



**Florida Agricultural and Mechanical University
Board of Trustees
INFORMATION ITEM**

**Budget and Finance Committee
December 3, 2014
Agenda Item: VI**

Subject: Responses to Questions from Budget and Finance Committee

Below are responses to questions raised by the Board of Trustees at the September 2014 Budget and Finance Committee meeting.

1. Q. Is the \$250,000 - \$300,000 for branding separate from targeted marketing?
A. Yes.
2. Q. Is there a set budget for advertising?
No.
3. How did we pay for brochures last year?
Funding for brochures was provided primarily from monies allocated for branding.
4. Provide a robust, university-wide plan for marketing, strategies, and advertising.
See attached Draft Strategic Plan
5. We need a master plan. I thought we were shifting from crisis management to rebranding.
See attached Draft Strategic Plan
6. Provide an organizational chart for the Office of Communications and External Relations.
See attached organizational chart.



OFFICE OF COMMUNICATIONS AND EXTERNAL RELATIONS

**STRATEGIC COMMUNICATIONS, GOVERNMENT
RELATIONS, AND MARKETING PLAN**

DECEMBER 2014

I. COMPONENTS AND PRINCIPLES OF A STRATEGIC INTERNAL AND EXTERNAL COMMUNICATIONS AND MARKETING PLAN

Communication is the process of transmitting ideas and information. For Florida Agricultural and Mechanical University (FAMU) that means conveying the University's historical land-grant mission to teach practical science (including military science), technology, agriculture, and mathematics. Our vision is to become internationally recognized as a premier land- grant and research institution committed to exemplary teaching, research, and service, and to prepare transformational graduates with high ethical values dedicated to solving the complex issues that impact our global society. It also means conveying the following University's core values: scholarship, excellence, openness, fiscal responsibility, accountability, collaboration, diversity, service, fairness, courage, integrity, respect, collegiality, freedom, ethics, and shared governance.

Communication can take many forms, including:

- Word of mouth
- News stories in both print and broadcast media
- Press releases and press conferences
- Posters, brochures, and fliers
- Outreach and presentations to other health and community service providers, and to community groups and organizations
- Special events and open houses that your organization holds

To communicate effectively, it helps to plan out what you want from your communication, and what you need to do to get it. To develop a plan for communication of any sort, you have to consider some basic questions:

- Why do you want to communicate with the community? (What's your purpose?)
- To whom do you want to communicate? (Who's your audience?)
- What do you want to communicate? (What's your message?)
- How do you want to communicate it? (What communication channels will you use?)
- Whom should you contact and what should you do in order to use those channels? (How will you actually distribute your message?)

The goal of a communications plan is to shape opinion and motivate behavior. It is based on the following principles of effective communication and persuasion:

- Strong communication plans begin with an understanding of the FAMU institutional image and brand. Branding is generally an institution-wide initiative that involves university relations and enrollment management (at the very least) and should also be part of institutional strategic-planning initiatives or discussions.

- Effective communication plans should be integrated with the recruitment process; they should begin at the prospective-student stage, and continue until the student is enrolled.

The initiatives and tactics set forth in this plan are directed at guiding what key audiences believe about Florida A & M and what they do in response to what they believe. We cannot just say that Florida A & M's goals are good and our audiences should support them. Rather, we must understand our audiences and their self-interest, align our interests with theirs, provide expertise and information to assist them, increase their awareness, involve them, seek their feedback, and invest in a variety of communication channels to repetitively communicate a consistent set of messages.

A. RESEARCH: SWOT ANALYSIS BASELINE SURVEY

This plan's content is informed to some extent by FAMU's 2010–2020 Strategic Plan, the State University System of Florida Board Of Governors' Strategic Plan 2012–2025, and a Strength, Weakness, Opportunity, and Threat (SWOT) analysis conducted by FAMU Office of Communications and External Relations. The results of the SWOT analysis are set forth below.

Internal origin
(attributes of the system)

Strengths

- Produces award-winning content
- Dedicated staff
- Positive campus relationships with administration/deans
- Positive media relationships
- Creative versatility
- Adaptability
- Extensive software toolsets
- Project management capability
- Knowledge of industry
- Overall years of experience
- School spirit
- Relays positive message
- Pioneering HBCU in realm of generating a captivating multi-user experience
- Achieves extensive work goals with small staff
- Produces memorable campus-wide events

Weaknesses

- Staff talents not fully utilized
- Insufficient time to complete tasks
- Office understaffed
- Too many projects at once
- Data asset management
- Inadequate vetting of vendors
- Inconsistent hiring practices
- Inadequate technology
- Lack of career promotion
- Need better working environment/space
- Inadequate funding
- Out-of-state recruitment
- Lack of broad-based or strategic marketing strategy
- Lack of faculty and staff pride
- Some employees fine with status quo
- Too many administrative turnovers
- No strategic communication plan
- Lack of communication matrix
- Approval chain causes the office to be slow in turning out stories, which can result in no coverage or negative coverage
- Hampered by market shifts to more online capabilities

External origin
(attributes of the environment)

Opportunities

- Showcase/increase University exposure and awareness of research, academics, and special institutes
- Showcase top students
- Create advisory committees that report on the happenings in each of their departments
- Compete for high-quality community college transfers
- Galvanize younger community
- Strengthen relationship with local media
- Strengthen relationship with elected alumni officers
- Dr. Mangum can become national authority on HBCUs
- Opportunity to enhance brand
- Great research opportunities
- Take advantage of awards for publications and recruit new sponsors
- Toot our own horns louder
- Affordability
- New administration

Threats

- Lack of alumni and community pride
- Being out-advertised inside our own core market
- HBCU relevancy called into question
- Poor customer service to external audiences
- Poor fundraising
- Allowing message to be disseminated externally before faculty/staff is aware
- State Performance Funding
- Bad press
- Lack of message

B. STRATEGIC PLANNING: LONG- AND SHORT-TERM GOALS, OBJECTIVES, VISION FOR THE OFFICE OF COMMUNICATIONS AND EXTERNAL RELATIONS

Florida Agricultural and Mechanical University adopted a ten-year strategic plan, “2010–2020 Vision with Courage,” in fiscal year 2009–2010. That document will continue to provide guidance until updated as we reach and achieve milestones in the following five strategic initiatives:

- 21st Century Living and Learning Community
- Excellence in Process and Procedure
- Develop, Enhance, Retain Resources to Achieve Mission
- Excellence in University Relations and Development
- Enhance Environment to Promote Internationalization, Diversity, and Inclusiveness

This document is the statement of the plan of action for the Office of Communications and External Relations for 2014–2015. This action plan includes strategic initiatives, goals and objectives, and identification of the unit’s specific efforts in support of the University’s established strategic initiatives.

C. OVERARCHING STRATEGIES

All communication initiatives will be aligned with several big-picture strategies governing our efforts to communicate our messages to the University’s various audiences. These strategies are:

1. Create new communication opportunities, and leverage and amplify existing and emerging opportunities.
2. Integrate emerging technologies into the communications process to reach and influence key audiences effectively.
3. Make the Office of Communications and External Relations central to university-wide communications, in cooperation with campus communicators and university leadership.
4. Gain and leverage external validation of the quality and impact of the university and its leadership.

D. MESSAGES TO BE DELIVERED BY THESE INITIATIVES

1. Florida A & M is a university that is first and foremost committed to academic excellence and a quality learning experience for students.

- The faculty, facilities, academic offerings, and resources of Florida A & M combine to provide an educational experience that is unmatched in Florida and among the best in the nation.
- Our faculty members are leaders in their fields, nationally and internationally respected for their leadership and accomplishments.
- Our academic programs are highly ranked and recognized nationally and internationally for their quality.
- At the core of Florida A&M's academic programs are: the School of Architecture and Engineering Technology, which is ranked number two for graduate degrees awarded to African Americans in architecture and related services; the College of Pharmacy and Pharmaceutical Services (COPPS), which holds twelve patents; the College of Engineering, which received an \$85 million donation of state-of-the-art software from Siemens; and the College of Agriculture and Food Sciences, which applied for patents related to production of flavonoid nutraceuticals from American grapes.

2. Our research mission provides an educational experience that is based on discovery and a commitment to enhancing the quality of life in Florida, the nation, and the world.

- Florida A&M is committed to becoming a leader in research and scholarship that benefits residents of Florida, the United States, and the world.
- A research-based education prepares our students to be significantly contributing members of society, armed with the skills to succeed in whatever endeavor they choose.
- Our students benefit from a scholarly environment in which research inspires and informs teaching.
- Our students have opportunities to study side-by-side with faculty who are leaders in their field, providing unique learning experiences and exposing our students to the possibilities of a life devoted to discovery.

3. The results of our teaching and research have impact beyond our campus boundaries due to our response and attention to societal needs and public interest.

- We work with state, local, and community partners to define problems, set common goals and agendas, develop measures of success, and pool or leverage funds.

4. Florida A&M offers a rigorous academic challenge, and admits students who demonstrate the most potential to succeed at the University and beyond.

- Well-prepared students are most likely to benefit from the rigorous education provided by Florida A&M, culminating in a learning experience and a degree that enables them to contribute in significant ways to society.

5. Our size (breadth and depth) is one of our greatest attributes.

- Our size provides our students with nearly unlimited opportunities for academic and co-curricular exploration, and provides the state with vast opportunities for cultural enrichment, educational enlightenment, and athletic entertainment.

6. Our proud athletic tradition provides for national recognition of the values, teamwork, and dedication associated with top collegiate programs.

- Athletic competition provides a means of conveying visible pride in the alma mater and teaching our students the values associated with proud athletic traditions.
- Athletic competition provides the university with opportunities for national recognition and attention.

7. Florida A&M is committed to providing a learning environment that not only appreciates, but also celebrates differences in people.

- Florida A&M seeks and implements effective ways to recruit and retain students, faculty, and staff that reflect the diversity of society and contribute to a rich educational experience.
- We seek to be a university of role models and mentors, and make special efforts to enhance retention and the success of all associated with us.
- Florida A&M is undertaking initiatives to address the university's diverse population, create a positive work/life environment, and become an employer of choice.

8. Our Southeast location influences our culture of caring and giving, which is reflected in the way we do our business and the decisions we make in our daily work.

- We benefit from a strong work ethic and commitment to doing what is right.
- We strive to use our resources wisely and efficiently.

9. Our location in one of the most progressive and livable cities in the nation, the site of three major institutions of higher education and Florida's seat of government, strategically positions Florida A&M for national pre-eminence.

- Tallahassee is a vibrant, exciting place to live, making it appealing to prospective faculty, students, and staff.
- Florida A&M's ability to contribute to the quality of life of Floridians and the nation is enhanced by the partnerships that are provided in Tallahassee.

E. STRATEGIC INITIATIVES

STRATEGIC INITIATIVE 1: CREATE A 21ST- CENTURY LIVING AND LEARNING COLLEGIATE COMMUNITY

Strategy 1.1: Develop clear, consistent messages that are delivered in "one clear voice."

Action steps:

◆ Develop a university-wide Strategic Communications Plan to enhance effective dissemination of events, policies, issues, and developments by members of the university community

- Establish a university-wide Strategic Communications Council
- Share plan with Senior Leadership Team (SLT), deans, colleges, Student Affairs, Academic Affairs, et al.
- Develop processes/procedures for ensuring compliance with the required channels of communication, including the delegation of posting various communiqués to the appropriate website and central calendar

Target audience(s): All internal audiences

Timeline: August 2014 to December 2015

Resources Needed: Cooperation from all units and colleges

Performance Metric(s): Completion of plan by December 2014

◆ Develop a communication matrix as part of the Strategic Communications Plan

Target Audiences: All

Timeline: August 2014 to November 2014

Resources Needed: Cooperation of all units and colleges

Performance metric(s): More timely preparation of communiqués

◆ Develop an events portal on the website to ensure timely posting of events by all units

- Share matrix with SLT, deans, colleges, Student Affairs, Academic Affairs, et al.
- Develop process/procedures for ensuring compliance with the required channels of posting of events to the central calendar

Target Audience(s): All internal audiences

Timeline: August 2014 to September 2014

Resources needed: Design of portal by Enterprise Information Technology (EIT) and cooperation of all units and colleges to update portal on a weekly basis

Performance metrics(s) Rollout of events portal

◆ **Conduct a university-wide branding audit**

- Establish a Strategic Communications Council
- Establish a Brand Working Group, a subcommittee of the Strategic Communications Council
- Conduct an audit of FAMU’s communication channels
- Sample core brand channels across FAMU, including web, social, and print
- Identify system updates areas such as brand hierarchy, digital fonts and colors, accessibility and best practices for visual brand expression on digital devices, and popular social channels

Target Audience(s): All

Timeline: August 2014 to March 2015

Resources Needed: Cooperation of Procurement to develop request for proposals

Performance Metric(s): Completion of audit

◆ **Redesign and repackaging basic information/marketing materials to create a “brand” image based upon the outcome of the branding audit**

Target Audience(s): All

Timeline: April 2015 to March 2016

Resources Needed: Cooperation of Procurement to issue request for proposal for branding agency, as well as cooperation from all units and colleges to identify key message and brand for the University

Performance Metric(s): Rebranding of University and formation of a consistent message and tone for FAMU

◆ **Develop a style manual so that the color, tone, message, and forms used across the University are consistent and uniform**

Target Audience(s): SLT, faculty, staff

Timeline: August 2014 to December 2014

Resources Needed: Cooperation and participation of all units and colleges.

Performance Metric(s): Completion of style manual and increased uniformity of tone and message across the University

Strategy 1.2: Develop marketing materials for TheNewFAMU (or other such new brand based upon outcome of the branding audit), THAT emphasize FAMU’s core values and the unique attributes of FAMU

◆ **Create marketing brochures**

Target Audience(s): All external audiences

Timeline: March 2015 to September 2016

Resources Needed: Cooperation and participation of all units and colleges.

Performance Metric(s): Increased awareness of positive attributes of the University by all external audiences

◆ **Develop key messages for staff, faculty members, Board of Trustees, and key communicators.**

Target Audience(s): Staff, faculty members, Senior Leadership Team, Board of Trustees, and key communicators

Timeline: August 2014 to December 2014

Resources Needed: Cooperation from all units and colleges

Performance Metric(s): Agreement by SLT, staff, faculty, BOT and key communicators on the University's key messages

◆ **Revise and update website**

- Redesign homepage for easier navigation by users
- Update information on a regular basis (weekly or bi-weekly)
- Target audience: Parents, community, potential employees, web surfers
- Make publications available online in PDF format
- Include marketing components (for colleges, recruitment, rebranding)
- Provide a page to respond to rumors and myths circulating in the community
- Promote the website as a source of accurate information

Target Audience(s): All

Timeline: August 2014 to June 2015

Resources Needed: Cooperation of EIT with updating website, Procurement with selecting vendor(s), and all units and colleges with updating content

Performance Metric(s): Website updated, increase in use of website, and enhancement of perception of University by internal and external audiences

◆ **Establish a weekly E-Newsletter and provide weekly updates.**

Target Audience(s): All

Timeline: August 2014 to March 2015

Resources Needed: Cooperation of EIT and all units and colleges

Performance Metric(s): Rollout E-Newsletter

Strategy 1.3:

DEVELOP AND IMPLEMENT AN INTERNET BEHAVIOR-BASED MARKETING STRATEGY FOR TARGETED STUDENT RECRUITMENT. SEARCH RETARGETING ALLOWS THE UNIVERSITY TO TARGET STUDENTS BY MATCHING THEIR ONLINE QUERIES TO A STUDENT BEHAVIOR PROFILE. SITE RETARGETING USES A TRACKING PIXEL LOADED ON OUR WEBSITE TO DELIVER ADS TO POTENTIAL STUDENTS ACROSS THE INTERNET.

Action steps:

◆ **Develop profiles of students we want to target, including programs and geographic areas**

Target Audience(s): Potential students, parents and guardians of students

Timeline: November 2014 to December 2014

Resources Needed: Assistance and cooperation from all units and schools

Performance Metric(s): Completion of student profiles

◆ **Develop profiles of students we want to target, including programs and geographic areas**

Target Audience(s): Potential students, parents and guardians of students

Timeline: November 2014 to December 2014

Resources Needed: Assistance and cooperation from all units and schools

Performance Metric(s): Completion of student profiles

◆ **Conduct site traffic analysis to determine current visitor profile and most searched terms**

Target Audience(s): Potential students, parents and guardians of students

Timeline: November 2014 to December 2014

Resources Needed: Assistance and cooperation from all units and schools

Performance Metric(s): Completion of site analysis

◆ **Analyze FAMU data to support our needs along the market from general awareness to long-tail branded and product-specific keywords**

Target Audience(s): Potential students, parents and guardians of students

Timeline: November 2014 to December 2014

Resources Needed: Assistance and cooperation from all units and schools

Performance Metric(s): Completion of analysis

◆ **Launch behavior-based marketing campaign to recruit students**

Target Audience(s): Potential students, parents and guardians of students

Timeline: January 2015 to May 2015

Resources Needed: Additional programmers

Performance Metric(s): Completion of analysis

◆ **Analyze FAMU data to support our needs along the market from general awareness to long-tail branded and product-specific keywords**

Target Audience(s): Potential students, parents and guardians of students

Timeline: November to December 2014

Resources Needed: Additional programmers

Performance Metric(s): Completion of analysis

Strategy 1.4: Reduce cost of printing by using digital marketing and integration strategies, thereby allowing FAMU to utilize analytics to enable university to more effectively market and shape our brand more effectively

Action steps:

◆ **Create an Apple-Google App stores to store house and disseminate information**

Target Audience(s): Potential students

Timeline: November 2014 to June 2015

Resources Needed: Additional programmers and assistance and cooperation from all units and schools

Performance Metric(s): Increase in the number of downloads from App stores

◆ **Re-launch the re-designed FAMU.edu to be number one source about the University and our main recruitment tool**

Target Audience(s): All

Timeline: November 2014 to June 2015

Resources Needed: Additional programmers and assistance and cooperation from all units and schools

Performance Metric(s): Completion of redesigned website, increased website usage and queries

◆ **Track and analyze data**

Target Audience(s): All

Timeline: November 2014 to December 2015

Resources Needed: Additional programmers and assistance and cooperation from all units and schools

Performance Metric(s): Better targeting of web-based activities

Strategy 1.5: Enhance brand and improve recruiting through strategic placement of signs and electronic billboards

Action steps:

◆ **Create standard signs and billboard ads for University and schools and colleges**

Target Audience(s): Potential students, parents, and guardians of students; alumni

Timeline: November 2014 to June 2015

Resources Needed: Assistance and cooperation from all units and schools

Performance Metric(s): Completion of standard signs and ads

◆ **Design and install electronic ad and/or wall poster for Law School at Orlando International Airport**

Target Audience(s): Potential students, parents, and guardians of students; alumni

Timeline: November 2014 to June 2015

Resources Needed: Assistance and cooperation from all units and schools

Performance Metric(s): Completion of ads

◆ **Upgrade equipment at Tallahassee Regional Airport so that video can be linked to FAMU.edu website**

Target Audience(s): Potential students (online students), parents, and guardians of students; alumni

Timeline: November 2014 to December 2014

Resources Needed: Purchase new equipment

Performance Metric(s): Increased traffic to website

◆ **Redesign or design banner at Tallahassee Regional Airport so that it includes the University's name**

Target Audience(s): Potential students, parents, and guardians of students, alumni, and visitors

Timeline: November 2014 to March 2015

Resources Needed: Funding for enhancement

Performance Metric(s): Enhance brand

◆ **Lease space atop Law School for advertising**

Target Audience(s): Potential students, parents and guardians of students, alumni

Timeline: November 2014 to June 2015

Resources Needed. Approval from local regulatory agencies and identification of potential partners

Performance Metric(s): Enhance brand; additional revenues

◆ **Replace worn-out banners in downtown Tallahassee**

Target Audience(s): Potential students, parents and guardians of students, alumni

Timeline: November 2014 to June 30, 2015

Resources Needed: Approval from City

Performance Metric(s): Enhance brand

◆ **Target advertising in West Florida and along I-10 corridor between Tallahassee and Jacksonville**

Target Audience(s): Potential students, parents and guardians of students, alumni

Timeline: November 2014 to June 2015

Resources Needed: Funding for ads

Performance Metric(s): Enhance brand; increased student applications and enrollment from area

◆ **Use the band as part of marketing strategy in key areas like Houston, Las Vegas, and Los Angeles where FAMU already has upcoming events**

Target Audience(s): Potential students, parents and guardians of students, alumni

Timeline: Houston, February 2015; Los Angeles, February 2015

Resources Needed: Coordination between Alumni Affairs and Communications and Students Affairs; Agreements with local sports teams to sponsor cost of pep band; approval that pep band is allowed to travel

Performance Metric(s): Enhance brand; increased student applications and enrollment from area

◆ **Create standard signs and billboard ads for University and schools and colleges**

Target Audience(s): Potential students, parents and guardians of students, alumni

Timeline: November 2014 to June 2015

Resources Needed: Assistance and cooperation from all units and schools

Performance Metric(s): Completion of standard signs and ads

◆ **Design and implement web-based advertising to attract Tallahassee Community College (TCC) students to apply to and enroll at FAMU**

Target Audience(s): Potential students, parents and guardians of students, alumni

Timeline: November 2014 to May 2015

Resources Needed: Additional programmers

Performance Metric(s): Enhance brand; increased student applications and enrollment from TCC

STRATEGIC INITIATIVE 2:

ENABLE EXCELLENCE IN UNIVERSITY PROCESSES AND PROCEDURES

Strategy 2.1:

Develop communication goals that are tied to FAMU's Strategic Directions and are designed to improve and integrate effective communication at all levels

Action steps:

◆ **Develop a Strategic Communications Council to define a communication program and to develop specific goals and action steps**

Target Audience(s): Administration, staff, faculty, SLT

Timeline: August 2014 to November 2014

Resources Needed: Assistance and cooperation from all units and schools, as well as external stakeholders

Performance Metric(s): Rollout of Council

STRATEGIC INITIATIVE 3: DEVELOP, ENHANCE, AND RETAIN APPROPRIATE FISCAL, HUMAN, TECHNOLOGICAL, RESEARCH, AND PHYSICAL RESOURCES TO ACHIEVE THE UNIVERSITY'S MISSION

Strategy 3.1 Establish Research Appreciation Campaign

Action Steps:

◆ **Build key audience understanding of an appreciation for FAMU's research mission**

- Leverage existing planned activities, publications, and events by branding them as part of the campaign
- Develop "Research Minutes" to air on radio stations throughout Florida with content that will convey the relevancy of FAMU's research
- Target audience: Florida taxpayers, business/community leaders, state and local leaders
- Invite nationally recognized speakers and/or broadcasters to campus "Science Friday"

Target Audience(s): Florida taxpayers, business/community leaders, state and local federal legislators

Timeline: August 2014 to June 2015

Resources Needed: Continued use of recently implemented events module by all units and colleges; modification to webpages and other IT platforms by EIT

Performance Metric(s): Increase in the number of followers on social media; increase in sharing of our posting on social media; and an increase in exposure as measured by number of visitors to campus and number of external speaking engagements by faculty and staff and administrators

STRATEGIC INITIATIVE 4: ENABLE EXCELLENCE IN UNIVERSITY RELATIONS AND DEVELOPMENT

Strategy 4.1 Establish regular communication with the external audiences

Action steps:

◆ **Publish A&M Magazine for external audiences twice a year**

Target Audience(s): All external audiences

Timeline: August 1, 2014 to June 30, 2016

Resources Needed: Articles from units and colleges six to eight weeks before publication deadline

Performance Metric(s): Publication of magazine and increased interest in and knowledge of FAMU by external audiences

◆ **Use Channel WANM; FAMU TV, Channels, 40, 27, 49; and cable television to deliver information on a regular basis**

Target Audience(s): All

Timeline: Ongoing starting January 2015

Resources Needed: Selection of third-party consultant to assist office with crafting messages, preparing videos for releases, and facilitating relationship with television media

Performance Metric(s): Rollout of six (6) video releases to television stations and cable stations

STRATEGY 4.2 Establish a Key Communicators' Network.

Action steps:

◆ **Identify influential alumni, parents, community and business leaders**

Target Audience(s): Administrators, Board of Trustees, staff and faculty, and SLT

Timeline: August 2014 to June 2015

Resources Needed: Cooperation of external communicators and of Development to identify key communications

Performance Metric(s): Increase visibility and increase use of our social media

◆ **Invite identified key communicators to meet with the President several times each year**

Target Audience(s): Influential opinion leaders in the community

Timeline: Ongoing

Resources Needed: Cooperation of external communicators and of Development to identify key communications

Performance Metric(s): Increase visibility and increase use of our social media

STRATEGIES 4.3 CONTINUE TO develop public engagement/outreach strategies.

Action steps:

◆ **Hold town halls or forums regionally**

Target Audience(s): parents, prospective parents, alumni, community leaders, and business leaders

Timeline: August 2014 to June 2015

Resources Needed: Cooperation of local alumni chapter, Student Affairs, and Student Advance

Performance Metric(s): Increased visibility of University; increased number of positive media responses; increased student enrollment

◆ **Develop collaborative partnerships with local, state, and federal agencies**

Target Audiences: Local, state, and federal agencies

Timeline: August 1, 2014 to August 2015

Resources Needed: Assistance from Government Relations and key communicators

Performance Metric(s): Increase in the number of partnerships

◆ **Encourage administrative staff involvement in civic and service organizations**

Target Audiences: Administrators

Timeline: August 2014 to June 2015

Resources Needed: Cooperation from administrators and SLT

Performance Metric(s): Increase in staff participation in community service activities

◆ **Build partnerships with affinity groups**

Target Audiences: Affinity members, civic leaders, faith community leaders

Timeline: August 2014 to June 2015

Resources Needed: Cooperation of Development and Alumni Affairs to identify affinity groups

Performance Metric(s): Identification of key affinity groups and initiative process to involve these groups in University life

◆ **Position and leverage University leadership**

Target Audience(s): All

Timeline: January 2015 to December 2015

Resources Needed: Work with Office of President to develop key messages and take advantage of strengths and opportunities of FAMU

Performance Metric(s): Development of key messages

◆ **Arrange for the President to meet with major editorial boards in Florida on a revolving basis**

Target Audience(s): Florida media

Timeline: August 2014 to June 2015

Resources Needed: Engage a third-party consultant to assist University with arranging meetings with editorial boards in all major markets in Florida

Performance Metric(s): An increase in positive media coverage

◆ **Hold Media Day**

Target Audience(s): Florida media

Timeline: January 2015

Resources Needed: Work with Office of President and media to identify most appropriate day for the event

Performance Metric(s): Holding of event; increase in positive coverage

◆ **Host Provost's Cafés**

Target Audience(s): State leadership (Tallahassee-based)

Timeline: June 2015

Resources Needed: Work with Office of President and Government Relations media to identify most appropriate days for the event

Performance Metric(s): Holding of event and increase in positive coverage

STRATEGIC INITIATIVE 5: ENHANCE AND SUSTAIN AN ACADEMIC AND SOCIAL ENVIRONMENT

Strategy 5.1: Provide Enhanced Electronic Communication Tools and Techniques

Action steps:

◆ **Develop Electronic Calendar Plus (EC+) to serve as Welcome Center supported by a creative and comprehensive marketing campaign**

Target Audience(s): All

Timeline: January 2015 to December 2015

Resources Needed: Work in conjunction with the Office of the President, which has implemented a program to develop a new Welcome Center for the University and to enhance the experience of visiting FAMU
Performance Metric(s): Rollout of Enhanced Calendar

Strategy 5.2: Periodic Reports on Institutional Progress and Priorities

Action steps:

◆Produce President’s Annual Report

Target Audience(s): Florida media

Timeline: December 2015

Resources Needed: Accomplishments from all units and colleges and graphics from Communications

Performance Metric(s): Completion of Annual Report

F. COMMUNICATION PARTNERS

The following units and individuals are important strategic partners in communicating with and influencing the behavior of key audiences. We have identified them as critical to the success of our communications plan.

Government Relations
College/campus communications directors/offices
Undergraduate Admissions/First Year Experience
Office of Minority Affairs
University Development
Alumni Association
Communications groups
—Graphic designers
—Web Interest Group

G. STRATEGIC ALLIANCES

The following units and individuals will be consulted and involved as vital resources for content and evidence of Florida A & M’s greatness; will also assist us in crafting initiatives for target audiences.

College deans
Senior Leadership Team
University Law School
EIT
FAMU Extension
Institutional Research and Planning
President/Provost

II. STRATEGIC GOVERNMENT RELATIONS PLAN

All Government Relations initiatives will be aligned with several big-picture strategies governing our efforts to communicate our messages to the University's various audiences. Those strategies are:

1. Create new relationships/partnerships with elected officials and governmental agencies
2. Leverage existing relationships/partnerships
3. Capitalize on information technology for even more effective outreach to and influence on key audiences.

A. LONG- AND SHORT-TERM GOALS, OBJECTIVES, VISION FOR THE OFFICE OF GOVERNMENT RELATIONS

The Governmental Relations staff, under the leadership of the Vice President for Communications and External Relations, will develop a comprehensive engagement strategy designed to advance the fiscal and reputational interests of Florida Agricultural and Mechanical University. The fundamental purpose of these strategies will be to develop and strengthen strategic relationships with local, state, and federal officials, both elected and non-elected; local, state, and federal agencies; and community members.

More specifically, we will target our efforts toward securing the maximum amount of federal and state and local government funding possible. We will use the average amount of such funding received over the prior five years as the baseline for measuring our success.

B. STRATEGIC INITIATIVES

Strategic Initiative 1: CREATE A 21ST CENTURY LIVING AND LEARNING COLLEGIATE COMMUNITY

Action steps:

◆Develop Electronic Calendar Plus (EC+) to serve as Welcome Center supported by a creative and comprehensive marketing campaign

Target Audience(s): All

Timeline: January 2015 to December 2015

Resources Needed: Work in conjunction with the Office of the President that has implemented a program to develop a new Welcome Center for the University and to enhance the experience of visiting FAMU

Performance Metric(s): Rollout of Enhanced Calendar

◆Create new and innovative opportunities to obtain federal dollars using the strength of the Florida Congressional delegation and the key members of Congress from outside of Florida with whom FAMU has and will have developed strategic relationships

Target Audience(s): Members of Congress and their staffs

Timeline: September 2014 to May 2015 and ongoing

Resources Needed: Cooperation from SLT

Performance Metric(s): Quantifiable meetings with federal delegation and action plan

◆Develop, Enhance, Retain Resources to Achieve Mission

- Identify innovative and strong FAMU projects, including Southside redevelopment, and bring them to the attention of relevant federal agencies;
- Engage the Florida delegation and other key members to pressure those agencies to allocate funding to these projects using discretionary and/or competitive dollars
- If necessary, pressure will also be utilized to achieve additional outcomes, such as Federal Communications Commission waiver for Black Television Network Channel

Target Audience(s): Deans, all academic departments, all programs and community partners

Timeline: September 2014 to May 2015 and ongoing

Resources Needed: Cooperation from all areas

Performance Metric(s): Completed and submitted project proposals

◆Develop, enhance, and retain appropriate fiscal, human, technological, research, and physical resources to achieve the University's mission

- Prepare a comprehensive Federal Resource Inventory to help identify innovative and strong projects to advance FAMU's federal legislative efforts. The Inventory will also assess if multiple points of contact and activity—in relating to government relations—are occurring, and then identify at what levels in the institutions the communications are happening. Lastly, the most effective way to achieve the University's strategic initiatives is for Government Relations to be the single point of contact in all outreach to our legislative constituents.

Target Audience(s): All internal audiences

Timeline: September 2014 to May 2015 and ongoing

Resources Needed: Cooperation from all areas and Sr. Leadership champion, BOT cooperation

Performance Metric(s): Completed Federal Resource Inventory

◆Establish and help maintain high-level research partnerships with federal agencies such as NASA, DOE, and other global research entities, such as the United Nations Research Institute for Social Development, and similar associations

Target Audience(s): Federal agencies, research partners

Timeline: September 2014 to May 2015 and ongoing

Resources Needed: Cooperation from deans, faculty and senior leadership

Performance Metric(s): Quantifiable number of partnerships established

STRATEGIC INITIATIVE 2:

ENABLE EXCELLENCE IN UNIVERSITY PROCESSES AND PROCEDURES

Action steps:

◆Identify individuals who would be appropriate and effective to serve on a volunteer advisory committee (sphere of influence) that would be used selectively to advance FAMU's association with the federal government

Target Audience(s): Federal elected officials

Timeline: September 2014 to May 2015 and ongoing

Resources Needed: Cooperation from BOT, Senior Leadership, all deans and departments; and for Senior Leadership to champion the initiatives

Performance Metric(s): Sphere of influence established

◆Engage with the FAMU constituency to listen to their concerns, needs, and communicate the University's priorities. Also, better understand and leverage the relationships between key decision makers and the partnerships that they have with our constituents

Targeted Audience(s): Community agents, local officials, and FAMU faculty/staff

Timeline: September 2014 to May 2015 and ongoing

Resources Needed: Cooperation from all constituencies

Performance Metric(s): Enhanced community relationships and institutional reputation

◆Establish and maintain meaningful relationships with the new leadership in the Florida House of Representatives and the Florida Senate. Cultivate and build upon our existing relationships with key committee staff

Targeted Audience(s): Legislative Leadership and staff

Timeline: September 2014 to May 2015 and ongoing

Resources Needed: Cooperation from Legislative staff

Performance Metric(s): Established relationships with leadership

◆Meet with key legislators and staff to introduce the University's 2015 priorities and develop a mutually beneficial engagement strategy that focuses on renewed partnership between legislators and Florida A & M University

Targeted Audience(s): Key legislators and staff

Timeline: September 2014 to May 2015

Resources Needed: Legislator availability

Performance Metric(s): Meetings held with key legislators

◆Continue to track and increase the online engagement through the Rattler Impact e-Advocacy portal as a means to inform and invigorate our University constituents around the globe

Targeted Audience(s): Alumni, FAMU Friends

Timeline: September 2014 to May 2015 and ongoing

Resources Needed: EIT support

Performance Metric(s): Increase the number of advocates

OFFICE OF COMMUNICATIONS AND EXTERNAL RELATIONS

