



Item: CG: A-M

COMMUNITY AND GOVERNMENTAL RELATIONS COMMITTEE
Thursday, October 18, 2012

SUBJECT: ROLL CALL AND APPROVAL OF MINUTES

PROPOSED COMMITTEE ACTION

Initiate roll call to document member participation and ensure quorum.

COMMITTEE MEMBERS

Mr. Robert Rubin, Chair	_____
Mr. Abdol Moabery, Vice Chair	_____
Mr. Anthony Barbar (ex-officio)	_____
Mr. David Feder	_____
Dr. Jeffrey Feingold	_____
Dr. Angela Graham-West	_____
Mr. Robert Huffman	_____
Mrs. Sherry Plymale	_____
Mr. Robert Stilley (ex-officio)	_____
Mr. Paul Tanner	_____

PARTICIPATING BOT MEMBERS

Dr. William McDaniel	_____
Dr. Julius Teske	_____
Mr. Thomas Workman	_____



COMMUNITY AND GOVERNMENTAL RELATIONS COMMITTEE

Meeting Minutes – June 19, 2012

Committee on Community and Governmental Relations Chair Robert Rubin called the meeting to order and requested a roll call to confirm a quorum. In addition to Committee Chair Rubin, the following committee members were present: Trustee Anthony Barbar (ex-officio); Trustee Jeffrey Feingold; Trustee Angela Graham-West; Trustee Robert Huffman; Trustee Sherry Plymale; Trustee Robert Stilley (ex-officio); Trustee Paul Tanner. Also present were the following: Trustee William McDaniel; Trustee Julius Teske; Trustee Thomas Workman.

CG: A-RC Call to Order and Roll Call

Chair Rubin called the committee meeting to order. Roll was taken and a quorum was present.

CG: A-M Approval of Minutes

The minutes from the April 19, 2012 meeting were presented for approval. A motion was made to approve the minutes as distributed. **The motion was seconded and unanimously approved.**

CG: I-1 Brief on Chair's Direction for the Committee

Dr. Jennifer O'Flannery Anderson, VP Community Engagement, reported on Chair Rubin's directions for the committee.

- There will be a focus on developing the legislative strategies on both the local and state levels.
- We are extending a second phase for focus groups to be initiated with Ms. Ann Duffield, The Learning Alliance.
 - Ms. Duffield will meet with external audiences focusing on perspectives of FAU then link findings with internal perspectives.
 - She will also develop focused messages on FAU's strengths to better articulate FAU's impact and value to our service region.
- Under the Chair's leadership, this summer a workgroup will look at details.
 - Dr. James Gray, FAU College of Business Marketing Chair, will be involved.

A motion was made and seconded to adjourn the committee meeting. The meeting was adjourned.



COMMUNITY AND GOVERNMENTAL RELATIONS COMMITTEE

Meeting Minutes – July 27, 2012

Trustee Anthony Barbar called the meeting to order and initiated the roll call. In addition to Trustee Barbar (ex-officio), the following committee members were present: Trustee Robert Rubin, Chair; Trustee Abdol Moabery, Vice Chair; Trustee Jeffrey Feingold (conference call); Trustee Robert Huffman; Trustee Sherry Plymale; Trustee Robert Stilley (ex-officio). Also present were the following: Trustee William McDaniel; Trustee Thomas Workman.

The following university officials participated:

Dr. Mary Jane Saunders, University President; Dr. Jennifer O'Flannery Anderson, Vice President of Community Engagement & Executive Director, FAU Foundation, Inc.; and Mr. David Kian, Senior Vice President General Counsel.

Also in attendance were university officials: Dr. Gitanjali Kaul, Vice President Strategic Planning & Information Technology; Dr. Barry Rosson, Vice President Research & Dean, Graduate College; and Mr. Ron Bulger, Executive Administrator and BOT Liaison.

Trustee Barbar: Purpose of the meeting is a Community & Governmental Relations Committee meeting and, with a quorum present, Trustee Barbar turned the meeting over to Chair Rubin.

CG: I-1 Welcome and Introductions, Overview of Committee Charge and Priorities

Trustee Rubin shared the focus of the meeting was how he is going to develop and focus the University's brand, reputation and identity in the community. He has been meeting with members of the university community to get their take on how we should move forward with this most important job ahead. Dr. Jim Gray, the chair of Florida Atlantic University's marketing department in the college of business, provided great deal of guidance and insight. Dr. Gray mentioned, for example, FAU's logo and brand identity are done well, but they are a little diluted. FAU is using two different logos at the same time: picture of owl and FAU with a wave. Both are well done, but we need to have consistency. These are some of the things Dr. Gray and other marketing experts have been telling us.

In order to determine the next phase in the brand identity this committee needs to take time to better understand what people think, what they find as negative and positive, and what they need from and hope for FAU to be. "How do they see other universities as being effective and

having a positive influence, what can FAU do to emulate that?" Most importantly FAU needs to zero in on our strengths. One of the things we were talking about is answering the question, "FAU is..." Everyone has an opinion on what "FAU is", but we need to help answer that question. We want people to better know and understand our success, be proud of FAU and the impact this university is having in South Florida. Jennifer brought up a good point, the rule-of-thumb with a billboard is having an image and seven words, that is all someone can see when they are passing by in their car. So, what would those seven words about FAU be? Just something to think about.

Trustee Rubin explained we have enlisted the help of Ann Duffield from the Learning Alliance to continue the work she started here a year and a half ago. After helping conduct President Saunders' first board retreat soon becoming president, Ann embarked on an initiative to better understand our internal consistencies and opinions about FAU and the aspirations for this institution as well as others. Ann is going to take her approach and apply it to our external communities. We are going to get your input, your interest and your perspectives. The purpose of today's meeting is to get the Trustees' input, interest and perspectives.

Trustee Plymale asked the committee what the time line will be for the economic development piece and then the federal and state legislative piece. What is the plan to finalize a plan? Trustee Rubin responded that there is draft of a timeline.

CG: I-2 Overview of External Opinion Review

Comments from Ann Duffield, Founding Principal of Ann Duffield & Colleagues LLC

Ann shared that she was brought in about a year and a half ago to hold interviews in preparation for strategic planning which President Saunders was initiating. She met with 40 people – mainly internal- over 3 days who were going to participate in the strategic round table that was held. The purpose was to help those planning the strategic plan, to give them background, give them a sense of what people were thinking about FAU. She started with a question that asked for five words they believed best categorized FAU, then went through a sequence of questions asking about what do you feel are some of the assets and liabilities, then ended with question that asked them about future words you would like to hear about FAU.

She gave a brief overview of her internal findings:

- The Multiple Personalities of FAU
 - Because of multiple personalities, FAU lacks a real identity in the Florida system. It's not surprising that this is the case because universities are made up of a lot of difference disciplines and all of the disciplines have a constituency that is important to them and important for their funding and all sorts of reasons.

- Some people said FAU is a place with tremendous youthful exuberance with more opportunities than other institutions with the more traditional baggage to do some things that are really unique. FAU can take risks and be innovative, but, does FAU really want to be like some of the traditional schools?
- Where do we focus? On one hand FAU was set up to be a place for students, teaching and access on last two years of college rather than the first. Now FAU has shifted and expanded - this is very confusing to various audiences. Do we want to look at research and scholarships, is that going to be a strength? Can FAU do it all?
- FAU has a distributed campus with multiple front doors and colleges. The question really was, "How can FAU be more than the sum of its parts?" That was where a lot of the questions came from.

At the time of this study FAU had a great influx in students in enrollment for all kinds of reasons. The word was getting out that FAU is going places, that's what the interviews showed, word getting out about the partnerships with Max Planck and Scripps, acquisition of HBOI. GIs returning, retirees and visitors, continuing education, shift in undergraduate interests who are not quite so happy just sitting in classrooms but who want experiential research. So there were all sorts of intersecting opportunities. Plus FAU has the advantage of location, location, location – the first thing in marketing and branding. What a beautiful place and a desirable place in terms of science doing with the ocean and ecology around the area that is fascinating. So, some of the older members of the community, faculty in particular, were feeling somewhat why aren't we taking advantage and moving forward, younger people were saying we do have these opportunities, we should be putting ourselves forward on the map.

- FAU's 2011 Language
 - Was on the one hand positive, becoming hopeful, energetic, dynamic, opportunity, change, leadership potential feeling really positive with an academic president.
 - Descriptive language was diverse, scholarly research, transition, local connections, science based, student-centered, regional and comprehensive.
 - The negative language was fractured, silo based, unrecognized, spread too thin, underfunded.

- FAU's Future Language (in 2011)
 - Branding language was "talk of the town". Research grants, football champs tied in with football stadium being built on campus at the time of this study, selective, and energetic.
 - Socially responsible language was community impact, diverse, accessible, engaged, sustainable and collaborative.
 - Academic significance language was sciences, high technology, global, graduate education, health care and interdisciplinary.
 - Organizational features language was focused instead of constantly shifting to "idea of the day", simpler set of policies and procedures, and want to be bigger with more focused and simplified guidance.

- How FAU is Taking the Bull by the Horns
 1. Stop being in silos: How can you be focused, have simplified bureaucracy, and have a brand if you are fractured.
 2. Resist Temptations: There are lots of opportunities that should come a university's way, but you have to be able to resist temptation to take on all of them. If you take all them, you are nobody.
 3. Exercise discipline and focus: You have to make certain you are making decisions about who you are and who you are becoming with a focus.
 4. Grow with a purpose: Three themes that came out of the strategic planning were marine and coastal, biotechnology, and contemporary societal issues.

Trustee Plymale commented that over the last year or so FAU has come from being all over the place and have narrowed to a more focused view.

Ann Duffield discussed leaders who are now successfully leading change, but may have started out saying things that were not necessarily true in the beginning. An example she gave is the CEO of Best Buy talking how it's all about the people "in the blue shirts on the floor who knew everything on every product and if they didn't know about it they will find out about it". Truth is, the "blue shirts" didn't know anything about the products on the floor, but the CEO said it over and over until his top people began reflecting this in the individual stores.

Trustee Plymale related a story how a legislator repeated for years how the Indian River, St Lucie, and Martin counties and northern Palm Beach County would become the research and education coast and people laughed. But now ten years later with HBOI, Max Planck and Scripps, it is becoming the research and education coast of Florida.

Ann Duffield said ten years is not out of line for this to happen.

Trustee Rubin shared that it took Howard Schnellenberger ten years to finally make the football stadium on the FAU campus a reality.

Ann Duffield also said it is much harder for an academic institution to change. It is a lot more difficult due to the different agendas of constituencies and multiple constituencies you are drawing your resources from. There is not a single market for higher education, it is multiple and often conflicting markets.

5. Make the tough decisions: The tough decisions are being made as the budget is tightened here for higher education as it has done across the country at many states. Presidents and their teams are making excruciating decisions.

Ann Duffield next discussed facilitating a discussion at this time with the board members on the next stage of focus groups and interviews.

- 2012 External Perceptions: Focus Groups and Interviews
 - The goal is to increase external engagement in and support for FAU. There will be a combination of focus groups and one-on-one interviews. The goal is to increase external engagement for FAU which means to brand it so people know what FAU is, where it is going and how they can engage with it. The purpose is to find out from people their own perceptions of FAU and through studying those perceptions in relation to what we learned internally to reach a goal of to talk about the university in terms of the messages sent out and how to engage.
 - Ann said those met with will not be asked what FAU should be. The meetings will be used as an opportunity to share positive information about FAU. She asked the committee members what groups should be engaged and types of questions that should be asked. Think of this as an opportunity as both an information gathering process and as a first step in cultivation of some of these important groups and individuals. When you get people together in a room or are one-on-one with them, even if you are an outsider you can have a conversation with them that begins to give them a sense of engagement with the university and begins to give them a sense of the university by the kinds of questions you are asking and by the setting you are in. Ann wants to find out what their perceptions are now and what they believe the perceptions should be and to ask them some other questions along the way.

Trustee Moabery commented that you can guide this any way you want virtually by the way the questions are asked depending on whether you are talking with insiders, people in the local community, or elsewhere in the country. Important thing is to define who are we

addressing, there are different target markets: current students based on their perspectives such as is FAU a party school, it is by the ocean, is there a specific major of interest; prospective students; donors; groups to provide grants and scholarships; group diversity is endless. Once you can entice a student to attend FAU, question becomes how does FAU keep the student here? Hard goal is how do you capture that whole thing in one sentence. Ann responded that is her goal, to provide that one statement. Trustee Moabery also discussed the one thing that other universities are known by: UF is Gator Nation, Penn is discussed as Wharton in his financial circles, etc. Trustee Plymale shared that five years ago the message you would give when asked about FAU was that it is striving to become the number one choice for attending a university and now the message needs to progress. Duffield agreed that the goal is to identify what people say, what is common. Penn is branded as having some of the top ranked professional schools in the country from medicine to business to law to arts and science programs.

Trustee Stilley added that during his time as chair he has pushed research and community relations. During a recent meeting it became even more apparent the state is going to force universities to not be everything to everybody but more specialists so we need to know where we are going so we don't end up in trouble. The community relations side is to make sure businesses know what FAU has to offer and if we don't have what they need and FAU can provide it, we should look at bringing it on board. He doesn't think FAU can be all things to all businesses, we do need to focus on not building expectations we can't deliver. We need to grow what we can do well and build pride. Trustee Plymale gave an example of businesses or donors wanting to give money for buildings to house certain programs; however, many times the programs are not a feasible option for FAU. Trustee Rubin expanded on how far FAU has progressed; however, this creates expectations of trying to do more with less funding. We need to drive the focus on what is feasible to accomplish.

President Saunders asked the focus of the meeting turn to the issue of identifying influential members of FAU's external constituencies. This group would help FAU's administration best with who are the most influential in determining the future of FAU. It is key that the local business community partners with us going forward, key that the philanthropic community is supportive, and there is an understanding about FAU by elected officials. The biggest impact on the budget is the legislative contingency supporting the goals of both higher education and the University. We can't make up the \$25 million in philanthropic gifts. Another area that will support FAU is parents and potential students. Local school districts are critical and guidance counselors have a huge impact on decisions made by students and parents.

- The Process: Discussion
 - Settings for interviews and group discussions – Once you determine the group you will interview, then you set the appropriate meeting places.

- Identification of influential members of FAU's external communities – Duffield asked for a list of ten individuals and ten groups of organizations and/or businesses that she should meet with from each Trustee.
- Geographical areas to cover are also important. The FAU service region is a key area and the other state colleges within the FAU service area. Key question is how much of the process is to gather information and how much is to give information. When considering geographical areas and the campuses, the discussion then focuses on cities and areas from which FAU recruits students.
- The President mentioned another opportunity this fall is the three football games being featured on television using our new commercial. The focus will be “making waves”, tying in with FAU's coastal energy research plus location near the beach. The group felt as though this is bringing FAU close to a brand concept. “Making waves” can revolve around ideas of innovation, entrepreneurship, scholarship, research, discovery, plus appealing to young students. When your message is marine and coastal, biotechnology, and solving social issues, you find the best way to say this and tailor the message to who you are talking with. When you brand, the seven words do not have to be the same seven words; however, they do need to revolve around the same concept. You begin by developing themes you want to identify FAU by, then you begin to develop how you will shape the message with different groups, tailoring the words which still support the identified brand concept.
- So What?
 - What do you think the external perceptions of FAU will be? Do they think of FAU at all? Is there a negative perception to overcome or is there a greater need to educate the public about FAU?
 - Trustee Moabery discussed the need to educate the public about the great success of our alumni. Something as simple as a billboard with picture of FAU alumnus Astronaut Steve Swanson and the message “Did you know? He made waves in space.” If people drive by this every day, they might repeat it at work or to people they know who live in other parts of the country. Only negative comments he heard was FAU is a commuter school, much less than before, but it still exists.
 - Trustee Stilley related conversations he's had with people in Tampa area who view FAU as a smaller version of the big universities and consider this an advantage. FAU has the new dorms, beach close by, but not overwhelming in size.

- Jennifer O’Flannery Anderson shared she has heard a lot of excitement in the community. In the last one or two years we’ve had some amazing accomplishments because of our faculty’s work and because of making strong decisions which have started a buzz about FAU. The business community wants to know about us, wants to get involved, we just have to make those bridges so that they can. Raising our profile and awareness is something we are all collectively going to have to do. Businesses think highly of us, especially our accounting programs, our entrepreneurship programs. They want to become more involved with our engineering and understand about innovation and how they can benefit. As our research grows and our linkages with the business community increase, we will have more examples and stories to tell. Jennifer has not encountered negativity. Instead people want to know and have excitement which builds on awareness of the football program and medical school, our students being successful.

One of the things that worries Ann Duffield, which began when she first came to FAU several years ago to facilitate a board retreat, was heightened when she did the internal interviews, heightened even more with the results of the strategic plan and the major foci that you have, is that this is in fact an institution on the move. Ann doesn’t think FAU has a very tough, steep mountain to climb in terms of educating people and finding the right themes. We just talked about “making waves” and it works, but the university doesn’t have the assets for billboards, for a big communications campaign. Some of it can be done through activities that are planned on campus, engaging big influencers and targeting for major activities. But to reach the general public and business leaders, you need resources for the tools and the tactics that are developed. Trustee Rubin commented that it is less expensive and easier to get the message out now due to social media. He drove I95 this past week and saw 4 or more billboards, so there is money somewhere. Duffield agreed that money is here, but it is spread out in the silos.

President Saunders agreed that the funding potential is much less than one would anticipate due to continuing budget constraints.

Trustee Barbar reiterated the need to prioritize what the output is and not build expectations to where it cannot be delivered.

Final Comments from Trustees and President Saunders:

Trustee Moabery: It is important FAU defines who it is before someone else does.

Trustee Plymale: Getting ahead of this in both a marketing sense and a legislative sense is imperative. The timeline is critical. There is a short window to get the legislative portion set correctly.

President Saunders: There is recognition among the SUS presidents of the legislative failures for all universities last year and there will be a request for restoration with the New Florida Initiative to bundle something, plus specific agenda items for each university.

Trustee Stille: There is a strong belief that you are what you believe you are. FAU needs to decide what it believes it is, then make it happen. Our message needs to be very simple so everyone understands what it is. He thinks the management mechanism with the State is going to change and if FAU is not able to tell what it is, then FAU will be told what it is.

Trustee Barbar: There is a need to project who you want to be, leadership is being taken to accomplish this, and we are starting from a positive position.

Trustee Huffman: Student Government has begun a conversation to educate students on what is provided for them. The students are becoming more aware of the opportunities available for them to succeed. FAU is becoming a destination school and the new dorms are a big sell for students from the northeast. Families who are visiting relatives or vacationing in the area are beginning to notice the campus. There is a great need to have strategic placements of the FAU logo and one placement opportunity is the New York or Massachusetts, the northeast area, which can generate more revenue.

Trustee Workman: The concept of a two year school is fading as we are becoming more of a destination school. One of the deciding points to attend FAU is the new dorms. Also, due to either visiting family or taking vacations in the area, those living in the northeast part of the country are noticing FAU and FAU is making a more favorable impression. It is also extremely important to improve our governmental representation.

CG: I-3 Items for Further Discussion

Trustee Rubin requested everyone provide a list of people and organizations to contact. Trustee Rubin also mentioned there is a legislative piece being added to the process. There has been a lot of progress made in this area and details will be discussed at a later meeting. The amount of funding from the legislative process will change in the future; however, we will be equipped to handle the challenge. FAU will have a great story to tell and the consistency of the message is paramount.

There was a motion to adjourn and it was seconded.