

# RADFORD UNIVERSITY

**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** Mr. Randy Marcus, *Chair*  
November 10, 2016
- **ENROLLMENT MANAGEMENT REPORT** Ms. Kitty McCarthy, *Vice President  
for Enrollment Management*
  - Recruitment Updates Report
- **UNIVERSITY RELATIONS REPORT** Mr. Joe Carpenter, *Vice President  
for University Relations & Chief  
Communications Officer*
  - Branding & Marketing Update
  - Economic Impact Study Overview
  - University Relations Fall Semester Overview
- **UNIVERSITY ADVANCEMENT REPORT** Mr. Bruce Cunningham, *Interim Vice  
President for University  
Advancement*
  - University Advancement and Alumni Relations  
Update
- **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

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

# RADFORD UNIVERSITY

**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**

**DRAFT**

## **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 (2<sup>nd</sup> 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. Krishna Chachra.

### **ADJOURNMENT**

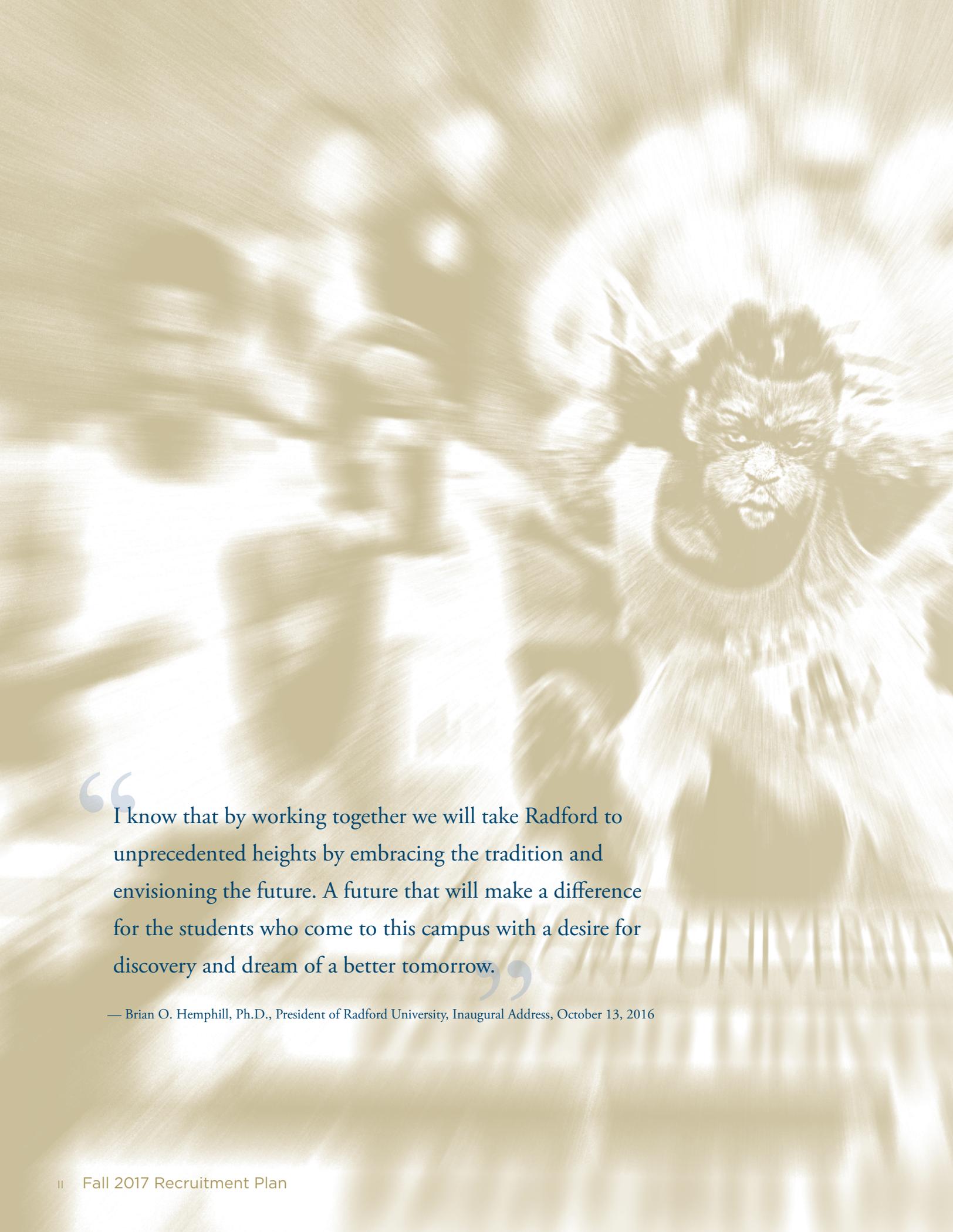
With no further business to come before the Committee, Mr. Marcus, Chair, adjourned the meeting at 2:47 p.m.

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*



“ 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

# Table of Contents

2 Overview

4 Territory Management

5 Scholarships

6 Marketing and Communications

8 Application Growth (Freshmen)

10 Processes and Service

12 Early FAFSA

## **Special Target Populations:**

13 Transfer Students

14 Latino Students

16 Conclusion



## 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

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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.

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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

### 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

## 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.

## 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



# Application Growth (Freshmen)

## 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

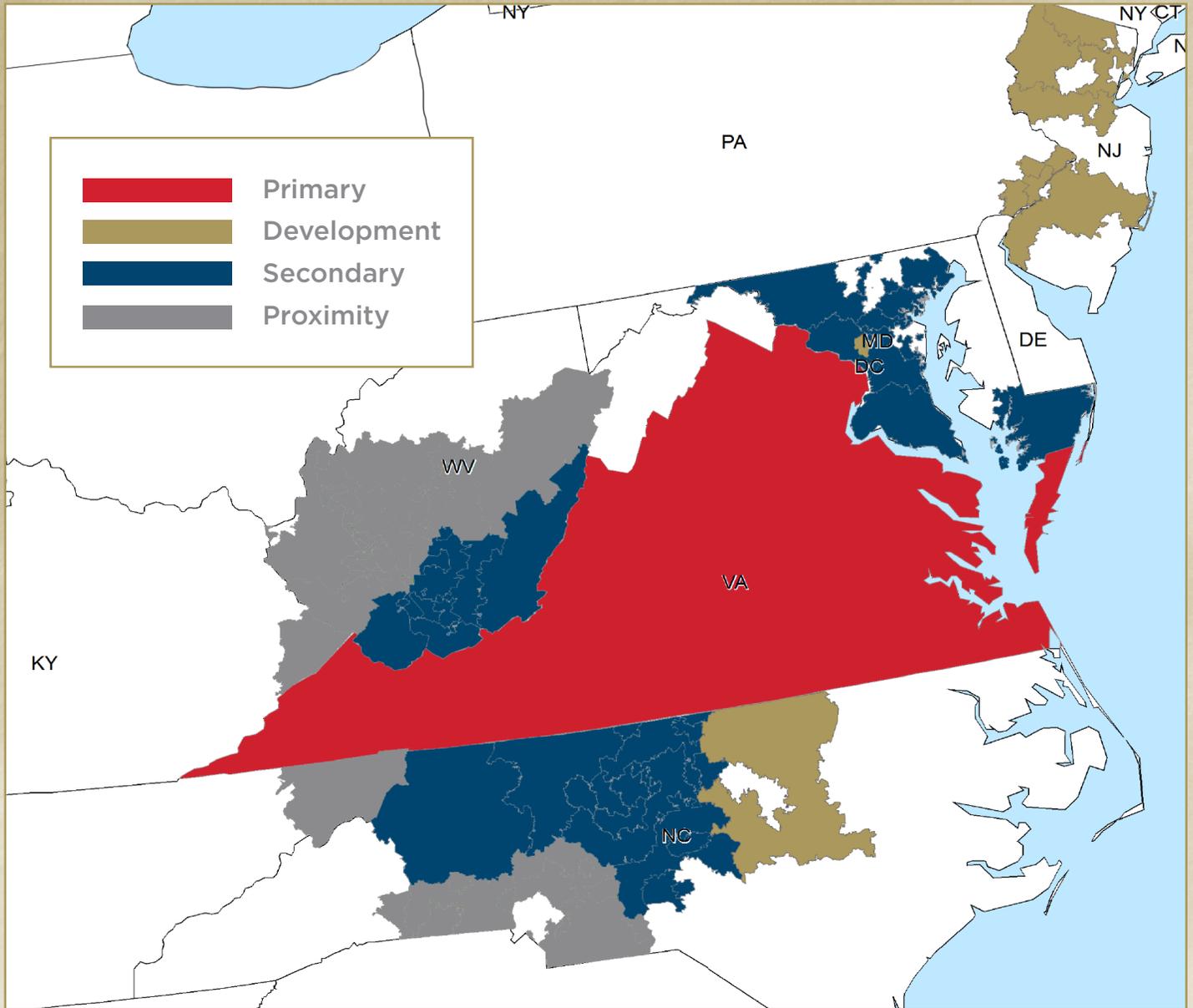
Successful launch of Royall application and marketing campaign; monitor activity.

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.

# Processes and Service

## 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



# Early FAFSA

## 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.

# Transfer Students

## 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
- Academic Affairs
- Current transfer students

## 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).”

— Pew Research Center, Factank – News in the Numbers, 5 Facts About Latinos and Education, Jens Manuel Krogstad, July 28, 2016



## 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



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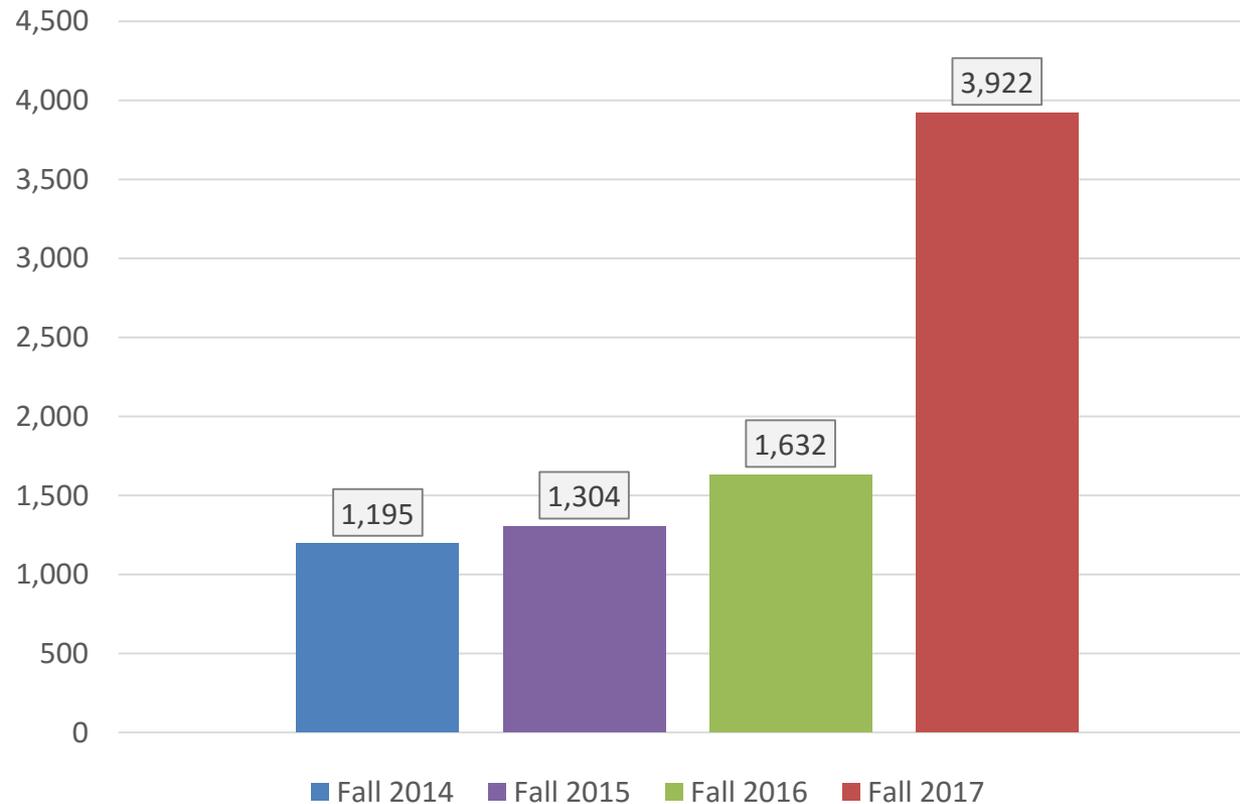
Attachment B

# Fall 2017 Recruitment Update

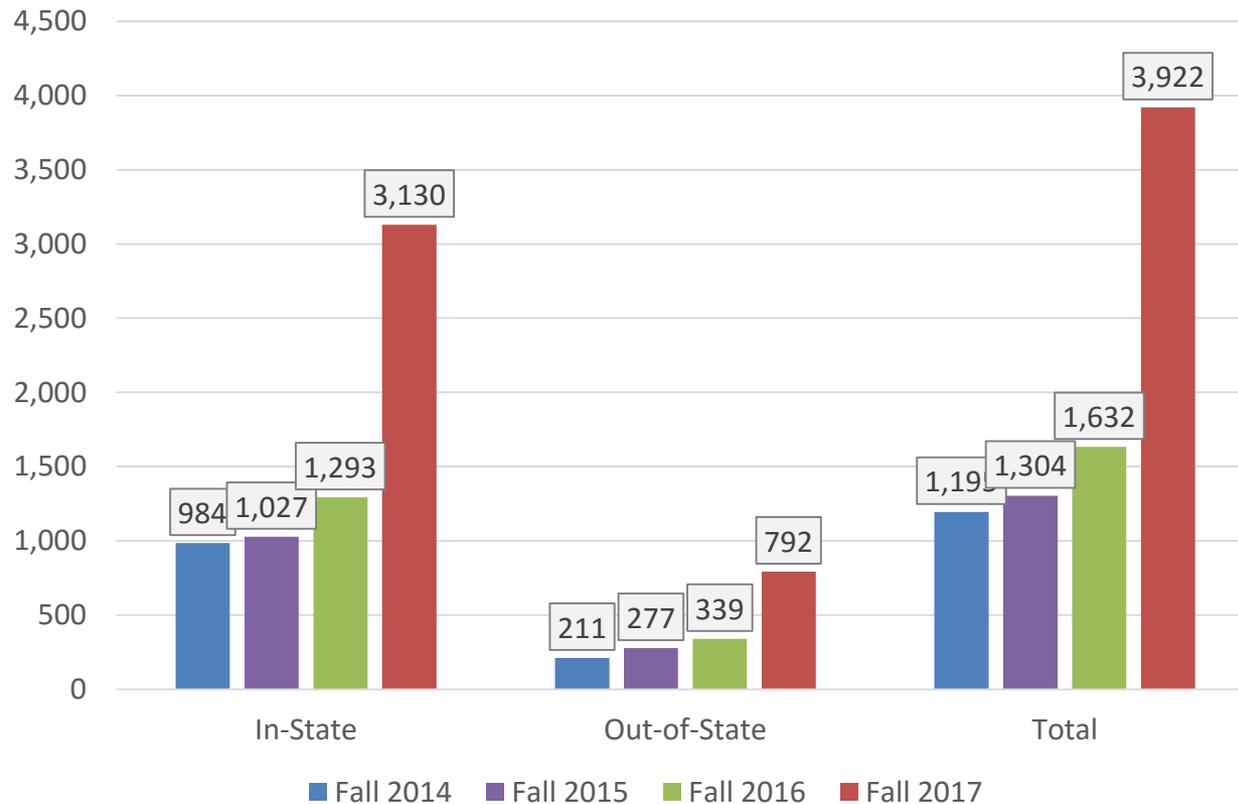
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# Total Freshman Applications (November 7th)

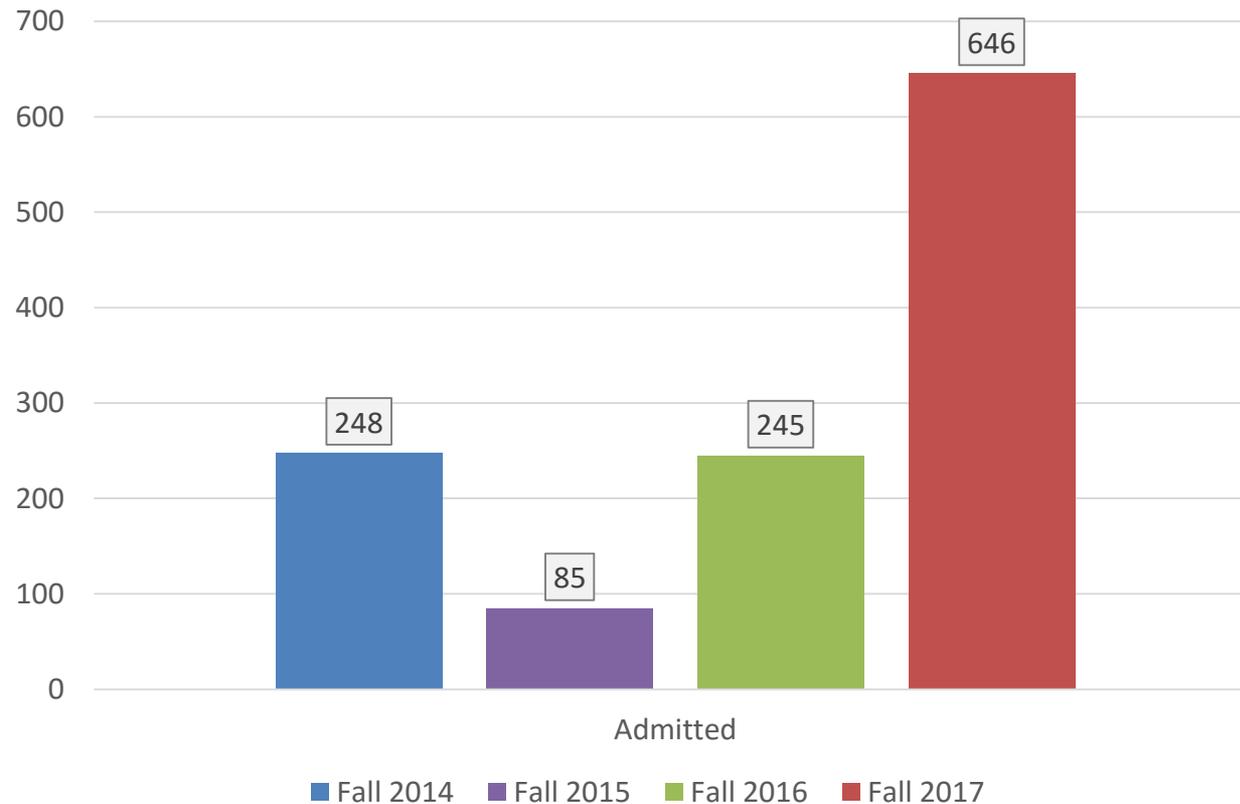
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# Total Applications by Residency (November 7th)



# Admitted Applications (November 7th)



# 2016 Enrollment Funnel by First Source

## Entering Class 2016

First Source	Inquiry	Submission Rate	Submitted Applications	Admit Rate	Admit	Yield	Enroll	% of Total Enrollment
Radius Applicant	4,975	99%	4,929	79%	3,870	26%	1,017	59.3%
Test Scores	1,960	38%	738	94%	696	33%	232	13.5%
College Day/Night Program	2,888	8%	240	82%	197	33%	65	3.8%
NRCCUA	599	75%	452	80%	360	28%	100	5.8%
Event Registration	329	68%	223	91%	202	38%	77	4.5%
Cappex	247	81%	200	88%	175	29%	51	3.0%
Campus Tour	705	27%	191	95%	182	38%	69	4.0%
High School Visit	1,043	13%	134	84%	112	37%	41	2.4%
Inquiry Form	610	16%	99	81%	80	33%	26	1.5%
Web Inquiry	334	10%	35	77%	27	44%	12	0.7%
Private Visit	230	12%	27	74%	20	30%	6	0.4%
Cross Reference Documents	211	8%	16	94%	15	33%	5	0.3%
Other	185	25%	47	87%	41	32%	13	0.8%

# Discussion

Attachment C

# University Relations Update

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

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## 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

# Campaign Objectives

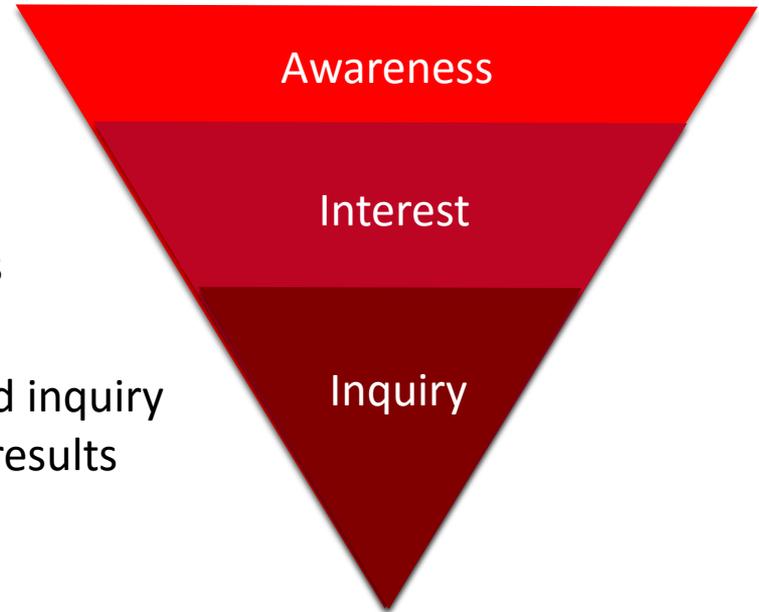
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This campaign is to support enrollment management's efforts to:

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

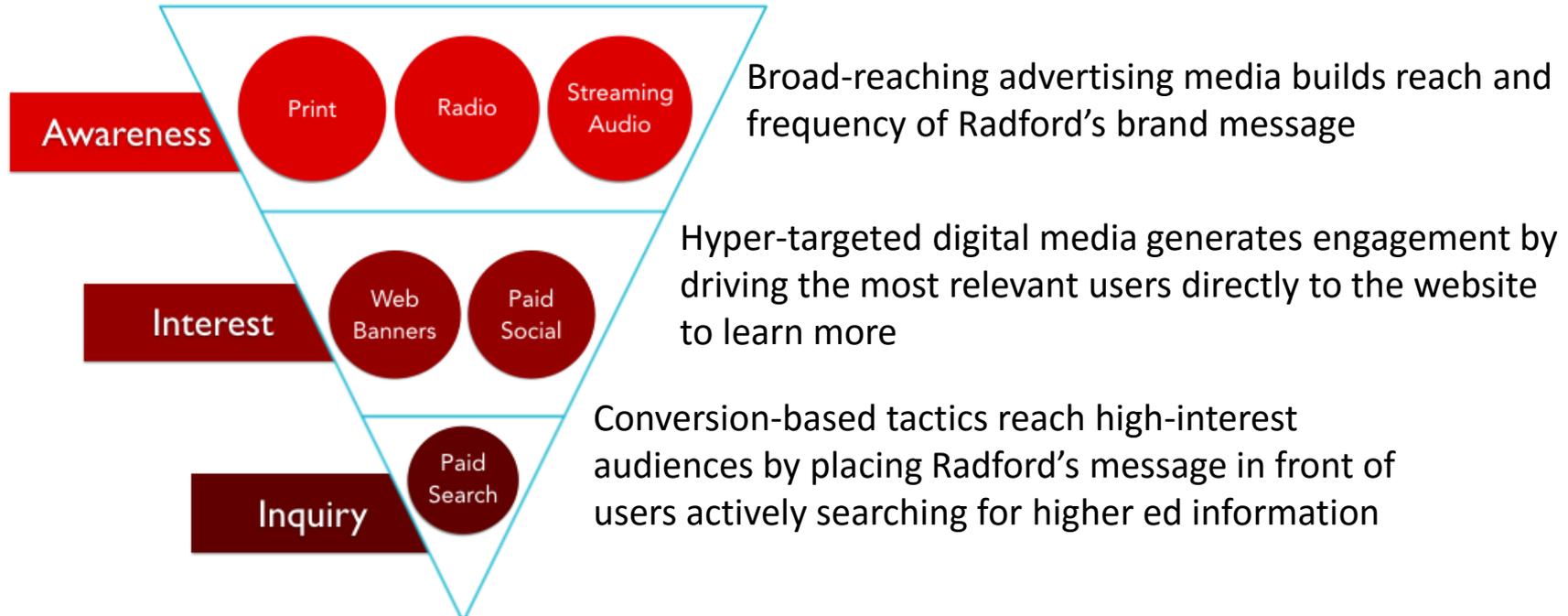


# Coordinate the Media Mix to Achieve the Campaign Objectives

- 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

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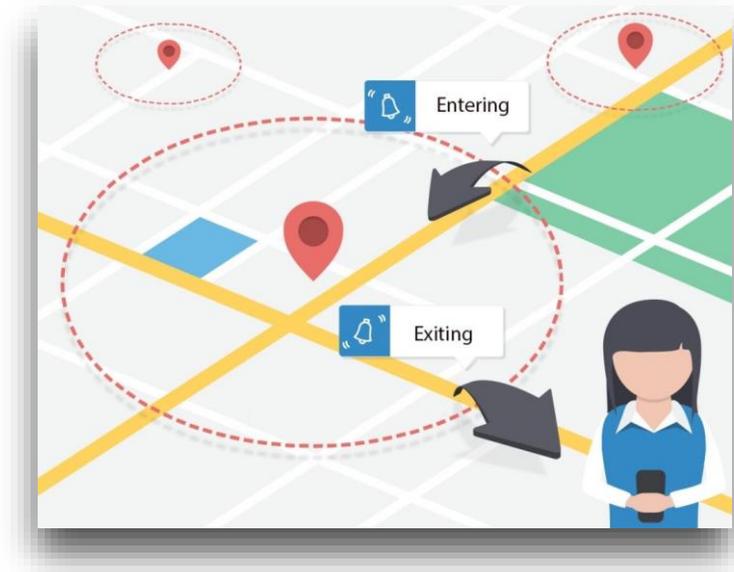


# Media Tactics

<p><b>Print</b></p>	<ul style="list-style-type: none"> <li>Scale down print expenditure in FY17 to accommodate better targeted and cost-efficient media solutions</li> <li>Focus on opportunities that align Radford with relevant editorial content (ex. College Guides) and economic development</li> </ul>	
<p><b>Radio</b></p>	<ul style="list-style-type: none"> <li>Leverage radio to build brand awareness in home market of Roanoke-Lynchburg and communicate Open House dates</li> <li>Select stations in market based on reach against Adults 13-17 &amp; Adults with Teens (13-17) in HH, as well as high index for household income of \$50K</li> </ul>	
<p><b>Streaming Radio</b></p>	<ul style="list-style-type: none"> <li>Use Pandora streaming radio to reach a larger geographic area (all Virginia) in a targeted manner (Adults 14-18, Parents)</li> <li>Web banners will always appear when Radford's radio spot plays, giving the listener the opportunity to click for more info</li> </ul>	
<p><b>Digital Display</b></p>	<ul style="list-style-type: none"> <li>Use digital display partners to deliver Radford's web banners efficiently across a variety of websites that are relevant to the user and the content they are consuming</li> <li>Use real-time consumer data to deliver Radford's message of the right prospects at the right time</li> </ul>	
<p><b>Paid Social</b></p>	<ul style="list-style-type: none"> <li>Paid social combines the power of engagement through social media with the benefits of building reach/frequency with targeted digital display</li> <li>Target high school prospects and communicate upcoming open house dates</li> </ul>	
<p><b>Paid Search</b></p>	<ul style="list-style-type: none"> <li>Drive users who are actively searching for education to Radford's website</li> <li>Tailor ads to specific segments (undergrad, transfer, multi-cultural) and communicate seasonal messages such as Open House dates and application deadlines</li> </ul>	

# 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

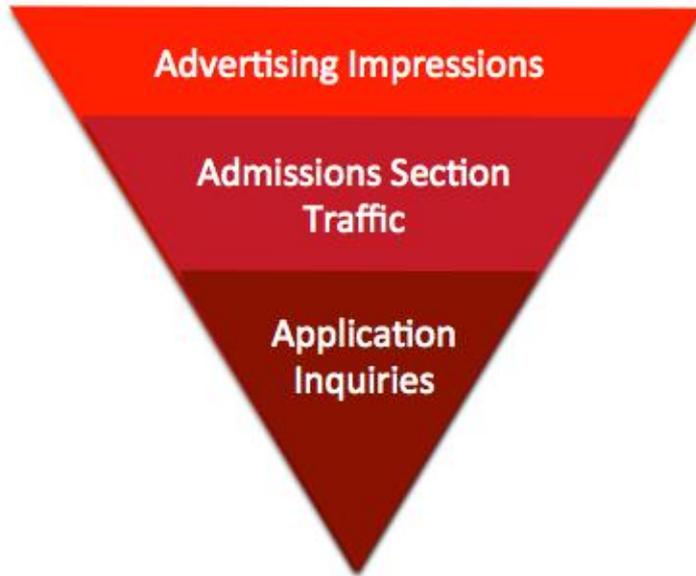
Objective	KPI	Definition
Awareness	Advertising Impressions	Measures impressions from all forms of advertising including TV, print, out of home, radio, and digital channels
Interest	Admissions Section Sessions	Measures the amount of people visiting the Undergraduate Admissions section of the <a href="http://radford.edu">radford.edu</a> website
Inquiry	Outbound Application link Inquiry action	Measured by the number of clicks on the application link on <a href="http://radford.edu/apply">radford.edu/apply</a>

# Defining Digital KPIs

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

# Defining Key Performance Indicators (KPIs)

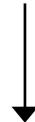
## Global KPIs



Awareness

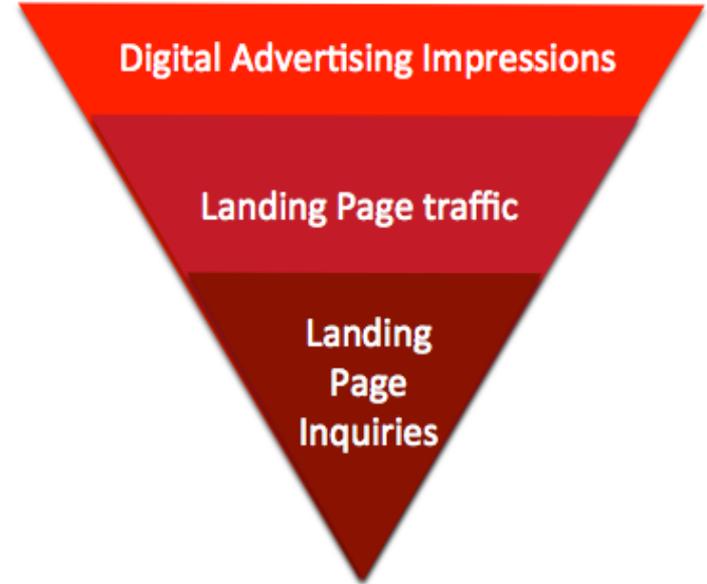


Interest



Inquiry

## Digital KPIs



# Define Audiences, Geographies, Budget & Timing

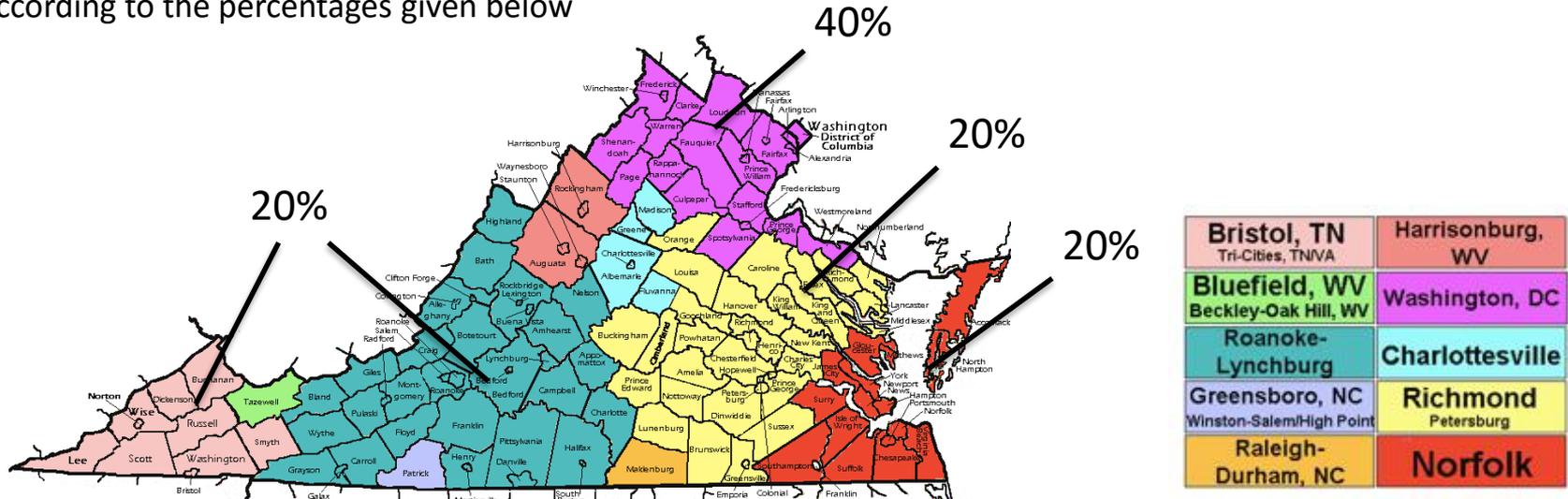
- Use existing knowledge to focus on high performing audiences, geographies and media
- Stay flexible. Be able to adapt and invest in new enrollment direction as it develops

# Campaign Parameters

<b>Target Audiences</b>	<ul style="list-style-type: none"><li>• Undergraduate: Adults 14-18 &amp; Parents of Adults 14-18</li><li>• Transfer: Adults 18-21 attending community colleges and feeder schools in Virginia</li><li>• Multicultural: Adults 14-18, Parents of Adults 14-18, Spanish-speaking</li></ul>
<b>Timing</b>	<ul style="list-style-type: none"><li>• Phase 1 (Fall): Sept 12, 2016 - Oct 31, 2016</li><li>• Phase 2 (Winter/Early Spring): Nov 1, 2016 – May 1, 2017</li><li>• Phase 3 (Spring): May 1, 2017 - June 30, 2017</li></ul>
<b>Geographies</b>	<ul style="list-style-type: none"><li>• Virginia<ul style="list-style-type: none"><li>• 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)</li><li>• Phase II geographical targeting based on data from Admissions and Royall campaigns</li></ul></li></ul>
<b>Budget</b>	<ul style="list-style-type: none"><li>• \$500,000 undergraduate enrollment <u>advertising</u> budget (FY17)</li></ul>

# Market Selection - Undergraduate

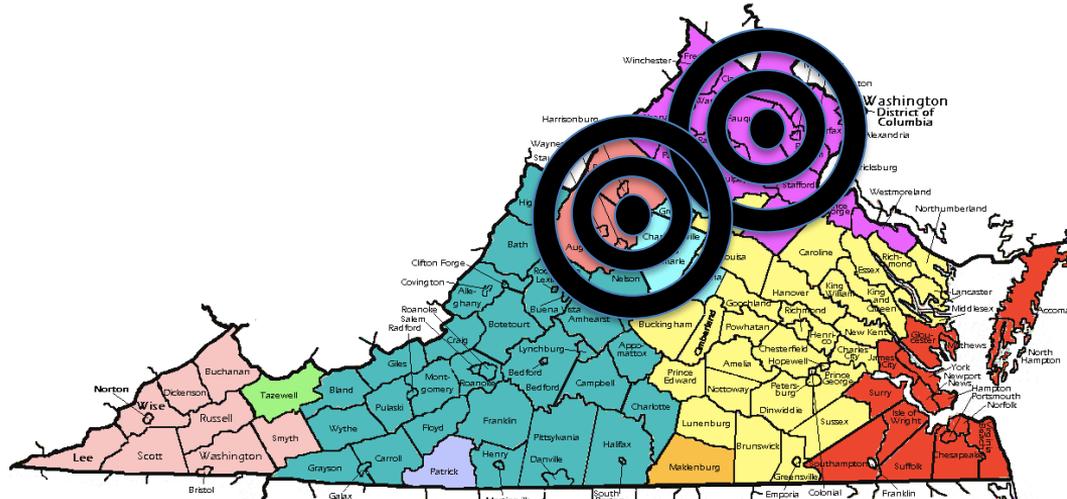
- Market data derived from FY16 undergraduate application inquiry data (source: Google Analytics)
- FY16: The majority of undergrad inquiry actions came from the Washington DC metro (40%), with a generally even distribution among other key markets of Roanoke, Richmond and Norfolk
- FY17 Strategy: Initially 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





# 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)



Bristol, TN Tri-Cities, TNVA	Harrisonburg, WV
Bluefield, WV Beckley-Oak Hill, WV	Washington, DC
Roanoke- Lynchburg	Charlottesville
Greensboro, NC Winston-Salem/High Point	Richmond Petersburg
Raleigh- Durham, NC	Norfolk

# FY17 High Level Flowchart

CAMPAIGN/MEDIA	Sept	October	Budget
<b>UNDERGRADUATE</b>			<b>\$67,000</b>
Print		██████████	\$10,000
Radio	██████████	██████████	\$15,000
Streaming Radio		██████████	\$9,500
Digital Display	██████████	██████████	\$23,500
Paid Social		██████████	\$4,500
SEM	██████████	██████████	\$4,500
<b>TRANSFER</b>			<b>\$16,500</b>
Digital Display	██████████	██████████	\$12,000
SEM	██████████	██████████	\$4,500
<b>MULTICULTURAL</b>			<b>\$16,500</b>
Digital Display	██████████	██████████	\$12,000
Paid Social		██████████	\$4,500
<b>All CAMPAIGNS</b>			<b>\$100,000.00</b>

- 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

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

\*Excludes internal & portal traffic

# Digital Campaign KPIs & Goals

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

\*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:

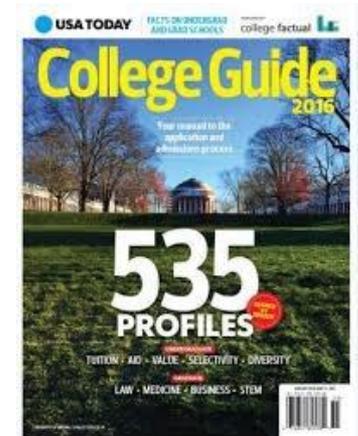
- HP4C or FP4C
- Far forward right hand read, where available

## Buy Summary:

- Opportunistic investments for Fall 2016 included: USA Today College Guide, Richmond Magazine College Guide, Virginia Business “R U Ready” College Guide

**VIRGINIA  
BUSINESS**

**Richmond  
magazine**



# 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

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## 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

PANDORA®



# 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

[a·mo·bee]

## 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





# Digital Media - Programmatic Display

## Rationale:

- End-to-end predictive cross-channel targeting network
- Proprietary “Real Time Learning Machine” (RTLTM) 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



<u>Name of college fair program</u>	<u>Location of program</u>
Buchanan County Public Schools	Buchanan County Career and Technical Center
Ridgeview High School College Fair	Ridgeview High School Clintwood, Va
MECC Talent Search	Mountain Empire Community College
VACRAO Tour	Lee High School, Jonesville, VA
VACRAO College Fair	Scott County Career and Technical Center, Gate City, VA
Virginia Highlands Community College	Southwest Virginia Higher Education Center
Russell County Schools College Fair	Lebanon High School Gymnasium
Carroll County High School College and Career Fair	Carroll County High School
VACRAO College Fair	New River Community College (Edwards Hall, room 117 )

# 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

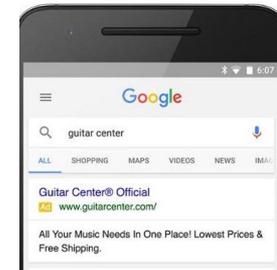
## Undergraduate:

- Flight: Sept 12 - Oct 31

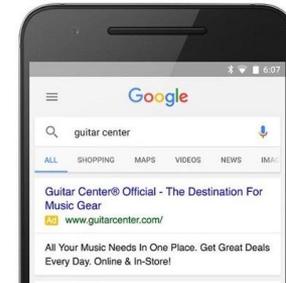


### Expanded text ads - 50% more ad text

Standard text ad



Expanded text ad



### Event Planners - The Event Experts

Ad [TheEventExperts.ca](http://TheEventExperts.ca)

Easily Plan Your Upcoming Event. Get Your Free Consultation!

📍 76 Carling Ave, Ottawa, ON - +1 800-723-5907

10+ Years of Experience · Custom Packages · Trusted Local Business

[Holiday Planning](#) · [About Us](#) · [Contact Us](#)

# 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” (RTLTM) 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



<b>ETS</b>	<b>Institution</b>	<b>City</b>	<b>State</b>
005868	Virginia Western Cmty College	Roanoke	VA
005513	New River Cmty College	Dublin	VA
005917	Wytheville Cmty College	Wytheville	VA
005549	Patrick Henry Cmty College	Martinsville	VA
005659	Southwest VA Community College	Richlands	VA
005381	Lord Fairfax Cmty College	Middletown	VA
004365	Northern Virginia CC-Spring		
005083	Blue Ridge Cmty Coll VA	Weyers Cave	VA
005141	Central VA Community College	Lynchburg	VA

# 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

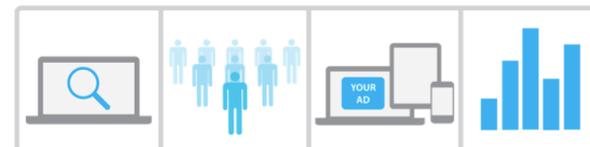
# MAGNETIC™

Sample Creative Size: 728x90



### TRANSFER TERMS

Transfer Application  
Transfer to Radford  
Transfer Deadline  
Radford Admissions  
Transfer Credits  
Admitted Students  
Transfer Open House



1) Magnetic collects search data

2) Magnetic builds audience segments

3) Magnetic serves retargeted ads

4) Magnetic optimizes campaign

# Paid Search - Transfer



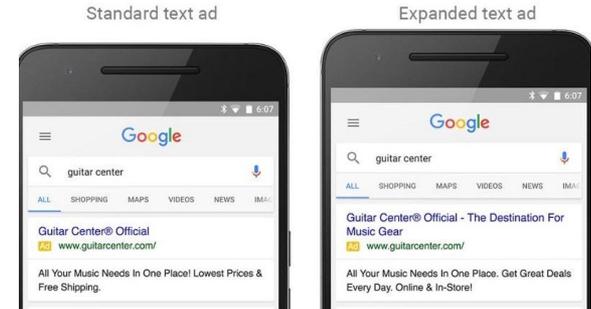
## Details:

- 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

### Expanded text ads - 50% more ad text



### Event Planners - The Event Experts

**Ad** [TheEventExperts.ca](http://TheEventExperts.ca)  
Easily Plan Your Upcoming Event. Get Your Free Consultation!  
📍 76 Carling Ave, Ottawa, ON - +1 800-723-5907  
10+ Years of Experience · Custom Packages · Trusted Local Business  
[Holiday Planning](#) · [About Us](#) · [Contact Us](#)

# 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



PUBLISHERS



# Paid Social Media: Multicultural Market

## Details:

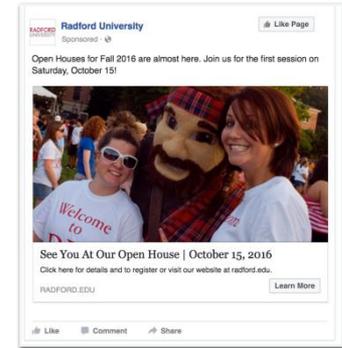
- Allocate budget for multicultural audience on social media, a market of opportunity for this audience

## 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

Attachment D

# Board of Visitors

**RADFORD  
UNIVERSITY**

# Office for University Advancement and Alumni Relations

**RADFORD**  
UNIVERSITY

# Advancement Overview

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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

	FY14-15	FY14-15 Donors	FY15-16	FY15-16 Donors	YTD FY14-15	YTD FY14-15 Donors	YTD FY15-16	YTD FY15-16 Donors	YTD FY16-17	YTD FY16-17 Donors
Current Year Use	\$1,604,966	3,441	\$2,009,493	3,996	\$129,886	373	\$171,159	604	\$204,754	528
Endowed	\$538,001	1,369	\$496,800	514	\$99,598	684	\$39,926	82	\$54,480	72
Capital	\$454,958	60	\$25,451	33	\$115,272	19	\$14,350	15	\$3,321	4
Real Estate	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0
Planned Gifts	\$1,282,000	8	\$5,090,000	9	\$463,000	3	\$4,289,000	6	\$500,000	1
Loan	\$0	0	\$140,300	4	\$0	0	\$0	0	\$40	2
<b>Total</b>	<b>\$3,879,925</b>		<b>\$7,762,044</b>		<b>\$807,756</b>		<b>\$4,514,435</b>		<b>\$762,595</b>	

# Quarterly Report

## Advancement

### Grand Total All Gifts and Pledges

	FY14-15	FY14-15 Donors	FY15-16	FY15-16 Donors	YTD FY14-15	YTD FY14-15 Donors	YTD FY15-16	YTD FY15-16 Donors	YTD FY16-17	YTD FY16-17 Donors
Current Year Use	\$1,470,371	2,665	\$1,039,647	3,582	\$120,725	324	\$97,661	390	\$84,469	405
Restricted-Pending	\$36,487	22	\$12,350	7	\$0	0	\$50	1	\$37,950	5
Endowed/Capital Gifts	\$1,135,185	1,082	\$459,723	537	\$167,844	314	\$26,931	86	\$56,614	74
Real Estate	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0
New Pledges	\$2,075,812	1,176	\$6,250,324	570	\$519,187	474	\$4,389,793	498	\$583,562	141
Subtotal =	\$4,717,855		\$7,762,044		\$807,756		\$4,514,435		\$762,595	
Gifts in Kind	\$200,775	38	\$223,955	45	\$5,559	5	\$14,228	9	\$5,675	9
Realized Bequests	\$201,074	3	\$11,000	1	\$0	0	\$0	0	\$0	0
Subtotal =	\$401,849		\$234,955		\$5,559		\$14,228		\$5,675	
Grand Total	\$5,119,704		\$7,996,999		\$813,315		\$4,528,663		\$768,270	

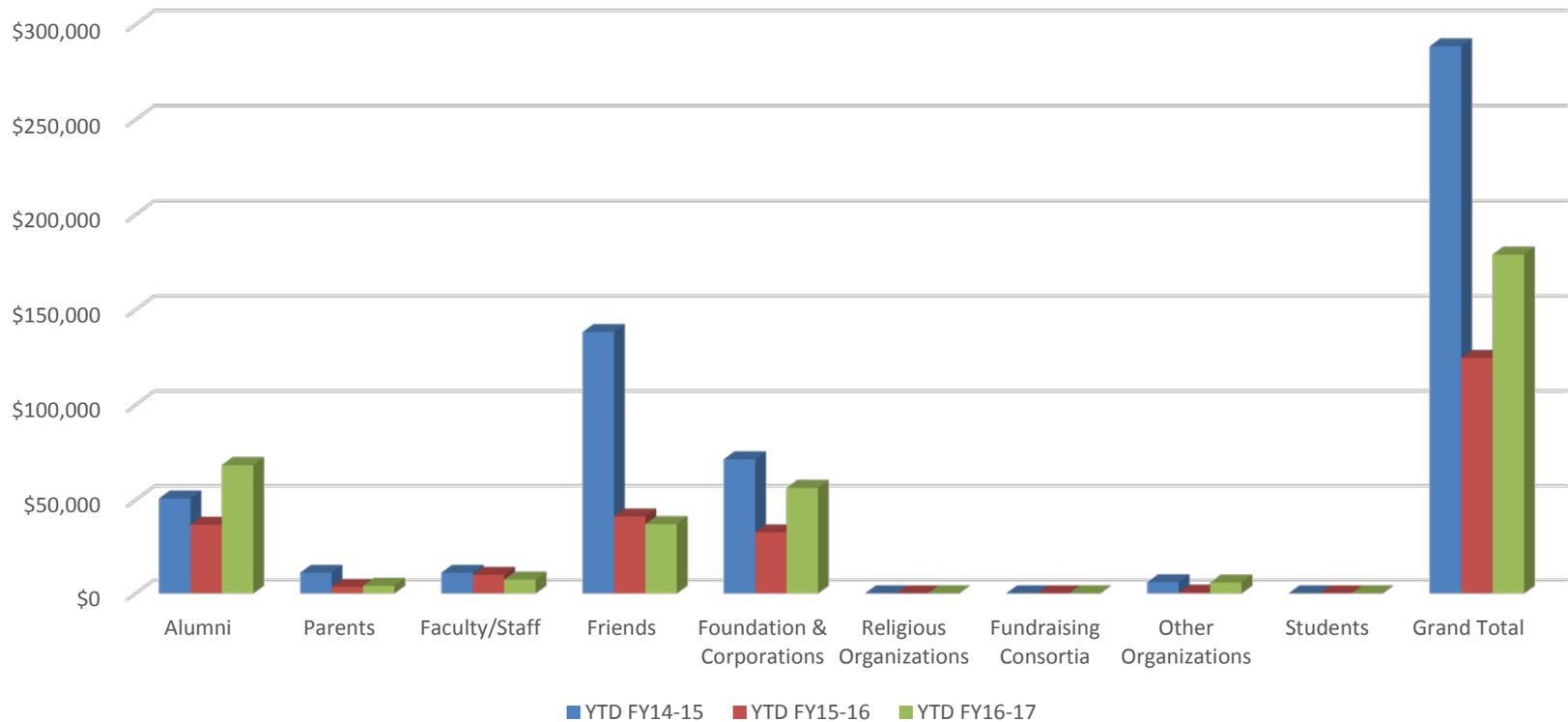
# Development Comparison by Constituency

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

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

# Development Comparison by Constituency

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



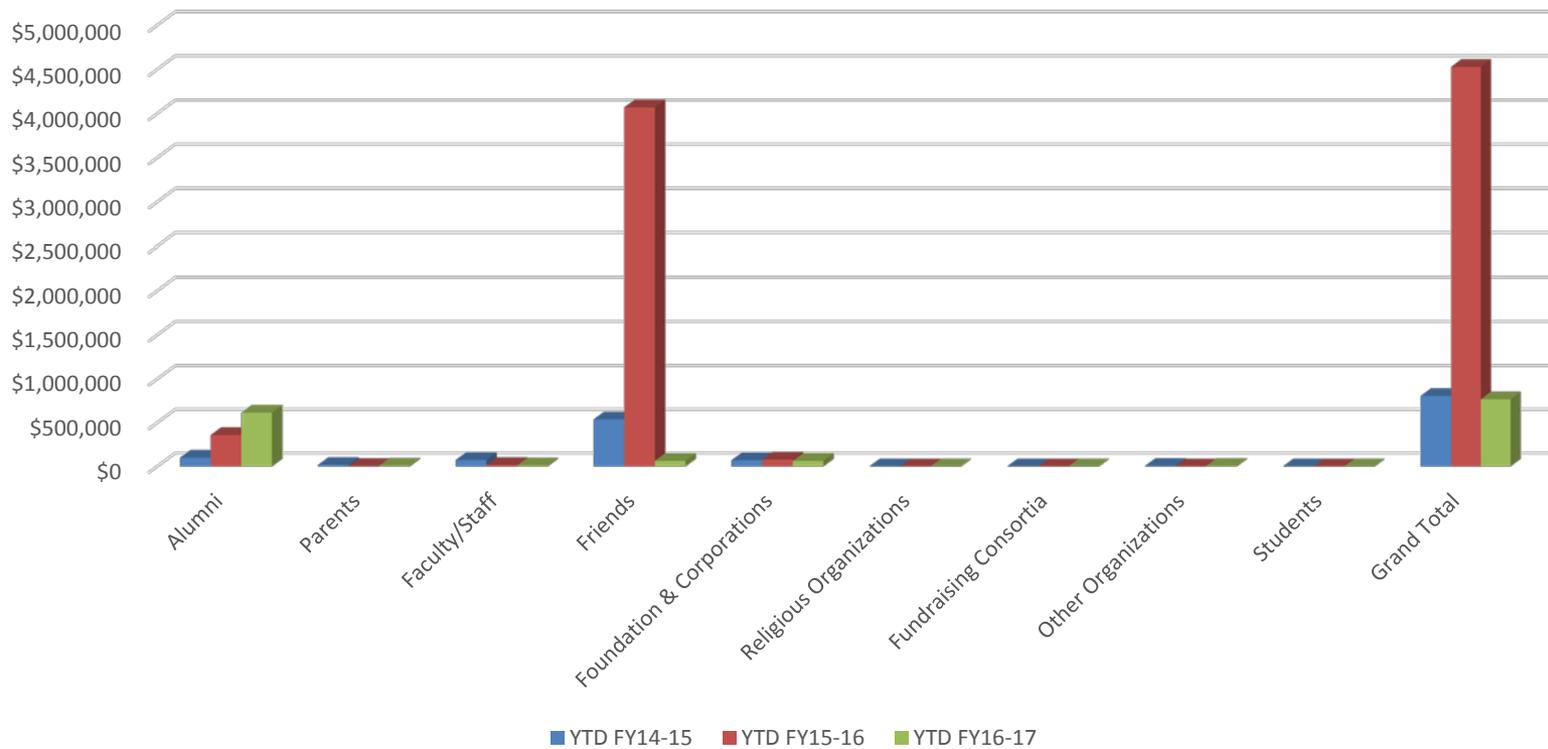
# Development Comparison by Constituency

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

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

# Development Comparison by Constituency

1st Quarter YTD Gifts and New Pledges by Constituency  
(does not include Realized Bequests)



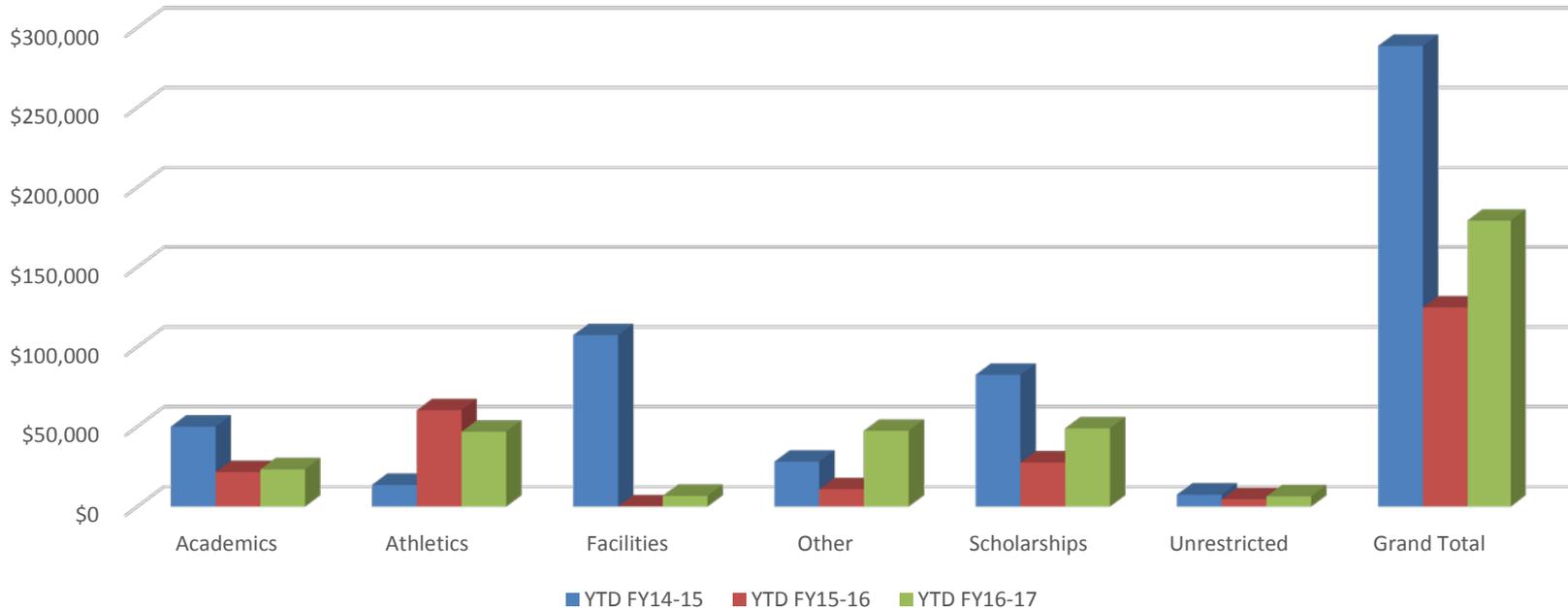
# Development Comparison by Interest Area

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

	YTD FY14-15	YTD FY15-16	YTD FY16-17
Academics	\$49,910	\$21,529	\$23,204
Athletics	\$13,505	\$60,198	\$46,737
Facilities	\$107,295	\$40	\$6,600
Other	\$28,048	\$10,803	\$47,324
Scholarships	\$82,397	\$27,536	\$48,851
Unrestricted	\$7,414	\$4,536	\$6,317
<b>Grand Total</b>	<b>\$288,569</b>	<b>\$124,642</b>	<b>\$179,033</b>

# Development Comparison by Interest Area

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



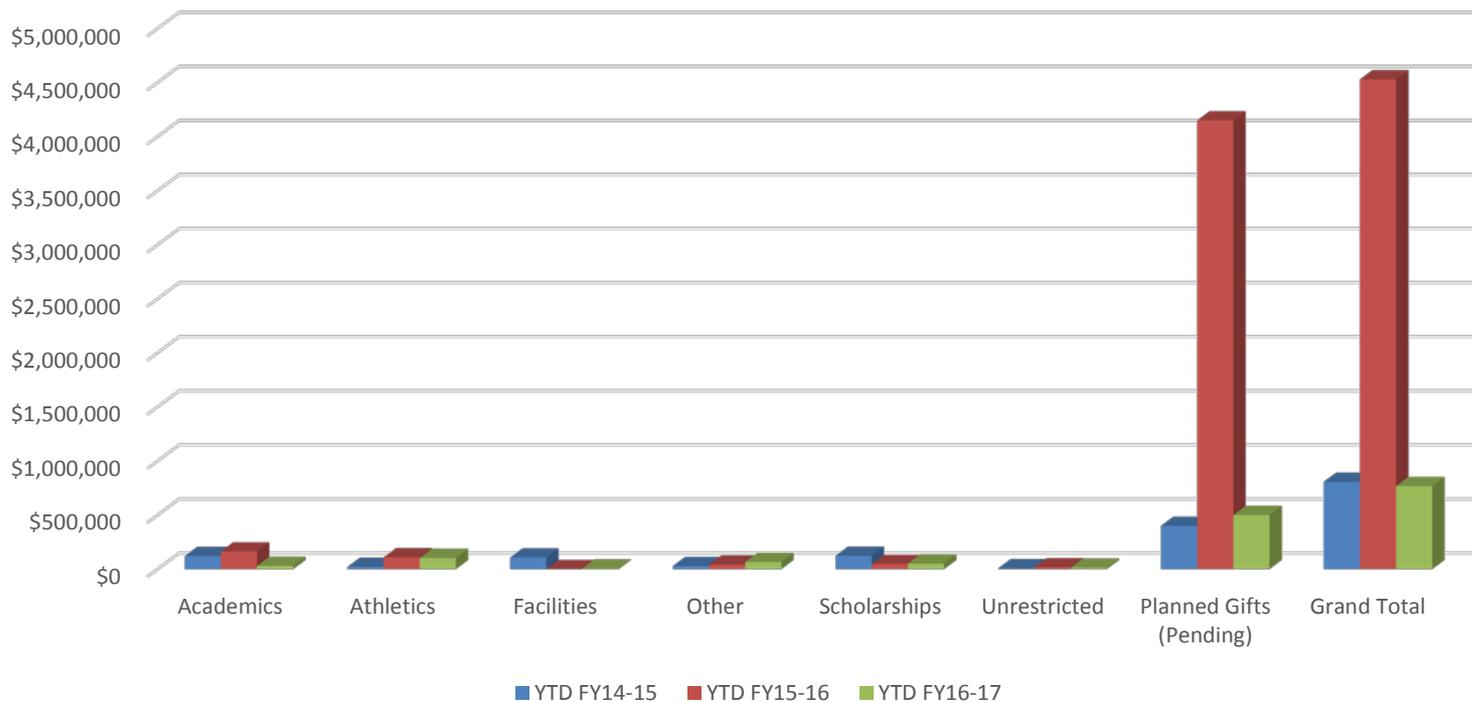
# Development Comparison by Interest Area

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

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

# 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
FY17	2	\$525,000	0	1	\$25,000	0	1	\$30,000	0
FY16	5	\$289,000	0	1	\$30,000	0	1	\$4M	0
FY15	0	\$0	0	1	\$33,000	0	3	\$550,000	0

# Development

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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

# Direct Mail

## Non Donor Appeal: Road Map Drop date: November

**QUICK AND EASY WAYS TO GIVE:**

**GIVE ONLINE!**  
[connect.radford.edu/support](http://connect.radford.edu/support)

By Phone: 540-831-5407  
OR simply return this form in the enclosed postage-paid envelope



**IT ALL ADDS UP: EVERY GIFT MATTERS!**

**I LOVE RADFORD UNIVERSITY**

**\$727K**

**RAISING OUR PROFILE**  
ALUMNI GIFTS INCREASE OUR PARTICIPATION RATE AND BUILD CONFIDENCE IN OUR UNIVERSITY.

When enough alumni give back, it raises our national rankings in major publications and encourages philanthropic corporations and major donors to award large gifts and grants.

LAST YEAR, DONORS GAVE MORE THAN \$727K ... \$243K OF WHICH PROVIDED SCHOLARSHIP SUPPORT FOR DESERVING STUDENTS!

**WE'RE STRONGER WHEN WE WORK TOGETHER**

**SMALL GIFTS ADD UP TO MAKE A BIG IMPACT.**

When you make a gift of even \$5 to the Radford Fund, you strengthen our mission to help every Highlander say "The Reason is Radford."

**SCHOLARSHIPS & AID**  
75% OF UNDERGRADS WHO APPLY FOR FINANCIAL AID RECEIVE IT.

Unrestricted gifts support scholarships, which attract promising students and allow us to maintain socioeconomic diversity. Your gift helps remove financial barriers so we don't have to turn away any deserving Highlanders.

**109**

**ACADEMIC EXCELLENCE**  
RADFORD UNIVERSITY OFFERS 109 GRADUATE AND UNDERGRADUATE DEGREE AND CERTIFICATE PROGRAMS.

You can designate your gift to the college, department or program that is especially meaningful to you. As our University grows stronger, so does the value of your degree!

**16:1**

**FACULTY SUPPORT**  
OUR STUDENT-TO-FACULTY RATIO IS 16:1.

Your gift can help keep class sizes small so our dedicated faculty can build strong bonds with their students and offer individual mentorship through undergraduate research, advising and more.

**EVEN \$5 GOES A LONG WAY!**  
MAKE A LASTING IMPACT FOR RADFORD UNIVERSITY AND YOUR FELLOW HIGHLANDERS TODAY: [CONNECT.RADFORD.EDU/SUPPORT](http://CONNECT.RADFORD.EDU/SUPPORT)

**IT ALL ADDS UP: EVERY GIFT MATTERS!**

**I LOVE RADFORD UNIVERSITY**

**\$727K**

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ALUMNI GIFTS INCREASE OUR PARTICIPATION RATE AND BUILD CONFIDENCE IN OUR UNIVERSITY.

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**THE PRINCETON REVIEW**  
2016  
BEST REGIONAL COLLEGE

**BEST COLLEGES**  
USNews  
NATIONAL UNDERGRADUATE RANKINGS

# Direct Mail

## SURE! I CAN MAKE A QUICK GIFT TODAY.

I'll give:  \$5  Other: \$ \_\_\_\_\_

[Donor ID] [Appeal Code] [Royall Segment Code] [Segment ID]

My preferred email address:

((pre-populate when available)) \_\_\_\_\_

(We'd like to thank you for your gift!)

XXXXNameXXXXX  
XXXAddressXXXXXXXX  
XXXAddressXXXXXXXX  
XXXAddressXXXXXXXX  
XXXAddressXXXXXXXX  
XXXCityStateZIPXXXXX

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,



Melissa E. Wohlstein  
Vice President for University Advancement

Non Donor Reply card

# Direct Mail

**2015-2016 RADFORD UNIVERSITY DONOR IMPACT REPORT**

As Radford University begins its 2016 Year-End Giving Drive, we want to reflect on all we have accomplished thanks to support from generous donors like you. We are truly grateful for the many ways you set a leadership standard within our community and demonstrate your commitment to Radford University. Thank you for making an incredible difference in the lives of our students, in the opportunities available through our outstanding programs and in the future of the institution!

**THE YEAR IN REVIEW**

Annual giving provides vital current-use dollars that help every Highlander say "The Reason is Radford!" With your help, the University raised more than \$7.0 million last fiscal year, which was carefully invested in strategic areas: recruiting and retaining top-rated faculty members; enhancing our academic programs and student experience; filling new campus facilities with programs and cutting-edge technology; and, of course, providing scholarships and financial aid.

We are also proud to share with you how leadership gifts played a key role in the success of our University and several institutional points of pride:

-  The Princeton Review named Radford University one of the "Best Colleges and Universities in the Southeast" for the ninth year in a row, and U.S. News & World Report ranked it one of the "Best Regional Universities in the South" for the fourth year in a row.
-  Thanks to its commitment to and success in innovation, Radford University was named a Male School by the Male School Alliance in January. It joined 78 other colleges and universities (such as Carnegie Mellon, Yale and Dartmouth) to earn the designation.
-  This fall, the new College of Humanities and Behavioral Sciences (CHBS) building held its first classes. Students have been enjoying the new learning spaces that simulate professional work environments, including a moot trial moot courtroom, a television studio, a forensic laboratory and an Emergency Operations Center.

**CURRENT NEEDS**

President Hamphill has called on the extended Highlander family to join him in continuing Radford University's transformation into an innovative, premier university in the Commonwealth of Virginia with a keen focus on teaching, research and service. Your contribution to the Year-End Giving Drive will strengthen that mission by helping us...

- Continue to provide scholarships and aid. Recruiting and retaining the right students start with a robust scholarship program. No deserving student should be turned away for financial reasons, and your gift helps ensure that current and future Highlanders can overcome financial barriers to their success.
- Enhance our academic and research programs. Hands-on, student-centered, experiential learning opportunities are high-impact practices that prepare students for success in the professional world. As we identify and promote signature programs, your gift can help provide the infrastructure for them to grow.
- Invest in faculty excellence. Radford University's faculty members are dedicated teachers, innovators and mentors. They are committed to being available to students and taking education beyond the walls of the classroom. Your gift provides students with the opportunity to learn and study with the best.
- Encourage student success. Highlanders always rise to a challenge, so we are intentionally increasing standards and expectations to ensure their success. When you give, you strengthen the support structures that help every student meet and exceed his or her own expectations.

**GIVING SOCIETY LEVELS:**

Charter \$1,000 - \$2,499

Shareholder \$2,500 - \$4,999

Partner \$5,000 - \$9,999

Investor \$10,000 - \$24,999

Benefactor \$25,000 +

**THANK YOU FOR YOUR SUPPORT**

**RADFORD UNIVERSITY**

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

# Alumni Relations

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## 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

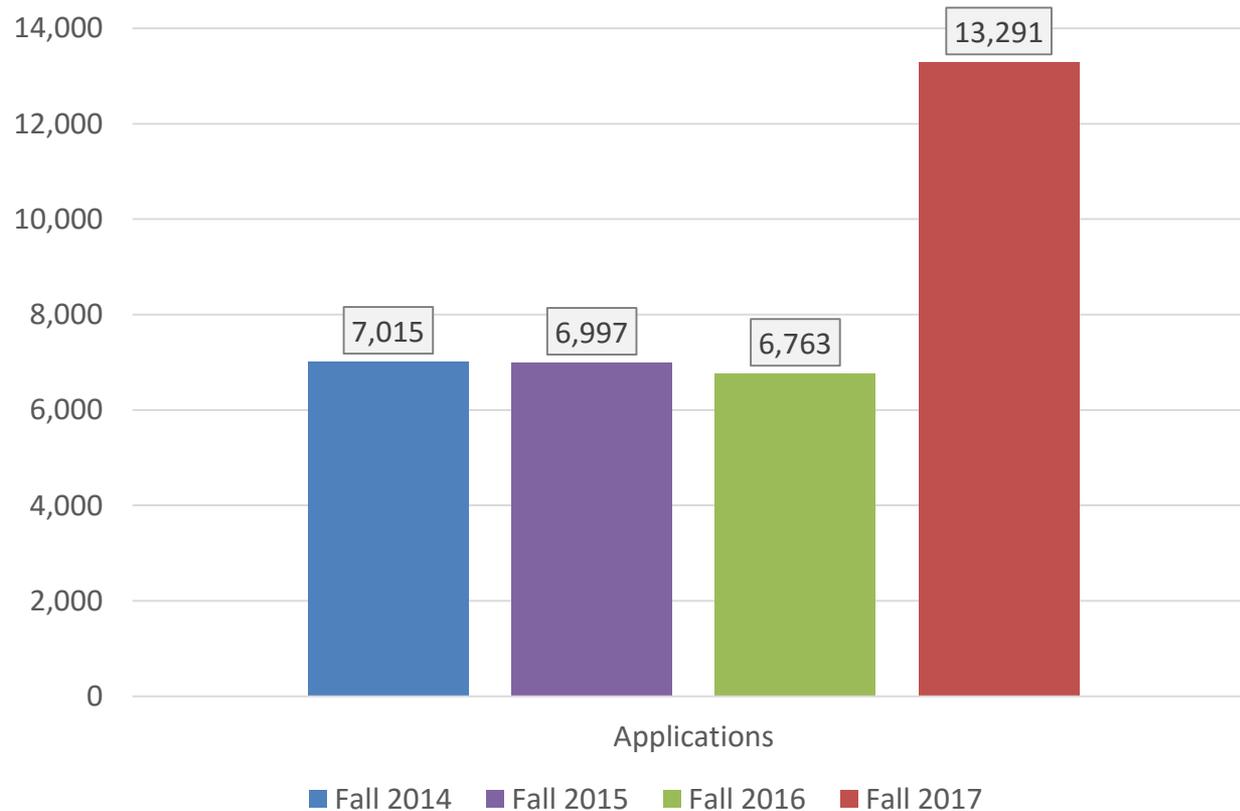
# Questions

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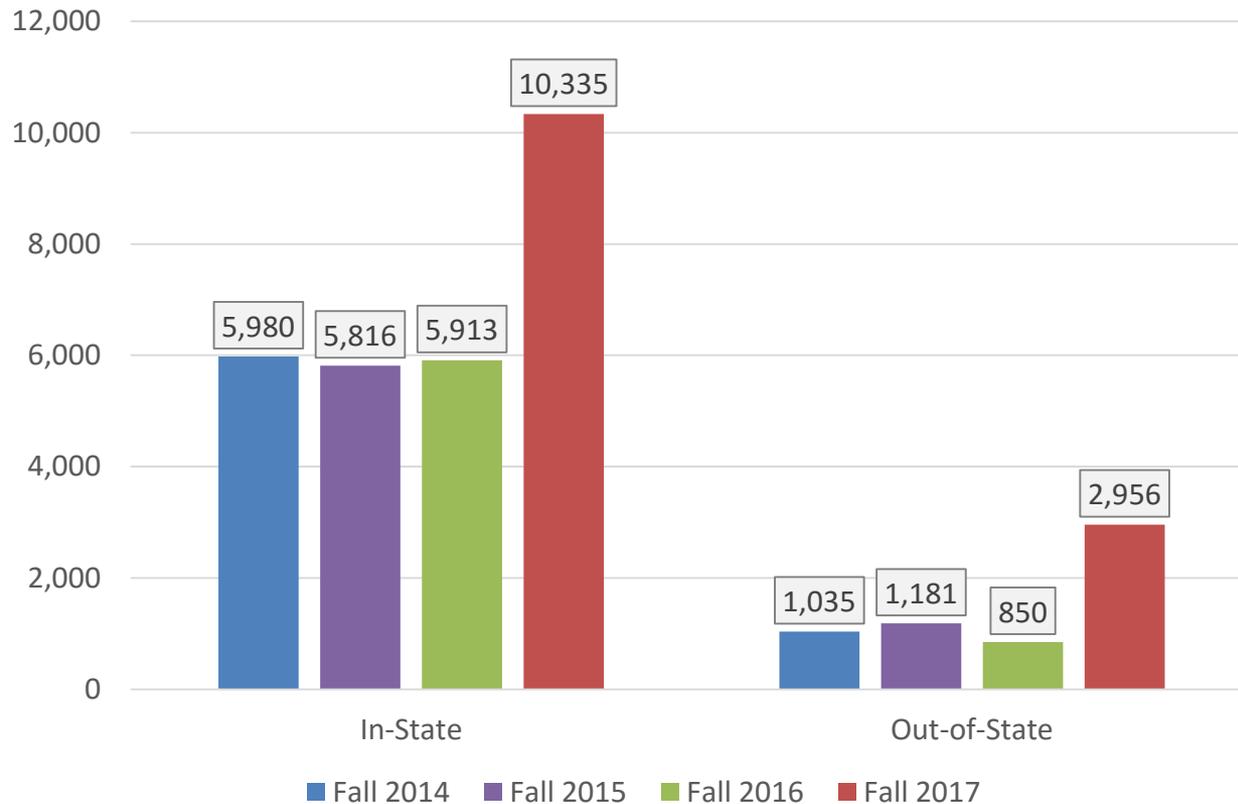
# Fall 2017 Recruitment Update

RADFORD  
UNIVERSITY

# Total New Freshman Applications (February 10th)



# Applications by Residency (February 10th)



# Applications by VA Region (February 10th)

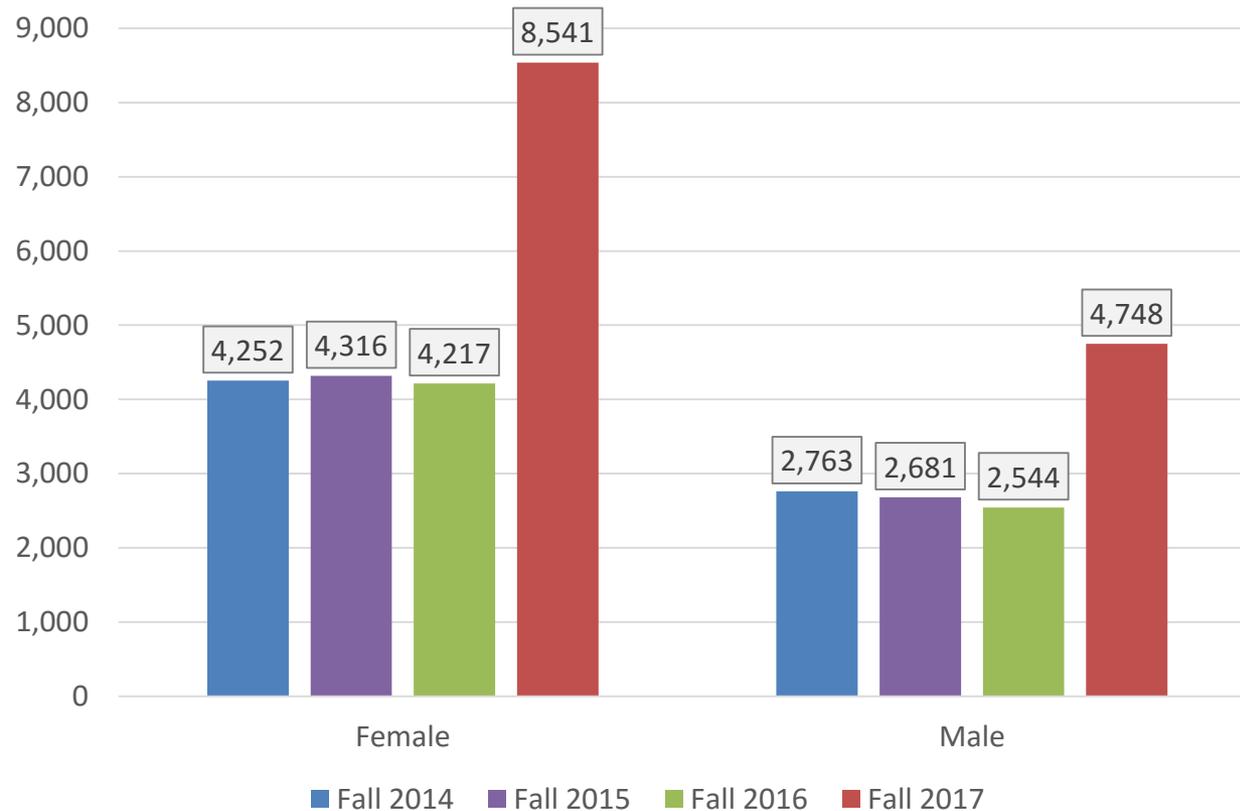
Region	Fall 2014	Fall 2015	Fall 2016	Fall 2017
Central Va	355	413	454	748
Northern Va	2,455	2,249	2,034	3,125
Peninsula	328	344	369	814
Richmond	807	729	757	1,465
Roanoke Metro	269	296	311	434
South Central	137	165	182	400
Southwest	418	485	565	871
Tidewater	663	564	626	1,385
Valley (Fauquier Cty down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

# Applications by State (February 10th)

---

State	Fall 2014	Fall 2015	Fall 2016	Fall 2017
Maryland	251	257	205	800
North Carolina	88	81	72	652
District of Columbia	37	101	75	234
West Virginia	40	21	27	183
New Jersey	96	104	73	133
Tennessee	30	23	27	132
South Carolina	20	39	17	109
New York	61	77	60	80
Pennsylvania	48	63	38	70
Delaware	22	31	21	67

# Applications by Gender (February 10th)

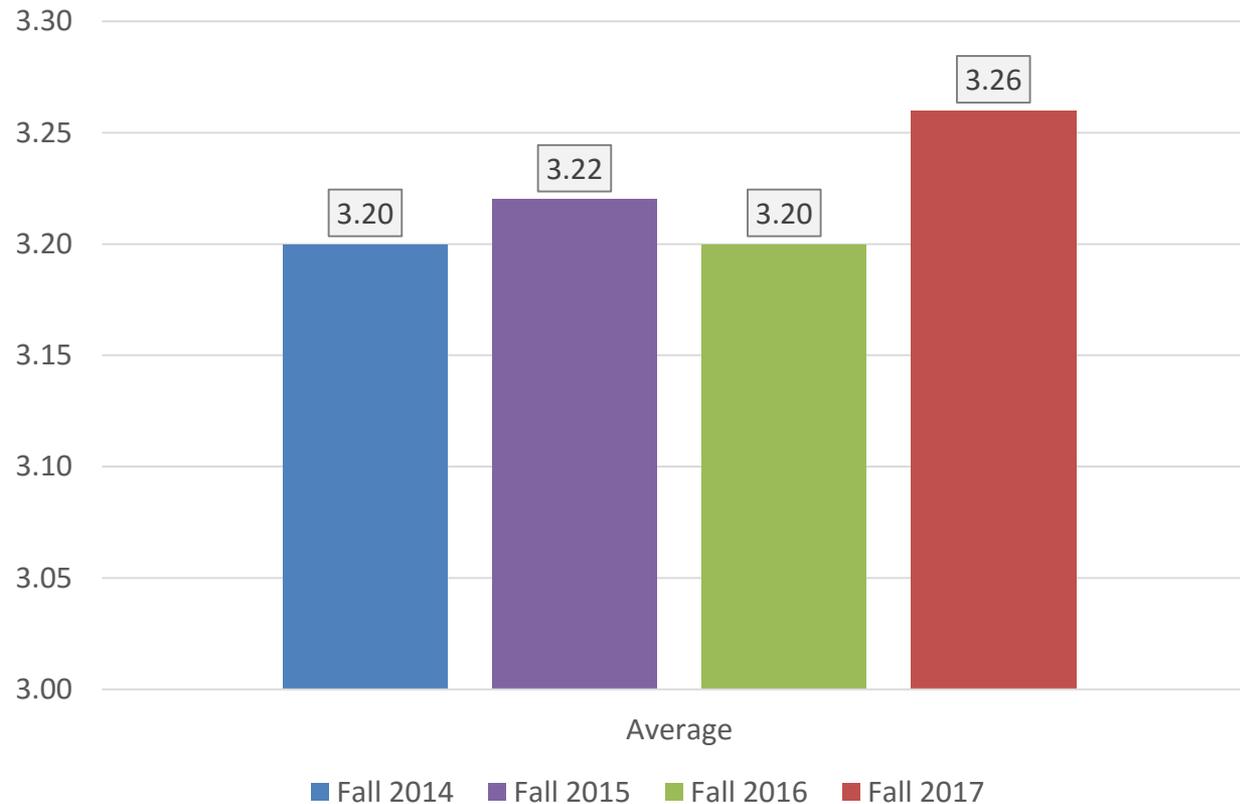


# Applications by Ethnicity (February 10th)

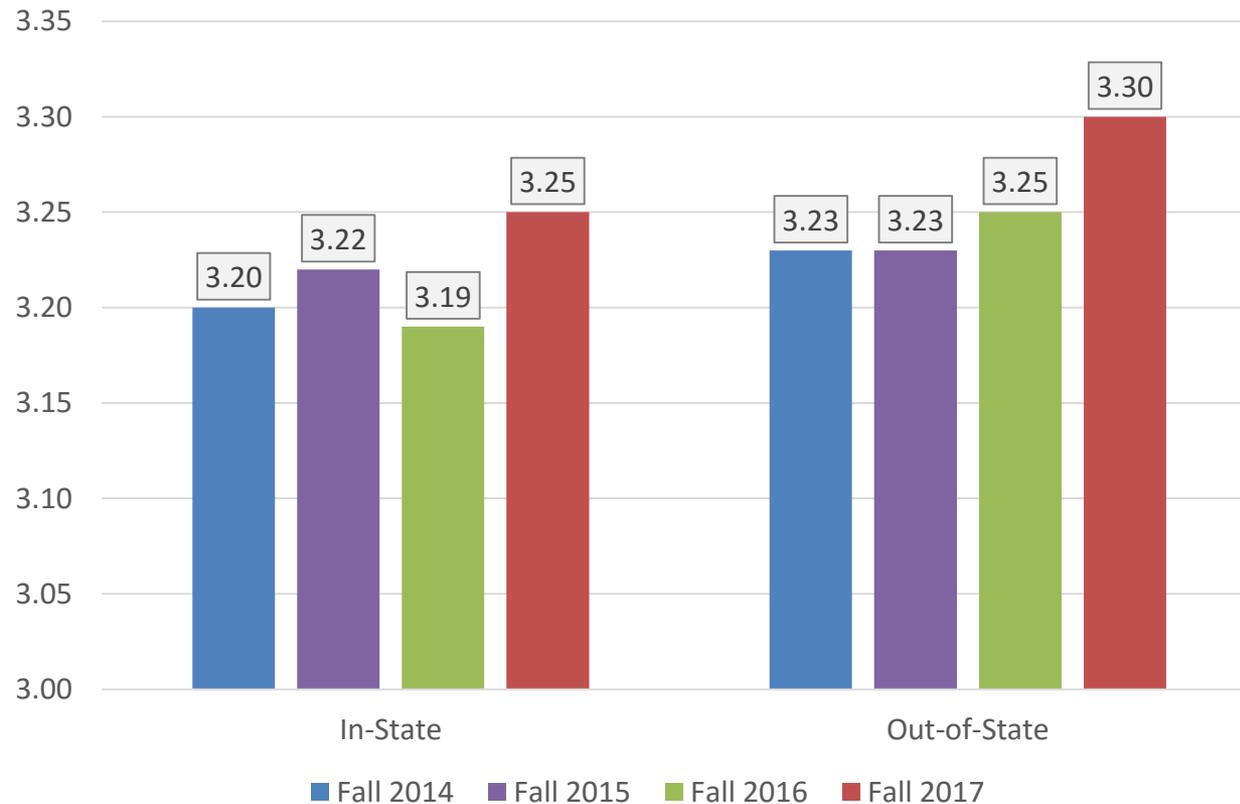
Ethnicity	Fall 2014	Fall 2015	Fall 2016	Fall 2017
American Indian or Alaska Native	11	18	0	39
Asian	238	227	241	395
Black or African American	1,451	1,473	1,575	3,772
Hispanic	623	649	616	1,385
Native Hawaiian or Other Pacific Islander	8	9	0	29
White	4,130	4,057	3,946	6,297
Two or more races	474	439	269	982
Nonresident Alien	11	40	8	15
Race and Ethnicity Unknown	69	85	108	377

# Average GPA of Applications (February 10th)

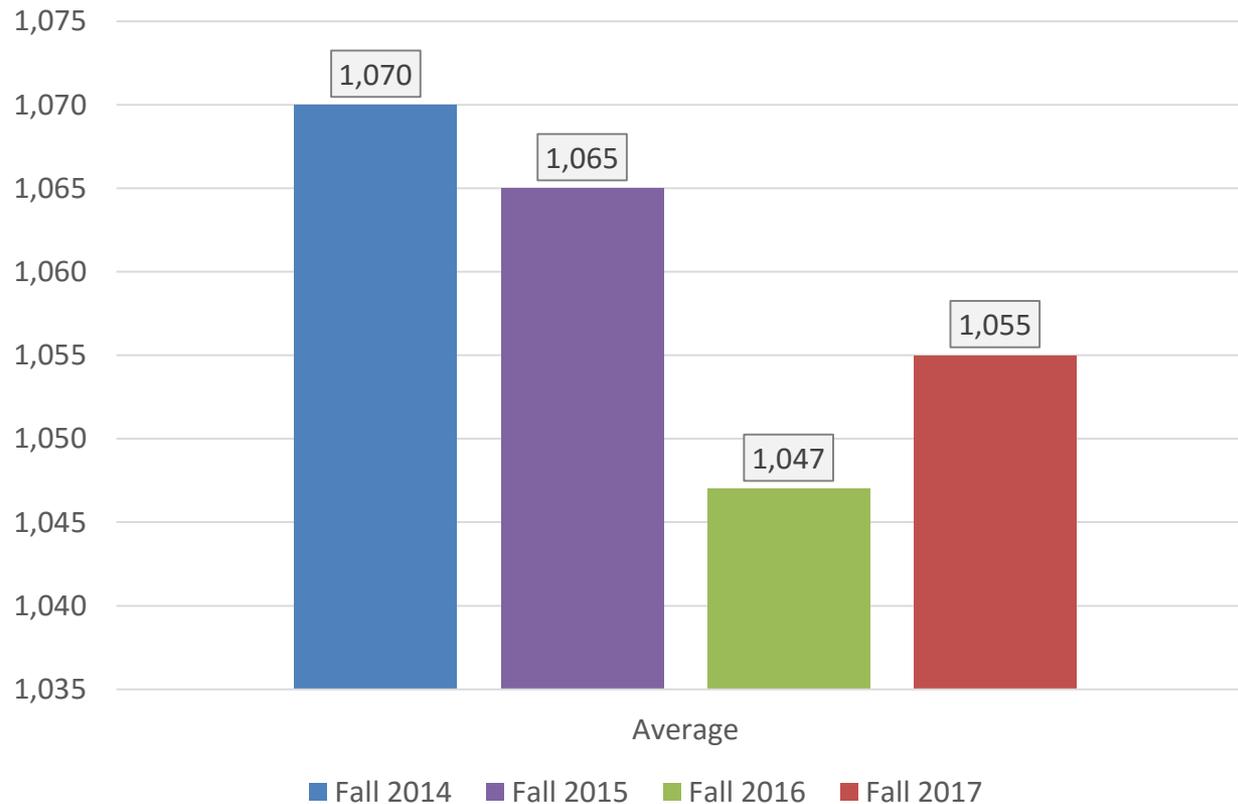
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# Average GPA by Residency (February 10th)



# Average SAT of Applications (February 10th)



# Applications by Feeder High Schools (February 10th)

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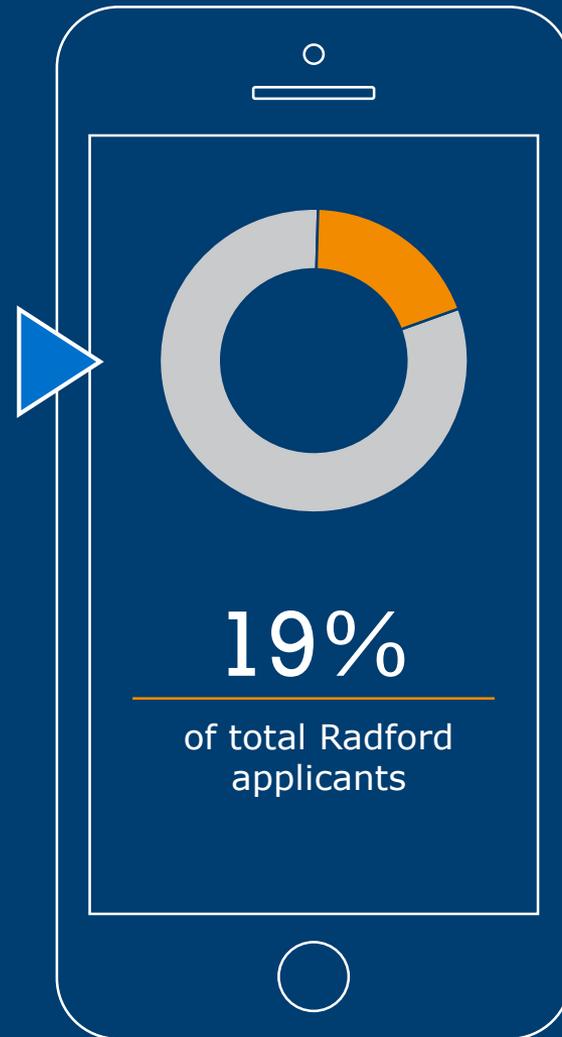
High School	City	Fall 2017
Cosby High School	Midlothian	99
Christiansburg High School	Christiansburg	90
Patriot High School	Nokesville	86
Woodside High School	Newport News	83
Pulaski County High School	Dublin	81
Mills E Godwin High School	Richmond	78
Battlefield High School	Haymarket	76
Franklin County High School	Rocky Mount	76
Norview High School	Norfolk	76
Bassett High School	Bassett	74

# Application Marketing 2017

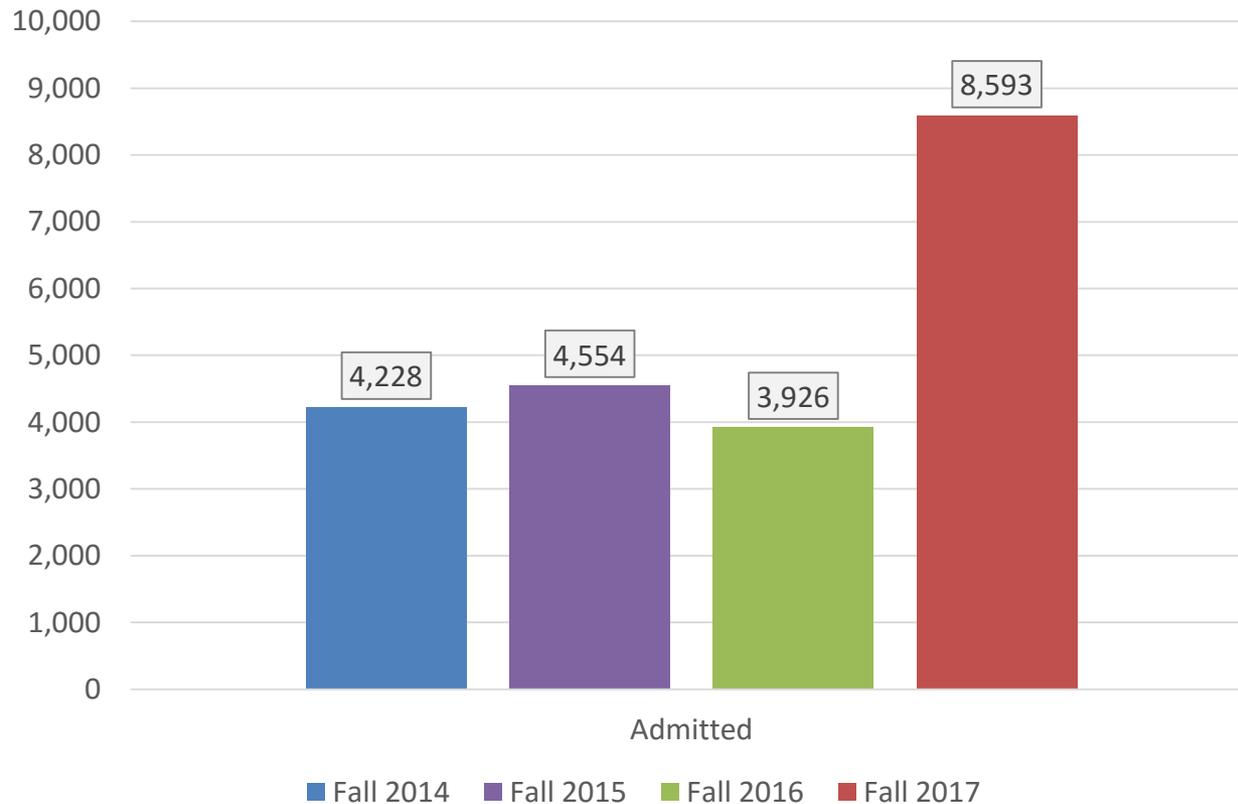
## Mobile Activity

**6,178** students entered the application through a mobile device.

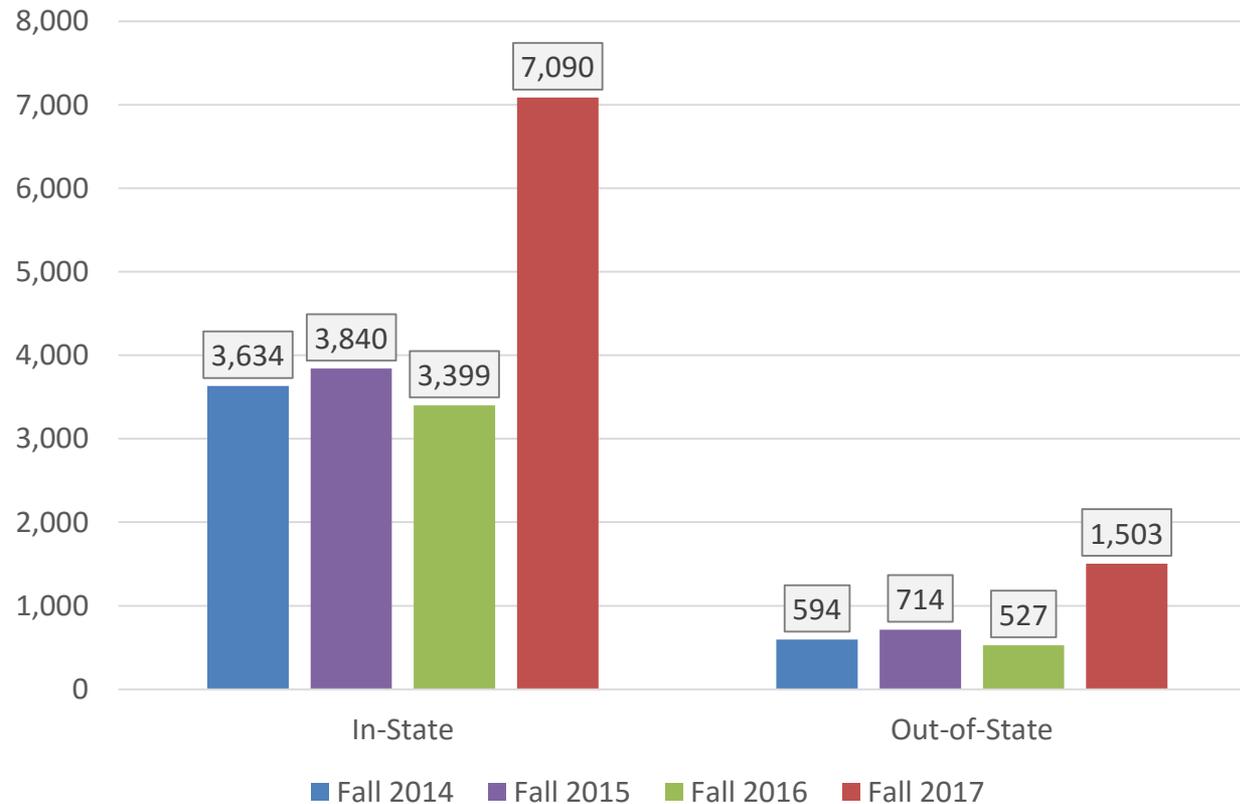
**2,565** students submitted an application on a mobile device.



# Total Freshman Admitted (February 10th)



# Admitted by Residency (February 10th)

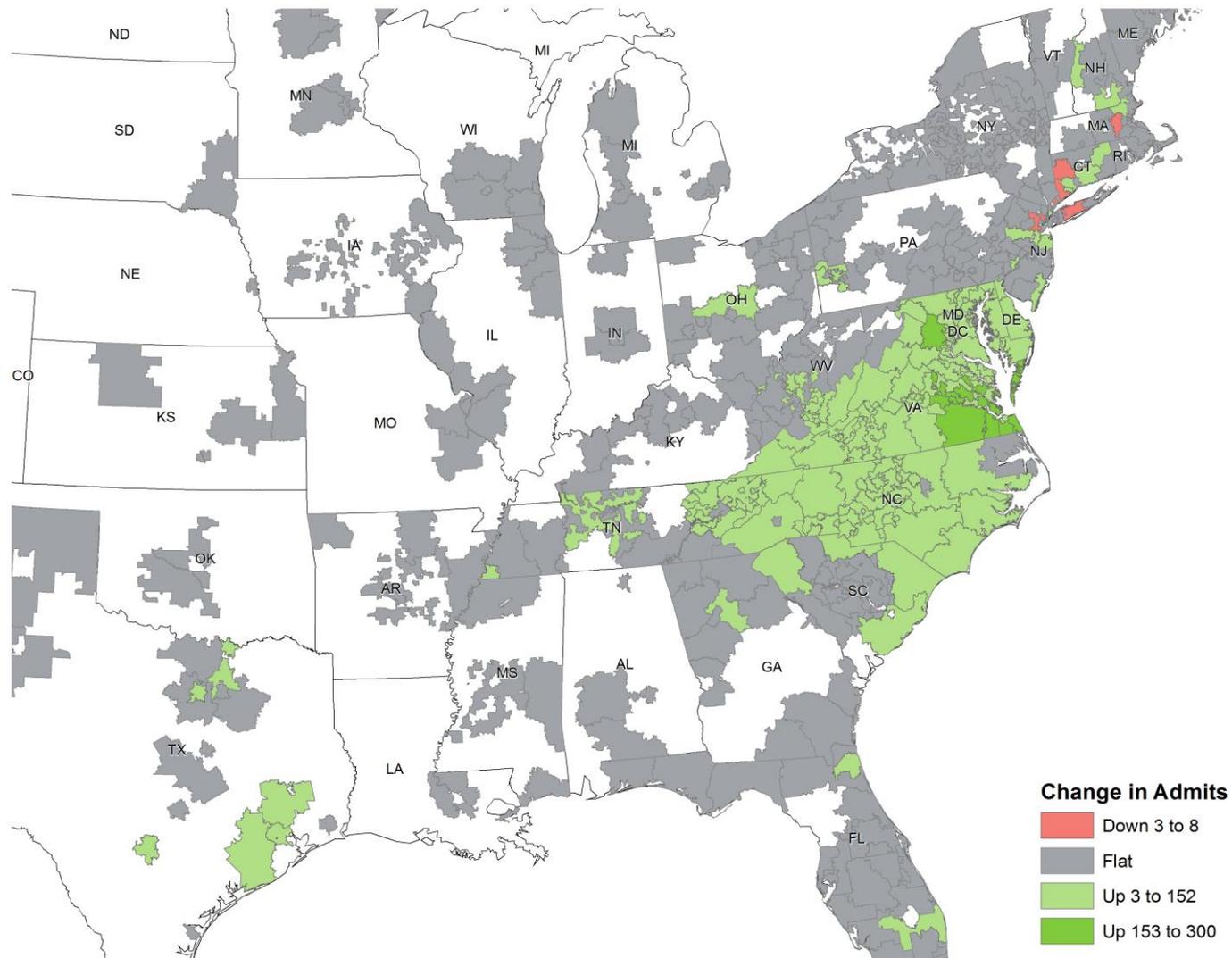


# Admitted by VA Region (February 10th)

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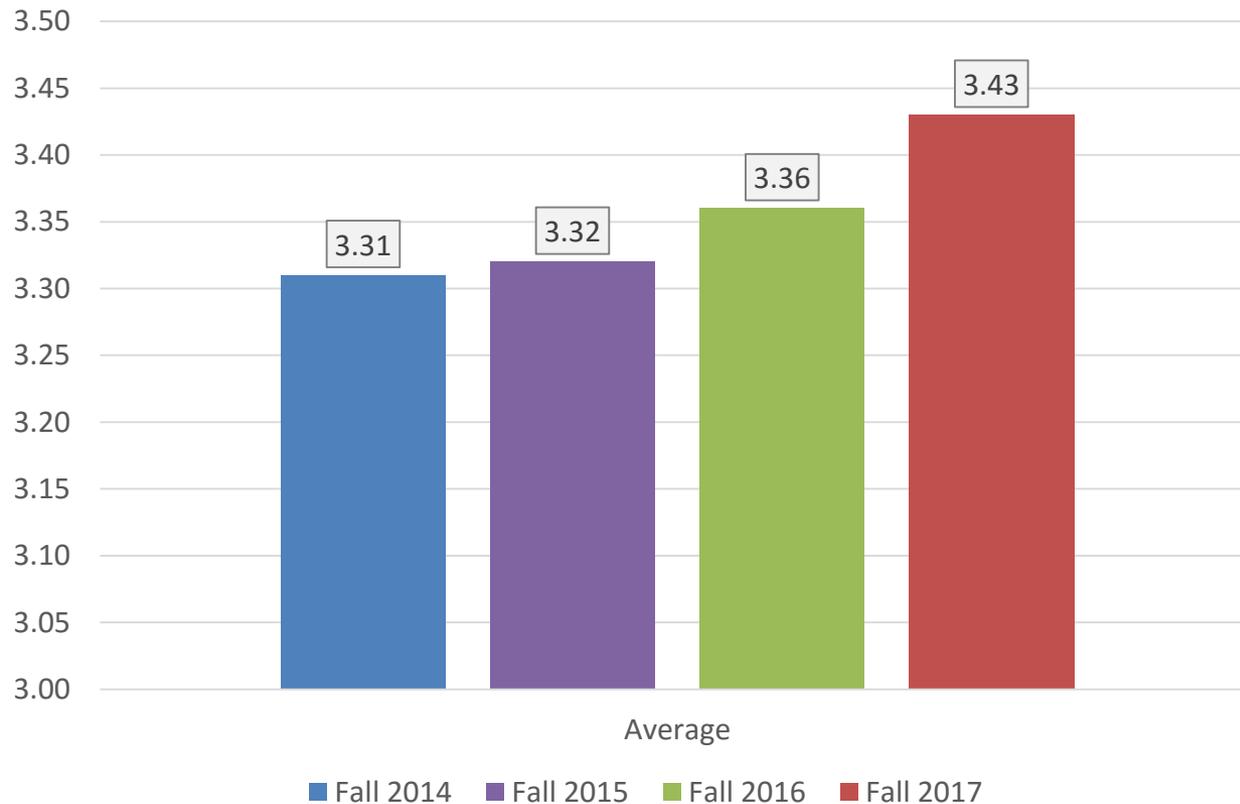
Region	Fall 2014	Fall 2015	Fall 2016	Fall 2017
Central Va	216	269	269	519
Northern Va	1,521	1,468	1,171	2,030
Peninsula	168	205	205	546
Richmond	476	470	372	969
Roanoke Metro	186	216	192	321
South Central	64	85	95	251
Southwest	304	357	389	687
Tidewater	391	377	365	979
Valley (Fauquier Cty down 81 to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

# Change in Admits

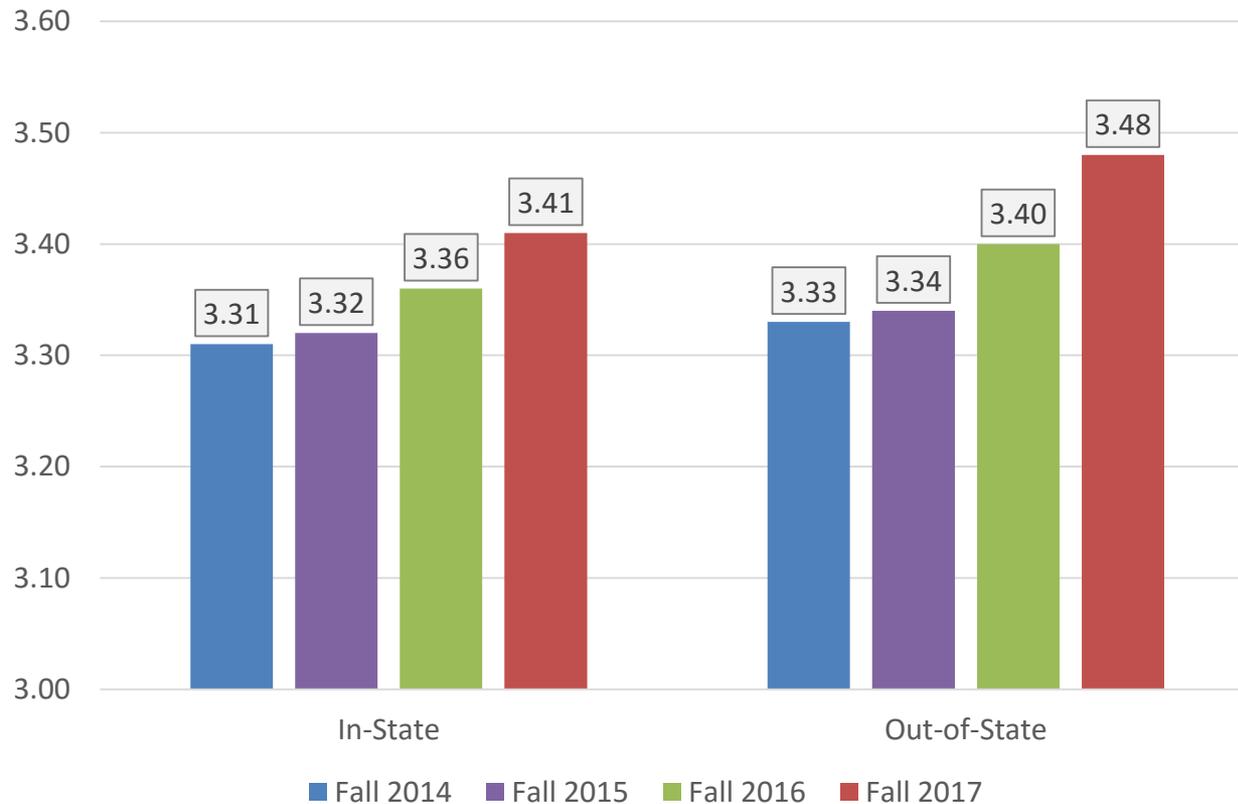


# Average GPA of Admitted (February 10th)

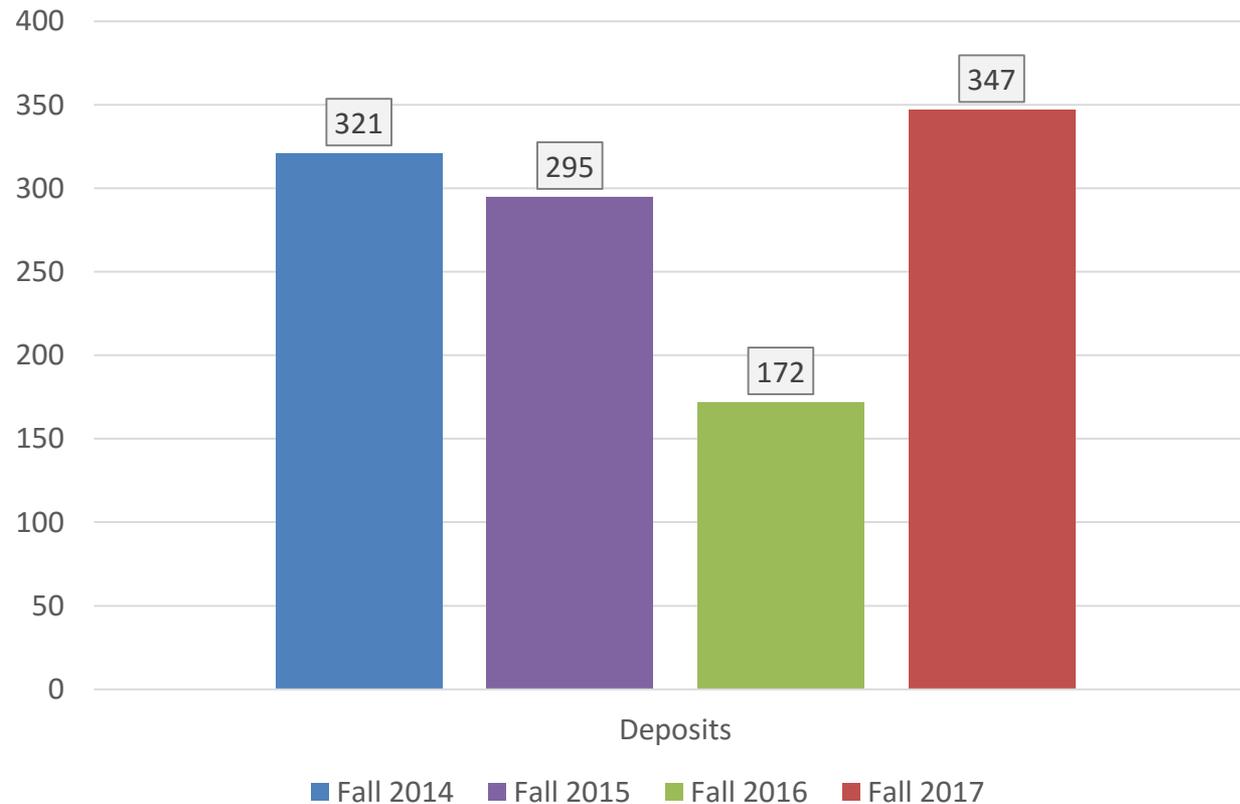
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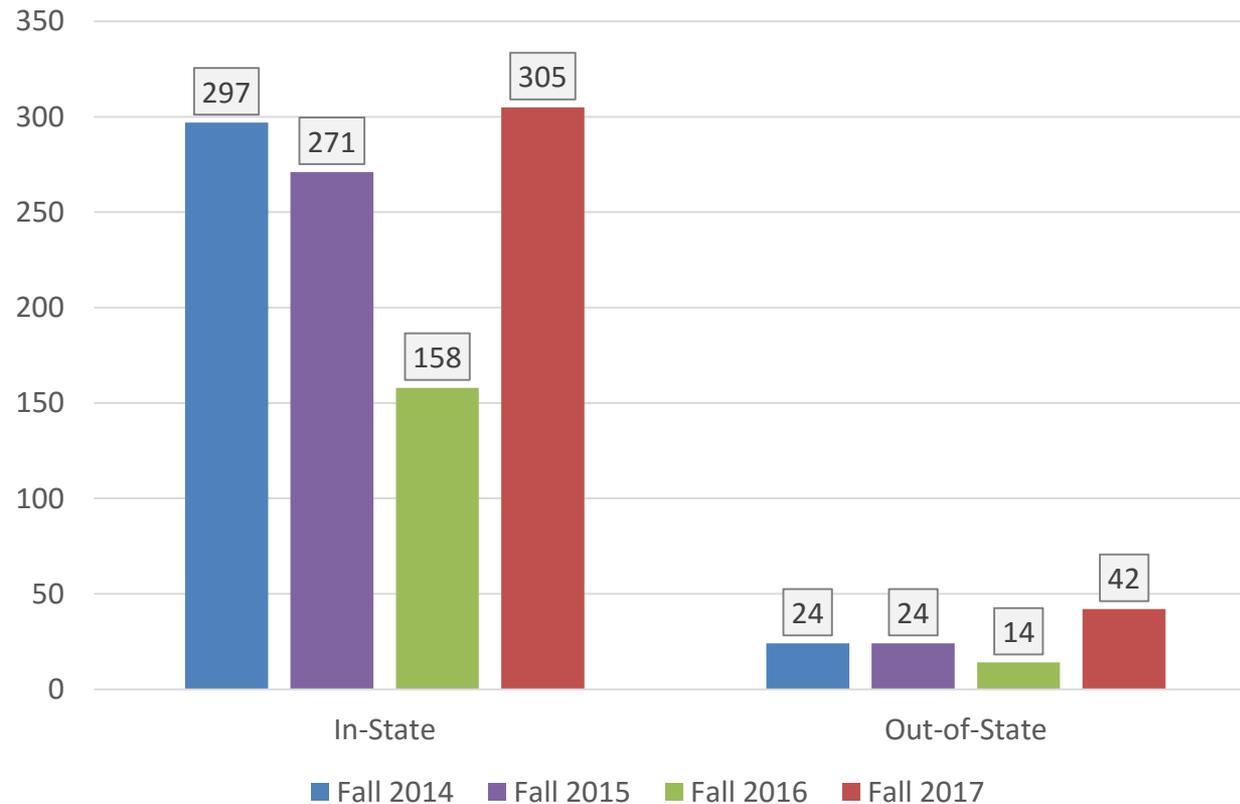
# Average GPA by Residency (February 10th)



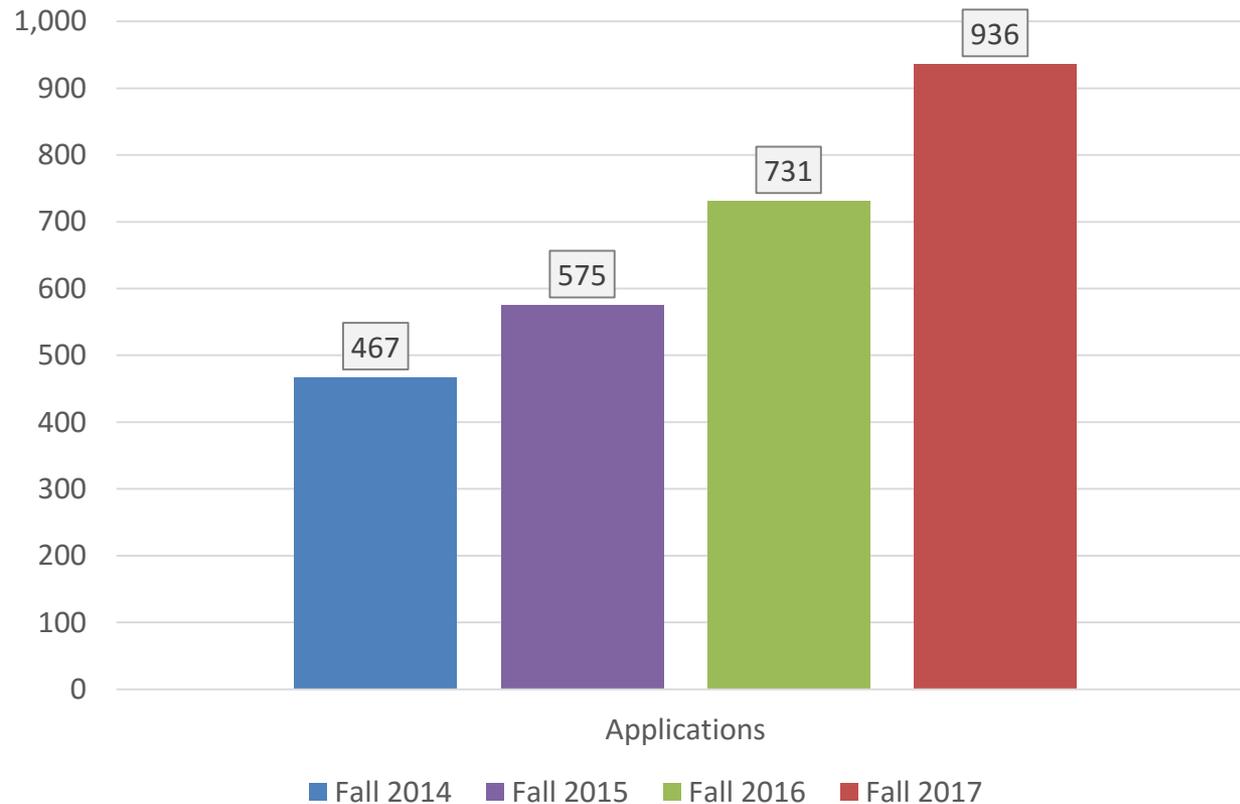
# Total Freshman Deposits (February 15th)



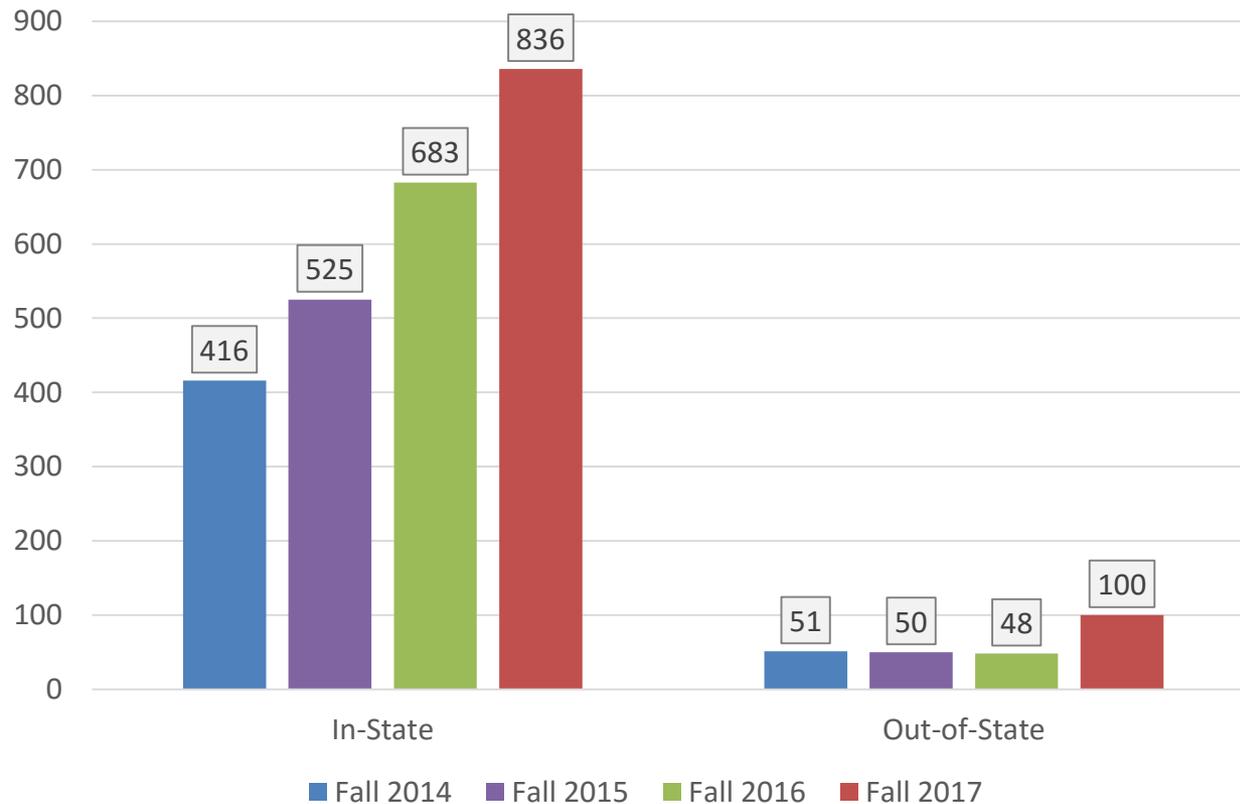
# Deposits by Residency (February 15th)



# Total Transfer Applications (February 10th)



# Transfer Applications by Residency (February 10th)



# Transfer Applications by VA Region (February 10th)

Region	Fall 2014	Fall 2015	Fall 2016	Fall 2017
Central Va	55	55	78	97
Northern Va	90	79	123	139
Peninsula	13	22	21	32
Richmond	24	22	27	58
Roanoke Metro	66	80	91	138
South Central	4	9	11	19
Southwest	93	146	210	244
Tidewater	24	32	40	46
Valley (Fauquier Cty down 81 to Roanoke)	41	63	77	56
In-State, Unknown	6	17	5	7

# Transfer Applications by Feeder Institutions (February 10th)

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Institution	City	Fall 2017
Virginia Western Community College	Roanoke	127
New River Community College	Dublin	108
Northern Virginia Community College	Annandale	87
Wytheville Community College	Wytheville	49
Patrick Henry Community College	Martinsville	33
Tidewater Community College	Norfolk	28
Southwest Virginia Community College	Richlands	25
John Tyler Community College	Chester	24
Lord Fairfax Community College	Middletown	19
Virginia Highlands Community College	Abingdon	19

# 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

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# University Relations Update

# University Relations Overview

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

# Branding & Marketing Overview

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

# Campaign Objectives

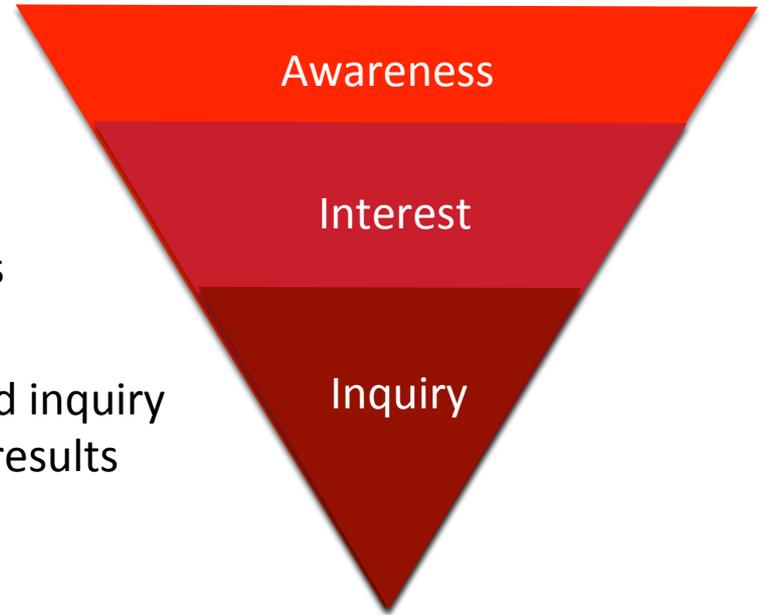
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This campaign is to support enrollment management's efforts to:

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

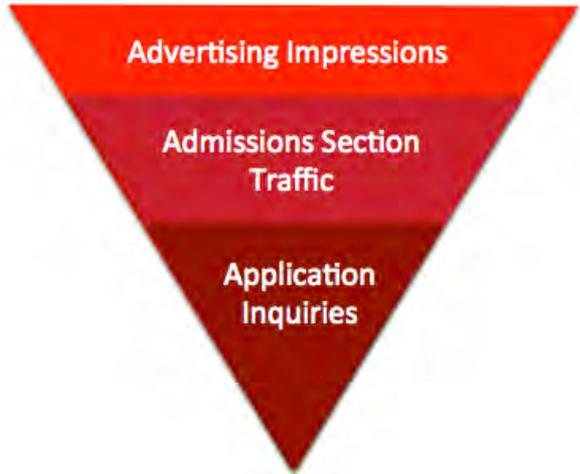
Generate engagement and increase interest among prospective students and influencers

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



# Defining Key Performance Indicators (KPIs)

## Global KPIs



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

Awareness



Interest



Inquiry

## Digital KPIs



Measures the digital media campaign's ability to generate specific actions that drive the enrollment funnel.

# Defining Global KPIs

Objective	KPI	Definition
Awareness	Advertising Impressions	Measures impressions from all forms of advertising including TV, print, out of home, radio, and digital channels
Interest	Admissions Section Sessions	Measures the amount of people visiting the Undergraduate Admissions section of the <a href="http://radford.edu">radford.edu</a> website
Inquiry	Outbound Application link Inquiry action	Measured by the number of clicks on the application link on <a href="http://radford.edu/apply">radford.edu/apply</a>

# Defining Digital KPIs

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

# Campaign Strategy - Phase 1 & 2A

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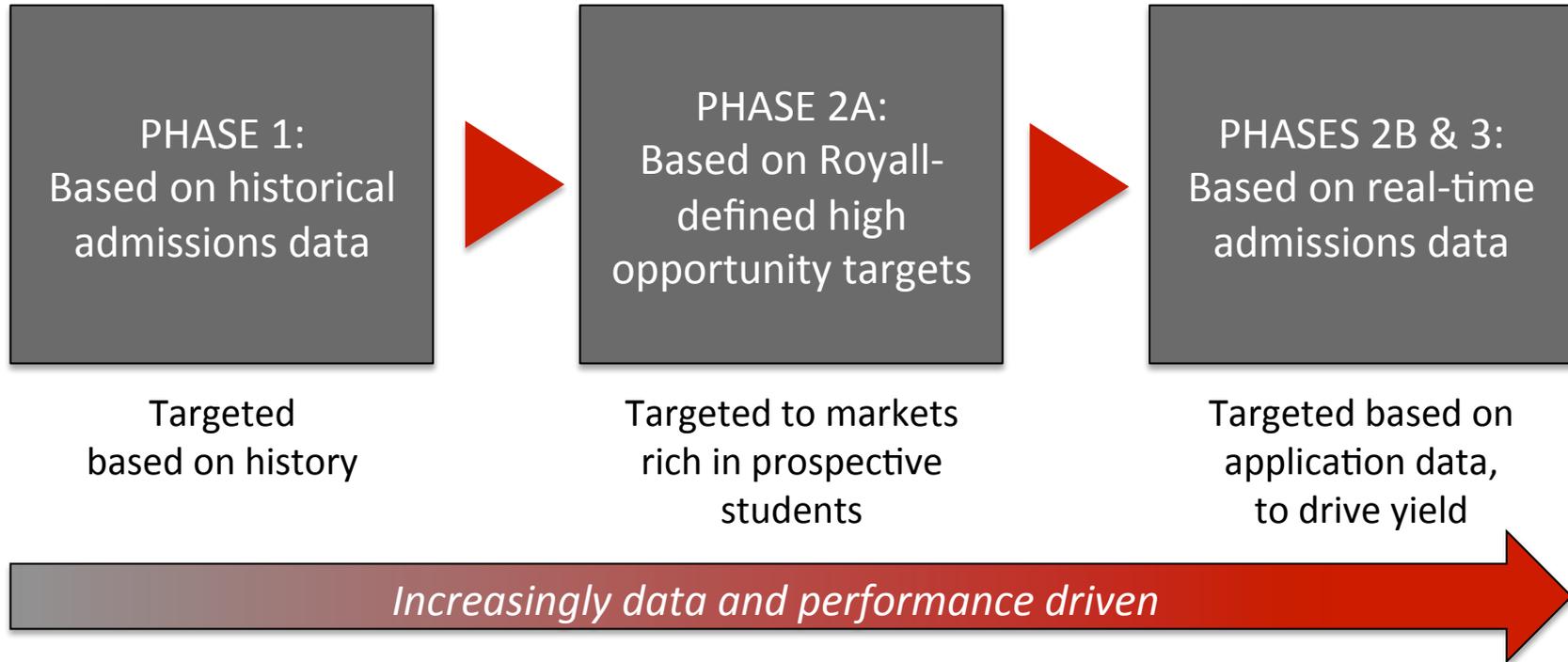
## **Phase 1 (Sept-Oct) Strategy:**

- 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



# Media Tactics - Phase 2A

Media	Details	Properties	% Spend
Print	<ul style="list-style-type: none"> <li>Scale down print expenditure in FY17 to accommodate better targeted and cost-efficient media solutions</li> <li>Focus on opportunities that align Radford with relevant editorial content (ex. College Guides) and economic development</li> </ul>		3%
Out of Home	<ul style="list-style-type: none"> <li>Leverage two high-impact digital screens in the Roanoke Airport to build awareness and establish market presence for inbound and outbound travelers</li> <li>Invest in a network of digital/ static billboards and bus ads in the Richmond market – a geographical priority for Radford based on admissions research</li> </ul>		40%
Web Digital Display	<ul style="list-style-type: none"> <li>Use digital display partners to deliver Radford’s web banners efficiently across a variety of websites that are relevant to the user and the content they are consuming</li> <li>Use real-time consumer data to deliver Radford’s message of the right prospects at the right time</li> <li>Leverage Royall data to only serve ads to prospects in the top indexing geographies both in and out-of-state</li> </ul>		45%
Paid Search	<ul style="list-style-type: none"> <li>Drive users who are actively searching for education to Radford’s website</li> <li>Tailor ads to specific undergraduate audience actively searching for information in order to complete applications</li> </ul>		12%

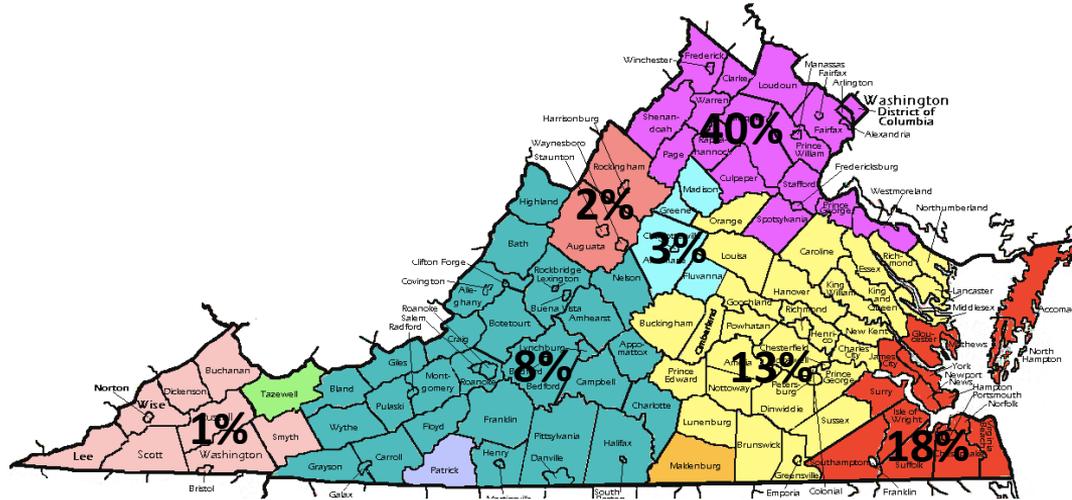
# FY17 High Level Flowchart

CAMPAIGN/MEDIA	Sept	October	November	Dec	January	Budget
<b>UNDERGRADUATE</b>						<b>\$187,000</b>
Print	█	█	█		█	\$31,000
Out of Home			█	█	█	\$40,000
Radio/Audio		█				\$15,000
Streaming Radio		█				\$9,500
Digital Display	█	█	█	█	█	\$72,500
Paid Social		█				\$4,500
Paid Search	█	█	█	█	█	\$14,500
<b>TRANSFER</b>						<b>\$15,500</b>
Digital Display	█	█				\$11,000
Paid Search	█	█				\$4,500
<b>MULTICULTURAL</b>						<b>\$15,500</b>
Digital Display	█	█				\$11,000
Paid Social		█				\$4,500
<b>All CAMPAIGNS</b>	<b>\$115,000</b>			<b>\$103,000</b>		<b>\$218,000</b>

- 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%**

Bristol, TN Tri-Cities, TNVA	Harrisonburg, WV
Bluefield, WV Beckley-Oak Hill, WV	Washington, DC
Roanoke-Lynchburg	Charlottesville
Greensboro, NC Winston-Salem/High Point	Richmond Petersburg
Raleigh-Durham, NC	Norfolk

# FY17 Analytics - Global KPIs

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

*\*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.

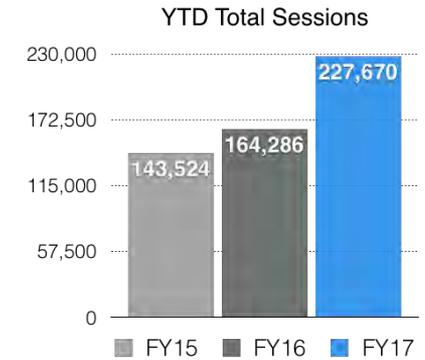
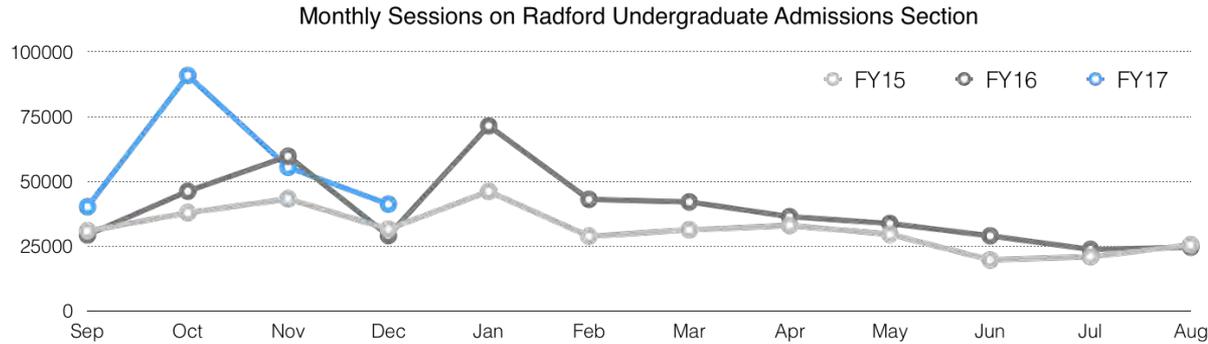
# FY17 Analytics - Digital KPIs

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

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

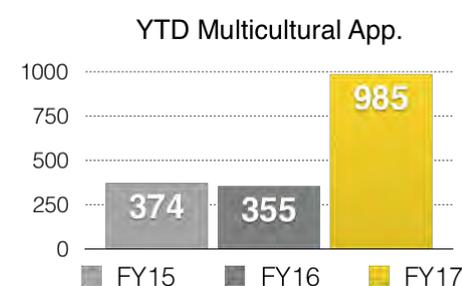
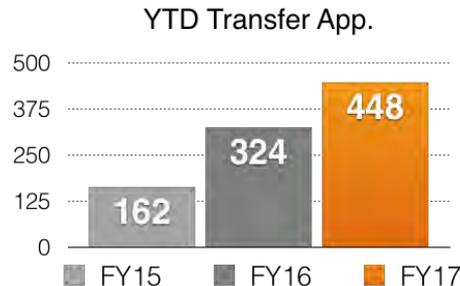
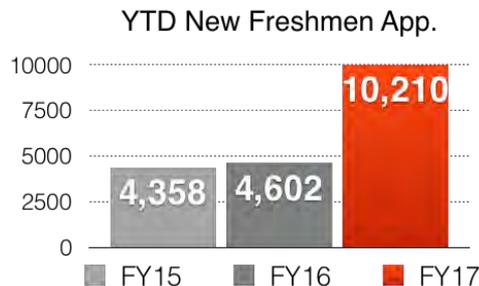
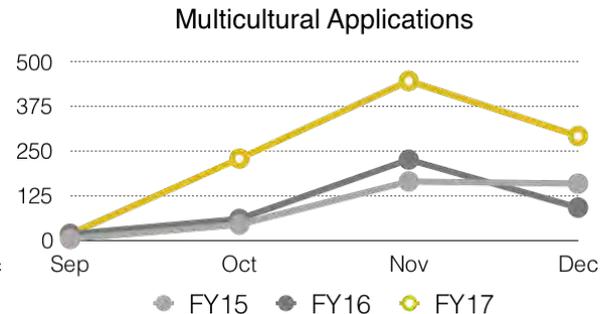
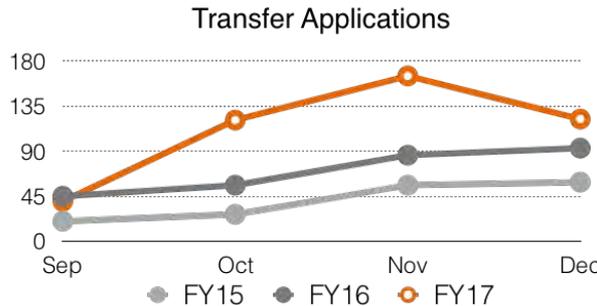
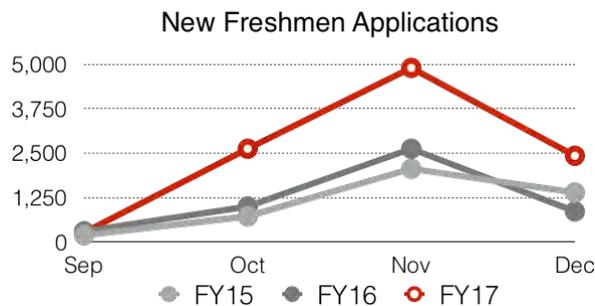
- Heavier emphasis on digital media (web banners, streaming radio, paid social, paid search) in FY17 resulted in 59% more impressions YoY.
- The increase in digital media in FY17 was responsible for producing 321% more traffic to the exclusive marketing landing pages YoY.
- A 567% increase in landing 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

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## 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

# Economic Impact Study 2016 Summary

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## 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)

# Economic Impact Study 2016 Summary

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## 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

# Economic Impact Study 2016 Summary

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## 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

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News stories produced fall semester 2016: approx. 175

More than 50 stories pitched to earned media (regional, national and trade press)

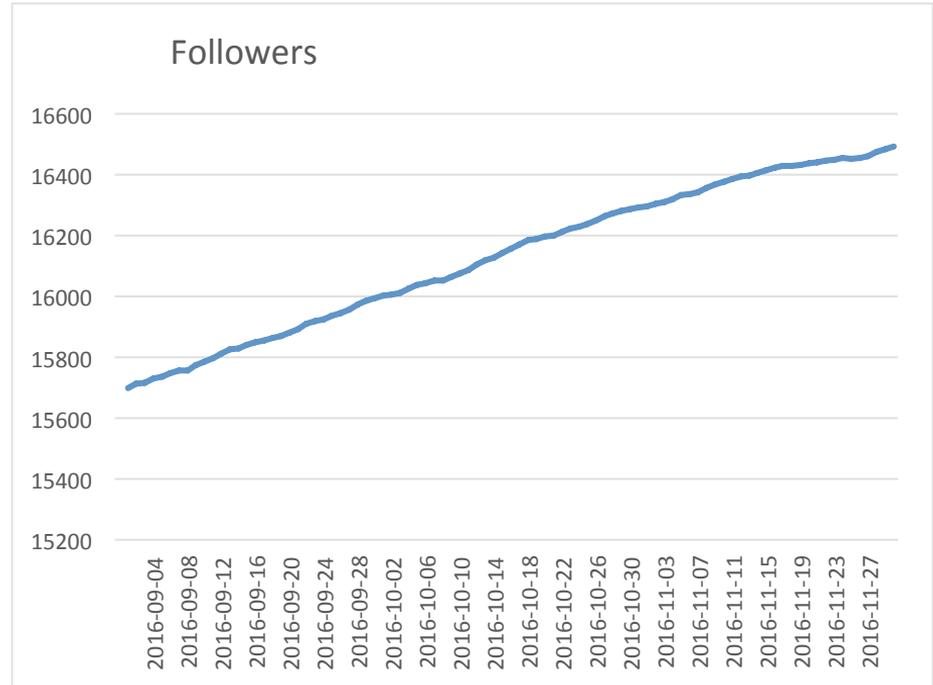
Focus included:

- 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

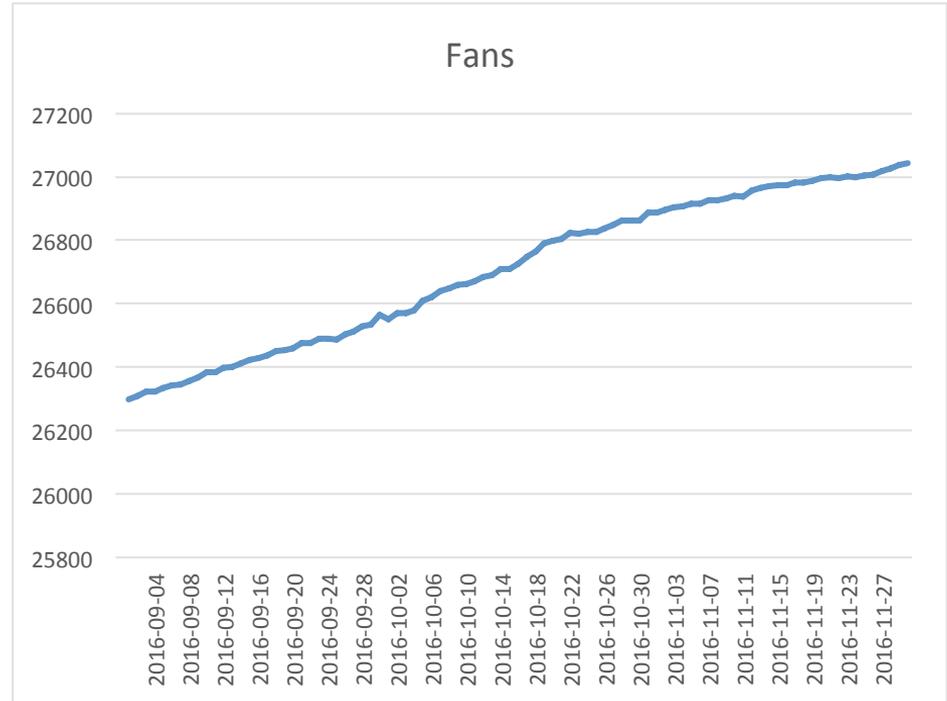
- Total Overall Impressions • 4.8K per day
- 436,800 total
- Overall Engagement • 1.0% engagement rate
- 920 total links clicks
- 452 retweets
- 920 likes
- 103 replies
- Followers • 16,493 followers total



# Social Media: Sept-Nov 2016

## Facebook

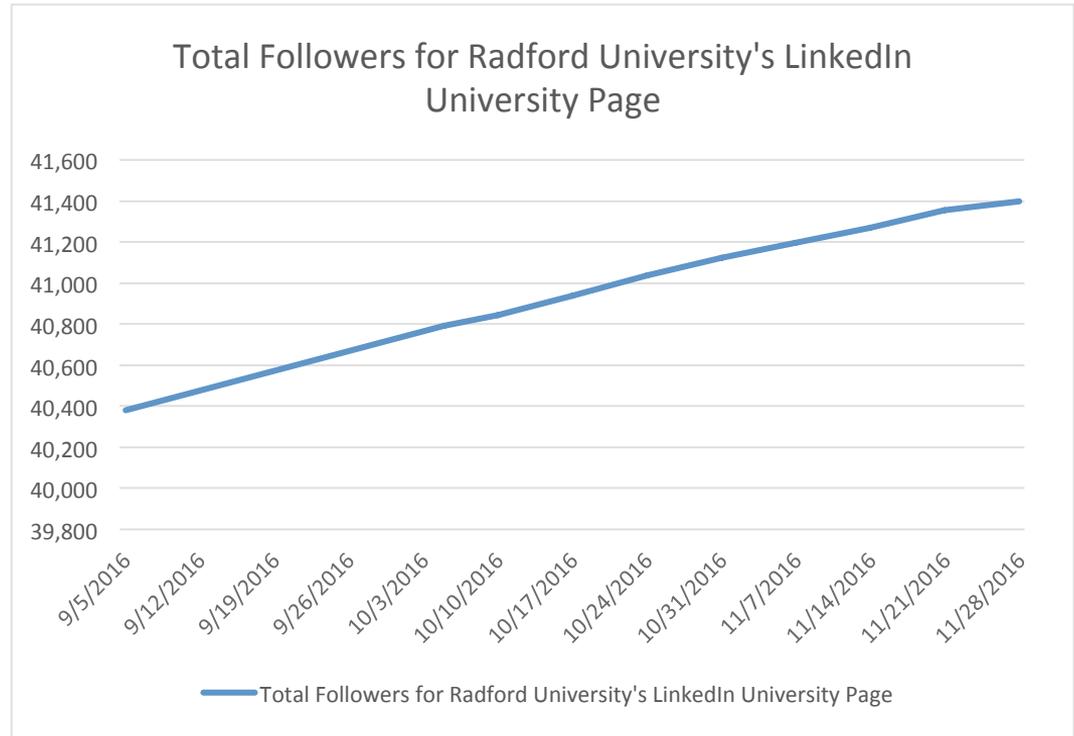
- Overall Likes
  - 27,042 likes
  - + 774 likes
- Overall Posts
  - 89 posts total
  - 57K total post engagement
- Top Post
  - “Recap of the Inauguration of Radford President Brian O. Hemphill”
  - 44,259 people reached
  - 1,240 post engagement



# Social Media: Sept-Nov 2016

## LinkedIn

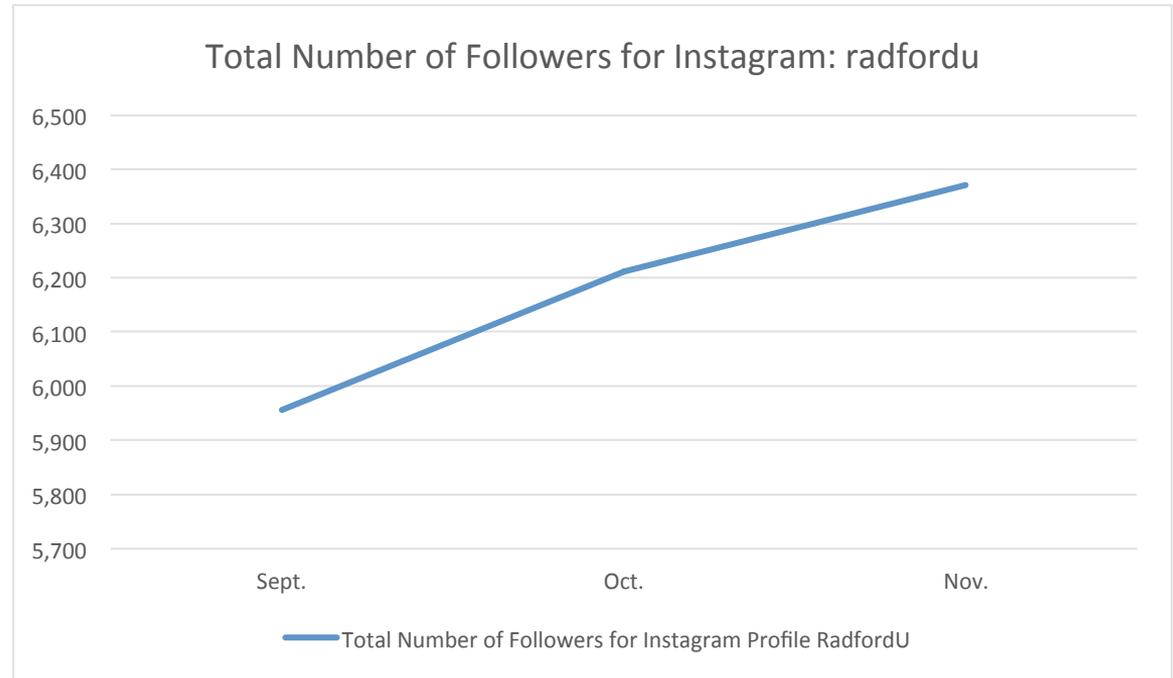
Likes	41,397
Page Views	5,465
New Followers	1,017



# Social Media: Sept-Nov 2016

## Instagram

Followers	6,374
Likes	7,658
Total Video Views	7,747



# Web Communications and Strategy

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During the fall semester, [www.radford.edu](http://www.radford.edu) received 4.4 million page views and 3.4 million unique page views. Top viewed pages for this period are:

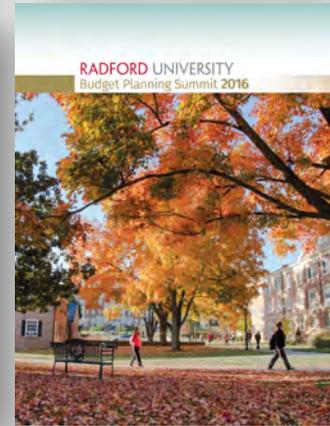
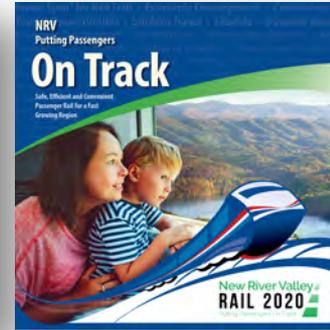
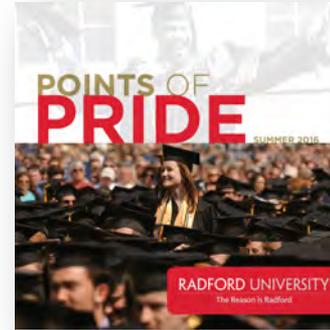
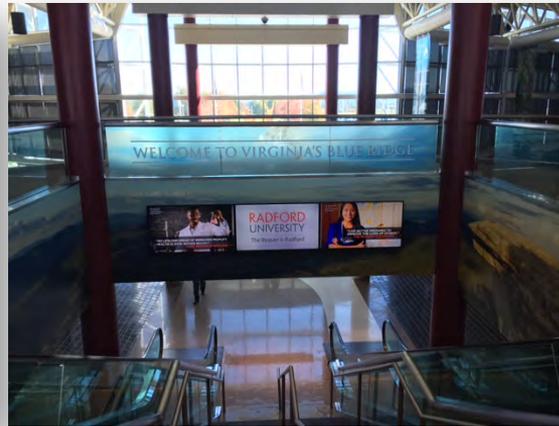
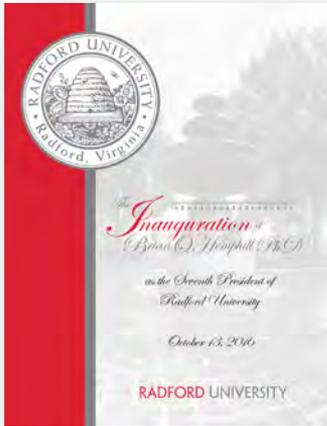
- Radford.edu homepage
- Library
- Radford Admissions Apply Now  
<http://www.radford.edu/content/radfordcore/home/admissions/apply-now.html>
- Undergraduate Admissions landing page  
<http://www.radford.edu/content/admissions-landing/home.html>
- Directory

# Creative & Marketing Services Accomplishments

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



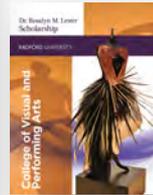
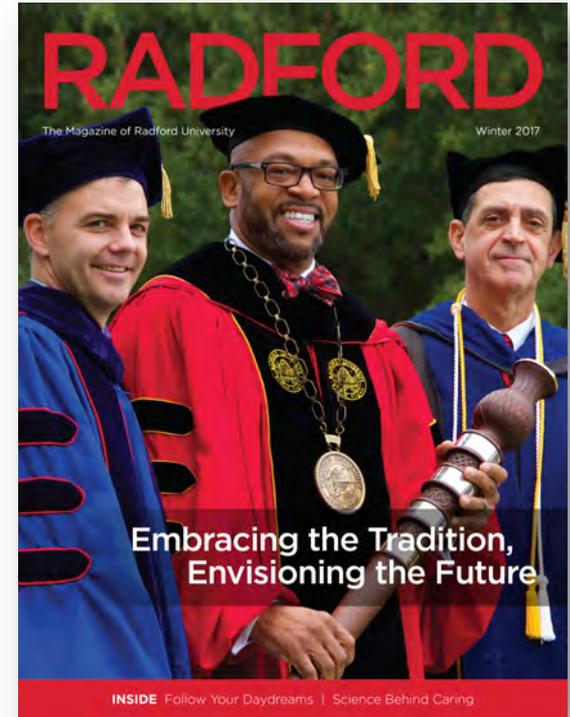
# Advancement Communications Accomplishments

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- 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.

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

# Highlighted Social Media Campaigns

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## 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.

Date	Post	Platform	Number of Posts	Likes/Views
9/26	Alumni photo	<ul style="list-style-type: none"><li>• Facebook</li><li>• LinkedIn</li></ul>	<ul style="list-style-type: none"><li>• 1</li><li>• 1</li></ul>	<ul style="list-style-type: none"><li>• 65 likes</li><li>• 2 likes</li></ul>
10/5	Current Student photo	<ul style="list-style-type: none"><li>• Facebook</li><li>• Instagram</li><li>• Twitter</li></ul>	<ul style="list-style-type: none"><li>• 1</li><li>• 1</li><li>• 1</li></ul>	<ul style="list-style-type: none"><li>• 114 likes</li><li>• 148 likes</li><li>• 2 likes</li></ul>

# Admissions Acceptance Letter Tweets and Congratulatory Replies

 **CC @CoxCourtneycox** · Nov 28  
SO HAPPY TO SAY THAT IM GOINGG TO RADFORD   @radfordu

   15 

 **Radford University**  
@radfordu

**@CoxCourtneycox** We can't wait to see you on campus!

LIKE  
1 

9:23 AM - 29 Nov 2016

   1 

 **Jordy 🍎🌲 @sweet\_jordy** · Nov 17  
Super proud to say that I got into my number 1 school Radford University #RU21  

 7  13  56 

 **Radford University**  
@radfordu

**@sweet\_jordy** Congratulations and welcome to the #HighlanderFamily!

RETWEET  
1   

LIKES  
4

10:52 AM - 18 Nov 2016

  1  4 

 **Jess 🌸 @Jessica\_oxo\_** · Nov 27  
Highkey extremely happy I got into @radfordu bc it's my number 1 choice 🥳🥳  #RU21

   1 

 **Radford University**  
@radfordu

**@Jessica\_oxo\_** Congratulations!

RETWEET  
1 

LIKE  
1

10:56 AM - 28 Nov 2016

  1  1 

 **Megan McDonagh @MeganMcDonagh19** · Nov 26  
Proud to announce that I have been accepted to my #1 school!! #radford2021  @JulieARU @radfordu

 2  1  32 

 **Radford University**  
@radfordu

**@MeganMcDonagh19** We can't wait to see you on campus!

RETWEET  
1  

LIKES  
2

10:57 AM - 28 Nov 2016

  1  2 



# Creative and Marketing Services Projects

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- 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

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- [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

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- 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

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

# Creative and Marketing Service Projects

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- 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

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# Board of Visitors

RADFORD  
UNIVERSITY

# Office for University Advancement and Alumni Relations

**RADFORD**  
UNIVERSITY

# Advancement Overview

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Comparative Giving Report

Comparative Donor Report

Comparative Pending Proposals

Alumni Relations

Questions

# Comparative Giving Report

## Radford University - University Advancement

### Comparative Giving Report by Fiscal Year

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

	FY 2016-2017 (7/1/16 - 2/10/17)	FY 2015-2016 (7/1/15 - 2/10/16)	FY 2014-2015 (7/1/14 - 2/10/15)
Pledges and Payments	\$ 7,354,463	\$ 1,115,870	\$ 897,440
New Planned Gifts	\$ 895,050	\$ 4,840,000	\$ 863,000
Outright Cash Gifts	\$ 777,861	\$ 703,204	\$ 1,003,503
Gifts-in-kind	\$ 54,350	\$ 191,698	\$ 128,766
Total Giving	\$ 9,081,723	\$ 6,850,771	\$ 2,892,709

#### Fiscal Year-End Giving:

	FY 2015-2016 Final	FY 2014-2015 Final	FY 2013-2014 Final
Pledges and Payments	\$ 1,504,726	\$ 1,299,287	\$ 1,614,196
New Planned Gifts	\$ 5,090,000	\$ 1,282,000	\$ 752,500
Outright Cash Gifts	\$ 1,178,318	\$ 1,336,277	\$ 1,365,443
Gifts-in-kind	\$ 223,955	\$ 200,775	\$ 105,257
Total Giving	\$ 7,996,999	\$ 4,118,339	\$ 3,837,397

# Comparative Donor Report

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## Radford University - University Advancement

### Comparative Donor Report by Fiscal Year

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

	FY 2016-2017 (7/1/16 - 2/10/17)	FY 2015-2016 (7/1/15 - 2/10/16)	FY 2014-2015 (7/1/14 - 2/10/15)
Total Number of Donors	3,283	3,093	3,211

#### Fiscal Year-End Giving:

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

# Comparative Pending Proposals

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## 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

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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



# Advancement and Alumni Relations

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Questions