

Youngstown

STATE UNIVERSITY

BOARD OF TRUSTEES INSTITUTIONAL ENGAGEMENT COMMITTEE

David C. Deibel, Chair
Samuel W. Grooms, Vice Chair
All Trustees are Members

Wednesday, June 7, 2017
3:00 p.m. or immediately following
previous meeting

Tod Hall
Board Meeting Room

AGENDA

A. Disposition of Minutes for Meeting Held March 15, 2017

B. Old Business

C. Committee Items

1. Consent Agenda Item*

Tab C.1.a. *a. **Resolution to Accept Alumni Engagement and WYSU Memberships**
The Board of Trustees will accept 2,234 memberships from University Alumni Society and WYSU totaling \$206,507 through the third quarter of Fiscal Year 2017.
Shannon Tirone, Associate Vice President University Relations will report.

2. Marketing and Communications

Tab C.2.a. a. **FY16/17 Marketing Report and FY 17/18 Plan**
Ross Morrone, Director of Marketing and Communications will report.

3. University Police

a. **Youngstown State University Police Communication System Capabilities**
Shawn Varso, Chief YSU Police Department will report.

Tab C.3.b. b. **Mahoning County Consolidated Radio System**
Shawn Varso, Chief YSU Police Department will report.

*Items listed under the Consent Agenda require Board approval; however they may be presented without discussion as these items include only non-substantive changes.

4. YSU Foundation

Tab C.4.a.

a. Quarterly Gift Report

The YSU Foundation received 933 new gifts and pledges totaling \$1,826,896.29; pledge payments totaling \$838,184.91; and 2 new planned gift commitments totaling \$70,000 for the third quarter of Fiscal Year 2017.

Paul McFadden, President YSU Foundation will report.

Tab C.4.b.

b. Development Goals and Objectives for Fiscal Year 2017-2018

Paul McFadden, President YSU Foundation will report.

Tab C.4.c.

c. Tentative Campaign Priorities

Paul McFadden, President YSU Foundation will report.

D. New Business

E. Adjournment

**RESOLUTION TO ACCEPT ALUMNI ENGAGEMENT AND WYSU
MEMBERSHIPS**

WHEREAS, Board policy provides that the President shall compile a list of memberships to the University for each meeting of the Board of Trustees and present the list accompanied by his recommendation for action by the Board; and

WHEREAS, the President has reported that the memberships as listed in Exhibit attached hereto are being held pending acceptance and he recommends their acceptance;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees does hereby accept these memberships on behalf of Youngstown State University and requests that the President acknowledge the acceptance of these memberships.

**UNIVERSITY MEMBERSHIPS
EXECUTIVE SUMMARY
Fiscal Year 2016-2017
July 1, 2016-March 31, 2017**

Memberships Received	Number of Members	Amount
Alumni Relations	982	\$ 42,775
WYSU-FM	1,252	\$ 163,732
Total University Members	2,234	\$ 206,507

**UNIVERSITY MEMBERSHIPS
EXECUTIVE SUMMARY
Fiscal Year 2015-2016
July 1, 2015-March 31, 2016**

Memberships Received	Number of Members	Amount
Alumni Relations	1,283	\$ 74,140
WYSU-FM	1,200	\$ 154,890
Total University Members	2,483	\$ 229,030



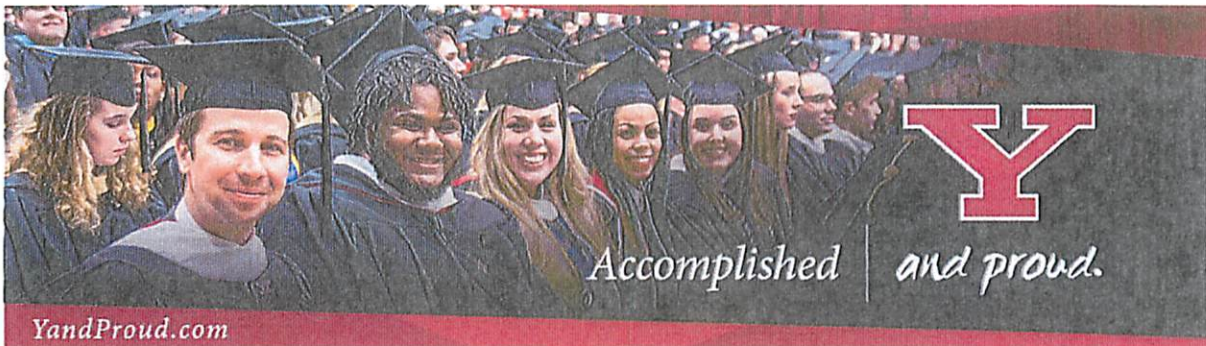
and proud.

Branding & Marketing Report FY16/17
Office of Marketing and Communications

Principal Strategy

The strategy of our marketing operation has been to continue to support our brand and marketing efforts across campus. The following list is the guiding principles behind our marketing efforts:

- Promote the 'Y and Proud' brand to our local audiences through paid, social media and traditional channels
- Complement the Royall & Company's strategy and search timeline
- Support the marketing, design and web needs of Admissions and Financial Aid
- Promote events, alumni stories, community partnerships and student achievements through various social and electronic platforms
- Support department and college marketing initiatives
- Support the graphic, design and printing service needs of campus
- Continue to enforce visual standards across campus



Brand & Marketing Messaging

This year is the second year of our Y and Proud brand message. We have seen increased engagement and mentions of Y and Proud throughout our social media channels. To complement our brand messaging, we have focused additional marketing messages to include stories, words and language that supports our three pillars: opportunity, engagement and success.

Placement & Engagement

Our focus on placement this year included a plan to be highly visible in our local market. Our campaign efforts can be broken down into three areas: Paid advertising, social media and traditional marketing.

Paid advertising includes targeting campaigns to a local demographic audience that is performing relevant searches around our brand, programs or university. For this, we contracted with NewCity, Inc. (the company behind our website redesign) to help build and manage our digital strategy.

Social media has been widely successful for us over the past 5 years. We have build our audiences on the major social channels to include an engaged audience that likes, shares and comments on our posts daily. This year, we focused more on the quality and timing of each post per social channel, resulting in higher impression and engagement

numbers compared to last year.

Traditional marketing channels still play a leading role in our overall branding and marketing strategy. We placed media throughout the Youngstown DMA using both outdoor and TV mediums. Although these two mediums do not provide accurate impression or engagement data, they are effective to our brand strategy. Our placement focused on locations that include our top feeder schools defined by our enrollment division and data from Royall.

Department and College Marketing

This year we saw increased requests from departments and colleges to help promote programs within their individual areas. We worked with each area to define the audience, placement and strategy per campaign. These areas included Nursing (RN to BSN online program), Distance Education, IT (CISCO Academy) and the graduate college.

Case Study: RN to BSN Online Program Marketing - '16 / '17

In 2016, RN to BSN program received a grant, which included funds to be used for marketing. Working with their internal team, we developed a marketing campaign that would focus on the local registered nurse audience.



The campaign consisted of outdoor, TV and online channels. With \$31,836 in funds, we put together a program that focused on the 16 month completion time and 100% online offering. The campaign funnel would lead users into the RN to BSN program page on our website, where any lead information would then be shared directly with the department. Their team was responsible for following-up and converting leads into admission.

Through this joint effort, their fall 2016 enrollment increased by 100% from 11 to 25 students. This led to them offering a spring entry point into the program that enrolled 9 students. There was also an additional \$10,000 investment for another digital campaign push that will run through August 2017 promoting fall 2016 enrollment. To date, the Fall 2017 enrollment is projected to be at full capacity once again with 25 students (9 have been advised).

New Website Launch

Our new website was launched in October of 2016. The new site has focused our content strategy on our audience analytic data. The new site has specific funnels designed for both our internal and prospective users in mind. These funnels are also part of our overall digital marketing strategy so that we can show ROI and conversion metrics.

Although year over year data will not be available until a full year has passed, our first quarter (since launch) reports show that we have some significant positive changes in the way users use the website. Some of the key metrics are as follows:

- Our mobile traffic is up 21%, showing that more users are engaging our website on cellphones or tablets.
- Traffic from Google is up 21%, showing that more users are discovering our site through search, and that our website has more relevant content to show in search engines.
- The bounce rate on the website dropped by 48%, showing that users are viewing more pages per visit than on the previous site.
- Request for information (RFI) starts are up 306% since launch. This is mainly due to the inclusion of direct links to the RFI form on every program page.

Campaign Breakdown & Results

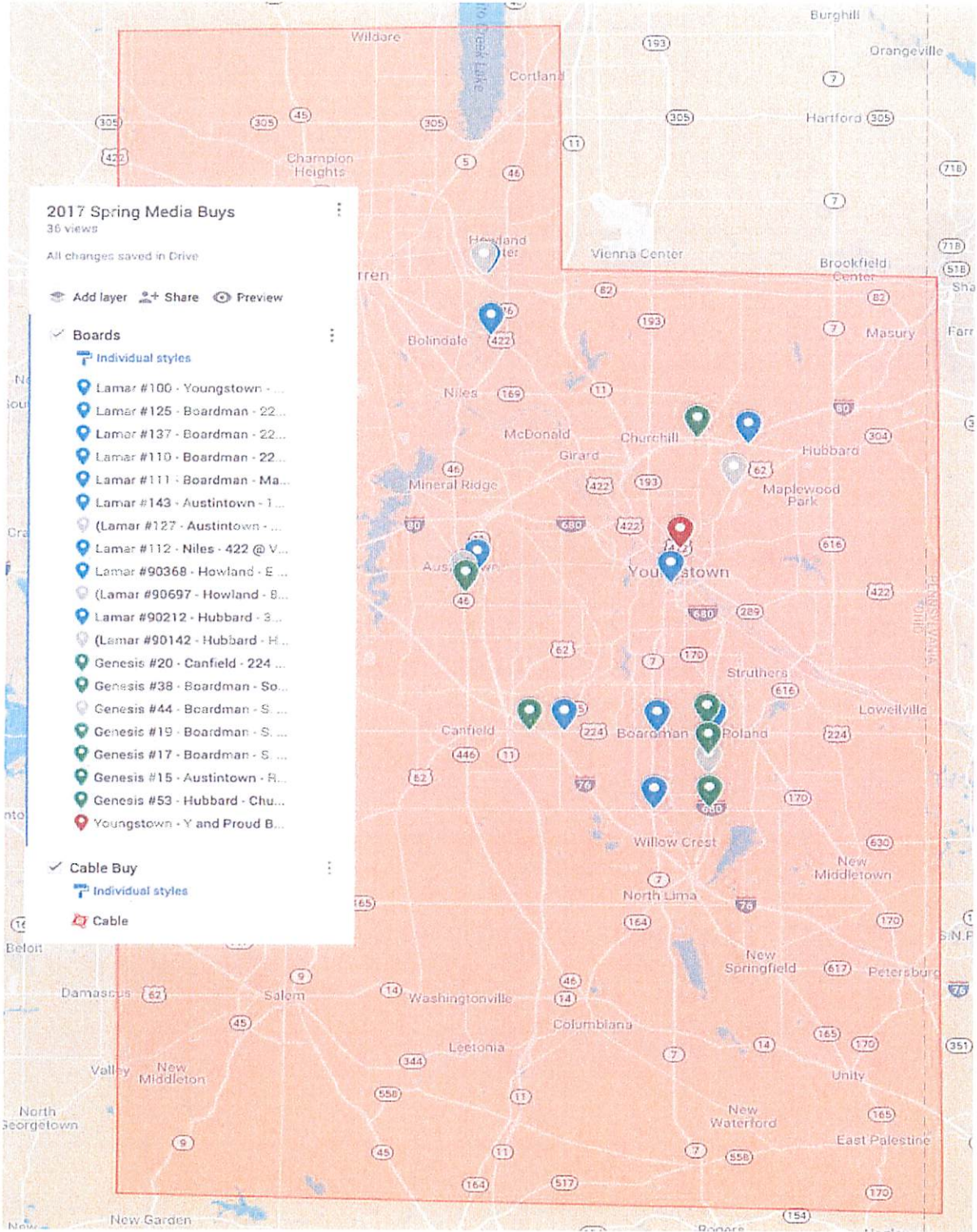
FY16/17 focused on a branding and marketing strategy that placed media in paid, social and traditional channels. We focused our spends and buys around where our brand would be highly visible and engageable by our various audiences.

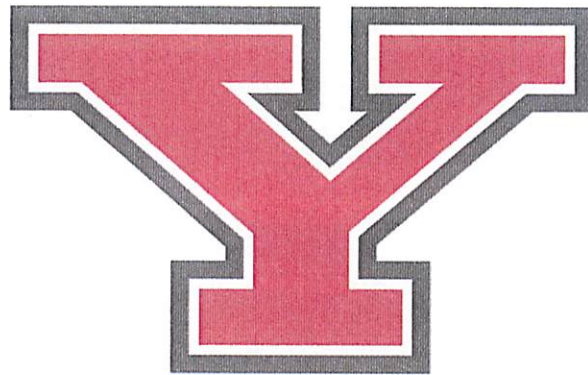
	Impressions	Engagements	Cost	Notes
Paid Advertising			\$180,000	
YouTube	116,389	39,318		Our paid advertising campaigns are focused on degree specific and brand related searches. Users that interact with our campaigns are retargeted to until they complete a conversion on our website.
Search	862,263	15,159		
Display	8,994,633	3,777		
Total	9,973,285	58254	\$180,000	
Social Media				
Facebook	30,000,000	29,000		We saw an increased number of impressions (+97% YoY) and engagements (+10% YoY) on our Facebook content this FY. This is a result of posting more relevant content more often to our audience. Snapchat is an up-and-coming platform for us to engage with a younger audience in real time. We have 1500 active followers, meaning they view our content in real-time each day. Instagram continues to be an important channel for our social strategy and brand engagement. Twitter engagement was also up this year, attributed to both the quality and quantity of the posts.
Snapchat	286,927	2,665	\$550	
Instagram	65,000			
Twitter	2,000,000	4,400		
Total	32,351,927	36,065	\$550	
Brand				
TV	762,248		\$48,669	Our TV campaigns run on Time Warner and Comcast DMA locations locally.
Outdoor	1,707,000		\$39,650	
Print	405,000		\$7,800	
Other	150,000		\$47,450	This category includes our Covelli and Airport contracts.
Total	3,024,248			
	Impressions	Engagements	Cost	
Overall Total	90,698,920	188,638	\$324,119*¹	

¹ Overall total cost does not include individual and department campaigns. The total for all campaigns is \$413,490.

Campaign Map and Key

This map shows our outdoor and TV coverage. The red outline is the TV coverage perimeter and the dots represent billboard locations.





and proud.

Branding & Marketing Plan FY17/18
Office of Marketing and Communications

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Brand & Marketing Messaging

This year will be the third year of our Y and Proud brand message. Our focus will be to continue We have seen increased engagement and mentions of Y and Proud throughout our social media channels. To complement our brand messaging, we will focus additional marketing messages to include stories, words and language that supports our three pillars: opportunity, engagement and success.

Placement & Engagement

Our focus on placement this year will include a plan to be highly visible in our local market. Our campaign efforts will be broken down into three areas: paid advertising, social media and traditional marketing.

Paid advertising campaigns will focus on brand related searches for 'Youngstown State University'. The funnel of these campaigns will target and remarket to users that match our demographic models or that engaged with our ads.

Social media will be a focus of our direct marketing efforts. Working closely with communications, we will be sharing student, alumni, faculty and research related stories throughout our channels. Facebook, Instagram and Snapchat will be the channels that we will focus marketing dollars on to expand our brand reach.

Traditional marketing channels still play a leading role in our overall branding and marketing strategy. Our budget restricts us to promoting the University outside of our local DMA, however, we will be aggressively marketing locally in both outdoor and TV mediums.

Department and College Marketing

Last fiscal year, we saw an increase requests for promoting department and college programs. This year, we will continue to support those requests, and also work towards educating areas on the opportunities to promote specific programs through our office.

Market Research

We have found that our budget prevents us from focusing our marketing efforts in more than one designated market area (DMA) location each fiscal year while supporting the local Youngstown DMA. Although we continue to promote our brand in the Youngstown area, we have little significant reach outside of a 20 mile radius of campus. That radius does account for a large amount of our current student population, but the addition of campus housing creates more opportunity for us to bring students in from outside of that radius. Below is an analysis of the Pittsburgh, Cleveland and Youngstown DMAs with comparable costs of media placement.

In addition to this, analysis shows that our marketing budget is considerably lower to our competitors both in total amounts and percent to total operating budget*.

Youngstown State: \$387,000

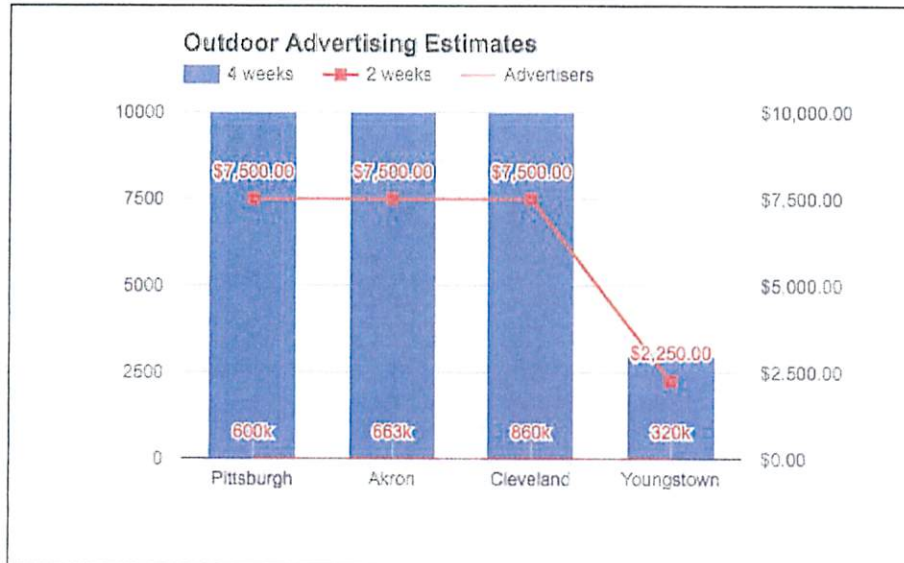
Kent State: \$1,520,447 (+392.59%)

Akron University: \$1,075,000 (+277.58%)

Cleveland State: \$1,175,000 (+303.40%)

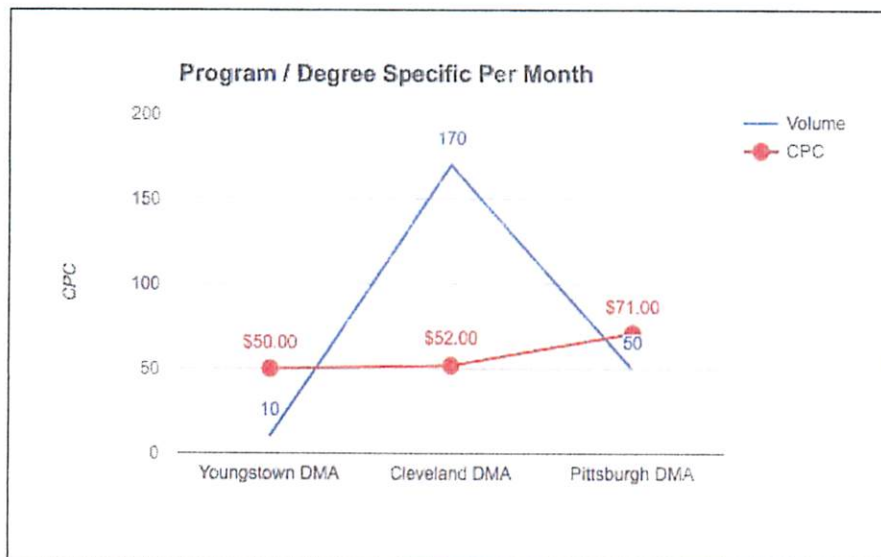
*This data was pulled from each University's fiscal budget for FY16/17. This number is their marketing department's total budget minus salaries and benefits. It does not confirm the total amount spent on direct marketing efforts, rather an estimate. In comparison to budget to total operating budget, Youngstown State is at 0.23%, Kent State at 0.25%, Akron at 0.32% and Cleveland State at 0.41%.

Outdoor Media Cost Comparison



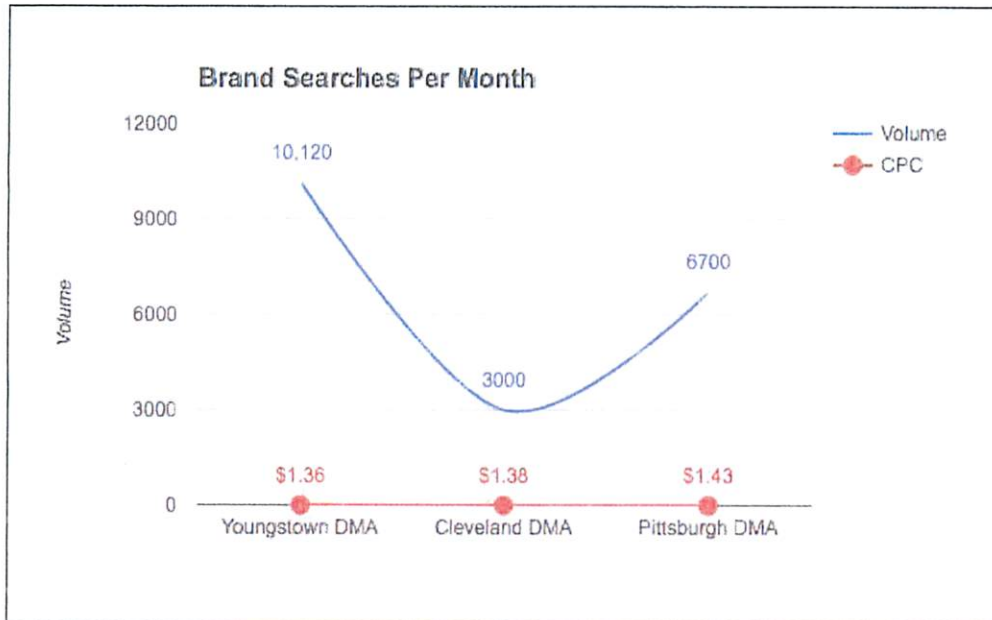
This chart shows the costs for outdoor placement per 2 week and 4 week cycles. The cost comparison and reach estimates shows \$7500 difference per 4 weeks to advertise outside of the Youngstown Market. There's also a population reach potential of 300,000+ in each market. 4 week cycles are based running between 6 and 8 boards.

Google Search Trend Data

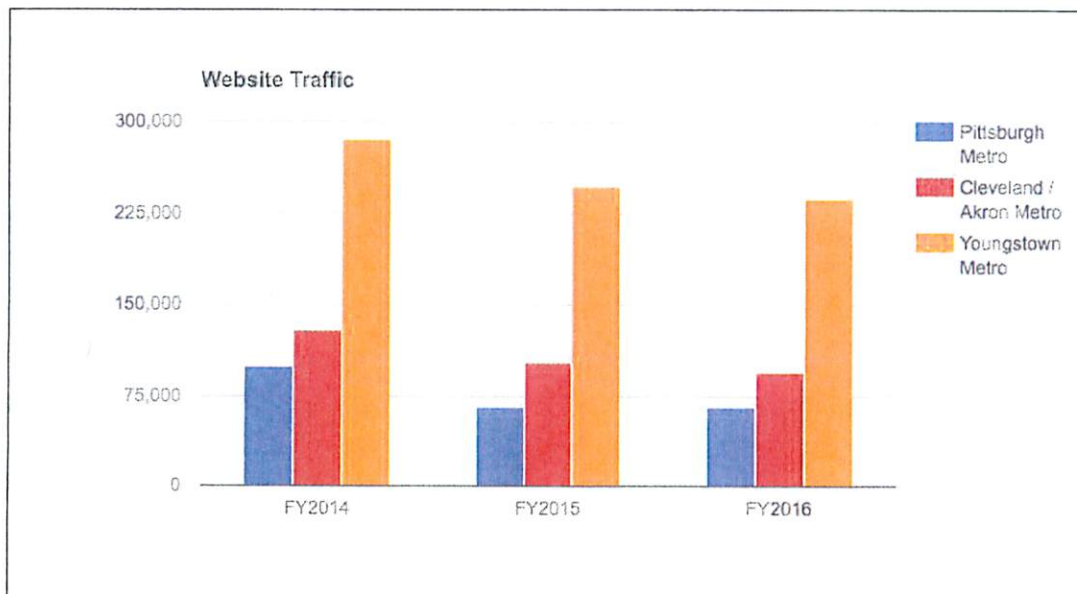


This chart shows the overall search trend data for keywords around specific programs or degrees. User data would be for those that search a term such as "engineering degrees". Program specific searches are more competitive and costly no matter the DMA, however, the volume of searches in larger markets is also higher, resulting in

more advertisers competing. We typically like to focus smaller spending limits on brand centered marketing.



Brand searches would be search terms that include “Youngstown State”, “YSU” or “Youngstown State University”. The search volume from the Pittsburgh and Cleveland / Akron DMAs shows a high volume of these searches per month. We would focus our paid advertising on providing advertisements around these searches. Users that click ads to the website from these searches would be included in our retargeting campaigns. These users show interest in our university, so we would want to be visible to them after the first visit. Compared to program specific searches, it is also a lot more affordable to place ads and less competitive.



This website traffic chart shows the traffic from the past three years. It also shows that the Cleveland / Akron Metro and Pittsburgh Metro between 75,000 and 100,000 visitors each year. This correlates to the search volume from the Google Trend data.

Conclusion

- A larger investment into the marketing budget would allow for us to promote the university in larger DMAs.
- Based on our current plan structure, an investment of \$150,000 per DMA would allow us to start expanding our brand footprint competitively.
- Traditional marketing versus digital marketing holds a higher expense for the University, but is an effective channel to increase our brand strength.
- Capturing more of the brand search traffic is a cost-effective investment, but would require a larger budget to maintain the campaigns running locally.
- There is interest in Youngstown State University in both the Pittsburgh and Cleveland / Akron DMAs based on the Google Trend data.
- Youngstown State's budget compared to like Universities does not allow for the reach potential of those areas. It is also below the average compared to the total operating budget of each University.



Youngstown State University Police Radio System

- Currently, the Youngstown State University Police Department maintains a radio system with the capability to communicate with other YSU Departments (Parking, Facilities, and Grounds.).
- This past month the City of Youngstown along with other agencies have announced and moved forward with plans to establish a consolidated digital radio system.
- The YSU Police Department in consultation with the Youngstown Police Department is in the process of purchasing 5 radios to operate on YPD's new system. This capability will allow our communications center along with our shift officers to monitor and communicate with the Youngstown Police Department and other agencies.
- The current YSU Police radio system's infrastructure is in good condition. There are no major problems with it at this time.

<u>YSUF Gift Processing Summary - Jan., 2017 - Mar., 2017 Vs. Jan., 2016 - Mar., 2016</u>			
	<u>Total Jan., 2017 - Mar., 2017</u>	<u>Total Jan., 2016 - Mar., 2016</u>	<u>Difference 2017/2016</u>
Development (New Gifts and New Pledges):			
YSU	\$1,322,178.03	\$1,118,095.02	\$204,083.01
YSUF	\$504,718.26	\$1,058,550.99	-\$553,832.73
Total Development (New Gifts and New Pledges)	\$1,826,896.29	\$2,176,646.01	-\$349,749.72
Planned Giving	\$70,000.00	\$1,310,000.00	-\$1,240,000.00
Pledge Payments (For Pledges Currently or Previously Included as Development):			
YSU	\$451,833.84	\$139,354.48	\$312,479.36
YSUF	\$386,351.07	\$1,057,937.42	-\$671,586.35
Total Pledge Payments	\$838,184.91	\$1,197,291.90	-\$359,106.99
Non-Gift Clearing - YSU	\$530.00	\$0.00	\$530.00
Number of New Gifts	933	835	98
Number of Pledges	29	28	1
Number of Payments	162	328	-166
Number of Planned Gifts	2	2	0
Non-Gift Clearing	2	0	2



YOUNGSTOWN STATE UNIVERSITY
FOUNDATION

Youngstown
STATE UNIVERSITY

DEVELOPMENT GOALS AND OBJECTIVES FOR FISCAL YEAR 2017-2018

Fiscal year 2017 represents year four of the Macte Virtute Campaign for Youngstown State University. This year will mark the completion of the silent phase of the campaign. The public phase will begin this fall with an overall goal of \$100 million. The goal of the silent phase of the campaign, to reach the halfway point in revenue generation, will be complete by the public announcement.

The YSU Foundation has now been providing development operations on behalf of the University for two years. The YSU/YSU Foundation donor base has embraced this transition. Donor participation and philanthropic revenue generation has increased under this new arrangement benefiting both entities.

The annual fund will continue as the primary donor discovery and retention tool. This past fiscal year, a new look piece was utilized for the fall mailing. This piece did not produce the results desired. A second traditional annual fund mailing was sent in the spring, this mailing produced positive results. This experience has inspired a two mailing approach that will be implemented in the 2017 – 2018 fiscal year with annual fund pieces being sent to alumni in the fall and again in the spring respectively. The goal of the annual fund is a 5% increase in participation and a 10% increase in revenue.

Quantifiable goals for fiscal year 2017 – 2018 are as follows:

- Acquire \$15 million in cash and cash pledges on behalf of YSU and the YSU Foundation
- Acquire \$5 million in planned gift commitments on behalf of the YSU Foundation
- Successfully launch the public phase of the Macte Virtute Campaign quantified by:
 - A. Reach cash and planned gift goals listed above totaling more than \$20 million toward the campaign goal
 - B. Finalize campaign priorities and case statement
 - C. Establish campaign volunteer leadership cabinet
 - D. Execute a campaign kickoff event
 - E. Design and produce campaign marketing materials

TENTATIVE CAMPAIGN PRIORITIES

1. Mahoning Valley Center for Entrepreneurship and Innovation
2. Student Success Center
3. Endowed Chairs and Professorships
4. Campus Beautification
5. Scholarships and Student Work Opportunities
6. (Inclusion of Rich Center and possible medical component are being explored.)



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