

RADFORD UNIVERSITY

**RADFORD UNIVERSITY BOARD OF VISITORS
ADVANCEMENT/ALUMNI RELATIONS & COMMUNICATIONS/MARKETING COMMITTEE
1:00 P.M.
NOVEMBER 10, 2016
MARTIN HALL
BOARD ROOM
RADFORD, VIRGINIA**

DRAFT

AGENDA

- **CALL TO ORDER** Mr. Randolph “Randy” Marcus, *Chair*
- **APPROVAL OF AGENDA** Mr. Randolph “Randy” Marcus, *Chair*
- **APPROVAL OF MINUTES** Mr. Randolph “Randy” Marcus, *Chair*
September 15, 2016
- **ENROLLMENT MANAGEMENT REPORT** Ms. Kitty McCarthy, *Vice President for Enrollment Management*
 - Fall 2017 Recruitment Plan
- **UNIVERSITY RELATIONS REPORT** Mr. Joe Carpenter, *Vice President for University Relations & Chief Communications Officer*
 - FY17 “Phase 1” Advertising Plan
- **UNIVERSITY ADVANCEMENT REPORT** Ms. Melissa Wohlstein, *Vice President for University Advancement*
 - University Advancement and Alumni Relations Report
- **OTHER BUSINESS** Mr. Randolph “Randy” Marcus, *Chair*
- **ADJOURNMENT** Mr. Randolph “Randy” Marcus, *Chair*

**** All start times for committees are approximate only. Committees meet sequentially in the order appearing. Meetings may begin either before or after the listed approximate start time as committee members are ready to proceed.**

Advancement/Alumni Relations/Communication/Marketing Committee & Enrollment Management:

Mr. Randolph “Randy” Marcus, Chair
Ms. Callie M. Dalton, Vice Chair
Mr. Robert A. Archer
Ms. Mary Ann Hovis
Ms. Alethea “A.J.” Robinson

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RADFORD UNIVERSITY

**RADFORD UNIVERSITY BOARD OF VISITORS
ADVANCEMENT/ALUMNI RELATIONS & COMMUNICATIONS/MARKETING
COMMITTEE**

8:30 A.M.

SEPTEMBER 15, 2016

BOARD ROOM

THIRD FLOOR-MARTIN HALL

RADFORD, VIRGINIA

DRAFT

MINUTES

COMMITTEE MEMBERS PRESENT

Mr. Randolph “Randy” J. Marcus, Chair
Ms. Callie M. Dalton, Vice Chair (*entered meeting at 9:03 a.m.*)
Mr. Robert A. Archer
Ms. Mary Ann Hovis
Ms. Alethea “A.J.” Robinson (*entered meeting at 9:06 a.m.*)

BOARD MEMBERS PRESENT

Mr. Christopher Wade, Rector (*entered meeting at 9:15 a.m.*)
Dr. Javaid Siddiqi, Vice Rector (*entered meeting at 9:45 a.m.*)
Ms. Krisha Chachra (*entered meeting at 9:45 a.m.*)
Dr. Rachel Fowlkes
Dr. Susan Whealler Johnston

OTHERS PRESENT

President Brian O. Hemphill, Ph.D.
Mr. Joe Carpenter, Vice President for University Relations and Chief Communications Officer
Ms. Katherine “Kitty” McCarthy, Vice President for Enrollment Management
Mr. James Pennix, Dean of Admissions
Ms. Michele N. Schumacher, Secretary to the Board of Visitors
Ms. Melissa Wohlstein, Vice President for University Advancement
Radford University faculty and staff

CALL TO ORDER

Mr. Randolph “Randy” J. Marcus, Chair, formally called the meeting to order at 8:31 a.m. in the Board Room in Martin Hall, Radford University.

APPROVAL OF AGENDA

Mr. Marcus asked for a motion to approve the September 15, 2016 meeting agenda, as published. Mr. Robert A. Archer so moved, and Ms. Mary Ann Hovis seconded the motion and the agenda as published was approved.

APPROVAL OF MINUTES

Mr. Marcus asked for a motion to approve the minutes of the May 5, 2016 meeting of the Advancement/Alumni Relations & Communications/Marketing Committee, as published. Mr. Archer so moved, and Ms. Mary Ann Hovis seconded, and the minutes were approved. A copy of the approved minutes can be found at <http://www.radford.edu/content/bov/home/meetings/minutes.html>.

UNIVERSITY RELATIONS REPORT

Mr. Joe Carpenter, Vice President for University Relations and Chief Communications Officer, provided a recap of the 2015-2016 marketing and advertising campaign, which provided statistics on (i) the number of impressions that were delivered in support of undergraduate admissions; (ii) the amount of web traffic to the undergraduate admissions sections of the University's website; and (iii) the amount of web traffic to the MBA section pages of the University's website, as a result of the MBA marketing campaign. He also reported on the University's active presence within 10 social media platforms, including Facebook, Snap Chat, and Twitter.

He outlined the 2016-2017 advertising campaign indicating it will be conducted in three phases in recognition that the undergraduate admissions cycle is becoming year-long and less cyclical. Mr. Carpenter also noted the activities of both the Media Relations team and the Creative Services team within University Relations. These activities included: placing faculty subject matter experts in media opportunities that highlight the University's programs, value, and opportunity; and the design or coordination of numerous products in support of branding, marketing, and the presidential transition.

A copy of Mr. Carpenter's report is attached hereto as *Attachment A* and is made a part hereof.

Mr. Marcus thanked Mr. Carpenter for his report.

UNIVERSITY ADVANCEMENT REPORT

Ms. Melissa Wohlstein, Vice President for University Advancement, provided a recap of the FY 2016 fundraising noting that a total of \$7,996,999 had been raised in gifts and pledges. She also reported on the development goals that have been established for FY 2017, and reviewed several strategic initiatives that will assist in fundraising efforts, including business arrangements entered into with Royall and Company and CampusCall to assist with targeted direct mail campaigns, as well as segment calling pools for highly targeted appeals.

Ms. Wohlstein also provided highlights of alumni relations activities since the May 2016 meeting, which included the creation of the Radford University Alumni Association, LLC, noting that the advisory board has been selected, and we are in the process of developing alumni chapters; a recap of President Hemphill's alumni tour throughout the Commonwealth, and an overview of activities that will take place during Homecoming Weekend.

A copy of Ms. Wohlstein's presentation is attached hereto as *Attachment B* and is made a part hereof.

Mr. Marcus thanked Ms. Wohlstein for her report.

ENROLLMENT MANAGEMENT REPORT

Ms. Katherine "Kitty" McCarthy, Vice President for Enrollment Management, provided a brief bio of her career noting that she has been with Radford University approximately two weeks. She then introduced Mr. James Pennix, Dean of Admissions, who reported on Fall 2016 enrollment. Mr. Pennix reported that Fall 2016 enrollment included 1,751 new freshman and 719 transfer students for a total undergraduate student enrollment of 9,401, which is a decrease of approximately four percent. He also noted that thirty-eight percent of the student body are first generation college students, and twenty-nine percent of the student body are students of color.

Ms. McCarthy provided an outline of how the Fall 2017 recruitment plan will be implemented, and noted that the plan will be highly tactical, data informed, collaborative, goal oriented, and include competitive practices. She indicated that specific initiatives that are included in the plan and are currently underway include: territory management, a partnership with Royall and Company, and scholarships. She concluded that she will present the finalized plan, including analytics, at the November Committee meeting. Ms. McCarthy reminded the Committee that the 2017 plan will be our baseline year for using various analytics.

The Committee discussed how changes in the timing of the financial aid application, the use of scholarships, and recruitment methods for first-generation college students can impact student enrollment.

Mr. Marcus thanked Ms. McCarthy for her report.

ADJOURNMENT

With no further business to come before the Committee, Mr. Marcus, Chair, adjourned the meeting at 10:33 a.m.

Respectfully submitted,

Michele N. Schumacher
Secretary to the Board of Visitors

ATTACHMENT A

University Relations Update

RADFORD
UNIVERSITY

Branding & Marketing Progress Report

- FY15/16 Campaign Activity Summary
- Upcoming FY16/17 Campaign Approach
- Media Relations
- Creative Services
- Web Communications & Strategy

FY15/16 Campaign Activity Summary

FY15/16 Campaign Activity Summary

CAMPAIGN/MEDIA	Impressions	August	Sept	October	November	Dec	January	February	March	April	May	June	July
UNDERGRADUATE	81,881,955												
Print	3,794,813												
Out of Home	26,670,764												
Radio	4,746,028												
Streaming Radio	1,547,096												
TV	17,921,158												
Online Video	3,478,212												
Digital	23,247,154												
SEM	476,730												
TRANSFER	7,253,282												
Digital	6,978,884												
SEM	274,398												
MULTICULTURAL	8,039,025												
Print	380,000												
Radio	388,000												
Streaming Radio	1,228,466												
Digital	6,042,559												
MBA	10,200,081												
Print	631,032												
Radio	145,700												
Digital	8,317,973												
SEM	135,624												
Social Media	969,752												
All CAMPAIGNS	107,374,343												

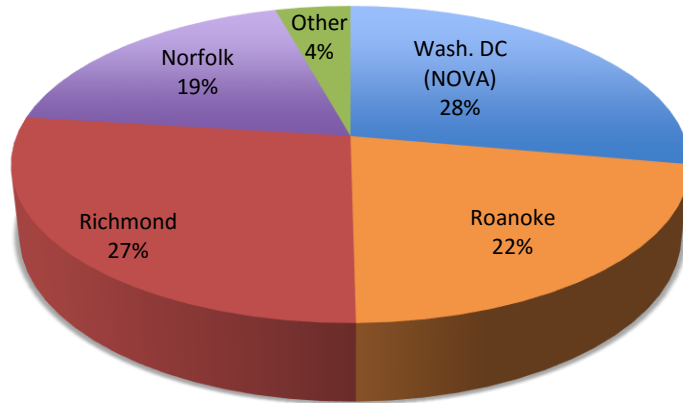
FY15/16 Advertising Summary

Media Channel	Advertising Spend	Impression Volume
Digital Display	\$184,258	36,268,597
Print	\$195,683	4,174,813
TV	\$153,692	17,921,158
Out of Home	\$94,932	26,670,764
Radio	\$64,068	5,134,028
Paid Search	\$40,906	751,128
Online Video	\$44,705	3,478,212
Streaming Radio	\$41,985	2,775,562
Total	\$820,229	97,174,262

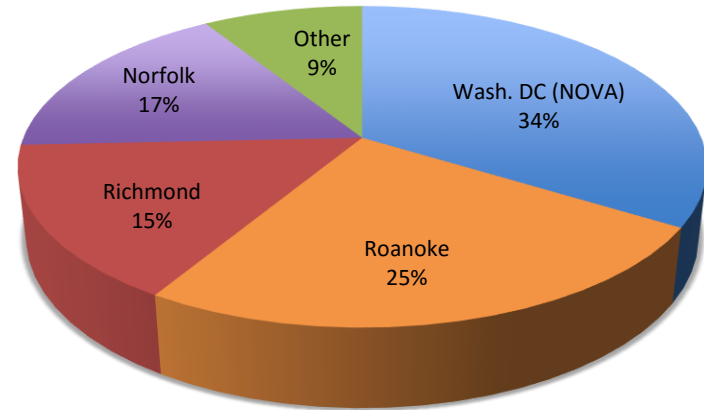
- Includes all Undergraduate, Transfer and Multicultural advertising

Advertising's Impact by Market

% Ad Spend by Market (DMA)



% Total Applications (NF + TR)

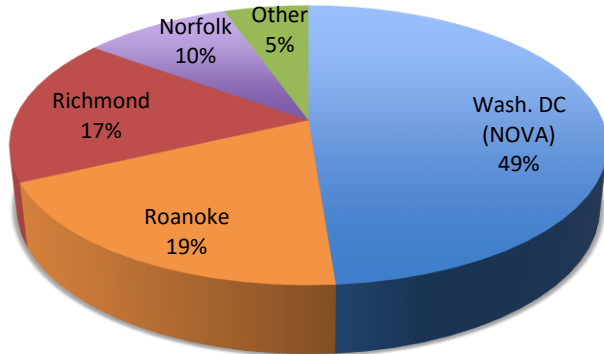


**All data pulled from Sept 1, 2015 – Mar 1, 2016*

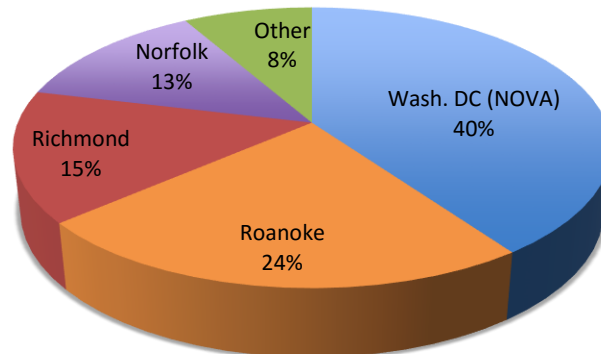
- The majority of advertising spend during Sept-Feb was allocated to four key market DMAs (Designated Market Areas): Washington DC (NOVA), Roanoke, Richmond and Norfolk
- In general, in-state applications through February were consistent with the proportion of ad spend per market, with a particular uptick in Radford's home market of Roanoke

Digital Advertising's Impact by Market

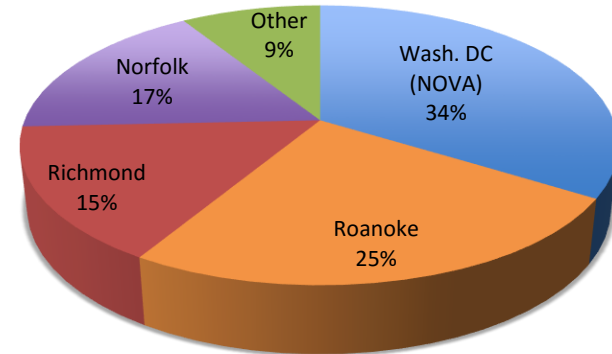
% Digital Impressions by Market (DMA)



% Admissions Web Traffic by Market (DMA)



Total Applications (NF + TR)



**All data pulled from Sept 1, 2015 – Mar 1, 2016*

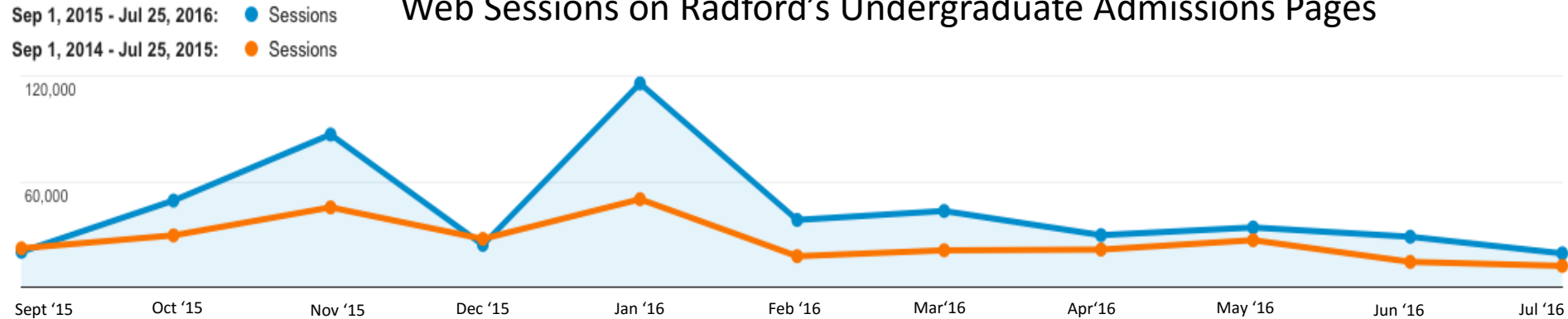
- Digital advertising impressions targeted the same four major Virginia markets, with the majority of impressions focused on the heavily populated Washington DC (NOVA) market
- Traffic patterns on the Admissions section of the Radford website mirrored the delivery of digital ad impressions by market
- Total applications are highly correlated with the pattern of traffic to the Admission site

FY15/16 Key Performance Indicators

KPI	Undergrad	Transfer	Multicultural	MBA	Total
Advertising Impressions	81,881,955	7,253,282	8,039,025	10,200,081	107,374,343
Landing Page Visits	39,408	7,888	10,229	25,234	82,759
Visit Rate (digital banners)	62%	66%	50%	43%	N/A
Landing Page Event Actions	733	183	163	453	1,532
Application Actions	50,146	9,498	N/A	N/A	59,644

Website Performance (Admissions Section Year over Year)

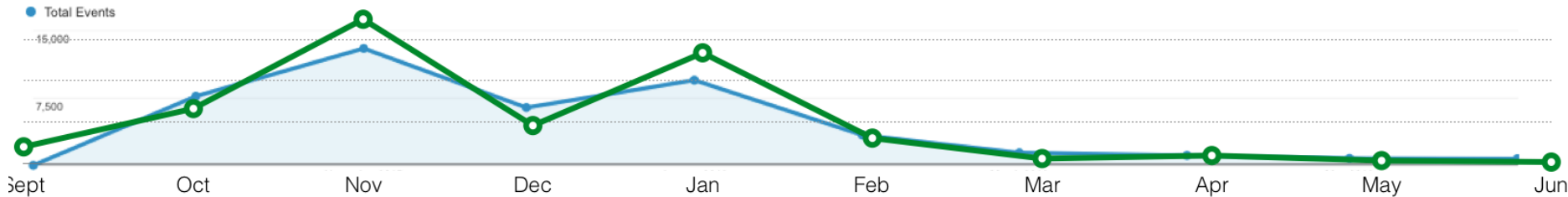
Web Sessions on Radford's Undergraduate Admissions Pages



- 71% YoY increase in web traffic to Radford Admissions Section during Sept 2015 – July 2016
- Largest increases in traffic were during months of November (+91% YoY) and January (+132% YoY) when there was an elevated amount of paid advertising in market
- Additionally, the Admissions pages had a 48% increase in page views and 19% increase in new web sessions

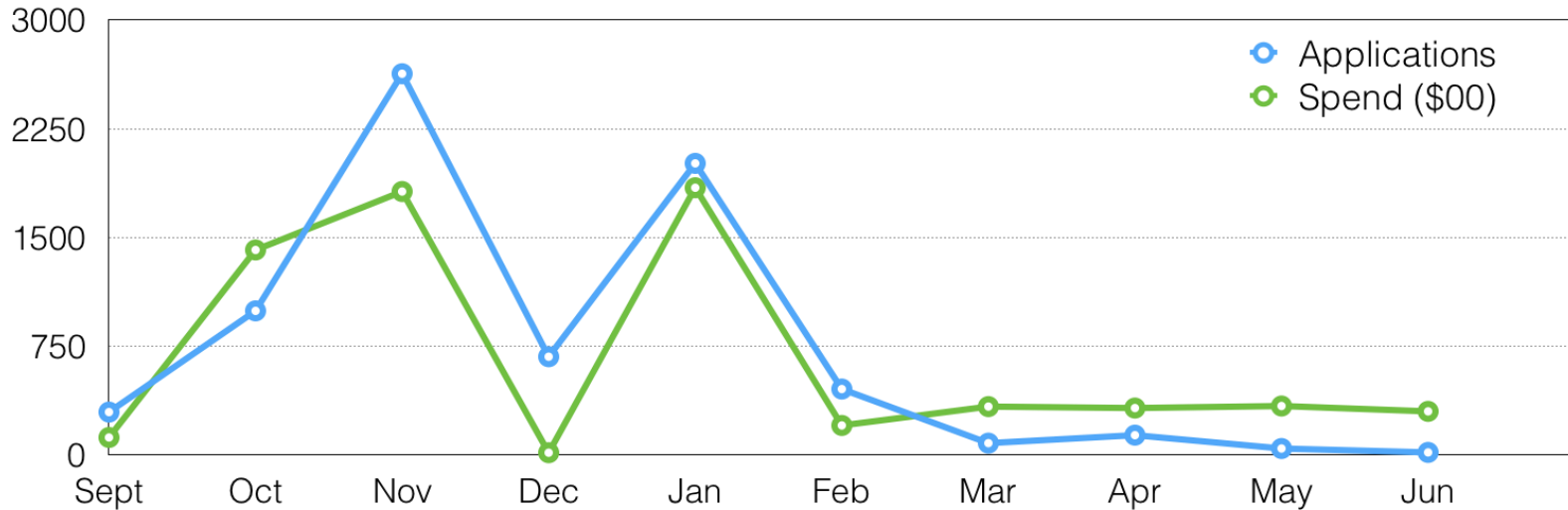
FY15/16 Application Trends

Undergraduate Applications – Online Data vs. Offline Data



- Applications received by Radford Admissions through offline data (green line) closely correlates to the trend of event actions occurring on the website (blue line)
- Most students submitted applications during November and January

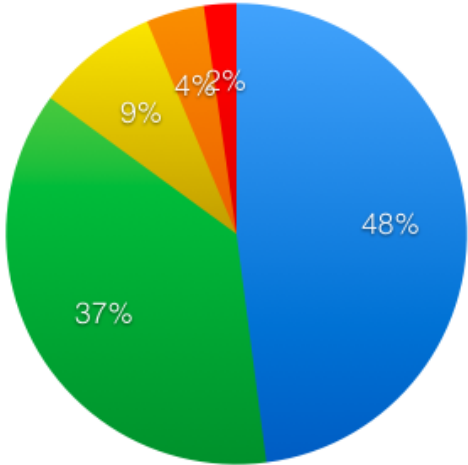
Advertising Spend vs. Undergraduate Applications



- Undergraduate application rates reflect a correlative pattern of advertising spend in the market each month

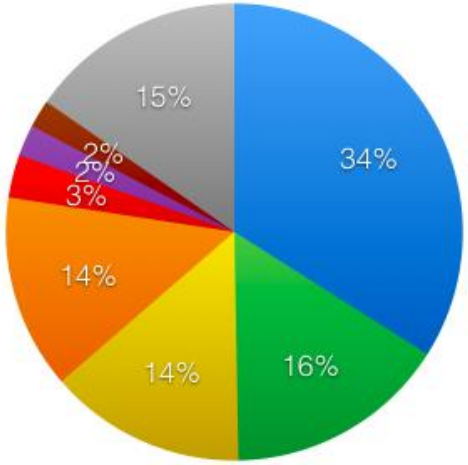
FY15/16 New Freshmen Application Trends (Online Data)

Top Website Traffic Sources for New Freshmen Applicants



- Google/Organic
- Direct
- Bing/Organic
- Referral/Other
- Yahoo/Organic

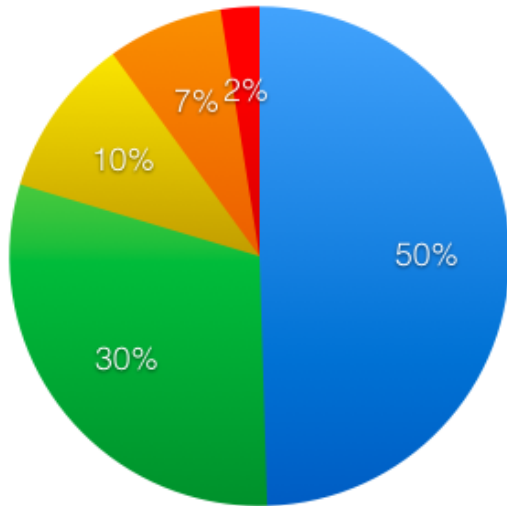
Top Feeder Markets for New Freshmen Applicants



- Washington DC
- Roanoke-Lynchburg
- Richmond-Petersburg
- Norfolk-Portsmouth
- Charlottesville
- Harrisonburg
- Tri-Cities
- Other

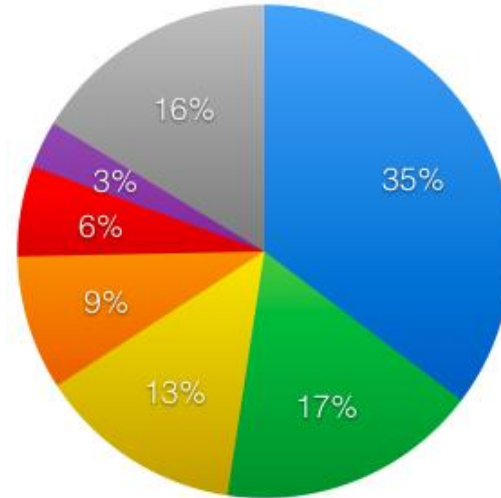
FY15/16 Transfer Application Trends (Online Data)

Top Website Traffic Sources for Transfer Applicants



- Google/Organic
- Direct
- Bing/Organic
- Referral/Other
- Yahoo/Organic

Top Feeder Markets for Transfer Applicants



- Roanoke-Lynchburg
- Washington DC
- Norfolk-Portsmouth
- Richmond-Petersburg
- Tri-Cities
- Charlottesville
- Other

MBA Marketing

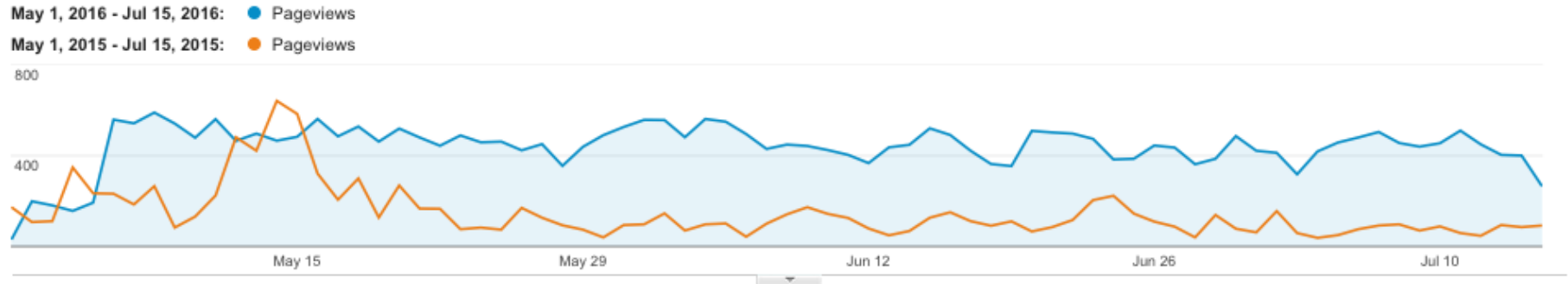
- Situation: Low awareness of the Radford MBA and 2 years of declining enrollment
- Overall Seasonal Goal: Generate 100 applications and enroll 50 new students for fall 2016
- Objective: Build visibility for the Radford MBA as a high quality, convenient and affordable way for career advancement
- Tactics: Use targeted media to drive interest and inquiries in high priority markets
- Results Highlight: 202% YoY increase in website visits to the Radford MBA

MBA Advertising Campaign Overview

- Target Audience: Prospects for full-time, part-time or online (MBA) degree
 - Primary: Working professionals and current Radford undergrad students
 - Secondary: Radford alumni
- Timing: May 1 - July 15
- Geography: Feeder colleges and key markets of opportunity: Northern Virginia (Washington, DC market), Richmond and Norfolk

Media Channel	Advertising Spend Cost	Impression Volume
Digital Display	\$34,759	8,317,973
Paid Search	\$14,809	135,624
Print	\$7,081	631,032
Paid Social	\$5,029	969,752
Radio	\$4,783	145,700
Total	\$66,462	10,200,081

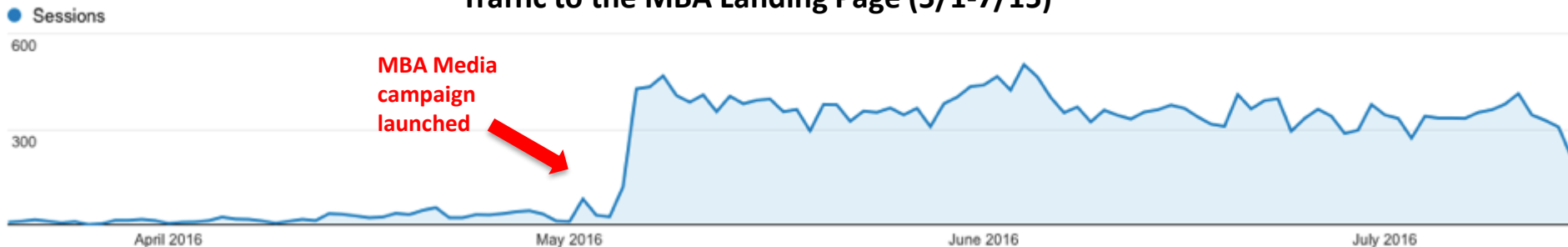
Website Performance (MBA Pages Year over Year)



- The MBA Campaign resulted in 33,322 total page views on all MBA section pages
 - 202% YoY increase in total website visits to the MBA section
 - 266% increase in unique visits to the MBA section
- Users spent an average of 2:09 minutes on MBA section pages (111% YoY increase)

Traffic to all MBA Pages on Radford Website

Traffic to the MBA Landing Page (5/1-7/15)



MBA Event Actions	5/1 – 7/15
Apply Now	285
Request More Info	108
Schedule a Tour	32
Email MBA Program	13
Total Actions	438

COBE Branding & Marketing

- **Goal:** Introduce the **COBE brand** and drive interest and enrollment in Radford undergraduate business education
- **Audience:** Prospective students and their parents; current Radford students
- **Strategy:** Position COBE as providing a hands-on education that develops the competencies that will support any career path students choose. Make business education relevant to the Millennial generation
- **Tactics:**
 - **Target a paid social media campaign** to prospective students and parents in high potential markets;
 - **Promote COBE enrollment events** for highly selective students;
 - **Develop collateral to tell the COBE story**

COBE Creative

One Sheet

Social

Snapchat

ACADEMIC PROGRAM COLLEGE OF BUSINESS AND ECONOMICS



LEE BRADSHAW
an assistant professor
of business and
economics at Radford
University

Lee Bradshaw is a fourth-year student who is studying for his degree in business and economics. He is currently working on his thesis and is looking for a job in the field of business and economics. He is also interested in learning about the latest trends in business and economics.

RADFORD UNIVERSITY
College of Business and Economics

THIS IS BUSINESS

"Passion" and "business degree" don't usually go hand in hand. But times have changed and today's business degrees can be tail to whatever it is you're passionate about. Do you have outdoor adventures? Don't! Or perhaps you're focused on a career in global finance or accounting? All of these pursuits require creative and critical thinking skills, and with the right preparation, you can follow your business dreams wherever they lead. Help us at Radford University's College of Business and Economics (COBE), our research & built career & solid foundation in innovation and analytics. It's about developing creative solutions to real-world business problems in a supportive environment committed to hands-on learning.

FOLLOW YOUR PASSION AND SUCCESS WILL FOLLOW.

Radford University's COBE wants to see you off for the "You're the" You'll transfer the skills to do what you want and enjoy what you love. Because that's the end game. You want to find a job you're genuinely interested in each and every day. And a Radford business degree is the key to all kinds of opportunities that can take you anywhere.

WE'RE REDEFINING BUSINESS. ONE STUDENT AT A TIME.


When you walk into our college, you can't help but feel inspired. The autonomy-style classrooms encourage student collaboration and make you feel motivated to get out there and be successful. We even have a track "Building your future" giving our students hands-on access to important tools in today's economy.

Together, let's turn your passion into your purpose. Learn about everything we have to offer.

MAKE YOUR REASON OUR BUSINESS.

Whether you're sports fanatic, learning of finance, a business degree from Radford University will set you apart. We'll help you get the most out of your education and help you get the most out of your career. We'll help you get the most out of your education and help you get the most out of your career. We'll help you get the most out of your education and help you get the most out of your career.

Radford University College... Sponsored



[Learn More](#)

Today's business degrees can be tied to whatever it is you're passionate about. Turn your passion into your purpose.

Radford University College of Business & Economics


Today's business degrees can be tied to whatever it is you're passionate about. Turn your passion into your purpose.



A Business Degree Made Sense to Me.

The mission of the Radford University College of Business and Economics is to provide an active learning environment focused on developing responsible business professionals who can work collaboratively to compete in a dynamic global economy.

WWW.RADFORD.EDU [Learn More](#)



NOW I MEAN BUSINESS

RADFORD UNIVERSITY

FY15/16 Advertising Insights

- **Undergraduate enrollment year has three “phases”;** advertising needs to be in synch
 - Discovery/Early Application phase: Sept-Oct
 - Conversion/Regular Application phase: Nov-Feb
 - Yield & Early Discovery phase: Mar-May
- **Transfer prospects** typically research all year (both seasons), but application phase only ramps up in January and maintains momentum through May
- **Majority of online applicants are using Google** to search for Radford. They go straight to the homepage
 - Vital to continue to include and expand **key information on homepage** to drive students to learn more and apply
- **Digital marketing landing page** will benefit from adding visuals, attractive buttons, and incentivized call-to-actions.

Upcoming FY16/17 Campaign Approach

Strategic Approach for FY2016-17

- Launch with awareness and interest building branding tactics Sept-Oct during discovery phase for high school seniors and their influencers
 - Hyper-targeted digital media
 - Radio/Streaming tactics to promote Open Houses and campus visits
 - Align with relevant print content
 - Introduce paid social media to encourage engagement and promote Open House dates
- Elevate ad presence during key application/conversion phase of Nov-March
 - Launch new TV spot and leverage spot on digital channels to expand reach
 - Strategically targeted out of home opportunities to extend brand presence
 - Communicate deadline dates on digital executions (display/social) to generate sense of urgency
- Continue momentum through the Spring during yield phase and younger high school students' discovery phase
 - Consider native advertising channels that seek to educate and inform the next generation of applicants
 - Concentrate paid search on Transfer prospects who are more likely to apply in the Spring

Fall 16/Spring 17 Media Approach

- **Out of Home**
 - Continue to leverage OOH in areas where Radford will benefit from additional visibility
 - Continue to employ proven transit opportunities to expand the marketing footprint
 - Consider digital units that will allow for rotation of multiple creatives and time-sensitive copy
- **Print/Magazine**
 - Focus on college guides and program-specific publications with contextual relevance
 - Diminish use of newspapers/magazines, which tend to skew older in readership and historically contribute more to resource constraints
- **Radio**
 - Continue to use terrestrial radio in Roanoke market for branding and Open House communication
 - Use streaming radio across all state markets to efficiently target prospects and parents
- **Television**
 - Run new TV spot in high potential markets
 - Flight media to run after political season (Nov) to avoid rate hikes
 - Run online video of new spot to extend reach and frequency; include call to action graphic

Fall 16/Spring 17 Media Approach

- Digital Advertising
 - Continue to target display banners to Radford's most relevant audience
 - Consider allocating a larger pool of budget toward mobile targeting, as 50% of website searches are now done on a mobile device first
 - Employ unique sizes and executions to command attention
 - Use Cost per Visit as a primary KPI for digital media and use Radford's FY16 CPV as a benchmark
 - Employ innovative digital and paid social media tactics to engage students, parents and influencers "where they live," and multiply exposure through social media "sharing"
 - Coordinate "Search Engine Marketing" timing during periods with highest opportunity for conversion or return on ad spend (ROAS)

Key Performance Indicators for FY16-17

- Employ **GLOBAL** Key Performance Indicators (KPIs) that measure the quantity and quality of traffic engaging with the Admissions section of the Radford website as a product of the overall marketing effort
- Utilize **DIGITAL** KPIs that measure specific campaign metrics and actions that are directly attributable to the digital marketing efforts

- **Global KPIs**

- Undergrad Admissions Section Traffic
- “Apply” Page Traffic
- Application Link Event Actions

- **Digital KPIs**

- Digital Media Impressions
- Marketing Landing Page Visits
- Marketing Landing Page Inquiry Actions

**Visit Rate & Cost Per Visit used as quality performance benchmarks*

Media Relations

Class of 2016

- Roanoke Times
 - [Features student Christina Poole](#)
- WDBJ
 - [Graduate Student, Joe Reser, moves to Alaska](#)
- Southwest Virginia Today
 - [Teacher making trek to Alaska - student Jordan Addison](#)



Summer Programs

- The Roanoke Times
 - [Boys State builds leaders during week at Radford](#)
- WDBJ Channel 7
 - [Virginia students experience government during Boys State](#)
 - [Radford University hosting Summer Bridge program for high school science girls](#)
 - [Summer Bridge program - ammunition plant visit](#)
 - [Summer Bridge - forensic science and cyber security exercise](#)



Nursing, Health and Social Services

- WDBJ Channel 7 – SME
 - [School of Nursing Professor, Meghan Hebdon - new opioid education program](#)
 - [Story was also picked up by online news outlets in UK and India](#)
 - [School of Nursing professor, Majorie Young - traveling in areas known to have Zika virus](#)
- WSLN Channel 10 – SME
 - [School of Nursing professor, Vicki Bierman - new mental health nurse practitioner certificate](#)
 - [CHBS psychology professor, Sarah Hastings - lack of psychiatrists nationwide](#)

Radford University to offer rare mental health nursing program

By Bethany Teague - New River Valley Reporter
Published: June 15, 2016, 4:39 pm | Updated: June 15, 2016, 6:23 pm



Opioid education becoming essential in Radford University nursing curriculum

Radford University to offer rare mental health nursing program

By Bethany Teague - New River Valley Reporter
Published: June 15, 2016, 4:39 pm | Updated: June 15, 2016, 6:23 pm



Performing Arts and Design

- The Roanoke Times
 - [CVPA professor, Wesley Young - one man Oscar Wilde show](#)
- Aviation Pros (industry publication)
 - [CVPA art exhibit at National airport](#)
- Interior Design (industry publication)
 - [Sherwin-Williams Reveals 2016 STIR Student Design Challenge Winners - RU student Anna Nicholson won second place in residential category and won the Facebook fan favorite category](#)

Economics

- WDBJ Channel 7 – SME
 - [COBE finance professor, Steve Beach - how Brexit could impact economy](#)
 - [COBE finance professor Steve Beach - recovery from recent stock market drop may not be sustainable](#)
 - [COBE finance professor Steve Beach – SMIPO](#)
 - [COBE finance professor Steve Beach - impact of elections on our wallets](#)
- WSLS Channel 10 – SME
 - [COBE finance professor Steve Beach - stock market spike](#)



Criminal Justice & Politics

- Business Insider – SME
 - [CHBS criminal justice professor, Tod Burke - police body cameras](#)
 - [CHBS criminal justice professor, Tod Burke - law exempting police camera footage from the public record](#)
- WFIR 960 AM radio – SME
 - [CHBS criminal justice professor, Tod Burke - police ambush in Dallas](#)
 - [CHBS School of Communications professor, Scott Dunn, political campaign communications](#)
- The Christian Science Monitor – SME
 - [CHBS criminal justice professor, Tod Burke - police and race](#)
 - [CHBS criminal justice professor, Tod Burke - Baton Rouge tragedy, challenges faced by black officers](#)

Criminal Justice & Politics

- NBC News – SME
 - [CHBS criminal justice professor, Tod Burke - Dallas highlights police stress, recruitment struggles](#)
- WDBJ 7 – two faculty SMEs
 - [CHBS professor of communications, John Brummette and Tod Burke - deadly force in wake of police shootings](#)
- WFXR Channel 21/27 – SME
 - [CHBS School of Communications professor, Scott Dunn, political campaign communications](#)

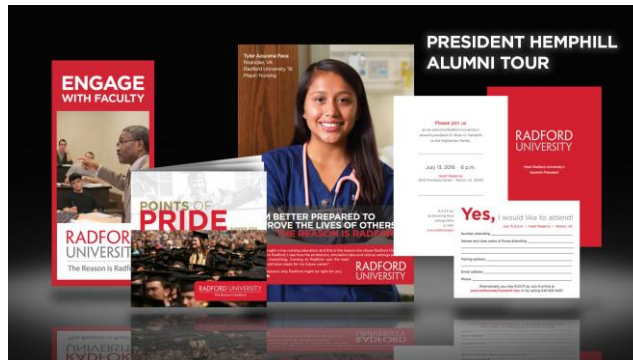


Creative Services

Creative Services

- Creative Services designed or coordinated numerous products in support of branding, marketing and presidential transition, including:
 - President Hemphill alumni tour and transition
 - Residential Life promotional campaign
 - Quest guide, Quest online video “commercial” <https://vimeo.com/171811331> and Quest video vignettes
 - The Reason is Radford campaign-aligned brochures for academic and co-curricular programs
 - Implemented a Creative Services project management system: streamlined processes resulting in increased productivity, quality control and customer service
 - Post-production support to The Reason is Radford 2016-17 TV/web ad

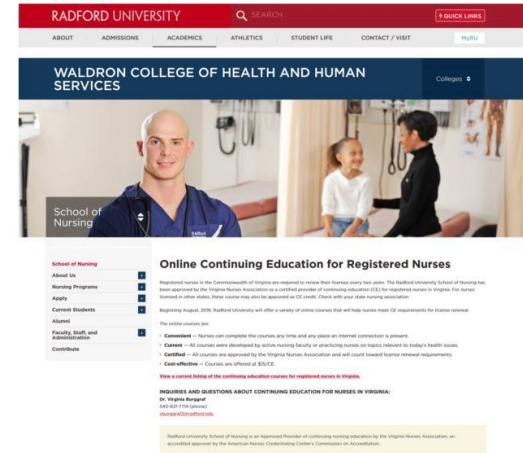
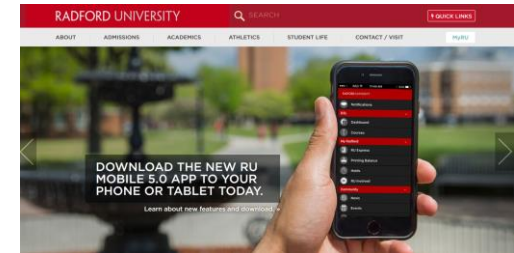
Creative Services



Web Communications & Strategy

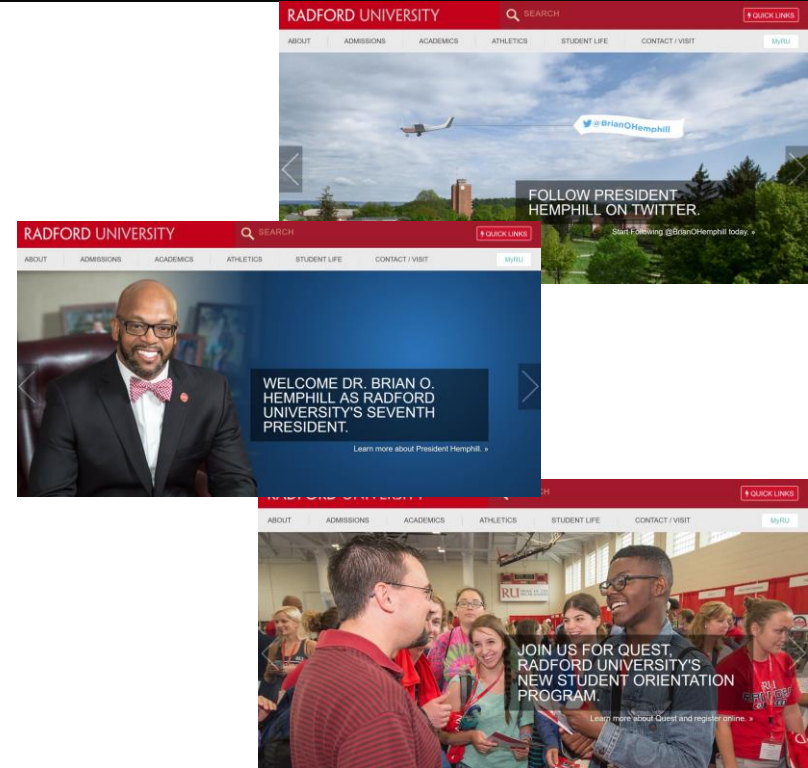
Web Communications & Strategy

- May 1 to July 26, 2016 all of Radford.edu received nearly 2.4 million page views. Top pages viewed for this period were:
 - Radford.edu homepage
 - Directory
 - Admissions (undergraduate)
 - New Student Programs
 - Graduate College homepage
- RU Mobile App 5.0 went live
- New search mechanism went live on Radford.edu
- Created webpages within School of Nursing website - highlighting online RN continuing education (CE) courses
- Threat Management and Behaviors of Concern website went live
- Supported updates to International Education Center site
- Supported content and usability updates to Disability Resources Office site



Web Communications & Strategy

- Created new website for Maker Space
- Created new website for Helping Eradicate Homelessness through Resources, Opportunities and Supplies (HEHROS)
- Commenced redesign of Human Resources site
- Developed Office of Student Life site template
- Developed COBE Center for Innovation and Analytics site template
- Homepage banner images with eight different banners promoting
 - President Hemphill's first day, his Twitter account, Alumni Tour, President's Welcome to the Community
 - Welcome to Boys State, Quest
 - Mobile App 5.0
 - Ambient video
- Implemented Snapchat social media platform launched during Quest
 - Quest Assistants participated



Social Media Summary (May 1 - July 26, 2016)

Twitter

Total overall impressions	-3,901,000 total - 4.7k per day
Overall Engagement	- 1.2% engagement rate - 870 total link clicks - 461 retweets - 1.2K likes - 64 replies
Followers	- 15,265 followers total - 1.5 new followers per day

Facebook

Overall posts	- 65 total posts - 12K total engagement
Overall Likes	- 26K total likes - + 613 new likes

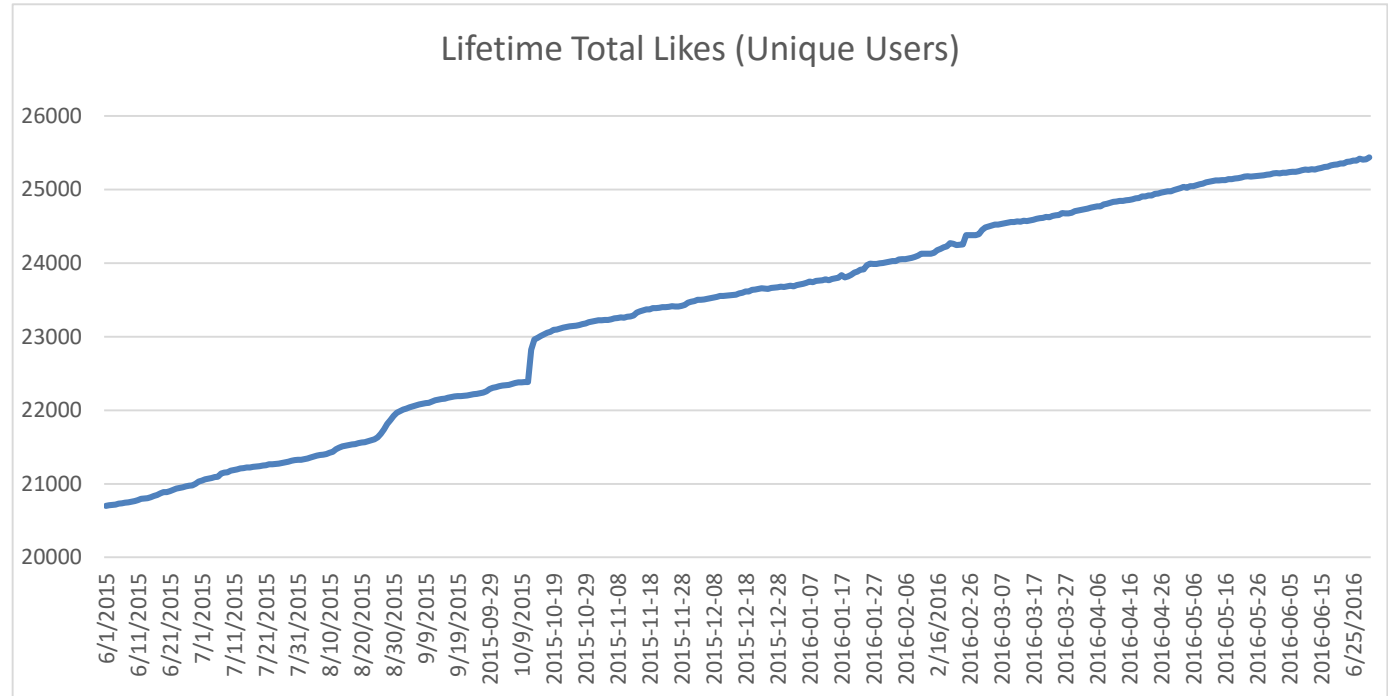
Snapchat

Quest Campaign: 5/26-7/8

Posts	196
Number of Views	163,118
Average Views per Post	747

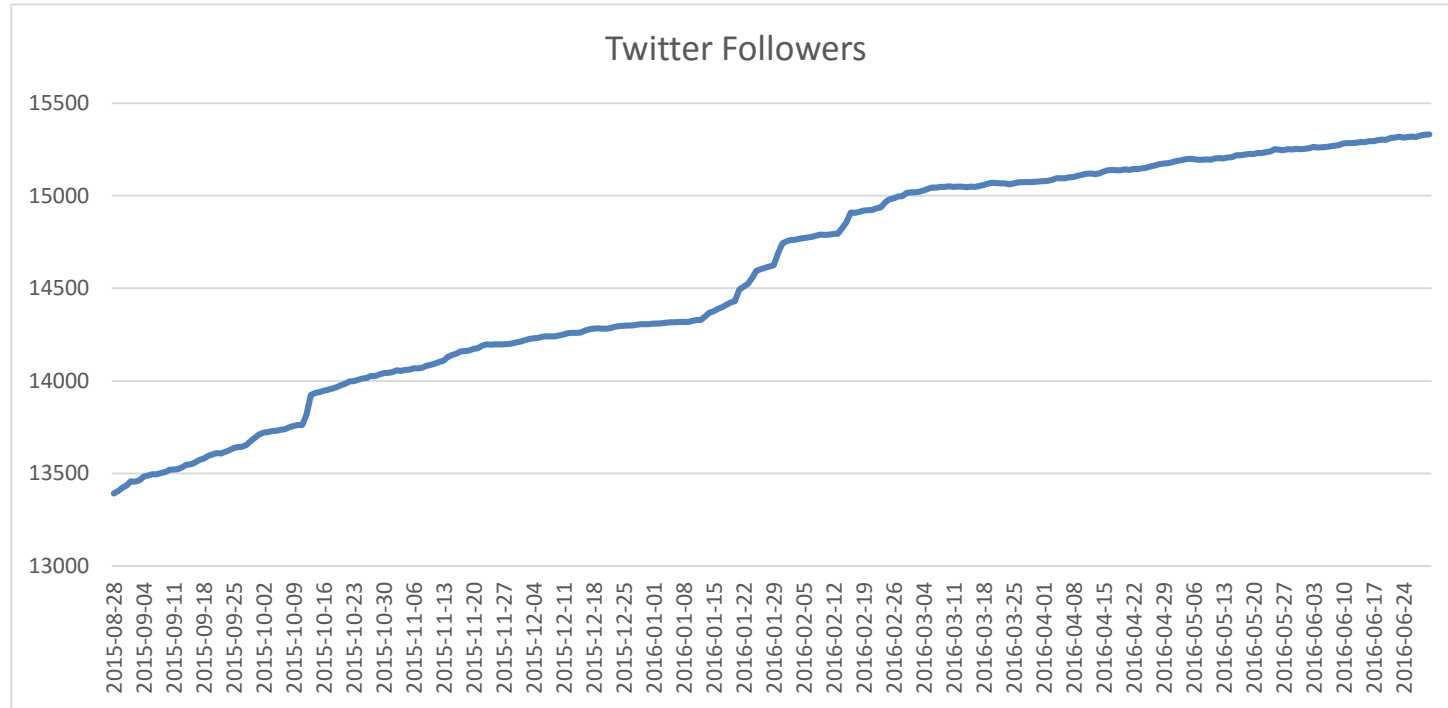
Facebook -Users trends (June 1, 2015-June 27, 2016)

- Total reach - 9,825,077 users
- Overall Engagement (likes, comments, shares) - 68,000
- 23% increase in fans/likes during this period



Twitter - User Trends (Aug. 28, 2015-June 27, 2016)

- Total impressions - 1,654,262
- Overall Engagement (likes, replies, retweets) - 6,600
- 14% increase in fans/likes during this period



Discussion

ATTACHMENT B

Board of Visitors

RADFORD
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Office for University Advancement and Alumni Relations

RADFORD
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Advancement Overview

Fiscal Year Update

Development Strategic Approach

Alumni Relations Strategic Approach

Upcoming Activities

Fiscal Year by the Numbers

Advancement

Total Fiscal Year Use, Endowed/Capital Gifts, and New Pledges

	FY13-14	FY13-14 Donors	FY14-15	FY14-15 Donors	FY15-16	FY15-16 Donors
Fiscal Year Use	\$1,572,889	3,236	\$1,604,966	3,441	\$2,009,493	3,996
Endowed	\$754,490	1,946	\$538,001	1,369	\$496,800	514
Capital	\$422,261	200	\$454,958	60	\$25,451	33
Real Estate	\$222,500	1	\$0	0	\$0	0
Planned Gifts	\$752,500	5	\$1,282,000	8	\$5,090,000	9
Loans	\$0	0	\$0	0	\$140,300	4
Total	\$3,724,640		\$3,879,925		\$7,762,044	

Fiscal Year by the Numbers

Advancement

Grand Total All Gifts and Pledges

	FY13-14	FY13-14 Donors	FY14-15	FY14-15 Donors	FY15-16	FY15-16 Donors
Fiscal Year Use	\$769,093	3,067	\$874,743	2,665	\$1,039,647	3,582
Restricted-Pending	\$0	0	\$36,487	22	\$12,350	7
Endowed/Capital Gifts	\$880,042	1,492	\$892,883	1,082	\$459,723	537
Real Estate	\$222,500	1	\$0	0	\$0	0
New Pledges	\$1,853,005	1,023	\$2,075,812	1,176	\$6,250,324	570
Subtotal =	\$3,724,640		\$3,879,925		\$7,762,044	
Gifts in Kind	\$105,257	49	\$200,775	38	\$223,955	45
Realized Bequests	\$7,500	1	\$37,639	3	\$11,000	1
Subtotal =	\$112,757		\$238,414		\$234,955	
Grand Total	\$3,837,397		\$4,118,339		\$7,996,999	

Development

Strategic Approach

- College-Based:
 - Staffing:
 - COBE: Sam Wagner (July)
 - CHBS/CVPA: Ron Nolan (July)
 - CHEHD/CHHS: Jocelyn Stephens
 - CSAT:
 - Planned Giving: Bruce Cunningham
 - Corporate/Foundation (open)
 - Athletics: Andrew Hartley
 - Approach:
 - Annual/Major/Planned Gifts
 - Alumni Relations
 - Matrix:
 - 16 appointments per month (face-to-face visits)
 - Strategic personal solicitations (proposals)

Development

Annual Approach

- Direct Mail:
 - Partnership with Royall and Company (second year contract)
 - Fall mailings (3) and emails (multiple per each mailing)
 - September first mailing - thank you renewal - Presidential approach
 - November - Entire data base
 - December calendar year end push
 - Fiscal Year end mailing and emails
 - Late May (15-20) schedule drop date
 - New initiatives:
 - Young alumni - (separating new graduates)
 - Data Analysis - for personal solicitations
 - Non-Royall Spring Mailing
 - College based focused

Development

Annual Approach

- Phone Program:
 - New hire: Frankie West (July)
- Strategic Approach:
 - Partnership with CampusCall (training and development)/ Royall
 - Renewal / Acquisition
 - New hires for student callers / updated training and development
 - College presentations / Affinity groups
- Crowd Funding
 - Currently reviewing corporate partners
 - Target Spring platform launch
 - Day of Giving

Alumni Relations

Strategic Approach

- Key Initiatives:
 - Alumni Association LLC Completed
 - Advisory Board members selected
 - 1st Affinity Group partnership in process
- Regional:
 - New hire: Richmond/Virginia Beach Coordinator: Alexa Jupe (July)
 - Outreach and Development - Chapters
- Partnerships:
 - Career Services
 - Admissions
 - Colleges

Alumni Relations

Presidential Tour Recap

- Phase One:

Region

Attendees

- NoVa: July 13 214
- Richmond: July 14 187
- Va Beach: July 19 173
- Roanoke: August 11 163
- NRV: August 14 313

- Phase Two:

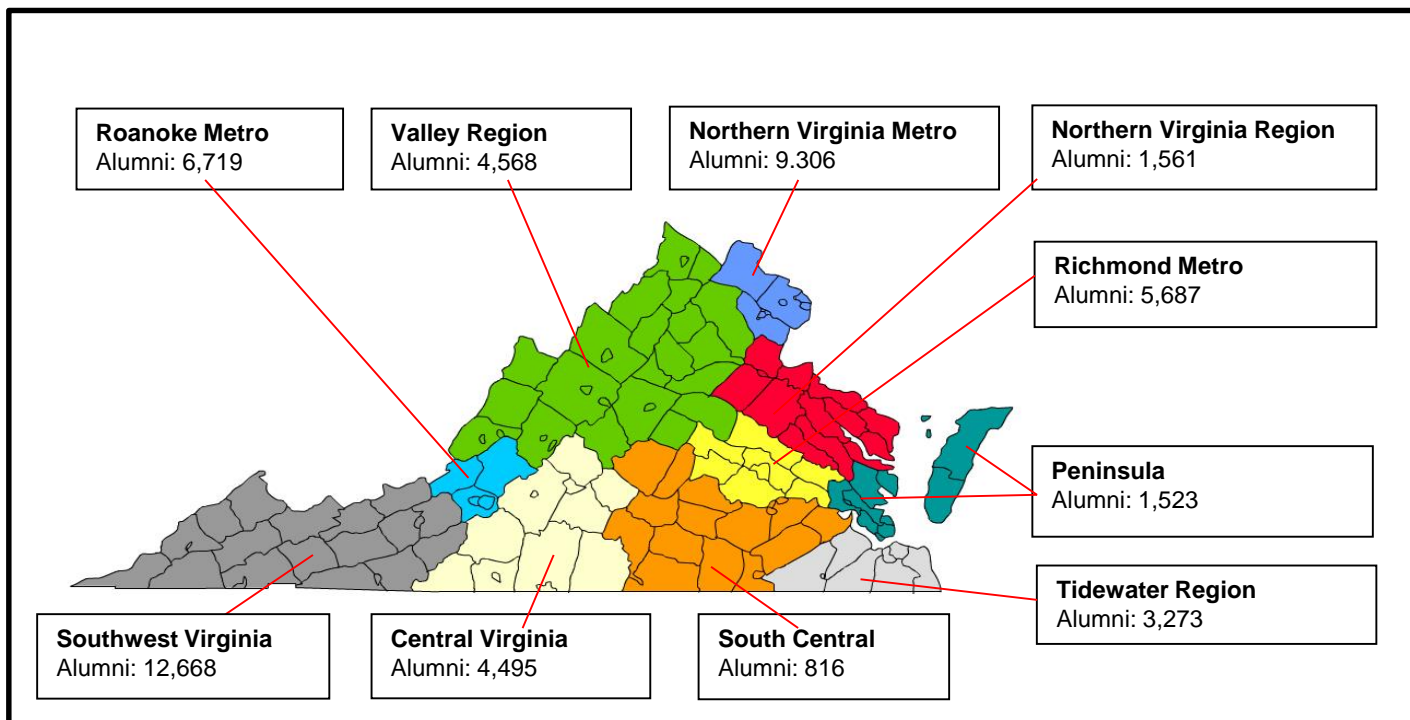
Region

- Abingdon: August 17 100
- Raleigh: September 22
- Charlotte: September 28
- Atlanta: September 29



By the Numbers

Number of Living Alumni by Region in Virginia (May 2016)



By the Numbers

Number of Living Alumni in Virginia - by Region and College (May 2016)

Region	COBE	CEHD	CHHS	CHBS	CSAT	CVPA	GRAD	UNKN	Total
Central VA	663	1,218	403	1,057	324	264	496	70	4,495
Northern VA	282	405	81	450	137	105	59	42	1,561
Northern VA Metro	2,297	1,795	311	3,129	763	622	191	198	9,306
Peninsula	243	405	85	425	119	114	67	65	1,523
Richmond	1,225	1,301	346	1,603	435	431	225	121	5,687
Roanoke Metro	1,157	1,606	825	1,470	356	320	900	85	6,719
South Central	95	234	73	235	64	51	44	20	816
Southwest	1,590	3,207	1,001	3,056	1,097	683	1,769	265	12,668
Tidewater	630	807	171	959	270	230	111	95	3,273
Valley	699	1,287	314	1,259	403	281	231	94	4,568
Total	8,881	12,265	3,610	13,643	3,968	3,101	4,093	1,055	50,616

Alumni Relations

Engagement Activities / Events

- Summer Engagement
 - Radford University Day at the Nationals Park
 - Watermelon Festival
 - Alumni / Legacy Family Luncheon
 - Alumni Faculty / Staff Welcome Back
- Fall Engagement
 - Golf Society Reunion
 - Neptune Festival
 - Highlander Festival
 - HOMECOMING



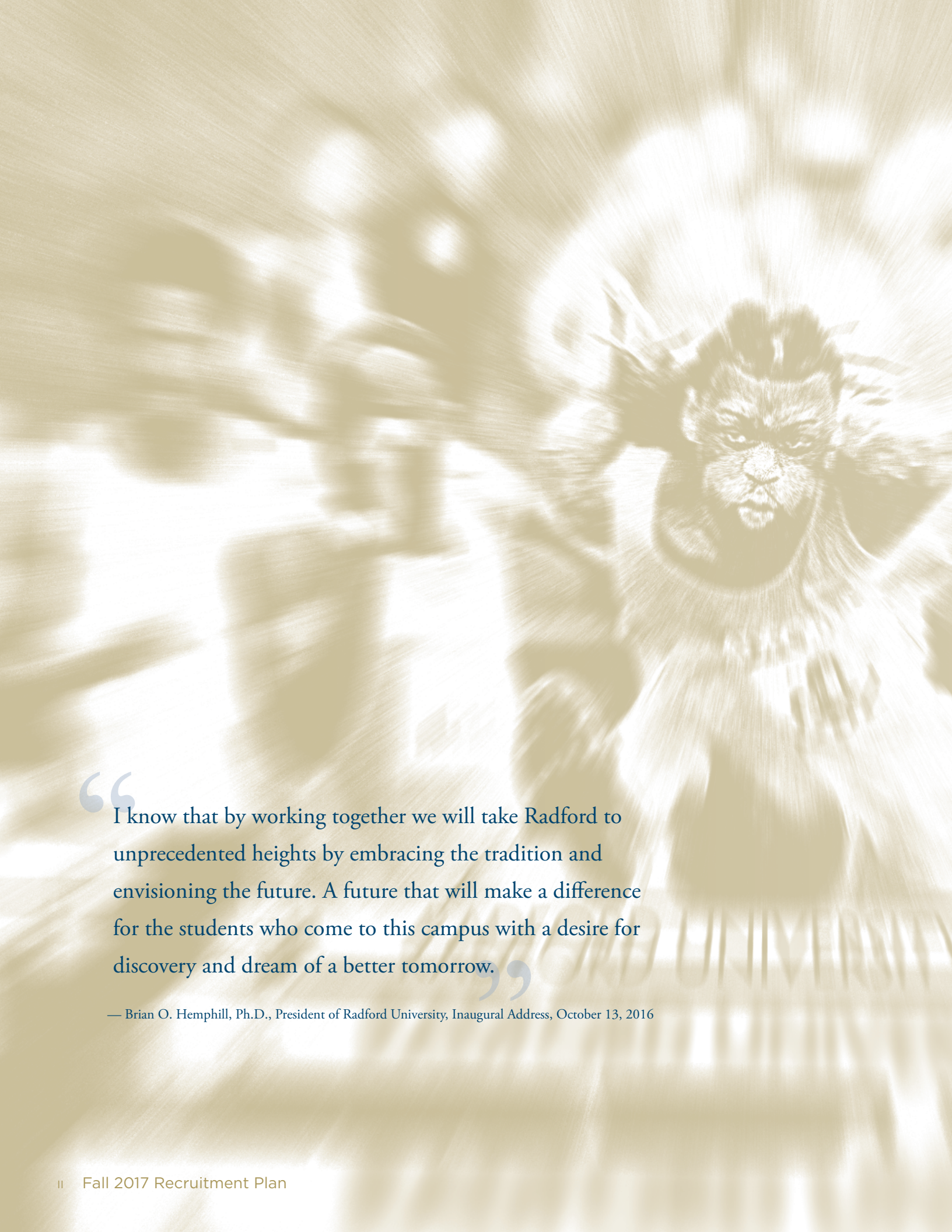
Questions

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Recruitment
PLAN FALL
2017

There is tremendous momentum at Radford University

RADFORD UNIVERSITY



“ I know that by working together we will take Radford to unprecedented heights by embracing the tradition and envisioning the future. A future that will make a difference for the students who come to this campus with a desire for discovery and dream of a better tomorrow.”

— Brian O. Hemphill, Ph.D., President of Radford University, Inaugural Address, October 13, 2016

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4 Territory Management

5 Scholarships

6 Marketing and Communications

8 Application Growth (Freshmen)

10 Processes and Service

12 Early FAFSA

Special Target Populations:

13 Transfer Students

14 Latino Students

16 Conclusion



OVERVIEW

There is tremendous momentum at Radford University. Student-centered approaches fueled by new facilities and President Hemphill's arrival have contributed to forward thinking and a positive spirit. It is the ideal time to take on new opportunities and tackle challenges.

Fall enrollment at Radford University has declined since 2013. At that time, the university had 9,928 students, compared to 9,401 in fall 2016. The university has successfully managed the decrease but is well aware that enrollment must grow if we are to provide the best possible student experience and stabilize revenue.

Enrollment growth comes from two sources – new students and retention of students. Efforts are underway to improve on performance in both areas. This fall 2017 recruitment plan focuses on new students.

While this plan is short-term and tactical, we are building strategies and activities which will fuel future plans and the university's strategic planning effort.

We have set ambitious targets for fall 2017; we intend to increase enrollment by 10 percent for both new freshmen and transfer students. Success will result in 1,926 new freshmen, compared to fall 2016's 1,751, and 791 transfer students compared to 719.

“It is often said that demography is destiny, a phrase that reveals both how fundamental demographic projections are to effective educational planning and policymaking, and perhaps somewhat cynically, how difficult it can be to foster large-scale change in social and economic mobility.”

— WICHE, Policy Insights, April 2013, page 1

To successfully implement the tactics included in this plan, we must be:

- data-informed
- collaborative
- goal-oriented
- knowledgeable of competitive practices

In addition, we must work with a sense of urgency. Together, these principles underlie this plan and all of our work.

The plan outlines several very specific initiatives. They serve as highlights and examples of the thought processes and effort that need to take place to ensure success. There is much to do, and significant work is taking place around these activities and others not mentioned in this planning document.

To fully appreciate the tactics included here, a brief context may be helpful.

The recruitment arena is highly competitive, reflecting past, current and future demographic changes. In the state of Virginia, home to 93 percent of our freshmen, we expect growth of about 10 percent in the number of public and non-public high school graduates between 2017 and 2024. Each graduating class will grow in diversity, with the number of white/non-Hispanic students expected to decline as we see rapid increases in the numbers of Latino public high school graduates. Across the United States, high school graduating classes are *“ever closer to becoming ‘majority-minority’ in which no single race/ethnicity accounts for 50 percent of the total.”*

(WICHE, Policy Insights, April 2013, page 2)

Demographic shifts have led to intense competition for all student populations, including freshmen, transfers, graduate students and online learners.

Financial resources continue to pose a barrier to many students wanting to pursue higher education. While the statewide median income in Virginia is above the national median, a college education is perceived to be out of reach for many middle and low income students and families.

These issues serve as a backdrop for the opportunities and challenges we face. Successfully executing a recruitment plan requires people who believe in student success, in the value of meeting our ambitious goals, and ultimately in Radford University. We have those people at Radford. It is time to move forward.

Territory Management

SWOT Analysis

Strengths

Territory management structure is in place.

Weaknesses

The implementation of territory management has been limited/ viewed as a way to structure travel.

Opportunities

- Create enhanced sense of ownership/accountability on the part of territory managers.
- Share target enrollment and activity goals earlier in the process.
- Strengthen relationship building with prospective students, families and counselors.
- Establish territory outreach goals for 11 individual territory managers.

Collaborations

- Institutional Research
- Information Technology

What's New

Emphasis on territory management as more than a way to structure travel; it is a foundation for relationship building and ultimately success in new student enrollment. Through a variety of outreach activities, create opportunities for territory managers to engage with prospective students.

Critical Activities

- Create and share territory targets and create a data library of territory-based data.
- Bi-weekly meetings with Enrollment Management leadership and territory managers.
- Ongoing assessment of progress toward all goals.

Operational Values

Accountability
Engagement
Data-informed
Competitive Practice

Targets

Fall 2017:

Enrolled new freshmen
(+10% over fall 2016) = 1926

Enrolled new transfers
(+10% over fall 2016) = 791

To increase yield (of
admitted students)
to 30%+

Key Indicators

Fall 2017 new student
applications/admits/deposits/
enrolled - as a whole and
by territory.

Scholarships

SWOT Analysis

Strengths

Community is supportive of providing merit scholarships.

Weaknesses

Former scholarship application allowed for self-selection (only the most interested students applied) and delay in offering scholarships.

Opportunities

- Auto-Award.
- Offer scholarships to more students.
- Over time, enhance profile of incoming class.

Collaborations

- Finance and Administration
- Academic Affairs
- Information Technology

What's New

- Eliminate former scholarship application for freshman applicants.
- Auto-award admitted freshmen within two weeks of admission.

Critical Activities

- Confirm awarding strategy.
- Recruit/create communication path with students.
- Confirm process (Admissions, Financial Aid, Finance and Administration).
- Initiate award process - automate.
- Follow up with recipients.
- Monitor scholarship budget.

Operational Values

Recognition of student achievement

Affordability

Competitive Practice

Targets

Award scholarships within two weeks of admission offer.

Make first awards in early November.

Key Indicators

Number of awards offered/accepted/enrolled

Feedback from award recipients

Marketing and Communications

SWOT Analysis

Strengths

- Vice President for University Relations and staff have experience in branding and marketing and their application in new student recruitment.
- Hobson's Radius (CRM) is in place and functioning well. Admission staff is experienced in its use.

Weaknesses

Over time, communication paths with prospective students and families have come to emphasize electronic communication, which is important — however, communication needs to be multi-vehicle. There is little collaboration with others outside of admissions.

Opportunities

- To match branding and marketing efforts with targeted recruitment efforts (Royall).
- Examine communications flow to identify gaps, vehicles (telephone, social media, paper), audiences (parents, scholarship recipients), and “senders”. Fill gaps. Provide strong support to first generation. Review messaging for “Why Radford?” benefits and calls to action.

Collaborations

- University Relations
- Academic Departments
- Student Affairs

What's New

- Assessment of current communications to best support recruitment efforts.
- Bringing others (i.e. faculty) into the process.

Critical Activities

- Review communication plans for prospective freshmen, transfers and parents/families.
- Identify gaps and the best options to fill them.
- Reach out to potential partners (academic affairs, student affairs, etc.) to assist in creating new messaging.
- Strategically add print materials.
- Maintain ongoing conversations between University Relations and Enrollment Management regarding marketing activities (target audience, messaging and vehicles).

Operational Values

Engagement
Competitive Practice

Targets

Growth in volume of communications, usage of a variety of delivery vehicles, and partners providing messages.

Ongoing assessment of University Relations' marketing efforts to impact new student recruitment.

Key Indicators

Feedback from target audiences.

Enhanced communication paths.

Measure responses to calls for actions.

“There are specific triggers that move the student through the enrollment cycle: submitting an application, making an admissions deposit, enrolling in class. With each step there’s an opportunity for communication and outreach to that student to keep them engaged.”

— Student Recruitment Strategies:
Think Like a Student, Blackboard Blog, March 23, 2016



Application Growth (Freshmen)

SWOT Analysis

Strengths

To assist in growing the freshman application pool, the university has partnered with Royall & Co. Royall has decades of experience in higher education and is recognized for strong analytics and strategic guidance.

Opportunities

- To partner with an organization offering significant proven recruitment strategies; experience with over 200 higher education institutions.
- To examine university recruitment practices informed by Royall's expertise. (The map on the following page shows target markets for 2017 and beyond. Going forward, these target markets will inform recruitment and marketing efforts.)

Collaborations

- Information Technology
- University Relations

What's New

Royall has a new partnership with Radford University Advancement. The partnership requires us to think differently about recruitment work - from the traditional funnel to how we process applications to activities to engage students and move them from admitted to enrolled.

Critical Activities

Activities designed to support early October application and campaign launch have been underway since July. They include Information Technology efforts, staffing to support anticipated increased number of applications, materials review/feedback and consideration of targeting approaches.

Operational Values

Accountability
Engagement
Data-informed
Competitive Practice

Targets

Fall 2017:

Enrolled new freshmen (+10% over fall 2016) = 1926

Enrolled new transfers (+10% over fall 2016) = 791

Key Indicators

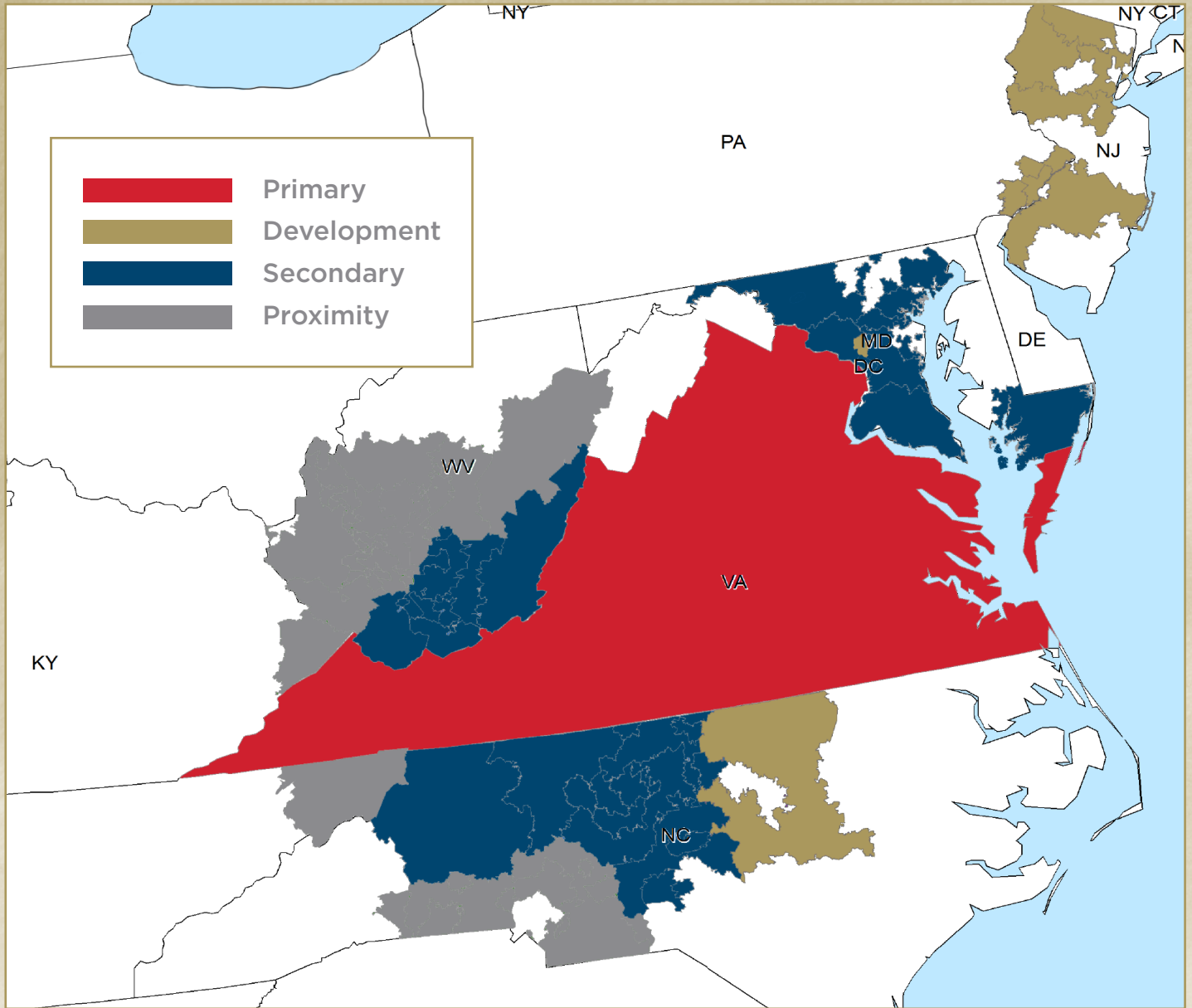
Successful launch of Royall application and marketing campaign; monitor activity.

Ongoing assessment of progress toward all goals.

Processing efficiencies - meeting 10-14 day decision time frame.

Fall 2017 new student applications/admits/deposits/enrolled.

2017 Proposed Search Markets (Sophomores, Juniors and Seniors)



Source: Royall & Co.

Processes and Service

SWOT Analysis

Strengths

- University staff are genuine and welcoming.
- Information Technology (IT) provides excellent systems support.

Weaknesses

Some processes are holdovers and have been in place for many years. For example, admission application review and scholarship awarding.

Opportunities

- To identify opportunities for enrollment functions to be increasingly responsive, proactive, and thoughtful in providing service and creating processes that are accurate, timely, and efficient.
- To assess when systems support can assist in successfully responding to these opportunities.

Threats

Loss of new and returning students.

Collaborations

- Information Technology
- Academic Affairs
- Student Affairs

What's New

Enrollment Operations Group

Critical Activities

- Establish all service metrics.
- Review of all policies, process and procedures within admissions, financial aid and registration. (Concurrent with work of the Council on Student Engagement and Success.)

Operational Values

Accountability
Service
Competitive Practice
Teamwork

Targets

Meet metrics
(to be established) for service
and processes.

Key Indicators

Improved service metrics -
telephone calls, email messages,
and in-person visits.

Improved processes such as
admission application review
and scholarship awarding.

“...administrative functions of the academic enterprise have to be service-oriented. We have to define what we mean by service to students and make it a priority to ensure that service is exemplary.”

— Monthly Diagnostic, Academic Impressions December 2012, page 7



Early FAFSA

SWOT Analysis

Strengths

Over time, early Free Application for Federal Student Aid (FAFSA) will allow students the opportunity to understand aid options earlier in the college search process.

Weaknesses

According to one report, as of spring 2016, the majority of students and parents do not know about the availability of early FAFSA.

Opportunities

- To educate prospective and current students, along with families, about the early FAFSA, costs of a Radford education, aid options and the process to award financial aid.
- To create and distribute financial aid awards as early as possible; award kicks off targeted communication strategy.

Threats

Students can truncate the search process and apply to fewer schools than has traditionally been the case.

Collaborations

- Information Technology
- Admissions

What's New

- 2017-18 FAFSA can be submitted starting October 1, 2016.
- New freshman packages provided via paper (mailing) and online.

Critical Activities

- Systems support required to allow for early aid packaging.
- Award modeling.
- Test system and award generation.

Operational Values

Access
Affordability
Service
Engagement
Competitive Practice

Targets

Begin awarding financial aid for 2017-2018 by December 1, 2016

Key Indicators

Volume and flow of FAFSA records to Radford University.
Volume and timing of creation and distribution of financial aid packages.
Track response to financial aid packages.
Fall 2017 applications for aid and yield on offers.

Transfer Students

SWOT Analysis

Strengths

- Radford University is highly regarded in the Virginia Community College system.
- Viewed as transfer-friendly with Virginia Community Colleges.

Weaknesses

- Viewed less transfer-friendly to out-of-system transfers due to credit evaluation process.
- Fall 2016 transfer enrollment (719) down 100 students since fall 2016 (818).

Opportunities

- Enhancing communication with prospective transfer students.
- Involving faculty in recruitment process.
- Latino enrollment at Virginia community colleges has grown by almost one-third from fall 2011, with 17,772 students in fall 2015.
- Improving transfer credit evaluation process.
- Adapting territory management to transfer recruitment.

Threats

- Declining enrollment at Virginia community colleges. From fall 2012 through fall 2015, system enrollment is down 8 percent; Virginia Western is down 6 percent; New River is down 12 percent; Northern Virginia Community College is flat.
- Local employment picture is positive - traditionally a negative impact on community college enrollment.

Collaborations

- Virginia Community Colleges
- Academic Affairs
- Current transfer students

What's New

- Self-service transfer equivalencies for Virginia (launched September 2016); provide options to add out-of-state colleges and universities.
- Creation of transfer counselor advisory board (spring 2017).

Critical Activities

- Assessing and enhancing transfer communication flow through Hobsons.
- Assess our ability to build top-of-funnel to fuel transfer student recruitment.
- Evaluate current transfer credit evaluation procedures — assess opportunity to improve process for out-of-state community colleges and four-year colleges and universities.

Operational Values

Accountability
Service
Competitive Practice
Teamwork

Targets

Fall 2017:
Enrolled new transfers
(+10% over fall 2016) = 791
Increase yield to 30%+
(of admitted students)

Key Indicators

Ongoing assessment of progress toward all goals.
Fall 2017 new student applications/admits/deposits/enrolled.

Latino Students

SWOT Analysis

Strengths

- Recent growth in Latino student enrollment – undergraduate enrollment grew from 484 (fall 14) to 577 (fall 15) to 590 (fall 16) – overall growth of 22%.
- NoVA and Houston, Texas based recruiters – NoVA recruiter is Spanish speaking.

Weaknesses

- Latino transfer enrollment is low; recent growth is encouraging. In fall 2014 there were 29; in 2015, 28; in 2016, 37.
- From fall 2011 to fall 2016, Latino freshman enrollment grew by 23 percent, but it has been somewhat flat over the past few years.

Opportunities

- While the top states for Latino population (California, Texas, Florida, New York and Illinois) are distant from Virginia, the university can take advantage of its proximity to states projected to experience the fastest-growing Latino populations, including Tennessee, South Carolina and Kentucky as well as Virginia.
- To engage families of Latino students through partnership with Royall & Co. and our own outreach strategies.
- Fifty percent of students enrolling in college choose to start at a community college.
- Building a culture to further embrace diversity and diversity collaborations.

Threats

- Retention of Radford Latino students is below that of their peer cohorts.
- Latino students are highly recruited by all colleges and universities.
- Real and perceived costs of higher education is a deterrent to college enrollment.
- Fifty percent of Latino students enrolling in college choose to start in community colleges (see opportunities) and often stay closer to home (the highest share of any race or ethnicity).

Collaborations

- Academic Affairs
- Community Based Organizations (CBOs)
- Academic Affairs Student Affairs/Latino Student Alliance (LSA)

What's New

Latino-specific outreach and programming

Critical Activities

- Reinforce value of and desire for diversity in recruitment and marketing activities.
- Monitor Latino students throughout the scholarship and financial aid awarding processes.
- Explore options to conduct targeted programming for Latino and first generation families.

Operational Values

Accountability
Engagement
Competitive Practice
Access

Latino Targets

Fall 2017:
Enrolled new freshmen
(+10% over fall 2016) = 649
Enrolled new transfers
(+22% over fall 2016)
= 45

Key Indicators

Fall 2017 Latino new student applications/admits/deposits/enrolled.

Growth in recruitment activities providing opportunity to connect with Latino students and families.

“Hispanics are making big inroads in college enrollment. In 2014, 35% of Hispanics ages 18 to 24 were enrolled in a two- or four-year college, up from 22% in 1993 – a 13-percentage-point increase. That amounted to 2.3 million Hispanic college students in 2014. By comparison, college enrollment during this time among blacks (33% in 2014) increased by 8 percentage points, and among whites (42% in 2014) the share increased 5 points. Among Asians, 64% were enrolled in college in 2014, a nearly 9-point increase over 1999 (no data are available for Asians before 1999).”

— Pew Research Center, Factank – News in the Numbers, 5 Facts About Latinos and Education, Jens Manuel Krogstad, July 28, 2016



CONCLUSION

Work on each of the activities outlined in the Fall 2017 Recruitment Plan is well underway, as are a number of efforts not included in the plan. As we move forward, we will hold to the principles identified in the introduction, and by doing so, we will benefit our students and the university community.

As we go, activities, processes, and messages will be refined, monitored and evaluated. Updates will be provided to various audiences throughout the 2016-17 academic year.

As mentioned in the introduction, this plan is deliberately short-term in nature. In the future, we look forward to creating an intentional and integrated framework to guide us in our long-term enrollment management efforts.

Radford University's ability to recruit, enroll, retain and graduate a diverse, high-quality student body is significantly enhanced by a plan and a planning process that includes both a short-term and long-term focus. The short-term focus offered in this document will serve as an effective launching point for longer-term planning efforts.

An enrollment management operation cannot do its work in isolation. The Offices of Enrollment Management, Admissions, Financial Aid, and Registrar welcome and appreciate the insight and support of many partners from within the Radford University community and external partners as well.

We are excited to share the Radford story with prospective students and their families along with school and transfer counselors. In addition, we look forward to enhancing our activities and processes and providing the best possible service to all of our constituent groups.



“The higher ed landscape is changing fast, and sticking to enrollment planning methods from the past will likely not yield the kind of results most college and university leadership teams are looking for. Participation rates for direct from high school students are actually in decline, and combined with shifting demographics overall, we are in a zero-sum environment. Every bit of enrollment growth for one institution is likely to mean a corresponding decline at another. Competition is increasingly fierce, and not just for traditional, on-ground students.”

— Ruffalo Noel Levitz blog, Lew Sanborne, August 15, 2016

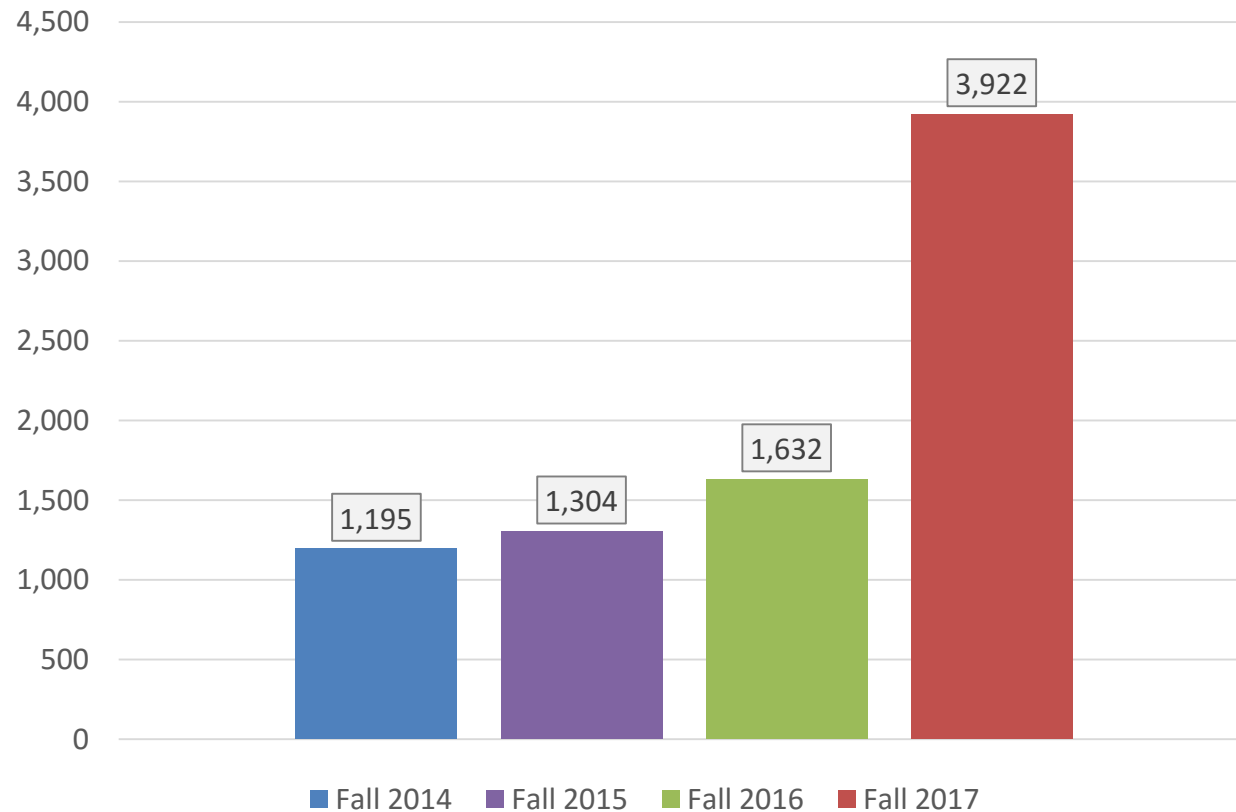


RADFORD UNIVERSITY

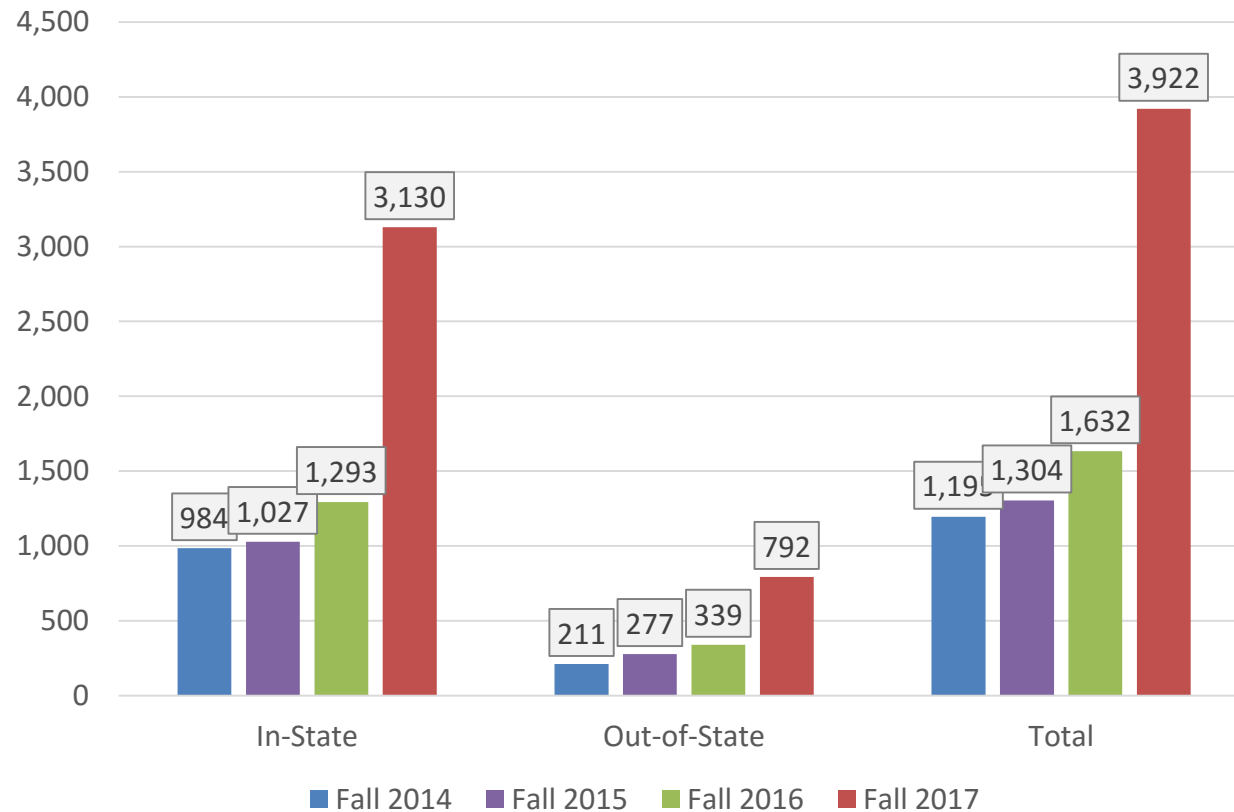
Fall 2017 Recruitment Update

RADFORD
UNIVERSITY

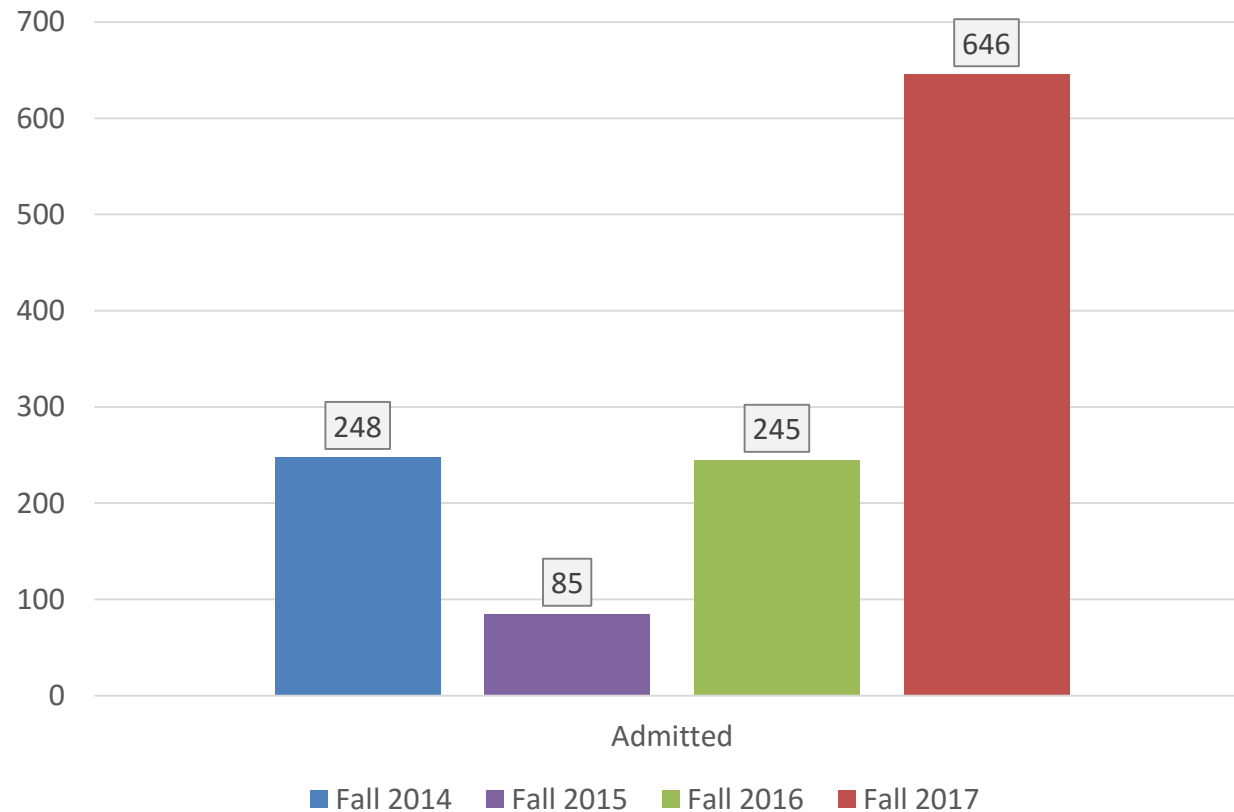
Total Freshman Applications (November 7th)



Total Applications by Residency (November 7th)



Admitted Applications (November 7th)



2016 Enrollment Funnel by First Source

Entering Class 2016

First Source	Inquiry	Submission Rate	Submitted Applications	Admit Rate	Admit	Yield	Enroll	% of Total Enrollment
Radius Applicant	4,975	99%	4,929	79%	3,870	26%	1,017	59.3%
Test Scores	1,960	38%	738	94%	696	33%	232	13.5%
College Day/Night Program	2,888	8%	240	82%	197	33%	65	3.8%
NRCCUA	599	75%	452	80%	360	28%	100	5.8%
Event Registration	329	68%	223	91%	202	38%	77	4.5%
Cappex	247	81%	200	88%	175	29%	51	3.0%
Campus Tour	705	27%	191	95%	182	38%	69	4.0%
High School Visit	1,043	13%	134	84%	112	37%	41	2.4%
Inquiry Form	610	16%	99	81%	80	33%	26	1.5%
Web Inquiry	334	10%	35	77%	27	44%	12	0.7%
Private Visit	230	12%	27	74%	20	30%	6	0.4%
Cross Reference Documents	211	8%	16	94%	15	33%	5	0.3%
Other	185	25%	47	87%	41	32%	13	0.8%

Discussion

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University Relations Update

An update on the development of the first phase of a data-informed advertising program in support of Enrollment Management strategies and tactics for the Fall 2017 campaign

Radford Fall “Phase I” Advertising: Sept 19-Oct 31

Objectives:

- Build awareness, generate interest and drive inquiries for undergraduate education

Strategies:

- Focus on high priority geographies and audiences
- Stay flexible to adapt to enrollment direction
- Coordinate and integrate a high performance, multi-media effort, with each medium contributing to the stated objectives (see on following slides)

Tactics:

- Employ data from past campaign to develop a media mix that has proven to perform
- Continue to use data to assess performance and contribution towards goals, using key performance indicators (KPI's) linked to our objectives; increase goals annually
- Use new media to hyper-target prospect students and parents and measure results

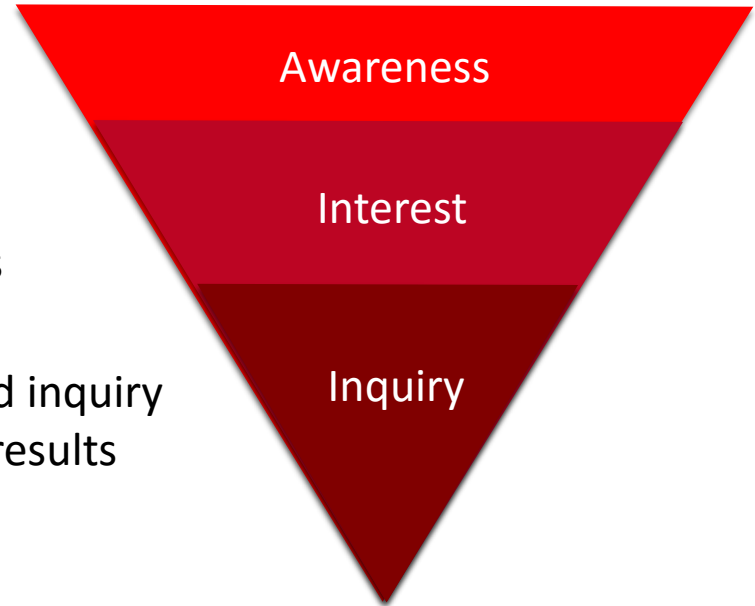
Campaign Objectives

This campaign is to support enrollment management's efforts to:

Build awareness and brand recognition to prospective students, parents and influencers

Generate engagement and increase interest among prospective students and influencers

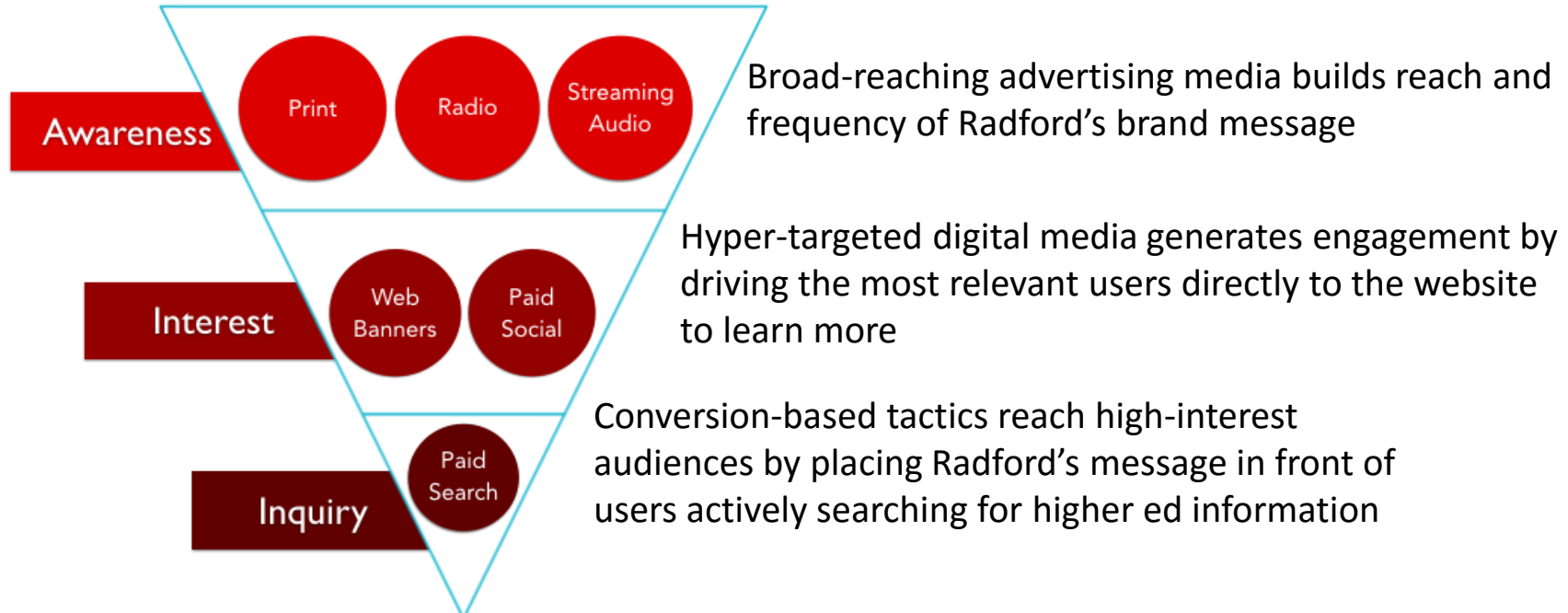
Drive conversion through qualified inquiry actions on the website; measure results









Coordinate the Media Mix to Achieve the Campaign Objectives

- Use historical learnings and performance data to identify best-fit media tactics
- Employ broad reaching media to generate awareness and interest
- Employ highly targeted, response-generating media to generate engagement and action
- Leverage fresh media approaches that continue to find the best ways to target our audiences and generate action efficiently

Multi-Media Funnel Approach - Fall 2016

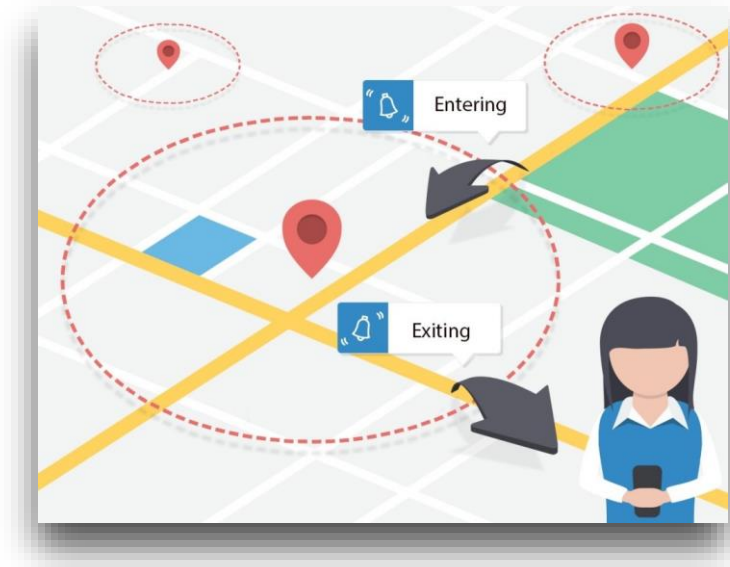


Media Tactics

<p>Print</p>	<ul style="list-style-type: none"> Scale down print expenditure in FY17 to accommodate better targeted and cost-efficient media solutions Focus on opportunities that align Radford with relevant editorial content (ex. College Guides) and economic development 	
<p>Radio</p>	<ul style="list-style-type: none"> Leverage radio to build brand awareness in home market of Roanoke-Lynchburg and communicate Open House dates Select stations in market based on reach against Adults 13-17 & Adults with Teens (13-17) in HH, as well as high index for household income of \$50K 	
<p>Streaming Radio</p>	<ul style="list-style-type: none"> Use Pandora streaming radio to reach a larger geographic area (all Virginia) in a targeted manner (Adults 14-18, Parents) Web banners will always appear when Radford's radio spot plays, giving the listener the opportunity to click for more info 	
<p>Digital Display</p>	<ul style="list-style-type: none"> Use digital display partners to deliver Radford's web banners efficiently across a variety of websites that are relevant to the user and the content they are consuming Use real-time consumer data to deliver Radford's message of the right prospects at the right time 	
<p>Paid Social</p>	<ul style="list-style-type: none"> Paid social combines the power of engagement through social media with the benefits of building reach/frequency with targeted digital display Target high school prospects and communicate upcoming open house dates 	
<p>Paid Search</p>	<ul style="list-style-type: none"> Drive users who are actively searching for education to Radford's website Tailor ads to specific segments (undergrad, transfer, multi-cultural) and communicate seasonal messages such as Open House dates and application deadlines 	

Media Tactic Example

- **Situation:** Radford's Admissions team visits many high schools and locations across the state of Virginia during the months of September & October (the VACRAO college fair tour)
- **Problem:** Broad-reaching media like print and radio are limited in terms of efficiently targeting prospects at these locations when Radford is in market
- **Solution:** Place a virtual "geo-fence" around each school or venue's location using GPS technology to target prospects' mobile devices while they are at the college fairs; serve them banner ads during and after their visit to keep Radford University top of mind



Define Key Performance Indicators (KPI's)

- Global KPI's - to measure the reach and impact of broad media using media data and enrollment web activity.
- Digital KPI's - to measure the digital campaign's ability to generate specific actions that drive the enrollment funnel.

Defining Global KPIs

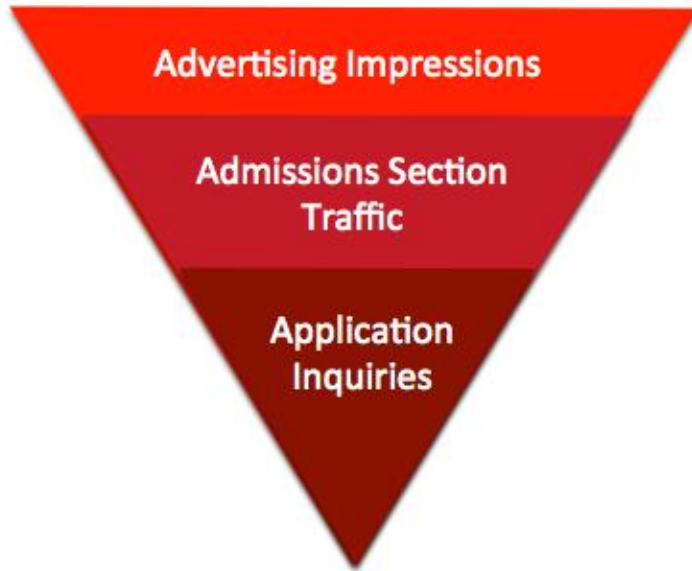
Objective	KPI	Definition
Awareness	Advertising Impressions	Measures impressions from all forms of advertising including TV, print, out of home, radio, and digital channels
Interest	Admissions Section Sessions	Measures the amount of people visiting the Undergraduate Admissions section of the radford.edu website
Inquiry	Outbound Application link Inquiry action	Measured by the number of clicks on the application link on radford.edu/apply

Defining Digital KPIs

Objective	KPI	Definition
Awareness	Digital Advertising Impressions	Measures impressions from all forms of digital advertising including web banners, online video, streaming audio, paid search and paid social media
Interest	Marketing Landing Page Visits	Measures the amount of people entering the website through the exclusive marketing landing pages (separate pages for Undergraduate, Transfer & Multicultural)
Inquiry	Marketing Landing Page Inquiry Actions	Measured by the number of clicks on the inquiry buttons on the exclusive landing pages (ex. Apply Now, Request Info, Majors/Minors)

Defining Key Performance Indicators (KPIs)

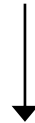
Global KPIs



Awareness



Interest



Inquiry

Digital KPIs



Define Audiences, Geographies, Budget & Timing

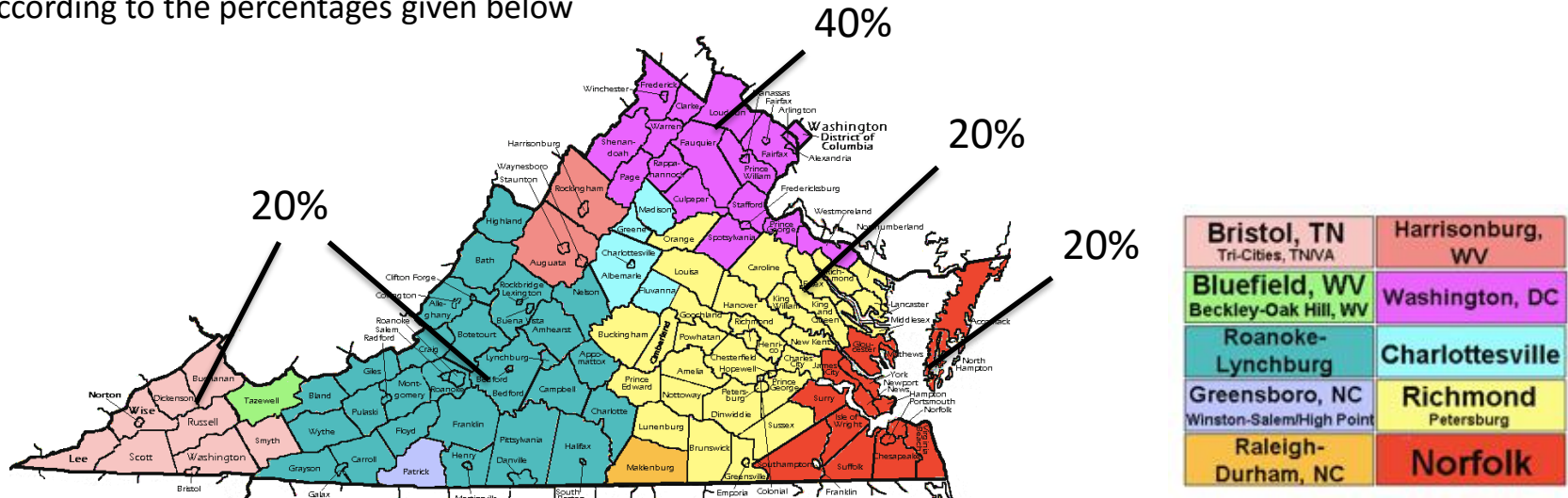
- Use existing knowledge to focus on high performing audiences, geographies and media
- Stay flexible. Be able to adapt and invest in new enrollment direction as it develops

Campaign Parameters

Target Audiences	<ul style="list-style-type: none">• Undergraduate: Adults 14-18 & Parents of Adults 14-18• Transfer: Adults 18-21 attending community colleges and feeder schools in Virginia• Multicultural: Adults 14-18, Parents of Adults 14-18, Spanish-speaking
Timing	<ul style="list-style-type: none">• Phase 1 (Fall): Sept 12, 2016 - Oct 31, 2016• Phase 2 (Winter/Early Spring): Nov 1, 2016 – May 1, 2017• Phase 3 (Spring): May 1, 2017 - June 30, 2017
Geographies	<ul style="list-style-type: none">• Virginia<ul style="list-style-type: none">• Phase I campaign focused on Washington DC (Virginia side), Roanoke-Lynchburg, Norfolk, and Richmond markets that had highest opportunity for student prospects based on historical application data (see following slides)• Phase II geographical targeting based on data from Admissions and Royall campaigns
Budget	<ul style="list-style-type: none">• \$500,000 undergraduate enrollment <u>advertising</u> budget (FY17)

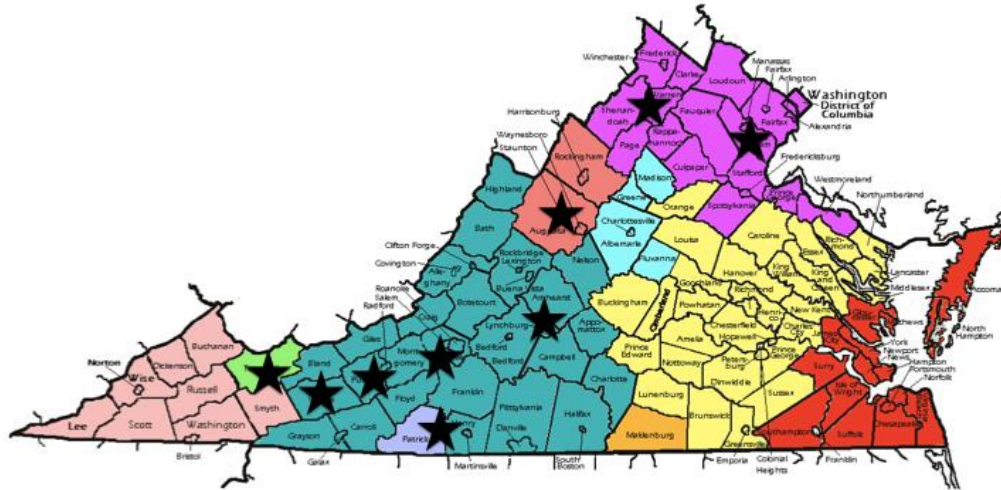
Market Selection - Undergraduate

- Market data derived from FY16 undergraduate application inquiry data (source: Google Analytics)
- FY16: The majority of undergrad inquiry actions came from the Washington DC metro (40%), with a generally even distribution among other key markets of Roanoke, Richmond and Norfolk
- FY17 Strategy: Initially allocate impression delivery by market according to FY16 application data, using a combination of broad reaching media where possible, supported by digital media impressions weighted according to the percentages given below



Market Selection - Transfer

- Market data derived from FY16 transfer application inquiry data (source: Google Analytics)
- FY16: The majority of transfer inquiry actions came from the Roanoke metro (40%), with a generally even distribution among other key markets of Roanoke, Richmond and Norfolk
- FY17 Strategy: To reach this niche target audience efficiently, target digital media statewide, and employ hyper-targeted geo-location tactics surrounding feeder schools, using mobile GPS technology

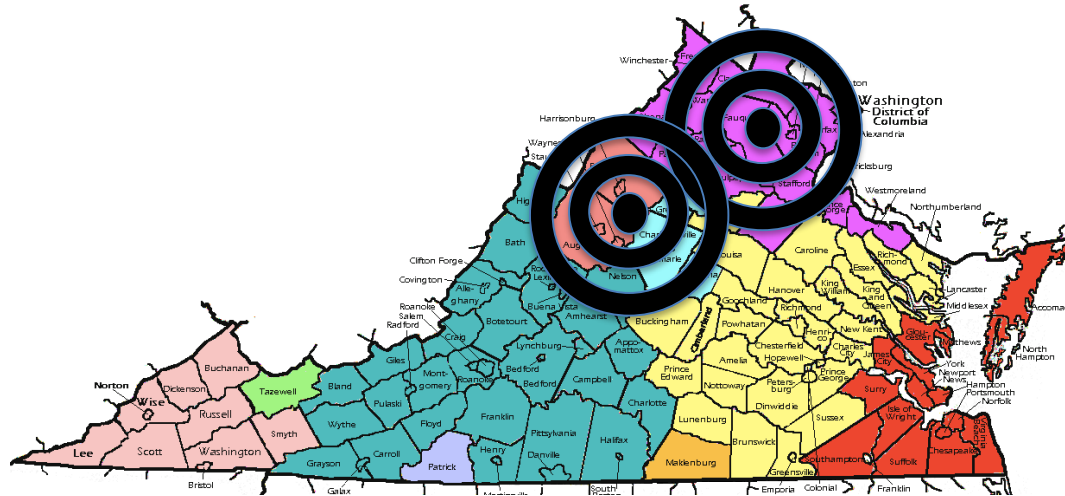


ETS	Institution	City	State
005868	Virginia Western Cmty College	Roanoke	VA
005513	New River Cmty College	Dublin	VA
005917	Wytheville Cmty College	Wytheville	VA
005549	Patrick Henry Cmty College	Martinsville	VA
005659	Southwest VA Community College	Richlands	VA
005381	Lord Fairfax Cmty College	Middletown	VA
004365	Northern Virginia CC-Spring		
005083	Blue Ridge Cmty Coll VA	Weyers Cave	VA
005141	Central VA Community College	Lynchburg	VA

Bristol, TN Tri-Cities, TNVA	Harrisonburg, WV
Bluefield, WV Beckley-Oak Hill, WV	Washington, DC
Roanoke-Lynchburg	Charlottesville
Greensboro, NC Winston-Salem/High Point	Richmond Petersburg
Raleigh-Durham, NC	Norfolk

Market Selection - Multicultural

- Application data not available for Multicultural target on Google Analytics as there is no application link specific for a Multicultural applicant
- FY16 strategy kept a focus on Northern Virginia (incl. Winchester), Harrisonburg and Roanoke/SW Virginia
- FY17 strategy: Employ a statewide targeting strategy for digital media, using data to focus on pockets of the state that have the highest index for our multicultural prospect audiences (i.e. Northern Virginia, Harrisonburg)



Bristol, TN Tri-Cities, TNVA	Harrisonburg, WV
Bluefield, WV Beckley-Oak Hill, WV	Washington, DC
Roanoke- Lynchburg	Charlottesville
Greensboro, NC Winston-Salem/High Point	Richmond Petersburg
Raleigh- Durham, NC	Norfolk

FY17 High Level Flowchart

CAMPAIGN/MEDIA	Sept	October	Budget
UNDERGRADUATE			\$67,000
Print		██████████	\$10,000
Radio	██████████	██████████	\$15,000
Streaming Radio		██████████	\$9,500
Digital Display	██████████	██████████	\$23,500
Paid Social		██████████	\$4,500
SEM	██████████	██████████	\$4,500
TRANSFER			\$16,500
Digital Display	██████████	██████████	\$12,000
SEM	██████████	██████████	\$4,500
MULTICULTURAL			\$16,500
Digital Display	██████████	██████████	\$12,000
Paid Social		██████████	\$4,500
All CAMPAIGNS			\$100,000.00

- The Sept/Oct “Phase I” plan focuses on a call to action of communicating open house dates to influence visitation to Radford’s campus
- Radio campaign focused in Roanoke market, while all other forms of digital media geographically targeted to statewide
- Budget for Sept/Oct represents 20% of total advertising allocation for FY17

Measuring the results

- Using KPI's, generate data that assess performance
- Combine global, digital and enrollment data to form a comprehensive picture of campaign performance
- Identify what is working, what is not, and what we can learn to continually improve advertising campaign

Global Campaign KPIs & Goals

Objective	KPI	FY16 Result	FY17 Goal	Notes
Build awareness and brand recognition to prospective students, parents and influencers	Advertising Impressions	97,174,262	92M-102M (+/-5%)	Includes all forms of media, estimated based on final media mix
Generate engagement and interest among prospective students and influencers	Admission Section Sessions	413,933	435,000 (+5%)	Will also measure engagement metrics in reporting (% new visitors, time on site, etc.)
Drive conversion through qualified inquiry actions on the website	Outbound Application Link Inquiry Actions	60,415	63,500 (+5%)	Undergrad - 53,000 Transfer - 10,500

*Excludes internal & portal traffic

Digital Campaign KPIs & Goals

Objective	KPI	FY16 Result	FY17 Goal	Notes
Build awareness and communicate information to prospective students, parents, and influencers	Digital Advertising Impressions	43,273,500	41M - 45M (+/- 5%)	Focus will be on quality over quantity of impressions; exact impression delivery will depend on approved budget/tactics
Generate engagement and interest among prospective students and influencers	Marketing Landing Page Visits	57,525	60,400 (+5%)	Undergrad - 41,400 Transfer - 8,200 Multicultural - 10,800
Drive conversion through inquiry actions	Marketing Landing Page Inquiry Actions	1,079	1,140 (+5%)	Undergrad - 770 Transfer - 200 Multicultural - 170

*Excludes internal & portal traffic

Media Placement Details

Print

Details:

- Scale down print expenditure in FY17 to accommodate better targeted and cost-efficient media solutions
- Focus on print opportunities that align Radford University with relevant editorial or content (ex. College Guides)

Execution:

- HP4C or FP4C
- Far forward right hand read, where available

Buy Summary:

- Opportunistic investments for Fall 2016 included: USA Today College Guide, Richmond Magazine College Guide, Virginia Business “R U Ready” College Guide

**VIRGINIA
BUSINESS**

**Richmond
magazine**



Terrestrial Radio

Details:

- Leverage radio to build brand awareness in home market of Roanoke-Lynchburg and communicate Open House dates
- Select stations in market based on reach against Adults with Teens (13-17) in HH, as well as Teens themselves
- Income qualifier of HHI \$50K+ was added to help directionally

Execution:

- :30 second radio spot that includes a :05-:10 Open House CTA
- Flight two weeks leading into each open house (10/15, 10/29)

Buy Summary:

- Stations include: WJJS (CHR), WROV (Classic Rock), WSLC (Country), WXLK (CHR)
- 296x total :30 second spots
- Reach: 85%, Frequency: 4.5 (Adults 18-54)
- Estimated 918,000 gross impressions
- Flight: 10/3-10/14 (flight 1); 10/16-10/28 (flight 2)



Digital Media - Streaming Audio

Rationale:

- Pandora is an alternative way to use radio over a larger geographical area in a more cost-efficient manner than terrestrial radio
- All audio spots are served on a 1:1 basis, so listenership is almost guaranteed
- First party targeting involves user sign-up data such as age, zip code, occupation (not contingent on cookie data)
- Companion banners allow for direct conversion through strong call-to-action (i.e. "Visit our Open House on October 15th. Click the banner to learn more.")
- Past Proven Performer: 0.51% CTR, \$1.10 CPC

Execution:

- :30 second audio spot & companion banners
- UG Open House call to action
- Targeting to adults 14-18 & parents of prospects aged 14-18
- Geotargeted to Virginia
 - DMA targeting is available, but cannot be allocated by certain %
 - Statewide targeting results in 202k more imp. than DMA targeting at same cost

Buy Summary:

- Flight: 10/1-10/14 (flight 1); 10/15-10/28 (flight 2)
- Estimated 415,000 audio plays, 1.2M banners; 1.6M total impressions

PANDORA®



Digital Media - Programmatic Display

Rationale:

- Align Radford University with the most relevant content online
- Amobee's Brand Intelligence technology searches the most popular content relevant to the users who are in-market for college applications and related information
- Past proven performer: 0.27% CTR, \$3.40 CPC

[a·mo·bee]

Execution:

- Multiscreen banners (desktop & mobile/tablet)
- Includes high-impact mobile interstitial units
- Geotargeted: Wash (40%), Roanoke/Richmond/Norfolk (20% ea.)

Buy Summary:

- Flight: 9/15-10/29 (6+ weeks)
- Targeting: A14-18, Parents of 14-18, Geo, Relevant Content
- Ad units: Standard desktop/mobile, Mobile interstitial
- Total Estimated Impressions: 2,853,389



Digital Media - Programmatic Display

Rationale:

- End-to-end predictive cross-channel targeting network
- Proprietary “Real Time Learning Machine” (RTLTM) which only serves an ad to users most likely to engage with the brand based on trillions of 1st and 3rd party data points

Execution:

- AdTheorent will use the Radford University’s College Fair List (VACRAO)
- Geofence placed on each school location (~1 mile) using GPS data derived from device
- Reinforce Radford University message by serving ads cross-device to these prospects & influencers after college fair period

Buy Summary:

- Flight: 9/12-11/2 (7 weeks)
- Targeting: College fairs, Adults 14-18, Parents of 14-18
- Ad units: Standard desktop/mobile banners
- Total Estimated Impressions: 2,400,000



<u>Name of college fair program</u>	<u>Location of program</u>
Buchanan County Public Schools	Buchanan County Career and Technical Center
Ridgeview High School College Fair	Ridgeview High School Clintwood, Va
MECC Talent Search	Mountain Empire Community College
VACRAO Tour	Lee High School, Jonesville, VA
VACRAO College Fair	Scott County Career and Technical Center, Gate City, VA
Virginia Highlands Community College	Southwest Virginia Higher Education Center
Russell County Schools College Fair	Lebanon High School Gymnasium
Carroll County High School College and Career Fair	Carroll County High School
VACRAO College Fair	New River Community College (Edwards Hall, room 117)

Paid Search - Undergraduate

Undergraduate:

- Focus on Undergraduate Trademark or “Branded” keywords that have the highest propensity for clicks at the most efficient cost
- Tailor ads to include Open House copy to communicate sense of urgency and action
- Will consider adding Sitelink Extensions, for example “Home, Campus Tours, Programs, Apply”
- Option to optimize toward conversions (i.e. inquiry actions) or “SmartGoals” which is Google’s benchmark for optimal site engagement

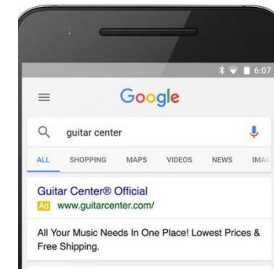
Undergraduate:

- Flight: Sept 12 - Oct 31

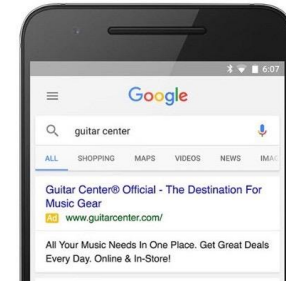


Expanded text ads - 50% more ad text

Standard text ad



Expanded text ad



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Paid Social Media - Undergraduate

Details:

- Paid social combines the benefits of engagement from organic social with the perks of building reach/frequency with targeted display
- Radford MBA campaign resulted in over 970,000 impressions and over 28K clicks to the MBA landing page (avg. of \$0.15 CPC)

Execution:

- Target: Undergrad prospects (adults 14-18)
 - Facebook can also target using a prospect list (from Royall/Admissions)
 - Geographies include: Roanoke, Richmond, Norfolk and Washington DC DMA (Virginia side) and exclude: Charlottesville and Harrisonburg DMA
- Two-layer approach using multiple platforms
 - Extend reach to non-followers through paid Facebook & Instagram channels
 - Increase engagement of prospective students visiting the campus through Snapchat geofilters during Open House events, allowing for the increase of exposure to their friends

Buy Summary:

- Facebook: Sept 30-Oct15 (2 wks); Oct17-Oct29 (2 wks)
- Snapchat: Oct 15th & Oct 29th (Open Houses)



Transfer

Digital Media - Programmatic Display

Rationale:

- End-to-end predictive cross-channel targeting network
- Proprietary “Real Time Learning Machine” (RTLTM) which only serves an ad to users most likely to engage with the brand based on 1st and 3rd party data points

Execution:

- Radford Univ. provided updated community college & feeder list
- Geofence placed on each school location (~20 mile) using GPS data derived from device, plus predictive modeling for prospects 18-21 most likely in market to transfer
- Serve ads to most applicable target audience on all devices (desktop/mobile)

Buy Summary:

- Flight: 9/15-10/31 (6 weeks)
- Targeting: Feeder schools/comm colleges, Adults 14-18, Parents of 14-18
- Ad units: Standard desktop/mobile banners
- Total Estimated Impressions: 1,700,000



ETS	Institution	City	State
005868	Virginia Western Cmty College	Roanoke	VA
005513	New River Cmty College	Dublin	VA
005917	Wytheville Cmty College	Wytheville	VA
005549	Patrick Henry Cmty College	Martinsville	VA
005659	Southwest VA Community College	Richlands	VA
005381	Lord Fairfax Cmty College	Middletown	VA
004365	Northern Virginia CC-Spring		
005083	Blue Ridge Cmty Coll VA	Weyers Cave	VA
005141	Central VA Community College	Lynchburg	VA

Digital Media - Search Re-Marketing

Details:

- Use in-market intent data from 450k+ sites to find new students and deliver relevant ads in real-time
- Search re-targeting combines interest and intent from search with the scale from display
- Audiences are mapped based on various data elements including search activity/history, recently of searches, frequency of search behavior, geographic, demographic
- Keyword list is pre-approved and could include Intent Terms (i.e. How to Transfer, Best Transfer Schools), Branded Terms (i.e. Radford Transfer), and competitor terms (i.e. Transfer to VCU)
- Past Proven Performer: 0.15% CTR, \$1.63 CPC

Execution:

- Standard display banners across desktop & mobile
- Pre-approved keyword list
- Geotargeted to Virginia

Buy Summary:

- Flight: Sep 15 - Oct 31 (6 weeks)
- Estimated 1,250,000 impressions

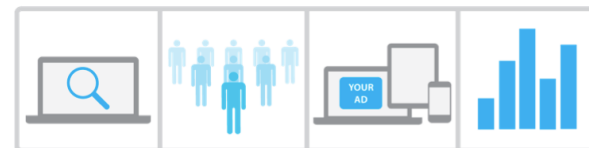
MAGNETIC™

Sample Creative Size: 728x90



TRANSFER TERMS

Transfer Application
Transfer to Radford
Transfer Deadline
Radford Admissions
Transfer Credits
Admitted Students
Transfer Open House



1) Magnetic collects search data

2) Magnetic builds audience segments

3) Magnetic serves retargeted ads

4) Magnetic optimizes campaign

Paid Search - Transfer



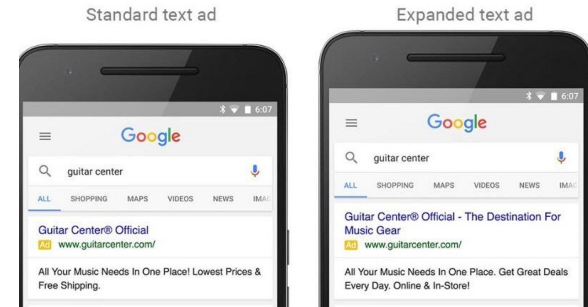
Details:

- Use “branded” and general keywords to capture the most people in market to transfer
- Put Open House and application deadline dates in ad copy
- Set up conversions or goals to optimize toward

Execution:

- Flight: Sept 12 - Oct 31

Expanded text ads - 50% more ad text



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Multicultural

Digital Media - Programmatic Display

Rationale:

- End-to-end predictive cross-channel targeting network
- Proprietary “Real Time Learning Machine” (RTLM) which only serves an ad to users most likely to engage with the brand based on 1st and 3rd party data points
- Past proven performer: 0.45%, \$1.10 CPC

Execution:

- Predictive modeling for students 14-18 & parents of 14-18 with devices set to Spanish
- Cross-device targeting to reach audience at all times
- Geotarget to Virginia
 - FY16 was set to NoVa, Harrisonburg, Winchester and Roanoke/SW Virginia only, but recommend opening up to statewide to cast wider net and drill down with narrow targeting

Buy Summary:

- Flight: 9/15-10/29 (6 weeks)
- Targeting: Feeder schools/comm colleges, Adults 14-18, Parents of 14-18
- Ad units: Standard desktop/mobile banners
- Total Estimated Impressions: 2,400,000



PUBLISHERS



Paid Social Media: Multicultural Market

Details:

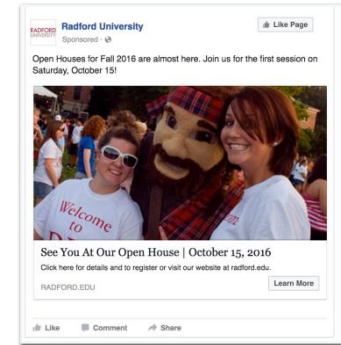
- Allocate budget for multicultural audience on social media, a market of opportunity for this audience

Execution:

- Target: Undergrad prospects (adults 14-18, Hispanic audience)
 - Facebook can target using a prospect list (from Royall/Admissions), interests and behaviors associated with the multicultural market, as well as the language of Facebook users (i.e. Spanish)
 - Geographies include: Roanoke, Richmond, Norfolk and Washington DC DMA (Virginia side) and exclude: Charlottesville and Harrisonburg DMA
- Focus on Facebook & Instagram channel only, as targeting is more detailed
 - Snapchat cannot be as targeted as Facebook/Instagram and delivers message to a more general audience

Buy Summary:

- Facebook: Sept 30-Oct15 (2 wks); Oct 17-Oct29 (2 wks)



Discussion

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Board of Visitors

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Office for University Advancement and Alumni Relations

RADFORD
UNIVERSITY

Advancement Overview

Quarterly Report

Development Comparison Report

Fall Development Comparison

Fall Direct Mail

Alumni Relations

Quarterly Report

Advancement

Total Current Year Use and Endowed/Capital Gifts and New Pledges

	FY14-15	FY14-15 Donors	FY15-16	FY15-16 Donors	YTD FY14-15	YTD FY14-15 Donors	YTD FY15-16	YTD FY15-16 Donors	YTD FY16-17	YTD FY16-17 Donors
Current Year Use	\$1,604,966	3,441	\$2,009,493	3,996	\$129,886	373	\$171,159	604	\$204,754	528
Endowed	\$538,001	1,369	\$496,800	514	\$99,598	684	\$39,926	82	\$54,480	72
Capital	\$454,958	60	\$25,451	33	\$115,272	19	\$14,350	15	\$3,321	4
Real Estate	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0
Planned Gifts	\$1,282,000	8	\$5,090,000	9	\$463,000	3	\$4,289,000	6	\$500,000	1
Loan	\$0	0	\$140,300	4	\$0	0	\$0	0	\$40	2
Total	\$3,879,925		\$7,762,044		\$807,756		\$4,514,435		\$762,595	

Quarterly Report

Advancement

Grand Total All Gifts and Pledges

	FY14-15	FY14-15 Donors	FY15-16	FY15-16 Donors	YTD FY14-15	YTD FY14-15 Donors	YTD FY15-16	YTD FY15-16 Donors	YTD FY16-17	YTD FY16-17 Donors
Current Year Use	\$1,470,371	2,665	\$1,039,647	3,582	\$120,725	324	\$97,661	390	\$84,469	405
Restricted-Pending	\$36,487	22	\$12,350	7	\$0	0	\$50	1	\$37,950	5
Endowed/Capital Gifts	\$1,135,185	1,082	\$459,723	537	\$167,844	314	\$26,931	86	\$56,614	74
Real Estate	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0
New Pledges	\$2,075,812	1,176	\$6,250,324	570	\$519,187	474	\$4,389,793	498	\$583,562	141
Subtotal =	\$4,717,855		\$7,762,044		\$807,756		\$4,514,435		\$762,595	
Gifts in Kind	\$200,775	38	\$223,955	45	\$5,559	5	\$14,228	9	\$5,675	9
Realized Bequests	\$201,074	3	\$11,000	1	\$0	0	\$0	0	\$0	0
Subtotal =	\$401,849		\$234,955		\$5,559		\$14,228		\$5,675	
Grand Total	\$5,119,704		\$7,996,999		\$813,315		\$4,528,663		\$768,270	

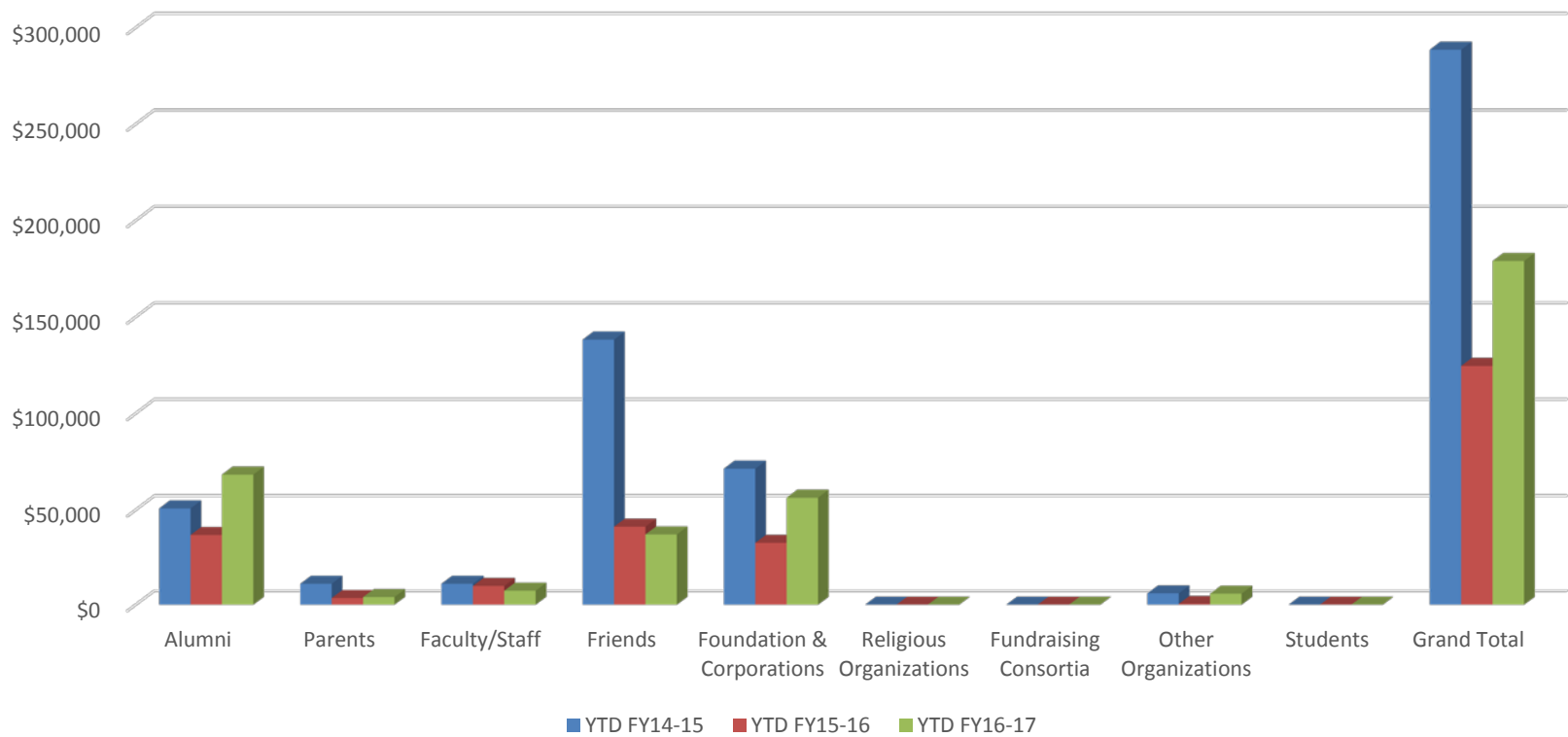
Development Comparison by Constituency

Cash Gifts by Constituency – Does Not Include Pledges, In-Kind, or Realized Bequests

	YTD FY14-15	YTD FY15-16	YTD FY16-17
Alumni	\$50,752	\$36,822	\$68,294
Parents	\$11,089	\$3,555	\$4,030
Faculty/Staff	\$11,096	\$9,912	\$7,407
Friends	\$138,260	\$41,214	\$37,116
Foundation & Corporations	\$71,367	\$32,668	\$56,325
Religious Organizations	\$0	\$0	\$0
Fundraising Consortia	\$0	\$0	\$0
Other Organizations	\$6,000	\$436	\$5,841
Students	\$5	\$35	\$20
Total Cash Gifts	\$288,569	\$124,642	\$179,033

Development Comparison by Constituency

1st Quarter YTD Cash Gifts by Constituency
(does not include Pledges, In-kind, or Realized Bequests)



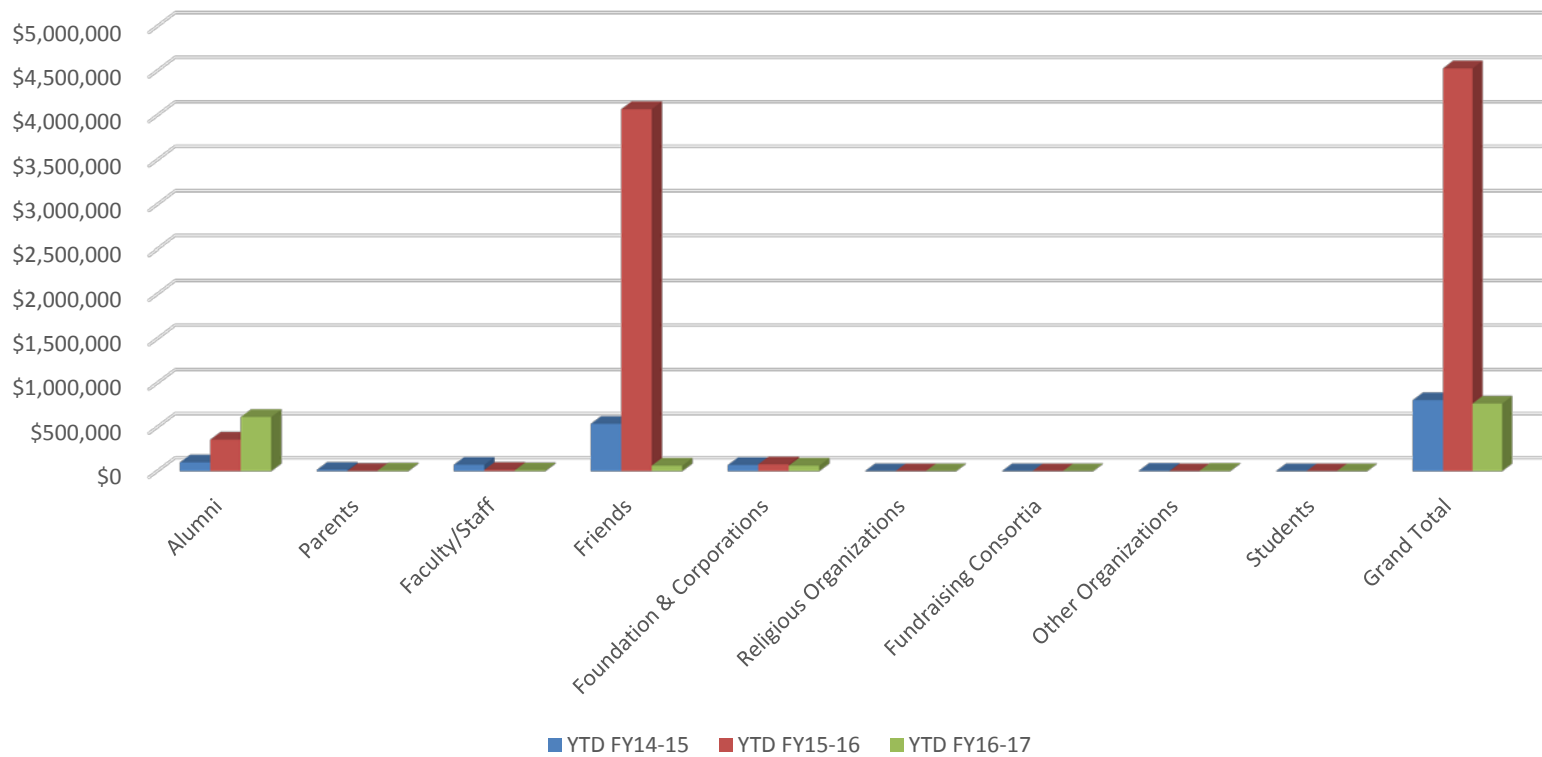
Development Comparison by Constituency

Gifts and New Pledges by Constituency – Does Not Include Realized Bequests

	YTD FY14-15	YTD FY15-16	YTD FY16-17
Alumni	\$100,826	\$359,020	\$616,178
Parents	\$16,201	\$3,595	\$8,461
Faculty/Staff	\$74,469	\$15,571	\$10,569
Friends	\$538,838	\$4,070,809	\$63,530
Foundation & Corporations	\$71,367	\$79,197	\$63,671
Religious Organizations	\$0	\$0	\$0
Fundraising Consortia	\$0	\$0	\$0
Other Organizations	\$6,000	\$436	\$5,841
Students	\$55	\$35	\$20
Grand Total	\$807,756	\$4,528,663	\$768,270

Development Comparison by Constituency

1st Quarter YTD Gifts and New Pledges by Constituency
(does not include Realized Bequests)



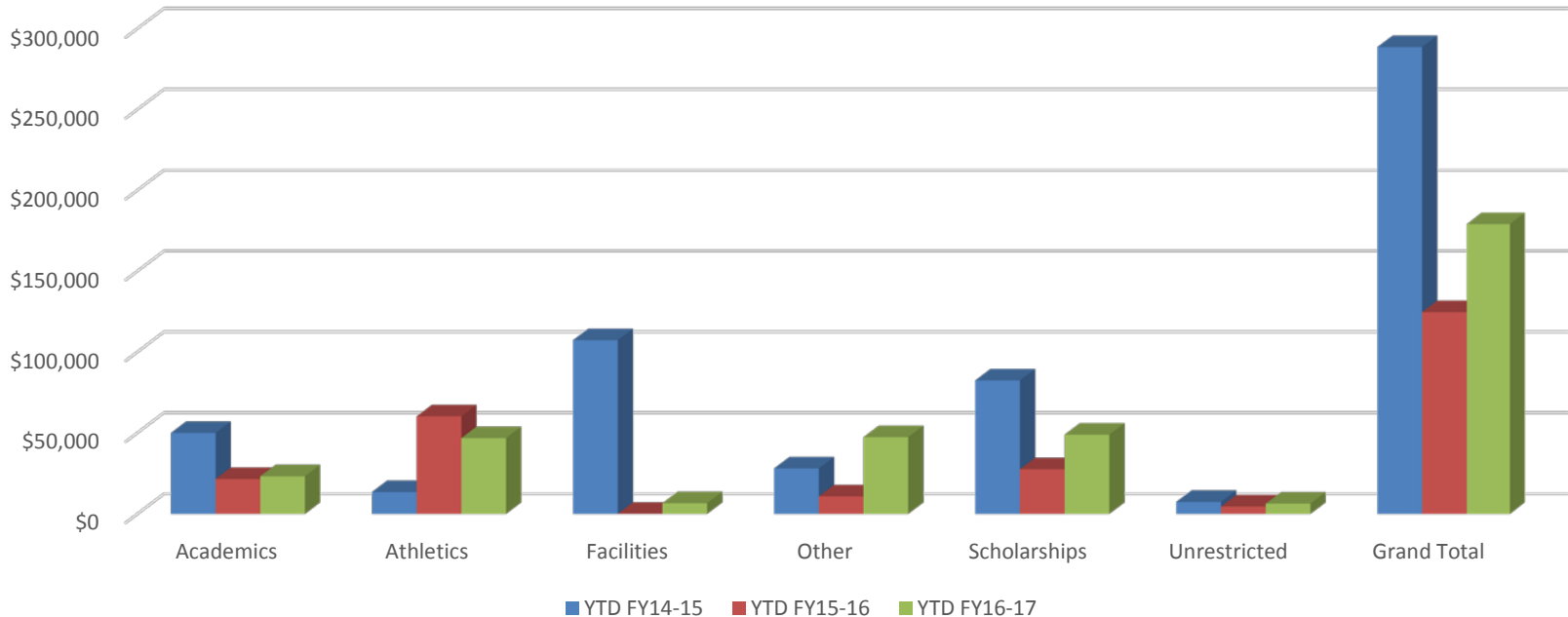
Development Comparison by Interest Area

Cash Gifts by Interest Area – Does Not Include Pledges, In-Kind, or Realized Bequests

	YTD FY14-15	YTD FY15-16	YTD FY16-17
Academics	\$49,910	\$21,529	\$23,204
Athletics	\$13,505	\$60,198	\$46,737
Facilities	\$107,295	\$40	\$6,600
Other	\$28,048	\$10,803	\$47,324
Scholarships	\$82,397	\$27,536	\$48,851
Unrestricted	\$7,414	\$4,536	\$6,317
Grand Total	\$288,569	\$124,642	\$179,033

Development Comparison by Interest Area

1st Quarter YTD Cash Gifts by Interest Area
(does not include Pledges, In-kind, or Realized Bequests)



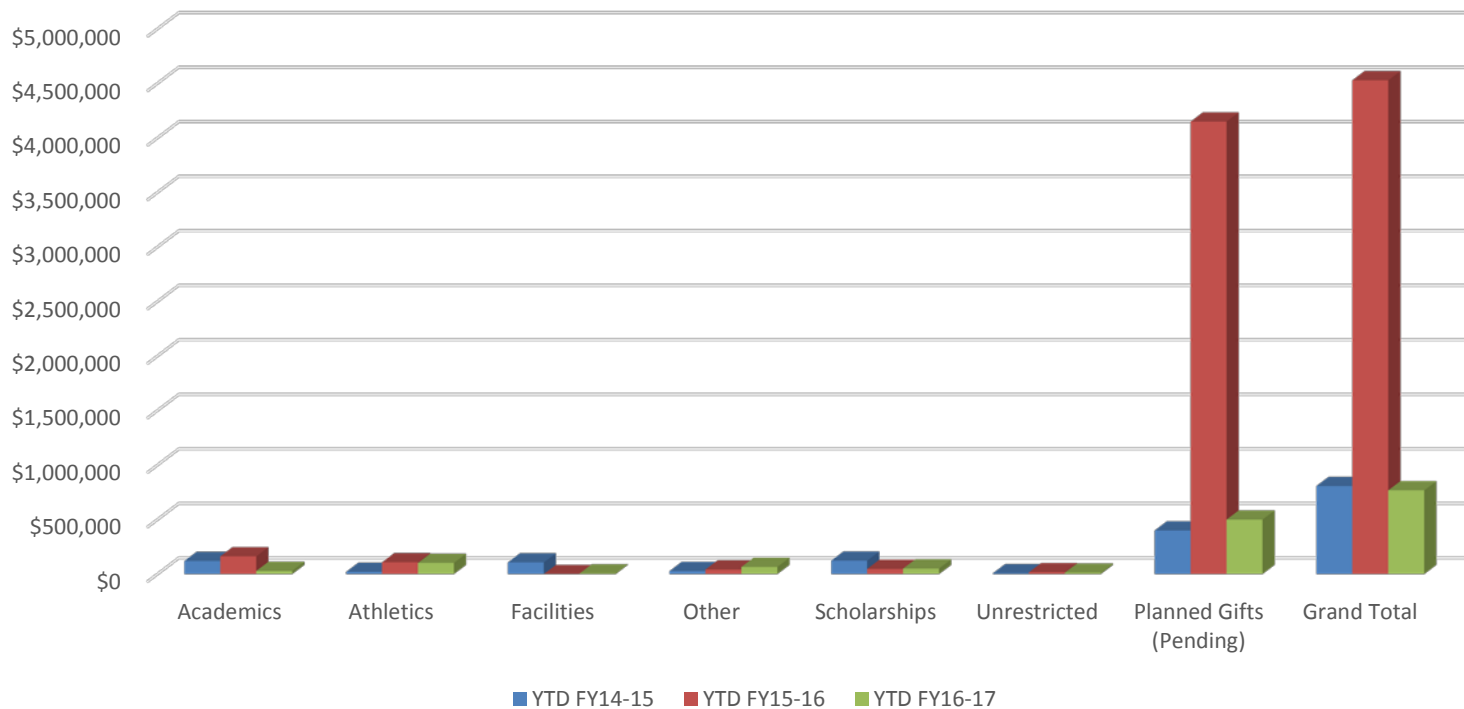
Development Comparison by Interest Area

Gifts and New Pledges by Interest Area – Does Not Include Realized Bequests

	YTD FY14-15	YTD FY15-16	YTD FY16-17
Academics	\$120,323	\$163,179	\$29,048
Athletics	\$20,301	\$108,591	\$102,984
Facilities	\$107,295	\$40	\$6,600
Other	\$28,238	\$42,273	\$65,668
Scholarships	\$123,500	\$47,840	\$51,128
Unrestricted	\$8,099	\$16,740	\$12,842
Planned Gifts (Pending)	\$400,000	\$4,150,000	\$500,000
Grand Total	\$807,756	\$4,528,663	\$768,270

Development Comparison by Interest Area

1st Quarter YTD Gifts and New Pledges by Interest Area
(does not include Realized Bequests)



Development Comparison

Comparison of Development proposals

- FY 2016: 16
- FY 2017: 38

Comparison of Development proposals dollars

- FY 2016: \$1,313,000.00
- FY 2017: \$11,997,000.00

Development Comparison

YTD Comparison of Development number of new donors

- FY 2016: 110
- FY 2017: 121

YTD Comparison of Development dollars of new donors

- FY 2016: \$4,040,077
- FY 2017: \$32,460

Development Comparison

YTD Gifts and Pledges of \$25,000 or more

Fiscal Year	Alumni			Corporation/Foundation			Faculty/Staff/Friends		
	# of Donors	Total \$ Amount	# of New Donors	# of Donors	Total \$ Amount	# of New Donors	# of Donors	Total \$ Amount	# of New Donors
FY17	2	\$525,000	0	1	\$25,000	0	1	\$30,000	0
FY16	5	\$289,000	0	1	\$30,000	0	1	\$4M	0
FY15	0	\$0	0	1	\$33,000	0	3	\$550,000	0

Development

FY 2017 gifts and pledges of \$25,000 or more breakdown to date:

- Two alumni donors, for a total of \$525,000; neither were new donors
- One corporation/foundation donor, for a total of \$25,000; has given in prior years
- One faculty/staff donor, for a total of \$30,000; has given in prior years

FY 2016 gifts and pledges of \$25,000 or more breakdown to date:

- Five alumni donors, for a total of \$289,000; none were new donors
- One corporation/foundation donor, for a total of \$30,000; has given in prior years
- One friend donor, who was a new donor, for a total of \$4,000,000

FY 2015 gifts and pledges of \$25,000 or more breakdown to date:

- One corporation/foundation donor, for a total of \$33,000; has given in prior years
- Two friend donors, for a total of \$500,000; neither were new donors
- One faculty/staff donor, for a total of \$50,000; has given in prior years

Direct Mail

Non Donor Appeal: Road Map Drop date: November

QUICK AND EASY WAYS TO GIVE:

GIVE ONLINE!
connect.radford.edu/support

By Phone: 540-831-5407
 OR simply return this form in the enclosed postage-paid envelope



IT ALL ADDS UP: EVERY GIFT MATTERS!

\$727K

RAISING OUR PROFILE
 ALUMNI GIFTS INCREASE OUR PARTICIPATION RATE AND BUILD CONFIDENCE IN OUR UNIVERSITY.

When enough alumni give back, it raises our national rankings in major publications and encourages philanthropic corporations and major donors to award large gifts and grants.

LAST YEAR, DONORS GAVE MORE THAN \$727K ... \$243K OF WHICH PROVIDED SCHOLARSHIP SUPPORT FOR DESERVING STUDENTS!

WE'RE STRONGER WHEN WE WORK TOGETHER

SMALL GIFTS ADD UP TO MAKE A BIG IMPACT.

When you make a gift of even \$5 to the Radford Fund, you strengthen our mission to help every Highlander say "The Reason is Radford."

SCHOLARSHIPS & AID
75%
 75% OF UNDERGRADS WHO APPLY FOR FINANCIAL AID RECEIVE IT.

Unrestricted gifts support scholarships, which attract promising students and allow us to maintain socioeconomic diversity. Your gift helps remove financial barriers so we don't have to turn away any deserving Highlanders.

ACADEMIC EXCELLENCE
109
 RADFORD UNIVERSITY OFFERS 109 GRADUATE AND UNDERGRADUATE DEGREE AND CERTIFICATE PROGRAMS.

You can designate your gift to the college, department or program that is especially meaningful to you. As our University grows stronger, so does the value of your degree!

FACULTY SUPPORT
16:1
 OUR STUDENT-TO-FACULTY RATIO IS 16:1.

Your gift can help keep class sizes small so our dedicated faculty can build strong bonds with their students and offer individual mentorship through undergraduate research, advising and more.

EVEN \$5 GOES A LONG WAY!
 MAKE A LASTING IMPACT FOR RADFORD UNIVERSITY AND YOUR FELLOW HIGHLANDERS TODAY: CONNECT.RADFORD.EDU/SUPPORT

IT ALL ADDS UP: EVERY GIFT MATTERS!

\$727K

RAISING OUR PROFILE
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THE PRINCETON REVIEW
 2016
 BEST REGIONAL COLLEGE

BEST COLLEGES
 USNews
 NATIONAL UNDERGRADUATE RANKINGS

Direct Mail

SURE! I CAN MAKE A QUICK GIFT TODAY.

I'll give: \$5 Other: \$ _____

[Donor ID] [Appeal Code] [Royall Segment Code] [Segment ID]

My preferred email address:

((pre-populate when available)) _____

(We'd like to thank you for your gift!)

XXXXNameXXXXX
XXXAddressXXXXXXXX
XXXAddressXXXXXXXX
XXXAddressXXXXXXXX
XXXAddressXXXXXXXX
XXXCityStateZIPXXXXX

Enclosed is my check payable to the
Radford University Foundation, Inc.

Please charge my gift of \$ _____ to my:

Visa MasterCard American Express Discover

Signature _____

Cardholder Name _____

Exp. Date _____

Card Number _____

Security Code _____

THANK YOU FOR YOUR GIFT!

Dear XXSalutationXX,

I know three important things about you:

1. You're smart.
2. You're driven.
3. You want to make a difference.

How do I know this? **Because you're a Highlander!**

The Radford University family is full of intelligent, talented people (like you) who discovered their passions and developed their full potential here.

In fact, that's why I'm writing to you today.

Radford University changes lives,
but we can't do it alone.

Every year, we create high-impact, best-practice educational opportunities. We invest in world-class faculty. We stock facilities with cutting-edge equipment so our grads can hit the ground running. **And we could not do this without alumni support.** The great news is

that you can make a **huge** difference with even a **small** gift. Here's how:

When you make a gift to Radford University of any amount, **even \$5**, you send a clear message:

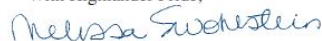
"I love Radford University!"

When a significant percentage of alumni give back, publications, corporations and major donors notice and feel confident in our University and our mission.

Still not convinced? Flip over my letter to learn more about just how far your \$5 gift can go.

I hope I'm right about you, XXSalutationXX. The attached form above will show you just how easy it is to give back and make a real difference.

With Highlander Pride,



Melissa E. Wohlstein
Vice President for University Advancement

Non Donor Reply card

Direct Mail

2015-2016 RADFORD UNIVERSITY DONOR IMPACT REPORT

As Radford University begins its 2016 Year-End Giving Drive, we want to reflect on all we have accomplished thanks to support from generous donors like you. We are truly grateful for the many ways you are a leadership standard within our community and demonstrate your commitment to Radford University. Thank you for making an incredible difference in the lives of our students, in the opportunities available through our outstanding programs and in the future of the institution!

THE YEAR IN REVIEW

Annual giving provides vital current-use dollars that help every Highlander say "The Reason is Radford!" With your help, the University raised more than \$7.0 million last fiscal year, which was carefully invested in strategic areas: recruiting and retaining top-rated faculty members; enhancing our academic programs and student experience; filling new campus facilities with programs and cutting-edge technology; and, of course, providing scholarships and financial aid.

We are also proud to share with you how leadership gifts played a key role in the success of our University and several institutional points of pride:

-  The Princeton Review named Radford University one of the "Best Colleges and Universities in the Southeast" for the ninth year in a row, and U.S. News & World Report ranked it one of the "Best Regional Universities in the South" for the fourth year in a row.
-  Thanks to its commitment to and success in innovation, Radford University was named a Male School by the Male School Alliance in January. It joined 78 other colleges and universities (such as Carnegie Mellon, Yale and Dartmouth) to earn the designation.
-  This fall, the new College of Humanities and Behavioral Sciences (CHBS) building held its first classes. Students have been enjoying the new learning spaces that simulate professional work environments, including a moot trial moot courtroom, a television studio, a forensic laboratory and an Emergency Operations Center.

CURRENT NEEDS

President Hamphill has called on the extended Highlander family to join him in continuing Radford University's transformation into an innovative, premier university in the Commonwealth of Virginia with a keen focus on teaching, research and service. Your contribution to the Year-End Giving Drive will strengthen that mission by helping us...

- Continue to provide scholarships and aid. Recruiting and retaining the right students start with a robust scholarship program. No deserving student should be turned away for financial reasons, and your gift helps ensure that current and future Highlanders can overcome financial barriers to their success.
- Enhance our academic and research programs. Hands-on, student-centered, experiential learning opportunities are high-impact practices that prepare students for success in the professional world. As we identify and promote signature programs, your gift can help provide the infrastructure for them to grow.
- Invest in faculty excellence. Radford University's faculty members are dedicated teachers, innovators and mentors. They are committed to being available to students and taking education beyond the walls of the classroom. Your gift provides students with the opportunity to learn and study with the best.
- Encourage student success. Highlanders always rise to a challenge, so we are intentionally increasing standards and expectations to ensure their success. When you give, you strengthen the support structures that help every student meet and exceed his or her own expectations.

GIVING SOCIETY LEVELS:

Charter \$1,000 - \$2,499

Shareholder \$2,500 - \$4,999

Partner \$5,000 - \$9,999

Investor \$10,000 - \$24,999

Benefactor \$25,000 +

THANK YOU FOR YOUR SUPPORT

RADFORD UNIVERSITY

High End Donor Solicitation
Promotion of Giving Society Levels
Highly targeted approach

Alumni Relations

Activity Highlights

- Alumni Association Advisory Board meeting (held October 15)
- Regional Chapters
- Alumni Relations and Admission strategic initiative

Next Steps University Advancement and Alumni Relations

Calendar Year End focus of activities:

- Volunteer Northern Virginia event - partnership with Radford University Foundation
- Corporate and Business leaders forum - Northern Virginia
- Year End Direct Mail appeal: November and December
- Major Gift Solicitations
- Continued development with Alumni Regional Chapters
- Continued development with Alumni Outreach and Admissions
- Continued development with Alumni Corporate partnerships with Career Services

Questions