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

MINUTES

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 2017
FALL
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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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.
**SWOT Analysis**

**Strengths**
Territory management structure is in place.

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

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

**Collaborations**
- Institutional Research
- Information Technology

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

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

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

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

**Key Indicators**
Fall 2017 new student applications/admits/deposits/enrolled – as a whole and by territory.
**Scholarships**

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**SWOT Analysis**

**Strengths**
Community is supportive of providing merit scholarships.

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

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

**Collaborations**
- Finance and Administration
- Academic Affairs
- Information Technology

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

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

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**Operational Values**

- Recognition of student achievement
- Affordability
- Competitive Practice

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

**Key Indicators**
- Number of awards offered/accepted/enrolled
- Feedback from award recipients
Marketing and Communications

**SWOT Analysis**

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

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

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

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

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

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

**Operational Values**

- Engagement
- Competitive Practice

**Targets**
- Growth in volume of communications, usage of a variety of delivery vehicles, and partners providing messages.
- Ongoing assessment of University Relations’ marketing efforts to impact new student recruitment.

**Key Indicators**
- Feedback from target audiences.
- Enhanced communication paths.
- Measure responses to calls for actions.
There are specific triggers that move the student through the enrollment cycle: submitting an application, making an admissions deposit, enrolling in class. With each step there’s an opportunity for communication and outreach to that student to keep them engaged.

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

**Weaknesses**
- 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.)

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**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

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

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

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

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

Collaborations
- Information Technology
- Admissions

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

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

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

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

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

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

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

**Operational Values**
- Accountability
- Service
- Competitive Practice
- Teamwork
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.

― Ruffalo Noel Levitz blog. Lew Sanborne, August 15, 2016
Fall 2017 Recruitment Update

RADFORD UNIVERSITY

Office of Enrollment Management 11/10/16
Total Freshman Applications (November 7th)

- Fall 2014: 1,195
- Fall 2015: 1,304
- Fall 2016: 1,632
- Fall 2017: 3,922
### Total Applications by Residency (November 7th)

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

Note: The chart above shows the total applications by residency for different years, categorized as in-state and out-of-state. The data is presented for the years Fall 2014, Fall 2015, Fall 2016, and Fall 2017.
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>
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<tr>
<td>Test Scores</td>
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<td>38%</td>
<td>738</td>
<td>94%</td>
<td>696</td>
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<td>240</td>
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<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>
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</tr>
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<td>Cappex</td>
<td>247</td>
<td>81%</td>
<td>200</td>
<td>88%</td>
<td>175</td>
<td>29%</td>
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<td>Campus Tour</td>
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<td>27%</td>
<td>191</td>
<td>95%</td>
<td>182</td>
<td>38%</td>
<td>69</td>
<td>4.0%</td>
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<td>High School Visit</td>
<td>1,043</td>
<td>13%</td>
<td>134</td>
<td>84%</td>
<td>112</td>
<td>37%</td>
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<td>Web Inquiry</td>
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<td>77%</td>
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<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>
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<td>Cross Reference Documents</td>
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<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
University Relations Update

Attachment C
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
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

| 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

Awareness → Interest → 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 Selection - Undergraduate

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

40%
20%
20%
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
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)
FY17 High Level Flowchart

<table>
<thead>
<tr>
<th>CAMPAIGN/MEDIA</th>
<th>Sept</th>
<th>October</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNDERGRADUATE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Print</td>
<td>$10,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radio</td>
<td>$15,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Streaming Radio</td>
<td>$9,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Digital Display</td>
<td>$23,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paid Social</td>
<td>$4,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SEM</td>
<td>$4,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TRANSFER</td>
<td>$16,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Digital Display</td>
<td>$12,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SEM</td>
<td>$4,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MULTICULTURAL</td>
<td>$16,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Digital Display</td>
<td>$12,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paid Social</td>
<td>$4,500</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- 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 and influencers</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>Generate engagement and interest among prospective students and influencers</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, time on site, etc.)</td>
</tr>
<tr>
<td>Drive conversion through qualified inquiry actions on the website</td>
<td>Outbound Application Link Inquiry Actions</td>
<td>60,415</td>
<td>63,500 (+5%)</td>
<td>Undergrad - 53,000 Transfer - 10,500</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
**Paid Search - Undergraduate**

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

Undergraduate:
- Flight: Sept 12 - Oct 31
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
Board of Visitors
Office for University Advancement and Alumni Relations
Advancement Overview

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

### Advancement

<table>
<thead>
<tr>
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</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>
</tr>
<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>$7,762,044</td>
<td>$807,756</td>
<td>$4,514,435</td>
<td>$762,595</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Grand Total All Gifts and Pledges

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

<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)*

<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></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parents</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty/Staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
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<td></td>
<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Religious Organizations</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising Consortia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Organizations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Students</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grand Total</td>
<td>$300,000</td>
<td>$150,000</td>
<td>$200,000</td>
</tr>
</tbody>
</table>
## Development Comparison by Constituency

| Gifts and New Pledges by Constituency – Does Not Include Realized Bequests |
|---------------------------------------------------|----------------|----------------|
|                                                  | YTD FY14-15 | YTD FY15-16 |
| Alumni                                           | $100,826    | $359,020     |
| Parents                                          | $16,201     | $3,595       |
| Faculty/Staff                                    | $74,469     | $15,571      |
| Friends                                         | $538,838    | $4,070,809   |
| Foundation & Corporations                        | $71,367     | $79,197      |
| Religious Organizations                          | $0          | $0           |
| Fundraising Consortia                            | $0          | $0           |
| Other Organizations                              | $6,000      | $436         |
| Students                                         | $55         | $35          |
| Grand Total                                      | $807,756    | $4,528,663   |

Office of University Advancement
Development Comparison by Constituency

1st Quarter YTD 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>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Parents</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<td>Friends</td>
<td>$0</td>
<td>$0</td>
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<td>$0</td>
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<td>Religious Organizations</td>
<td>$0</td>
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<tr>
<td>Fundraising Consortia</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Other Organizations</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Students</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$0</td>
<td>$0</td>
<td>$0</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

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

<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>
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<tr>
<td>Planned Gifts (Pending)</td>
<td>$400,000</td>
<td>$4,150,000</td>
<td>$500,000</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

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

Comparison of Development proposals

- FY 2016: 16
- FY 2017: 38

Comparison of Development proposals dollars

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

YTD Comparison of Development number of new donors

• FY 2016: 110
• FY 2017: 121

YTD Comparison of Development dollars of new donors

• FY 2016: $4,040,077
• FY 2017: $32,460
Development Comparison

YTD Gifts and Pledges of $25,000 or more

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

I know three important things about you:

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

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

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

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

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

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

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

“I love Radford University!”

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

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

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

With Highlander Pride,

Melissa E. Wohlstein
Vice President for University Advancement

Direct Mail
Office 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