



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES'
COMMITTEE ON EXTERNAL RELATIONS**

Meeting / Conference Call Minutes

August 29, 2017

123 Tigert Hall, University of Florida, Gainesville, FL

Time Convened: 3:25 p.m. EDT

Time Adjourned: 3:58 p.m. EDT

1.0 Verification of Quorum

Interim Vice President and General Counsel Amy Hass confirmed a quorum with all Committee members present except for Trustees Powers who was unable to attend.

Committee members present were:

Robert G. Stern, Chair, Leonard H. Johnson, W. Smith Meyers, David M. Quillen, Jason J. Rosenberg. Trustee Marsha D. Powers was unable to attend.

Other Trustees present were:

Chair James W. Heavener, Vice Chair Mori Hosseini, Rahul Patel, Steven Scott, David Thomas, and Anita Zucker

Others present were:

President W. Kent Fuchs, Executive Chief of Staff Winfred Phillips, Provost and Senior Vice President for Academic Affairs Joseph Glover, Vice President of University Relations Jane Adams, Interim Vice President and General Counsel Amy Hass, Assistant Vice President of University Relations Nicole Yucht, members of the University of Florida community, and other members of the public and the media.

2.0 Call to Order and Welcome

Committee Chair Robert Stern called the meeting to order at 3:25 p.m. EDT and welcomed all Trustees and everyone in attendance at the meeting.

3.0 Review and Approval of Minutes

Committee Chair Stern asked for a motion to approve the minutes of the June 8, 2017, meeting, which was made by Trustee Johnson, and a second, which was made by Trustee Quillen. The Committee Chair asked for further discussion, after which he asked for all in favor of the motion and any opposed and the motion was approved unanimously.

4.0 Action Items

The Committee had no action items.

5.0 Discussion/Informational Items

5.1 Strategic Communications Plan for Top 10

Vice President for University Relations Jane Adams presented the University of Florida Strategic Communications Plan for Top 10. Key features of the plan include:

- A shift in the communications focus to a national audience, particularly targeting rankings influencers – those leaders at peer institutions who vote in the U.S News & World Report survey
- Additional editorial meetings with Dr. Fuchs to broaden UF's sphere of influence and highlight UF's impact on the state and the state's influence in the U.S.
- Collaboration with the major UF brands, including athletics, UF Health, UF IFAS, Advancement and the colleges, in order to leverage the university's accomplishments to their maximum benefit and deliver a more impactful message for all audiences
- A combination of earned media, sharing good news through press and social media; and paid efforts, the Gator Good branding campaign.
- Increased investment in advertising and branding efforts to raise awareness about UF and influence its reputation score
- Direct mail to our peer audience – starting with a subscription to a mainstream magazine that will have a cover wrapped with UF information.
- Print ads in Chronicle of Higher Education and Delta Sky Magazine to increase national exposure. Two ads in Florida Trend to demonstrate UF's impact on the state.
- Activities at higher education conferences across the country, starting with the APLU conference in Washington, D.C. in November
- Continued growth of UF's incredibly engaged audience on social media

Vice President Adams noted that this plan incorporates many new and innovative communications channels working in concert with more traditional channels to elevate the national reputation of UF to support top-10 efforts.

Following a discussion related to implementation of the plan, Committee Chair Stern agreed that the committee will provide regular progress reports to the Board. The Trustees then discussed how faculty and alumni can serve as ambassadors for the university. It was agreed that the recent *Florida Trend* one-page advertisement focused on rankings, Building for the Future, and a pocket-sized card with key metrics will be produced and disseminated as a means of spreading the word about UF's accomplishments.

6.0 New Business

There was no new business to come before the Committee.

7.0 Adjourn

After asking for any further discussion and hearing none, Committee Chair Stern asked for a motion to adjourn, which was made by Trustee Rosenberg, and a second, which was made by

Trustee Quillen, and, with no further discussion desired, the motion was passed unanimously and the University of Florida Committee on External Relations meeting was adjourned at 3:58 p.m. EDT.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES'
COMMITTEE ON EXTERNAL RELATIONS
COMMITTEE AGENDA**

Meeting / Conference Call

August 29, 2017

**Immediately following the meeting of the Committee on Finance and Facilities,
which follows the Committee on Governance, which begins at 3:00 p.m. EDT
123 Tigert Hall, University of Florida, Gainesville, FL**

Committee Members:

Robert G. Stern (Chair), Leonard H. Johnson, W. Smith Meyers, Marsha D. Powers, David M. Quillen, Jason J. Rosenberg

- 1.0 Verification of QuorumAmy M. Hass, Interim Vice President and General Counsel
- 2.0 Call to Order and Welcome Robert G. Stern, Chair
- 3.0 Review and Approval of Minutes..... Robert G. Stern, Chair
[June 8, 2017](#)
- 4.0 Action Items Robert G. Stern, Chair
None
- 5.0 Discussion/Informational Items..... Robert G. Stern, Chair
5.1 [Strategic Communications Plan for Top 10](#) Jane Adams, VP for University Relations
- 6.0 New Business Robert G. Stern, Chair
- 7.0 Adjourn Robert G. Stern, Chair



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EXTERNAL RELATIONS
COMMITTEE MINUTES**

June 8, 2017

Time Convened: 2:29 p.m. EDT

Time Adjourned: 3:39 p.m. EDT

**President's Room 215B, Emerson Hall
University of Florida, Gainesville, FL**

1.0 Verification of Quorum

After a roll call, a quorum was confirmed, with all members present except David M. Quillen, who was unable to attend.

Members present were:

Robert G. Stern (Chair), Leonard H. Johnson, W. Smith Meyers, Marsha D. Powers and Jason J. Rosenberg. Trustee David Quillen was unable to attend.

Others present were:

President W. Kent Fuchs, Executive Chief of Staff Winfred Phillips, Provost and Senior Vice President for Academic Affairs Joseph Glover, Senior Vice President and Chief Operating Officer Charles Lane, Senior Vice President for Health Affairs and President of UF Health David Guzik, Senior Vice President for Agriculture and Natural Resources Jack Payne, Vice President of University Relations Jane Adams, Vice President of Advancement Thomas Mitchell, Chief Executive Officer of Shands Ed Jimenez, Interim Vice President and General Counsel Amy Hass, Assistant Vice President of University Relations Nicole Yucht, members of the President's Cabinet, members of the University of Florida community, and other members of the public and the media.

2.0 Call to Order and Welcome

Committee Chair Robert G. Stern called the meeting to order at 2:29 p.m. EDT.

3.0 Review and Approval of Minutes

Committee Chair Stern asked for a motion to approve the minutes of the March 16, 2017 meeting, which was made by Trustee Johnson, and a second, which was made by Trustee Rosenberg. The Committee Chair asked for discussion, and then for all in favor and any opposed and the motion was approved unanimously.

4.0 Action Items

There were no action items.

The following Discussion/Informational Items were the addressed by the Committee:

5.0 Discussion/Informational Items

5.1 Legislative Update

Jane Adams, Vice President for University Relations, discussed the results of the 2017 legislative session and indicated that a special session had convened. Committee members were briefed on University of Florida budget items, as well as on substantive legislation considered by the legislature. Adams provided an analysis of the vetoes and how UF compared to the other state universities.

Jack Payne, Senior Vice President for Agriculture and Natural Resources, discussed how vetoes impacted six items related to IFAS (Institute of Food and Agricultural Sciences).

Ed Jimenez, Chief Executive Officer, UF Health Shands, reviewed the hospital financial and regulatory issues related to the legislative session.

5.2 Annual Report on Communications

Assistant Vice President, UF Communications, Nicole Yucht, shared the end-of-the year report highlighting 2016-17 strategic communications initiatives and demonstrating how they elevated the national image and reputation of UF. Committee members saw the results of the Gator Good campaign, in addition to the top national media stories and the most engaging social media activities from the past year.

Ms. Yucht noted that the major UF brands including athletics, UF Health, UF IFAS, Advancement and the colleges, speak with one voice to leverage the University's accomplishments and deliver the most impactful message for all audiences.

Public service announcements (PSAs) ran during televised athletic events and resulted in more than 43 million impressions. The national exposure of the PSAs, along with the targeted efforts of the ad campaign, translated into clicks on the GatorGood.com website and three-fold increase in time spent on site from last year. The ad value for these spots during football season was \$270K.

Emphasizing UF's social media efforts, Ms. Yucht noted there were more than 1.2 million likes and follows as of mid-May. The most recent survey of higher education social media engagement ranks UF at No. 7. She also reported that there are several new projects underway, including the launch of a media experts' database and an institution-wide event calendar.

5.3 Annual Report on UF Compass: Student Information Systems

Vice Presidents Elias Eldayrie and Zina Evans provided the annual report on the implementation of UF new Student Information System, COMPASS (Campus-wide Modernization Program to Advance Student Services). COMPASS unifies student services systems and will be

implemented over several years based on the student life cycle. Dr. Evans and Mr. Eldayrie provided an update on improvements to the admissions decision release, which have resulted in an overwhelmingly positive experience for applicants and their families.

6.0 New Business

There was no new business.

7.0 Adjourn

After asking for any further discussion and hearing none, Committee Chair Stern asked for a motion to adjourn, which was made by Trustee Rosenberg, and, with no further discussion desired, the motion was passed unanimously and the University of Florida Committee on External Relations meeting was adjourned at 3:39 p.m. EDT.



STRATEGIC COMMUNICATIONS PLAN FOR TOP 10

08.29.17

Jane Adams
Vice President
UF University Relations





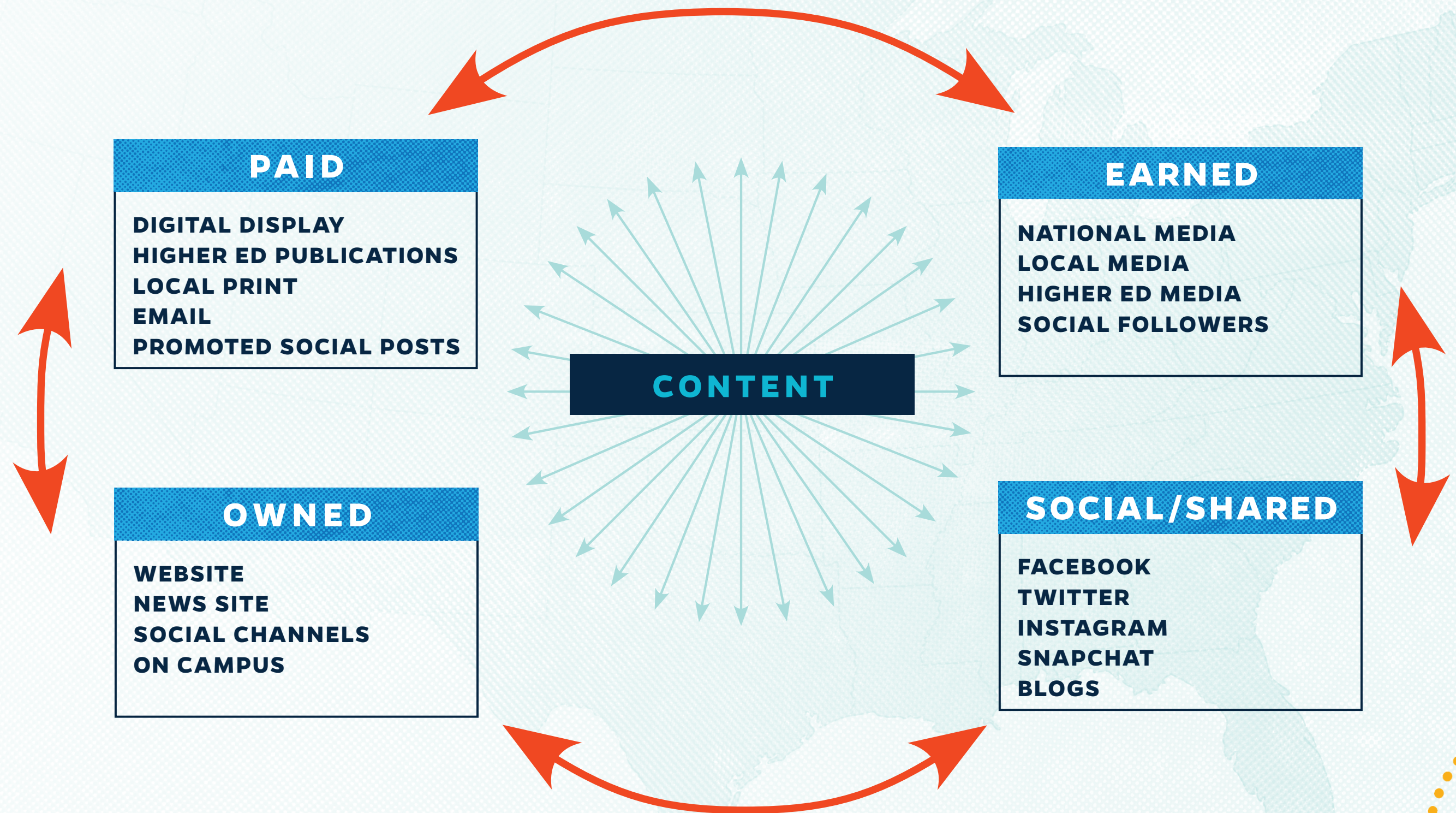
COMMUNICATION STRATEGIES

Increase the national stature and reputation of the University of Florida to be recognized as a Top 10 research university

- Raise awareness about UF by targeting ranking influencers including university presidents, chancellors and provosts
- Position UF leaders and faculty as thought leaders and problem solvers
- Support efforts to increase faculty involvement in and recognition from national/international associations and other prestigious boards
- Continue cultivating relationships with journalists and content partners
- Develop President's platform of beliefs, values and ambitions that broaden UF's sphere of influence
- Emphasize UF's impact on the state of Florida and the nation
- Educate, inform and activate our campus community to capitalize on opportunities to advance the university's reputation
- Measure ROI and effectiveness of communications strategies through real-time tracking and quantitative research studies



STRATEGIC COMMUNICATIONS





STRATEGIC COMMUNICATIONS PLAN FOR TOP 10

EARNED MEDIA



EARNED MEDIA

Positively enhance
the university and
generate national
exposure

- Pitch stories daily featuring UF faculty in at least one of the following:
 - Top 10 national general news print media (i.e. New York Times, Wall Street Journal, Washington Post, Miami Herald, USA Today, etc.)
 - Top 10 national trade or business publications or sections (i.e. Inside Higher Ed, Chronicle of Higher Education, etc.)
 - Top national television or radio outlets (i.e. ABC, CBS, NBC, CNN, Fox, NPR, MSNBC, etc.)
- Write and submit op-eds on nationally relevant topics pertaining to higher education, research and topics by areas of focus
- Regularly read and comment on targeted columns/blogs/podcasts to become a trusted source
 - Wall Street Journal – The Future of Everything, podcast
 - New York Times – David Kirp, education columnist
 - Harvard Business Review – Scott Anthony, business, management and innovation blog



EARNED MEDIA

Positively enhance
the university and
generate national
exposure

- Submit commentaries and articles monthly to The Conversation
- Continue to cultivate relationships with journalists and content partners
 - Maintain a database of Gator journalists and keep them informed about UF
 - Arrange deskside briefings or coffee meetings with key national media
 - Maintain an editorial calendar of key national outlets and publications
 - Respond to HERO (Help a Reporter Out) listings and Newswise call-outs when reporters submit queries for experts for stories they are working on
 - Partner with journalists to develop content-rich stories
 - Arrange skype tours of studio space for broadcast affiliates
 - Launch, promote and maintain the UF media experts guide
- Proactively arrange meetings with media for scientists attending conferences and speaking engagements



EARNED MEDIA

Positively enhance the university and generate national exposure

- Make the university part of other national stories
 - Identify national trends the university can tie itself into
 - Develop stories that involve UF around upcoming dates, anniversaries or days in history
- Position President on the national stage
 - Schedule rounds of media and editorial board interviews
 - Proactively seek out opportunities to associate President with academic advancement and celebrate academic excellence
 - Capitalize on President's travel schedule to connect with alumni, donors, and influencers
 - Demonstrate accessibility with Facebook Live events and other social outreach opportunities
 - Bring aspects of UF as a research powerhouse and powerful signal sender in community, state, nation and international



EARNED MEDIA

The Washington Post

USA TODAY

The New York Times



nature

abc NEWS



ALA
American Library Association

CAPITAL SOUP

Harvard Business Review

POPULAR SCIENCE



Audubon

Mashable

Florida Trend

INDEPENDENT

TIME

Science
AAAS

NATIONAL GEOGRAPHIC

Miami Herald

UF

STRATEGIC
COMMUNICATIONS
PLAN FOR TOP 10

PAID MEDIA

PAID MEDIA

Target audience:

- Peers

Campaign run dates:

- Sept. – Dec., 2017
- Jan. – April, 2018



Like you, we know the challenges facing our planet are greater than any one person or university. That's why we admire what you're doing and invite you to check out what we're up to in our likeminded quest for the Gator Good. Together, our breakthroughs will help to safeguard

Media tactics

Digital Media

- Digital advertising for desktop and mobile
 - i.e. Inside Higher Ed, NY Times, Chicago Tribune, Weather.com
- Social media promoted posts
 - Dr. Fuchs and UF channels
- Peer emails
 - Presidents, chancellors, provosts and deans
 - Two times/year

Traditional Media

- Peer direct mail
 - Printed collateral



PAID MEDIA

Media tactics

- Magazine wraps
 - Fortune, Money, Golf or Time Magazine
- Print advertising
 - Chronicle of Higher Ed, Sky Magazine
- National Public Radio sponsorships
 - 15 second spots in select Florida and national markets
- Florida Trend
 - Rankings message
 - Two insertions

Conference Support

- APLU, AAU, and support for faculty speakers
 - Airport advertising
 - Geofencing
 - Key card advertising



**STRATEGIC
COMMUNICATIONS
PLAN FOR TOP 10**

SOCIAL MEDIA



SOCIAL MEDIA

Enhance our reputation by humanizing the institution through authentic, meaningful and personal interactions

- Develop social media campaigns and messaging that is easily shared around specific USNWR criteria
 - Undergraduate academic reputation
 - Regularly post UF rankings, academic and research successes and other points-of-pride
 - Student selectivity
 - Deepen the pool of the most talented students who apply by directly interacting with prospective students and sharing why UF is an excellent college option.
 - Actively promote the application process and timeline to increase number of applicants
 - Graduation rate performance
 - Celebrate commencement activities
 - Connect students to resources to enhance employability and long-term success, i.e. Career Resource Center
 - Promote involvement opportunities
 - Create community and serve as a resource for campus information



SOCIAL MEDIA

Enhance our reputation by humanizing the institution through authentic, meaningful and personal interactions

- Develop social media campaigns around specific USNWR criteria (continued)
 - Alumni giving rate
 - Create community and pride among current students and alumni
 - Encourage participation in giving opportunities
- Increase engagement with existing and new followers
 - Produce photography, graphic design, animation and video that connect with our audiences on all social channels
 - Coordinate content on other peer universities, industry associations, nonprofits, etc. social media channels about shared academic and research interests
 - Publish promoted posts and other sponsored content
 - Explore and readily adopt new tools that reach new audiences and demographics to remain relevant in the ever-changing social media universe



SOCIAL MEDIA

Enhance our reputation by humanizing the institution through authentic, meaningful and personal interactions

- Engage faculty on social media and expand their use of Facebook, Twitter and LinkedIn
- Create UF-related content that faculty can share on their own social media networks
 - Provide group workshops and one-on-one consultations for faculty and campus communicators about social strategies, new tools and best practices to increase engagement
 - Promote active faculty/department accounts on main UF social channels
 - Invest in sponsored social posts recognizing faculty achievements
- Support Dr. Fuchs' social efforts and increase engagement with new and existing followers
 - Deliver content that is shared by peers and organizations that we value (including AAU, APLU and SECU)
 - Create points-of-pride content that is shared by our campus community, fans, alumni and beyond

A photograph of a university campus scene. In the foreground, a large, thick tree trunk curves across the top of the frame. Below it, a brick building with white window frames is visible. A paved walkway leads from the bottom center towards the building, with several students walking on it. Some students are carrying backpacks. To the right of the walkway, there are black lampposts and a bench. The scene is filled with green trees and bushes, with sunlight filtering through the leaves.

UF

**STRATEGIC
COMMUNICATIONS
PLAN FOR TOP 10**

TRACKING AND EVALUATION



TRACKING AND EVALUATION

- Digital and social media analytics (click through rates, total impressions, origin of impressions, page views, time on site)
- Email open rates
- Ad value equivalents (PR and media)
- Quantitative research comparison
- U.S.N.W.R.