



Item: CG: I-1

COMMUNITY AND GOVERNMENTAL RELATIONS COMMITTEE
Tuesday, February 19, 2013

SUBJECT: UPDATE ON COMMUNITY ENGAGEMENT

PROPOSED COMMITTEE ACTION

Information only, no action needed

BACKGROUND INFORMATON

a. Update on January 2013 Board of Governors Meeting - The Board of Governors met at the University of Florida in Gainesville on January 16-17, 2013. The BOG welcomed Florida Governor Rick Scott's recent appointments to the Board, Governor Wendy Link, Governor H. Wayne Huizinga, Jr., Governor Edward Morton, Governor Ned Lautenbach and Governor Alan Levine. Among other actions, the Board of Governors approved the State University System 2011-2012 Annual Accountability Report and discussed potential metrics for performance based funding. The Highlight of the meeting was the BOG's reappointment of Vice Chair Thomas Workman to the FAU Board of Trustees, with his term being extended to 2018.

b. Overview of Legislative Outreach – Discussion of legislative activities and outreach. Dr. O'Flannery Anderson will also provide a brief recap of President Saunders' visit to Tallahassee.

c. Overview of Ann Duffield Report - In November and December 2012, Ann Duffield met with almost 100 external stakeholders to review their perceptions, partnerships, and linkages to FAU. This was done as a follow up to the 2011 internal analysis she did which helped frame FAU's Strategic Plan's signature themes. **A summary document with excerpted passages related to the recommendations and word associations is attached.**

Ann Duffield's full report along with indices is available at: <https://fauf.fau.edu/duffieldreport>

d. FAU Branding Update - As a follow up to this Committee's discussion this past summer, staff have met and worked to review and streamline the logos used by FAU. The intent is to further narrow and focus our logos for recognition and familiarity.

Link to <http://fauf.fau.edu/branding>

e. Fundraising Update - An update on the University's fundraising efforts as of January 31, 2013.

IMPLEMENTATION PLAN/DATE

N/A

FISCAL IMPLICATIONS

TBD

Supporting Documentation: Summary of and Recommendations from Ann Duffield's Report
Duffield Report Recommendations and Responses

Presented by: Jennifer O'Flannery Anderson

Phone: 561-297-3015

Cell: 954-647-1527

Duffield Report Recommendations and Responses
February 2013

The Community Engagement Division is actively engaged in addressing the recommendations made in Ann's report. Below are some of the recommendations, along with our ongoing and proposed work plan tasks.

Recommendation – Improve Brand and Accessibility

It is recommended that FAU make its brand more accessible to members of the community, e.g. providing more events, speakers and outreach activities that specifically focus on the three priorities in FAU's strategic plan and emphasizing both those programs that are most prominent in specific geographic locations as well as those that exist primarily in Boca Raton.

FAU is apparently "unknown" to a number of members within its own communities or people know pieces of information about FAU. It is also viewed by those outside the campus as "Boca-centric." It is recommended that the University launch an identity campaign that plays off of the concept of "Knowing the Unknown."

Response

- *The Division of Community Engagement was created, as was the University Relations Office.*
- *A comprehensive marketing plan is being researched and developed.*
- *Alumni Affairs has been tasked with the creation of a Corporate Access program, wherein important and potential corporate partners are brought to campus for an introduction to the campus and orientation, focusing on areas of interest.*
- *An experts database has been created. Faculty and staff experts are available for research purposes, as media sources and are part of a university speaker's bureau which can now be searched in the updated version of the university's online experts database. This database currently houses profiles of more than 350 faculty and staff members, and contains approximately 2,500 searchable keywords with additions to come.*
- *We will continue to host meetings that connect the BOT with different constituencies within the campuses and their communities.*
- *We will continue to disseminate information about our signature themes and their relevance to our stakeholder communities.*
- *An initiative is underway to create an outreach effort to meet with all the country club managers in the region.*
- *We will develop a core group of individuals and companies who will advocate and educate outsiders about FAU*
- *We plan to develop some specialized publications and communications to community partners and businesses on accessing key areas of FAU.*
- *We will continue to promote and distribute our Points of Pride.*
- *We will continue to identify and define key stakeholders and establish strong relationships.*
- *We will develop and propose an identity campaign.*

Recommendation - A STEM, Health Care, Neurosciences and Biotechnology Brand

It is recommended that FAU make its brand more accessible to members of the community, e.g. providing more events, speakers and outreach activities that specifically focus on the three priorities in FAU's strategic plan and emphasizing both those programs that are most prominent in specific geographic locations as well as those that exist primarily in Boca Raton. Members of the focus groups seem to "get it," but they do not feel like they are experiencing "it" in their own neighborhoods and activities.

Response

- *We will continue to disseminate information about our signature themes and their relevance to our stakeholder communities.*
- *We will continue to capitalize on our collaborations and partnerships with Scripps Florida, the Max Planck Institute, VGTI, Torrey Pines and other bioscience institutions.*
- *Develop and publicize a Specialized Speakers Bureau for this area.*
- *Grow internships with our partners in this area.*
- *Outreach campaign to policymakers in the service region on our Bioscience Initiative.*
- *Develop our message of business and economic value to potential partners.*

Recommendation – Strategic Plan

It is recommended that the President share FAU's strategic plan with some important community groups so that they know there is a plan and what its directions are.

Response

- *The Strategic Plan is currently being printed, and a hard copy will be disseminated to key stakeholder groups.*
- *The Research division also prepares an annual report.*
- *President Saunders sent a Welcome Back Message via email to all donors, policy makers, students, faculty and staff.*
- *A comprehensive communications plan for the President is being developed.*

Recommendation – Centralized Internship Program, Speakers Bureau & Advisory Committees

It is also recommended that the University adopt quickly several of the recommendations made by members of the focus groups. Two excellent examples are the provision of a central clearing house for student interns and faculty experts/speakers and the creation of a group of community members that live around each campus who are invited by the President to broadcast FAU's strengths whenever and wherever they can. This group can be provided with training and special treatment at FAU events. There are clearly other stand-out recommendations, but these two could be fairly easily and quickly implemented and will go a long way in spreading the word and the brand.

Response

- *A full time internship coordinator is now in place in the Career Development Center, centralizing the internship program.*
- *A Speaker's Bureau has been created and is being coordinated through Alumni Relations. We will work to better promote this resource.*
- *We are designing business friendly publications that will provide information to companies in areas of FAU that are of interest to them*
- *The Campus and college/program Advisory Committees are being reorganized and reinvigorated at each of the campuses, with the following goals:*
 - *Act as FAU ambassadors*
 - *Connect with alumni*
 - *Inform and serve the business community*
 - *Advocate for the University*
 - *Grow private support in the community for the campus*

SUMMARY OF AND RECOMMENDATIONS FROM ANN DUFFIELD'S REPORT
Excerpted from the full report
February 19, 2013

FRAMEWORK

- In the Fall of 2010, Ann Duffield conducted a series of **internal** conversations to determine perceptions of FAU for strategic planning purposes
- This report follows up on Ann's first report, which was issued in spring of 2011, and focuses on **external** perceptions
- 96 individuals participated
- Individual and group conversations held at Broward, Jupiter and Boca Raton Campuses
- Individuals were chosen based on:
 - participation in key, core organizations (Alumni, Advisory Boards, donors, students)
 - Opinion shapers
 - Appointed or elected officials
 - Potential partners

OVERARCHING THEMES

Clearly the largest finding from both the analysis and the interviews is that people believe strongly that FAU has enormous opportunity in the field of biomedicine. There is a sense of pride about the fact that this University has been chosen to be a partner by some of the world's most renowned research institutes. There is also the sense that FAU is unique because of its newness and because of its location.. And most of the interviewees want FAU to find its own voice and not adopt one from the older, traditional research universities. As one person put it, "[FAU] needs to be a university that is more like Socrates in the streets rather than Plato's institute."

An Island in Boca Raton

Unlike a pebble skipping across a pond where every jump spreads more ripples outward toward the land, Florida Atlantic University is perceived by many people—including even those in Boca Raton—more like a pebble that fails to skip. It is very Boca-centric, complex, insular, and isolated.

It is recommended that FAU make every effort to become a skipping pebble by using communications techniques that are community-based, simplify how to engage with the University and overcome the sense of the University as an island. This can happen through signage on all the campuses, descriptions of the central offices that serve the public with the names of the people to contact, and the constant inclusion of all the campus names on every communication. It is also an idea to determine how best to make it appear that outreach resources are available on every campus, even if most of these services are provided on the Boca Raton Campus.

A STEM, Health Care, Neurosciences and Biotechnology Brand

FAU has clearly made large strides in communicating its strength in STEM programs, health care, neurosciences, and biotechnology. Many participants in the focus groups mention these strengths. They appear, however, to be less informed about other aspects of the University's strategic programmatic strengths. They also don't understand the implications of this for their community, industry or economic development.

It is recommended that FAU make its brand more accessible to members of the community, e.g. providing more events, speakers and outreach activities that specifically focus on the three priorities in FAU's strategic plan and emphasizing both those programs that are most prominent in specific geographic locations as well as those that exist primarily in Boca Raton. Members of the focus groups seem to "get it," but they do not feel like they are experiencing "it" in their own neighborhoods and activities.

A University On-the-Move

While they may say that FAU is unknown to them or only seen in pieces, the majority of the participants in all of the University's communities perceive it as an institution that is going places. This particularly stands out in the survey where they describe the current and future university in single words or phrases.

It is recommended that the President share FAU's strategic plan with some important community groups so that they know there is a plan and what its directions are. It is also recommended that the University adopt quickly several of the recommendations made by members of the focus groups. Two excellent examples are the provision of a central clearing house for student interns and faculty experts/speakers and the creation of a group of community members that live around each campus who are invited to broadcast FAU's strengths whenever and wherever they can. This group can be provided with training and special treatment at FAU events. There are clearly other stand-out recommendations, but these two could be fairly easily and quickly implemented and will go a long way in spreading the word and the brand.

Using Faculty and Students for Outreach

It is clear that the best way FAU can engage and serve its communities is by setting up a well-organized and accessible program that places students and faculty in businesses, organizations and clubs as consultants, interns, partners, speakers, discussion leaders, and hosts at social events. Every group emphasizes how much they would like to connect to both faculty and students.

The recommendation is made above to centralize an organization that provides speakers, experts, interns, and other University resources to businesses, organizations and clubs in all of FAU's communities. This is where it may be possible to individualize some of the offerings in order to demonstrate that FAU understands that each of the communities in which its campuses reside have distinctive cultures and identities.

Lifelong Learning

It is clear that Lifelong learning is important to members of the communities surrounding FAU's campuses, particularly those in Jupiter and Boca Raton. With so many retirees in all of the communities in Southeast Florida, this program engages them in ways that other University programs and outreach efforts cannot. In fact, lifelong learning probably ties with athletics for the attention and support of many of these individuals. The members of the advisory boards in both Jupiter and Boca not only lobby on behalf of the LLS programs, they also exhibit a tremendous sense of ownership. Their courses provide an outlet that greatly enriches their lives and keeps their minds active, and they are grateful for this. Unfortunately,

they do not necessarily see FAU's support for these programs; they see themselves operating outside of FAU and don't fully appreciate the numerous ways the university supports their operations. **Because this is such an important part of their lives, it is recommended that FAU more visibly and externally embrace this part of its learning experience.**

The Undergraduate Jewel in Jupiter's Crown: The Honors College

The community members in Jupiter who are part of the Honors College's advisory board are as committed to (albeit less stridently about) this FAU program as are the members associated with Lifelong Learning. They see the faculty and students who comprise the Honors College as being some of the great scholars at FAU. They get involved in the lives of these students by being mentors and sitting on their senior "dissertation" reviews. They have the faculty and students to their other community activities and have breakfast and dinner with the faculty. **It is recommended that the strong academic backgrounds and interests that many of these individuals bring to FAU's table be used in other settings.** They are eager to continue to be a part of a strong academic environment, and they could help to elevate people's perceptions of the quality of FAU's academic programs.

The Power of Recognizing the Differences between the Communities

FAU serves communities that may not be far apart in driving miles but are certainly different in their sense of themselves. Jupiter, Fort Lauderdale, and Boca Raton: they all see themselves as very different places and want to be treated as very different places, particularly Jupiter and Fort Lauderdale from Boca Raton. It would behoove FAU to take each community's distinctions into account as it plans how best to connect to each community. There hopefully will be opportunities for the same program to serve multiple places, but it will be essential to have one or two offerings that are obviously based on the particular needs of one community over another.

Harnessing the Power of the Unknown

FAU is apparently "unknown" to a number of members within its own communities. **It is recommended that the University launch an identity campaign that plays off of the concept of "Knowing the Unknown."** This could link FAU to its academic and research mission by providing nuggets of information that people might not know—and then connect these nuggets to FAU's name. Things that are unknown, when carefully selected, have the power to pique one of the strongest of human traits: curiosity.

External Participants Recommendations for FAU Outreach to the Community and the Region

The participants in the Boca focus groups are full of ideas about how the University can serve and engage them more. For example, FAU could provide:

- Social interactions with the faculty
- Faculty expertise in conjunction with businesses, organizations and activities
- Student interns for businesses and organizations in the community
- A list of FAU's priorities, distinctions and talking points to enable organizations, businesses, FAU committees, the Chamber, etc. to talk about FAU with sound knowledge and pride
- A "Group of 50" people to accept the responsibility of being a communications network for the University and informally "talking FAU up" around the community

- A “Faculty Experts List” and a regular event, hosted by a faculty member
- Ways to bring the younger generation into the alumni circle
- Responsibility for the Alumni Association to be a “welcome mat” to the University
- More FAU professional training programs for employees
- Help to the Alumni Association for generating more academic interaction with the community
- Tours of the campuses to the public
- FAU students as hosts for high school students (from local high schools) to “tail” in order to find out about the academic and out-of-classroom college experience so that they are better prepared to go to college
- Host discussions between FAU faculty and public school teachers at local high schools and elementary schools to discuss how young people are underprepared for college today
- More leverage to the Lifelong Learning Society as a major asset to Boca
- Outreach to the city and county leaders to convince them to embrace FAU, perhaps by having a “Leadership FAU” meeting in the community
- Better advertising and other promotion for FAU theater and other cultural offerings
- Better signage and parking for outsiders around and through the University
- Attract parents and community organizations by using games in the stadium to showcase community groups and organizations, e.g. brownies, girl scouts, boy scouts (on the field with photo opportunities that are published locally)
- Access to the medical college so that it is more tied into the wellness of the community
- Stronger alumni clubs that also attract the younger generation of alumni
- Better treatment to donors at all levels
- Speakers to the clubs that exist in the gated communities in Boca Raton and throughout the service area, e.g. Women’s Clubs, Welcome Clubs, Bridge Clubs, etc

LANGUAGE ANALYSIS

In the Spring 2011 report, the word analysis found that every individual’s words and phrases contained a mixture of the positive and the negative: “the opportunity of greatness amid a totally disconnected present. The word analysis in this January 2013 report is far more positive in its depiction of Florida Atlantic University today.” As the chart below shows and taking into account the difference between the number of respondents for the two samples (23 for 2011 and 84 for 2013), there are 130 positive words or phrases as contrasted to the first report’s 26, and 49 negative words or phrases in contrast to the first report’s sixteen. The descriptive words and phrases also reflect much more texture than those in the first report with a whopping 41 words describing FAU’s large size and numerous descriptors for the University’s academic programs and connections. The one negative that stands out is that it is described fairly frequently as a local, commuter, and home-grown institution rather than as the regional and comprehensive university in the first report.

Overall, the participants’ choice of words suggests a community that feels it can be both very positive about the University and also candid about its concerns because FAU is in a stronger position to accept and do something about their criticism. This finding is also supported by the extremely good feedback they provide to the University in terms of the activities they believe will fruitfully connect the University with their communities. They

clearly want FAU to be an integral part of their communities both to strengthen who they are and to give them “crowing rights” with their friends around Gainesville and Tallahassee.

Word Analysis from Spring 2011 Report with a Total of 23 Respondents

Blue=Positive;
Green=Descriptive;
Red=Negative
5 Becoming
5 Hopeful
4 Energetic
4 Dynamic
3 Opportunity
3 Change
2 Leadership Potential
4 Diverse
4 Scholarly
4 Research
4 Transition
2 Local Connection
2 Science
2 Student-centered
2 Regional
2 Comprehensive
9 Fractured
3 Underfunded
2 Unrecognized
2 Spread Too Thin

Word Analysis from January 2013 with a Total of 84 Respondents

BLUE=POSITIVE
20 Dynamic, Innovative, Experimental, Entrepreneurial, Progressive
17 Football, Stadium, Owls, Athletics, Sports
13 Community
11 Partnerships, Relationships, Collaboration, Resource
10 Evolving, Changing, Transition, Advancing
7 Economic Driver, Impact, Business Development
7 Gem, Quality
7 Strong Academic Programs
6 Leadership
4 Scholarly
4 Potential
4 Fun, Exciting
4 Industrious, Resourceful, Relevant
3 Awakening, Blossoming
3 Cultural Resource
3 President
2 Ambitious, Aspiring
2 Quality Instruction
2 Friendly, Welcoming
1 Beautiful
TOTAL=130
GREEN=DESCRIPTIVE
41 Growth, Growing, Large, Big, Sprawling, Extended, Building, Burgeoning
17 Local, Convenient, Commuter, Boca Raton, Jupiter
9 Diverse, Accessible, Inclusive, Opportunity
8 Medical School, Medical
8 Lifelong Learning
7 Bioscience, Biotech
4 Nursing
3 Research and Development
2 Honors College
2 Affordable, Inexpensive
1 Accounting
1 Business
1 Regional
1 Budget-minded
1 Research Park
TOTAL=106
RED=NEGATIVE
11 Undiscovered, Unknown, Best Kept Secret, Hidden Assets
5 Isolated, Campus-bound
4 Splintered, Silos, Lack of Synergy
3 Parking
3 Unclear, Unfocused

3 Underfunded, Financially Challenged
2 Limited Visibility
2 Second Tier
2 Underappreciated
2 Bureaucracy
1 Constrained
1 Cuts
1 Lack of Communication
1 Underutilized
1 Missing Link to Local Industry
1 Unwelcoming (to Lifelong Learning students on Boca campus)
1 Complex
1 Overshadowed
1 Challenges
1 Restricted
1 Behind
1 Small Town Mentality
TOTAL=49

CONCLUSION

Once again, conducting focus groups and interviews at Florida Atlantic University has been another learning experience for me about a university that is clearly on the flight path to take-off. The findings are on the whole extremely positive for the University in terms of both the richness of the recommendations they yield for building FAU’s relationship with the communities it serves and the perceptions its communities have about the University, its current brand and its future opportunities to increase its visibility. It is clear that the strategic priorities FAU identified as part of its strategic plan are already taking root and beginning to show early signs of growth.