



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

Meeting Minutes

December 6, 2019

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, Florida

Time Convened: 9:16 a.m.

Time Adjourned: 10:03 a.m.

Committee and Board members present:

Robert G. Stern (Chair), Leonard H. Johnson, Daniel T. O'Keefe, Rahul Patel, Marsha D. Powers, and Anita G. Zucker. Board Chair Morteza Hosseini, Board Vice Chair Thomas G. Kuntz, Trustee Jason J. Rosenberg, Trustee Ray Thomas

Others present:

President Kent Fuchs, Winfred Phillips, Executive Chief of Staff and Interim Vice President for Student 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; Antonio Farias, Chief Diversity Officer and Senior Advisor to the President; Jodi Gentry, Vice President for Human Resources; Mark Kaplan, Vice President for Government and Community Relations; Mike McKee, Vice President and Chief Financial Officer; Thomas Mitchell, Vice President for Advancement; David Norton, Vice President for Research; Nancy Paton, Vice President for Strategic Communications and Marketing; Curtis Reynolds, Vice President for Business Affairs and other members of the University community.

1.0 Verification of Quorum

Vice President Liaison Paton verified a quorum with all Trustees in attendance.

2.0 Call to Order and Welcome

Committee Chair Stern welcomed everyone in attendance and called the meeting to order at 9:16 a.m.

3.0 Review and Approval of Minutes

Committee Chair Stern asked for a motion to approve the minutes from the August 20, 2019, September 24, 2019, October 22, 2019 and November 18, 2019, which was made by Trustee Zucker and a second, which was made by Trustee Powers. Committee Chair Stern asked for further discussion, and then for all in favor of the motion and any opposed, and the motion was approved unanimously.

4.0 Discussion Item

The committee received an update on the key performance indicators, implementation and performance to date, and the fall reputation campaign. Finally, in advancement of our strategic goal to advance the university's reputation and rankings, the committee was presented with an update on the brand and positioning strategy development progress.

The committee's focus and that of the board's endorsed university communications and marketing strategic plan is to advance our reputation. Chair Stern stated if we want to get to the top 5, we must improve the university's reputation score.

Chair Stern attributed that the U.S. News & World Report rankings are achieved through high levels of performance attainment on several metrics. The committee's focus and advocacy are to positively affect our peer assessment or reputation score which comprises 20% of the weighting for our US News ranking. Strengthening our reputation is vital and correlated to our successful advancement of our ranking.

Chair Stern stated he was thrilled that we moved our ranking up from 8 to 7 this year. Correlated to this rise was our strengthening in the reputation score from 3.7 to 3.8. The reputation strengthening is an achievement this committee celebrates, but to reach the top 5, it will be imperative to strengthen our national reputation and move the reputation score from 3.8 to 4.1 and above.

Chair Stern stated our peers will also concentrate on strengthening their national reputations.

4.1 Key Performance Indicators

Vice President Paton thanked the committee for their continued support, guidance and advocacy of the strategic efforts to advance the university's reputation and rankings.

She provided a review of the YTD Key Performance Indicator Progress (KPI).

UF social accounts continue to be strong communication assets for the university, and followers have grown rapidly in 2019. After starting the year ranked 4th among top 5 peers (in terms of followers), UF seems poised to move into 2nd place before the end of 2019.

When comparing Q1 to Q3, UF has seen the most significant growth in organic search volume. Athletics success certainly plays a role in the increase, but academics and research also saw a significant quarterly boost. UF now has the second highest search volume when compared to top 5 peers.

Board Vice Chair Thomas G. Kuntz asked if Athletics data can be separated out of the chart. Vice President Paton stated she would try and have the data updated excluding the Athletics data.

Q2 tends to be the time of the year with the lowest website traffic, but media campaigns and brand traffic propelled UF to stronger-than-average website engagement. Building on that momentum, UFL.edu had an even better Q3, capturing more traffic than it has had in a single quarter since the beginning of 2018.

Vice President Paton then reviewed the 3rd quarter performance against the second quarter indicators, stating improvements have been made in many areas.

Earned media share of voice increased, and UF is now on the heels of UC Berkeley in terms of performance. The Strategic Communications and Marketing team captured the interest of national and statewide media through their successful media coverage of important scientific/scholarly research. Through an aggressive earned media plan to amplify our rise in rankings, our team generated a great deal of coverage.

Our reach numbers indicate the high-level influential media outlets in which we're seeing success in telling our stories. Our reach increased from Q2 to Q3 with 675.7M in Q2 and 699.6M in Q3.

We are currently in fourth position in earned media share of voice and are within proximity of UC Berkeley. Earned Media Share of Voice from Q2 to Q3 went up 2.6%.

For the social media dashboard, the performance on each of the owned social media channels against peers is strong. UF has moved from number three to number two on all fronts: Facebook, Twitter, LinkedIn and Instagram.

On the web dashboard, website visitors went up by 12.8% in Q3 and out-of-state users generate 68.4% of the traffic while in-state users generate 31.6%. California is currently above Georgia for a higher usage of out-of-state website traffic. In Q2 California had 17.2K and Georgia has 24.4K unique users.

4.2 Fall Reputation Campaign

Vice President Paton updated the committee with a detailed performance review of the paid media campaign efforts from Q1-Q3. She also reviewed the current fall campaign strategy. The goal of these efforts is to strengthen national awareness, engagement and reputation among U.S. News voters and influencers.

Chair Stern stated that 100 universities have been added as rankings voters. He stated UF has implemented both a fall and spring campaign to ensure constant presence nationally with the voters; most universities only implement a spring campaign.

With UF's rise in the U.S. News & World Report Top Public Schools rankings to number 7, UF launched a reputation campaign consisting of digital banners and NPR sponsorships in key regions across the state of Florida. The goal was to amplify their earned and social media efforts among influencers in the state and around the country.

Vice President Paton discussed the Q1-Q3 Campaign Performance details demonstrate: Our click-thru rate also far outpaced national benchmarks. This level of high performance is indicative of impactful storytelling efforts which engaged state and national audiences. UF's stories concentrated on rankings rise, research impact and student achievement.

President Fuchs asked if this includes college efforts. Vice President Paton said it does not, but this could be an opportunity to extend KPIs to colleges for them to measure their own metrics.

Vice President Paton reviewed the fall campaign strategy which lead through to generate engagement, build reputation, and boost awareness of the University of Florida in preferred markets while engaging nationally on unique and important channels that reach our demographically varied audiences.

She detailed the following strategies:

Mobile geo-fencing reaches peers based on demographic information and past visitation behaviors.

NPR delivers podcasts to 16.8 million users a month. Listeners are educated and affluent and 79% of the podcast audience have acted in response to a sponsorship announcement in an NPR podcast.

LinkedIn is the #1 social network for professional networking and the platform with the highest average user net worth.

The American Society for Engineering Education (ASEE) is the oldest largest engineering society in the U.S. This is a new strategy we're investigating this year to directly target peer influencers in the engineering and education market. First Bell reaches 37K higher ed engineers every day and is the most well-read publication for this discipline. If this tactic is successful, we will start utilizing for other disciplines, like business.

Conference Support: APLU

At APLU, UF secured the Chronicle of Higher Education's weekly edition cover wrap that gets delivered to all attendees and sponsored the attendee lanyards that resulted in approximately 1500 higher education colleagues sporting the UF logo.

Provost Glover stated the APLU conference is a very important conference. Next year's conference is in November in Orlando. Board Chair Morteza Hosseini requested a calendar invite for this conference be sent to the BOT members. Provost Glover suggested sponsoring a UF reception at the conference or scheduling a Gator Club event in Orlando during the conference time period.

Chair Stern thanked Vice President Paton and her team for working hard to increase the rankings and reputation of the university. Chair Stern also offered his congratulations to Board Chair Morteza Hosseini and Vice President Paton and her team for the creation of the recent video shown to the Board of Governors, fellow university trustees and the governor and first lady.

4.3 Brand and Positioning Strategy

Chair Stern stated to advance our success in building a national reputation we have launched a very critical initiative to achieve our goal, which is number 1 in our plan—which is to build a

distinctive national brand. He then stated as the board is aware, the university engaged a very prominent and nationally known research and strategy firm to partner with.

Vice President Paton discussed the university is embarking on a 5-stage strategy development process that will culminate in a brand strategy and positioning approach that will drive efforts to increase reputation over the next several years.

She stated the university is currently immersed in phase one and starting phase two — both comprising our research framework. In this phase, it is about finding critical information from the market research efforts that will set the framework for brand development work.

Campus immersion meetings, review/analysis and external peer group assessment efforts will form the basis of the quantitative market research phase which will begin shortly after the first of the year. The campus immersion meetings to date have yielded a few key observations:

- Students, faculty, and staff/administrators provided candid insights about their experiences at the university, as well as their perception of UF's brand strengths, challenges, and opportunities.
- Supportive of the brand and positioning strategy initiative: particularly the data-driven approach to strategy development.
- There was broad consensus that UF needs a university-wide brand strategy to guide marketing and communications efforts/activities.
- The UF brand is largely undefined: There is confusion about the UF brand due to the multitude of marketing/fundraising campaigns, strategic initiatives, and inconsistent messaging.

When we complete the research phases, the university will be able to answer the critical questions about UF: who we are, what do we do, and why does it matter in a compelling/distinctive/differentiated position that will serve to align the entire organization. And drive the key attributes that are statistically correlated to reputational rise.

Provost Glover stated we need to be careful between brand and tag lines.

Board Chair Morteza Hosseini stated there needs to be lots of thoughtful discussion regarding how we are viewed.

Provost Glover stated there are interesting perceptions across the state and a lot of universities have chosen an area to focus on to give the illusion they are the leader in that area. This is a real challenge.

Chair Stern stated that every day is game day.

5.0 New Business

There was no new business to come before the committee.

6.0 Adjourn

Committee Chair Stern adjourned the meeting at 10:03 a.m.