



**RADFORD UNIVERSITY BOARD OF VISITORS  
UNIVERSITY ADVANCEMENT, UNIVERSITY RELATIONS AND  
ENROLLMENT MANAGEMENT COMMITTEE**

**8:30 A.M.**

**SEPTEMBER 14, 2017**

**MARTIN HALL, THIRD FLOOR, BOARD ROOM  
RADFORD, VIRGINIA**

**MINUTES**

**Approved**

**COMMITTEE MEMBERS PRESENT**

Mr. Randolph "Randy" J. Marcus, Acting Chair  
Mr. Robert A. Archer  
Ms. Karyn K. Moran

**COMMITTEE MEMBERS ABSENT**

Ms. Krishna Chachra, Vice Chair  
Mr. James R. Kibler, Jr., J.D.

**OTHER BOARD MEMBERS PRESENT**

Dr. Jay A. Brown  
Dr. Rachel D. Fowlkes  
Dr. Susan Whealler Johnston  
Ms. Georgia Anne Snyder-Falkinham  
Ms. Jessica Wollmann, Student Representative (non-voting advisory member)  
Dr. Jason "Jake" Fox, Faculty Representative (non-voting advisory member)

**OTHERS PRESENT**

President Brian O. Hemphill, Ph.D.  
Mr. Richard S. Alvarez, Vice President for Finance and Administration and Chief Financial Officer  
Mr. Joe Carpenter, Vice President for University Relations and Chief Communications Officer  
Ms. Lisa Ghidotti, Director of State Government Relations  
Dr. Graham Glynn, Provost and Vice President for Academic Affairs  
Ms. Wendy Lowery, Vice President for University Advancement  
Mr. Dominick Mastrangelo, Reporter, Roanoke Times  
Ms. Katherine "Kitty" McCarthy, Vice President for Enrollment Management  
Ms. Margaret McManus, University Auditor  
Mr. Chad Reed, Associate Vice President Budget and Financial Planning  
Ms. Ashley Schumaker, Chief of Staff, Office of the President  
Ms. Mary Weeks, Secretary to the Board of Visitors and Senior Assistant to the President

Mr. Allen Wilson, Senior Assistant Attorney General, Commonwealth of Virginia  
Radford University faculty and staff

### **CALL TO ORDER**

Mr. Randolph “Randy” J. Marcus, Acting Chair, called the meeting to order at 8:31 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 September 14, 2017 agenda as published. Mr. Robert A. Archer so moved, Ms. Karyn K. Moran seconded, and the agenda was unanimously approved.

### **APPROVAL OF MINUTES**

Mr. Marcus requested a motion to approve the May 4, 2017 minutes as published. Mr. Archer so moved, and Ms. Moran seconded the motion. The minutes were unanimously approved as published and are available online at: <http://www.radford.edu/content/bov/home/meetings/minutes.html>

### **ENROLLMENT MANAGEMENT REPORT**

Ms. Kitty McCarthy, Vice President for Enrollment Management, shared enrollment data reflecting the fall 2017 enrollment census (as of September 11, 2017) with the following:

- Total new freshman enrollment is 1,848, which is a 5.5% increase from 2016 comprising of in-state growth of 4% and out-of-state growth of 22%. Out-of-state new freshmen represents the largest out-of-state enrollment since 2007.
- Average GPA of new freshmen increased to 3.24, compared to 3.17 in 2016 and is the highest GPA for a new freshman class since 1996 (when the University began tracking this data).
- Average standardized test scores for new freshmen have increased with SAT (math and verbal combined) of 1,034 (compared to 1,032 in fall 2016) and the ACT composite of 20.3 (compared to 20.0 in 2016).
- New transfer students enrolled for fall 2017 is 662; representing a decrease of 8% or 57 fewer students from a fall 2016 enrollment of 719. Continued efforts on transfer agreements with community college partners are on-going and new initiatives are included in the Radford University Strategic Plan. These items should provide a foundation for growth in future years.
- Retention of fall 2016 freshmen is 75.7%, which is the highest first to second year retention rate since fall 2013.
- Total overall fall 2017 enrollment is 9,415 compared to fall 2016 enrollment of 9,401 and includes 1,000 graduate students, which is the highest number since fall 2013.

Ms. McCarthy also provided an update on FY 2018 plans related to enrollment activities including several on campus tours and outreach programming. She briefed the Committee on the Radford University Strategic Plan Strategic Enrollment Growth Subgroup, which is focused on growing enrollment for a number of student populations including: in-state and out-of-state freshmen, transfer students, international students, Veterans, and graduate students. The primary key performance indicator is headcount enrollment. Ms. McCarthy’s presentation and background briefing is hereto attached as *Attachment A* and is made a part thereof.

Mr. Marcus thanked Ms. McCarthy for her report and the progress on both retention and recruitment.

## **UNIVERSITY RELATIONS REPORT**

Mr. Joe Carpenter, Vice President for University Relations and Chief Communications Officer, began his presentation acknowledging the Board's decision a year ago to include Enrollment Management as part of the Committee. The alignment has increased synergy between the two divisions and provided information to the Board that is more detailed across complementary divisions. Mr. Carpenter continued with an overview of the University's external marketing campaign strategies for FY 2018 with a continued focus on supporting Enrollment Management. This year's marketing strategies will be implemented in four phases supporting the following: discovery; application; conversion/yield; and early identifiers in high school (freshman, sophomores and juniors) and transfer students. University Relations will also be leveraging university events and innovation to highlight with external audiences including:

- The ground breaking partnership with Northern Virginia Community College, and
- The launch of IMPACT, a competency based education program.

Mr. Carpenter closed with a briefing on Radford University Strategic Plan Brand Identity Subgroup. One key component is how Radford University students, faculty and staff articulate to others and ourselves what and who we are. Mr. Carpenter's presentation and background briefing is hereto attached as ***Attachment B*** is made a part thereof.

Mr. Marcus thanked Mr. Carpenter for his report and for the division's support of Enrollment Management.

## **UNIVERSITY ADVANCEMENT REPORT**

President Brian O. Hemphill introduced Ms. Wendy Lowery, Vice President for University Advancement, who recently joined the Radford family. Ms. Lowery began her report with an overview on the Philanthropic Giving and Alumni Engagement Subgroup of the Radford University Strategic Plan. The three main objectives are to broaden engagement for all constituents, increase giving and engagement, and inform constituents and highlight success and impact. She also noted the increased activity of the reconstituted alumni chapters and the value they add to this effort.

Ms. Lowery provided the Comparative Giving Report, which included FY 2018 giving (as of August 21, 2017) with a significant increase compared to the same time last year, gifts were at \$1,845,041 compared to \$82,101. During this report, she also discussed her focus on the advancement infrastructure as it relates to personnel, the implementation of metrics to drive performance and a method for benchmarking. Ms. Lowery concluded her discussion with a preview of a capital campaign, which Radford University has not embarked on since the late 1990's. The life cycle of the campaign was discussed, along with the pillars of support and methods for soliciting feedback from both internal and external audiences. The focus and expectations of the steering committee was shared along with the plans for campaign collateral that will be produced. Ms. Lowery's presentation and activity briefing is hereto attached as ***Attachment C*** and is made a part thereof.

Mr. Randy Marcus thanked Ms. Lowery for the report.

**ADJOURNMENT**

As there was no further business to come before the Committee, Mr. Marcus took a few minutes to recognize Ms. Mary Ann Hovis, immediate past Chair of the Committee, who was a smart, kind and knowledgeable Committee and Board member. Ms. Hovis invested sweat, time, treasure and love to the Radford family, and he requested a motion to adjourn the session in her memory. Mr. Archer made the motion to adjourn, and Ms. Moran seconded. The meeting adjourned at 9:21 a.m.

Respectfully Submitted,

A handwritten signature in cursive script that reads "MWeeks".

Mary Weeks,  
Secretary to the Board of Visitors

Attachment A

# Fall 2017 Enrollment Update

**RADFORD  
UNIVERSITY**

# New Freshmen

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Residency	Fall 2015	Fall 2016	Fall 2017
<b>Total New Freshmen</b>	<b>1,962</b>	<b>1,751</b>	<b>1,848</b>
In-State	1,813	1,623	1,692
% In-State	93.4%	93.7%	91.6%
Out-of-State	149	128	156
% Out-of-State	7.6%	7.3%	8.4%

# New Freshmen Quality Indicators

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Measure	Fall 2015	Fall 2016	Fall 2017
High School GPA	3.17	3.17	3.24

# New Freshmen Quality Indicators

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Measure	Fall 2015	Fall 2016	Fall 2017
SAT Combined	1,053	1,032	1,034
ACT Composite	20.3	20.0	20.3



# New Transfers

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Residency	Fall 2015	Fall 2016	Fall 2017
<b>Total New Transfers</b>	<b>723</b>	<b>719</b>	<b>662</b>
In-State	694	696	636
Out-of-State	29	23	26

# First-Year Full-Time Retention

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Retention	Fall 2015	Fall 2016	Fall 2017
Cohort	2,012	1,959	1,745
Retained	1,513	1,456	1,321
<b>Retention Rate</b>	<b>75.2%</b>	<b>74.3%</b>	<b>75.7%</b>

# Overall Enrollment

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Level	Fall 2015	Fall 2016	Fall 2017
Undergraduate	8,880	8,453	8,415
Graduate	863	948	1,000
<b>Total Fall 2017 Headcount</b>	<b>9,753</b>	<b>9,401</b>	<b>9,415</b>

# Questions

## **September 2017, Board of Visitors Fall 2018 Recruitment Activities**

Submitted by Kitty McCarthy, Vice President for Enrollment Management

This report serves to highlight programs and services in place to recruit new students for fall 2018.

### **Territory Management**

Territory management remains an important foundation for recruitment activities. We have restructured territories and replaced a Houston, TX based position with a recruiter based in the Greensboro, NC area allowing for more consistent coverage in a key market. Additional coverage is in place to support efforts in Northern Virginia. Territory managers have been provided with fall 2018 goals. Individual territory recruitment plans are currently under review.

### **Scholarships**

Scholarship awarding criteria for fall 2018 freshmen will be the same as criteria used for fall 2017. Although we have been successful in getting awards out much earlier than in the past, we are examining ways to release scholarship awards even sooner following the offer of admission.

### **Royall and Company**

We are in our second year of partnership with Royall and Company to support recruitment of new freshmen. The most important benefit of our ongoing relationship is the impact of earlier name purchases. In addition to working with high school seniors, high school juniors and sophomores are being engaged and their interest cultivated.

### **Transfer**

Building the transfer inquiry pool is an important activity for the upcoming recruitment cycle. One of the primary objectives is to reach out to students who have expressed interest in Radford University in the past. For example, communicating with students who were admitted (or denied admission) as freshmen for fall 2016 and chose to enroll at a community college will result in a number of productive leads for fall 2018.

### **Recruitment Events**

Efforts to differentiate on-campus recruitment events continue. For fall 2017 our campus visitation programs will feature a series of workshops dedicated to topics such as research, support for career related activities, and financial aid. This new approach and will help distinguish fall programming from spring events for admitted students.

### **Data**

Recruitment activities have been and will continue to be informed by data analysis. *Rapid Insight*, an external resource, new to Radford University, is a predictive analytics solution, which we anticipate will be an excellent addition to recruitment activities. Based on historical information, *Rapid Insight* will assist in identifying students more likely to choose Radford University, which will allow territory managers to enhance and target outreach efforts.

Attachment B

# University Relations FY18 Overview

# FY18 Focus & Priorities

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- Enrollment Management
  - Advertising & Marketing
- Advancement & Alumni Relations
  - Campaign launch
- Brand Image & Reputation
  - Media Pitches & Placements
  - Promote & Distinguish High Profile Programs

# FY18 Opportunities

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- NVCC Guaranteed Transfer Partnership Agreement signing
- Competency Based Education launch
- Annual Report (inaugural)
- Strategic Plan 2018-2023



# FY18 Advertising Plan Overview

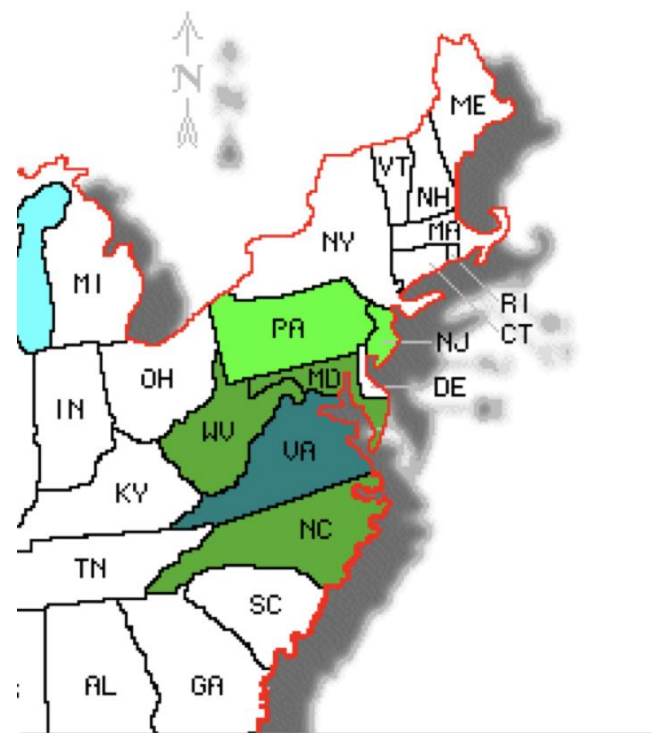
# Strategic Changes for FY18

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- Shift the timing of media delivery to align with the undergraduate enrollment “**phases**” — *Discovery* (Sept-Nov), *Application* (Dec-Feb), *Yield* (Mar-May).
- Make a stronger concentrated push for **transfer-specific messaging** during spring period (April-June) rather than spreading message throughout the enrollment cycle; transfer prospects will still be exposed to core Radford messaging throughout the year.
- Open up targeting to include **younger HS prospects** (freshmen/sophomores/juniors) who are beginning their college searches earlier.
- Introduce emerging **out-of-state markets** onto the media plan using **digital media** as an efficient way to gain exposure here while not diluting the message for core in-state markets.
- Position Out of Home media in **NOVA** to increase awareness and visibility in this key feeder market.
- **Begin TV campaign earlier** in enrollment season to influence prospects during discovery/application phase, while being keen to cost inefficiencies due to seasonal political activity; consider spring timeframe for local Roanoke market to reach potential transfer applicants.
- **Increase investment in online video** to push “TV”-like message in markets that are unable to be reached using traditional TV due to cost.
- Emphasize **paid social media** investment as a way to reach and engage with more prospects during key time periods throughout the enrollment year.

# Geographic Marketing Approach

- **Priority (Core):** In-state VA markets including Roanoke, Richmond, Tidewater & Northern Virginia (NOVA)
- **Secondary (Emerging):** Out-of-state markets including Washington DC, MD, WV & NC
- **Tertiary (Growth):** Distant out-of-state market including NJ & PA
- Traditional media will primarily be focused in priority markets while digital media will allow the opportunity for targeting both in-state and out-of-state markets, with delivery allocation as follows:
  - Priority – 70%
  - Secondary – 20%
  - Tertiary – 10%



# Key Performance Indicators (Y/Y)

Global KPI	FY16 YTD	FY17 YTD	FY18 Goal
Advertising Impressions	97,174,262	86,617,778	<b>86,600,000</b>
Admissions Section Sessions	413,933	489,610	<b>500,000</b>
Application Link Inquiries*	60,415	50,267	<b>51,275</b>

Digital KPI	FY16 YTD	FY17 YTD	FY18 Goal
Digital Impressions	43,273,499	47,075,875	<b>48,000,000</b>
Marketing Landing Page Sessions	57,525	184,627	<b>188,000</b>
Marketing Landing Page Inquiries	1,079	10,623	<b>10,800</b>

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

- Seek to maintain a **level delivery of advertising impressions** utilizing a strategic and efficient marketing plan
- Specific goal is to achieve a **2% increase in web visits and inquiry actions** despite a 2% decrease in spend.
- Starting in FY18, **Royall portal inquiry data will be tracked in addition to Radford University web data** to provide a comprehensive picture of enrollment marketing activity and performance.

# Marketing Approach - Enrollment Phases

Phase	Timeframe	Strategy
Phase 1	Sep-Nov	Launch with awareness and interest building tactics during <b>discovery</b> phase for HS seniors/influencers & deliver Open House messaging to drive visitation to the university
Phase 2	Dec-Feb	Elevate and sustain ad presence during key <b>application</b> period (12/1, 2/1)
Phase 3A	Mar-Jun	Shift focus to fostering <b>conversion/yield</b> of senior applicants by targeting markets with higher indices for admissions
Phase 3B	Apr-Jun	Continue momentum from Spring and begin to lay the foundation for rising class of applicant prospects; sustain <b>Transfer</b> messaging through June application deadline

# Executive Summary of Media Tactics

- Build high-level visibility and generate brand awareness through **TV and out of home**.
- Amplify reach and frequency and communicate time-sensitive Open House messaging through **terrestrial and streaming radio**.
- Hyper-target the most relevant prospects online through **digital display**.
- Complement the reach/frequency of the TV campaign and target prospects in additional markets using pre-roll **video**.
- Engage and interact with a younger generation through paid **social media**.
- Influence active searchers to visit the website and take action through **paid search**.

FY18 MEDIA CAMPAIGNS	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>UNDERGRADUATE</b>	Phase 1			Phase 2			Phase 3			
Print										
TV										
Out of Home										
Radio										
Streaming Audio										
Digital Display										
Online Video										
Paid Social										
Paid Search										
<b>TRANSFER</b>	Phase 1			Phase 2			Phase 3			
Digital Display										
Paid Search										
<b>MULTICULTURAL</b>	Phase 1			Phase 2			Phase 3			
Streaming Audio										
Digital Display										
Online Video										
Paid Social										
<b>COBE</b>	Phase 1			Phase 2			Phase 3			
Online Video										
Paid Social										
Fees										
<b>DISC PRINT</b>										
Print										
Ad Serving										
<b>ALL TACTICS</b>										

# Questions?



**FY17 CAMPAIGN REVIEW**

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# **RADFORD UNIVERSITY**



# FY17 CAMPAIGN SUMMARY

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- ▶ Despite a 33% decrease in advertising budget Y/Y, the FY17 campaign was able to deliver an +18% increase in session traffic to the Admissions Section of the Radford.edu website and +14% increase in sessions against the FY17 goal
- ▶ A more targeted and nimble digital media approach resulted in marked increases for all digital KPIs vs. FY16, including a +9% increase in impressions, +206% increase in landing page visits and +832% increase in landing page inquiry actions
- ▶ As of June 1, 2017, there was a 96% increase in New Freshmen applications Y/Y, a +23% increase in Transfer applications Y/Y and a +111% increase in Hispanic applications

# FY17 CAMPAIGN REVIEW

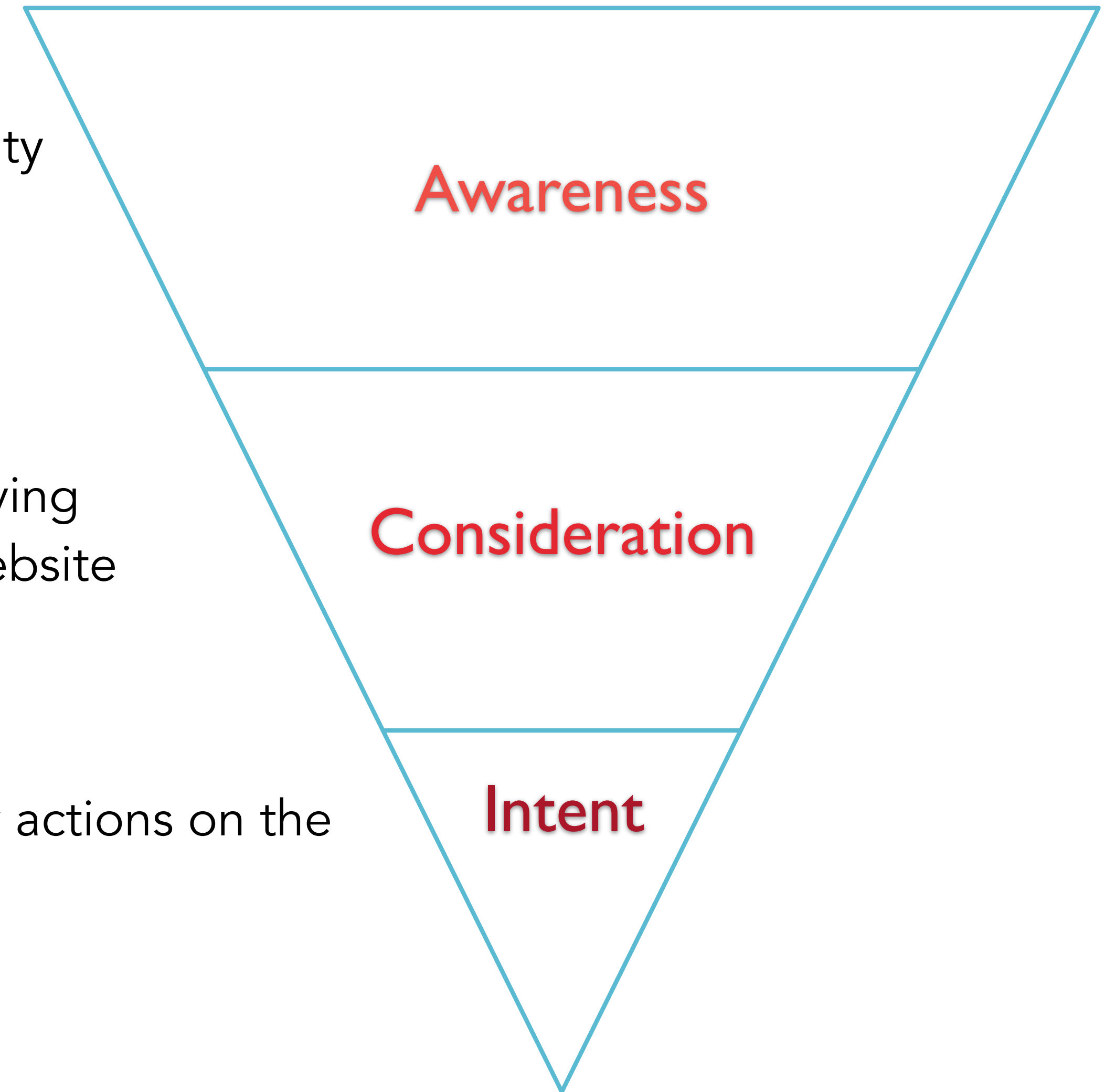
# FY17 CAMPAIGN OBJECTIVES

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Build awareness and recognition of Radford University as a quality institution to prospective students, parents, influencers and community members

Generate interest with the most qualified users by driving them to learn more and engage with the university website

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



# DEFINING FY17 KPIS

## GLOBAL KPIS

## DIGITAL KPIS

Advertising Impressions

Media Impressions

Awareness

Admissions  
Section Traffic

Landing Page  
Visits

Consideration

Application  
Inquiries

Landing Page  
Inquiries

Intent

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

# FY17 MEDIA STRATEGY OVERVIEW

KPI	Timeframe	Strategy	Targeting
<b>Phase 1</b>	Sep-Oct	Launch with awareness and interest building tactics during discovery phase for HS seniors/influencers	Historical admissions data
<b>Phase 2A</b>	Nov-Jan	Elevate and sustain ad presence during key application/conversion period	High opportunity applicant markets based on prospect lists gathered by Enrollment/Royall
<b>Phase 2B</b>	Feb-Apr	Shift focus to fostering yield by targeting markets with higher indices for completed applicants	Real-time admissions data
<b>Phase 3</b>	May-Jun	Continue momentum from Spring and begin to lay the foundation for rising class of applicant prospects	Real-time admissions data; geotargeted feeder colleges to drive Transfer applicants

# FY17 MEDIA STRATEGY REFRESH

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- ▶ Continue to leverage OOH in areas where Radford will benefit from additional visibility; focus less on trying to cover all markets with OOH given budget restrictions
- ▶ Diminish focus on print media in FY17 given it's limitations in reaching a younger target audience, with the exception of specialized and highly-relevant ad hoc opportunities
- ▶ Continue to leverage terrestrial radio in Roanoke market to communicate message during key Open House periods; utilize streaming audio in further-reaching markets to hyper-target prospects in a more personalized manner
- ▶ Introduce new TV spot in high potential markets (Roanoke, Richmond, Norfolk) to elevate brand awareness and recognition to a broader audience; leverage spot on digital channels to extend reach/frequency and target high indexing prospects on a 1:1 basis
- ▶ Continue to use digital display banners to target the most relevant audience in the right place at the right time; activate targeted programmatic buying solutions as a cost-efficient way of targeting impressions at scale, and use data technology to hone in on niche market segments such as transfer and multicultural prospects
- ▶ Introduce paid social media as a tactic during the Fall phase to encourage engagement and promote Open House events
- ▶ Refresh paid search (SEM) keywords and text ads in an effort to increase quality score/page rank and decrease cost-per-click; create site link extensions to create a better user experience and help drive increased visits/inquiries

# FY17 MEDIA FLOWCHART

Radford FY 2016-2017 Media Flowchart													
		Phase 1		Phase 2A			Phase 2B		Phase 3				
CAMPAIGN/MEDIA	IMP.	Sept	October	November	Dec	January	February	March	April	May	June	July	Actual Cost
<b>UNDERGRADUATE</b>	<b>63,960,176</b>												<b>\$404,878</b>
Print	570,000					\$8,000				\$2,028.00			\$26,626
Out of Home	12,358,013			\$16,120	\$13,280	\$7,792							\$39,970
TV	15,302,220						\$8,932	\$67,731	\$26,886				\$116,985
Radio	918,000												\$15,091
Streaming Audio	1,634,319												\$9,500
Digital Display	28,439,299			\$10,000	\$15,000	\$20,000	\$5,000	\$12,500	\$12,500	\$15,000	\$1,000		\$128,529
Online Video	3,181,468						\$4,000	\$8,000	\$8,000	\$8,867	\$1,233		\$33,529
Paid Social	762,949												\$4,471
SEM	793,908			\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000.00	\$2,000		\$30,176
<b>TRANSFER</b>	<b>4,701,241</b>												<b>\$36,882</b>
Digital Display	4,523,577								\$5,000	\$5,000			\$22,353
SEM	177,664					\$3,000			\$3,000	\$3,000			\$14,529
<b>MULTICULTURAL</b>	<b>7,583,409</b>												<b>\$49,176</b>
Digital Display	5,615,324							\$5,000	\$5,000	3,333	\$1,667		\$27,941
Online Video	1,138,184						\$2,000	\$4,000	\$4,000	\$3,333	\$1,667		\$16,765
Paid Social	829,901												\$4,471
<b>DIGITAL ADSERVING</b>	<b>44,532,171</b>												<b>\$11,377.15</b>
<b>FY17 CORE CAMPAIGN TOTAL</b>	<b>76,244,826</b>												<b>\$502,314</b>
<b>RADFORD COBE</b>	<b>4,430,376</b>												<b>\$30,191</b>
Online Video	169,576												\$7,824
Paid Social	4,260,800												\$22,368
<b>COBE CAMPAIGN TOTAL</b>	<b>4,430,376</b>												<b>\$30,191</b>
<b>CLIENT DIRECT BUYS</b>	<b>5,773,000</b>												<b>\$22,963</b>
Print	5,773,000												\$22,963
<b>CLIENT DIRECT TOTAL</b>	<b>5,773,000</b>												<b>\$22,963</b>
<b>TOTAL RADFORD</b>	<b>86,448,202</b>												<b>\$555,467</b>

# FY17 ADVERTISING SUMMARY BY MEDIA

Media Channel	Media Spend			Media Impressions		
	FY17	FY16	+/- YTD%	FY17	FY16	+/- YTD%
Digital Display	\$178,824	\$184,258	-3%	38,578,200	36,268,597	+6%
Print	\$49,588	\$195,683	-75%	6,343,000	4,174,813	+52%
TV	\$116,985	\$153,692	-24%	15,302,220	17,921,158	-15%
Out of Home	\$39,970	\$94,932	-58%	12,358,013	26,670,764	-54%
Radio	\$15,091	\$64,068	-76%	918,000	5,134,028	-82%
Paid Search	\$44,706	\$40,906	+9%	971,572	751,128	+29%
Online Video	\$58,118	\$44,705	+30%	4,489,228	3,478,212	+29%
Streaming Audio	\$9,500	\$41,985	-77%	1,634,319	2,775,562	-41%
Paid Social	\$31,309	\$0	N/A	5,853,650	N/A	N/A
AdServing	\$11,377	\$8,800	N/A	N/A	N/A	N/A
<b>TOTAL</b>	<b>\$555,468</b>	<b>\$829,029</b>	<b>-33%</b>	<b>86,448,202</b>	<b>97,174,262</b>	<b>-11%</b>

\*Summary includes Spring '17 COBE campaign and client-direct print buys

\*\*Data pulled Sept 1, 2016 - June 15, 2017



# FY17 GLOBAL KPI PERFORMANCE

KPI	FY17 Result	FY16 Result	% Y/Y	FY17 Goal*	% vs Goal
Advertising Impressions**	86,448,202	97,174,262	-15%	92M - 102M	-6%
Admissions Section Visits	489,610	413,933	+18%	435,000	+13%
Application Inquiry Actions***	50,267	60,415	-17%	63,500	-21%

\*Goals based on FY17 Media Strategy deck presented on 8/9/16

\*\*Decrease in advertising impressions is a direct correlation of decreased advertising spend

\*\*\*App inquiry data was not being captured for entirety of FY17, including inquiries driven directly from Royall efforts; the missing inquiry data contributed to a lower percentage.

*Data pulled for Sept 1 2016 - June 15, 2017*

# FY17 DIGITAL KPI PERFORMANCE VS. FY17 GOALS

DIGITAL KPI*	Campaign	FY17 Result	FY17 Goal	+/-% vs Goal
Digital Media Impressions	Undergraduate	34,791,225	30,000,000	+16%
	Transfer	4,701,241	4,000,000	+18%
	Multicultural	7,583,409	7,000,000	+8%
<b>IMPRESSION TOTAL</b>	<b>ALL CAMPAIGNS</b>	<b>47,075,875</b>	<b>41,000,000</b>	<b>+15%</b>
Landing Page Visits	Undergraduate	159,020	41,400	+284%
	Transfer	8,761	8,200	+7%
	Multicultural	16,846	10,800	+56%
<b>VISIT TOTAL</b>	<b>ALL CAMPAIGNS</b>	<b>184,627</b>	<b>60,400</b>	<b>+206%</b>
Landing Page Inquiry Actions	Undergraduate	9,430	770	+1,125%
	Transfer	658	200	+229%
	Multicultural	535	170	+215%
<b>INQUIRY TOTAL</b>	<b>ALL CAMPAIGNS</b>	<b>10,623</b>	<b>1,140</b>	<b>+832%</b>

Data pulled for Sept 1 2016 - May 31, 2017

\* These digital KPI metrics are wholly attributable to the paid Radford media advertising placed by Fuseideas, and do not include activity from the Royall campaign.

# FY17 DIGITAL KPI PERFORMANCE VS. HISTORICAL (FY16)

DIGITAL KPI*	Campaign	FY17 Result	FY16 Result	Y/Y %
Digital Media Impressions	Undergraduate	34,791,225	28,749,192	+21%
	Transfer	4,701,241	7,253,282	-35%
	Multicultural	7,583,409	7,271,025	+4%
<b>IMPRESSION TOTAL</b>	<b>ALL CAMPAIGNS</b>	<b>47,075,875</b>	<b>43,273,499</b>	<b>+9%</b>
Landing Page Visits	Undergraduate	159,020	39,408	+304%
	Transfer	8,761	7,888	+11%
	Multicultural	16,846	10,229	+65%
<b>VISIT TOTAL</b>	<b>ALL CAMPAIGNS</b>	<b>184,627</b>	<b>57,525</b>	<b>+221%</b>
Landing Page Inquiry Actions	Undergraduate	9,430	733	+1,186%
	Transfer	658	183	+260%
	Multicultural	535	163	+228%
<b>INQUIRY TOTAL</b>	<b>ALL CAMPAIGNS</b>	<b>10,623</b>	<b>1,079</b>	<b>+885%</b>

\*Digital KPI data showing metrics taken from digital media purchased by Fuseideas on behalf of Radford University as well as visitor data occurring on exclusive marketing landing pages, which are completely attributable to Fuseideas/Radford paid media efforts

Data pulled for Sept 1 2016 - May 31, 2017

# FY17 ADMISSIONS RESULTS VS. HISTORICAL

Category	Enrollment Class	Applied	Completed	Admitted	Deposits
New Freshmen	<b>Fall 2017</b>	<b>14,394</b>	<b>11,652</b>	<b>10,758</b>	<b>1,985</b>
	Fall 2016	7,340	6,666	5,971	1,837
	YTD '16	+96%	+75%	+80%	+8%
	Fall 2015	7,527	6,977	6,262	2,066
	YTD '15	+91%	+67%	+72%	-4%
Transfer	<b>Fall 2017</b>	<b>1,815</b>	<b>1,253</b>	<b>1,089</b>	<b>551</b>
	Fall 2016	1,472	1,070	964	577
	YTD '16	+23%	+17%	+13%	-5%
	Fall 2015	1,373	1,080	967	586
	YTD '15	+32%	+16%	+13%	-6%
Hispanic (NF + TR)	<b>Fall 2017</b>	<b>1,630</b>	<b>1,251</b>	<b>1,145</b>	<b>196</b>
	Fall 2016	762	622	574	180
	Y/Y '16	+114%	+101%	+99%	+9%
	Fall 2015	774	681	591	193
	Y/Y '15	+111%	+84%	+94%	+2%

# FY17 MEDIA REVIEW

# FY17 OUT OF HOME SUMMARY

<p><b>Strategy</b></p>	<ul style="list-style-type: none"> <li>▶ Digital signage located in the Roanoke airport targeting incoming and outbound travelers</li> <li>▶ Static and digital billboards on key highway locations in Richmond market during Phase 2A to support concentrated market push</li> <li>▶ Bus king units on key routes within the Richmond metro (GRTC)</li> </ul>
<p><b>Results</b></p>	<ul style="list-style-type: none"> <li>▶ Total estimated exposure of over 12M impressions</li> <li>▶ 3% lift in organic search traffic to website from Richmond market from previous period</li> </ul>
<p><b>Insights</b></p>	<ul style="list-style-type: none"> <li>▶ Airport signage is a good way of establishing market presence to a contingency of out-of-town visitors</li> <li>▶ Richmond OOH was used as more of a complementary form of advertising to the advertising push in that market thru TV/Video &amp; Digital, but showed some value in driving incremental market visibility and organic visitation</li> <li>▶ A comprehensive and sustained multi-market OOH campaign is difficult with a limited budget</li> </ul>
<p><b>FY18 Recommendations</b></p>	<ul style="list-style-type: none"> <li>▶ Continue to consider OOH boards to complement market push during periods with heightened interest (i.e. Open House), especially digital units that allow for multiple simultaneous creatives</li> <li>▶ Seek out potential perm boards on key inbound highways such as I-81 &amp; I-77, pending board quality and location (client feedback may be necessary)</li> </ul>



# FY17 TV SUMMARY

<p><b>Strategy</b></p>	<ul style="list-style-type: none"> <li>▶ :30 second TV spot to run during Phase 2B to influence yield in key markets of Roanoke, Richmond and Norfolk</li> <li>▶ News programming selected to reach a broader audience of influencers and community members</li> </ul>
<p><b>Results</b></p>	<ul style="list-style-type: none"> <li>▶ More than 930 spots delivered, resulting in over 15.3M impressions</li> <li>▶ Organic traffic increases during Phase 2B including: +12% Y/Y increase in from Roanoke, +12% increase from Richmond &amp; +8% increase from Norfolk</li> </ul>
<p><b>Insights</b></p>	<ul style="list-style-type: none"> <li>▶ TV remains a great channel for elevating brand awareness and recognition and making an emotional connection with a broader audience</li> </ul>
<p><b>FY18 Recommendations</b></p>	<ul style="list-style-type: none"> <li>▶ Pending budget limitation and political season, consider running TV earlier in the enrollment year (Phase 1) to push awareness during pre-application/ discovery period</li> </ul>



# FY17 ONLINE VIDEO SUMMARY

<p><b>Strategy</b></p>	<ul style="list-style-type: none"> <li>▶ Leverage :30 sec video used for TV as online pre-roll to brand-safe content, targeted to college prospects in all key markets including Roanoke, Richmond, Norfolk and Washington DC</li> <li>▶ Use Hispanic version of the spot to target Multicultural prospects consuming content online</li> </ul>
<p><b>Results</b></p>	<ul style="list-style-type: none"> <li>▶ 4.3M video impressions with 2.9M completed video views; overall completion rate of 66% which is within 8% of industry benchmark (72%)</li> <li>▶ 0.57% CTR was +14% above industry benchmark for pre-roll (0.50%)</li> </ul>
<p><b>Insights</b></p>	<ul style="list-style-type: none"> <li>▶ Online video not only extends reach/frequency of TV campaign, but can also reach a separate (younger) audience of prospects that continue to shift their video content viewing to digital channels</li> <li>▶ Successful tactic for executing multicultural message to this niche segment, especially given video's ability to run cross-device (desktop &amp; mobile)</li> </ul>
<p><b>FY18 Recommendations</b></p>	<ul style="list-style-type: none"> <li>▶ Continue using video to push brand awareness and recognition in an emotionally connected way, keeping in mind that additional spend would decrease overall impression output (higher CPM than standard banners)</li> <li>▶ Consider leveraging video through additional channels to reach prospect target audience, including brand-safe YouTube pre-roll (less expensive) or OTT/VOD like Hulu (more expensive)</li> </ul>

## WORKING MOTHER

CAREER FAMILY LIFESTYLE FLEXIBLE WORK RESEARCH CONFERENCES VIDEOS SUBSCRIBE



### The Motherhood Corner: Set Up Your Support System

Susie Carder, Motivating the Masses president and life coach, is back with tips to make your life easier by creating a support system of friends and family.

LEYES Y PROHIBICIONES

### Avanza en Georgia la propuesta de ley que castigaría a universidades que no cumplan con leyes de inmigración



Por: Univision  
Publicado: Mar 13, 2017 | 09:15 PM EDT  
El primer comité en la cámara del senado aprobó la iniciativa HB 37, que sancionaría a las universidades que no cumplan con las leyes de inmigración federales y locales.

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TRANSCRIPCIÓN DEL VIDEO

MÁS VIDEOS



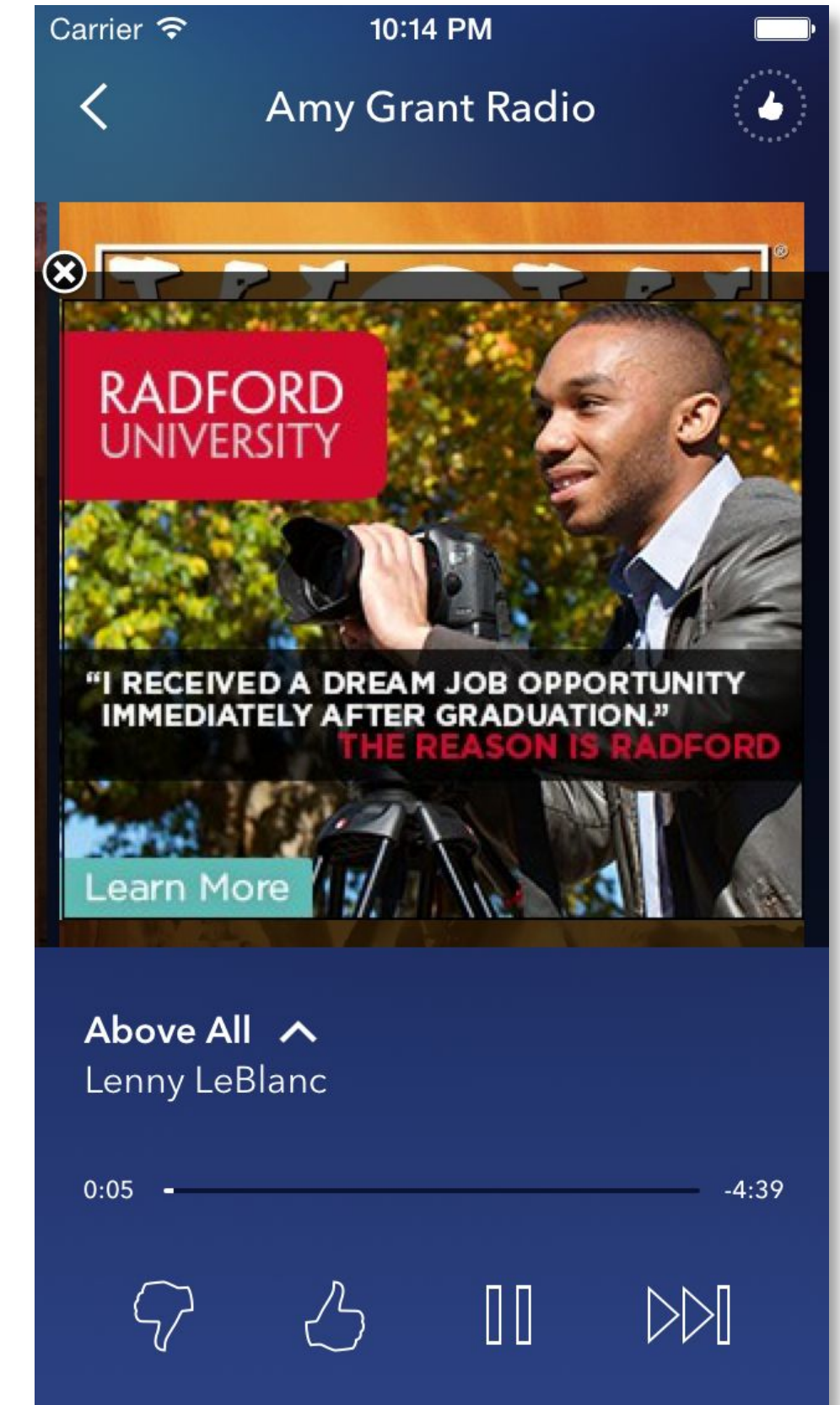
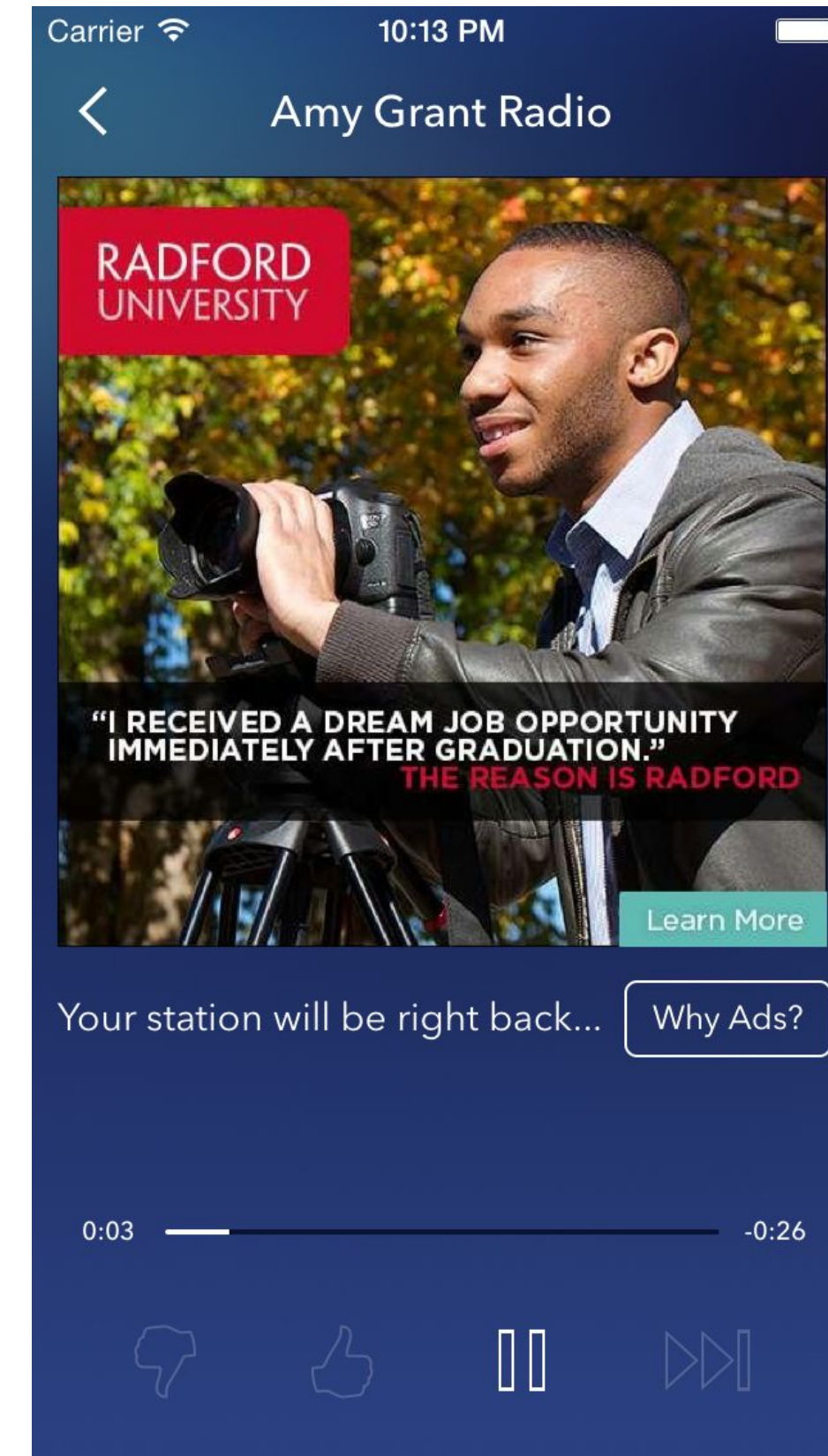
# FY17 TERRESTRIAL RADIO SUMMARY

<p><b>Strategy</b></p>	<ul style="list-style-type: none"> <li>▶ Use :30 spots to deliver Radford's undergrad message and promote Fall Open House event dates</li> <li>▶ Focus on local Roanoke market in FY17 and selected stations that indexed high for parents 35+ with teenagers in HH; including WJJS, WROV, WSLC, WXLK</li> </ul>
<p><b>Results</b></p>	<ul style="list-style-type: none"> <li>▶ 296 spots delivered with over 918K gross impressions</li> <li>▶ +10% more organic users visiting the site Y/Y during the month of October</li> </ul>
<p><b>Insights</b></p>	<ul style="list-style-type: none"> <li>▶ Radio is a beneficial tactic for building reach and frequency in the market, but is difficult to measure direct action or response</li> </ul>
<p><b>FY18 Recommendations</b></p>	<ul style="list-style-type: none"> <li>▶ With a decrease in ad budget next year, terrestrial radio may not be considered for inclusion in the FY18 media mix</li> <li>▶ Recommendation to shift radio budget to streaming audio to reach a more targeted audience and additional markets</li> </ul>



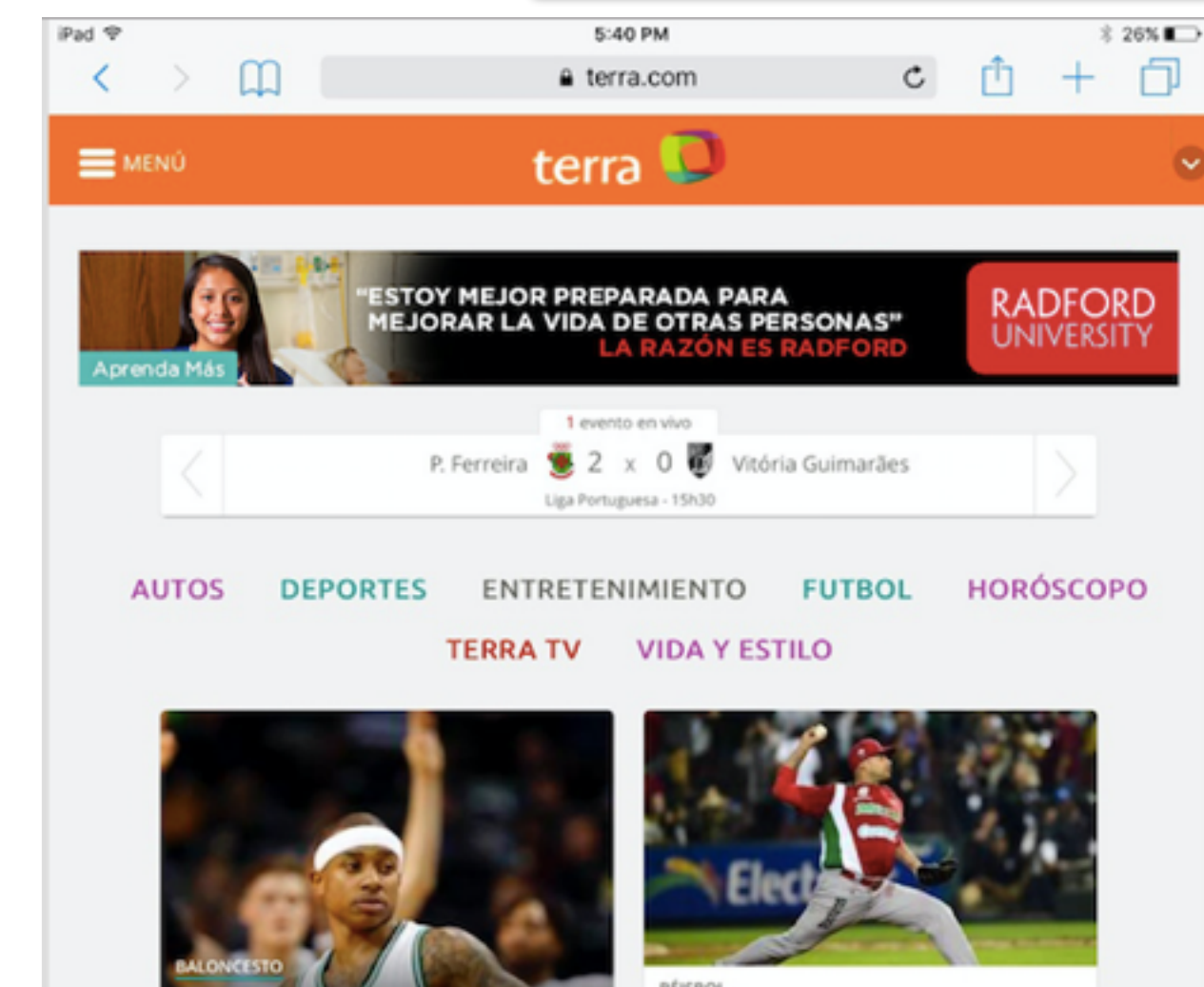
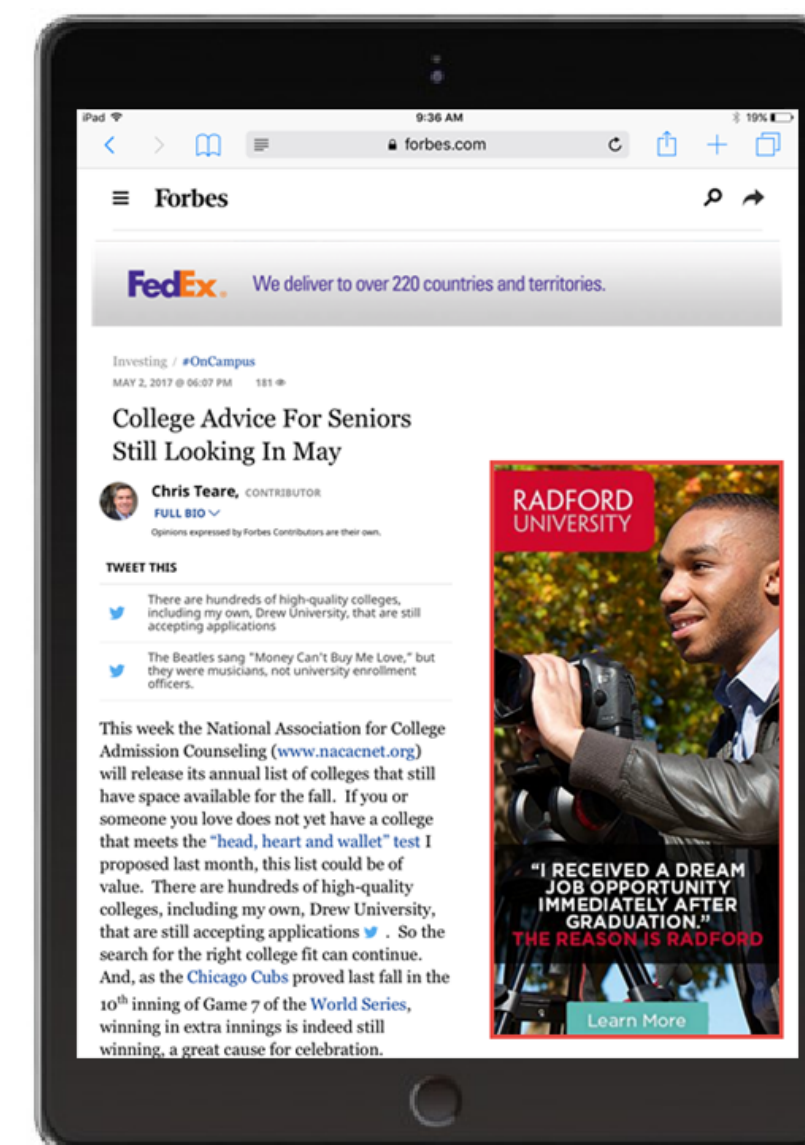
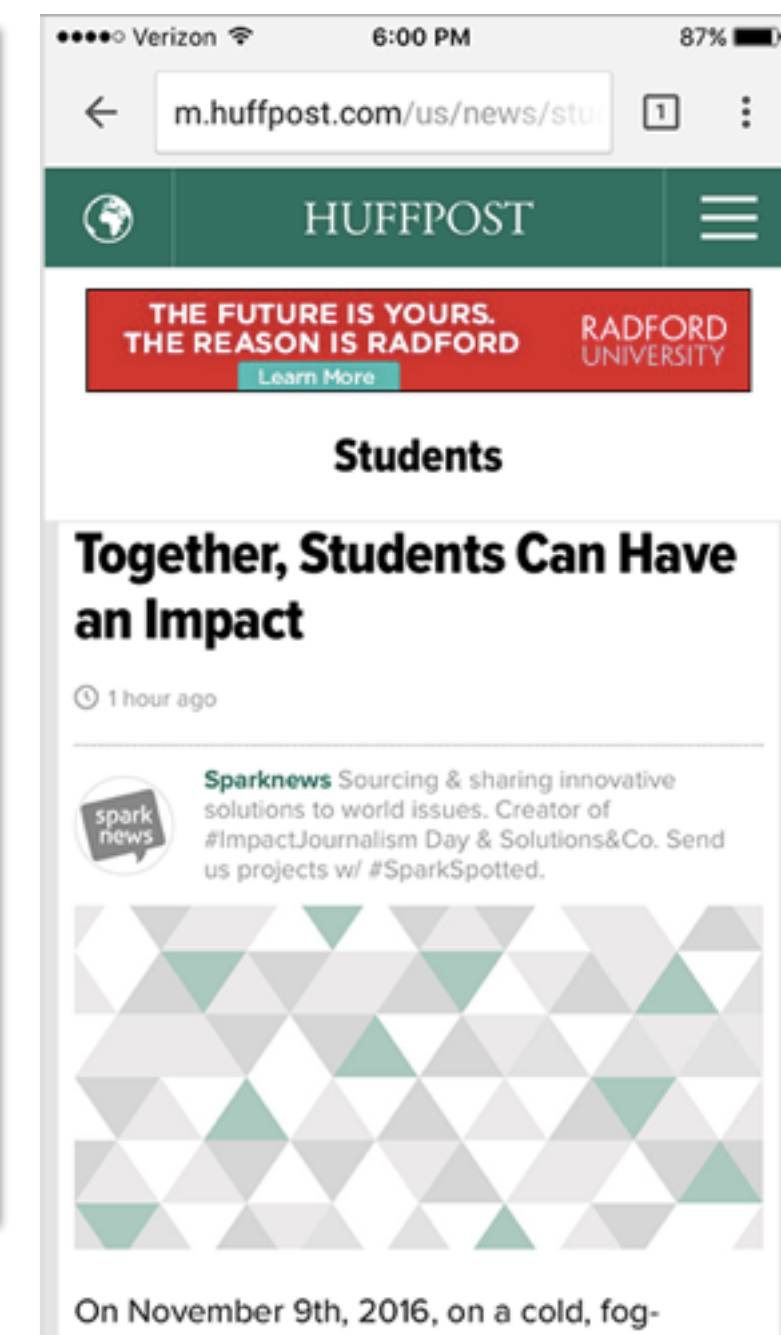
# FY17 STREAMING AUDIO SUMMARY

<p><b>Strategy</b></p>	<ul style="list-style-type: none"> <li>▶ Use Pandora's streaming audio service to push the open house message to target audience of college prospects 3 weeks leading into the event date</li> <li>▶ Audio Everywhere package allowed for spots to run on desktop, mobile and connected devices with accompanying banners where applicable</li> </ul>
<p><b>Results</b></p>	<ul style="list-style-type: none"> <li>▶ Over 1.6M impressions, including 800K audio spots served</li> <li>▶ 7,254 clicks to the site with a 0.82% CTR overall – +58% above Pandora's CTR benchmark</li> </ul>
<p><b>Insights</b></p>	<ul style="list-style-type: none"> <li>▶ A \$1.17 CPC was very efficient and helped drive down the overall CPC for the digital campaign</li> <li>▶ Streaming audio remains an effective and efficient alternative for delivering a 1:1 audio message across multiple markets</li> </ul>
<p><b>FY18 Recommendations</b></p>	<ul style="list-style-type: none"> <li>▶ Continue to consider streaming audio as a tactic for delivering Open House message, if budget allows</li> <li>▶ Consider new "responsive display" option which has been performing at +50% higher CTRs (according to Pandora)</li> <li>▶ Leverage Pandora's unique and proprietary "Multicultural" targeting segments</li> </ul>



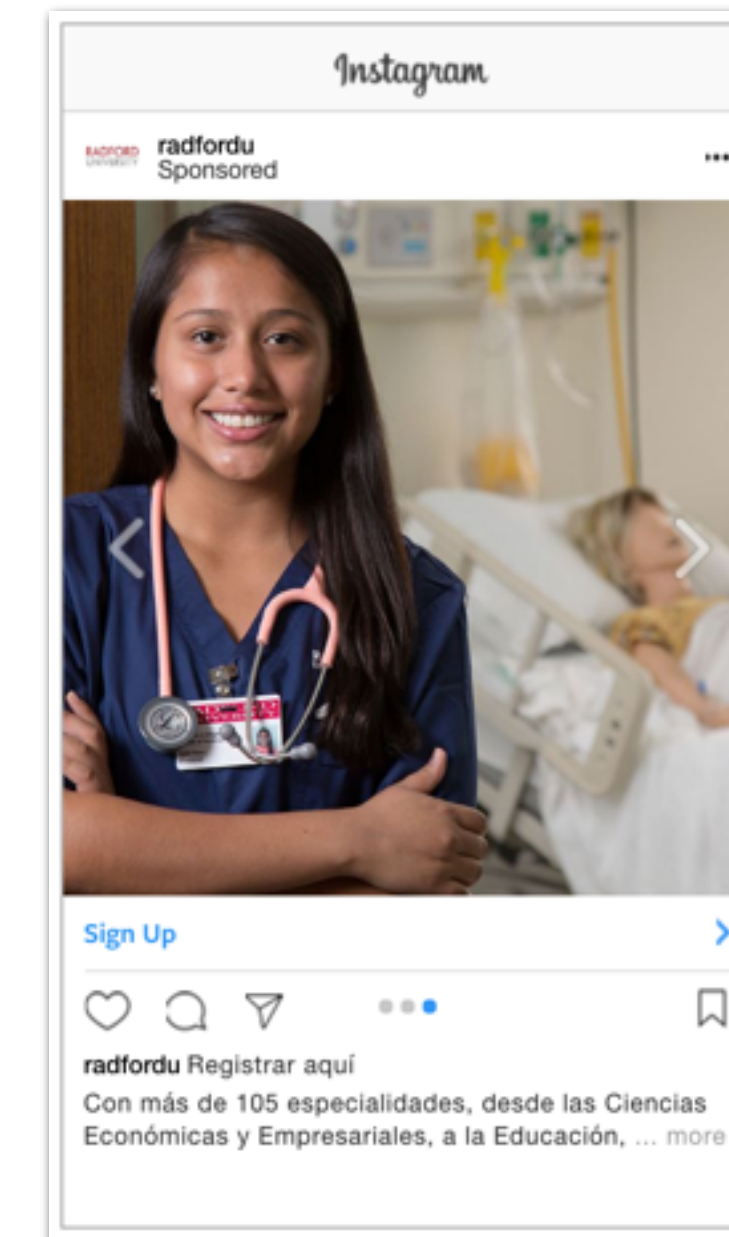
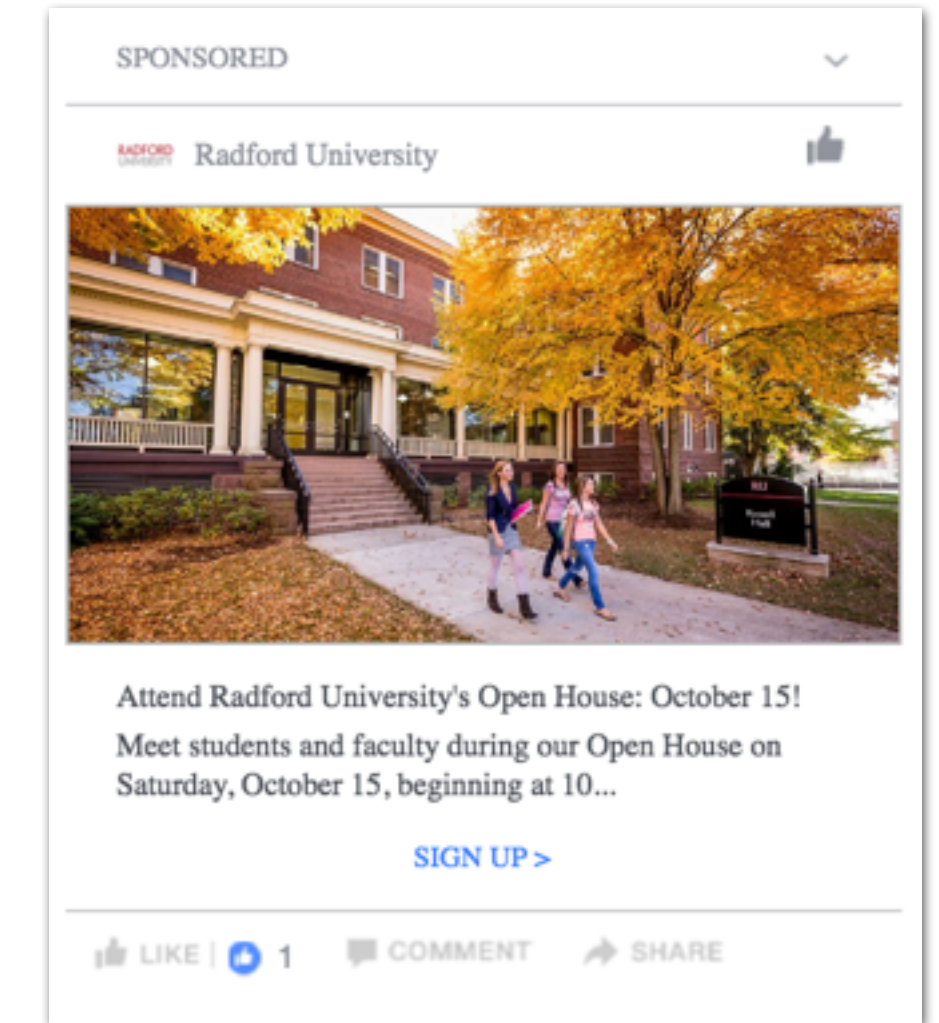
# FY17 DIGITAL DISPLAY SUMMARY

<p><b>Strategy</b></p>	<ul style="list-style-type: none"> <li>▶ Standard banners (with animation) targeted to college prospects and influencers in core WP markets</li> <li>▶ Used ad networks and programmatic partners such as <i>Amobee &amp; RadiumOne</i> to leverage cost efficient banner impressions and handle automated optimizations</li> <li>▶ Leverage <i>AdTheorent's</i> cross-device machine learning to hyper-target UG students during college tours, transfer students around feeder colleges and multicultural students on Spanish-enabled devices</li> </ul>
<p><b>Results</b></p>	<ul style="list-style-type: none"> <li>▶ Over 28M impressions for UG, 4.5M impressions for Transfer and 5.6M impressions for Multicultural</li> <li>▶ All campaigns averaged 0.49% CTR, which outperformed the 0.27% CTR in FY16</li> </ul>
<p><b>Insights</b></p>	<ul style="list-style-type: none"> <li>▶ AdTheorent and Amobee were the most efficient at driving qualified traffic to the site at \$0.84 CPC &amp; \$0.77 CPC respectively, while RadiumOne performed at a \$3.99 CPC</li> </ul>
<p><b>FY18 Recommendations</b></p>	<ul style="list-style-type: none"> <li>▶ Digital should still be a foundational part of the FY18 plan from a targetability and tracking/attribution standpoint, as well as it's ability to stretch over 8-9 months given cost efficiencies</li> <li>▶ Continue programmatic to achieve targetability at scale</li> <li>▶ Consider high impact display executions such as 970x250 billboard units or rich media units (where budget allows) to make a stronger brand impact and increase engagement</li> </ul>



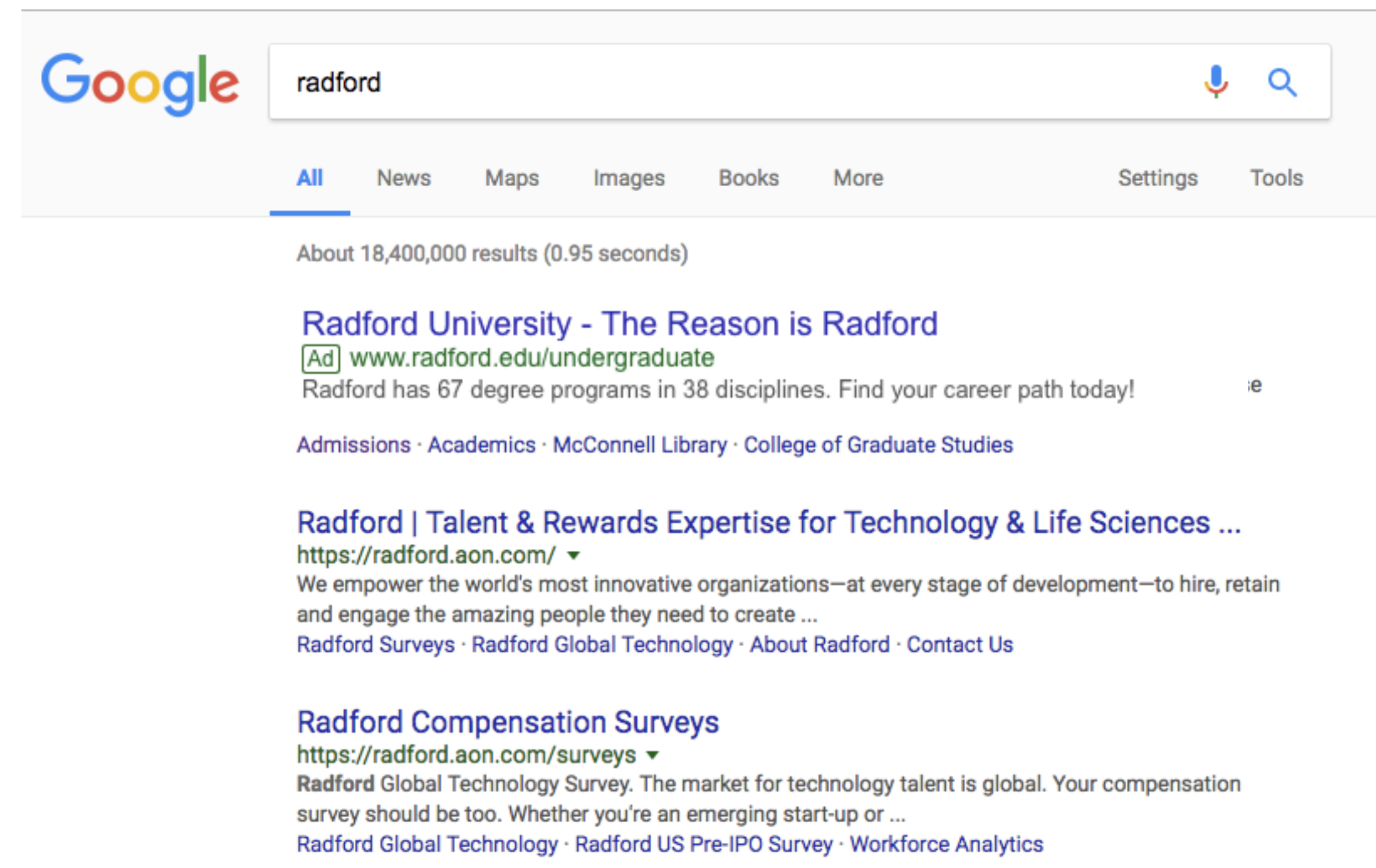
# FY17 PAID SOCIAL SUMMARY

<p><b>Strategy</b></p>	<ul style="list-style-type: none"> <li>▶ Extend reach of social audience beyond organic efforts by using a combination of video, carousel, and static ads targeted to college prospects in core Radford markets on Facebook and Instagram's social networks</li> <li>▶ Use Facebook's proprietary data to reach undergraduate, multicultural and College of Business &amp; Economics ("COBE") prospects based on their social media profile, interests and behaviors</li> <li>▶ Apply Snap geofilters to the Open House events to expand the reach of Radford's brand through current and prospective students' stories, along with their followers</li> </ul>
<p><b>Results</b></p>	<ul style="list-style-type: none"> <li>▶ Open House and COBE campaigns drove 83.9K visits to the website, garnered 5.8 million impressions (including Snap, Inc.) and received 20K total engagements (e.g. post reactions, comments, shares and page Likes)</li> </ul>
<p><b>Insights</b></p>	<ul style="list-style-type: none"> <li>▶ FB static and carousel ad types were the top performers in generating clicks to the website; most people took action on video ads</li> <li>▶ Majority of the campaigns' total post reactions were from Instagram's network</li> </ul>
<p><b>FY18 Recommendations</b></p>	<ul style="list-style-type: none"> <li>▶ Continue paid social as a component of the FY18 plan as a way of generating increased visibility and engagement among key target audiences</li> <li>▶ Continue using Snap as a social network to apply geofilters during important events like Open House, Commencement, Transfer Day, etc.</li> <li>▶ Given its success in driving qualified traffic in a cost efficient manner, recommend launching other ad objectives such as a Page Like acquisition, a Split Test to test ad set strategies or a template for Snap Stories, etc.</li> </ul>



# FY17 PAID SEARCH SUMMARY

<p><b>Strategy</b></p>	<ul style="list-style-type: none"> <li>▶ Consolidate campaign into two distinct umbrella campaigns – Undergrad &amp; Transfer – while shifting a heavier budget focus on branded keywords</li> <li>▶ Take advantage of expanded ads and sitelink extensions for time-sensitive events such as UG Open Houses &amp; Transfer Deadlines</li> </ul>
<p><b>Results</b></p>	<ul style="list-style-type: none"> <li>▶ Total of 90,395 clicks to the site from 971K keyword searches, resulting in a 9.30% avg. CTR (+98% Y/Y)</li> <li>▶ 87,939 clicks from UG keywords (+128% Y/Y) and 2,456 clicks from Transfer keywords (+121% Y/Y)</li> <li>▶ Avg. CPC decreased from \$1.10 in FY16 to \$0.44 in FY17 (+60%)</li> </ul>
<p><b>Insights</b></p>	<ul style="list-style-type: none"> <li>▶ Full refresh of keywords and ads at the start of FY17 really benefitted SEM, especially for the Undergrad campaign</li> <li>▶ While not a particularly great branding tactic, SEM is vital for driving direct traffic and site actions, and was a large contributor to a +885% increase in landing page inquiry action clicks</li> </ul>
<p><b>FY18 Recommendations</b></p>	<ul style="list-style-type: none"> <li>▶ Take advantage of extensions such as callout extensions, structured snippets, sitelink extensions, etc. to enhance ads and increase quality score</li> <li>▶ Consider testing competitive keywords, noting that this would naturally bring quality score down but may help steal impression share</li> </ul>



*\*Mockup of paid search ad*

# FY17 PRINT SUMMARY

<p><b>Strategy</b></p>	<ul style="list-style-type: none"> <li>▶ Decrease focus on print media in FY17, with exception of highly relevant publications and/or editorial content</li> <li>▶ Radford used incremental funds to purchase ad hoc insertions in various relevant publications such as <i>Roanoke Business</i>, <i>Washington Monthly</i> &amp; <i>Delta Magazine</i></li> </ul>
<p><b>Results</b></p>	<ul style="list-style-type: none"> <li>▶ Over 6.3M impressions served, with <i>Delta Magazine</i> having the largest distribution at 5.4M impressions</li> </ul>
<p><b>Insights</b></p>	<ul style="list-style-type: none"> <li>▶ Benefit of print is strength in contextually relevant placements</li> <li>▶ Print is a tactile media form that allows for enough space to include extended/detailed messaging, however there are limitations to reach. It can also be difficult to measure action and is costly compared to other forms of media</li> </ul>
<p><b>FY18 Recommendations</b></p>	<ul style="list-style-type: none"> <li>▶ Increase in print budget is not recommended for FY18, with the exception of special ad hoc opportunities</li> </ul>

Victory Stadium in 1973 on its way to the state title. Thirty years after its construction as a wartime project, Victory Stadium had been surpassed as a big-time college football field. Another 30 years passed with few renovations and upgrades to bring the stadium into the 21st century. As Roanoke Times sportswriter Doug Doughty wrote in 1992, Victory Stadium was a "tribute to another era, a time before college football became too big and Roanoke — as a sports town — became too small." After much heated debate, Victory Stadium was demolished in 2006.

Giancarla Rojas Mendoza  
Radford University '16  
Major: Economics and Finance

**"COMING HERE HAS OPENED SO MANY DOORS FOR ME. THE PROFESSIONAL GROWTH I'VE EXPERIENCED HAS CHANGED MY LIFE." THE REASON IS RADFORD**

Giancarla Rojas Mendoza's parents journeyed to the United States to find a better future for their children. The first in her family to go to college, Giancarla gained hands-on experience as a senior investment analyst for Radford University's Student Managed Investment Portfolio Organization. After graduation, she plans to attend graduate school and then pursue a career in finance. "The mentors, faculty and advisors at Radford have really prepared me with the tools I need to succeed in the business world."

Learn more reasons why Radford might be right for you.  
Radford.edu

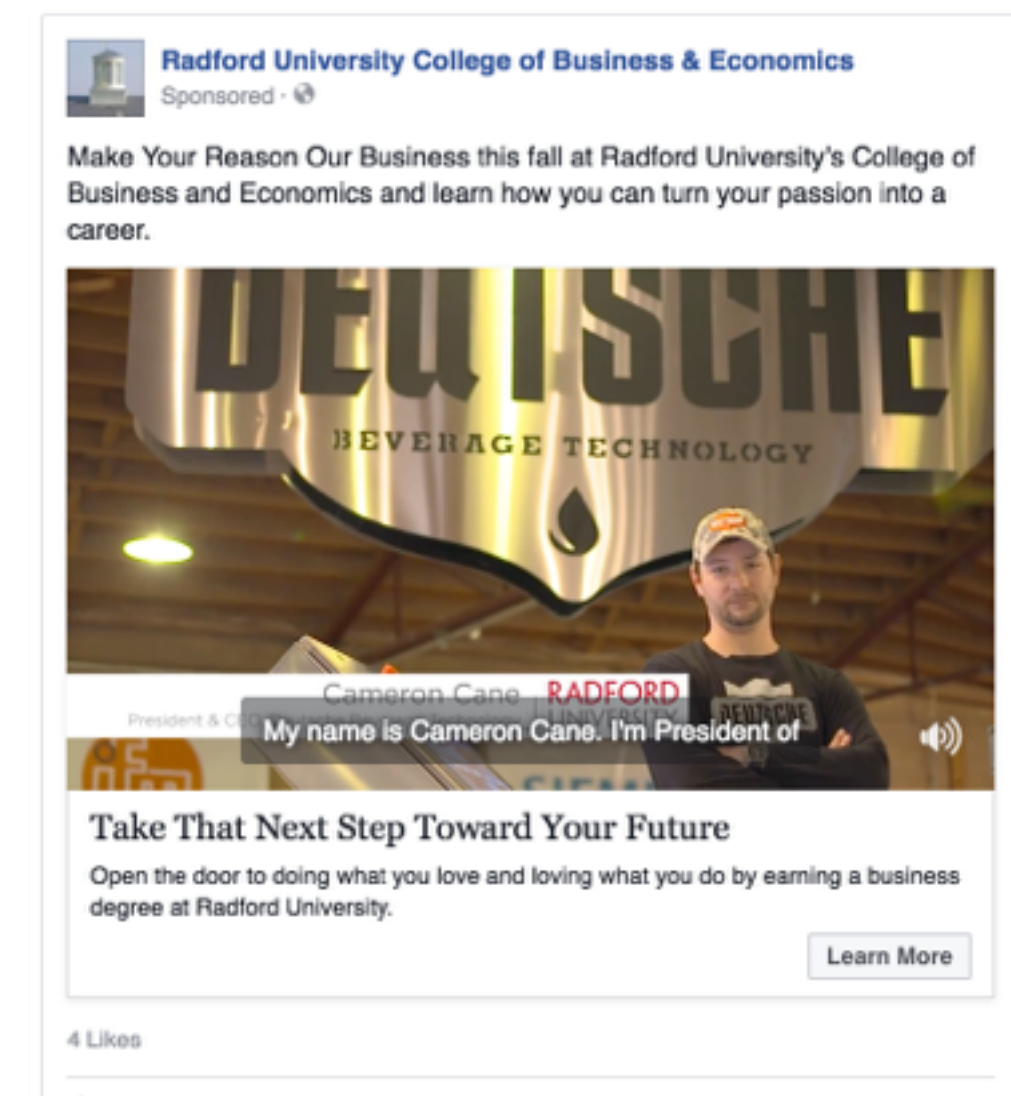
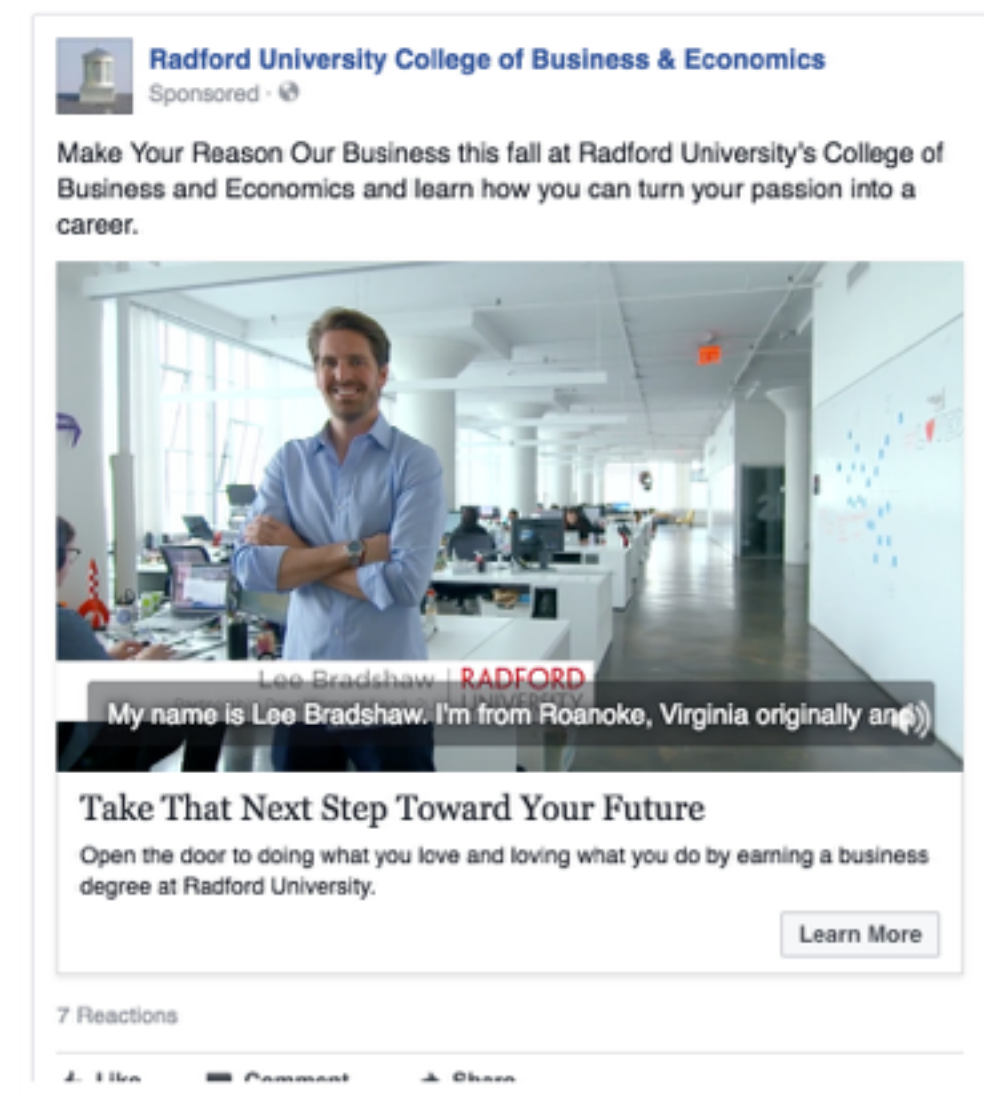
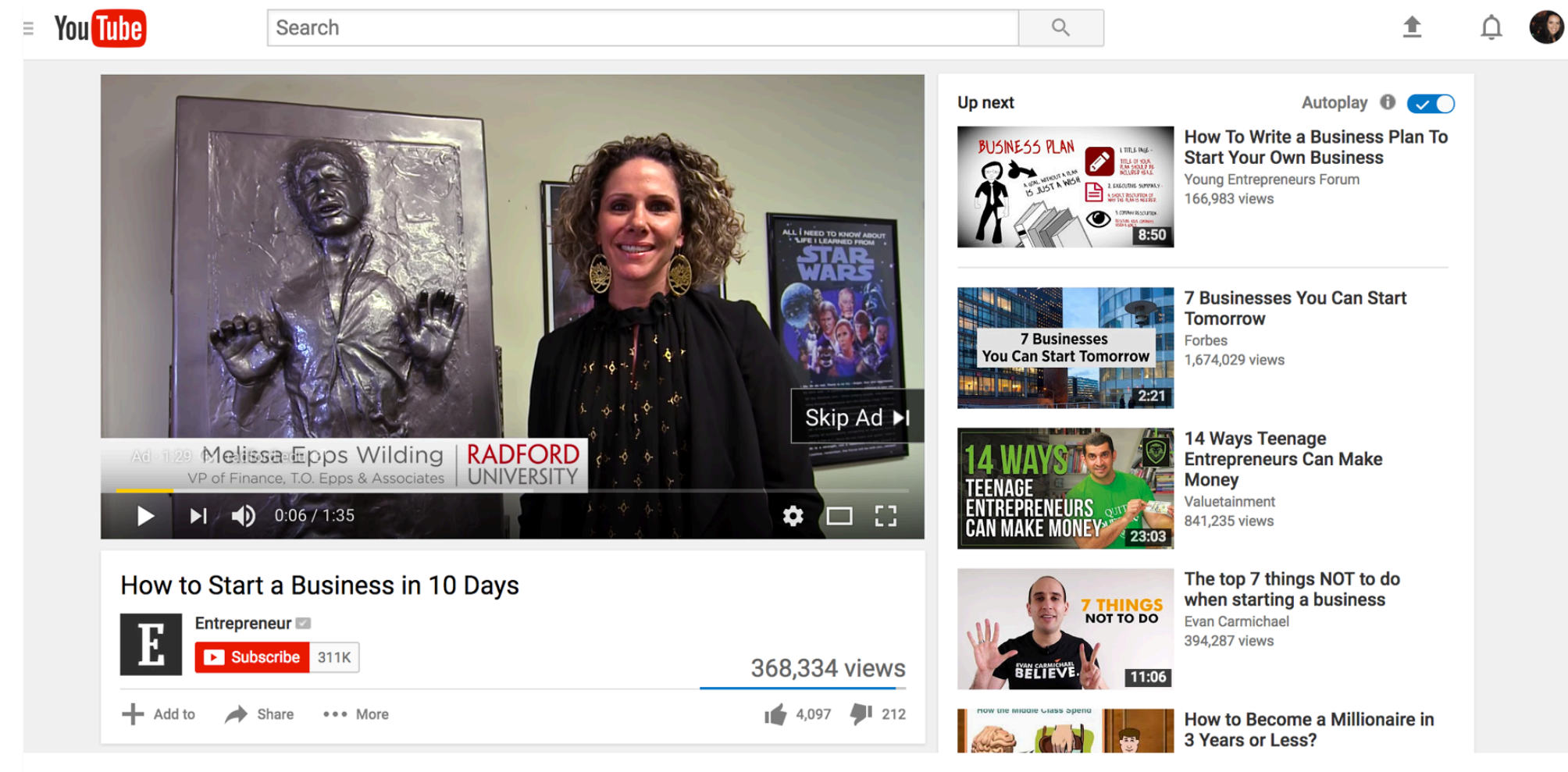
**RADFORD UNIVERSITY**  
Radford, VA

May 2016 DISCOVER • HISTORY & HERITAGE 98

# RADFORD COBE CAMPAIGN SUMMARY

Tactic	Imp.	Clicks	CTR%	Cost	CPC
Online Video	169,576	330	0.19%	\$7,000	\$21.21
Paid Social	4,257,922	31,791	0.75%	\$19,913	\$0.63
<b>TOTAL</b>	<b>4,427,498</b>	<b>32,121</b>	<b>0.73%</b>	<b>\$26,913</b>	<b>\$0.84</b>

- ▶ Campaign performance was above-average for both YouTube video and paid social channels in terms of CTR (0.15% & 0.73%, respectively)
- ▶ Online video campaign delivered a 28.6% view-through rate (VTR), outperforming YT benchmark by +90%
- ▶ 19% of users completed video, which was +4% above benchmark for similar lengthen videos (long form 1:00+)
- ▶ Whereas the video campaign was more focused on awareness and recognition, the paid social campaign excelled in driving engagement and site visits in an efficient manner



# FY17 TAKEAWAYS & FY18 HIGH LEVEL STRATEGY

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- ▶ OOH remains a positive tactic for generating brand awareness and visibility, but can be an expensive tactic for a multi-market approach; consider opportunities similar to the Roanoke airport placement that offers sustained presence in a relevant environment
- ▶ Video is also an important media channel for conveying the brand message and connecting with the audience personally; continue considering TV in local market (pending political activity) while leveraging shorter-form spot (:15/:30) for pre-roll ad units
- ▶ Longer-form videos (~1:00), such as the COBE videos, can continue to be used for social, native and/or TrueView YouTube ads
- ▶ Mobile is still on the rise and not going anywhere anytime soon; according to Google Analytics, Radford.edu experienced 18% less traffic from desktop and 26% more traffic from mobile devices Y/Y – continue to leverage mobile as digital tactic
- ▶ Display banners are still great at achieving targetability at scale, but KPIs are changing (less about CTR, more about CVR) and shouldn't be relied on for driving direct inquiries; recommend possibly looking into trade desks/DSPs that can run cross-screen and consolidate display with video and/or native
- ▶ Paid social is working well to encourage engagement and bring qualified traffic to the site and should be continued/increased in FY18
- ▶ Consider introducing native advertising as a media tactic, but *only* if there is engaging content available of which to drive users
- ▶ Paid search drives the most sessions and direct inquiries and should be kept on the plan for FY18 as a lower-funnel tactic



# NEXT STEPS

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Action Item	Important Dates
Media Strategy	w/o 7/17
Media Buy Development	7/17-8/7
Media Buy Presentation	w/o 8/7
Digital Assets to Vendors	w/o 8/28
Campaign Launch	w/o 9/4

**RADFORD UNIVERSITY BOARD OF VISITORS**  
**University Advancement, University Relations and Enrollment Management Committee**  
September 14, 2017

**University Relations**  
Information Update

University Relations has continued its focus on supporting institutional strategic priorities, including recruiting and advancement initiatives, presidential communications and high-profile initiatives.

Creative & Marketing Services

Instrumental to University Relations' successful support of many of the university's communications and graphic design needs have been the creativity, project management and quality assurance provided by University Relations' small staff of graphic and creative design, editing, photography and videography professionals.

In addition to unique high profile events and initiatives, such as the presidential inauguration, Budget Summit, Strategic Plan, and launch of IMPACT, the past academic year also saw the transfer to University Relations of more Enrollment Management and recruiting focused projects.

For AY2016-17 project management statistics (current production is as of August 9, 2017):

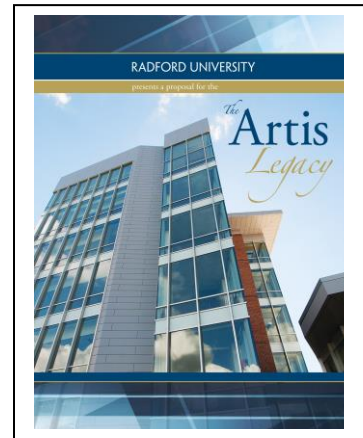
- 308 Print projects completed – 25 Enrollment Management and recruiting related
  - 136 on current production list – 37 Enrollment Management and recruiting related
- 259 Photo projects/requests completed
  - 43 on current production list
- 90 Video/Radio productions completed
  - 60 on current production list
  - 120+ Web/Social Media tasks completed
  - 5 on current production list
- 100 Brand Compliance approvals (principally via branding@radford.edu submission)
- 30 Advancement (presidential or major gift officer) proposals & Special Reports
- 2 *Magazines of Radford University*

In total: 807 tasks were completed during this period, with 244 currently in production.

Advancement Communications

AY2016-17 was a productive year for Advancement Communications. Beginning with the development and implementation of the president's statewide alumni orientation tour, Advancement Communications was at the forefront developing both traditional and social media communications strategies and plans, that when combined with analytics, permitted efficient and effective targeting. This major initiative was followed by extensive planning and development of products, in close coordination with the Inauguration Committee, the president's office and staff, and Creative and Marketing Services, to support the presidential inauguration.

In addition to providing project management and editorial oversight of two *Magazines of Radford University* and communications support to homecoming, alumni relations events, annual fund and planned giving, Advancement Communications quickly adopted and developed the process to write, edit, proofread and provide overall management of production and staffing for presidential and major gift officer proposals – a new advancement strategy for Radford University. The success of that effort – more than 30 unique and designed proposals – made a significant contribution to the university’s fundraising success in FY2016-17: presidential proposals accounted for more 60% of funds raised in the most recent fiscal year, including the establishment of the Artis Endowed Scholarship Fund, the largest donation by an alumnus in the history of Radford University.



### Web Communications and Strategy

Several new key webpages were developed and activated during the past quarter, including:

- Competency Based Education’s Innovative Mobile Personalized Accelerated Competency Training (IMPACT): [www.radford.edu/impact](http://www.radford.edu/impact)
- Student Affairs Housing and Residential Life: [www.radford.edu/housing](http://www.radford.edu/housing)
- Summer 2017 Magazine online: <https://www.radford.edu/content/radford-magazine/home/summer-2017.html>
- Graduate College and Professional Studies’ website is progressing through a complete redesign. Master of Criminal Justice was the first to go live within the Graduate College website: [www.radford.edu/criminal-justice-grad](http://www.radford.edu/criminal-justice-grad)

In coordination with Enrollment Management and New Student Programs, University Relations hosted a series of seven Facebook Live sessions throughout the spring and summer seasons in support of undergraduate admissions yield for fall 2017. Topics included

- Admissions – “What’s Next; What You Can Expect” (the most viewed episode: 4,338 video views)
- Financial Aid – “Paying for College; Understanding Your Financial Aid Award”
- Transfer Admissions – “Transferring to Radford University”
- New Student Programs – “Quest Orientation”
- Housing & Residential Life – “Housing Options”
- Post Quest – “What’s Next?”
- Move-in – “What to expect, ask your questions, find out what to bring and how to contact your roommate”



This social media platform is relatively new and effective in augmenting communications to target audiences of prospective and admitted students and their families. As University



Relations gained more experience with Facebook Live over the course of this initiative and analyzed viewership analytics after each episode, subsequent episodes' content, schedule and locations were adjusted to maximize viewership and impact. For example, one location included a live broadcast from a residence hall to help give new students and families a better sense of the residential life environment. Based on the success of this initiative, University Relations will examine with Enrollment Management strategies and possible opportunities for AY2017-18.

### Media Services

Focus areas in AY2016-17 included expanded efforts to promote the university among regional, statewide and national media. In addition to actively marketing and pitching student and faculty accomplishments, a specific effort was made to market faculty subject matter experts on a diverse range of topics, often in conjunction with news-sensitive issues. This allowed the university to expand its brand recognition.

Internal communications was also the beneficiary of a renewed focus given the presidential transition and the subsequent necessity to inform internal audiences – students, faculty, staff, retirees and alumni – of new initiatives as well as facilitate leadership's commitment to transparency.

Products included introduction of designed presidential electronic communications, as well as revised content and distribution strategies to the campus e-newsletter “Radford University CONNECTED,” which is sent to an average of 70,000 recipients with each edition.

The industry standard open rate for this type of newsletter is estimated at 12.55%. By these standards, “Radford University CONNECT” has historically had an above average open rate. For example, during the January 2015-February 2016 timeframe, the average open rate was 16%, with a 1.22% click through rate. March-December 2016 averaged a 25% open rate and an average 1.9% click through rate, while January-June 2017 averaged a 25% open rate and a 1.5% click through rate.



### FY2016-17 Advertising Campaign

The most recent fiscal year advertising campaign concluded with substantial positive results in four of six Key Performance Indicators (KPIs). The FY2016-17 plan included substantial alignment with Enrollment Management with regard to timing, message sequencing, market identification and segmentation; expanded use of geo-targeted social and digital media; distinct phases to support topline awareness, applications and yield; as well as a transfer student sub-campaign. Full details are available in the attached appendix to this report.

Attachment C

# Board of Visitors

**RADFORD**  
**UNIVERSITY**

# 2018 - 2023 Radford University Strategic Plan

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## Philanthropic Giving and Alumni Engagement

**Goal 1: Broaden Engagement for all Constituents**

**Goal 2: Increase Giving and Engagement**

**Goal 3: Inform Constituents and Highlight Success and Impact**

# Comparative Giving Report

## Radford University - University Advancement

### Comparative Giving Report by Fiscal Year

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

	FY 2017-2018 (7/1/17 - 8/21/17)*	FY 2016-2017 (7/1/16 - 8/31/16)	FY 2015-2016 (7/1/15 - 8/31/15)	FY 2014-2015 (7/1/14 - 8/31/14)
New Pledge Balances	\$ 627,676	\$ 8,497	\$ 49,451	\$ 14,113
Current-Year Pledge Payments	\$ 6,139	\$ 85	\$ 150	\$ 7,297
New Planned Gifts	\$ 1,028,821	\$ -	\$ 210,000	\$ 13,000
Outright Cash Gifts	\$ 166,769	\$ 73,519	\$ 58,158	\$ 207,953
Gifts-in-kind	\$ 15,636	\$ -	\$ 4,950	\$ -
Total Giving	\$ 1,845,041	\$ 82,101	\$ 322,709	\$ 242,363
Total Number of Donors	425	257	296	312

#### Fiscal Year-End Giving:

	FY 2016-2017 Final	FY 2015-2016 Final	FY 2014-2015 Final	FY 2013-2014 Final
New Pledge Balances	\$ 7,311,589	\$ 1,160,325	\$ 505,474	\$ 1,100,504
Current-Year Pledge Payments	\$ 544,121	\$ 344,401	\$ 793,813	\$ 513,692
New Planned Gifts	\$ 1,192,050	\$ 5,090,000	\$ 1,282,000	\$ 752,500
Outright Cash Gifts	\$ 1,563,936	\$ 1,178,318	\$ 1,336,277	\$ 1,365,443
Gifts-in-kind	\$ 128,299	\$ 223,955	\$ 200,775	\$ 105,257
Total Giving	\$ 10,739,995	\$ 7,996,999	\$ 4,118,339	\$ 3,837,397
Total Number of Donors	5,253	4,435	4,731	5,221

\*FY18 Year-to-date for August is not final

# Capital Campaign Preview

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- **Advancement Infrastructure**
- **Life Cycle - Goal**
- **Theme - Pillars of Support**
- **Steering Committee**
- **Campaign Collateral**



# Advancement Infrastructure

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➤ **Staff**

➤ **Portfolios**

➤ **MOVES Management**

# Life Cycle - Goal

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➤ **Silent Phase & Public Phase**

➤ **Goal**

# Theme - Pillars of Support

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- **Academic Excellence and Discovery**
- **Student Success and Engagement**
- **Capital Infrastructure and Improvements**
- **Experiential Learning and Innovation**

# Steering Committee

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- **Training**
- **Commitment of Support**
- **Service**
- **Network**

# Campaign Collateral

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- **Volunteer Guide**
- **Guide to Giving**
- **Case for Support**

# Advancement and Alumni Relations

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**Questions**

**RADFORD UNIVERSITY BOARD OF VISITORS**  
**University Advancement, University Relations and Enrollment Management Committee**  
**September 14, 2017**

**University Advancement**  
Information Update – AY2016-17

Through fundraising, alumni relations, donor-centered customer service and communications, the Office of University Advancement continued its focus of garnering support for the important mission of Radford University.

Major Gifts

This was a historic year for major gifts at Radford University. Many dedicated supporters for athletics and academics generously gave to the programs that meant the most to them and were recognized for their generosity throughout campus.

- The Artis College of Science and Technology
- The baseball facilities were named in honor and recognition of dedicated supporters: Sherman Carter Memorial Stadium, Williams Field and Sioros Center (indoor practice facility)
- Dr. Joseph P. Scartelli Atrium in the Covington Center, nearly \$150,000 in gifts and commitments given by friends and alumni in Dr. Scartelli's honor to the Dr. Joseph P. Scartelli Scholarship in Visual and Performing Arts

Major gifts staff members are focused on securing support through planned gifts, athletics and academic initiatives. Highlights of the team's accomplishments include:

- Successful completion of the Mary Morton Parsons Foundation challenge grant of \$350,000 for the Artis College of Science and Technology
- Commitments of more than \$50,000 to fully endow a SMIPO scholarship to support business students in SMIPO with a goal of building that fund to provide scholarships for each student in the club
- For the second consecutive year, Radford Athletics Highlander Club achieved a record-breaking fund drive with 1,069 members and \$934,354
- Planned giving area completed the documentation and restructuring of the Dorothy Strader Moore Scholarship in Physical Education with a total value of \$400,000
- Established the Pamela Cowan Sowder Endowed Scholarship with a gift of \$105,000



Annual Fund

The Annual Fund team incorporated new technology and the latest annual fund practices to make an impact in the number of dollars raised for academic programs, scholarships, student programming and athletics.

- Secured a crowdfunding platform and launched the first-ever “week of giving” at Radford University with Spring Fever, which raised nearly \$46,000 from 230 gifts (acquiring 64 new donors). The initiative brought together alumni, parents, faculty and staff, students and other supporters. We have since hosted other crowdfunding projects such as the Bridgette J. Oliver Memorial Scholarship (the initiative raised a total of \$25,000 in two months) and the Men’s Club Rugby Scholarship (raising over \$5,000 from 36 supporters in two months)
- We saw a 30 percent increase in the number of graduating seniors who made a senior gift from FY16 to FY17
- Revenue from the phone program increased by 62 percent from FY16 to FY17



### Advancement Services

The Advancement Services team is on the front line processing and acknowledging the gifts their colleagues secure through major gifts and annual fund initiatives. During the previous academic year, Advancement Services:

- Processed approximately 10,300 gift/pledge transactions
- Acknowledged approximately 5,000 new gifts
- Created 36 new funds in Raiser’s Edge
- Supported four successful donor stewardship events – Partners in Excellence, Friends of Selu, President’s Stewardship Event and the Radford Society event
- Completed close to 300 data reports in support of advancement, alumni relations and advancement communications initiatives
- To support major gift officers and the President’s Office, the team researched and created close to 250 constituent profile and/or wealth reports

### Alumni Relations

The Alumni Relations team was very productive during the last year building and enhancing the University’s relationships with and among alumni across the region, nation and across the globe.

- Planned and executed the very successful Presidential Tour which included nine city events and launched regional chapters in Virginia, North Carolina and Georgia
- Convened inaugural Alumni Executive Board, secured regional chapter leadership, identified other volunteers (admissions, career, reunion, affinity), implemented new legacy initiatives, and revitalized the alumni awards program
- Hosted the inaugural Volunteer Summit, Homecoming and Winter Celebration
- Secured the Nationwide Affinity Partnership and opened the new Alumni Center in Russell Hall





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End of Materials