

#### RADFORD UNIVERSITY BOARD OF VISITORS UNIVERSITY ADVANCEMENT, UNIVERSITY RELATIONS AND ENROLLMENT MANAGEMENT COMMITTEE MAY 4, 2017 BOARD ROOM MARTIN HALL RADFORD, VIRGINIA

APPROVED

#### MINUTES

#### **COMMITTEE MEMBERS PRESENT**

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

#### **BOARD MEMBERS PRESENT**

Dr. Rachel D. Fowlkes Ms. Georgia Anne Snyder-Falkinham

#### **OTHERS PRESENT**

President Brian O. Hemphill, Ph.D.
Mr. Richard Alvarez, Vice President for Finance and Administration and Chief Financial Officer
Mr. Joe Carpenter, Vice President for University Relations and Chief Information Officer
Mr. Bruce Cunningham, Interim Vice President for Advancement
Ms. Lisa Ghidotti, Director of State Government Relations
Ms. Kitty McCarthy, Vice President for Enrollment Management
Ms. Ashley Schumaker, Chief of Staff, Office of the President
Mr. Robert Lineburg, Director of Athletics
Ms. Laura Turk, Executive Director of Alumni Relations
Ms. Mary Weeks, Secretary to the Board of Visitors/Senior Assistant to the President
Mr. Allen Wilson, Senior Assistant Attorney General, Commonwealth of Virginia
Radford University Faculty and Staff

#### CALL TO ORDER

Mr. Randy Marcus, Chair, called the meeting to order at 11:18 a.m., in the Board Room, Third Floor, Martin Hall, Radford University, Radford, Virginia.

#### APPROVAL OF AGENDA

Mr. Marcus requested a motion to approve the May 4, 2017 agenda as published. Ms. Mary Ann Hovis so moved, Ms. Callie M. Dalton, Vice Chair, seconded, and the agenda was unanimously approved as published.

#### APPROVAL OF MINUTES

Mr. Marcus asked for a motion to approve the minutes of the February 17, 2017, meeting of the University Advancement, University Relations and Enrollment Management Committee as published. Ms. Hovis so moved, and Mr. Robert A. Archer seconded the motion. The minutes were approved unanimously and are available online at

https://www.radford.edu/content/bov/home/meetings/minutes.html.

#### ENROLLMENT MANAGEMENT REPORT

Ms. Kitty McCarthy, Vice President for Enrollment Management, provided an update, as of May 3, 2017, on new student recruitment and enrollment for fall 2017. The fall 2017 application rates are almost 96 percent above numbers for this same time last year. Admissions are up 81 percent over fall 2016 with current freshmen deposits at 1,931, which is an increase of 10%, or 178 additional students compared to 1,753 deposits received for fall 2106.

The 2017 freshman class is shaping up to be more diverse both in geography and ethnicity than 2016. Top feeder areas continue to be Maryland, North Carolina, and the District of Columbia. Student deposits have increased in the African American and Latino demographic groups from the fall 2016 class. Academic quality of deposited freshmen is up slightly over fall 2016 with an average GPA of deposited freshmen of 3.21, compared to 3.17 for fall 2016, and SAT of 1,048 for fall 2017, compared to 1,045 for fall 2016.

Transfer student applications have increased 26 percent with received deposits under what is expected. Staff is working diligently to close the gap and surpass last year's results. Admissions will continue to receive and process applications throughout the summer and the expectation is that significant transfer activity is yet to come. Planning for fall 2018 recruitment activities continues and the 2017-2018 term is the first year the University will be truly embarking on a multi-year freshman recruitment effort, which will result in a stronger and more committed applicant pool over time.

Ms. McCarthy's presentation is hereto attached as (*Attachment A*) and is made a part thereof. Mr. Marcus thanked Ms. McCarthy for her report.

#### **UNIVERSITY RELATIONS REPORT**

Mr. Joe Carpenter, Vice President for University Relations and Chief Communications officer, provided an update on the progress of the university's external marketing campaign, which is primarily focused on supporting Enrollment Management strategies. Highlights of this semester's efforts included placing a higher focus on fostering yield by delivering advertising directly to admitted students and into markets with the highest index for admitted students. The campaign extensively utilized digital marketing and introduced the newest TV ad into specific markets to stay top-of-mind to admitted applicants.

Global Key Performance Indicators (KPIs) of the FY17 campaign include a 47 percent plus year-overyear increase in traffic to the Admissions section. Digital KPIs during this same time include double the amount of visits to the website despite decreased purchased impression volume year-over-year, an indication that the campaign is being efficient in targeting qualified prospects.

Additional University Relations support to undergraduate and graduate admissions marketing include:

- Promoting application success via the news media;
- Developing website and social media campaigns promoting the Graduate College's March campaign;
- Supporting Alumni Relations promotion of Graduate College and programs;

- Updating Graduate College program promotional videos;
- Facebook Live and video campaign support of undergraduate yield events and activities, and
- Video and social media campaign promoting summer school registration.

The last part of the semester has seen the introduction of a sub-campaign targeting transfer applicants and ad buys and Public Relations strategies to begin generating awareness among the next wave of prospects and applicants (i.e. current high school juniors). Mr. Carpenter's presentation is hereto attached as (*Attachment B*) is made a part thereof. Mr. Marcus thanked Mr. Carpenter for his report.

#### UNIVERSITY ADVANCEMENT REPORT

Mr. Bruce Cunningham, Interim Vice President for University Advancement, provided an update on the increased giving levels and support for the 2016-2017 year. Fiscal year-to-date giving comparisons are as of April 30, 2017. There has been continuous improvement over the last three years, including a 39 percent increase since this time last year. Current fiscal year-end giving is over 27 percent higher with 2 months to go before year-end. Although the number of year-end gifts is trending downward, the dollar amount for these same gifts have increased. Proposal increases and production are largely due to presidential proposals with total proposals in production and outstanding at the end of April are in the amount of 16,357,450. Mr. Cunningham's presentation is hereto attached as (*Attachment C*) and is made a part thereof.

Ms. Laura Turk, Executive Director for Alumni Relations, reported on activities of the Alumni Relations Office. This spring term, they hosted the Inaugural Volunteer Summit in February, 2017 and recognized former Board of Visitors member, Ms. Mary Campbell. Alumni Chapter planning meetings and outreach were held in Raleigh, Charlotte, Atlanta, Virginia Beach and Roanoke and the RU Day of Service in Northern Virginia had 100 volunteers. The Alumni Relations Office also has developed campus partnerships with Admissions, Career Services, Athletics, the Radford University Foundation, Academic Affairs, and Strategic Planning groups with Admissions as the primary focus of regional engagement. Since the last Board meeting, one initiative to highlight the benefits of being a Radford alumni included the St. Patrick's Day, "Why do Alumni feel lucky to have come to RU", many testimonies were heartfelt and inspiring. Ms. Turk distributed a calendar of upcoming Alumni events, which is hereto attached as (*Attachment D*) and made a part thereof.

Mr. Marcus thanked both Mr. Cunningham and Ms. Turk for their reports.

#### ADJOURNMENT

As there was no other business to come before the Committee, Mr. Marcus requested a motion to adjourn. Mr. Archer so moved, and Ms. Dalton seconded. The meeting adjourned at 12:23 p.m.

Respectfully Submitted,

Muleks

Mary Weeks Secretary to the Board of Visitors

Attachment A

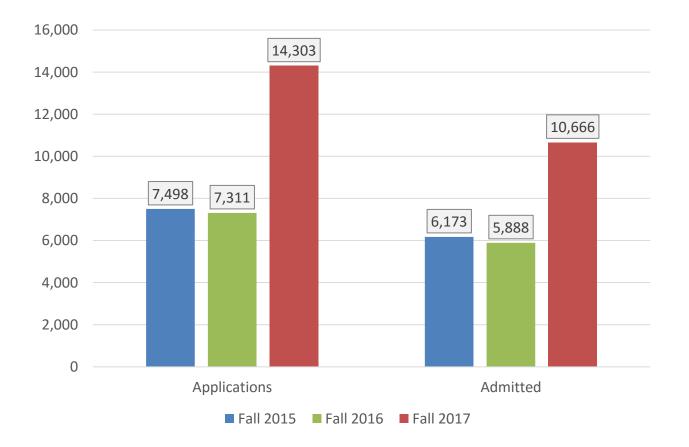
# Fall 2017 Recruitment Update

### RADFORD UNIVERSITY

Office of Enrollment Management

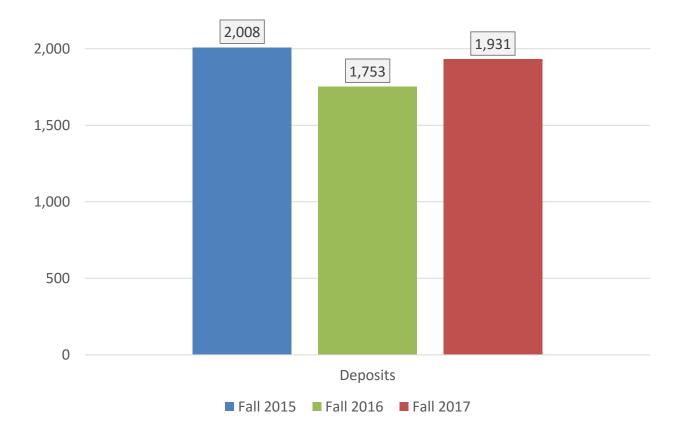
May 2017

### New Freshman Applications (May 3rd)



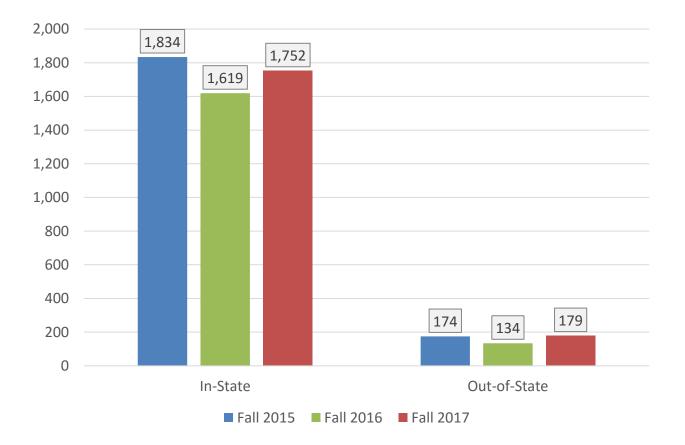
Office of Enrollment Management

### New Freshman Deposits (May 3rd)



Office of Enrollment Management

### Deposits by Residency (May 3rd)



Office of Enrollment Management

### Deposits by VA Region (May 3rd)

Region	Fall 2015	Fall 2016	Fall 2017
Central Va	146	166	141
Northern Va	601	502	482
Peninsula	105	79	115
Richmond	206	196	200
Roanoke Metro	126	123	120
South Central	61	44	59
Southwest	203	198	237
Tidewater	177	150	181
Valley	199	153	192
In-State, Unknown	10	8	25

#### Office of Enrollment Management

### Deposits by Top States (May 3rd)

Region	Fall 2015	Fall 2016	Fall 2017
Maryland	37	25	46
North Carolina	14	14	25
District of Columbia	14	15	17
West Virginia	3	7	11
New Jersey	12	11	9
Florida	11	6	7
Pennsylvania	14	10	6
Connecticut	3	4	5
South Carolina	4	0	5
Texas	2	1	5

#### Office of Enrollment Management

## Deposits by Ethnicity (May 3rd)

Region	Fall 2015	Fall 2016	Fall 2017
American Indian or Alaska Native	5	0	3
Asian	27	36	18
Black or African American	312	324	362
Hispanic	161	145	157
Native Hawaiian or Other Pacific Islander	1	0	2
White	1,356	1,149	1,211
Two or more races	117	70	120
Nonresident Alien	4	4	4
Race and Ethnicity Unknown	25	25	54

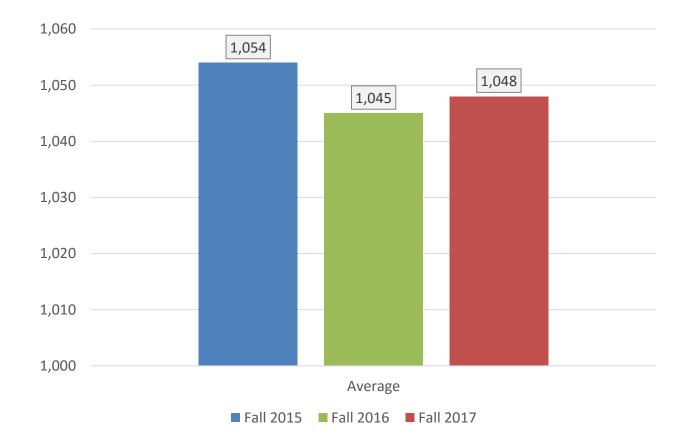
#### Office of Enrollment Management

### Average GPA of Deposits (May 3rd)



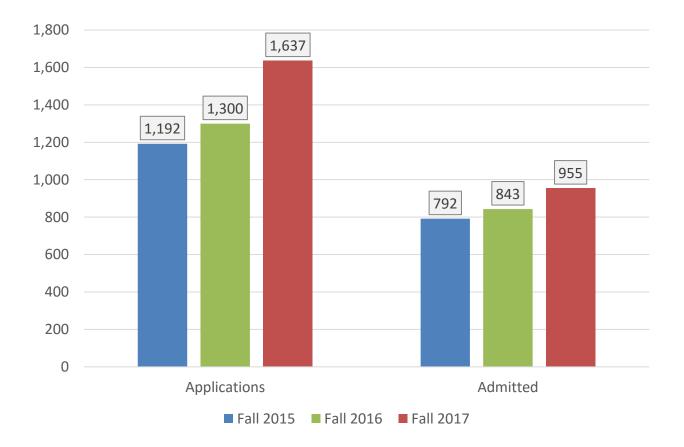
Office of Enrollment Management

### Average SAT of Deposits (May 3rd)



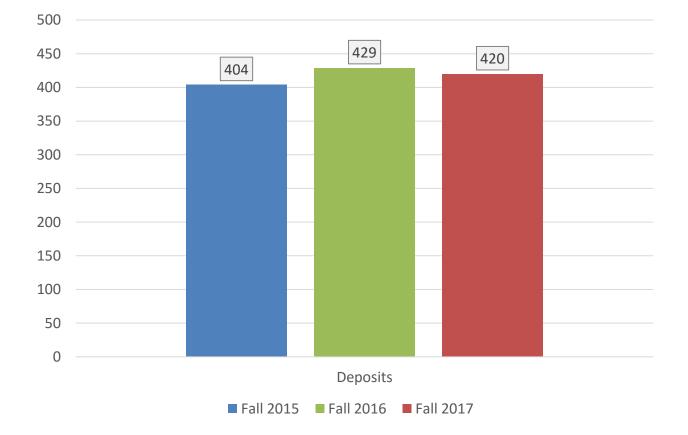
Office of Enrollment Management

### Transfer Applications (May 3rd)



Office of Enrollment Management

### Transfer Deposits (May 3rd)



Office of Enrollment Management

Discussion

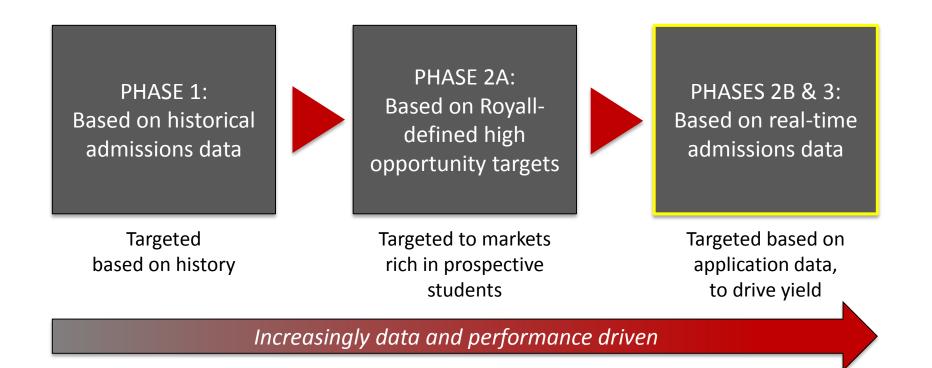
Attachment B

# University Relations Update

Office of University Relations

May 4, 2017

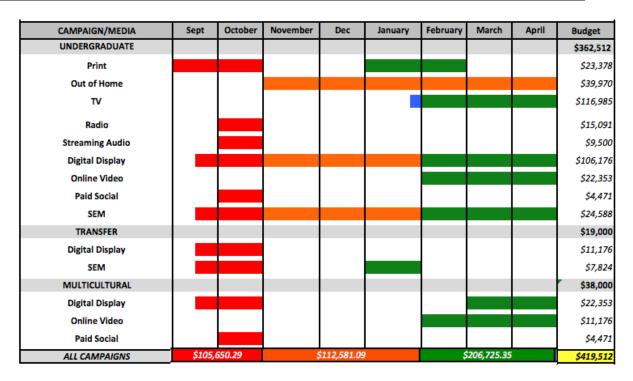
### **Evolution of Marketing-Admissions Collaboration**



#### Office of University Relations

### Phase 2B Campaign Strategy

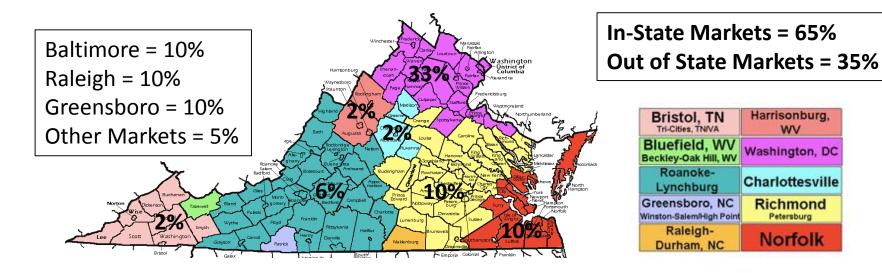
- Place a higher focus on fostering yield by delivering media into markets with the highest index for admitted students
- Use "real-time" admitted student data provided by Radford Admissions to make an informed decision about geographical penetration of advertising
- Leverage video assets (TV/Online) to communicate Radford's core message and develop preference to highest indexing audience as well as utilize hyper-targeted digital media to stay top-of-mind to potential enrollees. <u>Radford University</u> <u>Anthem (video link to back page)</u>



### Phase 2B Digital Delivery by Geography

- Leverage Radford's real-time admissions data to efficiently target Fall 2017 admits across the Top 100 counties both in-state and out-of-state

- Layer targeting across all market segments based on prospects who have engaged with the website or shared information from the Radford site



#### Office of University Relations

### FY17 Key Performance Indicators (KPIs)

Global KPI	FY17 YTD	FY16 YTD	YoY
Advertising Impressions	42,748,222	86,467,250	-51%
Admissions Section Sessions	358,318	243,004	+47%
Application Link Inquiries*	34,668	50,583	-31%

Digital KPI	FY17 YTD	FY16 YTD	YoY
Digital Impressions	25,854,836	33,484,481	-23%
Marketing Landing Page Sessions	112,258	46,144	+143%
Marketing Landing Page Inquiries	4,303	861	+400%

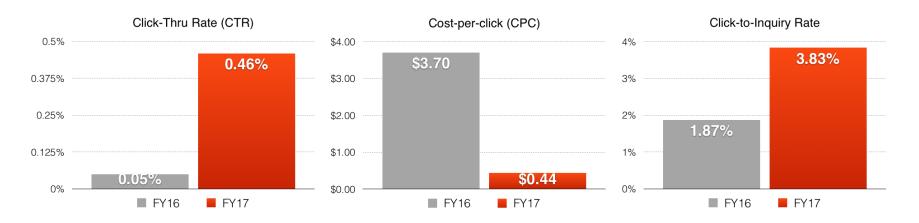
Despite a decrease in spend and impressions, the FY17 campaign has resulted in a **+47% YoY increase in traffic to the Radford Admissions section** – an indication that the FY17 campaign has performed in driving qualified traffic to the site.

 The FY17 digital display campaign has driven more than double the amount of visits to the website, despite a 23% decrease in impression volume YoY – an indication that the campaign has been very efficient in targeting qualified prospects.

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\*Data does not include inquiry links from direct marketing efforts through Royall marketing

### FY17 Campaign Analytics: Digital Performance

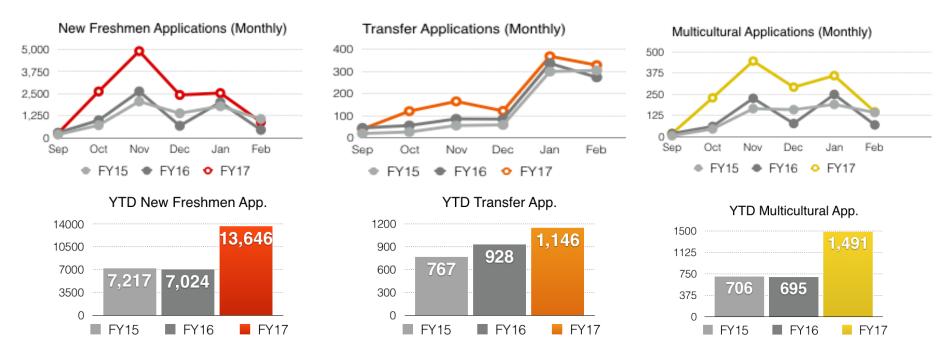


 A more targeted and flexible digital display and paid search (SEM) approach in FY17 has resulted in a stronger click rate, more efficient cost per click and a higher response rate on the landing page – measured by click-to-inquiry rate – as compared to the benchmarks that were set in FY16.

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### **Radford Admissions Trends**

Radford's offline enrollment data shows that, through 3/1/17, New Freshman applications are up +94% YoY, Transfer applications are up +23% YoY and Multicultural applications are up +115% YoY.



#### Office of University Relations

### Additional Enrollment Support Campaigns

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- Media relations outreach promoting record Fall 2017 applications
- Website and social media campaign promoting March Graduate College application
  - Unique page views 3x YOY (3,000+)
  - Increased YOY direct traffic vs. organic searches
  - Increased YOY book referrals
- Alumni Relations promotion of Graduate College & programs
- Updating in-progress of videos promoting Graduate College programs
- Facebook Live and video campaign supporting Undergraduate spring yield
  - Episodes highlighting:
    - Freshman orientation
    - Financial aid
    - Transferring
    - Housing
- Video and social campaign promoting summer school registration

### Looking Forward - Phase 3 & FY18

#### Phase 3 (Apr-Jun) Strategy:

- Sustain market presence through the end of the "yield phase" to influence deposits for incoming Fall 2017 class
- Begin generating awareness to next wave of prospects and applicants (high school sophomores and juniors) by integrating "inquiry pool" & historical application data
- Push Transfer message to prospective transfer students 20 mi. surrounding key community colleges in Virginia ahead of the June 1 application deadline

#### FY18 Strategy:

- Continue to employ a "flighted" media campaign that reflects key timeframes during the enrollment year (i.e. application admission yield)
- Continue to coordinate media strategy with enrollment management efforts by using real-time admissions data to help guide market selection
- Consider launching TV/Video earlier in the enrollment cycle to help drive increased awareness ahead of application phase, and continue to leverage digital media to capture prospects in distant or costprohibitive markets

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### Advancement/Alumni Relations Communications

- 14 alumni event promotion and initiative emails
- 21 advancement fundraising emails (including the spring solicitation/Deans Letter initiative)
- 7 for graduate and undergraduate college-based events/programs
- Proposals:
  - 4 Development officer proposals
  - 3 Presidential proposals
- Spring Solicitation Initiative: campaign focused on the 6 colleges
  - o Email to introduce student
  - Mailed letter by the college dean, with a Q&A with scholarship recipient
  - Email with video of student telling their story, discussing the importance of their scholarship support and thanking donors

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- Website housing all videos that feature students
- Social media posts featuring scholarship students, with an ask.
- Thank you mailed postcard and social media post



Office of University Relations

May 4, 2017

Addendum

### Branding & Marketing Overview

- 1. Campaign objectives and measures
- 2. Campaign strategy and evolution
- 3. Campaign tactics and plan
- 4. Campaign performance
- 5. Next steps

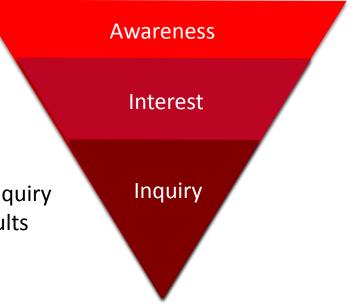
# **Campaign Objectives**

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

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

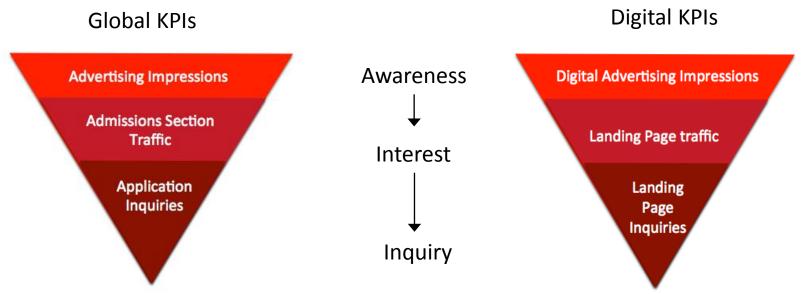
Generate engagement and increase interest among prospective students and influencers

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



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# **Defining Key Performance Indicators (KPIs)**



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

#### Office of University Relations

# **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 <u>radford.edu</u> website
Inquiry	Outbound Application link Inquiry action	Measured by the number of clicks on the application link on <u>radford.edu/apply</u>

# **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)

### Campaign Strategy - Phase 2B (Feb-Apr)

<u>Objective</u>	<u>Strategy</u>	<u>Tactics</u>
<ul> <li>Place a higher focus on fostering yield by delivering media into markets with the highest index for admitted students</li> </ul>	<ul> <li>Use "real-time" admitted student data provided by Radford Admissions to make an informed decision about geographical penetration of advertising</li> </ul>	<ul> <li>Leverage video assets (TV/Online) to communicate Radford's core message and develop preference to highest indexing audience as well as utilize hyper-targeted digital media to stay top-of-mind to potential enrollees.</li> </ul>

### Media Tactics - Phase 2B

Media	Details	Properties	% Spend
TV/Onlin e Video	<ul> <li>:30 second TV spot targeting parents/influencers; A35-64 in Richmond, Norfolk, and Roanoke markets</li> <li>Online Video in the top 4 DMAs, % allocated by admissions data targeting students &amp; influencers; running :30 second General and Multicultural spots</li> </ul>		70%
Print	<ul> <li>Align Radford ad with relevant content in Richmond Magazine's "Colleges &amp; Universities" Guide</li> </ul>	Richmond	4%
Web Digital Display	<ul> <li>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</li> <li>Use real-time consumer data to deliver Radford's message of the right prospects at the right time</li> <li>Serve ads to prospects in the top indexing geographies both in and out-of-state using Radford's Admissions data</li> </ul>	roanoke.com	20%
Paid Search	<ul> <li>Drive users who are actively searching for relevant keywords on Google's search engine to Radford's website</li> <li>Tailor ads to specific undergraduate &amp; transfer audiences actively searching for more information</li> </ul>	Google	6%

#### Office of University Relations

### FY17 High Level Flowchart

CAMPAIGN/MEDIA	Sept	October	November	Dec	January	February	March	April	Budget
UNDERGRADUATE									\$362,512
Print									\$23,378
Out of Home									\$39,970
т									\$116,985
Radio									\$15,091
Streaming Audio									\$9,500
Digital Display									\$106,176
Online Video									\$22,353
Paid Social									\$4,471
SEM									\$24,588
TRANSFER									\$19,000
Digital Display									\$11,176
SEM									\$7,824
MULTICULTURAL									\$38,000
Digital Display									\$22,353
Online Video									\$11,176
Paid Social									\$4,471
ALL CAMPAIGNS	\$105	,650.29		\$112,581.09	9		\$206,725.3	5	\$419,512

The Feb-Apr "Phase 2B" plan places a higher focus on fostering yield by delivering media into markets with the highest propensity for admitted students.

Introduction of TV and online video advertising to increase market recognition and consideration

Budget for all media through April represents 40% of total advertising allocation for FY17.

#### Office of University Relations

### FY17 Analytics - Global KPIs

Global KPI	FY17 YTD	FY16 YTD	ΥοΥ
Advertising Impressions	42,748,222	86,467,250	-51%
Admissions Section Sessions	358,318	243,004	+47%
Application Link Inquiries*	34,668	50,583	-31%

\*Inquiry tracking not available before 10/4/16; metrics pulled 10/4 – 2/28

- Decrease in impression delivery YoY was the result of fewer out of home impressions in the market during the same timeframe in FY17, and planned distribution of resources across phases through FY17 compared to FY16.
- Despite fewer impressions, the campaign has resulted in a 47% increase in traffic to the Radford Admissions section YoY, which may be the product of increased digital marketing in FY17.

### FY17 Analytics - Digital KPIs

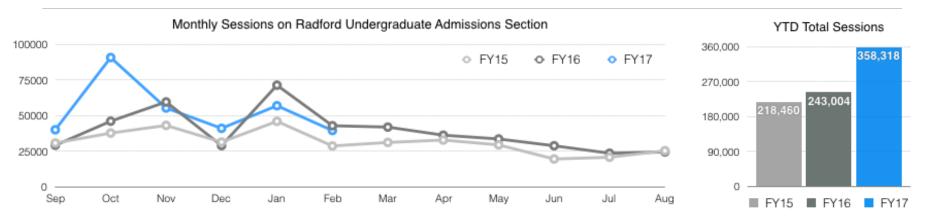
Digital KPI	FY17 YTD	FY16 YTD	ΥοΥ	
Digital Impressions	25,854,836	33,484,481	-23%	
Marketing Landing Page Sessions	112,258	46,144	+143%	
Marketing Landing Page Inquiries*	4,303	861	+400%	

\*Inquiry tracking not available before 10/4/16; metrics pulled 10/4 – 12/31

- Heavier emphasis on digital media (web banners, streaming radio, paid social, paid search) in FY17 resulted in 23% more impressions YoY.
- The increase in digital media in FY17 was responsible for producing 143% more traffic to the exclusive marketing landing pages YoY.
- A 400% increase in landing page inquiries means the campaign has been successful in driving higher quality traffic to the site (i.e. those willing to engage with the website further).

### Office of University Relations

### FY17 Campaign Analytics: Admissions Traffic



- Total sessions to the Radford Admissions section of Radford.edu during the period of September-February have increased 47% from FY16 and 64% from FY15.
- During the same period, the number of page views on the Admissions section has increased 19% from FY16 and 82% from FY15.
- The pattern of traffic to the Admissions section of the site has generally reflected the pattern of media impression delivery in the market each month with an elevated amount of sessions occurring in October when additional media was placed into the market.



Return to Presentation Page 3

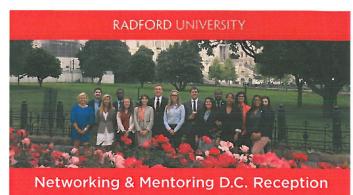
#### **Regional Alumni Chapter Events**



May 6

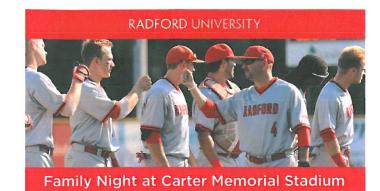
Northern Virginia

Roanoke



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May 8 Washington, DC



May 13

Radford



July 15

Richmond



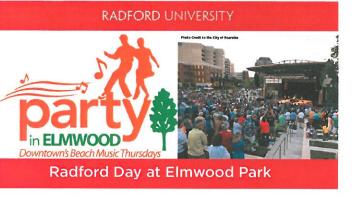
August 24-25

Radford



October 20-22

Richmond

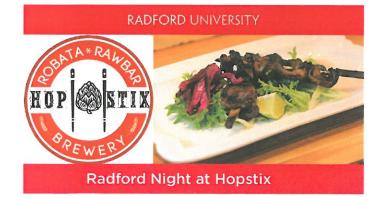




August 12

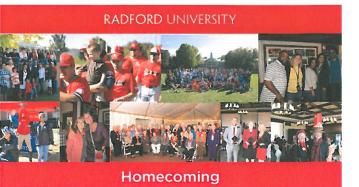
June 22

Washington, DC



September 8

Atlanta, GA



October 6-8

Radford

Radford Night at O'Connor Brewing Co.

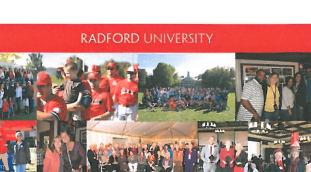
June 24

Virginia Beach

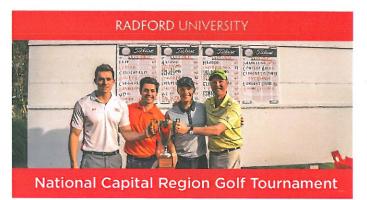


August 13



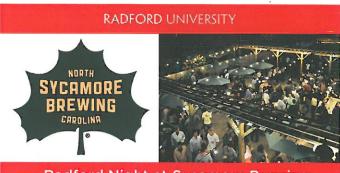


#### Attachment D



June 8

Northern Virginia



**Radford Night at Sycamore Brewing** 

July 20

Charlotte, NC



Radford Night at the Durham Bulls

Durham, NC



October 21

Radford

August 26

Attachment C

# **Board of Visitors**

RADFORD UNIVERSITY

Office for University Advancement

May 2017

# Office for University Advancement and Alumni Relations

RADFORD UNIVERSITY

Office for University Advancement

May 2017

Comparative Giving Report Comparative Donor Report Comparative Pending Proposals Alumni Relations Questions

# **Comparative Giving Report**

### Radford University - University Advancement

Comparative Giving Report by Fiscal Year

#### Fiscal Year-to-Date Giving:

	FY 2016-2017 (7/1/16 - 4/30/17)		FY 2015-2016 (7/1/15 - 4/30/16)		FY 2014-2015 (7/1/14 - 4/30/15)	
New Pledge Balances	\$	7,112,896	\$	1,077,193	\$	823,770
Current-Year Pledge Payments	\$	473,330	\$	291,977	\$	289,682
New Planned Gifts	\$	1,192,050	\$	4,840,000	\$	982,000
Outright Cash Gifts	\$	1,317,022	\$	940,547	\$	1,182,210
Gifts-in-kind	\$	119,488	\$	191,698	\$	189,921
Total Giving	\$	10,214,786	\$	7,341,415	\$	3,467,583

#### Fiscal Year-End Giving:

	FY 2015-2016 Final		FY 2014-2015 Final		FY 2013-2014 Final	
New Pledge Balances	\$	1,160,325	\$	505,474	\$	1,100,504
Current-Year Pledge Payments	\$	344,401	\$	793,813	\$	513,692
New Planned Gifts	\$	5,090,000	\$	1,282,000	\$	752,500
Outright Cash Gifts	\$	1,178,318	\$	1,336,277	\$	1,365,443
Gifts-in-kind	\$	223,955	\$	200,775	\$	105,257
Total Giving	\$	7,996,999	\$	4,118,339	\$	3,837,397

#### Office for University Advancement

## **Comparative Donor Report**

### **Radford University - University Advancement**

Comparative Donor Report by Fiscal Year

#### Fiscal Year-to-Date Giving:

	FY 2016-2017	FY 2015-2016	FY 2014-2015	
	(7/1/16 - 4/30/17)	(7/1/15 - 4/30/16)	(7/1/14 - 4/30/15)	
Total Number of Donors	5,050	4,142	4,447	

#### Fiscal Year-End Giving:

	FY 2015-2016	FY 2014-2015	FY 2013-2014	
	Final	Final	Final	
Total Number of Donors	4,435	4,731	5,221	

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### Office for University Advancement

## **Comparative Pending Proposals**

Pending proposals as of April

Fiscal-Year 2016 pending proposals:

• Twenty-four proposals totaling \$1,294,500

Fiscal-Year 2017 pending proposals:

• Fifty-seven proposals totaling \$16,357,450

# **Alumni Relations**

- 1. Highlights and Updates
  - Volunteer Summit
  - Regional Outreach
  - Campus Partnerships
  - Pot of Gold
- 2. Upcoming Activities



#### Office for University Advancement

## **Advancement and Alumni Relations**

# Questions

Office for University Advancement

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