
SUBJECT: Advancement & Marketing and Communications Committee Meeting Report for **May 25, 2022**

In accordance with the General Laws of the Commonwealth of Massachusetts, Chapter 30A and amended by Executive Order issued March 13, 2020, suspending parts of the Open Meeting Law to allow public remote participation and participation by the public body remotely, the Advancement & Marketing and Communications Committee of the Board of Trustees met remotely on **May 25, 2022**

In accordance with the Open Meeting Law all votes taken during this meeting, in which a member participated remotely, were by roll call vote.

Present for the committee were Trustees Teresa Chisholm, Midge DeSimone (chair), Rob Lutts (vice chair), Samantha Morales, Ruthanne Russell, President Keenan (ex-officio), Assistant Vice President of Marketing and Communications Corey Cronin, Vice President of Advancement Cheryl Crouse, Campaign Director Taylor Dunn, and Executive Assistant to Crouse Hai Huynh.

Trustee DeSimone called the meeting to order at 3:10 p.m.

Marketing and Communications

The Role of External and Internal Communications in Brand Positioning (attached)

Assistant Vice President Corey Cronin discussed the role of external and internal communications in brand positioning to the members of the Advancement, Marketing and Communications Committee of the Board of Trustees. He presented a graphic showing that combined—communications (external, internal, crisis), advertising, website, and social media—help position the university to the region, to the marketplace and define our brand.

Cronin discussed how strengthening our brand position will help us:

- Create a positive image of Salem State in our marketplace—and beyond—through increasing brand awareness efforts
- To create a consensus of what people think when they hear “Salem State” (this effort will be informed through the strategic plan that is under development)
- To improve and support student recruitment
- To support the development of resources for the university through fundraising
- Persistence/retention of current students—traditional undergraduate, graduate, continuing education, non-credit
- Instill pride in current students and employees

Cronin then highlighted some of the challenges the university has in achieving these goals, including how negative media coverage, such as letters to the editors, from employees and students, last forever and may make someone who is thinking of attending or supporting Salem State go elsewhere; the same is true for negative social media posts. He continued

with a discussion about how being a regional institution impacts how people think about Salem State and the fierce competitive marketplace.

Cronin then discussed the next steps to strengthen the university's brand position, including how to redirect existing resources and how to improve greater synergy among his portfolio to gain greater recognition of Salem State.

Committee members suggested providing a one-pager to the campus community to utilize as it would be helpful in highlighting the university's strengths, exploring telling the university's stories and accessibility to media markets specifically ethnic media outlets and a desire to hear more from current students and alumni and their positive experiences on campus and post-graduation.

Cronin shared that there are strong placements in publications in more diverse communities including Lynn and Lawrence, Massachusetts. He confirmed that social media platforms such as Tik Tok and Instagram are being utilized in addition to Twitter and Facebook.

Advancement

Meet the Moment Campaign Update (attached, report only)

Vice President Crouse submitted a written report on Advancement and the Meet the Moment campaign update. She shared that the public launch of the campaign is scheduled for May 2023.

Questions

There being no new business to come before the committee,

A motion was made by Lutts, seconded by Russell, and unanimously voted to adjourn the meeting. Trustee DeSimone asked for a roll call vote.

Voting in the Affirmative:	Chisholm, Lutts, Morales, Russell, DeSimone (Chair)
Voting in the Negative:	None
Absent:	None

The meeting was adjourned at 3:42 p.m.



Advancement Brief:

We do not plan to present a formal presentation at the committee meeting. We submit this written update to the committee on Advancement's work since our March committee meeting.

Fundraising Report

Attached please find Advancement's monthly fundraising dashboard as of April 30, 2022 highlighting a new campaign total raised of \$22,774,159 including \$7,464,123 this fiscal year.

Engagement Events

Over the past several weeks, Advancement has engaged over **1,000 individuals** at in-person events including the Naming of the Joan and Thomas M. Feeley '68 Atrium in the Berry Library, a Celebration of Black Excellence honoring the Carmen Fields Book Collection, and Viking Warrior Day, including a faculty and staff breakfast and the 40th anniversary of the Salem State Series featuring David "Big Papi" Ortiz. These events have generated tremendous publicity, through articles, billboards, print and social media, that has resulted in a surge of salemstate.edu web traffic and has added marketing value to the reputation of the university. We are now moving our engagement focus to returning to an in-person alumni weekend and our 7th annual Party on McKeown Plaza (POMP) on June 9-12.

Fundraising activity

The 5th anniversary of Viking Warrior Day (VWD) was held on Wednesday, May 4. Over the course of 1854 minutes, our annual day of pride gathered alumni, parents, staff, students, faculty, and friends in support of a better Salem State. Over a **half a million dollars** was raised exceeding last year's \$394,332 results and setting a new giving day record. We secured 460 gifts surpassing 2021 VWD total by 70 gifts. The top three areas to receive the greatest number of gifts supported were: Annual Unrestricted Fund (a strong leader), Soccer and the Student Emergency Fund. Our social media presence was strong generating meaningful engagement - Facebook: 27 posts and 733 engagements; Instagram: 21 posts and 248 engagements; Twitter: 21 Tweets and 32 engagements. We ran a texting campaign and engaged with 9,000 constituents via text conversations and emailed 12 various segments for VWD appeals. The outreach certainly continued well beyond these activities. It truly was a remarkable team effort!

Our efforts on increasing donor retention and acquisition are paying off this Spring. From March to May we have acquired 524 new donors, a 413% increase in new donors since our last committee meeting and over FY21, a 36% increase in new donors. We anticipate we will reach our 60% retention goal by year-end with targeted outreach to last year's (LYBUNTS) donors who have not yet given in FY22.

We welcomed **Lataya Ferguson-Jean '16** on Monday, May 9, as our new Donor Engagement Officer working on the annual giving team. She came to us most recently from Tufts University. As the newest member of the front-line fundraising team and a Salem State graduate from the class of 2016, Lataya is focused on ensuring that we continue to grow our prospect pipeline and increase retention of annual donors.

Salem State's advancement team partnered with the Student Success team to put forth an ambitious **8-figure proposal**. Until we understand the funders wishes, we are keeping their identity confidential. It continues to be an iterative process that we hope will culminate in a final proposal in June.

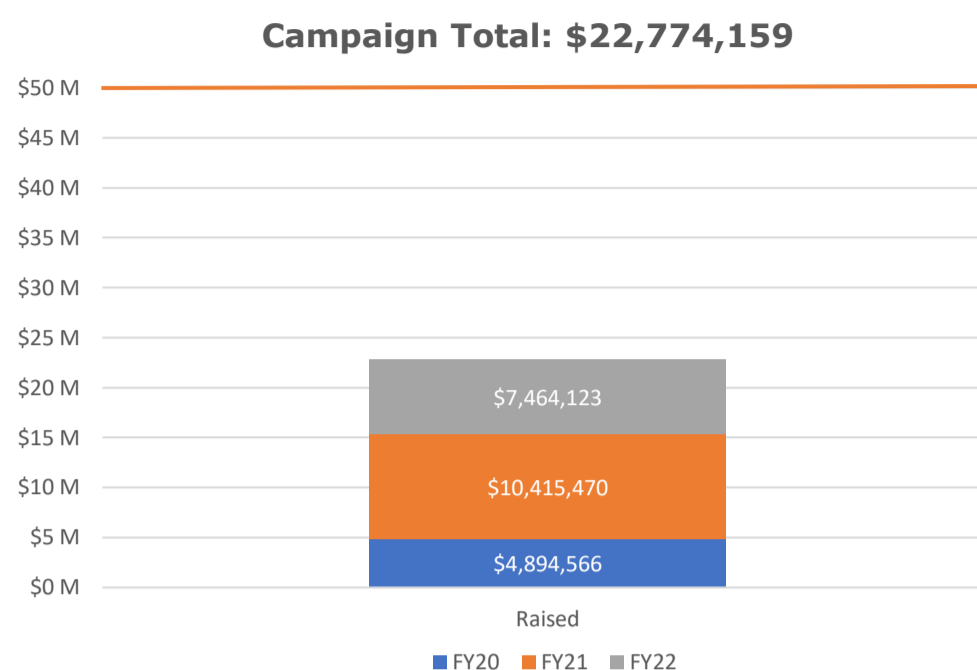
We also learned that the **State Endowment Incentive match** program was approved for **\$555,555** allocated to Salem State for deployment from January 1, 2022-June 30, 2023. The Advancement team has since developed a plan to secure these funds and begun conversations with donors now that the state guidelines have been issued. The Board of Trustees will be voting to give the president and vice president of advancement the authority to implement the match program and leverage the full amount provided by the state in the June 2022 meeting.

Monthly Fundraising Dashboard Fiscal Year 2022

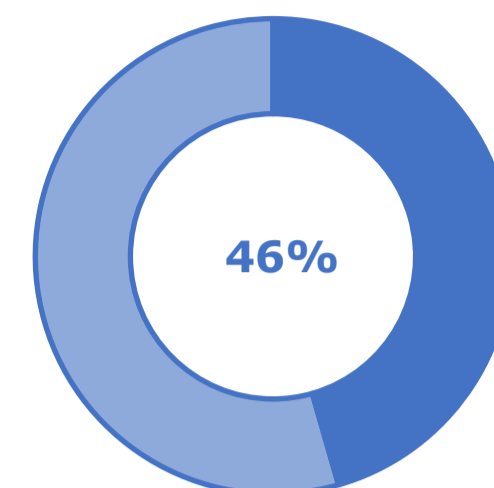
April 30, 2022

FY22 Totals: 7/1/2021 - 4/30/2022

Dollars:	\$7,464,123
Donors:	1,559
Donations:	1,903
Median Gift:	\$100
Avg. Gift:	\$3,922



Campaign Progress



Donors	Goal	Total	Balance	% to Goal
Retained from previous year	1,300	912	388	70%

University Fundraising Priority	Goal	Total Raised	Balance	% to Goal
Financial Aid	\$15,000,000	\$12,255,089	\$2,744,911	82%
High-Impact Retention Practices	\$15,000,000	\$6,711,941	\$8,288,059	45%
SSU BOLD	\$10,000,000	\$911,835	\$9,088,165	9%
Unrestricted	\$10,000,000	\$2,895,294	\$7,104,706	29%
Campaign totals	\$50,000,000	\$22,774,159	\$27,225,841	46%

Gift Type	Goal	Total Raised	Balance	% to Goal
Endowment	\$20,000,000	\$7,827,701	\$12,172,299	39%
Spendable	\$20,000,000	\$10,704,958	\$9,295,042	54%
Planned Gifts	\$10,000,000	\$4,241,500	\$5,758,500	42%
Total	\$50,000,000	\$22,774,159	\$27,225,841	46%

Board Giving

Volunteer Board	Total Giving	Total Participation	# of unique members
Board of Trustees			
Campaign Total Giving	\$3,543,376	80%	15
Annual Unrestricted FY22	\$450	18%	11
Foundation Board of Directors			
Campaign Total Giving	\$7,511,547	96%	27
Annual Unrestricted FY22	\$11,225	20%	20
Alumni Association Board of Directors			
Campaign Total Giving	\$563,205	80%	44
Annual Unrestricted FY22	\$9,750	32%	28
Campaign II Steering Committee			
Campaign Total Giving	\$9,741,059	89%	18
Annual Unrestricted FY22	\$2,700	11%	18

**Board of Trustees first attained 100% campaign participation in December 2019 and Foundation Board in June 2020

TO: Advancement, Marketing and Communications Committee of the Board of Trustees

Mary (Midge) DeSimone '76, chair

Rob Lutts, vice chair

Teresa J. Chisholm

Ruthanne Russell '82

FROM: Corey Cronin, Assistant Vice President, Marketing and Communications

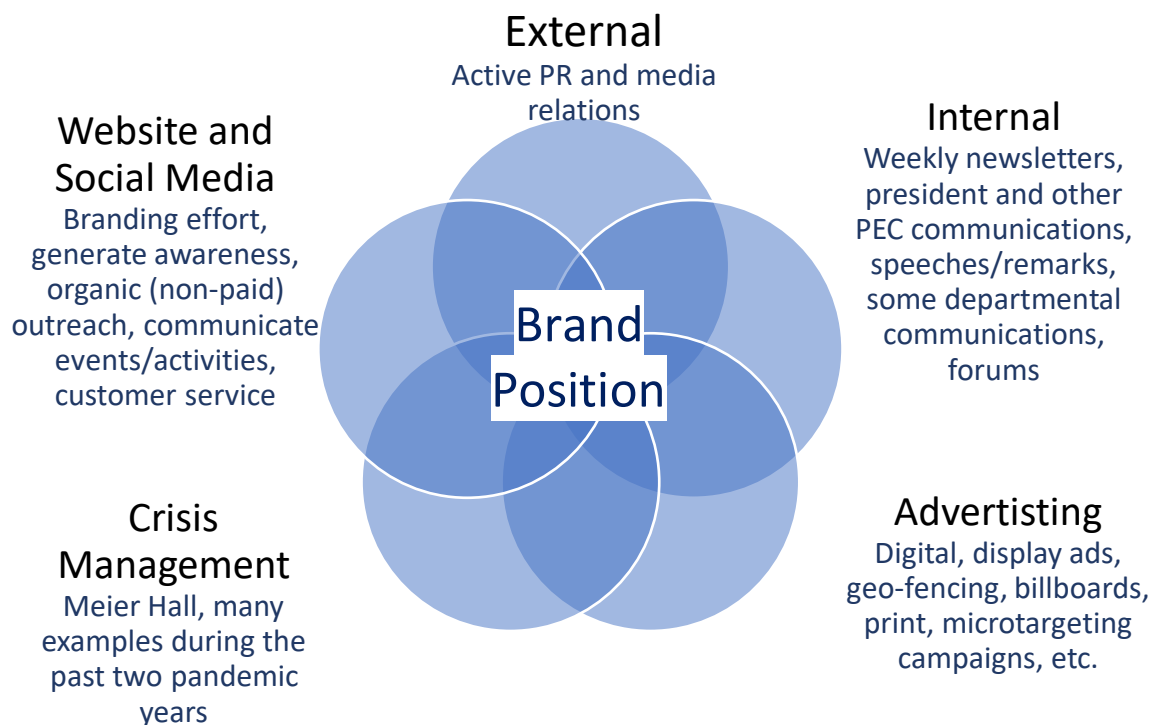
SUBJECT: Marketing and Communications Report

DATE: May 25, 2022

The Role of External and Internal Communications in Brand Positioning

Overview

- In recent reports, members of the Advancement, Marketing and Communications Committee of the Board of Trustees have heard about how the university's advertising, website and social media efforts help us reach audiences.
- One important piece has been missing from this equation and that is how external and internal communications, along with crisis management, support enrollment and fundraising goals.
- Combined—communications (external, internal, crisis), advertising, website, and social media—help position the university to the region, to the marketplace and define our brand.



Goals to Improve Positioning

- Create a positive image of Salem State in our marketplace—and beyond—through increasing brand awareness efforts
- To create a consensus of what people think when they hear “Salem State” (this effort will be informed through the strategic plan that is under development)
- To improve and support student recruitment
- To support the development of resources for the university through fundraising
- Persistence/retention of current students—traditional undergraduate, graduate, continuing education, non-credit
- Instill pride in employees

Challenges

- Negative media coverage, such as letters to the editors, from employees and students, last forever and may make someone who is thinking of attending or supporting Salem State go elsewhere.
- Negative social media posts about an individual, program, leadership, etc. also have a long shelf-life
- Being a regional institution impacts how people think about us—most people have their own Salem State story (positive and negative)
- Competitors have larger teams and budgets to more strongly position themselves in the marketplace

Next Steps

- Focus more on external communications through increased press coverage
- Re-focus staff time so internal communications are not consuming most of the PR team resources
- Marketing does an excellent job on social media and we need to continue to grow those engagements
- And crisis? Will remain consistently unknown and require all our resources when it happens
- We have repeatedly proven that marketing and communications garners strong results with our advertising campaigns; with a focus on external there will be more of an opportunity to build on these efforts through greater synergy in the marketplace