

**Texas Christian University**  
**2800 South University Drive**  
**Fort Worth, Texas 76129**  
**clo Krisha Creal, R. William Funk & Associates**

Dear TCU Search Committee Members,

It is with pleasure that I submit my letter of interest for Texas Christian University's Vice Chancellor for Marketing and Communication. My candidacy offers both extraordinary experience in marketing communications across international industries and a record of serving TCU with dedication as we build an even stronger future.

It has been my good fortune to have been a part of the TCU community for more than five years now - years of experiencing personal and professional growth while contributing to successful outcomes during one of the most dynamic periods in the life of the University, and the higher education industry.

During my time as Associate Vice Chancellor for Communication, TCU has successfully navigated a global pandemic, managed seismic workforce shifts, examined and elevated the essential work of diversity and inclusion, evolved to meet changes in the athletics landscape and grappled with rapidly shifting cultural and economic forces. As we celebrated TCU's 150th year, we also became the first Texas school to compete in a National Football Championship, made a bold move to hire a President focused on innovation and launched and completed an ambitious \$1 billion campaign. Each achievement has enhanced TCU's academic reputation, highlighted talented Horned Frogs and broadcast TCU as a leader on the national stage.

The University has converted this energy into building our future, having recently launched a Master Campus Planning process, a new Strategic Planning initiative and reinvigorated values. What I have experienced in all aspects of our community through this rapid change is a continual refocusing on values, vision and mission that will continue to escalate recognition and the value of a TCU education.

Having the benefit of TCU experience is invaluable, but the summation of my marketing and communications career across several industries distinguishes the competence, confidence and skill necessary to ensure TCU's trajectory of success.

### **Significant Experience in Marketing Complex Organizations**

I offer TCU more than 20 years in marketing and communication from a diverse range of experience with high levels of complexity and accountability, including corporations, an academic medical center, hospitality, not-for-profit and academia. I've gravitated to complex environments requiring critical thinking and collaboration, with budgets ranging from a few hundred thousand to directing a portion of a \$1.2 Billion budget at a Fortune 500 company. In each, a focus on cross-functional planning, operational alignment, relationship-building and shared responsibility have resulted in advancing mission and goals.

Marketing communications is not a simple career path; the work is often highly subjective and requires strategic use of data, customer insights and emerging technologies for impact. This work requires leaders who can marshal both people and resources to work for the benefit of the organization. I embrace a challenge and even joined RadioShack while it was undergoing financial restructuring to gain the experience of a rare historical moment and an opportunity

to lead with compassion under pressure. Such leadership requires energy, an appetite for innovation and vision.

### **Deep Understanding of TCU's Connected Culture**

I love TCU for its values, its people and what we offer to the world in talent, ideas and inspiration. I married into a TCU family and felt welcome in our community long before I worked here. Today, I see the opportunities ahead of us to expand our influence and impact on the greater good through the work of our students, faculty, staff and alumni. As the higher education environment strives to meet the future demands of society, our path to excellence and greater academic impact relies on our ability to provide optimal value, experience and emotional connection.

What TCU offers is special, and if we can tell that story broadly and effectively, we will ensure that our mission thrives for generations to come. I will advocate and inspire our team to work with purpose, informed strategy and an action-oriented mindset.

### **Respect for the Academic Environment**

The next Vice Chancellor must have a keen understanding of the various constituencies we serve: students, parents, faculty, staff, alumni, community, donors and future Horned Frogs. My academic career began at Mississippi University for Women, a modest public liberal arts school established on the premise that everyone should be able to afford access to a top-notch educational experience. As a full-time student and clerk to the President in my first "real world" job, I earned my education. I also learned the complexity of academic administration and gained formative experience with confidential issues, operating in a professional environment and engaging audiences.

My early career brought me to Texas to market the arts, combining my passion for cultural expression with the Amon Carter Museum's not-for-profit educational mission and reputation for academic inquiry. Each position in my career has offered strategic growth and intellectual depth connecting me to TCU's academic offerings. Currently, I'm privileged to experience TCU as a Master of Business Administration (EMBA) student, which has deepened my respect for the TCU community and its unmatched learning environment.

TCU is beautifully positioned to soar and solidify its position as a world class university, inspiring connections, generating impactful academic outcomes and offering a highly desired experience. TCU's next marketing and communications leader must draw on industry expertise as well as organizational acumen and energy to tell TCU's story with powerful authenticity.

Thank you for your consideration and Go Frogs!

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Trusted executive leader adept at aligning and inspiring teams in support of organizational mission, vision and strategic goals. Proven success leading integrated brand campaigns and programs in highly matrixed, complex organizations spanning industries from Fortune 500 corporations to not-for-profits and higher education. Extensive corporate experience leading brand marketing and communication, building cross-functional teams, creating strategic alignment, reputation management, consumer engagement, audience development and fostering positive and inclusive cultural change.

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***Brand Marketing • Strategic Communications • Message Development • Media Relations  
Reputation, Crisis & Issues Management • Content Strategy • Event Marketing • Public Relations  
Corporate Social Responsibility • Purpose-based Branding & Culture Development***

**Texas Christian University, nationally ranked top 100 university**

**Fort Worth, TX**

*Associate Vice Chancellor*

*2019 - Present*

*Consultant/Strategic Advisor*

*2018 - 2019*

Team leader and champion for strategic communications and integrated content development that tells the TCU story, engages key stakeholder audiences, illuminates and protects the TCU brand. Includes brand messaging and communications, executive voice, events and community projects, social media strategy, TCU Magazine and Endeavors, media relations, multimedia engagement and digital productions, branding, crisis and issues management.

- Reimagine TCU's communications strategy, inclusive of expanding platforms and channels to increase reach and efficacy.
- Reposition departmental vision to a TCU-centric purpose: Tell TCU's Story, Elevate and Protect TCU's brand and Position TCU to Lead.
- Utilize research, data and insights to develop an integrated strategy that aligns to TCU's strategic plan, mission and goals.
- Innovate digital content engagement, including TCU Today, TCUnews.edu, TCU Magazine, Endeavors Magazine and direct communication via multiple channels.
- Initiate academic reputation campaigns and thought leadership, expanding audience reach and peer awareness.
- Augment multimedia storytelling and engagement across all channels.
- Lead cross-functional teams in multi-campaign strategy to mitigate institutional risk during pandemic, focusing on business continuity, safety, student success and connection culture supporting increased enrollment, retention and values-based decision-making.
- Devise and implement new frame for processing issues management efforts and partner with public safety colleagues to integrate and support crisis and emergency management teams.
- Invigorate university events and community projects with annual planning, internal culture-enhancing and community engagement efforts in service to TCU's aspirations.
- Operate as part of a purpose-led, results-oriented team of internal and external resources, prioritizing inclusion, values and culture.
- Lead team of 11 high performing Horned Frogs with budget scope of \$1.9 million.

## ***Key Team Accomplishments:***

- Cross-channel social metrics since new strategic implementation in Feb. 2019 to Feb. 2024 (primarily organic with limited boosting):

- Audience 483k, +119%
- Engagements 4.3k, +75%
- Publishing Volume, 6k, +142%
- Launched multi-media and video production capability:
  - Established video production with internal talent, building community with cost-effective, authentic content
  - Series: Candid Conversations (19), Welcome Home (8), Pop Quiz (9), Faculty/Staff Award Recognition (22), Meet the Dean (9), TCU Presents (12), 150 Years of Leadership (11)
- TCU Magazine and Endeavors experienced unprecedented growth via digital expansion and push strategy implemented in 2019:
  - TCU Magazine organic growth +323% (1.4 million page views and nearly 1 million users)
  - TCU Magazine overall growth (includes campaign traffic) +563%
  - Search/SEO growth +56%
  - Endeavors research magazine pageview growth +4000%
- TCU earned media has grown each year since 2019, cresting at \$54+ million in ad value in 2023, related to National Championship and Sesquicentennial coverage.
- Launched internal news bureau with TCU Today (x3 week) highlighting faculty/staff success, academic achievements and timely, actionable reporting. Consistently 50%+ average open rate.
- TCU News readership increased to 184k users, up +1650% since 2019.
- Executives and BOT rang the New York Stock Exchange Bell to launch TCU's Sesquicentennial year, resulting in international media reaching more than 220 million viewers across the Today Show, Yahoo Finance, CNBC and others.
- Instituted minimal time-investment daily/weekly/monthly snapshot reports tracking progress, issues and trends.

## **JPS Health Network, public healthcare system**

**Fort Worth, TX**

*Vice President, Chief Strategy Officer*

*2015 - 2018*

Executive team member leading alignment of strategy to operations, including planning and governance models for efficiency, strategic planning, organizational sustainability and successful patient outcomes.

### **Key Team Accomplishments:**

- Developed and lead enterprise strategic operations and project governance model to focus, prioritize and assign assets for the improvement of patient care and organizational engagement.
- Created and deployed system to monitor and improve enterprise performance metrics, integrating healthcare informatics, technology and quality improvement leadership.
- Lead community health needs assessments (CHNAs), gathering and disseminating data to direct strategies and population health goals; prioritized stakeholder input and public process.
- Internal consultant for strategic planning support and execution of key initiatives including board development series; enterprise risk management strategy; physician engagement; performance improvement, and departmental work plans directing budget and deploying resources.
- Built new dashboard for transparent data collection and tracking, used for safety metrics and public reporting.
- Led team tracking quality/safety programs, resulting in progress from “D” in 2015 to “B” in 2018.
- Instituted governance training for appointed Board and administration.

## **Radioshack Corporation (NYSE: RSH), consumer electronics retailer**

**Fort Worth, TX**

*Vice President, Strategic Communications*

*2013 - 2015*

Executive leader driving development and integration of corporate communication and brand marketing strategies for global internal and external stakeholders during a challenging business environment, including financial restructuring.

### ***Key Team Accomplishments:***

- Lead communications planning and precise restructuring process with significant international stakeholder, shareholder and market impact; led cross functional teams and agencies; directed 24/7 response teams during bankruptcy and volatile news cycles.
- Developed content strategy, engagement tools and process for consumer, associate, investor, stakeholder, dealer/franchise and marketing communications, inclusive of brand marketing.
- Lead consumer social media marketing and launched internal social sharing communications via intranet implementation and migration to real-time field communications.
- Launched the 2014 Super Bowl commercial campaign “The Call,” driving brand relevance, measurable sales increase and positive perception in preparation for corporate repositioning and subsequent sale.
- Assumed leadership for brand and promotional marketing departments during restructuring.
- Developed job placement pathways for employees affected by reductions in force.
- Lead international team through bankruptcy process, establishing ethical and compassionate process.

**Visit Fort Worth, City of Fort Worth’s tourism and branding agency**

**Fort Worth, TX**

*Vice President, Marketing and Communications*

*2011 - 2013*

Revitalized the Fort Worth brand to drive visitor traffic and hotel revenue. Launched innovative campaigns driven by new marketing strategy and integrated messaging structure, utilizing technology and content to drive engagement, creative direction and data-directed targeted marketing.

### ***Key Team Accomplishments:***

- Developed new marketing framework based on modeling customer spending and data-based segmentation of brand and sales messages for target audiences.
- Leveraged technology and database insights to predict travel behavior, develop profitability models and direct marketing strategies.
- Launched industry-leading website for meeting planners: MeetInFortWorth.com and custom iPad app for onsite tours and experiential remote planning.
- Launched successful collaborative advertising model with citywide and regional partners, developing entertainment districts and established tourism partners.
- Improved revenue and travel growth by 6% two consecutive years, through international tourism, booking engine partnerships, travel packages, co-op marketing programs and sponsorships.

**JCPenney Corporation (NYSE: JCP), consumer lifestyle retailer**

**Plano, TX**

*Director of Consumer Brand Marketing and Publicity*

*2005 – 2011*

Team leader responsible for developing and implementing brand marketing, communications and publicity programs to increase positive brand awareness and project aspirational image.

### ***Key Team Accomplishments:***

- Developed a strategic consumer brand marketing program to leverage a \$1.2 billion annual marketing budget, supporting profitability and share of voice.
- Created annual event marketing plan to support 30 to 40 events per year including brand launches, marketing campaigns, seasonal pushes, sales events.
- Lead a team of 30+ employees, contractors and agencies based in CA, TX and NY.
- Negotiated significant feature stories for broadcast, online and print across all media formats. Maintained #1 or #2 share of voice for fashion coverage.

**Pier 1 Imports (NYSE: PIR), consumer home furnishings retailer.**

**Fort Worth, TX**

*Acting Director/Senior Manager of Public Relations*

*2000 - 2005*

Responsible for corporate communications and events, product placement, crisis management, cause branding, store promotion, message consistency.

## **Key Team Accomplishments:**

- Developed and implemented public relations strategies supporting sales and branding through publicity, events, launches, media engagement, press room and events.
- Produced all executive content: speeches, releases, FAQs, scripts.
- Led television, celebrity and show integration for numerous home décor and fashion programs.
- Directed team and strategy for milestone events: Pier 1's new headquarters from inception to opening; Pier 1's 40th Birthday; 1000th Store.

## **Related Experience**

- **Consultant:** M Roth Partners Consulting, Q Mobius Agency; Oakley Stores; N3L Optics; Southern Methodist University (SMU); Investor Relations; Business Plan Development
  - **Amon Carter Museum**, Public Relations Specialist
  - **Birmingham Museum of Art**, Public Relations Manager/Asst Dir. of Public Relations
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## **Education**

### **Texas Christian University**

Executive Master of Business Administration (MBA) candidate

*Expected graduation May 2024*

### **Mississippi University for Women**

B.A. in English Literature and American History; Art History minor

*Cum Laude Honors*

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## **Service and Awards**

- *Fort Worth Forum, Inaugural Board of Directors, 2023 - current*
- *Fort Worth Country Day Executive Board Trustee, Trustee & Leadership Chair, 2019 - current*
- *Out Teach Board Member, 2021 - 2022*
- *Leadership Fort Worth, Class of 2015*
- *Trinity River Vision TIF Board, 2015 - 2023*
- *Presbyterian Night Shelter Board, Board Member/Secretary, 2014 - 2019*
- *Texas Christian University, Marketing/Communications Advisory Committee, 2016 - 2018*
- *The Women's Center of Tarrant County Board, 2011 - 2018*
- *CASE District and National awards for collaborative excellence including Sesquicentennial, TCU Magazine and social media*
- *CASE International Circle of Excellence Gold Award for TCU Magazine,*
- *Communications/Storytelling, 2022*
- *Fort Worth Business Press "40 Under 40" honoree*
- *BizBash Event Style Award, Best Events/PR Strategies for Fashion Week*
- *PRSA, Best of Texas for Pier 1 Imports Merchandise Preview Series*
- *TCU Committee service: DEI, Ferrari Award Investiture, and Sesquicentennial*

**References Available Upon Request**

**Merianne Kimmel Roth**  
**Position Submission Exhibit: Vice Chancellor for**  
**Marketing and Communication**

**A Community of Belonging:**

Belonging is central to my personal story and experience, providing me with both individual perspective and a strong orientation to organizational responsibility. The very concept of education elevates thinking, augments earnings and expands potential, and is vital to building a more equitable economy and culture. Like many, I have spent my professional life serving as a champion of study, training and shared experiences that awaken us to our cultural and ethical responsibilities.

Every individual is formed by the many experiences that make us human, and those lessons are carried forever. My story began with seeking belonging and over time, understanding that it was my obligation to create it for myself and others. Southern societal norms were not ideal for a Korean child growing up in south Mississippi in the post-Vietnam War 1970s. While kind in many ways, my surroundings left little room for a family that was culturally Asian. Since then and throughout my life, I have been the beneficiary of countless people who have stepped in to make way for me to be seen, perform and achieve. The impact of those quiet and kind actions hasn't escaped me, and I hope my work continues that generosity.

At Texas Christian University, I see every evidence that our efforts provide boundless opportunity to create belonging in alignment with our values. Marketing and communication have a key role in ensuring our messages and materials reflect our aspirations and the diversity of experience that prepares students for a global society. Inclusion is the partner of connection culture and supports our long-time focus on emotional well-being, global perspective and ethical leadership. This work offers quantitative and material benefit to societies, communities, companies and organizations.

So many of us carry our differences on the outside and some less obviously, tucked within. I believe we are making a place where all are welcome. Though we are not perfect in our endeavors, and it is not easy, I have confidence in the TCU community and appreciation for the many who have been and continue to lead.