

**Florida A&M University Board of Trustees
Direct Support Organization Committee Meeting**

**Wednesday, October 3, 2013
Grand Ballroom**

The meeting was called to order at 10:30 a.m. by Committee Chair Belinda R. Shannon. Mrs. Angie Wiggins called the roll and the following Committee members were present: Vice Chair Kelvin Lawson, Trustee Glen Gilzean, Trustee Kimberly Moore, and Trustee Marjorie Turnbull. A quorum was established.

Review and Approval of the August 7, 2013, Committee Minutes

The Committee acknowledged the minutes from the August 7, 2013 Direct Support Organization (DSO) Committee Meeting. Trustee Turnbull moved approval of the minutes and the motion was seconded by Trustee Lawson. The motion carried.

Update on Divisional Activities

The Vice President of University Advancement, Dr. Thomas Haynes, and staff provided the Committee with an update on several items within the division of University Advancement. These include:

In regard to Strategy 4.1.1: Institute the University's Capital Campaign, Dr. Haynes reported that this fiscal year marks the beginning of formal planning for the Comprehensive Campaign. Over the next few months, the team will focus on establishing the structure for the campaign, the solicitation strategies, and formalizing the donor pipeline.

Dr. Haynes provided a fundraising update. As of August 31st, two weeks into the first quarter of the new fiscal year, the fundraising total is \$360,327; 24% of the first quarter benchmark goal of \$1,500,000. The annual Faculty/Staff Endowment Campaign was launched this quarter. The University has achieved 69% of the \$250K goal and at more than \$170K, has already exceeded last year's total Faculty/Staff giving performance.

In the pipeline are gift pledges, estate agreements and scholarship endowments that total more than \$350K with an expected closure before the end of the calendar year, as well as almost \$45K already in the works to be closed by Spring 2014.

An update was given on two other initiatives relating to the utilization of social media and a new marketing campaign to support the FAMU license tag. A review of the scholarship portal shows that more than 2,300 students visited the system with 1,400 students applying for academic and need-based opportunities.

A grant writing and managing consultant was hired to work with faculty and staff across the University to help the division elevate private foundation support to a much higher level. To date, those efforts have resulted in submitted proposal requests of approximately \$20M and pipeline projects that total close to \$10M.

In regard to Strategy 4.1.2: Enhance the Relationships and Involvement with Industry Cluster Partners, the Industry Cluster and Key Executive Council will be holding their fall meeting on campus, October 16th-18th. Dr. Haynes informed the Committee that cluster members hosted interim President Larry Robinson, Dean Friday-Stroud and him at corporate visits in Cincinnati and Chicago, and held a special president's reception at the home of Cluster Chair Cheryl Harris Booker that included Chicago alums and executives. At that meeting, they raised approximately \$33,000. Dr.

Haynes advised that they were able to identify about 30 high placed alums from that area with significant capacity potential in that group.

In regard to Strategy 4.1.3: Enhance the University Relations with and the Donations from Trustees, Alumni, Faculty, Staff and other University constituents, the investment in the home game cultivation and stewardship strategy for hosting major gift donors and prospects at the *President's Club at Bragg Stadium*, is going extremely well. Dr. Haynes thanked Board members who hosted guests at the President's Club, and invited others to bring guests they think could be helpful to the University to be cultivated and made ready for the comprehensive campaign.

- Dr. Haynes presented several Foundation updates:
 - He introduced the new AVP/CFO, Mr. Harold Bower.
 - The Foundation Board of Directors Meeting will be held November 21st-23rd in Orlando.
 - The Foundation engaged Doug Croley Insurance Services to conduct an insurance analysis and present a risk management report that assesses current coverage and recommends changes to strengthen the insurance program.
 - Developed and is implementing a RFP for auditing services since the current contract with BCA Watson Rice expires December 31, 2013.
 - The Foundation is developing a Memorandum Of Understanding (MOU) that will clarify some of the structural guidelines between the Foundation and the University.
- Investment returns for FY 2012-13 of 9.72%, exceeded the investment goal of 8.5%, but underperformed the composite benchmark of 11.41%. International equity returns that were half their benchmark return, 7.07% vs. 14.14%, were the primary cause of the portfolio's underperformance against the composite benchmark.
- Several updates were presented for the office of Alumni Affairs:
 - Staff provided assistance to the FAMU National Alumni Association for the Northeast Region's 49th Annual Conference held August 16th-17th in Alexandria, VA. During the University President's Fundraising luncheon held Saturday, August 17th, the Northeast Region Alumni Leadership donated nearly \$10,000 to support FAMU.
 - The office of Alumni Affairs' initiatives for 2013-14 are as follows:
 - Expand its recruitment mission
 - Enhance Alumni outreach efforts for Athletics
 - Greater collaboration with Government Affairs
- The FAMU Rattler Boosters completed and submitted their FY2012-13 Financial Audit to the University's Division of Audit and Compliance.

Update on Anti-Hazing Efforts

An update on anti-hazing and the university marketing campaign was presented by Interim President, Dr. Larry Robinson, and his team. The administration, since the last meeting has been working to prepare for the return of the Marching 100, and were able to test processes for band travel during the MEAC/SWAC Challenges; everything went smoothly. The Division of Audit and Compliance is monitoring the new processes in an effort to support continuous improvement.

Mr. Bryan Smith provided an update regarding the three allegations of hazing that were reported. On August 15, 2013, a member of the marching band complained of profanity from another band member. Campus police and the office of Judicial Affairs deemed no hazing was involved. On September 17, 2013, a student reported harassment based on communications received from another student. The student filed a police report alleging the same student also committed an act of battery. Mr. Smith advised that the claims of battery and harassment are currently being investigated by law enforcement

and the office of Judicial Affairs. September 25, 2013, an anonymous person provided a report via the FAMU stop hazing website of being the victim of hazing in the fall 2012 semester; inadequate information kept this from being investigated.

Anti-hazing presentations have been made to FAMU faculty, staff and students. Mr. Smith has been invited to be the keynote speaker for the 2013 NASPA Anti-Hazing Summit, October 17, 2013, at the University of Central Florida. Plans are underway for Mr. Smith to host a team from Virginia State University on the campus of FAMU on October 30th and 31st. Virginia State representatives sought out FAMU in regard to its best practices and anti-hazing initiatives; Virginia State had two hazing related deaths, spring 2013.

Mr. Smith held a preliminary meeting with staff from University Advancement concerning his desire to create the Anti-Hazing Institute mentioned during the last DSO Committee Meeting. It was recommended that he develop a white paper that addresses all facets of this proposed institute, so that the Advancement staff can assist with the solicitation of funding.

Mr. Smith advised that they will host the second "Rattlers Strike Out Hazing Week" the week of November 18-22. This involves bringing nationally acclaimed anti-hazing speakers to campus for a professional symposium where research concerning hazing will be discussed.

Trustee Shannon thanked Mr. Smith for his report, and acknowledged the speaking presentations that he has made to students, faculty, administration and external organizations. She inquired of him if he has thought about having conversations with the FAMU NAA to see how they can be informed better of what is going on in that respect as a culture here is being created; they're an important part of the FAMU community. Mr. Smith responded that he had informal discussions with members from the alumni and national band alumni, but would be eager to take her suggestion and move forward.

Mrs. Sharon Saunders reported that they have been working on several initiatives related to the Anti-Hazing Plan under the marketing and communications section. A kick-off of a student-led campaign was held which was a collaboration between the University and Student Body Presidents entitled, "Great Things are happening Every Day at FAMU: This is the Rebirth." The campaign included a State of the Student Summit which focused on race, religion and the reality of tomorrow.

Meetings have continued with DKC regarding many of the national interviews related to the return of the FAMU Marching Band. Interviews were facilitated for Aljazeera News Network; CBS News Network; Fox Sports Network; Halftime Magazine; and the New York Times. Mrs. Saunders advised that the New York Times wrote an extensive article on how FAMU has implemented one of the nation's toughest anti-hazing plans. Several press conferences were scheduled relating to the band's return which included the band's first appearance at the MEAC/SWAC Challenged in Orlando. Great coverage on the band's return was received.

A review of the communications plan by the PR Firm Edelman concluded that FAMU needs an expanded infrastructure to control the conversations on social media about the university. A need to broaden the network of communicators so that FAMU is the driver of its narrative was also noted in the plan. Mrs. Saunders stated that Edelman conducted on-campus interviews, organized focus groups and secured qualitative data to support its position. Edelman concluded that in order for the communications effort to influence opinion and dialogue, it must capitalize on the strength of FAMU's faculty and educational programs to make academics the focus of public discussions; mobilize FAMU supporters to advocate and share news on the university's behalf; increase effectiveness of FAMU Communications Infrastructure and channels; and must customize messages through the lens of a central narrative that promotes three key message pillars: academics, community, and culture and leadership.

Mrs. Saunders further advised that Edelman has come up with a five-phased approach, including the development of the FAMU Newsroom where internships in marketing and communications will be

created through the Schools of Journalism and Business to staff the newsroom. Edelman noted that the FAMU narrative must be amplified and could be done so through the formation of a FAMU 500, a key group of highly influential individuals. After development of this infrastructure, Edelman reported that FAMU can then effectively amplify the narrative through paid advertisements, followed by the following steps: develop a messaging platform; develop editorial content strategy; launch FAMU newsroom; build and activate FAMU 500; and conduct ongoing measurement. Trustee Shannon inquired, for the next five steps outlined by Edelman, if they also provided a timeline. Mrs. Saunders responded that this is something they would want to do over the next year, and they are also providing a detailed listing of the implementations, strategies and timelines.

Trustee Lawson advised that it appears what Edelman is doing around public communication and controlling the message and managing the communication externally is similar to some of the work that DKC was embarking on. He inquired if there is still the need to have the two distinct organizations. Mrs. Saunders responded that DKC is dealing with media relations and Edelman is dealing with advertising, marketing and community relations. Trustee Shannon stated that Edelman is more focused on what is developed internally and pushed out, and DKC is helping to manage the external communications and media.

Trustee Lawson wanted to know what is the runway with having both firms as well as the internal expertise on campus via faculty and talks of leveraging students with significant experience in dealing with real live issues versus classroom issues. The trustee's follow up question was what is the length of time that the university needs to maintain both firms in light of backing down on using some of the external resources, and pushing more of that to those on campus with the same level of expertise. Trustee Shannon responded that DKC is crisis management focused and Edelman is marketing focused; there is a connection and coordination between the two. Trustee Shannon's perspective regarding when to resource one company more than the other, will be dependent on where the university is in the lifecycle of crisis management and where it is in the need for ramped up marketing. With that being stated, Trustee Lawson further inquired if there is the belief that both companies are still needed plus the resources on campus.

Mrs. Saunders replied that there is still a need for both at this point, and thinks the university is transitioning out of the crisis management contract. Chairman Solomon Badger asked if there is a time that Edelman plans to come on campus and spend time with the Board, give an explanation as to what their intent is. Chairman Badger inquired of Mrs. Saunders that in Edelman's plan of operation if they include a significant portion of FAMU's Journalism school in pushing the FAMU message. Mrs. Saunders responded, absolutely. The FAMU Newsroom program that they are developing is all about using the skills of faculty, staff and students to push the university's messages. In addition, Edelman was on campus last week and made presentations to the Crisis Management team, deans and others.

Trustee Lawson advised that he is aware of other organizations in the past that have had a lot of success with the use of Edelman. In looking at the Rattler Boosters assessment of the other State University Systems and how FAMU fare in comparison, Trustee Lawson inquired if it would make sense to have a group like Edelman look at the overall strategy regarding how the university leverages some of the messaging and communication forward looking. Trustee Lawson discussed Edelman possibly taking the Rattler Boosters and amplifying it to bring in more money; bigger footprint. With this outside expertise that is already on campus, the trustee wanted to know if Edelman could be paid more to look at other areas. Dr. Larry Robinson responded that the collegiate who is conducting the assessment of Athletics has already identified this as a key opportunity where the messaging within Athletics, Boosters, and Communications are to be much more strongly coordinated.

There being no further business, the meeting adjourned at 11:02 a.m.

Respectfully submitted,
Belinda R. Shannon, Committee Chair