, environmental policy, research methods

Graduate Program Director, Public Policy Program, Monmouth University. Fall 2009-2014

Focus: Teaching hybrid courses, marketing, recruitment, engagement, brochures and web

Director, Professional Training and Online Instruction

Center for Public Performance, Rutgers University-Newark Campus Summer 2005-2007

Responsibilities: Curricula and course development, scheduling, recruitment, marketing and website, instruction

Program Coordinator of Community Outreach Partnership Center

Montclair State University, Montclair, NJ, Summer 2001- 2003

Responsibilities: Aligning with the University brand guidelines to establish the brand for the center, market outreach, managing town and gown relations, faculty and student recruitment, performance reporting and the budget

Adjunct Instructor, Graduate department of Public and Healthcare Administration Seton Hall University, West Orange, New Jersey, Fall 2006

Adjunct Instructor, Department of Sociology and the Justice Studies program, Montclair State University, Montclair NJ Fall 2000-Summer 2001

Case Manager, Catholic Social Services, Philadelphia PA 1997-1998

Responsibilities: Case manager for the CSS Family Living Program

Program Specialist, Keystone City Residence, Scranton PA 1994-1997

Responsibilities: Outcomes assessment of program quality and the client experience.

Publications and Research

Select publications:

Kloby, K. & D'Agostino, M.J. eds. (2012) *Citizen 2.0: Transforming Government and Citizen Engagement with Web 2.0 Technologies*, Hershey, PA: IGI Global Publications

Kloby, K. (2012). "Lost in Translation: Stakeholder Perceptions of Accountability," *The Journal of Public Management and Social Policy*, 18(1), 27-45.

D'Agostino, M. J. & Kloby K. (2011). "Building Community Capacity to Engage Government: Reflections of Non-profit Leaders on Post-Katrina New Orleans," *Administration & Society*, 43(7), 749-769.

Kloby, K. (2011) "Performance Measurement and E-Reporting: Exploring Trailblazing Programs," for *E-Governance and Civic Engagement: Factors and Determinants of E- Democracy*, eds M. Holzer and A. Manoharan, Hershey, PA: IGI Publications, 544-560.

Kloby, K. (2010). "In Their Own Words: Profiling Strategic Managers in Award-winning Programs," in *Women and Public Administration: Theory and Practice*, eds M. D'Agostino and H. Levine. Sudbury, Massachusetts: Jones and Bartlett Publishers, 253-271.

Callahan, K. & Kloby, K. (2009). "Moving Toward Outcome-Oriented Performance Measurement Systems" funded and published by The IBM Center for the Business of Government, March 2009.

Special Projects and Institutional Service

Enrollment Management Plan

Committee membership to develop and draft a comprehensive plan for the University to retain students. Areas of focus included student success efforts, career services, diversity and inclusion, faculty engagement, and first generation students.

Monmouth University Strategic Plan 2014 – Co-chair with Christine Benol to launch a year-long comprehensive and inclusive planning process for a university plan.

Faculty Council Executive Leadership Team, Monmouth University

Vice President, Fall 2014-Spring 2015

President, Fall 2013-Spring 2014

Councilor, School Representative (SHSS Area II), 2012-2013

Recording Secretary, Fall 2010-Spring 2011

Councilor, School Representative (SHSS Area II), Fall 2009- Spring 2010

Key legislative outcomes: 14 week academic calendar, revised protocol for IRB membership and voting, University Space Committee, Revised Dean's List to impact grade inflation, review process for proposed academic programs, process for academic dishonesty, initiation of revision for hiring protocols of executive level administrators, endorsement of the University Strategic Plan.

Public Service

Planning Board Member, Borough of Atlantic Highlands, 2018-2020

Education

Ph.D. Public Administration, Rutgers University – Newark Campus, NJ -2007

M.A. Applied Sociology, Montclair State University, Montclair, NJ -2001

B.A. General Social Sciences, Marywood College, Dunmore, PA- 1995