

## SUMMARY

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Strategist and experience designer delivering measurable results with increasing levels of responsibility for two decades by applying human-centered design and behavior change practices to communications, marketing, and engagement challenges. Proven leader with more than a decade of managing teams and developing talent.

## EXPERTISE

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- Human-centered Design
- User Experience
- Engagement Strategy
- Digital Strategy
- Brand Strategy
- MarComm Strategy
- Content Strategy
- Audience Outreach
- Analytics & Insights
- Product Management
- Behavior Change
- Change Management

## PROFESSIONAL EXPERIENCE

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### **American University | Washington, DC | May 2017 – Present**

#### **Director, Digital Communications Strategy**

Serve as the university's principle expert on digital communications and strategy. Create and execute strategic vision for the university's public-facing web properties, focusing on better user experience and integrated content for improved engagement. Manage cross-functional teams across the organization to optimize synergies and maintain governance. Lead the university's Web Steering Committee and Content Publishing Committee, setting priorities, providing project management, and guiding best practices. Direct social media strategy and digital crisis response. Advise leadership on development of voice and content to build individual audiences that coordinate with university accounts to amplify the reach and engagement of both.

### **Sapient | Arlington, VA | June 2014 – May 2017**

#### **Digital Strategist**

Provided dynamic, integrated strategies, supported by behavior-based assessments of target audiences to holistically address digital, marketing and communications, and engagement challenges. Delivered results that exceeded expectations and built solid relationships with clients.

- **Manufacturing USA:** Worked with an inter-agency team to create a public brand for a presidential legacy initiative, including audience profiles and a comprehensive marketing and communications strategy. Developed workshops to engage the client in the brand development process and communicate research findings in an interactive setting. Supported the brand launch at an international conference where the Secretary of Commerce unveiled the new brand to acclaim. Project was selected as one of two Global Impact Award 2016 Finalists among hundreds nominated across Sapient.
- **National Heart, Lung, and Blood Institute (NHLBI):** Re-envisioned the Institute's approach to defining digital audiences based on how they consume health information and developed a new digital strategy to engage those audiences across channels. At the request of NHLBI's Director of Science Policy, Engagement, Education, and Communications served on the Institute team tasked with recruiting participation in and communicating the results of the Institute's strategic visioning initiative with internal and external stakeholders. Nominated by team for a Global Impact Award for Client Impact, as well as a Core Value Award for Creativity.

### **Atlantic Council | Washington, DC | October 2012 – June 2014**

#### **Deputy Director, Digital Communications**

Led the digital transformation of the fastest growing think tank in Washington, DC. Expanded the digital footprint and online audience with a new digital strategy encompassing websites, social media, webcasting, and email. Maintained the digital brand of the Council, instituting design and communication standards across 10 programs.

- Launched a new, content-driven Council website on schedule and budget, migrating to a new domain and content management system. Pulled together the editorial contributors across the Council to create a new editorial team. Instituted new workflows for online and print publishing that improved efficiency by 20%.
- Increased unique visitors to the site by more than 30% and pageviews on the site by more than 35%. Doubled the number of Twitter followers for the Council in the first year.

## **USA WEEKEND Magazine | McLean, VA | June 2003 – July 2012**

### **Director of Affiliate Programs, June 2010 – July 2012**

Worked across Gannett and its subsidiaries to develop programs to retain and grow circulation for America's second largest circulation magazine. Developed custom packages for sales proposals and managed P&L for deals. Created digital extensions for the magazine, including a content syndication program and electronic edition. Aggregated print and digital content into packages for syndication. Integrated editorial content into newspaper and advertiser promotions. Leveraged other digital products developed by Gannett to expand their reach and increase the value of USA WEEKEND to carrier newspapers. Analyzed website metrics and established benchmarks.

- Implemented enterprise Salesforce CRM and integrated technologies to improve our data management and client communications.
- Redesigned usaweekend.com and makeadifferenceday.com. Increased time spent per visit, ad impressions, unique visitors, page and video views, social media followers for both sites.
- Awards: T.E.A.M. Award- 2003, 2006, 2007, 2008; Visionary Award- 2003, 2005; President's Circle- 2004, 2006; Gannett Chairman's Award- 2007; Recognition Award- March 2005, Nov 2006, Aug 2008, June 2010

### **Market Development Manager, June 2005 – June 2010**

Developed sales messages and marketing strategies to effectively brand USA WEEKEND to newspapers and their readers. Planned communication strategies for partner programs and operational priorities. Directed CRM maintenance. Managed Newspaper In Education program, daily marketing and client relations operations, policies, objectives, and processes, as well as three support staff. Supervised proper construction and execution of contracts, financial transactions and circulation documentation.

- Opened markets to highschoolsports.net through partnerships with non-Gannett newspapers.
- Developed USA WEEKEND's digital and social media strategies. Served as company expert on trends in usability, online promotion, and social media.
- Completed selective USA TODAY management program.
- Worked with the CEO to write the USA WEEKEND's 2007 Operating Plan.

### **Assistant Marketing Specialist, June 2003 – June 2005**

## ADDITIONAL EXPERIENCE

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Assistant Director of Marketing, Chappell, Smith and Associates Group; Franklin, TN; 2002-2003  
Manager, Arzelle's Brides and Formals; Nashville, TN; 2001-2002  
Promotions, Old City Neighborhood Association; Knoxville, TN; 1996-1999  
Senior Production Specialist, The Daily Beacon; Knoxville, TN; 1994-1999

## PUBLICATIONS AND PRESENTATIONS

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*To Tweet or Not to Tweet*, Conference for High Impact Research, May 2018  
*Engaging Gen Z*, Go Alliance Annual Meeting, April 2018  
*Audience Engagement Untangled* and *Engaging Change*, UXDC Conference Poster Showcase, April 2017  
*Digital Tools for Health Behavior Change*, NCHCMM 2017, August 2016 (with Dr. David Nickelson)  
*Developing Content that Supports Behavior Change*, Population Health, July 2016  
*Human-centered Design Delivers Effective Care Solutions*, Health Innovations News, April 2016  
*Meeting Your Mission: A User-centered Approach to Content Strategy*, UXPA Magazine, February 2016  
*A Better Way to Define Your Audience*, World IA Day 2016  
*Optimized Persuasion: Targeting Behavior Change*, UX Camp DC, December 2015 (with Dr. David Nickelson)

## EDUCATION

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Bachelor of Fine Arts, Graphic Design; Minors: Art History and English - University of Tennessee – Knoxville