

THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

MINUTES OF THE ADVANCEMENT AND PUBLIC AFFAIRS COMMITTEE

October 18, 2013
Knoxville, Tennessee

The Advancement and Public Affairs Committee of the Board of Trustees of The University of Tennessee met at 10:45 a.m. EDT, Friday, October 18, 2013, in the Hollingsworth Auditorium on the campus of The University of Tennessee Institute of Agriculture in Knoxville, Tennessee.

I. CALL TO ORDER

Chair Charles Wharton called the meeting to order.

II. ROLL CALL

Dr. Tonja Johnson, Vice President of Communications and Marketing, called the roll of Committee members. Those present were:

Mr. Charles Wharton, Chair
Dr. Joe DiPietro
Mr. Brian Ferguson
Mr. Brad Lampley
Ms. Sharon Miller Pryse
Mr. Karl Schledwitz

The Chair announced the presence of a quorum. Other Trustees, administrative staff, members of the public, and representatives of the media were also present.

III. CONSENT AGENDA

- A. Minutes of Last Meeting
- B. Annual Report to the General Assembly (Exhibit 1)
- C. Revised Annual Report of Naming Interior Spaces/Grounds (Exhibit 2)

Chair Wharton called for a motion to approve the Consent Agenda. Trustee Pryse moved approval, Chair Wharton seconded, and the motion carried unanimously.

IV. STRATEGIC PLAN DASHBOARD REVIEW - ADVOCATING FOR THE UNIVERSITY OF TENNESSEE

Dr. Johnson and Mr. Haynes gave a Strategic Plan update (Exhibit 3) of the progress as it relates to Goal 5, Advocating for The University of Tennessee. Dr. Johnson stated that this goal relates to promoting awareness and advocacy for the UT System and its contributions to improving education, economic development and the quality of life for citizens throughout Tennessee. The primary initiatives of this goal are:

- Enhancing the President's role as a voice of higher education in Tennessee
- Enhancing access to public education in Tennessee
- Implementing a collaborative marketing and communications plan that supports each of the goals of the Strategic Plan and advances the University's brand position
- Providing a platform that enables and supports campus and institute efforts to promote visibility of faculty/staff expertise within the system
- Developing and implementing plans that enhance the promotion of outreach and engagement with all constituent groups

Media and Public Events Progress Goal

- President's Speaking Engagements. The general goal was to secure additional speaking engagements before the largest and most influential civic clubs or corporate gatherings in metro areas throughout the state.
- Number of Press Releases Produced by the System Office. The number of press releases sent out has broad impact for the University and speaks more to system decisions and centralized services and processes.
- Number of Strategic Media Mentions. The goal was to increase coverage from editorial board visits and interviews, public op-ed pieces, solo appearances by the President on talk radio and television programs. The goal of two placements in the *Chronicle of Higher Education* and/or *Inside Higher Education* was achieved.
- Measure the Number of Quotations that Appeared in Traditional Media and News Coverage Related to UT. This included material authored by the University President.

Social Media

Work continues toward a more deliberate and strategic messaging strategy with various social media sites. The most visited are the President's Twitter and Facebook sites. In October 2012 the following general strategy was proposed in terms of how to use these particular messaging channels.

The President's Twitter feed will serve as a vehicle for timely dissemination of very brief newsworthy information. The President currently has about 3,400 followers on Twitter, which is a 50 percent increase within the last 12 months. Half of the followers are a combination of media organizations, news reporters, appointed government officials, political organizations, higher education leaders, and institutional accounts for departments and other entities within the University system. The other half is a diverse collection of Twitter users.

It was determined the Facebook account would be used to foster good will, relationship building, and archiving lengthier information. The President has a following of about 750 individuals, which is a 30 percent increase over the past 12 months. His following is a diverse mix of journalists, government officials, UT and other higher education staff, UT students and UT alumni.

The number of meetings with the President increased by 8 percent over the last 12 months, from about 307 to around 332. These included constituencies with sometimes overlapping or shared importance to communications, alumni, government relations and advocacy objectives.

Government Relations

Mr. Haynes directed the Trustees to the number of non-session contacts made with elected and appointed government officials coordinated by the Government Relations and Advocacy staff. The baseline year 2012 started before Dr. DiPietro was President. The baseline data represents the first nine months of his presidency and a push to get Dr. DiPietro introduced to officials as the new President. The downward curve (2013) represents fewer introductory meetings for the President.

The number of key meetings (coordinated by Government Relations and Advocacy) attended by the President, or his designee, in which government affairs issues of national significance were discussed increased. The number of Tennessee counties represented with the UT Advocacy network increased, and a push will continue to raise this number to 95. The University has over 200,000

living alumni in Tennessee, but not all of these alumni will write a check, visit a campus, attend an alumni event, or become an advocate for the University.

The number of presentations given to audiences related to legislative advocacy increased and included faculty, student, staff, and UT alumni groups.

The number of persons recruited into the UT Advocacy Program increased. These people self-identified that they want to be regular advocates of the University of Tennessee in political circles. The goal is to grow this number by 1,000 each year for the next five years.

V. GOVERNMENT RELATIONS AND ADVOCACY UPDATE

Mr. Haynes reported on key activities since the last Board meeting (Exhibit 4).

Advocating for UT at the Federal and State Levels

The Federal Research Tour was successful and productive for UT campuses and institutes. Feedback from the tour confirmed the need for a federal strategy based on the following:

- Pursuing areas where “the rising tide lifts all ships;”
- Identifying emerging federal funding opportunities;
- Capitalizing on federal opportunities (funding, policy, etc.); and
- Providing strategic connections to key areas.

Another federal issue is the US Army’s proposed reduction of 13 ROTC programs across the country in 2015. Three of these are located in Tennessee at UT Martin, ETSU, and Tennessee Tech.

Tomorrow is the Legislative Tailgate, one of two paramount events of the Government Relations and Advocacy program. The other is the Advocacy Council meeting (formerly Alumni Legislative Council meeting), which is not hosted for legislators, but for alumni, to keep them informed on legislative and policy issues.

Government Relations and Advocacy staff coordinated House Education Chair Harry Brooks’ visit to UT Martin on the first day of classes this fall semester. Chair Brooks toured the campus and met with faculty, staff, students, alumni, and community leaders.

Raising the University's Visibility and Engaging in Dialogue

Government Relations and Advocacy staff prepared a briefing for Congressional Senate Health, Education, Labor, Pension (HELP) Committee senior staff members, the group that will write the Higher Education Reauthorization Act.

The Government Relations and Advocacy team was instrumental in obtaining funding for the building being constructed at Cherokee Farm, with \$20 million in federal earmarks and \$20 million from the Bredesen Administration.

At the state level, the University is partnering with the Governor on his Drive to 55 Initiative.

The Government Relations team hosted the new state Higher Education Resource Officer (HERO), Nneka Norman-Gordon, for a briefing and visit to the University of Tennessee and Cherokee Farm.

Enhancing Capacity

Government Relations and Advocacy staff (both state and federal) are working and training together on a variety of issues, which provides continuity of operation and utilizes the strengths of all team members.

Vice Chair Ferguson stated that there is "a lot of horsepower" sitting around the table - all of them with contacts in the state and in their regions. There are Trustees who have special relationships in their districts with legislative and/or executive branch members. He is volunteering Trustees who have contacts, capabilities, and relationships. He asked if they should be pressed into service in some of this work. Mr. Haynes responded that current and former Trustees are contacted and engaged strategically on legislative issues.

Vice Chair Ferguson asked about the budget cycle. Mr. Haynes stated that the Governor's mark is the starting point, and University staff work diligently to get into the Governor's proposed budget, as presented at the State of the State Address.

Trustee Gallimore asked Mr. Haynes to speak to the partnership initiative with the Tennessee Chamber of Commerce and Industry and the "horsepower" that brings to UT's Advocacy Program.

Mr. Haynes said that he has worked with the Tennessee Chamber since coming to UT. There are only a few issues the University has a position/opinion on that

are on the Chamber's agenda. When there is such an issue, the University has the full power of the state's business and industry voice.

VI. COMMUNICATIONS AND MARKETING REPORT

Vice President Johnson presented the Communications and Marketing Report (Exhibit 5). She noted that in the search for a new Vice President for Communications and Marketing, the primary roles of the successful candidate were summarized as leading the effort to create a tightly defined identity for the University of Tennessee System that demonstrates its value, to position the University President as a voice for higher education throughout the state, and to create a culture of communication between the system and the campuses and its constituents to enhance awareness of system goals, processes and services through multiple channels.

Dr. Johnson summarized her observations of the communications and marketing team:

- She is starting out on excellent footing with an exceptional President who is highly respected and maintains a solid reputation of credibility and authenticity.
- She has a creative and experienced staff with an excellent combination of maturity, flexibility and experience. That is all boosted by their innovative spirit.
- There is a collaborative group of highly effective campus and institute communications and marketing leaders. They are committed to help enhance the strength of the system.
- The University has a very engaged Board that helps the division to remain focused on the mission and holds them accountable.
- She is fortunate the University has an effective, functioning, and outcome driven strategic plan that provides a framework for marketing and communications efforts and a vision for the system's overall commitment to educate, discover and connect.

Considerable work has been done to develop consistent University branding and maintain a focus on system priorities. Resources devoted to marketing have been quite limited. She will seek to change this gap in operations. She believes the Statewide Marketing and Communications Advisory Committee will be a major player in helping strike an appropriate balance in the communications and marketing enterprise.

- Hired 37 staff members over the last year with 24 of those development officers with fundraising expertise and the remainder were office staff.
- Great support from the alumni and development staff during the last six months with the two major staff changes that have occurred. Mr. Stuart is very proud of the staff working hard to make the organization better and helping him as the Foundation continues to move forward.

Mr. Stuart gave a special thank you to volunteer leaders for their support and dedication. Ms. Janet McKinley, who has served as chair of the Development Council and recently was named a member of the UT Foundation Board of Directors, and Mr. Worrick Robinson, who is serving as the current UT Alumni Association President. Mr. Stuart also recognized Chair Wharton, who helped in forming the Foundation three years ago, and Trustee Spruell Driver, who also serves as a member of the UT Foundation Board of Directors.

Over the last three weeks, Mr. Stuart has been on all campuses meeting with the Chancellors and Vice Chancellors and members of their staff. He has also had telephone calls or visits with each member of the Foundation Board.

The affiliation agreement between the university and the Foundation states the funding model will be evaluated bi-annually. Discussions are underway in regard to what the new funding model will look like. Dr. DiPietro has asked Keith Carver to serve as his liaison as these discussions continue. Mr. Carver is in the initial fact gathering stage and will be making recommendations to the President later in the fall.

At the June meeting, the implementation of a new President's Council was presented. This is a way to continue engaging volunteers who have been involved with the Development Council and expand their role in helping advance the system's mission. This Council will be comprised of volunteer leaders. Current Development Council members will serve on the President's Council for the remainder of their term. This new idea will be rolled out across the state over the next couple of weeks through visits with both former and current Development Council members.

Chair Wharton recommended that the Development Council meet on every campus at least once every year and a half. Mr. Stuart stated it is the goal to have some of these meetings on the various campuses.

B. UT Knoxville Presentation

Mr. Scott Rabenold, Vice Chancellor for Development & Alumni Affairs for UT Knoxville, gave an update about the great things happening on the Knoxville campus as they work on the Top 25 initiative (Exhibit 6). Upon concluding the presentation, Mr. Rabenold stated that Dr. Lee Patouillet joined the University on July 1 as Associate Vice Chancellor of Alumni Affairs with over 30 years alumni experience and is a UT Knoxville graduate. His charge is to focus alumni programming to make sure it has a purpose in helping UT Knoxville achieve the goals of the Journey to Top 25.

Chair Wharton noted appreciation for the work Mr. Rabenold has done.

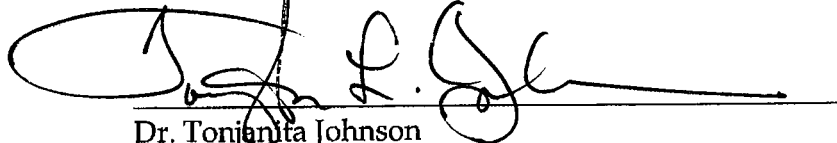
VIII. OTHER BUSINESS

There was no other business to come before the Committee.

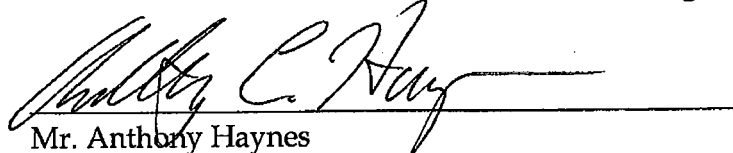
Chair Wharton informed the Trustees that copies of the Annual Report to the General Assembly were available. Dr. DiPietro stated the report is now tied to the Strategic Plan.

IX. ADJOURNMENT

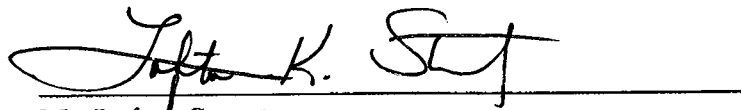
With no other business, the meeting was adjourned.



Dr. Tonjorita Johnson
Vice President for Communications and Marketing



Mr. Anthony Haynes
Vice President for Government Relations and Advocacy



Mr. Lofton Stuart
Interim Vice President for Development
and Alumni Affairs Interim President/CEO, UT Foundation