



**COMMITTEE ON MARKETING, PUBLIC RELATIONS  
AND STRATEGIC COMMUNICATIONS**

**Meeting Minutes**

**December 6, 2018**

**President's Room 215B, Emerson Alumni Hall**

**University of Florida, Gainesville, FL**

**Time Convened: 3:05 p.m.**

**Time Adjourned: 3:39 p.m.**

**Committee and Board members present:**

Robert G. Stern (Committee Chair), David L. Brandon, Ian M. Green, James W. Heavener, Morteza Hosseini (Board Chair), Leonard H. Johnson, Thomas G. Kuntz (Board Vice Chair), Daniel T. O'Keefe, Rahul Patel, Marsha D. Powers, Jason J. Rosenberg, Robert G. Stern, Katherine Vogel Anderson, Anita G. Zucker

**Others present:**

W. Kent Fuchs, President; Winfred Phillips, Executive Chief of Staff; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Charlie Lane, Senior Vice President and Chief Operating Officer; Amy Hass, Vice President and General Counsel; Elias Eldayrie, Vice President and Chief Information Officer; Zina Evans, Vice President for Enrollment Management and Associate Provost; Antonio Farias, Chief Diversity Officer and Senior Advisor to the President; Jodi Gentry, Vice President for Human Resources; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations; Mike McKee, Vice President and Chief Financial Officer; Thomas Mitchell, Vice President for Advancement; David Nelson, Interim Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; David Parrott, Vice President for Student Affairs; Nancy Paton, Vice President for Strategic Communications and Marketing; Jack Payne, Senior Vice President for Agriculture and Natural Resources; Curtis Reynolds, Vice President for Business Affairs and other member of the University community.

**1.0 Verification of Quorum**

Vice President and General Counsel Amy Hass confirmed a quorum with all Committee members present.

**2.0 Call to Order and Welcome**

Committee Chair Robert Stern called the meeting to order at 3:05 p.m. 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 October 30, 2018 Committee meeting, which was made by Trustee Powers, and a second, which was made by Trustee O'Keefe. The Committee Chair asked for further discussion, and then all in favor of the motion and any opposed, and the motion was approved unanimously.

### **4.0 Discussion**

#### **4.1 100 Day Leadership Strategy: "Themes, Performance and Forecast"**

Vice President Paton thanked Committee Chair Stern for the opportunity to share with the Committee the 100 Day Leadership Strategy. The plan is a jump start to the creation of an overall university marketing and communications strategy. She presented the following:

Vice President Paton completed the initial 60-day meeting plan and now entering Phase 2 which focus on listening/learning meetings. As well as moving into reviews of communications group structures, strategies, communications programs, and metrics across campus which entails 16 colleges and numerous administrative organizations. An important part of the review process is a peer group analysis that was conducted. It's been important to the University that we move forward on opportunities to strengthen communications prior to the creation and finalization of the strategic plan by end of March.

Phase 1: Listen, Learn and Reinforce (October 1-December 1), meeting with university leadership groups and individual members.

During Vice President Paton's first two months, she set forth expectations about what the future UF communications and marketing organization will look like to the university community and more importantly, how we will partner to advance the university's success.

As she meets with internal and external constituents, she relays six principles of communications and marketing: (1) Relationships, (2) Quality, (3) Innovation, (4) Strategy, (5) Teamwork, and (6) Outcomes.

UF campus is aligned under the cultural direction of One UF and there is recognition, understanding and most important, behavioral embodiment of the importance of our Top 5 imperative.

Deans have commented that Communications and Marketing will have a large impact on reaching that aspiration which means there is support and advocacy within the organization for the role.

Strategic Communications and Marketing leadership at the university level is regarded positively by University leadership and fellow communicators.

Communications and Marketing leaders have overwhelmingly expressed their desire and need for collaboration and leadership from her role.

Opportunity to raise awareness of the University's breadth and depth beyond the state part of which will be obtained by garnering national and international media opportunities for faculty.

Communications and marketing are critical for enrollment growth.

Opportunity for partnership between the University and UF Health to promote academic, research and clinical care advancements – especially peer-to-peer.

Capitalize on partnership to improve U.S. News rankings.

Overwhelming desire for more integrated relationships between the University and decentralized communicators and marketers.

Expressed need for process improvement in our communications/marketing strategies and channels especially during issues/crisis events.

Internal communications throughout UF cited as important to drive University engagement and understanding of University initiatives and imperatives.

Opportunity and expressed strategic importance of strengthening University's brand recognition as an academic and research powerhouse through determining what makes us distinctive against top five peers. Positioning the University nationally is deemed by all to be paramount.

Consistency of messaging and identity across the University identified as critical.

Desire to incorporate innovative strategies/tactics.

Opportunity to align key initiatives to a bigger overall University strategy.

A comprehensive performance management approach with key metrics is imperative, e.g. campus-wide analytics.

Telling the University story nationally is deemed by all to be paramount. The need to measure our efforts campus-wide and develop performance management systems with key metrics. The opportunity to heighten our alignment with alumni, students, faculty, staff and constituents to engage them as advocates.

Reviewing communications and marketing performance against peer group institutions is important to understand the efficacy of recent efforts and identify opportunities for future focused improvement. There are limitations to the publicly-available data but what we have gathered to date is informative for the strategy development efforts.

UF owned channels reach large audiences. The UF homepage reaches more than 1 million-page views each month. Interest and involvement in UF increasing on social media channels. Content that is posted on this channel include US News Rankings announcements, top research and student success stories. UF is a top national performer on Facebook and has had 2.2 million video views. Twitter engagement ranks high nationally and is a great way to connect with the Gator Nation to discover opportunities and to help followers with questions and/or answers they seek about UF. Instagram connects universities with students and young alumni which averages 14K views per post. LinkedIn is a social networking channel for professionals. Each update posted to LinkedIn averages 100,000 impressions and it provides critical channel for faculty recruitment. President Fuchs outranks top 10 peers on Twitter (University of Michigan, University of North Carolina, University of Virginia UCLA, and UC Berkeley). President Fuchs runs his Twitter account on his own and he uses it to speak out and promote social good. Recent example: Thanksgiving GatorPlate. He asked social media followers to post a picture of their Thanksgiving plate with the hashtag: GatorPlate. For every post, he donated \$1 to the UF Field & Fork Pantry. The hashtag was used 773 times on Twitter and 302 times on Instagram. Dr. Fuchs donated \$1,075.

In the Washington Post, New York Times, Wall Street Journal, USA Today and Associated Press, UF faculty appear 24% of the time, bested by UNC, and ahead of our peers.

The Conversation is an independent, not-for-profit media that uses content sourced from academics and researchers. UF began relationship with the Conversation in 2014. In FY 2018, The Conversation published 72 articles from UF researches that earned almost 3.3 million-page views. In total, commentary now stands at 207 articles with almost 7.3 million-page views throughout the world, including Asia, Europe, Canada and Australia.

UF has implemented a unique strategy to create communications partnerships with organizations with who UF has a research and/or scholarship relationship. In the past year, UF has partnered with a dozen such organizations. One organization UF partnered with was the New York Police Department, who was interested in testing a prototype of a device developed by our Herbert Wertheim College of Engineering to detect fraud. Our device, known as the "Skim Reaper," can find when credit card skimmers are placed in gas pumps and ATM machines, which use the magnetic strip technology instead of chip readers. NYPD agreed to allow media to videotape their tests, UF team reached out to the Associated Press wire service to release news about the police testing UF device. The results were enormous, and this news was featured on consumer, business and tech news sites and got significant TV news coverage. It reached NY Post: 1.1 M; CBS NY: 933K; FOX NY: 847K; Atlanta Journal and Constitution: 134K; USNWR: 15.4M.

Last year was the fourth year of UF educational outreach campaign targeting peers and key population markets to enhance awareness and understanding of the breadth and depth of UF.

The branding campaign reached our target audience with 109 million peer impressions because of the digital efforts. The Chronicle of Higher Education is one outlet to reach peer audiences. UF's click-thru-rate was in line with similar top 5 schools.

Phase 2: Listen, Lean, Immerse and Identify Organizational Needs (December 2-February 1), continue to meet with internal and external stakeholders; build and solidify relationships with establishment of ongoing meetings with critical opinion leaders; launch an accountability and organization design assessment, conduct visioning sessions with Strategic Communications and Marketing Staff and campus-wide university communications leaders; design and conduct gap analysis (strategy, process, feedback & metrics, people); identify professional development needs; identify and execute early implements prior to strategic plan completion (crisis communication plan, "moonshot" – platform for Strategic Communications and Marketing

Engage stakeholders within the State University System and the SEC Communicators Association, in addition to already established relationships and volunteer leadership position, within the AAU and APLU.

The next two phases will continue to build the foundation to UF overall communications and marketing plan.

Vice President Paton indicated that in the next 60 days she will finalize her initial meetings with internal and external stakeholders.

Identify organizational design and resource needs of the department and approach to multi-entity integrations are vital to moving forward and being successful in promoting the University.

In early spring, Vice President Paton will finalize the communications and marketing strategy and rollout an organizational design to support the strategy.

Amazon Alexa tracks the number of visitors on all websites on a rolling three-month period. Between September and November, UF had 3.4 million unique or new users visit UF website.

Phase 3: Strategic Plan Development (February 2- March 31) - Overall communications and marketing strategy created and outlined, and needs identified; establish structured, collaborative relationships with entities and individuals critical to achieving leadership

and plan priorities; implement potential organizational redesign process and implement training and coaching plan.

**5.0 New Business**

None.

**6.0 Adjournment**

There being no further discussion, the meeting was adjourned at 3:39 p.m.

**APPROVED AT THE BOARD OF TRUSTEES MEETING ON MARCH 29, 2019.**