UF | **Board of Trustees**
UNIVERSITY *of* FLORIDA

COMMITTEE ON MARKETING, PUBLIC RELATIONS
AND STRATEGIC COMMUNICATIONS
Meeting Minutes
Telephone Conference Call
May 28, 2019
123 Tigert Hall, University of Florida, Gainesville, FL
Time Convened: 2:03 p.m.
Time Adjourned: 3:03 p.m.

Committee and Board members present:
Robert G. Stern (Chair), David L. Brandon, Leonard Johnson, Daniel T. O'Keefe, Rahul Patel, Marsha D. Powers, Katie Vogel Anderson and Anita G. Zucker

Others present:
Nancy Paton, Vice President for Strategic Communications and Marketing, Mark Kaplan, Vice President for Government and Community Relations, Ray G. Thomas, Incoming Faculty Senate President and other members of the university community.

1.0   Roll Call
Board Staff called the roll and noted those Trustees that were in attendance.

2.0   Call to Order and Welcome
Committee Chair Stern welcomed everyone to the meeting. It was noted that this was an informational meeting to prepare for the June 6, 2019 regular meeting, and no action was planned or taken at this preparatory meeting.

3.0   Discussion Items
3.1 Key Performance Indicators Draft Review
Committee Chair Stern stated that in today's meeting we're discussing two topics related to advancement of our strategic communications and marketing plan. We will review drafts of two of our comprehensive dashboards that provide a rich array of key metrics to track our progress against our five goals or strategic imperatives. As predicted last month, today we are sharing the initial two dashboards with you; the overall executive dashboard, and an example of what we call an "activity" indicator dashboard. These key performance indicators are critical to ensuring ongoing advancement of the university's reputation and rankings, through measuring, tracking, analyzing and optimizing our efforts. Vice President Paton will also lead us through a performance review of our spring campaign which is designed to heighten influencers' awareness of engagement with our university.

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Vice President Paton stated that the dashboard will measure, track, and analyze key performance indicators vital to ensuring our successful impact on strengthening our national reputation and rankings.

- The areas labeled TBD indicate the metrics requiring qualitive and quantitative research to establish our baselines.
- As indicated in our strategic plan timelines, we will conduct our brand and positioning research in the third quarter.
- Metrics highlighted in yellow are statically correlated drivers of reputation in higher education.
- As we move along the top of the dashboard:
    - Ranking: Our US News & World Report reputation ranking is of course front and center from our vision and plan standpoints.
    - Reputation Score: The overall reputation score makes up 20% of our overall ranking, with 15% determined by presidents, provosts, admissions and enrollment leaders and 5% from high school guidance counselors.
    - Next are our Top 5 peers' rankings with their reputation scores.

Each column going down the page has metrics that will guide our five strategic imperatives. Starting on the left, let's review the metrics that will measure how we're building a distinctive national brand.

- Academic Excellence: Defined by higher- education leaders as the overall impression of excellence or quality, this metric will be created by several factors.
- Aided & Unaided Awareness/Recall: is asking people "which university comes to mind?" It's asking people to remember and select a brand. It is important to achieve high levels of awareness to impact reputation and advocacy.
- University Familiarity: This is asking people how well they know UF. Do respondents have a knowledge of the breadth and depth of offerings at our university? This is a critical next step after awareness in building a strong brand.
- Marketing Distinctiveness: Through research we will learn how distinct we are in comparison to other universities. People will rate as more distinctive, less distinctive or on par. This metric will tell us how well we are doing our job in marketing and communicating the university.
- National Reputation: This is another important driver of reputation. Our research will use rating questions to determine our strength against peers. For example, "how would you rate X?" This is an indicator of future movement in normal reputation scores.
- Organic Search Volume: Is the number of online searches for brand terms for each school. Internally facing searches like "UF Email" are excluded so we know we're not looking at staff/faculty conducting daily business. This is an important indicator of interest and engagement with our university.

For our next imperative, Propel UF's Thought Leadership Reputation, progress will be gauged through the measurements in the second column.

- Earned Media Share of Voice among our peers: Earned media – If owned media sites like social media channels are the destination, then earned

media is the vehicle that helps people get there. Earned media mentions, shares, reposts, reviews, and, recommends content created or shared by 3rd party sites or media outlets. Currently, our data captures media organization placemats. This data is collected from Meltwater.

- o Leadership in Academia: One of our key reputation drivers. It is determined by a perceptual question via market research, such as rating colleges on a scale from 1 – 5 on who is considered a leader in higher education.
- o Increase in Faculty Exposure: Using "The Conversation" and faculty appearances to create this benchmark against our peers.
- o Academic Innovation: is a driver of reputation that will be determined by asking research respondents to determine their perception of innovation against peer comparison.
- o Student Achievement: Another correlated driver of reputation. It will be discovered via a rating question to determine our strength in this important area of expectations versus peers.
- Safeguarding the UF Brand and Reputation
    - o Overall impression: will be identified by understanding how UF is perceived.
    - o Earned Media Sentiment: Refers to publicity gained through promotional efforts other than paid media, advertising or owned media. (Meltwater)
    - o Social Media Sentiment: is a way of measuring the emotions behind social media mentions. It is a way to measure the tone of the conversation that is taking place and serves to add context to social media. (Brandwatch)
- Transform and Innovate through Technology
    - o Social Media Share of Voice measures our institution's exposure based on social media conversations compared to peers.
    - o Website Metrics: Website sessions is the number of website visits to ufl.edu, excluding subdomains, while website visitors are the number of unique people to visit ufl.edu.
    - o Early to market tactics: TIK TOK – This area showcases a new channel or technology we're diving into. We are an early adapter of a visual channel that targets under-30-year-olds where they can create, share and discover short videos.
- Establish Internal Brand Strategy
    - o Net Promoter Score: or NPS, measures customer experience and predicts organizational growth.
        - ▪ Defined as respondents' rating their Likelihood to Recommend: Detractors are considered scores of 6 or less, with promoters only those who rated their likelihood a 9 or 10 (respondents who selected 7 or 8 are considered neutral).
    - o Unaided Awareness: A measure of the number of people who express knowledge of a brand without prompting (brand recall).
    - o Aided Brand Awareness: A measure of the number of people who express knowledge of a brand when prompted (brand recognition).

- o Consideration: is the number of people who can name UF unaided for a specific attribute. An example of this would be asking, "What universities come to mind when you think of preparing students for career success?"

When Vice President Paton completed her presentation Trustee Patel asked if there was a way to measure student applicant satisfaction of UF relative to other schools. Trustee Patel communicated that this inquiry was based on information discussed at the AFSAE Committee Premeeting earlier in the day. Vice President Paton shared that colleagues of hers had created a survey to help determine this information previously.

3.2 Paid Media Performance Activity Dashboard
Vice President Paton shared the draft of activity dashboards that monitor the nuts and bolts of what our team works on every day.
- These dashboards help inform us in real time so we can adjust even the smallest details of our plan as needed to amplify our upward momentum.
- Activity dashboards will be built for social media, earned media, owned web channels, paid media, internal communications and issues management.
- Paid media is an important way to promote content in order to drive earned media, as well as direct people to owned media properties.
- The most important thing when reviewing our Paid Media Dashboard is for us to understand if the message, stories we are telling, channels we're advertising on are generating our desired results.
- As you can see across the top of the page, we are relying on several metrics for paid media.
  - o Impressions: tell us how many eyes are seeing our ads.
  - o Clicks: are the exact number of people clicking on our ads, indicating sought-after behavior change.
  - o Click Thru Rate: Tells us of the people who see our ads, the percentage that is clicking through for more information. Again, a behavioral change indicator.
  - o Sessions: are the number of people going to our landing page, where our stories are built out in further detail.
  - o Engagement rate: is those users going to our landing page and staying over 30 seconds.
- Sessions by device guides our strategy regarding how we design our messaging.
- National engagement shows us what geographic areas we're reaching in the national market. We know we want to target markets of peer universities and ambassadors. This tells us if we're nationally achieving that.
- Media Channel Performance is a breakdown of how each media channel we're advertising in is performing for us. This helps us determine where to build.
- Sessions is a metric that tracks website visits, but the user must be on the page for at least three seconds – so we know it's not a bounce. Here you can see we have it broken down by gender and age, just to get a more granular understanding of who is learning more about us.
- And lastly, in the bottom right corner, is Top Campaign Creatives. This tells us specifically how each ad is performing. This helps us understand which stories are resonating with people most, as well as which headlines, and graphics are most

effective at getting people to want to learn more. This is indicative of being an audience- centric organization.

3.2 Spring Campaign Metrics to-date

Vice President reviewed in further detail the results -to-date of the spring campaign strategy to reach intended audiences during the rankings influential period on a wide national level.

- Our Spring peer media campaign began on April 1 and is running through the US News and World Report voting period, which concludes in mid-June.
- The goal of this campaign is to increase the ranking and reputation of the University of Florida by generating awareness and engagement among high-level peers with distinctive messaging and creative.
- With the voting period running mid-April thru mid-June, we kicked off the campaign on April 1, with a strategy of concentrating our efforts immediately before and during the key voting period.
- This year, we've changed our approach to put an emphasis on site direct placement. That means we're putting more dollars towards advertising directly on the channels we know our peers, ambassadors and thought leaders rely on for news and entertainment.
- We implemented several new tactics this year to emphasize our reach to this audience. Some of those channels include Washington Post, New York Times and we included NPR podcasts in addition to our regular NPR radio spots.
- In under two months, we've had more than 24 million impressions to-date. This is 27% increase in impressions compared to the same period last year. This number will build throughout the remainder of the campaign.
- Achieving high Click -Thru-Rates that align the UF brand with thought leadership content on major national platforms, one of our strategic imperatives.
- As you can see on the screen, we are performing higher than average on Click Thru Rates for most channels. And significantly higher in the Wall Street Journal.
- We attribute these high rates to impactful, thought provoking stories.

The Chronicle is a tried and true channel in higher education. Our Click Thru Rates are very steady in this area and hover right around their site averages. We know the audience is important for US News and World Report voters and this is an important channel to continue having placement.

We anticipate these numbers increasing further as we finish out the final 3 weeks of the campaign.

NPR has generated 19 million impressions in just under four weeks of airtime for our traditional :15 radio spots. We have another three weeks on the schedule thru May and June.

As I mentioned earlier, we added NPR podcasts for the first time this year with Invisibilia and Hidden Brain. Both podcasts have highly educated audiences, nearly 60% are business decision-makers and of the Invisibilia audience, 60% say they talked to a friend, colleague

or family member about a sponsor they heard on the podcast. Among the podcasts right now, we have achieved 1.4 million impressions in only three weeks. More growth will occur.

Trustees Powers, Zucker and Johnson, Brandon and Stern commended Vice President Paton on her great work and the tremendous amount of detailed information she has created. They look forward to seeing how the university trends going forward.

Trustee Patel reiterated that it would be great if she connected with Provost Glover to discuss how we can use the student experience information and to help determine student applicant's satisfaction. Vice President Paton said she would be happy to partner with Provost Glover and the AFSAE committee.

4.0   New Business
There was no new business to discuss.

5.0   Adjourn
Committee Chair Stern adjourned the meeting at 3:03 p.m.