RADFORD UNIVERSITY BOARD OF VISITORS
UNIVERSITY ADVANCEMENT, UNIVERSITY RELATIONS AND
ENROLLMENT MANAGEMENT COMMITTEE
8:30 A.M. **
FEBRUARY 16, 2017
BOARD ROOM
MARTIN HALL
RADFORD, VIRGINIA

DRAFT

AGENDA

• CALL TO ORDER
  Mr. Randy Marcus, Chair

• APPROVAL OF AGENDA
  Mr. Randy Marcus, Chair

• APPROVAL OF MINUTES
  November 10, 2016
  Mr. Randy Marcus, Chair

• ENROLLMENT MANAGEMENT REPORT
  • Recruitment Updates Report
  Ms. Kitty McCarthy, Vice President for Enrollment Management

• UNIVERSITY RELATIONS REPORT
  • Branding & Marketing Update
  • Economic Impact Study Overview
  • University Relations Fall Semester Overview
  Mr. Joe Carpenter, Vice President for University Relations & Chief Communications Officer

• UNIVERSITY ADVANCEMENT REPORT
  • University Advancement and Alumni Relations Update
  Mr. Bruce Cunningham, Interim Vice President for University Advancement

• OTHER BUSINESS
  Mr. Randy Marcus, Chair

• ADJOURNMENT
  Mr. Randy Marcus, Chair

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

University Advancement, University Relations & Enrollment Management Committee:
Mr. Randy Marcus, Chair
COMMITTEE MEMBERS PRESENT
Mr. Randolph “Randy” J. Marcus, Chair
Ms. Callie M. Dalton, Vice Chair
Mr. Robert A. Archer
Ms. Mary Ann Hovis

BOARD MEMBERS PRESENT
Mr. Christopher Wade, Rector
Ms. Krisha Chachra
Dr. Rachel D. Fowlkes
Mr. Mark Lawrence *(joined the meeting at 1:12 p.m.)*
Dr. Susan Whealler Johnston

BOARD MEMBER ABSENT
Ms. Alethea “A.J.” Robinson

OTHERS PRESENT
President Brian O. Hemphill
Mr. Joe Carpenter, Vice President for University Relations and Chief Communications Officer
Ms. Katherine “Kitty” McCarthy, Vice President for Enrollment Management
Ms. Melissa Wohlstein, Vice President for University Advancement
Ms. Ashley Schumaker, Chief of Staff, Office of the President
Mr. James Pennix, Dean of Admissions
Mr. Allen T. Wilson, Assistant Attorney General, Commonwealth of Virginia
Ms. Mary Weeks, Secretary to the Board of Visitors/Senior Assistant to the President
Radford University faculty and staff

CALL TO ORDER
Mr. Randolph “Randy” J. Marcus, Chair, formally called the meeting to order at 1:01 p.m.in the Board Room in Martin Hall, Radford University.
APPROVAL OF AGENDA
Mr. Marcus asked for a motion to approve the November 10, 2016 meeting agenda, as published. Mr. Robert A. Archer so moved, and Ms. Mary Ann Hovis seconded the motion. The agenda, as published, was approved.

APPROVAL OF MINUTES
Mr. Marcus asked for a motion to approve the minutes of the September 15, 2016, meeting of the Advancement/Alumni Relations & Communications/Marketing Committee, as published. Mr. Archer so moved, and Ms. Hovis seconded the motion. The minutes were approved and are available online at: http://www.radford.edu/content/bov/home/meetings/minutes.html.

ENROLLMENT MANAGEMENT REPORT
Ms. Katherine “Kitty” McCarthy, Vice President for Enrollment Management, provided an overview of the changes made in the recruitment model and highlighted the 2017 plan. New tactics and process changes are:

- Territory Management: Territory Managers completed a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. Meetings were held with Territory Managers as a group and individually to create new opportunities for outreach.
- Scholarships: The scholarship application for new students has been eliminated and a new award model is in place, which allows earlier awarding with first awards mailed November 9, four months earlier than in years past. This new process sets the stage for broader and more intentional outreach.
- Marketing and Communication: Vice President Joe Carpenter and his team have incorporated recruitment data in their branding and marketing efforts and are coordinating with the Office of Admissions in target audiences.
- Processes and Services: The creation of an Enrollment Operations Group now reviews all communications from the time a student is admitted to the time they enroll in an effort to provide a seamless experience through various processes, such as scholarship processing, application review, and financial aid.
- Transfer Students: Increasing timely and accurate transfer credit evaluations is the initiative to increase enrollment of transfer students.
- Latino Students: Largest market growth for the next decade and tactics are being put in place to attract this demographic.

Ms. McCarthy reported that the partnership with Royall & Company has been very beneficial for Radford University, applications for Fall 2017 are up 164% over Fall 2016. A copy of Ms. McCarthy’s report is attached hereto as Attachment A and Attachment B and is made a part hereof.

UNIVERSITY RELATIONS REPORT
Mr. Joe Carpenter, Vice President for University Relations and Chief Communications Officer, provided an update on the coordinated marketing efforts in collaboration with Enrollment Management. Mr. Carpenter discussed the multiple social media platforms being utilized as well and geo-targeting tactics, around events, such as Radford University Open Houses or Admissions recruiters in specific geographic areas. Phase Two of the campaign begins November 2016. Mr. Carpenter also discussed target audiences and Key Performance Indicators that have been
established to measure effectiveness of the campaign. A copy of Mr. Carpenter’s report is attached hereto as Attachment C and is made a part hereof.

UNIVERSITY ADVANCEMENT REPORT
Ms. Melissa Wohlstein, Vice President for University Advancement, reported that the number of proposals has increased over Fall 2015 and represents a significant increase in requested funding. Ms. Wohlstein also updated the Committee on the collaboration with Royall & Company (2nd year) and provided examples of the direct mail campaign. Additionally, Ms. Wohlstein provided an update on the initiative to revitalize the Radford University Regional Alumni Chapters. President Brian O. Hemphill noted changes in proposal development which includes an individualized professional product and increased officer training. The Committee will receive a detailed report on outcomes in February. A copy of Ms. Wohlstein’s presentation is attached hereto as Attachment D and is made a part hereof.

OLD BUSINESS
Mr. Marcus reminded Committee members of the Summer Retreat request to send contact names to President Hemphill. President Hemphill acknowledged Laura Turk and the Alumni office for the successful Presidential Alumni Tours, which concluded this Fall. President Hemphill also noted the contributions of current and former Board members, who hosted events including: Ms. Georgia Ann Snyder-Falkinham, Ms. Mary Campbell, and Ms. Krisha Chachra.

ADJOURNMENT
With no further business to come before the Committee, Mr. Marcus, Chair, adjourned the meeting at 2:47 p.m.

Respectfully submitted,

Ms. Mary Weeks
Secretary to the Board of Visitors/Senior Assistant to the President
Recruitment PLAN
FALL 2017
There is tremendous momentum at Radford University

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

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

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OVERVIEW

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

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

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

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

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

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

— WICHE, Policy Insights, April 2013, page 1
To successfully implement the tactics included in this plan, we must be:

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

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

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

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

The recruitment arena is highly competitive, reflecting past, current and future demographic changes. In the state of Virginia, home to 93 percent of our freshmen, we expect growth of about 10 percent in the number of public and non-public high school graduates between 2017 and 2024. Each graduating class will grow in diversity, with the number of white/non-Hispanic students expected to decline as we see rapid increases in the numbers of Latino public high school graduates. Across the United States, high school graduating classes are "ever closer to becoming 'majority-minority' in which no single race/ethnicity accounts for 50 percent of the total." 
(WICHE, Policy Insights, April 2013, page 2)

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

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

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

### SWOT Analysis

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Territory management structure is in place.</td>
<td>The implementation of territory management has been limited/viewed as a way to structure travel.</td>
</tr>
</tbody>
</table>

### Opportunities

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

### Collaborations

- Institutional Research
- Information Technology

### What’s New

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

### Critical Activities

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

### Operational Values

- Accountability
- Engagement
- Data-informed
- Competitive Practice

### Targets

**Fall 2017:**
- Enrolled new freshmen (+10% over fall 2016) = 1926
- Enrolled new transfers (+10% over fall 2016) = 791
- To increase yield (of admitted students) to 30%+

### Key Indicators

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

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Community is supportive of providing merit scholarships.</td>
<td>Former scholarship application allowed for self-selection (only the most interested students applied) and delay in offering scholarships.</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th><strong>Collaborations</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance and Administration</td>
</tr>
<tr>
<td>Academic Affairs</td>
</tr>
<tr>
<td>Information Technology</td>
</tr>
</tbody>
</table>

**What’s New**
- Eliminate former scholarship application for freshman applicants.
- Auto-award admitted freshmen within two weeks of admission.

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

**Operational Values**
- Recognition of student achievement
- Affordability
- Competitive Practice

**Targets**
- Award scholarships within two weeks of admission offer.
- Make first awards in early November.

**Key Indicators**
- Number of awards offered/accepted/enrolled
- Feedback from award recipients
**SWOT Analysis**

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

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

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

**Collaborations**
- University Relations
- Academic Departments
- Student Affairs

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

**Critical Activities**
- Review communication plans for prospective freshmen, transfers and parents/families.
- Identify gaps and the best options to fill them.
- Reach out to potential partners (academic affairs, student affairs, etc.) to assist in creating new messaging.
- Strategically add print materials.
- Maintain ongoing conversations between University Relations and Enrollment Management regarding marketing activities (target audience, messaging and vehicles).
There are specific triggers that move the student through the enrollment cycle: submitting an application, making an admissions deposit, enrolling in class. With each step there’s an opportunity for communication and outreach to that student to keep them engaged.

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

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

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

### Collaborations
- Information Technology
- University Relations

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

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

## Operational Values
- Accountability
- Engagement
- Data-informed
- Competitive Practice

## Targets
**Fall 2017:**
- Enrolled new freshmen (+10% over fall 2016) = 1926
- Enrolled new transfers (+10% over fall 2016) = 791

## Key Indicators
- Successful launch of Royall application and marketing campaign; monitor activity.
- Ongoing assessment of progress toward all goals.
- Processing efficiencies – meeting 10-14 day decision time frame.
- Fall 2017 new student applications/admits/deposits/enrolled.
2017 Proposed Search Markets (Sophomores, Juniors and Seniors)

Source: Royall & Co.
SWOT Analysis

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

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

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

**Threats**
- Loss of new and returning students.

Collaborations
- Information Technology
- Academic Affairs
- Student Affairs

What’s New
- Enrollment Operations Group

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

Operational Values
- Accountability
- Service
- Competitive Practice
- Teamwork

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

Key Indicators
- Improved service metrics – telephone calls, email messages, and in-person visits.
- Improved processes such as admission application review and scholarship awarding.
…administrative functions of the academic enterprise have to be service-oriented. We have to define what we mean by service to students and make it a priority to ensure that service is exemplary.

— Monthly Diagnostic, Academic Impressions December 2012, page 7
### SWOT Analysis

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over time, early Free Application for Federal Student Aid (FAFSA) will allow students the opportunity to understand aid options earlier in the college search process.</td>
<td>According to one report, as of spring 2016, the majority of students and parents do not know about the availability of early FAFSA.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>To educate prospective and current students, along with families, about the early FAFSA, costs of a Radford education, aid options and the process to award financial aid.</td>
<td>Students can truncate the search process and apply to fewer schools than has traditionally been the case.</td>
</tr>
<tr>
<td>To create and distribute financial aid awards as early as possible; award kicks off targeted communication strategy.</td>
<td></td>
</tr>
</tbody>
</table>

### Collaborations
- Information Technology
- Admissions

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

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

### Operational Values
- Access
- Affordability
- Service
- Engagement
- Competitive Practice

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

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

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

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

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

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

Collaborations
- Virginia Community Colleges
- Current transfer students
- Academic Affairs

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

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

Operational Values
- Accountability
- Service
- Competitive Practice
- Teamwork

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

Key Indicators
- Ongoing assessment of progress toward all goals.
- Fall 2017 new student applications/admits/deposits/enrolled.
Latino Students

SWOT Analysis

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

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

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

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

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

**What’s New**
- Latino-specific outreach and programming

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

Operational Values
- Accountability
- Engagement
- Competitive Practice
- Access

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

Key Indicators
- Fall 2017 Latino new student applications/admits/deposits/enrolled.
- Growth in recruitment activities providing opportunity to connect with Latino students and families.
Hispanics are making big inroads in college enrollment. In 2014, 35% of Hispanics ages 18 to 24 were enrolled in a two- or four-year college, up from 22% in 1993 – a 13-percentage-point increase. That amounted to 2.3 million Hispanic college students in 2014. By comparison, college enrollment during this time among blacks (33% in 2014) increased by 8 percentage points, and among whites (42% in 2014) the share increased 5 points. Among Asians, 64% were enrolled in college in 2014, a nearly 9-point increase over 1999 (no data are available for Asians before 1999).

CONCLUSION

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

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

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

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

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

We are excited to share the Radford story with prospective students and their families along with school and transfer counselors. In addition, we look forward to enhancing our activities and processes and providing the best possible service to all of our constituent groups.
The higher ed landscape is changing fast, and sticking to enrollment planning methods from the past will likely not yield the kind of results most college and university leadership teams are looking for. Participation rates for direct from high school students are actually in decline, and combined with shifting demographics overall, we are in a zero-sum environment. Every bit of enrollment growth for one institution is likely to mean a corresponding decline at another. Competition is increasingly fierce, and not just for traditional, on-ground students.

Fall 2017 Recruitment Update

RADFORD UNIVERSITY
Total Freshman Applications (November 7th)
## Total Applications by Residency (November 7th)

<table>
<thead>
<tr>
<th></th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In-State</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fall 2014</td>
<td>984</td>
<td>1,027</td>
<td>1,293</td>
<td>3,130</td>
<td></td>
</tr>
<tr>
<td>Fall 2015</td>
<td></td>
<td>211</td>
<td>277</td>
<td>339</td>
<td>1,195</td>
</tr>
<tr>
<td>Fall 2016</td>
<td></td>
<td></td>
<td>792</td>
<td></td>
<td>1,304</td>
</tr>
<tr>
<td>Fall 2017</td>
<td></td>
<td></td>
<td></td>
<td>1,191</td>
<td>1,632</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3,922</td>
</tr>
</tbody>
</table>

Office of Enrollment Management
Admitted Applications (November 7th)

- Fall 2014: 248
- Fall 2015: 85
- Fall 2016: 245
- Fall 2017: 646
## 2016 Enrollment Funnel by First Source

### Entering Class 2016

<table>
<thead>
<tr>
<th>First Source</th>
<th>Inquiry</th>
<th>Submission Rate</th>
<th>Submitted Applications</th>
<th>Admit Rate</th>
<th>Admit</th>
<th>Yield</th>
<th>Enroll</th>
<th>% of Total Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radius Applicant</td>
<td>4,975</td>
<td>99%</td>
<td>4,929</td>
<td>79%</td>
<td>3,870</td>
<td>26%</td>
<td>1,017</td>
<td>59.3%</td>
</tr>
<tr>
<td>Test Scores</td>
<td>1,960</td>
<td>38%</td>
<td>738</td>
<td>94%</td>
<td>696</td>
<td>33%</td>
<td>232</td>
<td>13.5%</td>
</tr>
<tr>
<td>College Day/Night Program</td>
<td>2,888</td>
<td>8%</td>
<td>240</td>
<td>82%</td>
<td>197</td>
<td>33%</td>
<td>65</td>
<td>3.8%</td>
</tr>
<tr>
<td>NRCCUA</td>
<td>599</td>
<td>75%</td>
<td>452</td>
<td>80%</td>
<td>360</td>
<td>28%</td>
<td>100</td>
<td>5.8%</td>
</tr>
<tr>
<td>Event Registration</td>
<td>329</td>
<td>68%</td>
<td>223</td>
<td>91%</td>
<td>202</td>
<td>38%</td>
<td>77</td>
<td>4.5%</td>
</tr>
<tr>
<td>Cappex</td>
<td>247</td>
<td>81%</td>
<td>200</td>
<td>88%</td>
<td>175</td>
<td>29%</td>
<td>51</td>
<td>3.0%</td>
</tr>
<tr>
<td>Campus Tour</td>
<td>705</td>
<td>27%</td>
<td>191</td>
<td>95%</td>
<td>182</td>
<td>38%</td>
<td>69</td>
<td>4.0%</td>
</tr>
<tr>
<td>High School Visit</td>
<td>1,043</td>
<td>13%</td>
<td>134</td>
<td>84%</td>
<td>112</td>
<td>37%</td>
<td>41</td>
<td>2.4%</td>
</tr>
<tr>
<td>Inquiry Form</td>
<td>610</td>
<td>16%</td>
<td>99</td>
<td>81%</td>
<td>80</td>
<td>33%</td>
<td>26</td>
<td>1.5%</td>
</tr>
<tr>
<td>Web Inquiry</td>
<td>334</td>
<td>10%</td>
<td>35</td>
<td>77%</td>
<td>27</td>
<td>44%</td>
<td>12</td>
<td>0.7%</td>
</tr>
<tr>
<td>Private Visit</td>
<td>230</td>
<td>12%</td>
<td>27</td>
<td>74%</td>
<td>20</td>
<td>30%</td>
<td>6</td>
<td>0.4%</td>
</tr>
<tr>
<td>Cross Reference Documents</td>
<td>211</td>
<td>8%</td>
<td>16</td>
<td>94%</td>
<td>15</td>
<td>33%</td>
<td>5</td>
<td>0.3%</td>
</tr>
<tr>
<td>Other</td>
<td>185</td>
<td>25%</td>
<td>47</td>
<td>87%</td>
<td>41</td>
<td>32%</td>
<td>13</td>
<td>0.8%</td>
</tr>
</tbody>
</table>
Discussion
An update on the development of the first phase of a data-informed advertising program in support of Enrollment Management strategies and tactics for the Fall 2017 campaign
Radford Fall “Phase I” Advertising: Sept 19-Oct 31

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

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

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

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

Generate engagement and increase interest among prospective students and influencers

Drive conversion through qualified inquiry actions on the website; measure results
Coordinate the Media Mix to Achieve the Campaign Objectives

• Use historical learnings and performance data to identify best-fit media tactics

• Employ broad reaching media to generate awareness and interest

• Employ highly targeted, response-generating media to generate engagement and action

• Leverage fresh media approaches that continue to find the best ways to target our audiences and generate action efficiently
Multi-Media Funnel Approach - Fall 2016

Broad-reaching advertising media builds reach and frequency of Radford’s brand message.

Hyper-targeted digital media generates engagement by driving the most relevant users directly to the website to learn more.

Conversion-based tactics reach high-interest audiences by placing Radford’s message in front of users actively searching for higher ed information.
## Media Tactics

<table>
<thead>
<tr>
<th>Media Type</th>
<th>Tactics</th>
</tr>
</thead>
</table>
| **Print**        | • Scale down print expenditure in FY17 to accommodate better targeted and cost-efficient media solutions  
                   • Focus on opportunities that align Radford with relevant editorial content (ex. College Guides) and economic development |
| **Radio**        | • Leverage radio to build brand awareness in home market of Roanoke-Lynchburg and communicate Open House dates  
                   • Select stations in market based on reach against Adults 13-17 & Adults with Teens (13-17) in HH, as well as high index for household income of $50K |
| **Streaming Radio** | • Use Pandora streaming radio to reach a larger geographic area (all Virginia) in a targeted manner (Adults 14-18, Parents)  
                             • Web banners will always appear when Radford’s radio spot plays, giving the listener the opportunity to click for more info |
| **Digital Display** | • Use digital display partners to deliver Radford’s web banners efficiently across a variety of websites that are relevant to the user and the content they are consuming  
                             • Use real-time consumer data to deliver Radford’s message of the right prospects at the right time |
| **Paid Social**  | • Paid social combines the power of engagement through social media with the benefits of building reach/frequency with targeted digital display  
                             • Target high school prospects and communicate upcoming open house dates |
| **Paid Search**  | • Drive users who are actively searching for education to Radford’s website  
                             • Tailor ads to specific segments (undergrad, transfer, multi-cultural) and communicate seasonal messages such as Open House dates and application deadlines |
Media Tactic Example

• **Situation:** Radford’s Admissions team visits many high schools and locations across the state of Virginia during the months of September & October (the VACRAO college fair tour)

• **Problem:** Broad-reaching media like print and radio are limited in terms of efficiently targeting prospects at these locations when Radford is in market

• **Solution:** Place a virtual “geo-fence” around each school or venue’s location using GPS technology to target prospects’ mobile devices while they are at the college fairs; serve them banner ads during and after their visit to keep Radford University top of mind
Define Key Performance Indicators (KPI’s)

- Global KPI’s - to measure the reach and impact of broad media using media data and enrollment web activity.

- Digital KPI’s - to measure the digital campaign’s ability to generate specific actions that drive the enrollment funnel.
## Defining Global KPIs

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

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

Global KPIs
- Advertising Impressions
- Admissions Section Traffic
- Application Inquiries

Digital KPIs
- Digital Advertising Impressions
- Landing Page Traffic
- Landing Page Inquiries

1. Awareness
2. Interest
3. Inquiry
Define Audiences, Geographies, Budget & Timing

• Use existing knowledge to focus on high performing audiences, geographies and media

• Stay flexible. Be able to adapt and invest in new enrollment direction as it develops
# Campaign Parameters

| Target Audiences | • Undergraduate: Adults 14-18 & Parents of Adults 14-18  
|                 | • Transfer: Adults 18-21 attending community colleges and feeder schools in Virginia  
|                 | • Multicultural: Adults 14-18, Parents of Adults 14-18, Spanish-speaking |
| Timing          | • Phase 1 (Fall): Sept 12, 2016 - Oct 31, 2016  
|                 | • Phase 2 (Winter/Early Spring): Nov 1, 2016 – May 1, 2017  
|                 | • Phase 3 (Spring): May 1, 2017 - June 30, 2017 |
| Geographies     | • Virginia  
|                 | • Phase I campaign focused on Washington DC (Virginia side), Roanoke-Lynchburg, Norfolk, and Richmond markets that had highest opportunity for student prospects based on historical application data (see following slides)  
|                 | • Phase II geographical targeting based on data from Admissions and Royall campaigns |
| Budget          | • $500,000 undergraduate enrollment advertising budget (FY17) |
Market data derived from FY16 undergraduate application inquiry data (source: Google Analytics)
FY16: The majority of undergrad inquiry actions came from the Washington DC metro (40%), with a generally even distribution among other key markets of Roanoke, Richmond and Norfolk
FY17 Strategy: Initiatally allocate impression delivery by market according to FY16 application data, using a combination of broad reaching media where possible, supported by digital media impressions weighted according to the percentages given below

- Washington DC metro: 40%
- Roanoke: 20%
- Richmond: 20%
- Norfolk: 20%
Market Selection - Transfer

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

<table>
<thead>
<tr>
<th>ETS</th>
<th>Institution</th>
<th>City</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>005868</td>
<td>Virginia Western Cnty College</td>
<td>Roanoke</td>
<td>VA</td>
</tr>
<tr>
<td>005513</td>
<td>New River Cnty College</td>
<td>Dublin</td>
<td>VA</td>
</tr>
<tr>
<td>005917</td>
<td>Wytheville Cnty College</td>
<td>Wytheville</td>
<td>VA</td>
</tr>
<tr>
<td>005549</td>
<td>Patrick Henry Cnty College</td>
<td>Martinsville</td>
<td>VA</td>
</tr>
<tr>
<td>005659</td>
<td>Southwest VA Community College</td>
<td>Richlands</td>
<td>VA</td>
</tr>
<tr>
<td>005381</td>
<td>Lord Fairfax Cnty College</td>
<td>Middletown</td>
<td>VA</td>
</tr>
<tr>
<td>004365</td>
<td>Northern Virginia CC-Spring</td>
<td>Roanoke</td>
<td>VA</td>
</tr>
<tr>
<td>005083</td>
<td>Blue Ridge Cnty Coll VA</td>
<td>Waynesville</td>
<td>VA</td>
</tr>
<tr>
<td>005141</td>
<td>Central VA Community College</td>
<td>Lynchburg</td>
<td>VA</td>
</tr>
</tbody>
</table>
Market Selection - Multicultural

- Application data not available for Multicultural target on Google Analytics as there is no application link specific for a Multicultural applicant
- FY16 strategy kept a focus on Northern Virginia (incl. Winchester), Harrisonburg and Roanoke/SW Virginia
- FY17 strategy: Employ a statewide targeting strategy for digital media, using data to focus on pockets of the state that have the highest index for our multicultural prospect audiences (i.e. Northern Virginia, Harrisonburg)
• The Sept/Oct “Phase I” plan focuses on a call to action of communicating open house dates to influence visitation to Radford’s campus

• Radio campaign focused in Roanoke market, while all other forms of digital media geographically targeted to statewide

• Budget for Sept/Oct represents 20% of total advertising allocation for FY17
Measuring the results

• Using KPI’s, generate data that assess performance

• Combine global, digital and enrollment data to form a comprehensive picture of campaign performance

• Identify what is working, what is not, and what we can learn to continually improve advertising campaign
# Global Campaign KPIs & Goals

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

*Excludes internal & portal traffic*
# Digital Campaign KPIs & Goals

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

*Excludes internal & portal traffic*
Media Placement Details
Print

Details:

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

Execution:

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

Buy Summary:

Terrestrial Radio

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

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

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

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

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

Buy Summary:
• Flight: 10/1-10/14 (flight 1); 10/15-10/28 (flight 2)
• Estimated 415,000 audio plays, 1.2M banners; 1.6M total impressions
Digital Media - Programmatic Display

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

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

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

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

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

Buy Summary:
• Flight: 9/12-11/2 (7 weeks)
• Targeting: College fairs, Adults 14-18, Parents of 14-18
• Ad units: Standard desktop/mobile banners
• Total Estimated Impressions: 2,400,000
Undergraduate:
• Focus on Undergraduate Trademark or “Branded” keywords that have the highest propensity for clicks at the most efficient cost
• Tailor ads to include Open House copy to communicate sense of urgency and action
• Will consider adding Sitelink Extensions, for example “Home, Campus Tours, Programs, Apply”
• Option to optimize toward conversions (i.e. inquiry actions) or “SmartGoals” which is Google’s benchmark for optimal site engagement

Undergraduate:
• Flight: Sept 12 - Oct 31
Paid Social Media - Undergraduate

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

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

Buy Summary:
- Facebook: Sept 30-Oct15 (2 wks); Oct17-Oct29 (2 wks)
- Snapchat: Oct 15th & Oct 29th (Open Houses)
Transfer
Digital Media - Programmatic Display

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

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

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

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

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

Buy Summary:
• Flight: Sep 15 - Oct 31 (6 weeks)
• Estimated 1,250,000 impressions
Paid Search - Transfer

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

Execution:
• Flight: Sept 12 - Oct 31
Multicultural
Digital Media - Programmatic Display

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

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

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

Details:
• Allocate budget for multicultural audience on social media, a market of opportunity for this audience

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

Buy Summary:
• Facebook: Sept 30-Oct15 (2 wks); Oct 17-Oct29 (2 wks)
Discussion
Advancement Overview

Quarterly Report
Development Comparison Report
Fall Development Comparison
Fall Direct Mail
Alumni Relations
# Quarterly Report

## Advancement

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

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Year Use</strong></td>
<td>$1,604,966</td>
<td>3,441</td>
<td>$2,009,493</td>
<td>3,996</td>
<td>$129,886</td>
<td>373</td>
<td>$171,159</td>
<td>604</td>
<td>$204,754</td>
<td>528</td>
</tr>
<tr>
<td><strong>Endowed</strong></td>
<td>$538,001</td>
<td>1,369</td>
<td>$496,800</td>
<td>514</td>
<td>$99,598</td>
<td>684</td>
<td>$39,926</td>
<td>82</td>
<td>$54,480</td>
<td>72</td>
</tr>
<tr>
<td><strong>Capital</strong></td>
<td>$454,958</td>
<td>60</td>
<td>$25,451</td>
<td>33</td>
<td>$115,272</td>
<td>19</td>
<td>$14,350</td>
<td>15</td>
<td>$3,321</td>
<td>4</td>
</tr>
<tr>
<td><strong>Real Estate</strong></td>
<td>$0</td>
<td>0</td>
<td>$0</td>
<td>0</td>
<td>$0</td>
<td>0</td>
<td>$0</td>
<td>0</td>
<td>$0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Planned Gifts</strong></td>
<td>$1,282,000</td>
<td>8</td>
<td>$5,090,000</td>
<td>9</td>
<td>$463,000</td>
<td>3</td>
<td>$4,289,000</td>
<td>6</td>
<td>$500,000</td>
<td>1</td>
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<tr>
<td><strong>Loan</strong></td>
<td>$0</td>
<td>0</td>
<td>$140,300</td>
<td>4</td>
<td>$0</td>
<td>0</td>
<td>$0</td>
<td>0</td>
<td>$40</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$3,879,925</td>
<td></td>
<td>$7,762,044</td>
<td></td>
<td>$807,756</td>
<td></td>
<td>$4,514,435</td>
<td></td>
<td>$762,595</td>
<td></td>
</tr>
</tbody>
</table>
## Quarterly Report

### Advancement

<table>
<thead>
<tr>
<th></th>
<th>FY14-15 Donors</th>
<th>FY15-16 Donors</th>
<th>YTD FY14-15 Donors</th>
<th>YTD FY15-16 Donors</th>
<th>YTD FY16-17 Donors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Year Use</td>
<td>$1,470,371</td>
<td>$1,039,647</td>
<td>$120,725</td>
<td>$97,661</td>
<td>$84,469</td>
</tr>
<tr>
<td>Restricted-Pending</td>
<td>$36,487</td>
<td>$12,350</td>
<td>$0</td>
<td>$50</td>
<td>$37,950</td>
</tr>
<tr>
<td>Endowed/Capital Gifts</td>
<td>$1,135,185</td>
<td>$459,723</td>
<td>$167,844</td>
<td>$26,931</td>
<td>$56,614</td>
</tr>
<tr>
<td>Real Estate</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>New Pledges</td>
<td>$2,075,812</td>
<td>$6,250,324</td>
<td>$519,187</td>
<td>$4,389,793</td>
<td>$583,562</td>
</tr>
<tr>
<td>Subtotal =</td>
<td>$4,717,855</td>
<td>$7,762,044</td>
<td>$807,756</td>
<td>$4,514,435</td>
<td>$762,595</td>
</tr>
<tr>
<td>Gifts in Kind</td>
<td>$200,775</td>
<td>$223,955</td>
<td>$5,559</td>
<td>$14,228</td>
<td>$5,675</td>
</tr>
<tr>
<td>Realized Bequests</td>
<td>$201,074</td>
<td>$11,000</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Subtotal =</td>
<td>$401,849</td>
<td>$234,955</td>
<td>$5,559</td>
<td>$14,228</td>
<td>$5,675</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$5,119,704</td>
<td>$7,996,999</td>
<td>$813,315</td>
<td>$4,528,663</td>
<td>$768,270</td>
</tr>
</tbody>
</table>
## Development Comparison by Constituency

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

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

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

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

<table>
<thead>
<tr>
<th>Constituency</th>
<th>YTD FY14-15</th>
<th>YTD FY15-16</th>
<th>YTD FY16-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni</td>
<td>$100,826</td>
<td>$359,020</td>
<td>$616,178</td>
</tr>
<tr>
<td>Parents</td>
<td>$16,201</td>
<td>$3,595</td>
<td>$8,461</td>
</tr>
<tr>
<td>Faculty/Staff</td>
<td>$74,469</td>
<td>$15,571</td>
<td>$10,569</td>
</tr>
<tr>
<td>Friends</td>
<td>$538,838</td>
<td>$4,070,809</td>
<td>$63,530</td>
</tr>
<tr>
<td>Foundation &amp; Corporations</td>
<td>$71,367</td>
<td>$79,197</td>
<td>$63,671</td>
</tr>
<tr>
<td>Religious Organizations</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Fundraising Consortia</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Other Organizations</td>
<td>$6,000</td>
<td>$436</td>
<td>$5,841</td>
</tr>
<tr>
<td>Students</td>
<td>$55</td>
<td>$35</td>
<td>$20</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$807,756</strong></td>
<td><strong>$4,528,663</strong></td>
<td><strong>$768,270</strong></td>
</tr>
</tbody>
</table>
## Development Comparison by Interest Area

<table>
<thead>
<tr>
<th>Cash Gifts by Interest Area – Does Not Include Pledges, In-Kind, or Realized Bequests</th>
<th>YTD FY14-15</th>
<th>YTD FY15-16</th>
<th>YTD FY16-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academics</td>
<td>$49,910</td>
<td>$21,529</td>
<td>$23,204</td>
</tr>
<tr>
<td>Athletics</td>
<td>$13,505</td>
<td>$60,198</td>
<td>$46,737</td>
</tr>
<tr>
<td>Facilities</td>
<td>$107,295</td>
<td>$40</td>
<td>$6,600</td>
</tr>
<tr>
<td>Other</td>
<td>$28,048</td>
<td>$10,803</td>
<td>$47,324</td>
</tr>
<tr>
<td>Scholarships</td>
<td>$82,397</td>
<td>$27,536</td>
<td>$48,851</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>$7,414</td>
<td>$4,536</td>
<td>$6,317</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$288,569</strong></td>
<td><strong>$124,642</strong></td>
<td><strong>$179,033</strong></td>
</tr>
</tbody>
</table>
Development Comparison by Interest Area

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

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

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

Comparison of Development proposals

• FY 2016: 16
• FY 2017: 38

Comparison of Development proposals dollars

• FY 2016: $1,313,000.00
• FY 2017: $11,997,000.00
Development Comparison

YTD Comparison of Development number of new donors

• FY 2016: 110
• FY 2017: 121

YTD Comparison of Development dollars of new donors

• FY 2016: $4,040,077
• FY 2017: $32,460
YTD Gifts and Pledges of $25,000 or more

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Alumni</th>
<th>Corporation/Foundation</th>
<th>Faculty/Staff/Friends</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td># of Donors</td>
<td>Total $ Amount</td>
<td># of New Donors</td>
</tr>
<tr>
<td>FY17</td>
<td>2</td>
<td>$525,000</td>
<td>0</td>
</tr>
<tr>
<td>FY16</td>
<td>5</td>
<td>$289,000</td>
<td>0</td>
</tr>
<tr>
<td>FY15</td>
<td>0</td>
<td>$0</td>
<td>0</td>
</tr>
</tbody>
</table>
Development

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

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

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

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

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

- One corporation/foundation donor, for a total of $33,000; has given in prior years
- Two friend donors, for a total of $500,000; neither were new donors
- One faculty/staff donor, for a total of $50,000; has given in prior years
Non Donor Appeal: Road Map
Drop date: November
Sure! I can make a quick gift today.

I'll give: □ $5 □ Other: $ ____________

[pre-populate when available)]

My preferred email address:
(We'd like to thank you for your gift)
XXXXXXXXXX
XXAddressXX
XXXAddressXX
XXXAddressXX
XXXCityStateZIPXX

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

Please charge my gift of $ ____________ to my:
□ Visa □ MasterCard □ American Express □ Discover

[Signature]
Cardholder Name
Exp. Date
Card Number
Security Code

Thank you for your gift!

Dear XXSalutationXX,

I know three important things about you:
1. You're smart.
2. You're driven.
3. You want to make a difference.

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

The Radford University family is full of intelligent, talented people (like you) who discovered their passions and developed their full potential here. In fact, that's why I'm writing to you today.

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

Every year, we create high-impact, best-practice educational opportunities. We invest in world-class faculty. We stock facilities with cutting-edge equipment so our grads can hit the ground running. And we could not do this without alumni support. The great news is that you can make a huge difference with even a small gift. Here's how:

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

“I love Radford University!”

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

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

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

With Highlander Pride,

[signature]

Melissa E. Wohlstein
Vice President for University Advancement
Direct Mail

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

Activity Highlights

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

Calendar Year End focus of activities:

- Volunteer Northern Virginia event - partnership with Radford University Foundation
- Corporate and Business leaders forum - Northern Virginia
- Year End Direct Mail appeal: November and December
- Major Gift Solicitations
- Continued development with Alumni Regional Chapters
- Continued development with Alumni Outreach and Admissions
- Continued development with Alumni Corporate partnerships with Career Services
Questions
Fall 2017 Recruitment Update
Total New Freshman Applications (February 10th)

- Fall 2014: 7,015
- Fall 2015: 6,997
- Fall 2016: 6,763
- Fall 2017: 13,291
Applications by Residency (February 10th)
## Applications by VA Region (February 10th)

<table>
<thead>
<tr>
<th>Region</th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Va</td>
<td>355</td>
<td>413</td>
<td>454</td>
<td>748</td>
</tr>
<tr>
<td>Northern Va</td>
<td>2,455</td>
<td>2,249</td>
<td>2,034</td>
<td>3,125</td>
</tr>
<tr>
<td>Peninsula</td>
<td>328</td>
<td>344</td>
<td>369</td>
<td>814</td>
</tr>
<tr>
<td>Richmond</td>
<td>807</td>
<td>729</td>
<td>757</td>
<td>1,465</td>
</tr>
<tr>
<td>Roanoke Metro</td>
<td>269</td>
<td>296</td>
<td>311</td>
<td>434</td>
</tr>
<tr>
<td>South Central</td>
<td>137</td>
<td>165</td>
<td>182</td>
<td>400</td>
</tr>
<tr>
<td>Southwest</td>
<td>418</td>
<td>485</td>
<td>565</td>
<td>871</td>
</tr>
<tr>
<td>Tidewater</td>
<td>663</td>
<td>564</td>
<td>626</td>
<td>1,385</td>
</tr>
<tr>
<td>Valley (Fauquier Cty down 81 to Roanoke)</td>
<td>512</td>
<td>538</td>
<td>523</td>
<td>1,020</td>
</tr>
<tr>
<td>In-State, Unknown</td>
<td>36</td>
<td>33</td>
<td>92</td>
<td>73</td>
</tr>
</tbody>
</table>
## Applications by State

(February 10th)

<table>
<thead>
<tr>
<th>State</th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maryland</td>
<td>251</td>
<td>257</td>
<td>205</td>
<td>800</td>
</tr>
<tr>
<td>North Carolina</td>
<td>88</td>
<td>81</td>
<td>72</td>
<td>652</td>
</tr>
<tr>
<td>District of Columbia</td>
<td>37</td>
<td>101</td>
<td>75</td>
<td>234</td>
</tr>
<tr>
<td>West Virginia</td>
<td>40</td>
<td>21</td>
<td>27</td>
<td>183</td>
</tr>
<tr>
<td>New Jersey</td>
<td>96</td>
<td>104</td>
<td>73</td>
<td>133</td>
</tr>
<tr>
<td>Tennessee</td>
<td>30</td>
<td>23</td>
<td>27</td>
<td>132</td>
</tr>
<tr>
<td>South Carolina</td>
<td>20</td>
<td>39</td>
<td>17</td>
<td>109</td>
</tr>
<tr>
<td>New York</td>
<td>61</td>
<td>77</td>
<td>60</td>
<td>80</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>48</td>
<td>63</td>
<td>38</td>
<td>70</td>
</tr>
<tr>
<td>Delaware</td>
<td>22</td>
<td>31</td>
<td>21</td>
<td>67</td>
</tr>
</tbody>
</table>
Applications by Gender (February 10th)

Female:
- Fall 2014: 4,252
- Fall 2015: 4,316
- Fall 2016: 4,217
- Fall 2017: 8,541

Male:
- Fall 2014: 0
- Fall 2015: 2,763
- Fall 2016: 2,681
- Fall 2017: 4,748
## Applications by Ethnicity (February 10th)

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian or Alaska Native</td>
<td>11</td>
<td>18</td>
<td>0</td>
<td>39</td>
</tr>
<tr>
<td>Asian</td>
<td>238</td>
<td>227</td>
<td>241</td>
<td>395</td>
</tr>
<tr>
<td>Black or African American</td>
<td>1,451</td>
<td>1,473</td>
<td>1,575</td>
<td>3,772</td>
</tr>
<tr>
<td>Hispanic</td>
<td>623</td>
<td>649</td>
<td>616</td>
<td>1,385</td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific Islander</td>
<td>8</td>
<td>9</td>
<td>0</td>
<td>29</td>
</tr>
<tr>
<td>White</td>
<td>4,130</td>
<td>4,057</td>
<td>3,946</td>
<td>6,297</td>
</tr>
<tr>
<td>Two or more races</td>
<td>474</td>
<td>439</td>
<td>269</td>
<td>982</td>
</tr>
<tr>
<td>Nonresident Alien</td>
<td>11</td>
<td>40</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>Race and Ethnicity Unknown</td>
<td>69</td>
<td>85</td>
<td>108</td>
<td>377</td>
</tr>
</tbody>
</table>
Average GPA by Residency (February 10th)

- **In-State**
  - Fall 2014: 3.20
  - Fall 2015: 3.22
  - Fall 2016: 3.25
  - Fall 2017: 3.25

- **Out-of-State**
  - Fall 2014: 3.30
  - Fall 2015: 3.23
  - Fall 2016: 3.23
  - Fall 2017: 3.25
Average SAT of Applications (February 10th)

1,070
1,065
1,060
1,055
1,050
1,045
1,040
1,035

Average

Fall 2014  Fall 2015  Fall 2016  Fall 2017

1,070
1,065
1,047
1,055
## Applications by Feeder High Schools

(February 10th)

<table>
<thead>
<tr>
<th>High School</th>
<th>City</th>
<th>Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cosby High School</td>
<td>Midlothian</td>
<td>99</td>
</tr>
<tr>
<td>Christiansburg High School</td>
<td>Christiansburg</td>
<td>90</td>
</tr>
<tr>
<td>Patriot High School</td>
<td>Nokesville</td>
<td>86</td>
</tr>
<tr>
<td>Woodside High School</td>
<td>Newport News</td>
<td>83</td>
</tr>
<tr>
<td>Pulaski County High School</td>
<td>Dublin</td>
<td>81</td>
</tr>
<tr>
<td>Mills E Godwin High School</td>
<td>Richmond</td>
<td>78</td>
</tr>
<tr>
<td>Battlefield High School</td>
<td>Haymarket</td>
<td>76</td>
</tr>
<tr>
<td>Franklin County High School</td>
<td>Rocky Mount</td>
<td>76</td>
</tr>
<tr>
<td>Norview High School</td>
<td>Norfolk</td>
<td>76</td>
</tr>
<tr>
<td>Bassett High School</td>
<td>Bassett</td>
<td>74</td>
</tr>
</tbody>
</table>
6,178 students entered the application through a mobile device.

2,565 students submitted an application on a mobile device.
Total Freshman Admitted (February 10th)

Admitted

- Fall 2014: 4,228
- Fall 2015: 4,554
- Fall 2016: 3,926
- Fall 2017: 8,593
Admitted by Residency (February 10th)

In-State
- Fall 2014: 3,634
- Fall 2015: 3,840
- Fall 2016: 3,399
- Fall 2017: 7,090

Out-of-State
- Fall 2014: 594
- Fall 2015: 714
- Fall 2016: 527
- Fall 2017: 1,503
### Admitted by VA Region (February 10th)

<table>
<thead>
<tr>
<th>Region</th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Va</td>
<td>216</td>
<td>269</td>
<td>269</td>
<td>519</td>
</tr>
<tr>
<td>Northern Va</td>
<td>1,521</td>
<td>1,468</td>
<td>1,171</td>
<td>2,030</td>
</tr>
<tr>
<td>Peninsula</td>
<td>168</td>
<td>205</td>
<td>205</td>
<td>546</td>
</tr>
<tr>
<td>Richmond</td>
<td>476</td>
<td>470</td>
<td>372</td>
<td>969</td>
</tr>
<tr>
<td>Roanoke Metro</td>
<td>186</td>
<td>216</td>
<td>192</td>
<td>321</td>
</tr>
<tr>
<td>South Central</td>
<td>64</td>
<td>85</td>
<td>95</td>
<td>251</td>
</tr>
<tr>
<td>Southwest</td>
<td>304</td>
<td>357</td>
<td>389</td>
<td>687</td>
</tr>
<tr>
<td>Tidewater</td>
<td>391</td>
<td>377</td>
<td>365</td>
<td>979</td>
</tr>
<tr>
<td>Valley (Fauquier Cty down 81 to Roanoke)</td>
<td>291</td>
<td>379</td>
<td>307</td>
<td>731</td>
</tr>
<tr>
<td>In-State, Unknown</td>
<td>17</td>
<td>14</td>
<td>34</td>
<td>57</td>
</tr>
</tbody>
</table>
Change in Admits

Change in Admits
- Down 3 to 8
- Flat
- Up 3 to 152
- Up 153 to 300
Average GPA of Admitted (February 10th)

- Fall 2014: 3.31
- Fall 2015: 3.32
- Fall 2016: 3.36
- Fall 2017: 3.43
Average GPA by Residency (February 10th)

<table>
<thead>
<tr>
<th>In-State</th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2014</td>
<td>3.31</td>
<td>3.32</td>
<td>3.36</td>
<td>3.41</td>
</tr>
<tr>
<td>Fall 2015</td>
<td>3.33</td>
<td>3.33</td>
<td>3.34</td>
<td>3.40</td>
</tr>
<tr>
<td>Fall 2016</td>
<td>3.34</td>
<td>3.34</td>
<td>3.40</td>
<td>3.48</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>3.40</td>
<td>3.40</td>
<td>3.48</td>
<td>3.48</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Out-of-State</th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2014</td>
<td>3.31</td>
<td>3.32</td>
<td>3.36</td>
<td>3.41</td>
</tr>
<tr>
<td>Fall 2015</td>
<td>3.33</td>
<td>3.33</td>
<td>3.34</td>
<td>3.40</td>
</tr>
<tr>
<td>Fall 2016</td>
<td>3.34</td>
<td>3.34</td>
<td>3.40</td>
<td>3.48</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>3.40</td>
<td>3.40</td>
<td>3.48</td>
<td>3.48</td>
</tr>
</tbody>
</table>
Total Freshman Deposits (February 15th)

Deposits
- Fall 2014: 321
- Fall 2015: 295
- Fall 2016: 172
- Fall 2017: 347
Deposits by Residency (February 15th)

In-State
- Fall 2014: 297
- Fall 2015: 271
- Fall 2016: 158

Out-of-State
- Fall 2014: 24
- Fall 2015: 24
- Fall 2016: 14
- Fall 2017: 42
Total Transfer Applications  (February 10th)

Enrollment Management
Transfer Applications by Residency (February 10th)

In-State
- Fall 2014: 416
- Fall 2015: 525
- Fall 2016: 683
- Fall 2017: 836

Out-of-State
- Fall 2014: 51
- Fall 2015: 50
- Fall 2016: 48
- Fall 2017: 100
## Transfer Applications by VA Region  (February 10th)

<table>
<thead>
<tr>
<th>Region</th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Va</td>
<td>55</td>
<td>55</td>
<td>78</td>
<td>97</td>
</tr>
<tr>
<td>Northern Va</td>
<td>90</td>
<td>79</td>
<td>123</td>
<td>139</td>
</tr>
<tr>
<td>Peninsula</td>
<td>13</td>
<td>22</td>
<td>21</td>
<td>32</td>
</tr>
<tr>
<td>Richmond</td>
<td>24</td>
<td>22</td>
<td>27</td>
<td>58</td>
</tr>
<tr>
<td>Roanoke Metro</td>
<td>66</td>
<td>80</td>
<td>91</td>
<td>138</td>
</tr>
<tr>
<td>South Central</td>
<td>4</td>
<td>9</td>
<td>11</td>
<td>19</td>
</tr>
<tr>
<td>Southwest</td>
<td>93</td>
<td>146</td>
<td>210</td>
<td>244</td>
</tr>
<tr>
<td>Tidewater</td>
<td>24</td>
<td>32</td>
<td>40</td>
<td>46</td>
</tr>
<tr>
<td>Valley (Fauquier Cty down 81 to Roanoke)</td>
<td>41</td>
<td>63</td>
<td>77</td>
<td>56</td>
</tr>
<tr>
<td>In-State, Unknown</td>
<td>6</td>
<td>17</td>
<td>5</td>
<td>7</td>
</tr>
</tbody>
</table>
## Transfer Applications by Feeder Institutions (February 10th)

<table>
<thead>
<tr>
<th>Institution</th>
<th>City</th>
<th>Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virginia Western Community College</td>
<td>Roanoke</td>
<td>127</td>
</tr>
<tr>
<td>New River Community College</td>
<td>Dublin</td>
<td>108</td>
</tr>
<tr>
<td>Northern Virginia Community College</td>
<td>Annandale</td>
<td>87</td>
</tr>
<tr>
<td>Wytheville Community College</td>
<td>Wytheville</td>
<td>49</td>
</tr>
<tr>
<td>Patrick Henry Community College</td>
<td>Martinsville</td>
<td>33</td>
</tr>
<tr>
<td>Tidewater Community College</td>
<td>Norfolk</td>
<td>28</td>
</tr>
<tr>
<td>Southwest Virginia Community College</td>
<td>Richlands</td>
<td>25</td>
</tr>
<tr>
<td>John Tyler Community College</td>
<td>Chester</td>
<td>24</td>
</tr>
<tr>
<td>Lord Fairfax Community College</td>
<td>Middletown</td>
<td>19</td>
</tr>
<tr>
<td>Virginia Highlands Community College</td>
<td>Abingdon</td>
<td>19</td>
</tr>
</tbody>
</table>
Yield Activities

- Scholarships
- Academic Programs
- Financial Aid
Financial Aid  (February 10th)

• 5,154 FAFSAs received admitted freshmen
• 3,678 packaged
• 277 ready to package
• 1,199 in verification

May 1, 2016

• 3,975 FAFSAs received admitted freshmen
• 2,822 packaged
Yield Activities: Events

• Highlander Days
• Off-Site Receptions
Yield Activities: Outreach

- Telephone
- Email
- Mailings
- Social Media
Yield Activities: Next Steps

• Housing Application
• QUEST Registration
Discussion
University Relations Overview

1. Branding and Marketing Overview
2. Economic Impact Study
3. University Relations Fall Semester Recap
Branding & Marketing Overview

1. Campaign objectives and measures
2. Campaign strategy and evolution
3. Campaign tactics and plan
4. Campaign performance
5. Next steps
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
Defining Key Performance Indicators (KPIs)

Global KPIs

- Advertising Impressions
- Admissions Section Traffic
- Application Inquiries

Measures the reach and impact of broad media using media data and enrollment web activity.

Digital KPIs

- Digital Advertising Impressions
- Landing Page Traffic
- Landing Page Inquiries

Measures the digital media campaign’s ability to generate specific actions that drive the enrollment funnel.
## Defining Global KPIs

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>KPI</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness</td>
<td>Digital Advertising Impressions</td>
<td>Measures impressions from all forms of digital advertising including web banners, online video, streaming audio, paid search and paid social media</td>
</tr>
<tr>
<td>Interest</td>
<td>Marketing Landing Page Visits</td>
<td>Measures the amount of people entering the website through the exclusive marketing landing pages (separate pages for Undergraduate, Transfer &amp; Multicultural)</td>
</tr>
<tr>
<td>Inquiry</td>
<td>Marketing Landing Page Inquiry Actions</td>
<td>Measured by the number of clicks on the inquiry buttons on the exclusive landing pages (ex. Apply Now, Request Info, Majors/Minors)</td>
</tr>
</tbody>
</table>
Campaign Strategy - Phase 1 & 2A

Phase 1 (Sept-Oct) Strategy:
- Use application data from previous academic year to make an informed decision about geographical penetration
- Utilize a dynamic digital approach to target students in priority areas where Radford Admissions team is traveling

Phase 2A (Nov-Jan) Strategy:
- Leverage “inquiry pool” data collected by Royall Enrollment Management Team to target top 100 counties that index the highest for prospective applicants
Evolution of Marketing-Admissions Collaboration

**PHASE 1:** Based on historical admissions data

- Targeted based on history

**PHASE 2A:** Based on Royall-defined high opportunity targets

- Targeted to markets rich in prospective students

**PHASES 2B & 3:** Based on real-time admissions data

- Targeted based on application data, to drive yield

*Increasingly data and performance driven*
# Media Tactics - Phase 2A

<table>
<thead>
<tr>
<th>Media</th>
<th>Details</th>
<th>Properties</th>
<th>% Spend</th>
</tr>
</thead>
</table>
| **Print**              | • Scale down print expenditure in FY17 to accommodate better targeted and cost-efficient media solutions  
                          • Focus on opportunities that align Radford with relevant editorial content (ex. College Guides) and economic development                                                                                     | ![Virginia Business](image) ![Richmond Magazine](image)   | 3%      |
| **Out of Home**        | • Leverage two high-impact digital screens in the Roanoke Airport to build awareness and establish market presence for inbound and outbound travelers  
                          • Invest in a network of digital/static billboards and bus ads in the Richmond market – a geographical priority for Radford based on admissions research                                                                 | ![Clear Channel Outdoor](image)   | 40%     |
| **Web Digital Display**| • Use digital display partners to deliver Radford’s web banners efficiently across a variety of websites that are relevant to the user and the content they are consuming  
                          • Use real-time consumer data to deliver Radford’s message of the right prospects at the right time  
                          • Leverage Royall data to only serve ads to prospects in the top indexing geographies both in and out-of-state                                                                                   | ![Inc.](image) ![U.S. News](image) ![Washington Post](image) ![About Education](image) | 45%     |
| **Paid Search**        | • Drive users who are actively searching for education to Radford’s website  
                          • Tailor ads to specific undergraduate audience actively searching for information in order to complete applications                                                                                         | ![Google](image)    | 12%     |
The Nov-Jan “Phase 2A” plan focuses on building brand awareness and recognition to prospective students in key areas based on admissions research.

Strong emphasis on digital media through January in order to efficiently target prospects across many in and out of state geographies.

Budget for all media through January represents 40% of total advertising allocation for FY17.
Phase 2A Digital Delivery by Geography

- Leverage Royall “inquiry pool” data to efficiently target prospective applications across the Top 100 counties both in-state and out-of-state
- Chart below shows effective percentages of ad delivery by Nielsen DMA market

In-State Markets = 85%
Out of State Markets = 15%
FY17 Analytics - Global KPIs

<table>
<thead>
<tr>
<th>Global KPI</th>
<th>FY17 YTD</th>
<th>FY16 YTD</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising Impressions</td>
<td>31,075,997</td>
<td>56,056,127</td>
<td>-45%</td>
</tr>
<tr>
<td>Admissions Section Sessions</td>
<td>227,670</td>
<td>164,286</td>
<td>+39%</td>
</tr>
<tr>
<td>Application Link Inquiries*</td>
<td>30,301</td>
<td>29,881</td>
<td>+1%</td>
</tr>
</tbody>
</table>

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

- Decrease in impression delivery YoY was the result of no TV and 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 39% increase in traffic to the Radford Admissions section YoY, which may be the product of increased digital marketing in FY17.
- While application link inquiries are perceived to be up 1%, this number may be higher as this metric does not include applicants who visited the application page through Royall marketing efforts.
# FY17 Analytics - Digital KPIs

<table>
<thead>
<tr>
<th>Digital KPI</th>
<th>FY17 YTD</th>
<th>FY16 YTD</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital Impressions</td>
<td>20,488,489</td>
<td>12,888,401</td>
<td>+59%</td>
</tr>
<tr>
<td>Marketing Landing Page Sessions</td>
<td>51,028</td>
<td>12,116</td>
<td>+321%</td>
</tr>
<tr>
<td>Marketing Landing Page Inquiries*</td>
<td>2,656</td>
<td>398</td>
<td>+567%</td>
</tr>
</tbody>
</table>

*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 59% more impressions YoY.
- The increase in digital media in FY17 was responsible for producing 321% more traffic to the exclusive marketing landing pages YoY.
- A 567% 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).
FY17 Campaign Analytics: Admissions Traffic

• Total sessions to the Radford Admissions section of Radford.edu during the period of September-December have increased 39% from FY16 and 59% from FY15.

• During the same period, the number of page views on the Admissions section has increased 53% from FY16 and 111% 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.
Radford Admissions Trends

- Radford’s offline enrollment data shows that, through 1/1/17, New Freshman applications are **up 122% YoY**, Transfer applications are **up 38% YoY** and Multicultural applications are **up 177% YoY**.
Looking forward - Phase 2B & 3

Phase 2B (Feb-Apr) 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 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 applicants.
- Video assets include:
  - New Radford University commercial – TV/Online
  - Spanish version of new commercial for multicultural marketing – Online

Phase 3 (Apr-Jun) Strategy:

- Begin generating awareness to next wave of prospects and applicants (high school sophomores and juniors) by integrating Royall “inquiry pool” data.
Economic Impact Study 2016 Summary

Locations of Impact
• Regional: New River and Roanoke Valleys
• Virginia/statewide

Process
• Commissioned New River Valley Regional Commission
  • Assisted by Roanoke Valley–Alleghany Regional Commission
• Direct, Indirect and Induced impacts
  • Internal and external data, surveys and modeling: FY2009-2016

➢ $1.056B statewide total direct, indirect and induced impact, supporting 8,421 jobs

➢ ROI: $22 statewide & $10 regional for every $1 in General Appropriation ($47.3M)
Regional Impacts

- Direct and indirect impact: $313M (salaries, operations, capital, student spending, visitors)
  - Increase of 39.68% since 2010
- Support 2,845 jobs in region
- 86% of student spending occurs in region of impact ($47.3M)
  - Slightly more than half occurring within City of Radford
- Visitors bring additional $4.5M spending to region
- Alumni impact: $162M in sales and 1,331 jobs

- Total impact: $475.2M (includes alumni induced impact)
  - Supports 4,176 jobs in region
Statewide Impacts
• Direct and indirect impact: $361M (salaries, operations, capital, student spending, visitors)
  • $272M spent on construction and renovation since 2009
    • More than 80% to Virginia businesses
    • Approximately 50% to regional businesses
• Supports 3,221 jobs statewide
• Alumni impact: $690M in sales and more than 5,200 jobs

Media clip: WDBJ-7 (CBS, Roanoke) (1/23/2017)
University Relations
Fall Semester Recap
Media Services Update

News stories produced fall semester 2016: approx. 175
More than 50 stories pitched to earned media (regional, national and trade press)
Focus included:
  • Academic programs (multiple) – achievements & initiatives
  • Student achievements & selection of RU
  • Town-gown relationship, community service projects, economic development
  • President Hemphill inauguration
  • Presidential forums
  • International Education Center agreements with Australian and Chinese universities
  • Budget Summit
  • Strategic Planning Task Force
  • CHBS and CSAT ribbon cuttings
  • Engineering Solutions Products agreement
  • Veteran’s Day
  • HEHROS (Helping eradicate homelessness)
  • Healthy Minds, Healthy Bodies (suicide prevention, other student wellness issues)
Social Media: Sept-Nov 2016

Twitter

Total Overall
- 4.8K per day

Impressions
- 436,800 total

Overall Engagement
- 1.0% engagement rate

Followers
- 16,493 followers total
Social Media: Sept-Nov 2016

Facebook

- Overall Likes: 27,042 likes
- + 774 likes
- Overall Posts: 89 posts total
- 57K total post engagement
- Top Post: “Recap of the Inauguration of Radford President Brian O. Hemphill”
  - 44,259 people reached
  - 1,240 post engagement
LinkedIn

Likes: 41,397
Page Views: 5,465
New Followers: 1,017
### Instagram

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Followers</td>
<td>6,374</td>
</tr>
<tr>
<td>Likes</td>
<td>7,658</td>
</tr>
<tr>
<td>Total Video Views</td>
<td>7,747</td>
</tr>
</tbody>
</table>

#### Total Number of Followers for Instagram: radfordu

<table>
<thead>
<tr>
<th>Month</th>
<th>Total Number of Followers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept</td>
<td>6,300</td>
</tr>
<tr>
<td>Oct</td>
<td>6,400</td>
</tr>
<tr>
<td>Nov</td>
<td>6,500</td>
</tr>
</tbody>
</table>
During the fall semester, www.radford.edu received 4.4 million page views and 3.4 million unique page views. Top viewed pages for this period are:

- Radford.edu homepage
- Library
- Radford Admissions Apply Now
  http://www.radford.edu/content/radfordcore/home/admissions/apply-now.html
- Undergraduate Admissions landing page
  http://www.radford.edu/content/admissions-landing/home.html
- Directory
Creative & Marketing Services has been focused on providing quality and timely services and products supporting leadership’s priorities, initiatives and strategic direction through a wide range of digital, printed, visual, photographic and videography products and branding and marketing strategy development. Fall semester highlights include:

- 23 projects initiated, in progress
- 80+ projects completed for the customer
Advancement Communications Accomplishments

• Maintained Alumni Relations & Advancement web presence,
• Created, scheduled and sent 85 email solicitation and event campaigns,
• Created 31 giving pages in support of targeted fundraising initiatives,
• Created 9 event registration websites in support of Alumni Relations & Advancement initiatives, and
• Supported 34 fundraising proposals, including 10 presidential proposals.
Advancement Communications Major Publication Projects

- Radford University Magazine Winter 2017
- The Giving Report
- Presidential and MGO proposals
Advancement Communications
Event & Project Support

- President Hemphill Inauguration
- CHBS ribbon cutting
- CSAT ribbon cutting
- Homecoming
  - Homecoming website
  - Event registration website
  - *The Magazine of Radford University*
  - Save the date postcard and email and registration postcards and emails sent to all alumni in mailing database
- Golden Reunion invitation letters and emails
- Women of Radford printed invitation, email and program
- CEHD Golden Breakfast printed invitation and email sent to all CEHD alumni
- Leadership Lunch event email
- Athletics Hall of Fame printed invitation and email
- Greek Life Challenge fundraising initiative email
Discussion
Addendum
Highlighted Social Media Campaigns

President Hemphill’s Inauguration

The Web Communications and Strategy team worked to successfully promote the inauguration of President Hemphill as well as cover the investiture ceremony. Overall, the campaign was a success with increased engagement on Facebook, Instagram, Twitter and LinkedIn. Snapchat received the most engagement total.

<table>
<thead>
<tr>
<th>Date</th>
<th>Post</th>
<th>Platform</th>
<th>Number of Posts</th>
<th>Likes/Views</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/4-10/6</td>
<td>“Week of Welcomes” Snapchat Story</td>
<td>Snapchat</td>
<td>3 stories</td>
<td>18,200 views</td>
</tr>
<tr>
<td>10/6</td>
<td>#tbt picture</td>
<td>Facebook, Instagram</td>
<td>1, 1</td>
<td>53 likes, 227 views</td>
</tr>
<tr>
<td>10/10</td>
<td>Inauguration invitation</td>
<td>Facebook, Instagram, Twitter, LinkedIn</td>
<td>1, 1, 1, 1</td>
<td>107 likes, 321 likes, 13 likes, 34 likes</td>
</tr>
<tr>
<td>10/10</td>
<td>Radford Gives Back Promotion</td>
<td>Facebook, Twitter</td>
<td>1, 3</td>
<td>40 likes, 19 likes</td>
</tr>
<tr>
<td>10/11</td>
<td>Radford Gives Back recap gif</td>
<td>Facebook, Instagram, Twitter, Snapchat</td>
<td>1, 1, 1, 5 snaps</td>
<td>278 likes, 429 likes, 48 likes, 5,400 views</td>
</tr>
<tr>
<td>10/13</td>
<td>Live stream promotion</td>
<td>Facebook, Instagram, Twitter</td>
<td>1, 1, 1</td>
<td>37 likes, 444 likes, 6 likes</td>
</tr>
<tr>
<td>10/13</td>
<td>Investiture Ceremony Photo album</td>
<td>Facebook</td>
<td>1 album/20 photos</td>
<td>143 likes</td>
</tr>
<tr>
<td>10/13</td>
<td>Retweeting @BrianOHemphill</td>
<td>Twitter</td>
<td>9 tweets</td>
<td>226 likes</td>
</tr>
<tr>
<td>10/13</td>
<td>Inauguration news story</td>
<td>Facebook, LinkedIn</td>
<td>1, 1</td>
<td>291 likes, 17 likes</td>
</tr>
<tr>
<td>10/17</td>
<td>Investiture Ceremony recap video</td>
<td>Facebook</td>
<td>1</td>
<td>287 likes</td>
</tr>
</tbody>
</table>
Highlighted Social Media Campaigns

Presidential Scholarship Giving Initiative
Along with the promotion of the president’s inauguration, the Web Communications and Strategy team promoted giving to the Presidential Scholarship. Engagement was greatest on Instagram.

<table>
<thead>
<tr>
<th>Date</th>
<th>Post</th>
<th>Platform</th>
<th>Number of Posts</th>
<th>Likes/Views</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/26</td>
<td>Alumni photo</td>
<td>Facebook, LinkedIn</td>
<td>1 1</td>
<td>65 likes, 2 likes</td>
</tr>
<tr>
<td>10/5</td>
<td>Current Student photo</td>
<td>Facebook, Instagram, Twitter</td>
<td>1 1 1</td>
<td>114 likes, 148 likes, 2 likes</td>
</tr>
</tbody>
</table>
Admissions Acceptance Letter Tweets and Congratulatory Replies
Creative and Marketing Services Projects

- PROV ADM What Others Say postcard
- COBE MOU signing screen graphic
- Student Affairs email template(s)
- Highlanders Festival email
- PROV ADM Majors and Minors Fair
- UEDA Sponsorship Ad (University Economic Development Association)
- Kids Fest evite ADV Advancement infographic
- SA CDI DEAC letterhead
- CSAT Radford University Science Day lock-up
- PROV ADM Scholarship certificate
- CEHD Winner of Foods and Nutrition Conference & Expo School Spirit Contest
- Commencement Program Winter 2016
- PROV ADM Fall 2017 Recruitment Plan booklet
- ADV AR Thank You! email header
- Inauguration/Barbecue posters
- CSAT ribbon cutting program
- Inauguration viewing outlets email
- Thank You email for Radford Gives Back
- Provost Search e-letter and e-flyer
- ADV Selu program
- SA Housing promotional collateral
- Winter 2016 Commencement postcard
- Parking map for Winter Commencement website
- Faculty Data Sheet redesign
- CEHD MCT McGlothlin Save-The-Date Email
- Million Dollar Moonshot email header
- Budget Summit Planning Report 2016
- Holiday Reception invitations and e-vites
- Strategic Plan word cloud graphic
- International Education photo support for web updates
- “Unity” slide images
- Photo collage project
- Center for Accessibility Services logo lock-up
- TV/media relations background image
- CEHD table runner
- PROV ADM Capture the Flag certificate
- SA Spring 2017 Registration postcard
- SA 2017-18 Housing Agreement
- Virginia Business ad
- NRV Rail 2020 ad
- NRV Rail 2020 brochure and infographics
- Winter 2016 Commencement live video streams
Web Communications Projects

- President Hemphill’s Inauguration website
- Human Resources redesign
- MakerSpace
- Helping Eradicate Homelessness through Resources, Opportunities and Supplies (HEHROS)
- Center for Innovation and Analytics (COBE)
- Winter Commencement
- Virginia Criminal Justice Bulletin
- Office of Risk Management
- Budget Planning Summit
- International Education Center – redesigned and enhanced toward prospective and current international students
- Department of Chemistry – redesign to enhance appeal to prospective students
- COSD – website redesign to enhance appeal to prospective students
- Magazine of Radford University (Winter 2017) online
Web Communications Projects

- Student Wellness landing page
- BOV archives for increased efficiency
- Strategic Planning website
- College of Graduate Studies and Research enhancements toward prospective students within
- Brand and Visual Identity
- Enhanced search engine optimization
- Web Communications and Strategy developed website campaigns in support of:
  - Student move-in
  - Welcome to the Class of 2020
  - Admissions College Fairs
  - Admissions Transfer Student Application deadline

- College of Distinction accolade
- Admissions Fall Open House dates
- Student profiles
- The Nutcracker performance
- December Early Admission Application deadline
- Veterans Day
- Idea Risers
- Winter Commencement
- Register for Spring Classes
- Ambient videos highlighting the rigorous academics and extracurricular opportunities, Halloween and Winter Commencement
## Creative and Marketing Services Projects

<table>
<thead>
<tr>
<th>Projects</th>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>• BOV Bulletins</td>
<td>• Presidential event communication support</td>
</tr>
<tr>
<td>• President Hemphill Alumni Tour</td>
<td>• ADV AR Women of Radford Invitation</td>
</tr>
<tr>
<td>• Presidential Solicitation Proposals</td>
<td>• CSAT Planetarium banner</td>
</tr>
<tr>
<td>• ADV Athletics Donor Guide</td>
<td>• Athletics Hall of Fame printed invitation</td>
</tr>
<tr>
<td>• CHBS building ribbon cutting invitation, insert, envelope and evite</td>
<td>• Fall Convocation graphics support</td>
</tr>
<tr>
<td>• &quot;Highlander GUIDE&quot; promotionals</td>
<td>• ADV Student Philanthropy sign</td>
</tr>
<tr>
<td>• CHBS Certificate brochure</td>
<td>• ADV TAG Day</td>
</tr>
<tr>
<td>• GPS Graduate Recruitment</td>
<td>• New headers for president e-stationary</td>
</tr>
<tr>
<td>• CHBS Graduate brochure</td>
<td>• Sponsorship for Roanoke Dinner Champions ad</td>
</tr>
<tr>
<td>• ADV AR Homecoming on-campus banners</td>
<td>• ADV AR Commencement folios</td>
</tr>
<tr>
<td>• Athletics Hall of Fame email header</td>
<td>• MRC Evite for Veterans Day</td>
</tr>
<tr>
<td>• NAACP Freedom Fund banquet ad</td>
<td>• CEHD Student Ambassadors Lockup</td>
</tr>
<tr>
<td>• Highlander Chats flyer</td>
<td>• Radford Gives Back Evite</td>
</tr>
<tr>
<td>• ADV Arts Society Renewal</td>
<td>• IEC Study Abroad postcard</td>
</tr>
<tr>
<td>• Convocation Evite</td>
<td>• CVPA Fall ad - Roanoke Times School of Dance &amp; Theatre</td>
</tr>
<tr>
<td>• HHP letterhead</td>
<td>• EDU guide and brochure</td>
</tr>
<tr>
<td>• BE SEEN posters</td>
<td>• ADV AR Women of Radford program 2016</td>
</tr>
<tr>
<td>• ODE Sexual Misconduct brochure</td>
<td>• ADV Curtain Up</td>
</tr>
<tr>
<td>• CSAT Center for the Sciences Ribbon Cutting</td>
<td>• ADV AR Alumni LinkedIn window shade banner</td>
</tr>
<tr>
<td>• ADV Radford Fund Banner</td>
<td>• Sustainability single stream recycling</td>
</tr>
</tbody>
</table>
Creative and Marketing Service Projects

- Legislative Agenda 2017 brochure
- Donor Guide
- Economic Impact Study
- Give Your Heart to Art invite
- Residential Life promotional and marketing material
- Campus map upgrades
- Mathematics program brochure
- Women and Gender studies brochure
- Presidential Solicitation Proposals (ongoing)
- CEHD PEHD brochure reprint
- WELLness check RESource Card
- Quest Guide (Spring 2017)
- Foundation Annual Report (FY2016)
- CVPA promotional collateral
- CHBS Media Studies and Communications Studies brochures
- PROTECT brochure
- Study Abroad Exchange Partners handout
- COBE Accounting Certification publications
- HEHROS (Helping Eradicate Homelessness through Resources, Opportunities and Supplies) brochure
- HIPS posters
- CDI collateral
- SCI posters
- Advocacy Day 2017
Advancement Overview

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:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pledges and Payments</td>
<td>$7,354,463</td>
<td>$1,115,870</td>
<td>$897,440</td>
</tr>
<tr>
<td>New Planned Gifts</td>
<td>$895,050</td>
<td>$4,840,000</td>
<td>$863,000</td>
</tr>
<tr>
<td>Outright Cash Gifts</td>
<td>$777,861</td>
<td>$703,204</td>
<td>$1,003,503</td>
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<tr>
<td>Gifts-in-kind</td>
<td>$54,350</td>
<td>$191,698</td>
<td>$128,766</td>
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<tr>
<td>Total Giving</td>
<td>$9,081,723</td>
<td>$6,850,771</td>
<td>$2,892,709</td>
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</table>

#### Fiscal Year-End Giving:

<table>
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<tr>
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<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Pledges and Payments</td>
<td>$1,504,726</td>
<td>$1,299,287</td>
<td>$1,614,196</td>
</tr>
<tr>
<td>New Planned Gifts</td>
<td>$5,090,000</td>
<td>$1,282,000</td>
<td>$752,500</td>
</tr>
<tr>
<td>Outright Cash Gifts</td>
<td>$1,178,318</td>
<td>$1,336,277</td>
<td>$1,365,443</td>
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<tr>
<td>Gifts-in-kind</td>
<td>$223,955</td>
<td>$200,775</td>
<td>$105,257</td>
</tr>
<tr>
<td>Total Giving</td>
<td>$7,996,999</td>
<td>$4,118,339</td>
<td>$3,837,397</td>
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</tbody>
</table>
## Comparative Donor Report

**Radford University - University Advancement**

### Comparative Donor Report by Fiscal Year

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

<table>
<thead>
<tr>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Donors</td>
<td>3,283</td>
<td>3,093</td>
<td>3,211</td>
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#### Fiscal Year-End Giving:

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Donors</td>
<td>4,435</td>
<td>4,731</td>
<td>5,221</td>
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</table>
Comparative Pending Proposals

Pending proposals as of February

Fiscal-Year 2016 pending proposals:
• Fourteen proposals totaling $1,260,000

Fiscal-Year 2017 pending proposals:
• Fifty-five proposals totaling $12,582,080
Alumni Relations

1. Highlights and Successes

2. Strategic Focus
   - Volunteer Leadership and Training
   - Regional Chapter Engagement
   - Alumni Relations and Admissions Collaboration
   - Business and Government Leadership Program
   - Student Engagement Outreach
   - Constituent Referral

3. Upcoming Calendar