DRAFT
AGENDA

• CALL TO ORDER
Ms. Krisha Chachra, Chair

• APPROVAL OF AGENDA
Ms. Krisha Chachra, Chair

• APPROVAL OF MINUTES
  o October 2, 2018
Ms. Krisha Chachra, Chair

• ENROLLMENT MANAGEMENT REPORT
  o Recruitment Update
Ms. Kitty McCarthy, Vice President for Enrollment Management

• UNIVERSITY ADVANCEMENT REPORT
  o New Team Members
  o Homecoming Overview
  o Alumni Relations
  o Annual Giving
  o Major Gift Pipeline
  o Giving Overview
Ms. Wendy Lowery, Vice President for University Advancement

• UNIVERSITY RELATIONS REPORT
  o University Relations Team
  o Current Media Plan and Marketing Approach
  o Advertising Update
  o Key Performance Indicators Update
  o Advertising Examples
  o Collaboration and Partnerships Across Campus
Ms. Ashley Schumaker, Vice President for University Relations

• OTHER BUSINESS
Ms. Krisha Chachra, Chair

• ADJOURNMENT
Ms. Krisha Chachra, Chair

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

COMMITTEE MEMBERS
Ms. Krisha Chachra, Chair
Mr. James R. Kibler, Jr., Vice Chair
Discussion
Discussion
University Relations Team

Media Services
- Director of Media Services
  Sherry Wallace
- Public Relations Writers
  Don Bowman; Mary Hardbarger; and Chad Osborne
- Assistant Web Director
  Jon Harris
- Media Services Specialist
  Max Esterhuizen

Web Communications and Strategy
- Director of Digital Communication and Marketing
  Meghan Williams Spraker
- Web Content Producer and Editors
  Jessica Fowler
- Social Media Coordinator and Web Content Assistant Producer
  Alexa Nash

Creative and Marketing Services
- Director of Creative and Marketing Services
  Lee Coburn
- Multimedia Producers
  Paul Davis and Justin Ward
- Graphic Designers
  Robin Dowdy and Nakia Shelton
- Senior Graphic Design Manager
  Nickola Dudley
- Art Director
  James Harman
- University Photographer
  Jeff Greenough
- Marketing Copywriter/Editor
  Pam McCallister
- Digital and Media Interactive Designer
  Hannah Moses
• **Phase 1** launched in September with advertising channels targeting high school applicants and their influencers, aimed at building brand awareness and promoting Open House visitation.

• The campaign will shift gears during **Phase 2** in December, with the goal of driving applications, while building consideration for applications. The transfer digital campaign begins in January.

• **Phase 3** begins the multi-pronged approach to finish FY 2019 strong by supporting:
  - Transfer student applications starting in January.
  - Conversion and yield of accepted students with media tactics targeted to markets with higher indices for admission starting in February.
  - From February through May, the focus will be on generating awareness and consideration for a new wave of rising high school seniors applying next Fall.
## Advertising Update

<table>
<thead>
<tr>
<th>Media Tactic</th>
<th>Campaign(s) Supported</th>
<th>Market(s)</th>
<th>Placement Details</th>
<th>Delivery (thru 11/18)</th>
<th>% Comp.</th>
</tr>
</thead>
</table>
| Out of Home      | • UG/General          | • Roanoke, Northern Virginia, Richmond | • ROA Airport Digital Wall Screen (Annual)  
• Bus Kings & Rail Station Posters in NOVA (Nov.)  
• Digital billboards on I-95 in Richmond (Sept. - Nov.) | 9 million             | 90%     |
| Print            | • UG/General          | • All Markets                       | • USA Today College Guide; VA Colors; VA Business; Richmond Mag; VA Foundation for the Humanities, Profile Display; and Washington Monthly | 1.2 million            | 16%     |
| TV               | • UG/General          | • Richmond/Norfolk                  | • 4-week TV run in Oct. and early Nov.                                                                        | 7.5 million            | 100%    |
| OTT: Streaming TV| • UG/General          | • VA Markets                        | • Gamut/Cox partnership to support General/Multicultural message                                              | 581,670                | 33%     |
| Digital Display & Video | UG/General & Multicultural | • All Markets                        | • AdTheorent  
• Site list includes, but not limited to, BuzzFeed, Roanoke.com, Forbes, WashPo, etc.                     | 2.8 million            | 10%     |
| Paid Social      | • UG/General & Multicultural | • VA Markets                        | • Facebook, Instagram, Snapchat                                                                            | 267,722                | 23%     |
| Paid Search      | • UG/General          | • All Markets                       | • Google                                                                                                      | 95,796                 | 20%     |
# Key Performance Indicators Update

<table>
<thead>
<tr>
<th>Global KPI</th>
<th>FY19 YTD</th>
<th>FY19 Goal</th>
<th>% Goal Index</th>
<th>Global KPI Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising Impressions</td>
<td>14,814,210</td>
<td>28,000,000</td>
<td>52%</td>
<td>Introduction of OOH and TV in Oct./Nov. resulted in significant exposure in market during this period. Final OOH impressions and TV post will follow in Q1.</td>
</tr>
<tr>
<td>Admissions Section Sessions</td>
<td>86,345</td>
<td>425,000</td>
<td>20%</td>
<td>Pacing is on target through November.</td>
</tr>
<tr>
<td>Application Page Inquiries</td>
<td>8,840</td>
<td>45,000</td>
<td>19%</td>
<td>KPI pacing well through Oct. Oct./Nov. are historically peak periods for application inquiries.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Digital KPI</th>
<th>FY19 YTD</th>
<th>FY19 Goal</th>
<th>% Goal Index</th>
<th>Digital KPI Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital Impressions</td>
<td>3,960,913</td>
<td>16,250,000</td>
<td>25%</td>
<td>Digital impression delivery set to increase ahead of key events and application deadlines.</td>
</tr>
<tr>
<td>Digital Clicks</td>
<td>25,196</td>
<td>65,000</td>
<td>38%</td>
<td>Campaign is generating a strong click-thru rate of 0.64%. The industry benchmark is 0.25-.35%.</td>
</tr>
<tr>
<td>Marketing Landing Page Sessions</td>
<td>12,659</td>
<td>150,000</td>
<td>8%</td>
<td>KPI is expected to rise with increase in digital ad delivery into the application deadline window.</td>
</tr>
</tbody>
</table>

*Performance based on 6 weeks out of 35-week campaign period*
Advertising Examples

Mobile Display – UG/General

Mobile Display – Multicultural

Paid Social – UG/Multicultural
Collaborations and Partnerships Across Campus

- Student Spotlights
- Enrollment Management Outreach and Publications
- Duo Two-Factor Authentication Awareness
- Emory & Henry College Partnership
- 2017-2018 Annual Report
- Spring Registration Promotion
- Giving Tuesday Campaign
- December Commencement
Discussion
October 2018 Minutes
UNIVERSITY ADVANCEMENT, UNIVERSITY RELATIONS AND ENROLLMENT MANAGEMENT COMMITTEE
3:00 P.M.
OCTOBER 2, 2018
MARY ANN JENNINGS HOVIS MEMORIAL BOARD ROOM
THIRD FLOOR, MARTIN HALL, RADFORD, VA

DRAFT
MINUTES

COMMITTEE MEMBERS PRESENT
Ms. Krisha Chachra, Chair
Mr. James R. Kibler, Jr., Vice Chair
Ms. Karyn K. Moran
Ms. Nancy Angland Rice
Ms. Lisa Throckmorton

OTHER BOARD MEMBERS PRESENT
Mr. Mark S. Lawrence, Rector
Mr. Robert A. Archer, Vice Rector
Dr. Thomas Brewster
Dr. Jay A. Brown
Dr. Rachel D. Fowlkes
Dr. Debra K. McMahon
Ms. Georgia Anne Snyder-Falkinham
Ms. Myriah Brooks, Student Representative (Non-voting Advisory Member)
Dr. Jake Fox, Faculty Representative (Non-voting Advisory Member)

OTHERS PRESENT
President Brian O. Hemphill, Ph.D.
Ms. Karen Casteele, Secretary to the Board of Visitors and Special Assistant to the President
Dr. Kenna Colley, Interim Provost and Vice President for Academic Affairs
Mr. Danny Kemp, Vice President for Information Technology
Ms. Wendy Lowery, Vice President for University Advancement
Ms. Kitty McCarthy, Vice President for Enrollment Management
Mr. Chad Reed, Vice President for Finance and Administration and Chief Financial Officer
Ms. Ashley Schumaker, Chief of Staff and Vice President for University Relations
Dr. Susan Trageser, Vice President for Student Affairs
Mr. Allen Wilson, Senior Assistant Attorney General, Commonwealth of Virginia
Other Radford University faculty and staff

CALL TO ORDER
Ms. Krisha Chachra, Chair, formally called the meeting to order at 3:19 p.m. in the Mary Ann Jennings Hovis Memorial Board Room in Martin Hall.

**APPROVAL OF AGENDA**

Ms. Chachra asked for a motion to approve the October 2, 2018 agenda as published. Ms. Lisa Throckmorton so moved, Ms. Karyn K. Moran seconded, and the agenda was unanimously approved as published.

**APPROVAL OF MINUTES**

Ms. Chachra asked for a motion to approve the minutes of the May 2, 2018 meeting of the University Advancement, University Relations and Enrollment Management Committee meeting, as published. Mr. James Kibler so moved, Ms. Moran seconded the motion. The minutes were unanimously approved as published.

**ENROLLMENT MANAGEMENT REPORT**

Ms. Kitty McCarthy, Vice President for Enrollment Management, shared enrollment data reflecting the fall 2018 enrollment census taken as of September 10, 2018. The total new freshman enrollment is 1,762 with 166 out-of-state new freshman representing the largest out-of-state enrollment since 2007. The average GPA of the new freshmen is at 3.25 and average SAT (math and verbal combined) score is 1,039. The total overall fall 2018 enrollment is 9,327 with 587 new transfer students enrolled.

Ms. McCarthy added that the University is starting to see the success of the IMPACT program. Fall 2018 enrollment includes 480 IMPACT students. Future growth is expected as the ASSET program continues to enroll teachers from across Appalachia, additional partnerships are formed with a variety of organizations and new micro-credentials are introduced.

Ms. McCarthy also provided an update on recruitment for fall 2019. The Office of Admissions has created more regions within the state in order to provide greater opportunity for personal connections with territory managers and the University continues ongoing and new work to create stronger partnerships with Virginia community colleges.

Ms. McCarthy shared that as of September 30, the University has received 2,488 freshman applications for fall 2019 compared to 2,224 for fall 2018. This represents an increase of 11.8% or 264 applications. A copy of Ms. McCarthy’s report is attached hereto as Attachment A and is made a part of hereof.

**UNIVERSITY ADVANCEMENT REPORT**

Ms. Wendy Lowery, Vice President for University Advancement, provided an overview of the FY18 giving including: the total was $15,257,613, an increase of 41% from FY17. This included a total of 5,262 donors with 2,018 being new supporters. Nearly 600 students received private scholarship support and over $1.5 million was committed through estate intentions.

In a strategic priorities progress update, Ms. Lowery shared that every college now has a designated gift officer with the exception of the College of Business and Economics. Also, a Director for Strategic Initiatives and a Director for Advancement Communications have been hired. In parent and family outreach, University Advancement and Alumni Relations participated in Quest, and a Highlander Family Fund has been established.
Ms. Lowery reported that Alumni Relations has completed the Highlander Hometown Tours during the summer of 2018, and the Presidential Tour will be held in the Spring and Summer of 2019. A copy of Ms. Lowery’s report is attached hereto as Attachment B and is made a part of hereof.

**UNIVERSITY RELATIONS REPORT**
Ms. Ashley Schumaker, Vice President for University Relations, provided a report focused on the University’s marketing approach as part of a multi-year and multi-pronged effort to drive admissions activity, increase brand awareness and build the University’s reputation near and far. The highlights of last year’s plan include: 99 million paid media impressions; 329,000 sessions on the University’s website; 211,000 visits to marketing-based landing pages on the University’s website; and 18 billion earned media impressions, totaling over $44 million in earned media from March Madness.

Ms. Schumaker shared that the plan for the upcoming year includes: traditional television exposure; streaming television exposure; digital display and video; paid social media; and retargeting.

In partnering with Enrollment Management, the campaign is focused on areas across the state. Phase 1 of the plan is focused on discovery of high school seniors, their family members, and loved ones. Phase 2 is focused on application, and Phase 3 is dually focused on discovery of high school sophomores and juniors, as well as transfer students. A copy of Ms. Schumaker’s report is attached hereto as Attachment C and is made a part of hereof.

Ms. Chachra publicly thanked Mr. Joe Carpenter, former Vice President for University Relations, for his contributions to University Relations and the Radford family during his tenure at Radford University.

**ADJOURNMENT**
With no further business to come before the Committee, Ms. Chachra asked for a motion to adjourn the session. Mr. Kibler made the motion to adjourn, Ms. Moran seconded, and the motion carried unanimously. The meeting adjourned at 4:04 p.m.

Respectfully submitted,

Peggy McCue
Executive Administrative Assistant to the Vice President of University Relations
Secretary to the Committee
# New Freshmen

<table>
<thead>
<tr>
<th>Residency</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State</td>
<td>1,623</td>
<td>1,692</td>
<td>1,596</td>
</tr>
<tr>
<td>Out-of-State</td>
<td>128</td>
<td>156</td>
<td>166</td>
</tr>
<tr>
<td>Total New Freshmen</td>
<td>1,751</td>
<td>1,848</td>
<td>1,762</td>
</tr>
</tbody>
</table>
## New Freshmen Quality Indicators

<table>
<thead>
<tr>
<th>Measure</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School GPA</td>
<td>3.17</td>
<td>3.24</td>
<td>3.25</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measure</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAT Verbal</td>
<td>524</td>
<td>530</td>
<td>531</td>
</tr>
<tr>
<td>SAT Mathematics</td>
<td>508</td>
<td>503</td>
<td>508</td>
</tr>
<tr>
<td>SAT Combined</td>
<td>1,032</td>
<td>1,033</td>
<td>1,039</td>
</tr>
</tbody>
</table>
# New Freshmen by Ethnicity

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian or Alaska Native</td>
<td>7</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Asian</td>
<td>28</td>
<td>20</td>
<td>24</td>
</tr>
<tr>
<td>Black or African American</td>
<td>330</td>
<td>344</td>
<td>342</td>
</tr>
<tr>
<td>Hispanic</td>
<td>141</td>
<td>140</td>
<td>151</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td>5</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>White</td>
<td>1,141</td>
<td>1,146</td>
<td>1,064</td>
</tr>
<tr>
<td>Two or more races</td>
<td>75</td>
<td>122</td>
<td>113</td>
</tr>
<tr>
<td>Nonresident Alien</td>
<td>15</td>
<td>17</td>
<td>14</td>
</tr>
<tr>
<td>Race and Ethnicity Unknown</td>
<td>9</td>
<td>51</td>
<td>48</td>
</tr>
<tr>
<td><strong>Total New Freshmen</strong></td>
<td><strong>1,751</strong></td>
<td><strong>1,848</strong></td>
<td><strong>1,762</strong></td>
</tr>
<tr>
<td>Residency</td>
<td>Fall 2016</td>
<td>Fall 2017</td>
<td>Fall 2018</td>
</tr>
<tr>
<td>-------------------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
</tr>
<tr>
<td>In-State</td>
<td>696</td>
<td>636</td>
<td>561</td>
</tr>
<tr>
<td>Out-of-State</td>
<td>23</td>
<td>26</td>
<td>26</td>
</tr>
<tr>
<td>Total New Transfers</td>
<td>719</td>
<td>662</td>
<td>587</td>
</tr>
</tbody>
</table>
# Overall Enrollment

<table>
<thead>
<tr>
<th>Level</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>8,453</td>
<td>8,410</td>
<td>7,890</td>
</tr>
<tr>
<td>Undergraduate IMPACT*</td>
<td>0</td>
<td>8</td>
<td>34</td>
</tr>
<tr>
<td>Total Undergraduate</td>
<td>8,453</td>
<td>8,418</td>
<td>7,924</td>
</tr>
<tr>
<td>Graduate</td>
<td>948</td>
<td>1,000</td>
<td>957</td>
</tr>
<tr>
<td>Graduate IMPACT*</td>
<td>0</td>
<td>0</td>
<td>446</td>
</tr>
<tr>
<td>Total Graduate</td>
<td>948</td>
<td>1,000</td>
<td>1,403</td>
</tr>
<tr>
<td>Total Fall Headcount</td>
<td>9,401</td>
<td>9,418</td>
<td>9,327</td>
</tr>
</tbody>
</table>
New for Fall 2019

• The Common Application
• Virginia Territory Management
• Updated Test Optional Strategies
• Aid Optimization Models
• Continued Efforts with VCCS
• Data Analytics to Support Retention
# Fall 2019 New Freshmen Applications (September 30th)

<table>
<thead>
<tr>
<th>Residency</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State</td>
<td>203</td>
<td>1,515</td>
<td>1,893</td>
</tr>
<tr>
<td>Out-of-State</td>
<td>59</td>
<td>709</td>
<td>595</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>262</strong></td>
<td><strong>2,224</strong></td>
<td><strong>2,488</strong></td>
</tr>
<tr>
<td>--------------------------------</td>
<td>--------------------</td>
<td>---------------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td><strong>New Pledge Balances</strong></td>
<td>$10,553,110</td>
<td>44%</td>
<td>$7,311,589</td>
</tr>
<tr>
<td><strong>New Planned Gifts</strong></td>
<td>$1,565,555</td>
<td>31%</td>
<td>$1,192,050</td>
</tr>
<tr>
<td><strong>Outright Cash Gifts</strong></td>
<td>$2,155,139</td>
<td>2%</td>
<td>$2,108,057</td>
</tr>
<tr>
<td><strong>Gifts-in-kind</strong></td>
<td>$926,320</td>
<td>622%</td>
<td>$128,299</td>
</tr>
<tr>
<td><strong>Sponsored Programs</strong></td>
<td>$57,490</td>
<td>n/a</td>
<td>$52,485</td>
</tr>
<tr>
<td><strong>Total Giving</strong></td>
<td>$15,257,613</td>
<td>41%</td>
<td>$10,792,480</td>
</tr>
<tr>
<td><strong>Total Number of Donors</strong></td>
<td>5,262</td>
<td>0.1%</td>
<td>5,253</td>
</tr>
<tr>
<td><strong>Total Number of New Donors</strong></td>
<td>2,018</td>
<td>-3%</td>
<td>2,090</td>
</tr>
</tbody>
</table>
FY18 Overview

$15.2 million
was raised in private support
A 41.4% increase over FY2017!

Nearly 600
students received private scholarship support

Over 5,200
alumni and friends supported a cause important to them

Small gifts add up!
Gifts under $100 combined for over $153,000

More than 2,000 supporters made their first gift

Over $1.5 million was committed through estate intentions

345 programs and scholarships received private support
FY19 Goals

- Evaluation of Previous Performance
- Portfolio Assessment
- Annual Giving & Alumni Relations
- Advancement Communication
- Culture & Continuous Improvement

Leadership Council Engagement

- Fiscal Year Goal Setting
- Professional Development
Strategic Priorities Update: Increase Staffing

Wendy Lowery

Scott Davis

Ben Hill

Stephanie Overton

Dale Parris

Penny Helms White

Carter Turner

Susan Taylor

Vanessa Quesenberry
Strategic Priorities Update: Parent and Family Outreach

- Quest
- Highlander Family Fund
- Portfolio Development
- Family Focus Group – Family Weekend 2018
Strategic Priorities Update: Alumni and Donor Engagement

Highlander Hometown Tour

Presidential Tour - Spring/Summer 2019

Homecoming Highlights
Upcoming Engagement Opportunities

• Partners in Excellence - October 18, 2018
• Homecoming - October 19-21, 2018
• Presidential Tours
FY18 Campaign Performance Review

The 2017-2018 campaign year has resulted in the following performance:

- Over 99,000,000 paid media impressions delivered in support of general branding, undergraduate, transfer and COBE/MBA campaigns

- More than 329,000 website sessions as a result of paid advertising

- More than 211,000 visits to the Radford.edu marketing landing pages from paid digital media sources

- Over 18,000,000,000 earned media impressions realized as a result of the NCAA March Madness tournament, totaling over $44,000,000 in equivalent ad value
Strategic Approach for FY19

• Generate **traditional TV exposure** in Norfolk and Richmond markets where opportunity for increased awareness may be needed, based on enrollment data

• Utilize **Streaming TV opportunities** like Hulu as an alternative to TV in cost-prohibitive markets such as Northern Virginia and as a targeted complement to TV strategy in all Virginia markets

• Consolidate **digital display and video** partners to maximize cost efficiencies and consistent audience targeting

• Extend **paid social media** as a continuous campaign with a more robust budget; rotate evergreen messaging with temporal event-driven messaging from month to month, including coordination with Radford’s campus events calendar

• Begin to leverage **retargeting capabilities** through AdWords and consider stronger calls-to-action with retargeting
Geographic Marketing Approach

- Advertising to be focused in key in-state markets based on information gathered from Admission data:
  - Northern Virginia - 30%
  - Richmond - 25%
  - Norfolk - 20%
  - Roanoke - 15%
  - Other/Regional - 10%
## Marketing Approach - Enrollment Phases

<table>
<thead>
<tr>
<th>Phase</th>
<th>Timeframe</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1</td>
<td>Sep-Nov</td>
<td>Launch with awareness and interest building tactics during <strong>discovery</strong> phase for HS seniors/influencers &amp; communicate events like Open Houses, College Fairs &amp; Twilight Tours to drive visitation to the university</td>
</tr>
<tr>
<td>Phase 2</td>
<td>Dec-Jan</td>
<td>Elevate and sustain ad presence during key <strong>application</strong> period (12/1, 2/1) and communicate information about application process, value, and any deadlines to increase sense of urgency</td>
</tr>
<tr>
<td>Phase 3A*</td>
<td>Feb-Apr</td>
<td>Re-introduce brand in Spring when admitted students may be evaluating campuses and High School Sophomores/Juniors &amp; influencers are in their college <strong>discovery</strong> phase</td>
</tr>
<tr>
<td>Phase 3B</td>
<td>Jan-Jun</td>
<td>Reach and engage with <strong>Transfer</strong> audience during January through June timeframe when they are most likely to apply</td>
</tr>
</tbody>
</table>
Executive Summary of FY19 Media Tactics

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