#### THE PENNSYLVANIA STATE UNIVERSITY BOARD OF TRUSTEES

### COMMITTEE ON OUTREACH, DEVELOPMENT, AND COMMUNITY RELATIONS MINUTES OF MEETING VOLUME ODCR 11

#### **September 17, 2015**

A meeting of the Committee on Outreach, Development, and Community Relations was held on September 17, 2015, in Room 102 of the Penn Stater Conference Center Hotel, University Park, at 10:00 a.m.

The following committee members, constituting a quorum, were present: Chair Ryan McCombie, Betsy Huber, Bob Jubelirer, Anthony Lubrano, Luke Metaxas, Kay Salvino, Paul Silvis, and Robert Tribeck. Emeriti committee members David Jones and Joel Myers were also present.

The following staff members, constituent representatives, or invitees were also present: Eric Barron, Jennifer Blew, Michael DiRaimo, Rod Kirsch, Shawn Lichvar, David LaTorre, Lawrence Lokman, Laura Pauley, Kevin Steele, and Craig Weidemann. The meeting was called to order by Chair McCombie, and roll was taken. The minutes from the previous committee meeting were approved unanimously.

Rod Kirsch, along with Keith Cook and Michael Degenhart from the Office of Planned Giving, gave a presentation about capturing bequest expectancies in the next campaign. Michael Degenhart discussed the national demographic trends, planned giving model, and their predictions for membership of the Atherton Society. Keith Cook presented objectives, planning, and execution of the Office of Gift Planning's bequest initiative. (See Appendix I)

Mike DiRaimo provided an update on State and Federal relations. Margaret Gray gave a presentation regarding Local Government Community Relations, as well as the mission and strategic goals for the newly formed Office of Local Government and Community Relations. Margaret also provided a report on the history of Town and Gown relations and its evolution over time due to changes in local government jurisdictions, as well as Penn State's expansion. (See Appendix II)

Craig Weidemann provided an update on Outreach and Online Education, as well as their strategies to recruit military students to the World Campus. The World Campus has grown by 14% within the last year, military students comprised 27% of that figure. (See Appendix III)

Kevin Steele, President of the Penn State Alumni Association, gave an update on the Alumni Association's activities, as well as a report on the diversity of the PSAA's award recipients. (See Appendix IV)

Lawrence Lokman gave a presentation on the Identity of Penn State and the impact of the new logo. The logo will hopefully create brand consistency among the University's many entities. (See Appendix V)

Lawrence also discussed the 2015-2016 Strategic Communications priorities and the role of Strategic Communications and Branding Initiatives. (See Appendix VI)

Chair McCombie opened up a discussion regarding the Outreach, Development, and Community Relations Committee's operating guidelines, and commissioned Anthony Lubrano to head a task

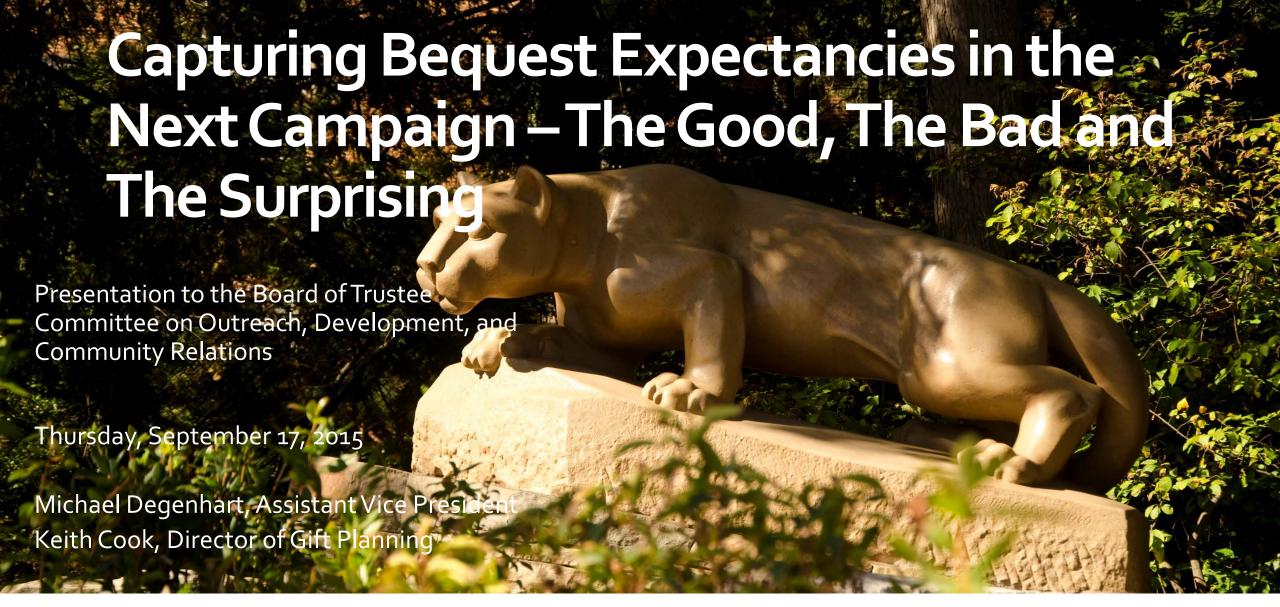
#### ODCR 10-2

force to update the operating guidelines to reflect the goals of the committee more accurately. Topics of discussion for future committee meetings were also discussed.

Chair McCombie adjourned the meeting at 11:57 a.m.

Respectfully submitted,

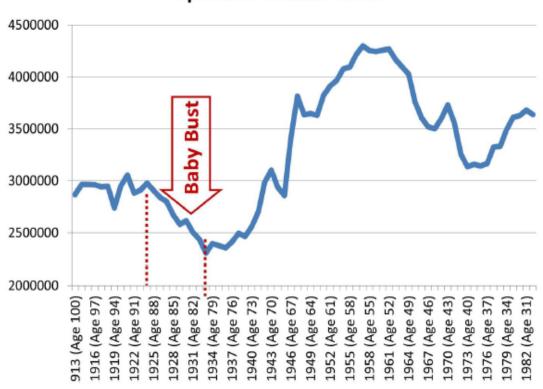
Holly N. Brown Administrative Support Assistant Office of the Board of Trustees

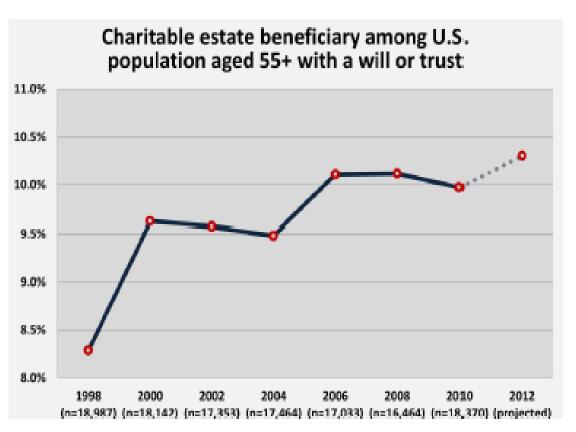




## The Good – National Demographic Trends

#### **Population trends: Births**

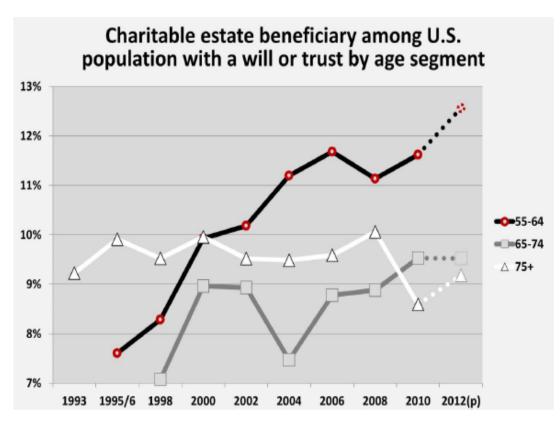




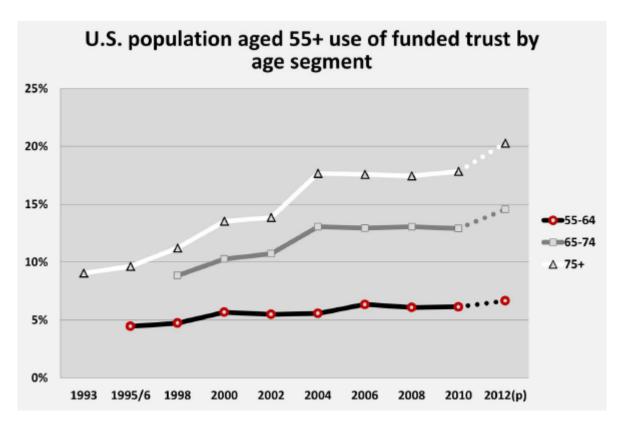
Increasing charitable planning among those with a will or trust



## The Good – National Demographic Trends



Increasing charitable planning among those aged 55-64 with plans



Increasing use of trusts, especially among those aged 75+



## The Good – Penn State Planned Giving Model

We have 12,914 individuals (11,710 alumni and 1,204 friends) coded as prospects "Most Likely" to make a planned gift in our Planned Giving Model who will be at least age 60 by 6/30/22.

■ This is roughly 5.56% of our Alumni and Friends with current addresses in our database that meet that age criteria.



## The Bad – Performing at the Mean Benchmark

#### TOTAL BEQUEST EXPECTANCIES (#) (2009 to 2013)

	2009	2010	2011	2012	2013	Mean
Florida	45	58	66	97	79	69
Illinois	62	69	97	118	75	84
Ohio State	154	142	142	149	172	152
Penn State	103	128	143	85	110	114
Toronto	98	88	90	98	134	102
UCLA	n/a	n/a	n/a	n/a	n/a	n/a
Virginia	124	92	136	132	112	119
Washington	38	60	62	118	520	159
Public Mean	89	91	105	114	172	114
Private Mean	49	78	70	66	66	65

Source: Self reported

Note: UCLA does not track the number/dollar amount of expectancies.



## The Bad – Performing at the Mean Benchmark

#### TOTAL BEQUEST EXPECTANCIES (\$) (2009 TO 2013)

	2009	2010	2011	2012	2013	Mean
Florida	\$61,762,037	\$36,482,111	\$28,575,246	\$30,531,082	\$54,335,591	\$42,337,213
Illinois	\$22,644,503	\$110,749,649	\$38,652,613	\$84,540,740	\$38,551,655	\$59,027,832
Ohio State	\$40,115,448	\$59,624,248	\$41,943,740	\$32,059,522	\$61,558,444	\$47,060,280
Penn State	\$49,274,461	\$74,255,635	\$61,009,260	\$56,959,450	\$53,850,219	\$59,069,805
Toronto	\$19,513,312	\$15,973,721	\$48,434,846	\$21,669,464	\$19,684,350	\$25,055,139
UCLA	n/a	n/a	n/a	n/a	n/a	n/a
Virginia	\$37,466,000	\$35,126,000	\$46,205,000	\$87,556,000	\$75,092,000	\$56,289,000
Washington	\$5,478,000	\$12,632,000	\$12,405,000	\$26,881,000	\$49,252,000	\$21,329,200
Public Mean	\$33,750,252	\$49,263,338	\$39,603,672	\$48,599,608	\$50,332,037	\$44,309,781
Private Mean	\$24,459,842	\$24,590,690	\$27,144,431	\$36,219,194	\$29,760,422	\$28,434,916



## The Bad – Performing at the Mean Benchmark

#### MEAN BEQUEST EXPECTANCIES PER TOTAL PLANNED GIVING FRONTLINE FUNDRAISER FTE (2009 TO 2013)

				Bequest Expectancies per Frontline Fundraiser	Bequest Expectancies per Frontline Fundraiser
	Frontline Fundraiser FTE	Bequest Expectancies (#)	Bequest Expectancies (\$)	FTE (#)	FTE (\$)
Florida	2.4	69	\$42,337,213	37	\$22,374,853
Illinois	4.6	84	\$59,027,832	18	\$13,016,654
Ohio State	3.8	152	\$47,060,280	41	\$12,569,699
Penn State	4.4	114	\$59,069,805	27	\$13,819,561
Toronto	2.0	102	\$25,055,139	51	\$12,527,569
UCLA	3.0	n/a	n/a	n/a	n/a
Virginia	3.0	119	\$56,289,000	40	\$18,763,000
Washington	5.8	159	\$21,329,200	28	\$3,709,426
Public Mean	3.6	114	\$44,309,781	34	\$13,825,823
Private Mean	4.1	65	\$28,434,916	16	\$8,627,357

Source: Self reported

Note: UCLA does not track the number/dollar amount of expectancies.



## The Surprising – How to Capture Bequest Expectancies in the Next Campaign

- Have a distinct participation goal for the Atherton Society within a comprehensive campaign – the "Bequest Challenge"
- Increase the number of known bequest intentions by 75% 100% depending on campaign length
- Currently 1,958 Atherton Society members
- Goal 3,500 4,000 Atherton Society members by campaign end



## Our Objectives with a Bequest Initiative

- Increase and broaden participation
- Reach out and engage new prospects
- Increase Awareness
  - Who should leave a bequest
  - How to make a bequest
  - What is the impact



## Planning our Bequest Initiative

- Who do we need to influence
- Making strategic allies out of colleagues
- Campaign branding and messaging
- Consistency
- Tools for increasing efficiency
- Paper vs. web vs. electronic (multichannel marketing)



## **Executing the Bequest Initiative**

- Build a solid bequest intention base
- Initiate a broad general marketing outreach to all prospects
- Ensure the response mechanism are simple, user friendly, and not perceived as too invasive of privacy
- "Inreach" equipping fellow development officers to effectively solicit and properly record new bequest intentions



## **Executing the Bequest Initiative**

- Utilizing new print and web resources we will condense our communication schedule into strategic campaigns
- Capitalize on the basic and tested marketing tenets of repetition and frequency
- This sequence involves using a variety of channels and materials to increase awareness of the targeted message and an offer to respond to the marketing piece
- By highlighting the message through repetition, the donor is effectively informed of the importance of the message being shared



## **Example of a Strategic Campaign**

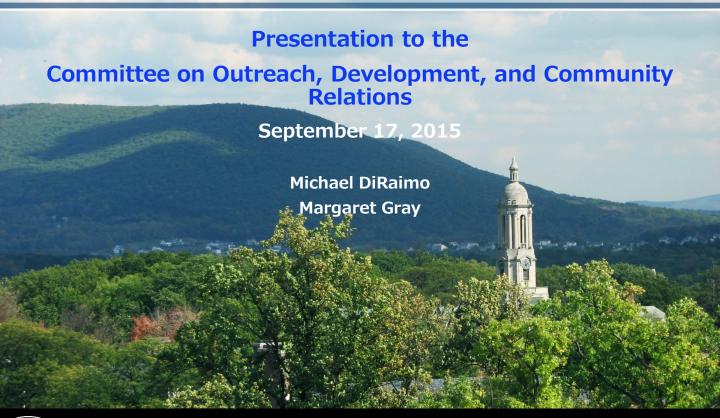
- Newsletter with reply card and URL to landing page (16,500)
- eNewletter with direct link to landing page form (unlimited)
- QuickCard with reply card and URL to landing page (16,500)
- eQuickCard with direct link to landing page form (unlimited)
- Online Wills Planner and Online Participation Survey
- All marketing pieces direct readers to a landing page with a form to request follow-up information

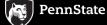


## **Questions, Thoughts or Comments**



#### The Pennsylvania State University





#### Office of Governmental Affairs – Local Government & Community Relations

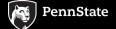
- Why a local government/community relations component?
- Local government defined
- University units with local government and community relations interaction
- Long term issues
- Next steps



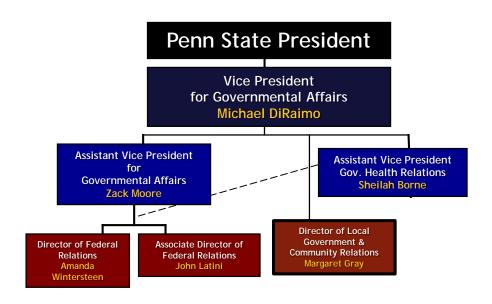








#### Office of Governmental Affairs





#### Mission

The Local Government and Community Relations component of the Office of Governmental Affairs serves as a dedicated University resource to **promote and support** strategic and **coordinated engagement** with local governments and community organizations.

#### Strategic Goals

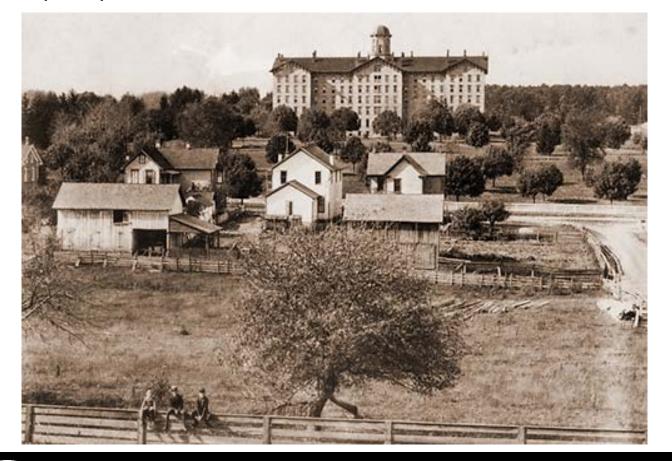
- To develop and enhance the University's relationships with local government agencies and officials, community organizations and constituencies, and local businesses and business associations.
- To maintain an awareness and understanding of programs, issues, and activities across the University that involve local governments, community organizations, and businesses.

#### Continued...

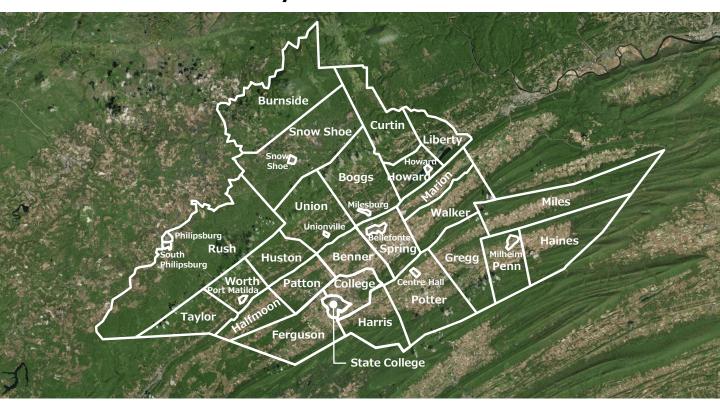
#### Strategic Goals

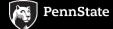
- To promote mutually beneficial outcomes on University and community related initiatives.
- To facilitate strategic and coordinated campus responses to local governmental and community public policy issues promoting alignment with University priorities and Federal and State initiatives.

#### Early days of 'Town and Gown' Relations

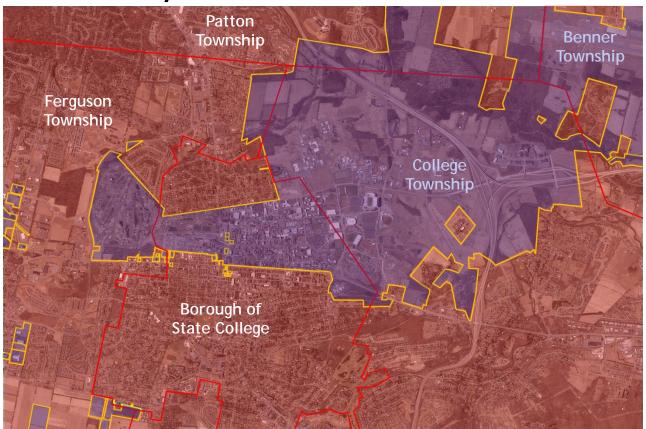


#### Centre County





#### University Park



#### Centre Region Council of Governments

### Voluntary association of municipal governments:

- 1. State College Borough
- 2. College Township
- 3. Halfmoon Township
- 4. Harris Township
- 5. Ferguson Township
- 6. Patton Township



- Established 1969 to provide cost effective and high quality public services –
- Eliminates and reduces duplication of services and promotes regional planning.
- Service area is about 150 square miles with a population of 94,000 residents (2014) including 46,000 students.
- All elected officials of the six municipalities comprise COG 32; PSU non-voting member
- Code administration, emergency management, land use and infrastructure planning, oversight of regional fire agencies, regional refuse/recycling, Act 537 sewage facilities plan, and regional parks and recreation facilities.

#### "Local Government"

- Centre County
- 5 municipalities UP Campus

Borough of State College

College Township

Ferguson Township

Patton Township

Benner Township

- Centre Region Council of Governments
- Authorities
- State College Area School District

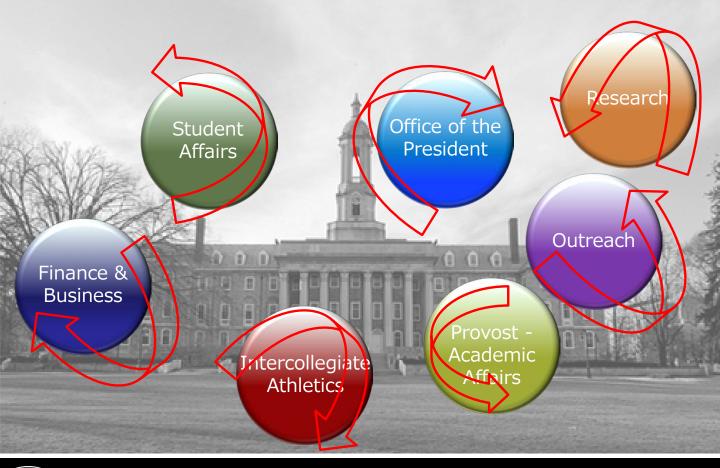


#### **Community Relations**

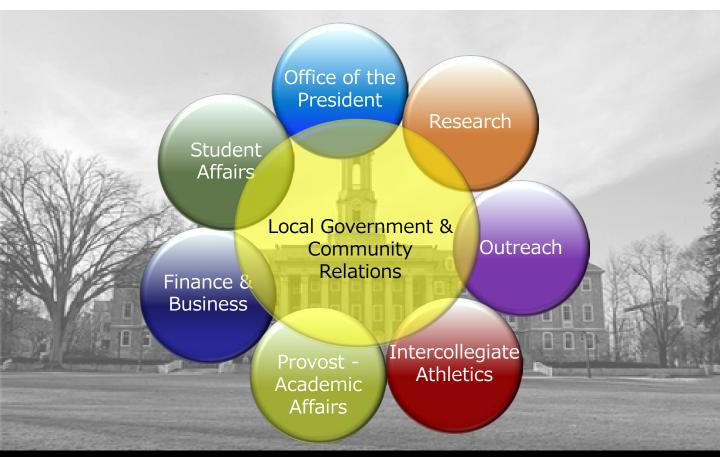
- Human services agencies such as the YMCA
- United Way
- Downtown Improvement District
- Neighborhood Associations
- Central Pennsylvania Convention & Visitors Bureau
- Centre Region Chamber of Business and Industry (CBICC)
- Economic development organizations (CREN)

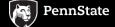


#### The University and Local Government/Community Relations



#### The University and Local Government/Community Relations





#### Overarching & Long-Term Issues

- University growth student enrollment
- Neighborhood preservation and safety / Student Housing
- Campus Master Plan infrastructural impacts
- Financing of services
- Vitality of downtown and Centre Region business community and economic development

#### Next steps

- Continue relationship building
- Facilitate contact and communication between University leaders and local gov't/community representatives
- Formulate information sessions and presentations highlighting issues such as student enrollment and updates on 'Invent Penn State'
- Develop University administrative policy/guidelines – similar to AD50



#### 1926









# UPDATE FOR COMMITTEE ON OUTREACH, DEVELOPMENT, AND COMMUNITY RELATIONS

**September 17, 2015** 

Craig Weidemann | Vice President for Outreach | Vice Provost for Online Education



## INITIATIVES AND MILESTONES

- World Campus Military Strategy and the Marine Corps Recruit Depot Classroom Dedication
- 2. The Penn State Center: Engaging Pittsburgh





World Campus has the largest population of veteran students across all campuses with 1,917 students

18% of World Campus enrollments are active military or veteran students

OUTREACH AND ONLINE EDUCATION



# US NEWS & WORLD REPORT RANKINGS



### Best Online Programs— Military and Veterans

No. 1 Bachelor's Programs

No. 4 Graduate Education

No. 4 Graduate Computer

Information Technology

No. 4 Graduate Business

No. 4 Graduate Engineering





While overall World Campus enrollments have grown by 14% so far this year ...





Military enrollments have grown by

27%



### Military Strategy: Current Initiatives

Furthering our commitment to military students and their families and enhancing their access to education.



US Army Sergeants Major Academy

Master of
Education in
Adult
Education to
20 selected
fellows





Initiative to include honor cords for all military and veteran students and faculty during commencement







# World Campus: "Serving those who Serve"

- Professional development course for teaching military students
- A dedicated military team
- A dedicated academic advisor, disability liaison, and prospective student coach





## **Affordability**

Penn State and World Campus have several programs in place to enhance affordability: the Yellow Ribbon Program, Military Grant-In-Aid, and military scholarships included.



Marine Corps
Recruit
Depot in
San Diego

Penn State's first on-base military classroom





There are

55,000

military
personnel
within 15
miles of the
Marine Corps
Recruit Depot





The Penn
State Center:
Engaging
Pittsburgh

The Energy
Innovation
Center





### Pittsburgh at a Glance

- Over 2.3 million people in the metro area
- Metro area is home to 2500+ private foundations
- Tech companies including Google, Uber, Aquion Energy, ModCloth, and more

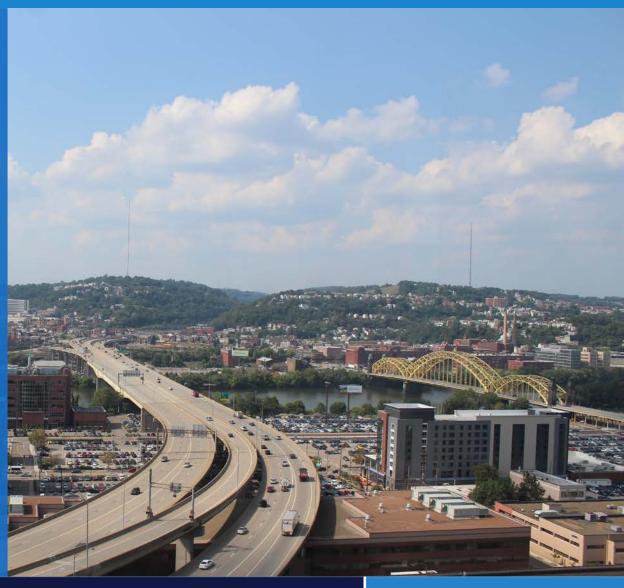


College of Agricultural Sciences

Extension

Outreach and Online Education

Allegheny County







Roughly
300 people
attended
the open
house on
September 2

OUTREACH AND ONLINE EDUCATION



Bringing engaged scholarship and applied research to the heart of Pittsburgh





## **IMPACT**

Engaged Scholarship

Economic Development

Expanded Access





Engage, empower, and inspire global learners.

## Every day. Everywhere.





### **Update from the Penn State Alumni Association**

Kevin Steele, President

To: Board of Trustees Committee on Outreach, Development, and Community Relations Sept. 17, 2015

• Enhancing Diversity through Volunteer Leadership—Our strategic plan calls for us to focus on increased diversity among our volunteer leadership, particularly as it relates to our governing board. This summer, we constituted our FY2015-16 Executive Board, which includes new members and returning leaders from diverse backgrounds, professional experiences and Penn State perspectives. Specifically, the Executive Board comprises 29 percent alumni of color; 52 percent age 40 and below, 38 percent between the ages of 41 and 60, and 10 percent over 60 years of age; and 39 percent non-Pennsylvania residents. Overall, this year's Alumni Council membership composition is as follows: 16 percent alumni of color; 62 percent men and 38 percent women; 41 percent age 40 and below, 48 percent between the ages of 41 and 60, and 10 percent over 60 years of age; and 33 percent non-Pennsylvania residents.

Additionally, the Alumni Association places emphasis on diversity and inclusion of underrepresented populations as it relates to our awards and recognition programs. The chart attached with this report outlines five-year diversity results for the Alumni Fellow, Honorary Alumni, and Alumni Achievement Award programs.

- Alumni Fellow Award 2015—The Alumni Association will honor 19 very distinguished alumni Oct. 21 with the lifelong title of Alumni Fellow, which recognizes outstanding professional accomplishments. Alumni Fellow is the highest award given by the Penn State Alumni Association. Since the award was established 42 years ago, only 769 alumni—out of more than 645,000 living alumni—have been honored as Alumni Fellows, including this year's class. A list of this year's recipients is attached.
- Search Progressing for New Chief Executive Officer—The search process is continuing
  for the 11th leader of the Penn State Alumni Association. We are working with the
  executive advancement and development search firm Lois L. Lindauer Searches LLC of
  Boston. Rod Kirsch is leading the search team and will be interviewing semi-finalists
  later this month, with finalist interviews expected to follow in October.

### Penn State Alumni Association Recognition Program Diversity Results







	Total Awards	Women (including Minority and International Women)	Minority and International Males	White Males	Total %, Women and Minority			
ALUMNI FELLOWS								
2011	24	3	3	18	25%			
2012	19	3	1	15	21%			
2013	22	11	0	11	50%			
2014	22	6	2	14	36%			
2015	19	7	1	11	42%			
5YR	106	30	7	69	35%			
HONORARY ALUMNI								
2011	5	1	1	3	40%			
2012	4	1	1	2	50%			
2013	5	2	0	3	40%			
2014	4	1	0	3	25%			
2015	5	0	1	4	20%			
5YR	23	5	3	15	35%			
ALUMNI ACHIEVEMENT (35 AND UNDER)								
2011	12	4	1	7	42%			
2012	11	4	2	5	55%			
2013	11	3	2	6	45%			
2014	9	4	1	4	56%			
2015	12	6	1	5	58%			
5YR	55	21	7	27	51%			

TOTALS								
2011	41	8	5	28	32%			
2012	34	8	4	22	35%			
2013	38	16	2	20	47%			
2014	35	11	3	21	40%			
2015	36	13	3	20	44%			
5YR	184	56	17	111	40%			

 $Note: All\ results\ are\ based\ on\ calendar\ year\ data.$ 



### **THE 2015 ALUMNI FELLOWS**

### LISA BAIRD '82, '84g

Chief Marketing Officer, United States Olympic Committee

### WANDA J. BLANCHETT '97g

Dean and Distinguished Professor, Graduate School of Education, Rutgers University

#### MITCHELL D. COHEN '81

Vice Chairman, PwC

### **JACQUELYN S. FETROW '86g**

Provost and Vice President for Academic Affairs, University of Richmond

### MARK A. FOCHT '83

First Deputy Commissioner, Philadelphia Parks and Recreation

### **BRIAN S. FUNKHOUSER '80**

President and Chief Executive Officer, Buchart Horn, Inc./BASCO Associates

#### **BRUCE A. GRAY '80**

Senior Vice President, Bank of America Merrill Lynch

#### **JEROME S. GRIFFITH '79**

President and Chief Executive Officer, Tumi, Inc.

### **NAREN GURSAHANEY'83**

President and Chief Executive Officer, The ADT Corporation

### LINDA VERBA HOFMAN '71

Head of Service Strategy, TD Bank

#### **KEITH R. KARAKO '76**

Global Head of Trade Finance, CitiBank

#### LISA MILES '91

Senior Vice President, Investor Relations and Corporate Communications, MAXIMUS, Inc.

### STEPHEN D. MILLER '69, '73g, '75g

Professor of Microbiology-Immunology and Director Northwestern University Immunobiology Center

### **RONALD W. POLICE '82**

Senior Vice President, SAP National Security Services

### RUSSELL C. REDDING '82, '98g

Secretary of Agriculture, Commonwealth of Pennsylvania

#### STEVEN K. RICHARDS '84

President and Chief Executive Officer, Mood Media Corporation

### **JOAN A. ROBBINS '71**

President, Talent Relations, Entertainment Studios

### **SCOTT M. SMITH '85, '90g**

Nutritionist, Manager for Nutritional Biochemistry, NASA

### **ROSACLARA SOLINES STROH '79g**

Vice President and Treasurer, The Hershey Company

## **Identity Update**

Lawrence H. Lokman Vice President for Strategic Communications September 18, 2015



OFFICE OF STRATEGIC COMMUNICATIONS

Examples of colleges, schools, centers, institutes identifiers





























PENN STATE -

ENGINEERING

PENNSTATE









SCHREYER HONORS COLLEGE







Penn State Berks retweeted



It's a new semester, so it's a great time to do what you can to protect your password. See our Facebook page: on.fb.me/1WQ1I4j









Penn State Berks retweeted



Penn State TLT @psutlt · Aug 18

Recently, Grobman's @PennStateBerks students explored local Civil Rights history #TLTFellows bit.ly/1K3BS7R



Penn State Libraries @psulibs · 8h

All the more reason to play #whereisitwednesday -- and go see @psutheatre students' great work!



Penn State retweeted

Penn State Research @PSUresearch · Aug 25

Penn State researcher helps out on blocking practice, but it's practice for blocking pathogens, goo.gl/4g5co7



PSU Concerts @PSUconcerts · Aug 24

Announcing:

@TheChainsmokers this Friday at the HUB presented by @psu\_spa. FREE for all students.

Welcome back !!



Penn State CPA @PSUpresents - 6h

#NationalDogDay - In connection w/ Clifford the Big Red Dog on 10/18, we're collecting donations for @CentreCoPAWS!



Penn State Center for the Performing Arts updated their cover photo.

12 hrs · Edited · @



### **Color Matters**















**Color Matters** 

















Lockups Completed and Distributed

17 academic colleges



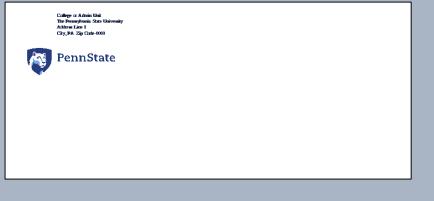
22 campuses



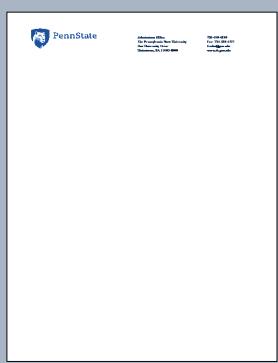
Administrative units lockups underway



Letterhead, Envelopes, Business Cards







Updated formats are available at Multimedia and Print Center. Email stationery@psu.edu

### Websites Updated with New Identity





worldcampus.psu.edu

psu.edu



Websites Updated with New Identity



abington.psu.edu



comm.psu.edu

### Social Media Avatar Examples





**Twitter** 

Facebook



### Online Identity Manual



Online identity manual (with downloads) available by late October.

A preview of identity standards will be shared by September 25.

brand.psu.edu



## Brownstein & Rednor Centre Daily Times Op-Ed, August 12, 2015

Marc Brownstein is an alumnus and president and CEO of Brownstein Group, a Philadelphia brand and advertising, public relations and social media enterprise. He authors a column for Advertising Age. Jordan Rednor is an alumnus and co-founder and partner of Protagonist LLC, a New York brand strategy and advertising agency.

## Brownstein & Rednor Centre Daily Times Op-Ed, August 12, 2015

"A good identity like this one will succeed over time. We know this through experience.....This evolution better captures and conveys the pride and confidence of being a Nittany Lion. And kudos to the university for seeing the need for it, involving hundreds of Penn Staters in the process, and doing it right."

## **Outreach Committee**

2015-16 Strategic Communications Priorities September 17, 2015



OFFICE OF STRATEGIC COMMUNICATIONS

## Work the Pyramid

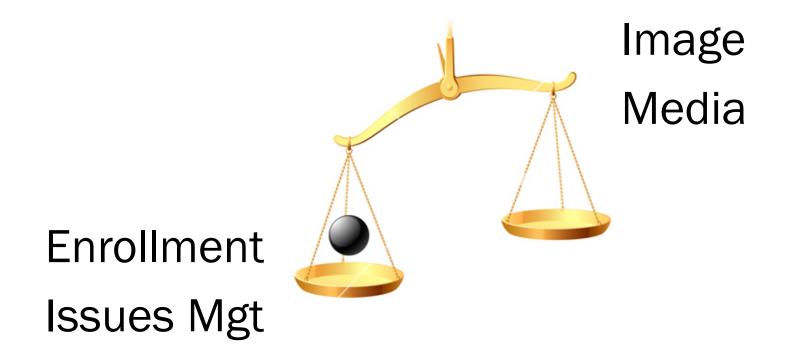


## It's About Opportunity

 Higher levels of excellence than rankings would indicate

- Passionate community
- Opportunity to align with leadership priorities
- Opportunity to coalesce disparate parts

## We Have Some Balancing To Do



# Role of Strategic Communications

"Promote Penn State as a top tier university, strengthening its reputation in regional, national and international spheres of influence and support, in ways that serve university recruitment, resource and leadership goals."

## **Benefits of Strategic Program**

- Reputation growth
- Revenue development
- Increased value of degree
- Recruitment of top-tier candidates
- Fulfillment of leadership priorities

## **Key Priorities**

- Build out visual identity
- Continue enrollment campaigns
- Continue Polaris 2.0
- Expand leadership communications

## **Key Priorities**

- Build upon message & research foundation; benchmark progress
- Leverage power of alumni base
- Align with fundraising campaign priorities

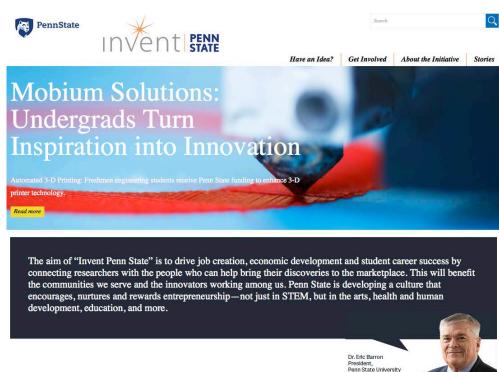
## **Key Priorities**

- Expand targeted media placements
- Brand presidential priorities
- Launch new brand initiative(s)
- Create, leverage opportunities

### **Brand Presidential Priorities**



PHOTO: PATRICK MANSELL



http://inventpennstate.psu.edu

## Create, Leverage Opportunities

### #Creamery150







### **#PSUraceday**



Penn State added 5 new photos.







Jeff Gordon's newest crew. Coming to NASCAR 2016 Se #bengbang #jeffgordon #24 #pocono400
#PSURAceday
#EX NINALL ACOSTO = A MONTH ACO





Olga Vinogradova, a junior ChE student, participated in the press panel during today's campus visit with NASCAR legend Jeff Gordon. A number of students will explore career opportunities in racing this summer when they attend the Pocono 500.



pic.twitter.com/INL5ICKLpP

#Creamery150

8 Jul 10:33am

## **Tap Into Our Powerful Network**



359,134







60,696



49,965





7,100



5,316



## Thank You! Questions?