#### CMC 2017 Q3 Teleconference Minutes

July 27, 2017, 3:30-4:30 PM EDT via Zoom Meeting

### Action items and major takeaways are captured in bold.

#### Agenda:

- 1. Roll call
  - Voting members present: Bev Durgan (Chair), Mark Latimore, Steve Bonnano,
     Mark Rieger, Bret Hess, Faith Peppers, Becky Walth, Sarah Lupis
  - Non-voting members present: Hunt Shipman, Rick Klemme, Rick Rhodes, David Leibovitz, Jenny Nuber, Jim Richards, Jillian Stevenson, Ian Maw
- 2. Approve agenda for 7/27 call
  - Add the AgIsAmerica: Campaign in Support of the 2017 "One Ask" report to item #4 (report is attached)
    - Unanimous approval.
- 3. Approve minutes of 6/6 (Q2) call
  - Motion to approve 2017 Q2 minutes introduced by Mark Latimore, seconded by Becky Walth.
- 4. kglobal report and discussion: Q2 Status Report and "One-Ask" Campaign report
  - Jenny Nuber walked the group through each report. Both reports are attached at the end of these minutes. Highlights for Q2 included:
  - Ag is America (<a href="https://agisamerica.org/">https://agisamerica.org/</a>) website was relaunched in June.
  - 59 blog posts and 140 social media posts focused on the BAA Priority Areas were tracked in Q2.
  - Placement of an op-ed in *The Hill* newspaper, drafted with Purdue Extension.
  - Presentation by Jenny Nuber [kglobal], Faith Peppers [Georgia], and Julia Weede [Edelman] at Northeast Joint Summer Session in West Virginia on communication served as a jumping off point for distributing information.
  - Bulk of Q2 activity was associated with the "One-Ask" video campaign
  - "One-Ask" video launched June 15 on new AgIsAmerica website and social platforms.
  - Multiple tools were used for digital advertising: Twitter, Facebook, Banner ads. Banner ads were targeting ag marketing / ag education sites in specific states.
  - All Land-grant communicators received instructions on what to do with the video and how to distribute content.
  - Jenny Nuber, Sarah Lupis, and Faith Peppers met together at the ACE conference.

- Jenny Nuber discussed strategies for distributing video with Rick Klemme at ECOP summit.
- June 21 kglobal discovered folks were dropping off the video at 1:20 when video length was 1:47. Video was shortened to about 1:20; shorter video was posted.
- Call to Action (CTA) was inserted throughout the video rather than just at the end (web address now on display throughout whole video).
- New video was sent to communicators, posted to website and on social media.
- In the social space it became most valuable to post the video directly on social accounts rather than linking to the video and CTA through blog posts.
- Posting the video with a link to AgAction rather than AgIsAmerica required less clicks / conversions from the user.
- Just over 5,000 people clicked through blog posts to view the video. Most views came from email / word of mouth, followed by advertising, then by social media.
- kglobal did not necessarily know what to expect, as this was a new strategy for engaging this group. Asking people to complete emails proved a higher barrier to greater results.
- Conversion rates were good. The industry standard click rate for educational websites is typically .07 and we observed .10. We have a cohort of supporters who respond, even when not primed.
- Targeted digital advertisements proved to be effective.
- Proposed changes for future campaigns:
  - Fewer actions for users. The current campaign had too many click-throughs and too many different web pages. 13k video views resulted in 606 visits to AgAction.
  - Shorten the video, the first video was too long. Only 5% of people who started the video watched the entire video.
  - Higher click-through rates came from paid advertisements compared to actual LGU internal communities. The internal audiences must be more involved. How do we activate the internal audience?
  - Lesson learned: the 55+ age cohort was most likely to engage.
  - kglobal and Cornerstone can look into providing updates on performance state-by-state as these campaigns move along.
- Feedback (Faith Peppers and Sarah Lupis)
  - The Communicators Listserv is working correctly; institutions received the campaign materials for distribution.
  - Many folks thought there were too many steps involved with posting this
    information widely through front-facing University channels, as it is
    government related.
  - There was some delay when seeking approval from university leaders on supporting the campaign.
  - A concern about internal buy-in was shared.
- Feedback (Rick Rhodes)

- We've heard feedback that folks did not know the CTA was coming *in addition* to the video.
- This is an opportunity for the CMC to take proactive steps to tee up the next video campaign.
- Feedback (Bev Durgan
  - What can be done to increase the effectiveness of the CMC/CMP? We cannot expect the CMC to be the sole voice and energy supporting a BAA initiative. The same holds for kglobal...
- 5. Cornerstone report and VoterVoice CTA update
  - Hunt Shipman discussed Cornerstone's report of results (attached) and thoughts
    on feedback from Directors. There is much more that we need to do. We need
    to have a conversation on the front end to prepare for the next time.
  - Jenny and Hunt discussed feedback and concerns at Joint COPs and North Central Land-Grant meeting. This included not only what Cornerstone and kglobal need to do, but what the LGU community can/should do.
  - Extension colleagues in NC region brainstormed about ways they can use their own existing structures of volunteer leaders and other to disseminate materials and try to achieve a "viral" campaign.
  - Sentiment in ECOP is that the CMC as a whole might not be fully effective or even worth its investment.
  - ECOP feels the results from the CMC have been underwhelming. However, the CMC cannot drive people directly to the CTA.
  - Only 16 Twitter handles associated with 10 LGUs that Cornerstone could track showed that they promoted the video / website / campaign on their platforms. We need a lot more engagement than that in order to be effective.
  - Not a single "front-facing" University website shared or promoted the video. No evidence of support "out of the President's office" at any LGUs.
  - Feedback on the video content has been overwhelmingly positive.
  - Constructive criticism has expressed we need to convey a greater focus and greater sense of urgency.
  - 884 emails and 12 tweets were made to Congressional offices.
  - 46 states had at least one participant in the CTA.
  - Alabama was a top-level high traffic state for video views, but nobody in Alabama participated in the CTA. A disconnect between the video and the extra steps involved in the CTA.
  - Going forward, there would be a value in having a generic ask on AgAction for contacting representatives for ongoing support
- 6. Use and repurposing of "Evergreen" AgIsAmerica video campaign content
  - Two versions of the video exist: the 1:47 version with the ask at the end, and the shortened video with the ask appearing throughout.

- PBD has to define "ownership" of the video which will give way to a strategy for repurposing the content.
- The video footage / content was labeled "Evergreen" which could imply either 1.) that it never expires, or 2.) that it isn't limited to one specific application.
- Should institutions be granted access to the "raw" video for editing and repurposing?
- CMC should take this discussion to ESCOP, ECOP and AHS on a recommendation for 1.) the standing of the CMC and 2.) the ownership of the video.
- Per Ian Maw's recommendation, we need to very clearly define what "Evergreen" implies and what the different scenarios for "ownership" are and consider each carefully.
- 7. Discussion of CMC as a permanent committee of the BAA/PBD (Org charts attached)
  - PBD has asked a small committee to put together the pros and cons of shifting the CMC within the Org chart.
  - Currently, the CMC is located as an ESCOP committee and its membership has grown quite large since then.
  - When we think about relocating the CMC, does it provide the BAA an opportunity to stay more closely in touch with the committee?
  - (Ian Maw) Since its establishment, the CMC has been an ad hoc committee of the PBD which has continued to exist under its rules of operation.
    - i. Should the CMC be a standing BAA Committee (like the CLP and CAC)?
    - ii. Should the CMC be a part of the BAC, so that communications between what the CMC does in terms of education fits into both the advocacy and education efforts of the BAC?
  - (Bret Hess) What is the purpose of the CMC? Our position depends on whether the CMC exists to support advocacy, or if it exists to support broader communication.
  - (Bev Durgan) A smaller group will convene and we'll discuss the CMC's position in the organizational structure further on our next call.

No other business was introduced, and the meeting adjourned. A poll to schedule the CMC's next call will be distributed to the group.



# Association of Public and Land-grant Universities 2017 Q2 Insights Report

April 1, 2017 - June 30, 2017

## Overview

The goal of the Ag Is America project is to serve as a public, unified voice communicating the value of the land-grant system in order to protect and grow its federal funding sources.

In the second quarter (Q2) of 2017, our team focused the majority of our efforts into launching our first call-to-action of the AgIsAmerica community in support of the one-line NIFA ask. We unveiled the new Ag Is America website, created a PSA-style video, and officially launched the campaign on June 15 with support from internal stakeholders, digital advertising, and social promotions.

Our team also supported APLU's Challenge for Change report dissemination in May, creating infographics and attending the conference on May 16.

Finally, kglobal worked with Purdue Extension Director Jason Henderson to place an editorial in *The Hill*, a national, political publication.



## Community Activation – "One Ask" Video Campaign

Following our Q1 strategic development of a call-to-action to support the one-line NIFA ask, kglobal officially launched the campaign in Q2 including a video, new website, digital advertising, and internal outreach.

The campaign centered on a video, which explored the diversity and necessity of agriculture and the importance of land-grant universities in its future. Our team worked with the CMC and Cornerstone to finalize the concept and script, select imagery, choose a narrator, and complete production (see Appendix A).

Supporting the launch of the video on June 15, our team worked with Faith Peppers and Sarah Lupis to prepare a launch strategy for the ACE conference. We also worked with Rick Klemme for distribution on ECOP's Monday Minute eNewsletter. Finally, our team emailed specific agriculture bloggers for their support in sharing the video.

Redesigning the Ag Is America website was a large supporting factor in the video campaign. Our team designed and developed a new website that was user-friendly and mobile adapatable, with increased searchability. The website served as a host for the video and information surrounding the campaign to educate users on the importance of the land-grant system in the future success of American agriculture. Users were able to click from our campaign page to an advocacy page managed by Cornerstone to take action.

To support the new video and website redesign, we promoted the video on social media with great results. The video received a total of 4,872 views<sup>1</sup>, with 4,219 stemming from Facebook. On Twitter, our post received over 9,000 views, mostly organically. Engagements with the video posts ranged from journalists to land-grant universities to stakeholders, such as the American Farm Bureau.

The campaign was also supported with digital advertising that linked users back to the Ag Is America blog post, highlighting the video campaign. As of June 30, the ad has received 744,776 impressions, with 1,409 users clicking through to the blog post. The ad received large traction in several target states including California, Florida, and Oregon.

The video also received traction on YouTube, with 611 views. The average watch time on Youtube was 1:20, nearly the full video. In terms of lessons learned for on-going calls-to-action, moving forward we would recommend shortening the video length to 60 seconds to increase watch time on Facebook and Twitter.

Finally, our video campaign was also activated internally with specific outreach to land-grant university communicators through email, eNewsletters, and social media. We received support from internal stakeholders who shared the video on their own social media handles.

<sup>&</sup>lt;sup>1</sup> Numbers current as of July 5, 2017.

Moving into Q3, our team anticipates creating an infographic to continue to support the campaign on social media with additional shareable content. We also will research placing opinion editorials in specific target states and continue outreach to external stakeholders and the media. Finally, our team will create a comprehensive, stand-alone report on the entirety of the "One Ask" campaign to share with the CMC in Q3.

## **Content Creation**

Compelling content is important to position Ag Is America as an active, engaged, and creative brand. This quarter, we focused our content on supporting the NIFA video campaign, in addition to our daily news content.

In Q2, we also continued to research, solicit, and categorize case studies, impact statements, and feature stories from land-grant universities to be repurposed and disseminated over Ag Is America digital platforms. This included **59 blog posts** and over **140 social media posts** (see examples in Appendix B).

One of our main content highlights for Q2 was our support for APLU's Challenge for Change report, which was released on May 16. Working with Jeff Lieberson (APLU), our team created supporting infographics that were posted and promoted the same day as the report's release date (see Appendix C). Our post on Twitter was especially effective with nearly 3,000 views and 65 engagements, all organically. Our team will continue to support the Challenge for Change dissemination over the next few months to maintain engagement with the report and will post an additional infographic in Q3.

## Digital + Social

The foundation of our social media content is our AgIsAmerica.org website. Every social media post links back to our website for more information and provides a visitor with the opportunity to return to the original article on the school's website.

This quarter, as part of the video campaign, we redesigned the <u>Ag Is America website</u> to be more user-friendly and adaptable to mobile views (see Appendix D).

## Website highlights

- Researched and drafted 59 blog posts highlighting the land-grant system's achievements and news around water and healthy food systems.
- Generated over 3,574 pageviews **nearly double from Q1**.

### **Social highlights**

- **Facebook:** 58 original posts garnered over 112,499 views and 740 engagements.
  - Our engagements in the new year continue to hold steady with 740 engagements (Q1 engagements: 756).
  - o On average, each post receives 1,939 views, a 15% increase from Q1.
- **Twitter:** 90 original tweets garnered over 56,867 views and 758 engagements



## Engagements increased by 32%, compared to last quarter.

## Media Relations

In support of APLU's Challenge for Change conference, our team pitched local and national media in the Washington, D.C. area.

Following our work in Q1 with Purdue Cooperative Extension to draft an editorial on current farm economy trends, we successfully placed the editorial in *The Hill* on June 22.

## **Internal Communications**

On April 4, our team met with Rick Klemme from ECOP to discuss coordination among Ag Is America and the upcoming video campaign launch. kglobal also met with Christine Geith and Teresa Hogue from the eXtension Foundation.

On May 16, our team attended APLU's Challenge for Change conference to help promote the report on Ag Is America's platforms.

On June 6, our team attended the quarterly CMC call and presented updates to the NIFA video campaign.

On June 13, kglobal attended and presented at the Northeast Joint Session conference in West Virginia. Our team worked with Faith Peppers to develop an interactive session that worked with communicators on how to tell their story.

## Appendix A – Video



## Appendix B – Social Posts



It's grilling and picnic season, but is your food safe?

UD Cooperative Extension has suggestions to keep your family and guests healthy: http://bit.ly/2rWkr7D





One small molecule and one big step for harvest season. University of Arizona College of Agriculture and Life Sciences researchers have discovered a natural molecule that will save crops: http://bit.ly/2oErTSt





Ag is America @agisamerica · Jun 19
Mirror, mirror on the wall. Who's the fairest of them all? Sweet potatoes, according to @NCStateCals. Video here: bit.ly/2sL70Yg





## Appendix C - Challenge for Change infographic







## Appendix D - Ag Is America Website redesign







HOME NEWS INSTITUTIONS HISTORY FEATURES RESOURCES Q





FILTER BY TOPIC





## UTAH STATE UNIVERSITY EXTENSION DISCUSSES ALL THINGS GREAT-2-KNOW ABOUT H-2-0 $\,$

In All, Nutrition & Health by Ag is America / July 3, 2017

The summer is officially here in all its sweaty splendor, which means it's even



## "One Ask" AglsAmerica Campaign: Video #1 Report

## Overview

In 2016, kglobal recommended shifting the strategic focus of the AgIsAmerica campaign to "engagement," including, for the first time, testing the community's response rate to so-called "callsto-action (CTA)." By issuing CTAs, we learn not only what percentage of the community is responsive, but also what type of content and delivery mechanism motivates them to act.

An opportunity for the first-ever CTA of the AgIsAmerica community came in the form of the NIFA "One-Ask." On June 15<sup>th</sup> kglobal launched a campaign to raise awareness of the need for increased federal funding, and to educate individuals on the available avenues to take further action.

The "One Ask" provided us with the content for this CTA, but the next question was what the primary delivery mechanism would be. Since AgIsAmerica is a digital community, we needed a vehicle that would function well in the social space. We know that more than  $\frac{4x \text{ as many}}{4x \text{ as many}}$  consumers would prefer to watch a video than read about a product. Social videos generate  $\frac{1200\%}{1200\%}$  more shares than text and images. For these reasons, kglobal chose to develop an original video as the centerpiece of this campaign.

#### What We Did

In coordination with the CMC and our partners at Cornerstone, kglobal created a 1:47 minute <u>video</u> that explored the diversity of agriculture and its impact on everyday life. The video told the story of American agriculture and made the point that the key to its future success is the land-grant system. We finished with a invitation to the viewer to learn more about ways to support American Agriculture by visiting AgAction.org.

The tone of the video was intentionally informative, as opposed to the urgency normally seen in CTAs. We chose the content in order to make the video evergreen- therefore the story was broad, inclusive and high-level.

The video campaign officially ran from June 15 to July 18 in conjunction with the House and Senate mark-ups of the agriculture appropriations bill. Over the course of the campaign, we altered our approach based on real-time feedback to ensure the most engagement and success possible.



## Campaign Timeline

The Ag is America video campaign was optimized throughout, based on feedback from internal audiences and external events:

- 1. On June 14<sup>th</sup>, we launched the new AgIsAmerica website. The website redo, while necessary outside of this campaign, also ensured that individuals could view campaign content in a mobile-responsive format (on smart phones and tablets).
- 2. On June 15, we officially launched the video on our AgIsAmerica website and social media platforms.
  - We posted a blog on the AgIsAmerica website with the video embedded. We then drafted social media content that directed individuals to the AgIsAmerica website. (social media ongoing daily throughout the campaign month)
  - We launched two categories of digital advertisments: social and banner ads on key sites in target states. (ongoing daily throughout the campaign month)
  - We emailed the AgIsAmerica newsletter list. (June 15th and June 21st)
  - To support the video launch, our team emailed all identified land-grant communicators to disseminate the video and spread the word via social media, websites, and eNewsletters. (June 15<sup>th</sup> and June 21<sup>st</sup>)
  - We also worked with Faith Peppers and Sarah Lupis to prepare a launch strategy for the ACE conference.
  - Finally, we worked with Rick Klemme for distribution on ECOP's Monday Minute eNewsletter.
- 3. On June 21, in response to a standard drop-off rate of 1:20, we shortened the video by 15 seconds and added the website address (AgAction.org) throughout the feature.
  - The following day, we posted the shortened video on social media and promoted the video, instead of a image post. Digital advertising was also adjusted to focus on major publications websites from target states in preparation for the House committee mark-up on June 28.
- 4. On July 5<sup>th</sup>, after the House mark-up, we adjusted digital advertising to focus on the five target Senate states: North Dakota, Oregon, Florida, Missouri, and Montana.
- 5. On July 7, we switched advertising to link back to the AgAction page in time for the Senate mark-up on July 18. This allowed us to test what would happen to response rates with fewer conversions.

#### Results

It is important to keep in mind that this is the first time that we have ever tested the AgIsAmerica community with a CTA. For the last several years, we have focused on amplifying LGU impacts to a larger, broader audience and in doing so, becoming a trusted source of information for important stakeholders. Typically the first CTA tells us two things: who, if anyone, will actually **do** something other than engage with content; and what the demographics of that group are. Using that knowledge, future calls to action are built targeting that cohort, tweaking content and delieveryy vehicle based on its profile. These results are not atypical for an intial CTA. As we refine content and understand more about the specific sub-groups within the community, we see these rates and percentages rise. For comparisons sake, kglobal also works on a similar project with the National Pork Producers Council. We spent a full year testing and refining our messages and delivery mechanisms until we were satisfied with the standard response rates of that digital community.

#### Numbers at a Glance:

Total Clicks to Ag Is America blog post: 5,045

• Social: 165

• Advertising: 2,102

Email/Word of Mouth: 2,778

Total Video Views: **5,032** 

YouTube: 809Facebook: 4,233

Average View Duration 1:20

Clicks to Ag Action Page: 606

• From Social: 234

• From Ag Is America Website: 84

Advertising: 194<sup>1</sup>

• Email/Word of Mouth: 94

States with the highest response rates: California, Florida, Oregon, Alabama, Missouri

#### What Worked

• The conversion rates were very good. The industry standard click rate for education website CTAs is .07%. We saw rates of .10% This is very good, particularly for our first campaign with an audience that had never been asked to do anything other than to engage with content. This means we do have a cohort of engaged supporters we can prime to be responsive to future CTAs.

<sup>&</sup>lt;sup>1</sup> On July 7th, we switched the click-through on our digital ads from the AgIsAmerica website directly to AgAction.org.

• **Digital advertisments were very effective.** Throughout the course of the campaign, we ran paid advertisments on social media and as Google and banner ads on key sites in our target states. Over 1.1 million people saw our ads (which is excellent from a purely education and awareness standpoint) and we saw a click rate of .17% (=2,200 individuals), which is significantly higher than the industry standard.<sup>2</sup>

## What Didn't

- **We asked people to do too many things**. In order to keep a strong line between education efforts and advocacy, we had to ask audiences to convert several more times than we normally would. Audiences converted and engaged with the content, but at each step we lost people. Like a funnel, we started with nearly 13,000<sup>3</sup> people and ended with 606<sup>4</sup>.
  - Conversion #1: Read our social post
  - O Converson #2: Click from our social post to our website
  - Conversion #3: Watch the video
  - Conversion #4: Click from the video to AgAction.org
  - Conversion #5: Take action (send the email)
- **The video was too long.** While we wanted to tell a comprehensive story, the video was too long for viewers. Only 5% watched the entire original video. When we did shorten the video, near-completion rate increased by over 25%.
- External audiences were more responsive than internal. We saw more click-throughs originating from paid advertisements than from internal audiences. On the one hand, this is very positive as it means we were reaching new, interested parties in our target states, but on the other hand, it means that our internal stakeholders were not as engaged as we had hoped they would be.

## Lessons Learned

- **Have a numeric goal in mind:** Understanding what is a meaningful result (500 emails vs. 5,000 vs. 25,000) can help us calibrate resources accordingly. If we learn as we continue to test this community that it costs us \$X to achieve X result, we will know how and when to activate this group.
- Make the ask explicit, short, and one-step: Over 4,000 people saw the video on social media, but very few watched past the first 30 seconds and even fewer clicked-through the link after. Our most engaged audience has an attention span of less than 10 seconds and the explicit ask ("Visit AgAction.org to learn more") needs to be made either in video, audio, or graphical format, in under 10 seconds.

<sup>&</sup>lt;sup>2</sup> The industry standard for education themed ads is .07%

<sup>&</sup>lt;sup>3</sup> 12,500 people saw our social posts within the existing AgIsAmerica community

<sup>&</sup>lt;sup>4</sup> 606 people clicked through to the AgAction.com page

- **Find new ways to communicate a sense of urgency to our internal audiences:** With additional engagment from existing community members and land-grant stakeholders, the reach and engagement for the campaign--specifically with the ultimate action to submit a contact form on the AgAction page--would have been much higher.
- **Make it easy for older audiences to engage:** On social media, the 55+ cohort was most likely to engage. This audience needs higher accessibility options, such as easy-to-find links, an explicit ask they can accomplish, and obvious copy and imagery targeting them.



#### **MEMORANDUM**

TO: COMMUNICATIONS AND MARKETING COMMITTEE

**FROM:** CORNERSTONE GOVERNMENT AFFAIRS **SUBJECT:** METRICS FROM VIDEO ENGAGEMENT

**DATE:** JULY 26, 2017

In their Q2 report, kglobal has provided analysis of the metrics associated with the video that the CMC launched on June 15. You will recall that the approach we took was to promote the video through various channels:

- AgisAmerica website and social media
- Digital advertising
- Engagement with universities

Regardless of how viewers reached the video, they were then urged to go to another website, <a href="www.agaction.org">www.agaction.org</a>, which would enable the individual to write their members of Congress directly. In effect, we were asking viewers to do two things – view the video and then go to another website to advocate – on two different systems. It was expected that each step would have fewer people who actually followed through:

## See the link on an ad or social → click to watch the video → enter the agaction.org

website → fill in their information to contact their elected officials

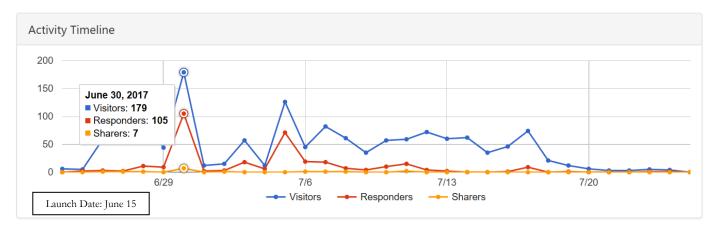
At the same time, it was hoped that with a broad network of universities and advocates that there was an opportunity for the effort to catch on and "go viral" within our community. However, this did not occur and resulted in a rather lackluster level of response.

#### Key dates:

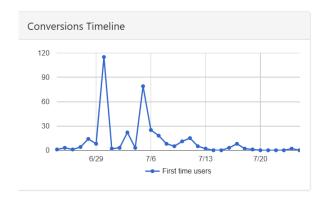
- June 15 video launch at ACE meeting
- June 15 AgAction.org site active
- July 5 digital advertising directed to 5 Senate targets
- July 7 directed digital advertising directly to advocacy page
- July 12 House markup
- July 19 Senate markup

Following are the accompanying metrics:

- Total number of people who opened the "ag action" page: 1,461
- Number of people who completed contact: 366
- Total number of contacts: 884 emails, 12 tweets
- Total States represented: 46
- States with no response: AL, MA, ME, MT



This graph depicts the total number of visitors to the engagement site (blue) and the number of those who completed the contact form (red) and shared the campaign with others (yellow). The campaign's highest activity date fell on June 30, the day after the ESCOP Budget and Legislative Committee held its monthly call and received an update on the project. The next highest activity date, July 5, 2017, was the date that a BAA system-wide reminder was issued.



It is clear that on dates when universities engaged individuals who were already supporters, their "conversion rate" (actually taking action after visiting the site), was much higher. On about July 10, kglobal began directing digital advertising directly to the AgAction.org website. While this resulted in a more consistent number of visitors, those visitors were less likely to write their members of Congress.

At the recent Joint COPS meeting, there was significant discussion in both formal and informal conversations about ways to get greater participation in future engagements.

