

**Communication and Marketing Committee (CMC)**  
**Operating Guidelines**  
**April 17, 2012**  
**Amended and Approved:**  
**November 20, 2014**  
**December 19, 2016**  
**November 29, 2018**

## **Purpose**

The Communication and Marketing Committee (CMC) oversees and guides the Communications and Marketing Project (CMP). The CMP is a coordinated and targeted educational effort to increase awareness of the Land-grant University agricultural and related programs, Agricultural Experiment Stations and Cooperative Extension Services. The CMP is supported by three sections of the APLU Board on Agriculture – Administrative Heads (AHS), Cooperative Extension (CES) and Experiment Station (ESS).

The CMC is the policy making body that oversees the development, implementation and effectiveness of this targeted educational effort, including coordination with APLU and consulting firms hired to advance this initiative. The CMC is the responsible entity specified in the contract between APLU and external communication consultants and in the contract between APLU and external advocacy/public affairs consultants for oversight of the work as it relates to the CMP.

## **Membership**

The membership of the CMC is as follows:

- Chair (1)
- Incoming Chair (1)
- Past Chair (1)
- AHS, ECOP and ESCOP Chairs (3)
- One AHS, one CES and one ESS Representative (3)
- One APS representative (1)
- One ACE representative (1)
- One CARET representative (1)
- One APLU CGA representative (1)
- One National Impacts Database Committee Representative (1)

Terms: Members serve two year terms and may be reappointed indefinitely. The term of Incoming Chair, Chair, and Past Chair is one year. After one year, the Incoming Chair becomes Chair, the Chair becomes Past Chair and the Past Chair rotates off the CMC The Incoming Chair of the CMC will be a representative from one of the three Board on Agriculture Assembly

sections providing financial support for the program. The position will rotate among the sections and among regions. At any given time, the three sections will be represented by the Incoming Chair, Chair, or Past Chair. The Incoming Chair will be appointed by the section of the Past Chair at the completion of the Past Chair's term. Terms begin in March and coincide with the Annual AHS/CARET meeting.

The AHS Chair, CES Chair, and ESS Chair serve as members of the CMC for a period of one year. That appointment coincides with the section's appointment of Chair.

The representative positions from AHS, CES, ESS, APS, CARET, APLU CGA, and National Impacts Database Committee) are appointed by their respective organizations and serve a two-year term. They may be reappointed indefinitely. Terms begin in March and coincide with the Annual AHS/CARET meeting.

The representative appointed by ACE serves a three-year term and may be reappointed once. The term begins in March and coincides with the Annual AHS/CARET meeting.

The sections are encouraged to consider rotating their representatives among the five regions.

Non-voting members include a representative from the communications consultant group and one from the advocacy consultant group, serving as liaisons to the CMC. In addition, AHS, CES, and ESS will each name one representative (e.g. Executive Director/Administrator) as appropriate to work with the committee.

### **Organization and Function**

The CMC will meet face-to-face at the annual APLU meeting in November. Other face-to-face meetings can be scheduled by the chair as necessary.

The CMC will meet by conference calls quarterly for CMP plan of work updates, coordination, issue or problem solving, contract oversight, and policy decision approval.

It is expected that programmatic and policy decisions are to be made by consensus. If necessary, formal decisions are to be determined by simple majority of a quorum of CMC members.

The CMC may create work groups that assist in development and implementation of the CMP communication protocols, including data mining, lay audience reports, and other efforts that leverage the work of the external consultants. The work groups will be responsible to the CMC.

The representatives from the external consultant groups will attend annual meetings of the sections to provide updates.

Working closely together and with input from the CMC, the external consultant groups will strategically identify key targets to focus communication and education efforts. This includes

earned media including op-eds, the use of grassroots and grasstops connections, and digital and social media approaches. Communicating the value of Land-grant agricultural and related program impacts through Cooperative Extension, Agricultural Experiment Stations, and academic programs to key decision makers is a primary goal of the CMP. Efforts will be made to make use of the National Impacts Database ([www.landgrantimpacts.org](http://www.landgrantimpacts.org).)

The CMC will assist the communications consultants in developing the proper communication contacts for each state. Each state may have unique external communication protocols that must be followed for success. Points of contact for Cooperative Extension, Experiment Station, and academic programs will be identified for each institution. It is expected that these points of contact would include the deans of agriculture, directors/administrators of Cooperative Extension and the Experiment Station or their designees, and institutional communications specialists to assure appropriate communication protocols internal to a specific university are followed.

A list of committee member responsibilities and the calendar of CMC events are attached in Appendix I.

### **Officers**

The chair organizes and facilitates the meetings of the CMC. The chair provides updates at the BAA Policy Board of Directors meeting, reports to BAA sections, and meets with the external consultants on annual performance reviews. The chair will work with APLU in the development of contracts with the external consultants for the CMP.

The Incoming Chair will discharge the duties of the Chair such as presiding over meetings when the Chair is not available and guide the work of the Plan of Work Development Committee.

A list of officer responsibilities is attached in Appendix I.

### **Committees**

- **Executive Committee** – The Executive Committee (EC) includes the Chair, Incoming Chair, and Past Chair and will be supported by the non-voting AHS, ECOP, and ESCOP representatives. The representatives of the external consultant groups will participate in EC meetings as appropriate. The EC will meet quarterly at least one week prior to the meetings of the CMC and develop the agenda for those meetings. It is also empowered to handle the immediate affairs of the CMC between meetings.
- **Plan of Work Development Committee** – The Plan of Work Development Committee will prepare an annual CMC plan of work including goals and strategies. The Committee will seek input on the plan from CMC members and present a draft plan for approval at the annual meeting. The committee membership will include the AHS, CES and ESS representatives on the CMC and appointed by the CMC chair. The Plan of Work Development Committee will be chaired by the CMC Incoming Chair.

A list of committee responsibilities and a calendar of events are attached in Appendix I.

### **Quorum**

For purposes of doing business, a quorum shall consist of a simple majority of the duly constituted members at any officially called meeting for which written notice is sent in advance of the meeting. A simple majority of the quorum resolves all issues.

### **Parliamentary Authority**

The emphasis in all CMC meetings shall be on orderly process to achieve an objective decision by those present and voting. Should there be a parliamentary challenge, it shall be answered by referring to the most current edition of Robert's Rules of Order.

### **Funding**

AHS, CES and ESS will share equally in financing the Communication and Marketing Program.

### **Amendments**

These operating guidelines may be amended at any business meeting of the CMC provided the proposed amendment has been sent to all members in advance of the meeting, and the question is passed by a simple majority of a quorum of the voting members present at that meeting.

## **Appendix I**

### *CMC Member responsibilities:*

- Participate in quarterly CMC calls
- Participate in face-to-face meetings
- Contribute to conference calls and meetings
- Provide feedback and suggestions on program activities to the communications consultant
- Contribute to the implementation of the Communications and Marketing Project as guided by the Plan of Work
- Serve on standing and ad hoc committees as necessary

### *CMC Executive Committee responsibilities:*

- Participate in quarterly CMC and Executive Committee calls
- Participate in face-to-face meetings
- Contribute to conference calls and meetings
- Plan conference calls and face-to-face meeting agendas
- Implement the Communications and Marketing Project as guided by the Plan of Work
- Support the Chair and conduct short-term activities between meetings

### *CMC Chair responsibilities:*

- Organize and facilitate the meetings of the CMC
- Plan conference calls and face-to-face meeting agendas
- Participate in face-to-face meetings
- Contribute to conference calls and meetings
- Preside over all meetings
- Contribute to the implementation of the Communications and Marketing Project as guided by the Plan of Work
- Provide quarterly reports to AHS, CES and ESS
- Provide updates to the BAA Policy Board of Directors
- Work with APLU in the development of contracts with external consultants

### *CMC Incoming Chair responsibilities:*

- Chair and convene Plan of Work Development Committee
- Serve on Executive Committee
- Represent the Chair as needed

### *Plan of Work Development Committee responsibilities:*

- Composed of Incoming Chair and AHS, CES and ESS representatives
- Chaired by Incoming Chair of the CMC
- Draft the next Plan of Work for the Communications and Marketing Project
- Seek input from the CMC

### *CMC Past Chair responsibilities:*

- Serve on Executive Committee

***Calendar of CMC events:***

March

New Chair leads takes over leadership of CMC at the conclusion of the AHS/CARET meeting

Face-to-face meeting at the annual meeting of AHS/CARET or conference call  
Membership to CMC starts and finishes during the meeting (see Membership Terms)

June

Executive Committee quarterly conference call  
Full committee quarterly conference call

September

Plan of Work preparation by Plan of Work Committee, development of Scope of Work for external consultants on CMP  
Executive Committee quarterly conference call  
Full committee quarterly conference call

November

Executive Committee quarterly conference call (prior to face-to-face meeting)  
Annual face-to-face meeting at the annual meeting of APLU  
Presentation of the Plan of Work for the Communications and Marketing Project  
Adoption of Plan of Work  
Implementation of the Plan of Work  
Release Scope of Work for external consultants

December

In collaboration with APLU, the CMC Executive Committee negotiates contract with external consultants