



**FLORIDA INTERNATIONAL UNIVERSITY**  
**BOARD OF TRUSTEES**  
**EXTERNAL RELATIONS COMMITTEE**  
**MINUTES**  
**DECEMBER 5, 2018**

**1. Call to Order and Chair's Remarks**

The Florida International University Board of Trustees' External Relations Committee meeting was called to order by Committee Vice Chair Marc D. Sarnoff at 11:31 a.m. on Wednesday, December 5, 2018 at the Modesto A. Maidique Campus, Graham Center Ballrooms.

General Counsel Carlos B. Castillo conducted a roll call of the External Relations Committee members and verified a quorum. Present were Trustees Marc D. Sarnoff, *Vice Chair*; Jose J. Armas; Leonard Boord; and Rogelio Tovar.

Trustees Claudia Puig, Chair; Gerald C. Grant, Jr.; and Michael G. Joseph were excused.

Trustees Dean C. Colson, Natasha Lowell, Justo L. Pozo, Joerg Reinhold, and Sabrina L. Rosell, and University President Mark B. Rosenberg were also in attendance.

Committee Vice Chair Sarnoff welcomed all Trustees and University faculty and staff to the meeting. He also welcomed FIU Foundation, Inc. Board of Directors member, T. Gene Prescott and President's Council Chair, Melissa Tapanes Llahues.

**2. Approval of Minutes**

Committee Vice Chair Sarnoff asked that the Committee approve the Minutes of the meetings held on Thursday, June 1, 2017 and Wednesday, June 6, 2018. A motion was made and unanimously passed to approve the Minutes of the External Relations Committee meetings on Thursday, June 1, 2017 and Wednesday, June 6, 2018.

**3. President's Remarks**

*Item was deferred*

**4. Information/Discussion Items**

**4.1 FIU in DC Update**

Vice President of Governmental Relations Michelle L. Palacio provided an overview on the primary objectives of FIU in DC, explaining that the objectives encompassed research advocacy, student success, and convening thought leaders. She indicated that advocacy efforts and research programming contributed towards \$23.3M in direct grant awards and \$5.6M in federal

appropriations that will benefit FIU research. She added that 543 students interned, enrolled in classes or participated in career seminars in DC and 19 full-time placements were facilitated. She reported that five federal agencies used FIU in DC as a virtual gateway for University faculty and students. VP Palacio mentioned that FIU in DC held 71 events and national dialogues and hosted over 1,500 individuals and that over 30 Presidential appointees have been hosted at FIU in DC during the current administration.

#### **4.2 Marketing and Public Relations Report**

Senior Vice President of External Relations Sandra B. Gonzalez-Levy explained that earlier this fall, FIU underwent a University-wide marketing analysis and that the analysis revealed that marketing-related expenditures total approximately \$19.8M. She indicated that subsequently, the University engaged public relations firm Weber Shandwick to conduct a comprehensive assessment of the marketing and communications functions and structure at FIU. She mentioned that the assessment involved discussions with more than 40 persons, including Trustees, senior leaders, and students, who spoke candidly not only about specific matters, but their general views relating to FIU's brand and expanding the brand footprint beyond South Florida.

Sr. VP Gonzalez-Levy stated that a marketing task force comprised of key stakeholders to work together with the consultants was established. She then introduced members of the Weber Shandwick team, Nick Puleo and Peter Mancusi, who provided several recommendations which primarily addressed: clearly articulating a future-focused vision for FIU; developing a comprehensive marketing plan to support the institutional vision; creating a comprehensive messaging framework to drive the University's vision and communications objectives; and using data in making decisions about marketing and communications.

President Rosenberg noted that implementation of the new marketing strategy is expected on July 1, 2019 in order to re-organize where necessary and further develop a cohesive overarching University narrative.

In response to Committee Vice Chair Sarnoff's inquiry, Mr. Puleo explained the preliminary analysis which relates to the development of a corporate messaging strategy that addresses who FIU is and who FIU aspires to be. Trustee Roger Tovar discussed the need for consensus in terms of University messaging and target audience and mentioned that the key to a successful campaign is an inclusive messaging strategy.

#### **5. New Business**

*No new business was raised.*

#### **6. Concluding Remarks and Adjournment**

With no other business, Committee Vice Chair Marc D. Sarnoff adjourned the meeting of the Florida International University Board of Trustees External Relations Committee on Wednesday, December 5, 2018 at 12:26 p.m.