



**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
EXTERNAL RELATIONS COMMITTEE**

FIU, Modesto A. Maidique Campus, Graham Center Ballrooms

To help prevent the spread of COVID-19, general public access via <http://webcast.fiu.edu/>

Wednesday, April 21, 2021

1:00 p.m.

or

Upon Adjournment of Previous Meeting

Chair: Marc D. Sarnoff

Members: Jose J. Armas, Leonard Board, Donna J. Hrinak, Chanel T. Rowe, Roger Tovar

AGENDA

- | | |
|---|-------------------------|
| 1. Call to Order and Chair's Remarks | Marc D. Sarnoff |
| 2. Approval of Minutes | Marc D. Sarnoff |
| 3. Information/Discussion Items | |
| 3.1 External Relations, Strategic Communications and Marketing (ERSCM) Update | Sandra B. Gonzalez-Levy |
| 4. New Business <i>(If Any)</i> | Marc D. Sarnoff |
| 5. Concluding Remarks and Adjournment | Marc D. Sarnoff |

Liaisons:

Michael A. Hernandez, *President, FIU Alumni Association Board of Directors*

Peter Koltis, *Chair, FIU President's Council*

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FIU Board of Trustees External Relations Committee Meeting

Time: April 21, 2021 1:00 PM - 1:30 PM EDT

Location: FIU, Modesto A. Maidique Campus, Graham Center Ballrooms - To help prevent the spread of COVID-19, general public access via <http://webcast.fiu.edu/>

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
External Relations Committee**

April 21, 2021

Subject: Approval of Minutes of Meeting held December 3, 2020

Proposed Committee Action:

Approval of Minutes of the External Relations Committee meeting held on December 3, 2020 at the FIU, Modesto A. Maidique Campus, Graham Center Ballrooms and via Zoom.

Background Information:

Committee members will review and approve the Minutes of the External Relations Committee meeting held on December 3, 2020 at the FIU, Modesto A. Maidique Campus, Graham Center Ballrooms and via Zoom.

Supporting Documentation: Minutes: External Relations Committee Meeting, December 3, 2020

Facilitator/Presenter: Marc D. Sarnoff, *External Relations Committee Chair*

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FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
EXTERNAL RELATIONS COMMITTEE
MINUTES
DECEMBER 3, 2020

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 Chair Claudia Puig at 11:22 AM on Thursday, December 3, 2020 via Zoom.

General Counsel Carlos B. Castillo conducted a roll call of the External Relations Committee members and verified a quorum. Present were Claudia Puig, *Committee Chair*; Marc D. Sarnoff, *Committee Vice Chair*; Jose J. Armas (*joined after roll call*); Leonard Boord; Gerald C. Grant, Jr.; Donna J. Hrinak; and Roger Tovar, *Board Vice Chair*.

Board Chair Dean C. Colson and Trustees Natasha Lowell, Gene Prescott, Joerg Reinhold, and Alexandra Valdes, and University President Mark B. Rosenberg also were in attendance.

2. Approval of Minutes

Committee Chair Puig asked that the Committee approve the Minutes of the meeting held on December 5, 2019. A motion was made and unanimously passed to approve the Minutes of the External Relations Committee Meeting held on December 5, 2019.

3. Information/Discussion Items

3.1 FIU in DC Update

Committee Chair Puig asked Trustees to save the date on Wednesday, March 10, 2021 for the next FIU Day. Vice President of Governmental Relations Michelle L. Palacio pointed out that the legislative session is scheduled to begin on March 2, 2021. She indicated that the State legislature continues to review the process to be followed by visitors, adding that next year's FIU Day may likely be different from prior years in that it will not include a reception and may even be held virtually.

Associate Vice President for Governmental Relations Carlos A. Becerra provided an FIU in Washington, D.C. update, commenting that the US Capital is critical to the University's pursuit of Top-50 ranking. He remarked on advocacy for the University's research priorities, adding that through its access and networks, FIU in D.C. opens doors for faculty researchers. He indicated that FIU in D.C. collaborates with the University's colleges and schools to complement the classroom by placing students in internships and by helping with job placements, upon graduation. Mr. Becerra

mentioned strategic partnerships, building reputation with benchmark institutions, and the D.C. Panther alumni network. He indicated that FIU in D.C. places students/alumni in influential and high-profile organizations, internships, and permanent hires to build reputation. He stated that FIU in D.C. also hosts tailored programs with influential audiences and positions University researchers on national panels and conferences.

Mr. Becerra referred to the survey data reported on by 160over90 at the recent ComPASS session, highlighting how the results aligned with FIU in D.C.'s mission and objectives. He indicated that FIU in D.C.'s advocacy helped to secure \$21.2M in grants and \$68.2M in appropriations bills. He mentioned that over 1,000 students took part in classes, fly-ins, or internships in Washington, D.C. Mr. Becerra pointed out that FIU in D.C. hosted over 65 events and that faculty testified at three Congressional hearings and participated in 22 other briefings. He remarked on research funding for origami antennas, the Environmental Protection Agency's water quality testing, military veterans prosthetic testing, and Cold Spray technologies.

Mr. Becerra shared images of the first 10 Hamilton scholars, adding that FIU in D.C. has helped in securing internships and providing stipends for the student group. He presented a map that highlighted student intern and alumni presence on Capitol Hill and commented on successful alumni who are currently serving as policy makers for Latin America and the Caribbean. He provided a federal update, indicating that FIU in D.C. continues to monitor fiscal year 2021 appropriations bills, for the potential of additional COVID-19 stimulus and the extension of student loan forgiveness, and any possible changes to Deferred Action for Childhood Arrivals (DACA). In terms of the new congress and administration, he mentioned a greater focus on minority serving institutions and research funding. Mr. Becerra commented on the review of proposals for the next location for FIU in D.C., noting that as opportunities are examined, the focus remains on locations that offer higher exposure, a dedicated classroom, and flexibility to convene executive briefings.

3.2 Marketing and Communications Update

Senior Vice President, External Relations, Strategic Communications and Marketing, Sandra B. Gonzalez-Levy indicated that the Diversity in Marketing Action Report, which was included as part of the agenda materials, responds to Trustee Leonard Board's request. She noted that the report highlights items and actions taken to ensure that the University's diverse students, faculty and staff were represented. She pointed out that the FIU Marketing Committee was established in September 2018 and continues to meet on a monthly basis, adding that Board Vice Chair Roger Tovar is a member of the committee. Sr. VP Gonzalez-Levy stated that the brand toolkit was launched, that the brand tracker went live, and that an invitation to negotiate (ITN) for media services is in progress.

Assistant Vice President for Marketing and Branding Eduardo Merille commented on the work related to brand strategy. He remarked on the key findings related to the brand perception survey, namely, that despite the COVID-19 pandemic, most brand metrics remained level and that associations with news of the 2018 bridge collapse declined significantly, with news related to rankings, programs, and COVID-19 response taking its place. Further referring to the survey findings, he pointed out that the largest gains were among faculty, who increased in likelihood to recommend and ratings for academic reputation.

Mr. Merille indicated that 160over90 conducted an academic peer study, noting that those surveyed included presidents, provosts, directors of admissions, and researchers. He summarized the main findings, noting that when asked about how academic reputation is judged, the majority of respondents identified notable research by professors, well-known faculty members, and the reputation of successful alumni. In terms of research, he stated that the majority of respondents selected public impact of research and publications in top-tier international journals. Mr. Merille provided an overview of the top four publications that the respondents selected when asked about the main sources for information about trends in higher education. He pointed out that the survey asked respondents to explain things that influenced their rating of FIU's academic reputation, adding that this question directly correlates with *U.S. News & World Report's* survey. He mentioned that the University's average academic reputation rating was a 3.2 and that respondents identified FIU's distinguished faculty and quality of education as factors that influenced their rating. He stated that the largest and most meaningful difference in ratings of FIU's academic reputation is between those with any connection and those that indicate no connection with FIU and that the difference represents a full half-point in average rating.

Mr. Merille remarked on paid media implementation, highlighting the University's media partners and the related ads that are currently running with said partners. He commented on the Greater Miami campaign and provided examples of the college/unit-level campaigns. Referring to the recent ComPASS session, he summarized best practices and key take-aways.

4. New Business

No new business was raised.

5. Concluding Remarks and Adjournment

With no other business, Committee Chair Claudia Puig adjourned the meeting of the Florida International University Board of Trustees External Relations Committee on Thursday, December 3, 2020 at 12:05 PM.

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INTEGRATED UNIVERSITY MARKETING INITIATIVE UPDATE SUMMARY
as of April 2021

Overall Marketing Objective:

Continue to execute the comprehensive marketing plan and annual media plan of \$2.5M towards overall institutional rankings with a focus on TOP 50. This plan focuses on topline positioning to reach out target audience segments through multiple touchpoints, extending brand reach, building reputation, and propelling awareness of our Florida International University. The central ERSCM team is collaborating with units across the university to showcase top research programs and continues to expand collaboration through the Marketing Committee, annual ComPASS process, and the 2025 Next Horizon Strategic Plan in collaboration with 160over90.

Overview of Work Completed and In Progress:		
YEAR ONE (Apr 2019 - Jun 2019) *	YEAR TWO (July 2019 -June 2020)	YEAR THREE (July 2020 - June 2021)
<ul style="list-style-type: none"> • Discovery • Brand Perception Study • 5 Year Plan Development • Brand Tracker/Dashboard Development • Brand Strategy • Brand Concept Development • Internal Brand Rollout • Brand Style Guide • Internal Communications/Org Structure Analysis • Account Planning • Internal review of university-wide marketing investment • University-wide ITN launches for media services, promotional items and e-marketing. • Expansion of the account manager model <p><i>*First "year" was 3 months due to contract approval process. Unused first year hours rolled over to year two.</i></p>	<ul style="list-style-type: none"> • Brand Perception Study • Brand Tracker/Dashboard Management & Maintenance • Strategic Planning & Marketing Plan Development • Media Buying/Planning & Strategy • PR/Earned Media Planning & Strategy • Academic Peers Media Planning & Executions (2020) • Email Brand Campaign Template • Organic Social Media Posts • Campaign Landing Page Assets • COVID Video Concept • Admissions Email Copy/Design Direction • Anthem Video Concept • COVID Video Execution • Creative Campaign Messaging • Ad Development: Digital, Radio and Print • Account Planning • ComPASS session 	<ul style="list-style-type: none"> • Academic Peer Survey • Brand Tracker/Dashboard Management & Maintenance* • Strategic Planning & Marketing Plan Development • Media Buying/Planning & Strategy* • PR/Earned Media Planning & Strategy* • Direct Mail Concept + Execution* • Ad Development: Digital, Radio and Print* (translation into Spanish) • Account Planning* • Presidential memo sent to all Executives and deans reinforcing the importance of alignment. • ComPASS session • \$2.5M Media Budget approved (Nov. 2020) • Launched unit-specific campaigns (<i>Wolfsonian, Green School and Stempel</i>) • Launched "<i>The Conversation</i>" initiative <p><i>*Included in meeting attachments</i></p>

Overall Media Plan Summary:

Tactic	Budget	Media Allocation
Peer & Influencer Campaign	\$700,000	34%
Conference Support & Industry Publication Marketing	\$300,000	15%
International Academic Peers Campaign	\$150,000	7%
Greater Miami Perception Campaign	\$600,000	29%
Non-Miami Alumni Campaign	\$300,000	15%
Total Media Budget	\$2,050,000	100%
Production Budget - Video (Anthem + Interim), Campaign Deliverables	\$137,043	-
External Relations - Unit Support	\$312,957	-
Total Production Budget	\$450,000	-
TOTAL MARKETING BUDGET	\$2,500,000	-

Initial Performance Highlights:

Campaign runs November 2020-June 2021

Since launch, the FIU brand campaign has **met or exceeded industry benchmarks** provided for campaign success. Paid media assists with aligning the appropriate creative messaging and tone for greater awareness and engagement with FIU’s brand. The paid media was able to scale reach against our relevant audiences, ultimately driving positive actions for each FIU campaign and driving performance results. The brand campaign generated **54M impressions** and drove over **160K clicks to site at an average CTR of 0.30% and email open rate of 48%**, This resulted has resulted in 90.7K site pageviews both the **Academic Peers**, and **Greater Miami** campaigns.

- The **Academic Peers** campaign launched on November 18, 2020 driving the majority of all impressions and clicks to date for the FIU brand campaign. The campaign utilized a mix of partner direct initiatives to engage our target audience as well as layering performance-based media tactics to drive further action to site. To date, the campaign has resulted in **44.1M impressions delivered, 115K clicks to site at a 0.26% CTR**, 55.1K page views and 46.8K site sessions of which **91% are reported new sessions**. Within this reporting time period, partner direct initiatives include:
 - **NPR podcasts** received 96.5% audio completion rates confirming strong engagement towards FIU’s messaging against the peers community.
 - **Chronicle of Higher Ed** audiences spends an average of 2 to 4 minutes with FIU content and on-site engagements with their newsletters, custom sponsored content, email blasts and social engagements.
 - **SmartBrief** dedicated sends are achieving 32% open rate above vendor benchmark of 25% open rate

ACADEMIC PEERS	MEDIA KPI	BENCHMARK	CAMPAIGN YTD	(+/-) BENCHMARK
AUDIO	AUDIO COMPLETIONS	95% ACR	96.5% ACR	+2%
DISPLAY	CTR%	0.06% CTR	0.36% CTR	+516%
SOCIAL	CTR%	0.20% CTR	0.21% CTR	+1%
PARTNER DIRECT BRANDED CONTENT	CTR%	0.15% CTR	0.13% CTR	*CTR influenced by increase of impressions to aid delivery of newsletter/visibility
EMAIL	OPEN RATE	15% Open Rate	48% Open Rate	+220%

November 18, 2020–February 28, 2021

- The **Greater Miami** campaign launched on December 7, 2020 to drive awareness throughout the Greater Miami DMA. Since the campaign launched, performance continues to gain momentum generating **9.8M impressions** resulting in **45K clicks to site at a 0.46% CTR**, 35K page views and 29.2K site sessions of which **83% are new sessions**. Performance results reiterates the receptivity in the Greater Miami area towards FIU’s brand and messaging.
 - New anthem videos were rotated into the campaign during this reporting time period increasing visibility and awareness for FIU’s brand campaign with strong receptivity at **92%** video view completion rate.
 - Display assists to reinforce FIU’s brand messaging and this reporting period shows an exceptional performance with an average campaign **0.46% CTR** (84% above benchmark) to FIU’s site.
 - This reiterates strong brand recall against our video, and audio campaigns to re-engage audiences to take an additional step further to “learn more” about FIU’s mission and message

GREATER MIAMI	MEDIA KPI	BENCHMARK	CAMPAIGN YTD	(+/-) BENCHMARK
VIDEO	VIEW COMPLETIONS	85% VCR	92.1% VCR	+8%
AUDIO	AUDIO COMPLETIONS	95% ACR	95.4% ACR	+0.42%
SOCIAL	CTR%	0.21% CTR	1.18% CTR	+462%
DISPLAY	CTR%	0.06% CTR	.06% CTR	-
SEARCH	CTR%	3.78% CTR	8.70% CTR	+130%

November 18, 2020–February 28, 2021

Other Ongoing Campaigns:

- International Academic Peers
- Non-Miami Alumni

**Interim performance reports for these campaigns will be provided in April 2021.*

Current tactical updates in development or recently executed:

- NAFSA Conference Plenary Session Sponsorship (June 2021)

- Chronicle of Higher Ed Social Mobility panel sponsorship and interview with Dr. Bejar had 800 attendees as well as an FIU advertorial.
- A direct mail piece will be delivered April 21 to the 1200 voters. The email version of the direct mail piece resulted in an above average open rate of 18%.
- The COVID Dogs story has been included in direct sponsored emails to academics and peers.
- New Digital ads are now in market including everglades research, online rankings, Mellon foundation grants, real estate ranking, ABCD grant targeting peers.
- US News Site Advertorials on Social Mobility and Environment Research live in market.
- Advanced Computational Initiative - Knight Gift was added to campaign digital/social ad content as a point of pride.
- Assistance to Honors College Undergraduate Research Conference which is a pipeline for voters and influencers as well as amazing FIU research students. Five videos featuring honors alumni drove 500 visits to registration page.
- The College Tour - Partnership with Admissions on an episode for the Amazon Prime Show called "The College Tour" featuring 20 students and/or alumni. Prime Video is second only to Netflix in subscribers with 150M.
- The second "The Conversation" piece is now live with College of Law Faculty. The strategy implemented a new targeted social campaign to Law Deans and Professionals that generated 27K impressions and 118 visits to the story.

Looking ahead:

- August 2021- New Brand Tracker Survey results
- September 2021- University Ranking in US News (Projecting 2.7-2.8 in reputation)