



Special Committee on University Relations

December 2023

December 8, 2023

8:00 a.m.

West Committee Room, McNamara Alumni Center

CUR - DEC 2023

1. Fall Legislative Higher Education Hearings

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2. Board Engagement During the 2024 Legislative Session

Docket Item Summary - 11

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3. Marketing Efforts: Recruitment and Enrollment

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BOARD OF REGENTS DOCKET ITEM SUMMARY

Special Committee on University Relations

December 8, 2023

AGENDA ITEM: Fall Legislative Higher Education Hearings

Review **Review + Action** **Action** **Discussion**

This is a report required by Board policy.

PRESENTERS: Melisa López Franzen, Executive Director of Government and Community Relations

PURPOSE & KEY POINTS

The purpose of this item is to provide the special committee with an update on state legislative hearings and other events regarding the University that have occurred during fall 2023 so far. These engagements have included:

- 10/26: Senate Capital Investment tour of Twin Cities campus HEAPR projects
- 10/30: House Higher Education Finance and Policy Committee hearing on UMN budget
- 11/08: Senate Capital Investment tour of Morris campus HEAPR projects
- 11/13: Legislative Commission on Cybersecurity
- 11/15: House Capital Investment tour of UMTC HEAPR projects
- 11/20: Minnesota Management and Budget tour of Twin Cities HEAPR projects
- 11/21: Executive Budget Team meeting on the University’s 2024 Capital Request

This presentation provides timely updates to Board discussions and actions from October 2023 regarding the University’s supplemental budget and capital budget requests and the special committee discussion of the legislative process for these requests.



UNIVERSITY OF MINNESOTA

Government and Community Relations

Melisa López Franzen

Executive Director of Government and Community Relations

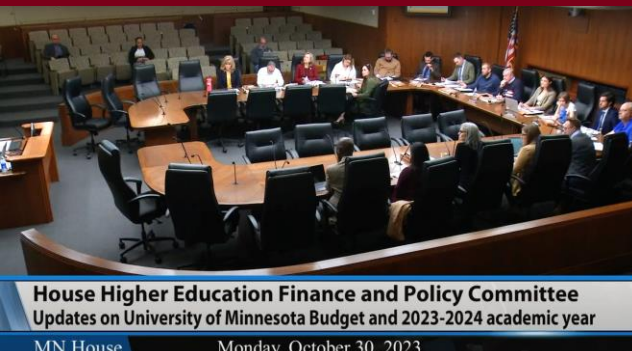
December 2023



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Fall Legislative Higher Education Hearings

State Relations Update **Fall Hearings**



- 10/26** Senate Capital Investment tour of UMTC HEAPR projects
- 10/30** House Higher Education Finance and Policy Committee hearing on UMN budget
- 11/8** Senate Capital Investment tour of UMM HEAPR projects
- 11/13** Legislative Commission on Cybersecurity
- 11/15** House Capital Investment tour of UMTC HEAPR projects
- 11/20** Minnesota Management and Budget tour of UMTC HEAPR projects
- 11/21** Executive Budget Team meeting on 2024 Capital Request

State Relations Update **Timeline**

December

- Onboard new staff
- Identify priorities
- Develop communication materials and media plan to support 2024 legislative session priorities
- *Finalize federal FY2025 budget and appropriations priorities

January

- Legislative session preview and consultation for Board of Regents and senior leadership
- Recruit and train legislative advocates

February - June

- The 2024 Minnesota legislative session begins
- Governor releases Capital Investment recommendations
- Capital request hearings
- U of M Day at the Capitol
- Execute local, state, and federal strategy
- Execute advocacy plans at the local, state, and federal levels
- *Engage federal delegation on FY 2025 budget and appropriations

*Indicate Federal Relations activities team will coordinate with State Relations.



U of M hosts Leadership Minnesota Chamber of Commerce participants with Niron Magnetics and Shakopee Mdewakanton Sioux Community



U of M hosts U.S. Senators Amy Klobuchar and Debbie Stabenow with CFANS Leadership





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BOARD OF REGENTS DOCKET ITEM SUMMARY

Special Committee on University Relations

December 8, 2023

AGENDA ITEM: Board Engagement During the 2024 Legislative Session

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

PRESENTERS: Melisa López Franzen, Executive Director of Government and Community Relations

PURPOSE & KEY POINTS

The purpose of this item is to discuss Board engagement during the 2024 legislative session. The discussion will spotlight the approaches that will be used to equip the Board and other University advocates to champion the University’s priorities at the local, state, and federal levels. The item will highlight how these efforts intersect with other strategies being advanced by Government and Community Relations.

At the state level, the Government and Community Relations team will provide Regents, senior leaders, and other University advocates with resources and support as they participate in the 2024 legislative session. Key strategies that will be used during the session and how Regents can engage with them will be shared with the special committee. The Minnesota Legislature convenes on February 12, 2024.

At the federal level, the Government and Community Relations team will lead an early 2024 process to help prioritize the University’s appropriations requests and to prepare for spending bills.

The Government and Community Relations team early 2024 community relations work will focus on engaging with new city councilors in Minneapolis and Saint Paul, and county commissioners in Hennepin and Ramsey counties. Work will also continue the University’s focus on addressing safety concerns and building community partnerships.

BACKGROUND INFORMATION

This item advances special committee discussions held at the October 2023 meeting about the legislative process for the University’s Board-approved supplemental budget and capital budget requests.

Government and Community Relations advances the interests of the University of Minnesota System at the Capitol in Saint Paul, Washington, D.C., and among our community partners and neighbors.



UNIVERSITY OF MINNESOTA

Government and Community Relations

Melisa López Franzen

Executive Director of Government and Community Relations

December 2023



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Board Engagement During the 2024 Legislative Session

State Relations Update **Strategies**

- 1 Increase elected officials' understanding and support of the University**
 - Regular check-ins with elected officials and staff to address interests, questions, and concerns
 - Communicate key information to support University priorities and requests (Bringing the U to You emails; hearing materials)
 - Invite elected officials to tour University; education, research, and outreach
- 2 Connect advocates (students, faculty, staff, alumni, and other stakeholders) with elected officials to help tell our story**
 - In-district meetings
 - Capitol meetings
 - Committee testimony
 - Events (e.g., U of M Day at the Capitol, safety walks, campus tours, legislative receptions)
 - Action alerts



State Relations Update **Strategies**

3

Increase advocates' and partners' understanding and support for legislative requests and other University priorities, as well as how to be effective advocates

- Provide information and resources to inform and equip the Board of Regents, UMN Advocates, and senior leadership
- Government and Community Relations updates for all faculty, staff, and students
- Regular communications to Board of Regents, UMN Advocates, and senior leadership

4

Support faculty and staff compliance of state-mandated reporting



State Relations **Timeline**

January

Legislative session preview

- Key players, governor, and legislative priorities; challenges
- Legislative request strategy overview
- Identify University strengths and opportunities
- Strengthen internal coordination tactics
 - In-district and Capitol meetings
 - Committee hearings
 - Events for elected officials
 - Media
 - Compliance

February

Legislative session support

- Implement the legislative session strategy
- Support from state relations
- Coordinate follow-up on legislator interests, questions, and concerns





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BOARD OF REGENTS DOCKET ITEM SUMMARY

Special Committee on University Relations

December 8, 2023

AGENDA ITEM: Marketing Efforts: Recruitment and Enrollment

Review Review + Action Action Discussion

This is a report required by Board policy.

PRESENTERS: Amy Hietapelto, Interim Executive Vice Chancellor for Academic Affairs, Duluth campus
Ann Aronson, Chief Marketing Officer, University Relations
Keri Risic, Executive Director, Office of Admissions, Twin Cities campus
Trevor Eagle, Associate Vice Chancellor, Enrollment Management, Duluth campus
Melissa Bert, Vice Chancellor for Enrollment Management and Institutional Effectiveness, Morris campus

PURPOSE & KEY POINTS

The purpose of this item is to demonstrate the multi-layered approach to enrollment marketing and communications across the University. The discussion will introduce key staff who support these efforts and highlight campaign themes and results. Recruitment strategies and tactics across the system are facilitated through a collaboration among the System Enrollment Council, University Relations, and campus enrollment and marketing professionals. In 2019, these partners came together to develop a systemwide marketing strategy that has been delivered over multiple years. The presentation will also explain the enrollment funnel, share campus initiatives at various funnel points, highlight challenges and opportunities at each campus, and considerations for continued integration success.

BACKGROUND INFORMATION

The Board most recently discussed marketing and enrollment strategies at the following meetings:

- June 2023: *System Enrollment Management Update*, Mission Fulfillment Committee
- February 2023: *Progress Toward MPact 2025 Enrollment Goals: Rochester*, Mission Fulfillment Committee
- February 2023: *Progress Toward MPact 2025 Enrollment Goals: Twin Cities*, Mission Fulfillment Committee
- December 2022: *Progress Toward MPact 2025 Enrollment Goals: Duluth*, Mission Fulfillment Committee

- October 2022: *Progress Toward MPact 2025 Enrollment Goals: Morris*, Mission Fulfillment Committee
- September 2022: *Progress Toward MPact 2025 Enrollment Goals: Crookston*, Mission Fulfillment Committee
- June 2022: *System Enrollment Management Update*, Mission Fulfillment Committee

Marketing Efforts: Recruitment and Enrollment

Presentation to the Special Committee on University Relations

December 8, 2023



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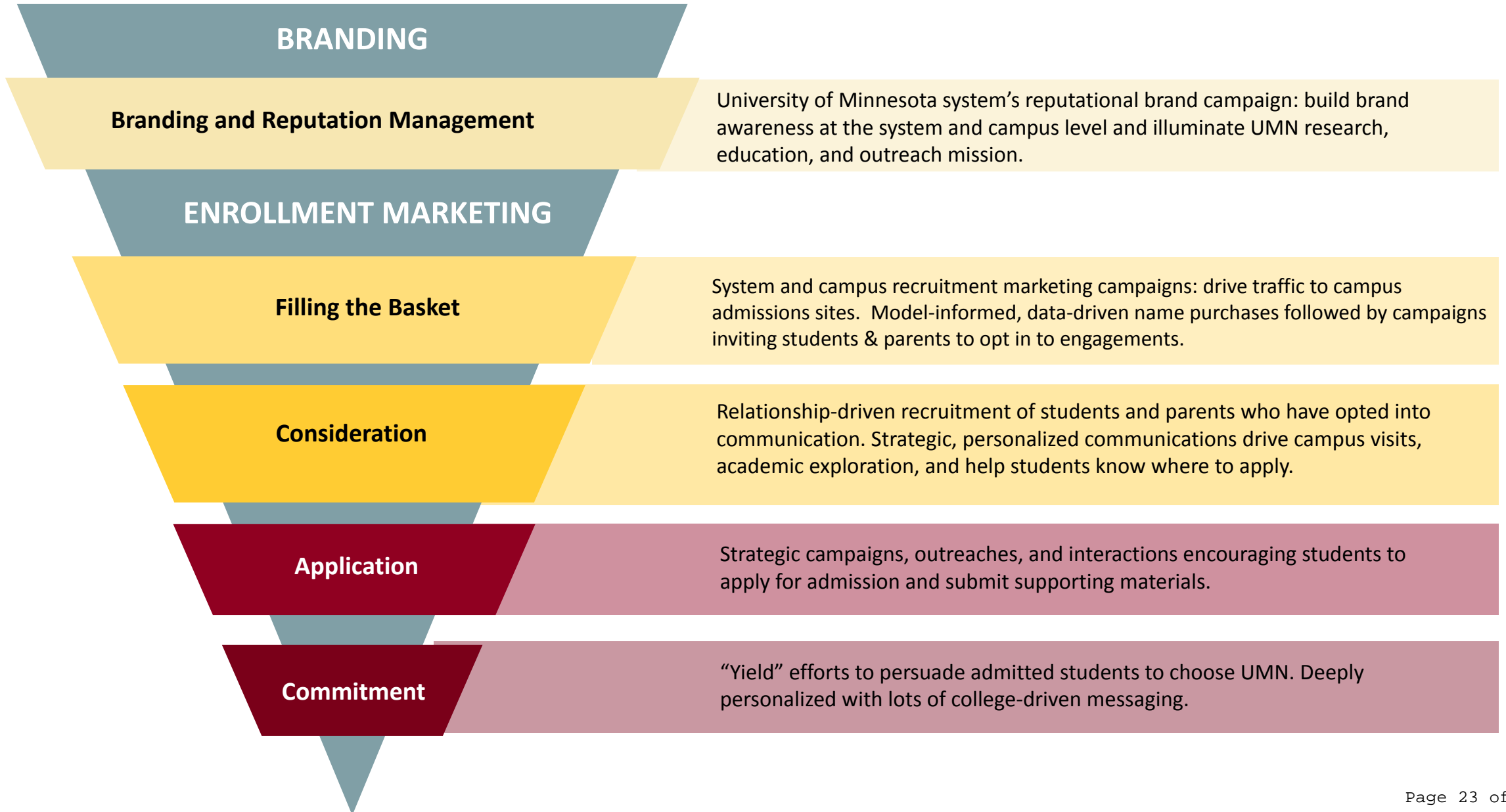
Presenters.

- Amy Hietapelto, Interim Executive Vice Chancellor for Academic Affairs, Duluth campus
- Ann Aronson, Chief Marketing Officer, University Relations, Twin Cities campus
- Keri Ristic, Executive Director, Office of Admissions, Twin Cities campus
- Trevor Eagle, Associate Vice Chancellor, Enrollment Management, Duluth campus
- Melissa Bert, Vice Chancellor for Enrollment Management and Institutional Effectiveness, Morris campus

History of the System Enrollment Council.

- First meeting ~2012; Council formalized ~2016
- Membership from all five campuses:
 - Campus Chief Enrollment Officers
 - Admissions, Academic Support Resources, & Student Success AVPs/Directors
 - Executive Committee includes Campus Academic Affairs Vice Chancellors and Vice Provost/Dean of Undergraduate Education at Twin Cities
- Monthly meetings and an annual retreat
- Rotation of Chair/Vice Chair
- Yearly report to the Board

Enrollment Funnel.



Background.

- 2019: develop systemwide marketing strategy
- 2020-2021 and 2022-2023: systemwide recruitment marketing campaigns
- Campaigns ran in MN, WI, ND and SD
- Target audiences:
 - High school seniors: fall
 - High school juniors: spring
- Focus on unique offerings of each campus
- Exclusively digital campaign
 - Video and banner ads
 - Paid search





2020-2021 Campaign Objectives.

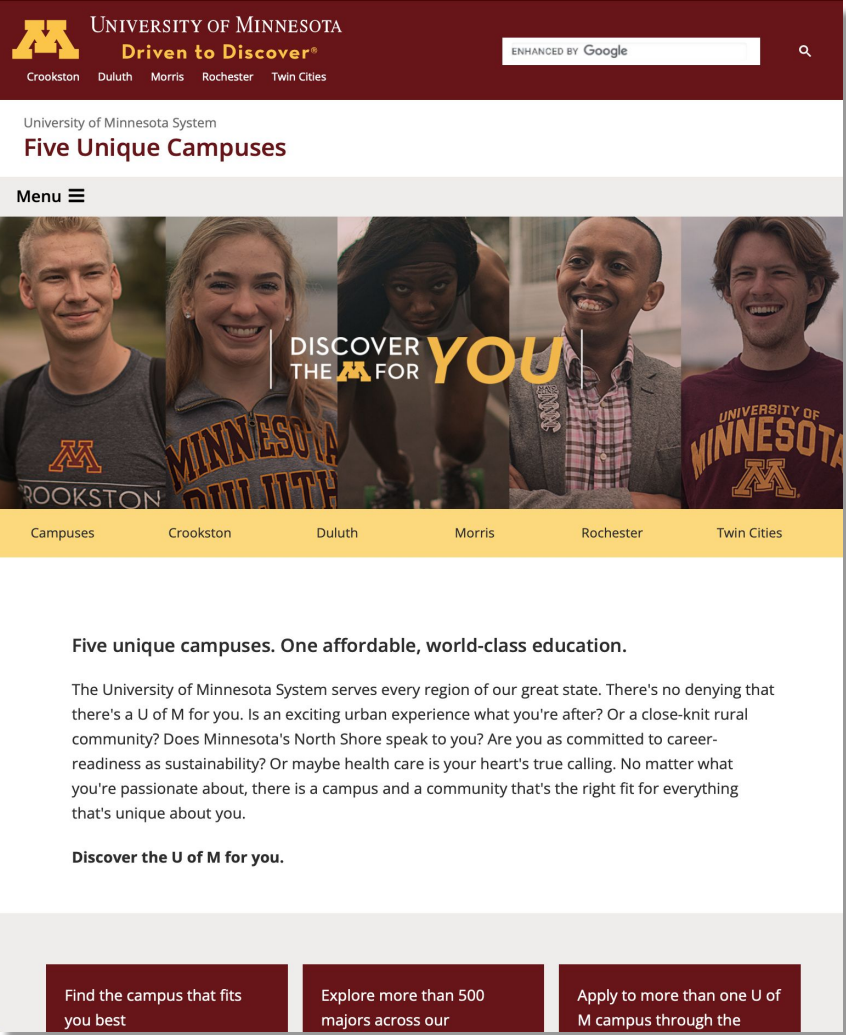
- Increase awareness of the UMN system and all 5 campuses
- Drive traffic to campus websites
 - Drive high school senior applications in fall
 - Drive high school junior inquiries in spring
- Keep UMN relevant and desirable to prospective students during COVID-19

2020-21 Campaign Theme.

DISCOVER
THE  FOR YOU

Campaign Examples.

Landing page.

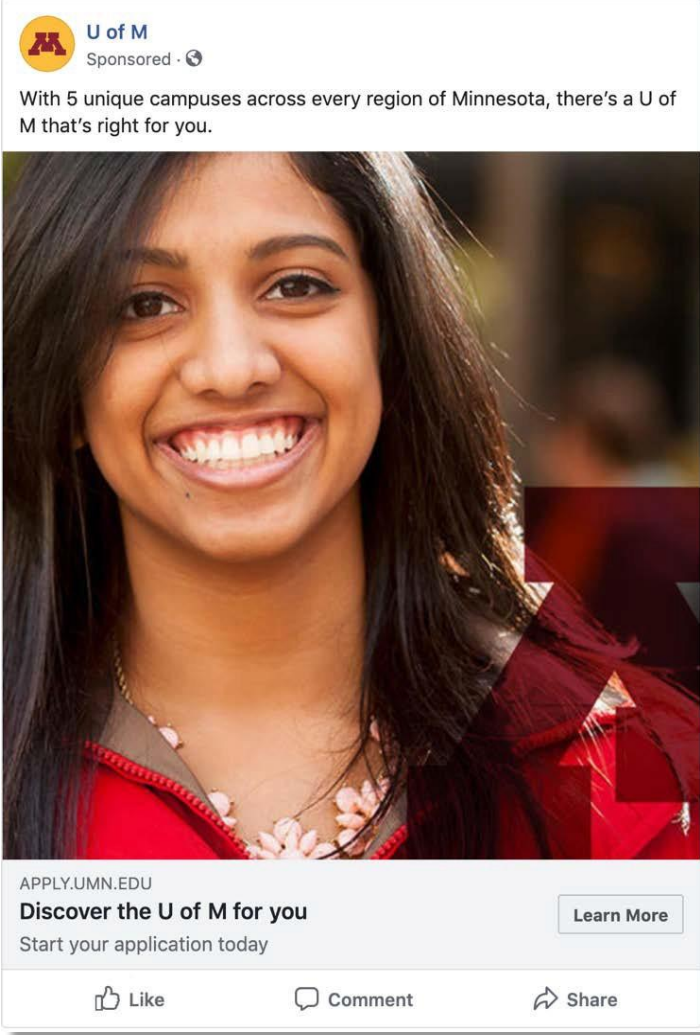


The landing page features a dark red header with the University of Minnesota logo and the slogan "Driven to Discover®". Below the header, a navigation bar lists the five campuses: Crookston, Duluth, Morris, Rochester, and Twin Cities. The main content area is titled "Five Unique Campuses" and includes a "Menu" icon. A large image shows five diverse students with the text "DISCOVER THE U OF M FOR YOU". Below this image is a horizontal navigation bar with tabs for "Campuses", "Crookston", "Duluth", "Morris", "Rochester", and "Twin Cities". The page also contains a paragraph of text about the university's commitment to providing a world-class education and a "Discover the U of M for you" button. At the bottom, there are three dark red buttons: "Find the campus that fits you best", "Explore more than 500 majors across our", and "Apply to more than one U of M campus through the".

Digital ads.



This digital ad features a young man wearing sunglasses and a backpack. The text "DISCOVER THE U OF M FOR YOU" is overlaid on the image. The ad includes the U of M logo, the text "U of M Sponsored", and the headline "With 5 unique campuses across every region of Minnesota, there's a U of M that's right for you." Below the image, there is a "Learn More" button and the text "APPLY.UMN.EDU Discover the U of M for you Start your application today". At the bottom, there are icons for "Like", "Comment", and "Share".



This digital ad features a young woman smiling. The text "DISCOVER THE U OF M FOR YOU" is overlaid on the image. The ad includes the U of M logo, the text "U of M Sponsored", and the headline "With 5 unique campuses across every region of Minnesota, there's a U of M that's right for you." Below the image, there is a "Learn More" button and the text "APPLY.UMN.EDU Discover the U of M for you Start your application today". At the bottom, there are icons for "Like", "Comment", and "Share".

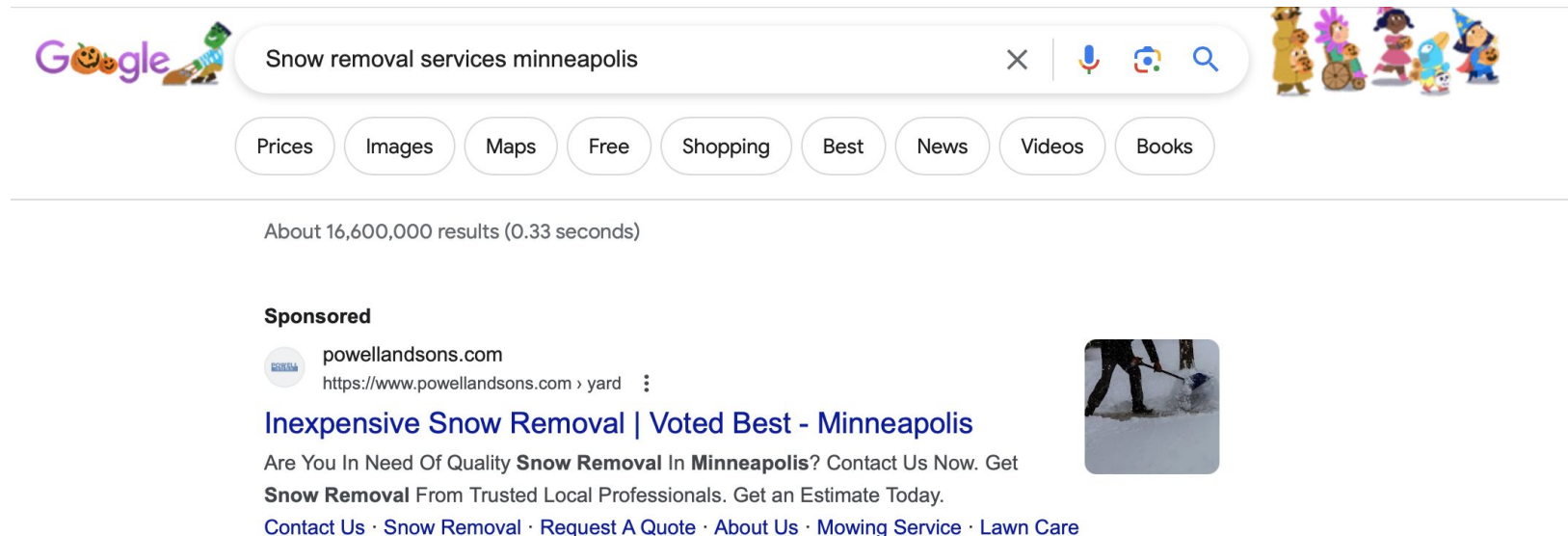
2020-2021 Campaign Results.

- Traffic to application and admission pages was up 10% from 2019
- 770,553 clicks to the 5 campus Admissions sites and system recruitment campaign site
- Paid search was the top provider of site traffic
 - Resulted in 4,303 application starts
- 87% of high school juniors and seniors aware of our 5 campuses



What is Paid Search?

A digital strategy where we pay to get our ads placed higher on relevant search engine results pages



The image shows a Google search interface. The search bar contains the text "Snow removal services minneapolis". Below the search bar are navigation tabs for "Prices", "Images", "Maps", "Free", "Shopping", "Best", "News", "Videos", and "Books". The search results show "About 16,600,000 results (0.33 seconds)". A sponsored result is displayed, featuring the logo for "powellandsons.com" and the URL "https://www.powellandsons.com › yard". The main heading for the ad is "Inexpensive Snow Removal | Voted Best - Minneapolis". The ad text reads: "Are You In Need Of Quality **Snow Removal** In **Minneapolis**? Contact Us Now. Get **Snow Removal** From Trusted Local Professionals. Get an Estimate Today." Below the text are links for "Contact Us", "Snow Removal", "Request A Quote", "About Us", "Mowing Service", and "Lawn Care". To the right of the text is a small image showing a person using a snow shovel.



2022-2023 Campaign Objectives.

- Increase awareness of UMN system and the Crookston, Duluth, and Morris campuses
- Drive traffic to Crookston, Duluth, and Morris campus websites
 - Drive high school senior applications in fall
 - Drive high school junior inquiries in spring

2022-2023 Campaign Results.

- Traffic to Crookston, Duluth, and Morris campus application and admission pages was up 34% from 2020
- 473,564 clicks to the 3 campus Admissions sites and the system site
- Paid search continues as top provider of site traffic
 - Resulted in 833 application starts



System Marketing Budget.

- 2020-2021: \$1M
Funded by UR Marketing due to reputation campaign hiatus
- 2022-2023: \$500k
Funded by UMF
- Spring 2024: \$300k
Funded from institutional balances in strategic investment pool (FY24)
- FY25 and beyond
Estimated yearly cost: \$500k-\$1M

Enrolling a Class Fundamentals: Four Ps of Marketing.



Product



Price

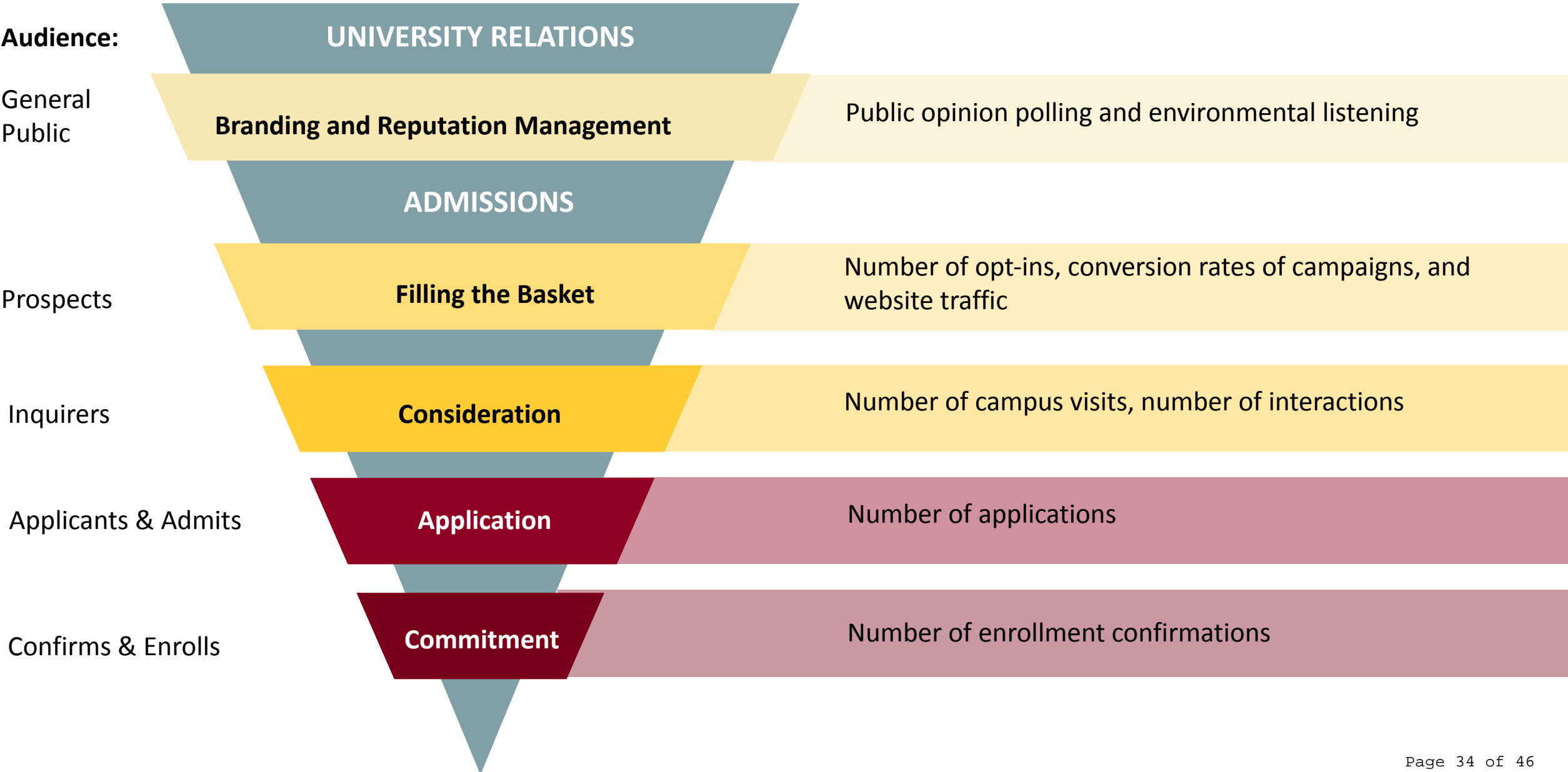


Place



Promotion

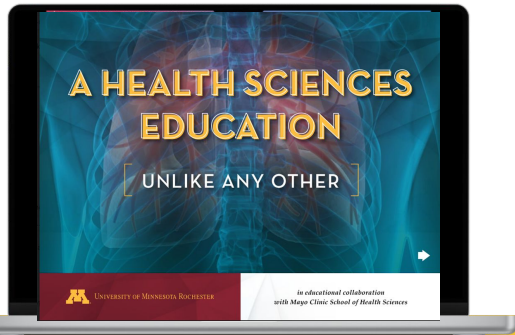
Enrollment Funnel Measurement.



Communication Channels Through the Enrollment Funnel.

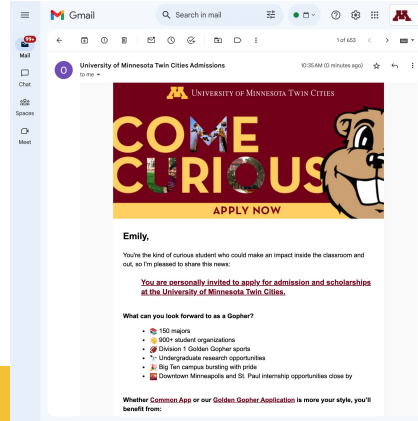
	Print Mail	Email	Website	Digital Ads	In-Person Visits, Events, Counselors	Text	Phone	Social Media
Filling the Basket (Opt-in)	X	X	X	X	X			
Consideration (Visit & Learn More)	X	X	X	X	X	X	X	X
Application (Apply)	X	X	X	X	X	X	X	X
Commitment (Choose UMN)	X	X	X	X	X	X	X	X

Communication Channels Through the Enrollment Funnel.



Website

4.3M +
web page views



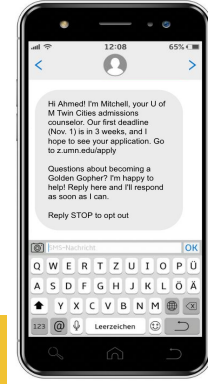
Email

36M +
emails



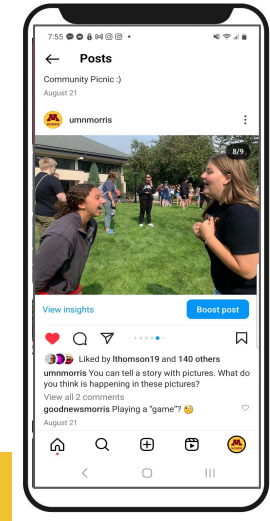
Mail

1.4M +
mailings



Texts

206k +
texts



Digital Ads

35.2M +
digital ads

77M+ total student & parent touchpoints each year

Marketing & Communications is Expressed in the Entire Recruitment Strategy.

**ADMISSIONS
COUNSELOR
RELATIONSHIP
BUILDING**



Build 1:1 connections with students

**HIGH
SCHOOL &
COMMUNITY
OUTREACH**



Collaborate with high schools and community organizations

**CAMPUS
VISITS &
SPECIAL
EVENTS**



Showcase campus and academic opportunities experientially

**VALUE: MERIT
SCHOLARSHIPS
AND AID
PROGRAMS**



Make UMN an even greater value

**EXCEPTIONAL
CUSTOMER
SERVICE**



Make it easy to take steps to apply and enroll

Campus Strengths, Challenges, and Enhancements



Crookston Campus Overview.

Strengths:

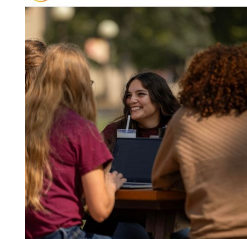
- Strong identity around agriculture programs and complete online degrees
- Creative strategy around ad design and messaging
- Strong social media presence
- Functioning recruitment strategy
- Well-functioning website

Challenges:

- Brand awareness outside immediate geographic region
- Outsourcing marketing aspects including search, display, paid social due to limited staffing
- Limited scholarship budget hampers competitive offers

Enhancement Opportunities:

- Internal marketing specialist would allow more flexible online strategies
- Enhanced communication analysis through Slate
- Ability to do more with our online recruitment opportunities



Duluth Campus Overview.

Strengths:

- Scholarship optimization strategy advancing
- Brand refresh in progress
- UMPR led digital awareness presence
- Duluth as a destination
- Research/Academic quality reputation among peer set
- Strong experiential learning and undergraduate research opportunities

Challenges:

- Peer competition among Regional Comprehensive Universities (RCUs) and Public Flagships
- Market price sensitivity
- Distance and recognition for breaking into new markets

Enhancement Opportunities:

- Personalization and audience segmented communications
- Digital marketing to improve conversion and yield efforts, Websites and microsites
- Prospect strategy, Midwest tuition pricing, Elevated and defining campus events



Morris Campus Overview.

Strengths:

- Strong faculty/student relationships
- Broad access and deep commitment to enrichment opportunities
- Sustainability reputation
- New momentum with search marketing partner
- Updated admissions materials
- New influencer and digital undergraduate marketing campaigns

Challenges:

- Remaining top of mind for today's students and influencers
- Overcoming the concept that small equals limited
- Clear, concise distinctions
- Messaging the value of the liberal arts

Enhancement Opportunities:

- Expansion of enrollment marketing personnel to enhance our web and video presence (shared or additional positions)



Rochester Campus Overview.

Strengths:

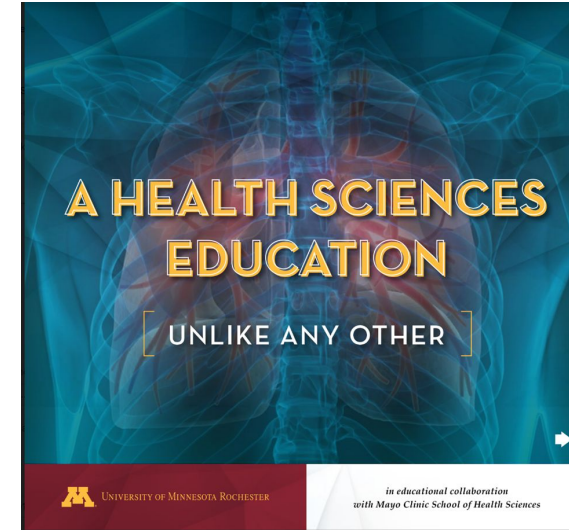
- Singular focus on preparing students for careers in health care
- Partnership with the Mayo Clinic
- Our innovative active learning approach to teaching

Challenges:

- We only offer two majors
- Prospect pool is smaller
- Regional competition is strong

Enhancement Opportunities:

- Expand our reach through additional name buys and digital advertising
- Extend school outreach to healthcare charter schools across the nation



Twin Cities Campus Overview.

Strengths:

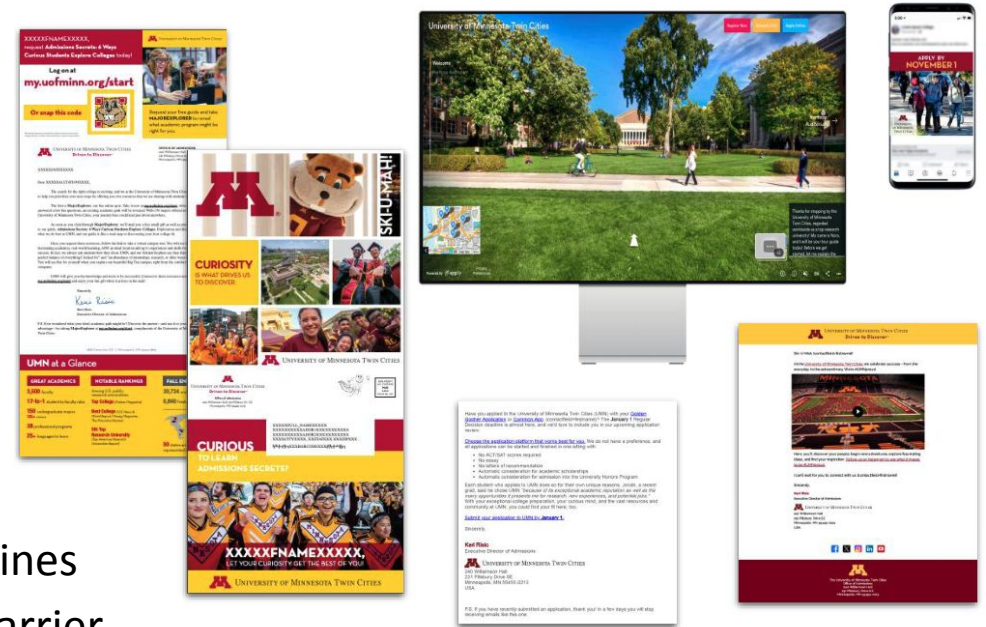
- Name recognition and academic reputation
- Wide array of majors and minors
- Metro location and career opportunities
- Strong partnership with direct marketing vendor
- High demand for on-campus visits and events

Challenges:

- Increasing competition for top students amidst demographic declines
- Overall cost of attending post-secondary school is an increasing barrier
- New high school graduates increasingly not attending any postsecondary school (non-consumption)

Enhancement Opportunities:

- Increased funding to continue prior programming and increase outreach volumes
- Continued building of younger audience outreach (middle school and early high school)
- Further investment in targeted market awareness nationally



Next Steps.



System Enrollment Council will review the following for possible recommendations:

- Revive Enrollment Communications Working Group
- Invest in systemwide marketing campaigns
- Explore collaboration opportunities in alignment with campuses
- Support individual campus needs

Discussion





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