

Minutes of the Human Resources and University Relations Committee  
University of Kentucky Board of Trustees  
Tuesday, December 11, 2018

The Human Resources and University Relations Committee of the University of Kentucky Board of Trustees met on Tuesday, December 11, 2018 in Ballroom A of the Bill Gatton Student Center.

A. Meeting Opened

Cammie Grant, Chair of the Human Resources and University Relations Committee, called the meeting to order at 8:59 a.m.

Chair Grant asked Shakiyla Davis, staff assistant for University Relations, to call the roll.

B. Roll Call

The following members of the Board of Trustees answered the call of the roll: Cammie Grant, Lee Blonder, Bob Grossman, Michael Hamilton, David Hawpe, Dave Melanson, Sandy Shuffett, and Rachel Webb.

Other Board Members present included: Jennifer Yue Barber, Claude A. Berry III, James H. Booth, Edward Britt Brockman, MD, Kimberly McCann, Elizabeth McCoy, Derrick Ramsey, Robert Vance, and Barbara Young.

C. Approval of Minutes

A motion was made by Trustee Shuffett to approve the minutes from the June 22, 2018, Committee meeting. The motion was seconded by Trustee Hawpe. Motion carried and minutes were approved as written.

D. Great Colleges to Work For Award

Chair Grant introduced Kim Wilson, Vice President and Chief Human Resources Officer. Kim Wilson introduced Amberlee Fay, Employee Engagement and Work-Life Director for Human Resources.

Ms. Wilson announced that in 2018 the University of Kentucky (UK) was honored as a “Great College to Work For.” Ms. Wilson noted that 2018 was the eleventh year the Chronicle of Higher Education had conducted this program. She explained that the program is designed to recognize institutions that have been successful in creating positive workplace cultures in higher education. Accredited universities or colleges that have at least 500 students enrolled can participate in the program.

Ms. Wilson provided details on the application process which includes a two-part assessment. The first part is a faculty/staff survey provided to a random sample of University

employees. The survey contains 60 questions and is based on a five-point scale. The second part of the assessment is an institutional audit that investigates University demographics, policies, and procedures. Program recognition is primarily determined through feedback provided by the faculty/staff survey. After assessing the universities, the Chronicle of Higher Education separates the institutions into four-year and two-year categories. The institutions are further classified into three groups based on student enrollment: small, medium, and large. Small institutions have a student population of 500 – 2,999; medium institutions have a student population of 3,000 – 9,999; and large institutions have a student population of 10,000 or greater.

Ms. Wilson noted that 84 universities/colleges were recognized in one of the 12 categories in the 2018 “Great Colleges to Work For” program. UK was one of three Southeastern Conference (SEC) institutions chosen and was the only institution in Kentucky to be recognized.

Ms. Fay announced that the University was recognized in the Compensation and Benefits category and provided an overview of the survey results in aggregate:

- Overall 63 percent of survey respondents strongly agreed with the statement “I am paid fairly for my work”
- Overall 87 percent of survey respondents strongly agreed with the statement “This institution’s benefits meet my needs”

Faculty/staff survey groups consisted of administration, faculty, exempt professional, and non-exempt staff.

Ms. Fay and Chair Grant opened the floor for questions.

Q. Trustee Grossman asked if the faculty/staff survey included a neutral option for those who neither agreed nor disagreed.

A. Ms. Fay confirmed that a neutral option was available and that the faculty/staff survey used a five-point scale.

Q. Trustee Webb asked about the University’s policies regarding telecommuting/flexibility and the options offered to departments.

A. Ms. Fay mentioned that the Office of Work-Life has guidelines that helps supervisors and employees navigate telecommuting/flexibility options to determine if the work assignment can be done remotely. There is not a University policy, however the Office is available to facilitate the discussion to ensure the supervisor and employee are satisfied.

Q. Trustee Webb asked if there are flexibility options available to departments if they have a position that may benefit from flexibility.

A. Ms. Fay confirmed that there are options.

Q. Trustee Blonder asked for additional details regarding the overall rating of 47 percent from the non-exempt staff that strongly agreed with the statement “I am paid fairly for my work.”

A. Ms. Fay stated that the response from the non-exempt staff was the trend for universities throughout the United States. She explained that the Human Resources department meets with the University Senate to develop new ways to educate employees about the University’s total compensation package. Furthermore, the department trains supervisors on how to explain the compensation package to their direct reports.

Q. Trustee Hawpe asked what the response rate was for non-exempt staff. He expressed interest in understanding if the overall rating from the non-exempt staff was low due to the low overall response rate.

A. Ms. Fay stated that the overall response rate for all respondents was 30 percent and that she will provide the response rate for the non-exempt staff respondents at a later date.

Q. Trustee Grossman asked why only 600 employees were sent surveys and how were the employees chosen. He mentioned the University has over 19,000 employees.

A. Ms. Fay stated that The Chronicle for Higher Education requires large institutions to meet the statistical representation of 600 employees when sending faculty/staff surveys. The Human Resources department worked with the Advanced Analytics department to pull a random sample of the employees.

Q. Trustee Hamilton asked if any student employee feedback was collected.

A. Ms. Fay stated that no student employees were surveyed.

Q. Trustee Hamilton asked if the department has administered any surveys to gain feedback on student employee satisfaction.

A. Ms. Fay stated that the Advanced Analytics department administers student employee surveys.

Q. Trustee Hawpe asked what the overall response rate of 30 percent suggest in terms of validity.

A. Ms. Fay mentioned that to be recognized in a category, The Chronicle for Higher Education ensures there is statistical representation within the category. She can provide whether the response rate was valid at a later date.

Q. Chair Grant mentioned that University of Kentucky was named the “Most Bicycle-Friendly Campus” in the United States. She stated that providing a bicycle-friendly atmosphere is an employee benefit. She asked if Ms. Fay or Ms. Wilson could provide more information regarding the recognition.

A. Ms. Wilson mentioned that Melody Flowers, Executive Director for Strategic Analysis and Policy, oversees the University of Kentucky’s Transportation Services department and can provide

information at the next Board of Trustees meeting. Ms. Wilson stated that Transportation Services department has created great alternatives to driving a vehicle to campus: the orange Spin bicycles on campus are a popular alternative.

Chair Grant thanked Ms. Fay and Ms. Wilson for their presentation. She then introduced Tom Harris, Vice President for University Relations, Julie Balog, Associate Vice President and Chief Marketing Officer, and Jay Blanton, Associate Vice President and Chief Communications Officer, for remarks.

E. Overview of the Public Relations and Marketing Re-Organization

Mr. Harris mentioned that in June 2018, he discussed the early stages of the brand strategy development and how the University Relations department would implement the changes. He stated that his team would provide a presentation on how they realigned their resources and internal staffing. They will provide an overview on the brand strategy implementation as it relates to the Capital Campaign and enrollment management.

Mr. Harris stated that President Capilouto called for a more centralized focus of the University's marketing efforts; this would match the University's centralized communications efforts. Dr. Eric Monday, Executive Vice President for Finance and Administration, and Dr. David Blackwell, Provost, were requested to put together a proposal that outlined the best organizational practices for communications and marketing. This proposal included feedback from many departments across campus.

The proposal resulted in the University Relations department changing its structure. Mr. Harris explained that the creative services and marketing aspects of the Public Relations and Marketing department were combined to make a new department. Ms. Balog reports to Mr. Harris as the Associate Vice President and Chief Marketing Officer and will centralize the marketing efforts across campus. Mr. Blanton reports to Mr. Harris as the Associate Vice President and Chief Communications Officer and will continue to centralize communication efforts across campus. Mr. Harris stated that he is very pleased with the new organizational structure and will continue to work with others across campus to further organize the new departments.

Mr. Harris stated that Ms. Balog and Mr. Blanton will walk through the next steps of the brand strategy, focusing on the Capital Campaign and enrollment management aspects.

Mr. Blanton thanked the Board of Trustees for the opportunity to provide a presentation. He mentioned that Ms. Suzanne Oldham from Suzanne Oldham Consulting presented at the June 2018 Board of Trustees meeting to discuss brand strategy. He explained that brand strategy is the technical marketing term for "how do we tell our story in a more compelling and consistent way". He stated that he and Ms. Balog would discuss the process and function to bring the University's brand strategy to life.

Mr. Blanton stated that the University has two major objectives related to the brand strategy:

- To execute with excellence the University of Kentucky's new brand strategy, *Achieve More Through Grace & Grit*
- Consistency: All communication and materials will have the same voice, look, and feel
  - Alignment across colleges and units: all campus units will understand the brand and how they fit into the effort

He stated that the restructuring of the Public Relations and Marketing department would support the execution and expression of the brand strategy. The University Relations department will continue to work with Ms. Oldham and Ologie, a branding agency, to brainstorm the different ways to express the brand strategy. Mr. Blanton mentioned that the new addition to the department, Ms. Balog, previously worked on UK HealthCare's marketing efforts. Ms. Balog, Mr. Rob Edwards, UK HealthCare Chief External Affairs Officer, and Mr. Mark Birdwhistell, UK HealthCare Vice President for Administration & External Affairs, served as architects to the *Power of Advanced Medicine* brand strategy. Their work on UK HealthCare's brand strategy has been a success. He mentioned that Ms. Balog is one of the best strategic thinkers at the University of Kentucky and the University Relations department is lucky to have her. In addition to working with Ms. Balog, the University Relations department will reach out more to communicators across campus. Mr. Blanton explained that one of the department's objectives is to become more of a central resource serving as an "internal agency" for the communications needs of the campus. He mentioned that the department has served as a resource to many units across campus by supporting media and public relations needs. They have completed great work in the marketing area with Ms. Kelley Bozeman, Director of Marketing, but want to expand the service and capacity to provide more tools and resources.

Mr. Blanton explained that the result of the brand strategy meetings over the last several months includes work on the Capital Campaign and work on the University's brand strategy focus *Achieve More Through Grace & Grit*. Mr. Blanton stated that Ms. Balog will work with the Enrollment Management department to develop a creative platform and a strategic marketing plan for enrollment that will be fully actualized in the 2019-2020 enrollment cycle; aspects of the plan will be used in the 2018-2019 enrollment cycle. The University Relations department has focused most of its recent efforts on enrollment, this includes recruiting students and marketing to the student population. Current efforts will be shifted to plan for a reputational campaign for the entire institution to enable the University to tell a story that resonates with the public. To design and implement the plan, the University Relations department will continue to work with an agency of record to assist with the process. Mr. Blanton stated that the contract with the University's current agency will be expiring, thus the department will go through a request-for-proposal process. During this process, Mr. Harris will lead the efforts and will recruit partners across the University's campus to aid in the selection process in the first quarter of 2019. Mr. Blanton stated that the presidential goal is to be successfully integrated and to have all campaign efforts on-going by Summer 2019.

Mr. Blanton provided an overview of the timeline of the major events and activities over a six-month period:

August 2018:

- The University hired Ologie and developed *Kentucky Can* (the University's Capital Campaign)

September 2018:

- The *Kentucky Can* Capital Campaign launched

October 2018:

- The University Relations department developed a *Kentucky Can* style guide for campus communicators that included voice, look, and feel aspects to maintain consistency
- The Public Relations and Marketing department began reconfiguration by interviewing 30 college communicators and others to gain feedback on their needs

November 2018:

- The University Relations department worked with Ologie and the Office of Philanthropy to develop a communication plan for the *Kentucky Can* Capital Campaign

December 2018:

- The department instituted a monthly communicators meeting for an on-going discussion of their needs and ways to better serve those needs

Ms. Balog continued with the presentation providing an overview of the institutional creative platform and guidelines development, enrollment management creative platform development, and strategic marketing plan. She stated that the University of Kentucky wants to talk to stakeholders and opinion leaders regionally and nationally about the great things happening within the University of Kentucky. She asked Board of Trustees members to:

“Imagine that we have a great story that we want to make sure we are talking about in the Chronicle of Higher Education and we want to have an ad that accompanies that story. We want to be able to represent the brand promise, *Achieve More Through Grace & Grit*, in a platform that represents the institution at a high level, and really speaks to what we are doing here at UK.”

Ms. Balog mentioned that the University Relations department also will be developing University-wide brand guidelines. She stated that when the University went to a unified logo system, it was a major first step in creating University-wide guidelines. The *Kentucky Can* style guide was another step in further developing these guidelines. She explained that the University Relations department aims to complete all steps to achieve a complete University-wide guideline “book.” Communicators across campus share the interest in developing a “book” that allows brand continuity; this enables those who see or hear the brand to understand it is the University of Kentucky. Ms. Balog shared that the Department is creating templates for communicators to easily create marketing pieces that are important to their divisions.

She shared that the University Relations department is analyzing the creative expression of the University's brand as it relates to enrollment management. She posed the question, “How do we talk to prospective students in a way that communicates who we are, why the University is different, and why they should choose us for their [undergraduate or graduate] studies?” The University Relations department will develop a plan to support the enrollment management aspect

of the University of Kentucky. The Department has developed a working relationship with Ms. Christine Harper, Assistant Provost for Enrollment Management, and is developing a three-year plan to target who they will talk to, when they will talk to them, and what the message is. Ms. Balog posed that when a University member talks to a high school sophomore, they are creating awareness about the University; when that member talks to a high school junior/senior or a baccalaureate graduate, that member needs to communicate why the University should be among their top choices. She mentioned that the University needs to be intentional about the right message at the right time to the right person.

Ms. Balog provided an overview on how the University Relations department and the Office of Philanthropy brought the brand strategy “to life” through the *Kentucky Can* Capital Campaign. She applauded Mr. Brent Pieper, Associate Vice President for Campaign and Major Gifts, for aiding in the process. Mr. Pieper, the Office of Philanthropy, and the University Relations department created a robust Communication Strategy. The group is developing a University case statement that explains the capability of the University; college case statements to accompany the templates; one-page documents for colleges; and email content and social media strategies.

The department will work with colleges to help them develop their own templates. They also are working with the University’s Call Center to ensure that when they are speaking with prospective donors, the *Kentucky Can* language is incorporated into their script.

Ms. Balog stated that the Department created 30-, 60-, and 90-day deliverables. The Communications Strategy is organic and continually evolves - because of this nature the Department will continue to meet with the Office of Philanthropy to gain feedback on ways they can support the Office.

Ms. Balog stated that all of the plans mentioned in the presentation are occurring concurrently. She thanked the Board for allowing her to serve as the Chief Marketing Officer for the University of Kentucky.

Chair Grant thanked Mr. Harris, Mr. Blanton, and Ms. Balog for their presentation. She requested that all questions be asked at the end of the meeting. She introduced Mr. Brent Pieper, Associate Vice President for Campaign and Major Gifts.

#### F. *Kentucky Can* Campaign Update

Mr. Pieper provided an update on the *Kentucky Can* Capital Campaign. He mentioned that the last University-wide Campaign was completed in 2008, with more than \$1 billion raised; this included \$200 million in match-support from the state. To date, the *Kentucky Can* Capital Campaign is at \$1.1 billion toward the \$2.1 billion goal. The Campaign has volunteer leadership and currently has 191 active volunteers across the country serving on 22 committees. The committees have met 101 times since August 2017. The volunteers work across 16 colleges, UK Athletics, and UK HealthCare. The core of the Campaign group is the Leadership Council consisting of 41 volunteers; this Council is co-chaired by former Board of Trustees members Mira Ball and Paul Chellgren. The Council was launched in 2017 and has had eight conference calls

over several time zones with a 90 percent attendee rate; all conference calls have included President Capilouto.

Mr. Pieper provided insight on the Campaign timeline:

- 2013  
Silent phase of the Capital Campaign began
- 2014  
Silent phase of the Capital Campaign officially launched
- 2018  
Public phase of the Capital Campaign officially launched

The Leadership Council has opted to not set an end date. Since the 2018 Kick-Off, the University has raised an additional \$46 million. The Council held its first Campaign Regional Event in November 2018 in Cincinnati, Ohio to express key Campaign messages. There were 150 guests in attendance. The Council is adamant about following up to gain feedback from attendees. The Council will hold its next Regional Event in March 2019 in Louisville, Kentucky. There will be future events scheduled around the country.

Mr. Pieper announced that the Office of Philanthropy made changes to their fundraising infrastructure. Front line Major Gift Officers now report directly to the Office of Philanthropy and College Gift Officers now report 49 percent to their college and 51 percent to the Office of Philanthropy. This change allows the Office the ability to work more closely with college partners. In addition to the reporting changes, the Office of Philanthropy will be implementing a scorecard performance system in 2019 to continue performance improvements on the front line.

Chair Grant thanked all the presenters and opened the floor for questions.

Q. Trustee Shuffett asked when the Board could expect to see a visual of *Achieve More Through Grace & Grit*? She provided an example of the Wildcat and the University's fight song as sensory brand elements.

A. Mr. Blanton answered that the video marketing components serve as visual elements of the brand promise. The University's case statements will further showcase the brand promise; a team of campus partners are currently working on finalizing the components.

Q. Trustee Blonder asked if the University Relations department intends to have student focus groups to gain feedback on the branding and marketing initiatives.

A. Mr. Blanton answered that the team of campus partners does on-going focus groups as it relates to the enrollment management piece of the branding and marketing initiatives. The team intends to do more focus groups to gain student, faculty, and staff feedback as it relates to the creative platform and reputational campaign.

Q. Trustee Hawpe asked if more information can be provided about the reputational campaign.

A. Ms. Balog answered that the reputational campaign is a combination of national reputation building and the enrollment management component of the campaign. She explained that messaging to a prospective student interested in the Honors College may be different from messaging to a prospective student who is undecided. Furthermore, messaging to stakeholders and opinion leaders looks different. She expressed that the *Kentucky Can* Capital Campaign in a philanthropy space is effective in speaking to those who know the University. Those listeners fill in the blank based on their perspective, by determining what University of Kentucky *can* do. Ms. Balog explained that when speaking to various prospective students, you must give them something that resonates with them; it is important to mention the University's efforts to recruit the top faculty.

Trustee Hawpe expressed that the University maintains high quality faculty. He hopes that the campaigns will aid in maintaining and increasing the quality of the University's faculty.

Chair Grant asked if there was any further business to come before the Committee; seeing none, she asked for a motion to adjourn. A motion was made by Trustee Shuffett to adjourn and seconded by Trustee Melanson.

The meeting adjourned at 9:42 am.

Respectfully submitted,



Shakiyla Davis