



Board of Visitors

**UNIVERSITY ADVANCEMENT, UNIVERSITY RELATIONS AND
ENROLLMENT MANAGEMENT COMMITTEE**

3:30 P.M.

February 7, 2019

**MARY ANN JENNINGS HOVIS MEMORIAL BOARD ROOM
THIRD FLOOR, MARTIN HALL, RADFORD, VA**

DRAFT
MINUTES

COMMITTEE MEMBERS PRESENT

Ms. Krishna Chachra, Chair
Mr. James R. Kibler Jr., Vice Chair
Ms. Nancy A. Rice
Ms. Lisa Throckmorton

COMMITTEE MEMBERS ABSENT

Ms. Karyn K. Moran

BOARD MEMBERS PRESENT

Mr. Mark S. Lawrence, Rector
Mr. Robert A. Archer, Vice Rector
Dr. Thomas Brewster
Mr. Gregory A. Burton
Dr. Rachel D. Fowlkes
Dr. Susan Whealler Johnston
Dr. Debra K. McMahan
Ms. Myriah Brooks, Student Representative (Non-voting Advisory Member)

OTHERS PRESENT

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

CALL TO ORDER

Ms. Krisha Chachra, Chair, formally called the University Advancement, University Relations and Enrollment Management Committee meeting to order at 3:55 p.m. in the Mary Ann Jennings Hovis Memorial Board Room in Martin Hall.

APPROVAL OF AGENDA

Ms. Chachra asked for a motion to approve the February 8, 2019 agenda, as published. Mr. James R. Kibler made the motion, Ms. Nancy A. Rice seconded, and the motion carried unanimously.

APPROVAL OF MINUTES

Ms. Chachra asked for a motion to approve the minutes of the December 6, 2018 meeting of the University Advancement, University Relations and Enrollment Management Committee meeting, as published. Ms. Throckmorton made the motion, Ms. Rice seconded, and the motion carried unanimously.

ENROLLMENT MANAGEMENT REPORT

Vice President for Enrollment Management Kitty McCarthy provided a Fall 2019 new student recruitment update stating that, as of February 5, 2019, the application pool continues to grow and is currently up 13 percent over Fall 2018. In-state applications are up 14 percent and out-of-state applications are up 10.7 percent over Fall 2018. She added that we continue to see application growth in almost all regions of Virginia and across most ethnic groups. Applicant quality, as measured by high school GPA and SAT, is holding steady with Fall 2018 and Fall 2017. Almost 9,000 freshman applicants have been admitted which is 11 percent more than 2018. Vice President McCarthy described a variety of yield activities that are in place to encourage admitted students to join the University in the fall, including on-campus Highlander Days, off-site receptions, enhancements to on-campus visits during high school spring break weeks, ongoing outreach by the Admissions staff combined with communication efforts supported by college deans, faculty and alumni. Vice President McCarthy added that University staff are monitoring transfer activity for Fall 2019 as enrollment across the Virginia Community College System (VCCS) continues to decline. Vice President McCarthy also shared information regarding graduate student recruitment and ongoing efforts to create visibility for graduate programs. She added that creating partnerships with other colleges and universities holds potential for creating new recruitment pipelines. Vice President McCarthy closed by describing the Division of Enrollment Management's engagement in a number of activities related to the merger with Jefferson College of Health Sciences (JCHS). Several Radford University staff members are working at JCHS to support the merger and communication with several external partners, including the U.S. Department of Education, Veterans Affairs and the Student Exchange Visitor Information System (SEVIS), and assisting to create a path for a successful merger and a smooth transition for students. A copy of the presentation is attached hereto as ***Attachment A*** and is made a part hereof.

UNIVERSITY ADVANCEMENT REPORT

Vice President for University Advancement Wendy Lowery provided an update on the Division's recent activities, beginning with the giving overview as of February 5, 2019, which was more than \$3 million with 3,027 donors. She stated that there are \$24.3 million in major gift proposals in process, while \$8 million could potentially be funded in the beginning of next fiscal year. She added that Advancement Services has updated and maintained 179,000 primary addresses and of these, approximately 75,000 are alumni. Approximately 9,800 gifts, pledges and planned gifts are processed

annually and credit card gifts have steadily increased since FY 2016. A new online payroll deduction form was implemented in July 2018 making it easier for faculty and staff to give to their area of choice. Vice President Lowery continued by updating the Committee on the work of Advancement Communications, including Capital Campaign Case for Support and Campaign website, Highlander Family Tour and the RU Magazine, as well as Alumni Relations, who have also been working diligently on the Highlander Family Tour, as well as preparing for the 2019 Volunteer Summit and Winter Celebration. She added that the priorities for Strategic Initiatives has been donor recognition and upcoming special events. Vice President Lowery concluded by discussing University Advancement's plans to support the Jefferson College merger by continuing to build relationships with donors, alumni, faculty and staff, not only to assist with the expanded footprint in Roanoke, but for the overall success of the programs and students. A copy of the presentation is attached hereto as **Attachment B** and is made a part hereof.

UNIVERSITY RELATIONS REPORT

Vice President for University Relations Ashley Schumaker introduced members of her leadership team, Associate Vice President Caitlyn Scaggs, who recently joined the University, and Director of Media Services Sherry Wallace. Vice President Schumaker provided an update on the comprehensive media plan and marketing approach. She noted that phase three begins the multi-pronged approach to finish FY 2019 by supporting transfer student applications in January, accepted students in February and rising high school seniors applying next fall from February to May. Vice President Schumaker reviewed the success of the streaming TV with the first flight ending in early December with the delivered impressions exceeding the planned impressions. The click-through rate was 23 percent, with an industry benchmark of 21 percent. Most impressive was the video completion rate of 95 percent, with an industry benchmark of 76 percent. Flight two runs through the end of April. Vice President Schumaker highlighted the collaboration with campus partners resulting in the successful planning and completion of marketing materials and special events. Some recent examples include: year-end giving campaign; We Are The Reason mailing campaign with Admissions; the Retention Summit; the Foundation Annual Report; the Spring/Summer 2019 magazine; and the Responsive, Resilient and Real spotlights. Vice President Schumaker concluded her report by discussing various aspects of the branding, marketing and staffing associated with the Jefferson College merger. A copy of the presentation is attached hereto as **Attachment C** and is made a part hereof.

Ms. Chachra acknowledged the recent work by University Relations and University Leadership during the recent time of crisis and commended them on the professional, respectful and timely manner in which the situation was handled.

ADJOURNMENT

With no further business to come before the Committee, Ms. Chachra asked for a motion to adjourn the meeting. Mr. Kibler made the motion, Ms. Rice seconded, and the motion carried unanimously. The meeting adjourned at 4:40 p.m.

Respectfully submitted,

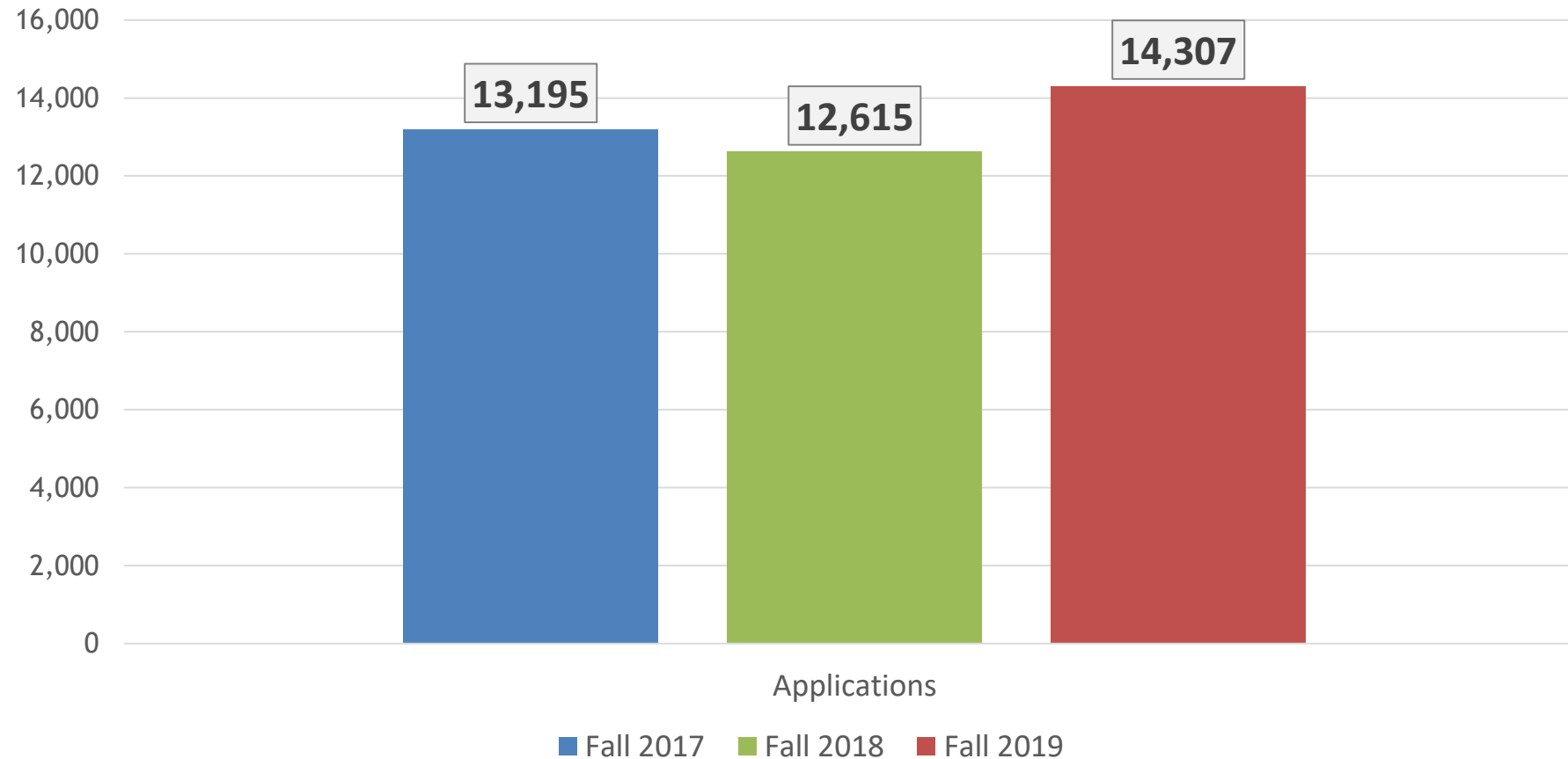
Ms. Kathy Murphy

Executive Assistant to the
Vice President for Enrollment Management

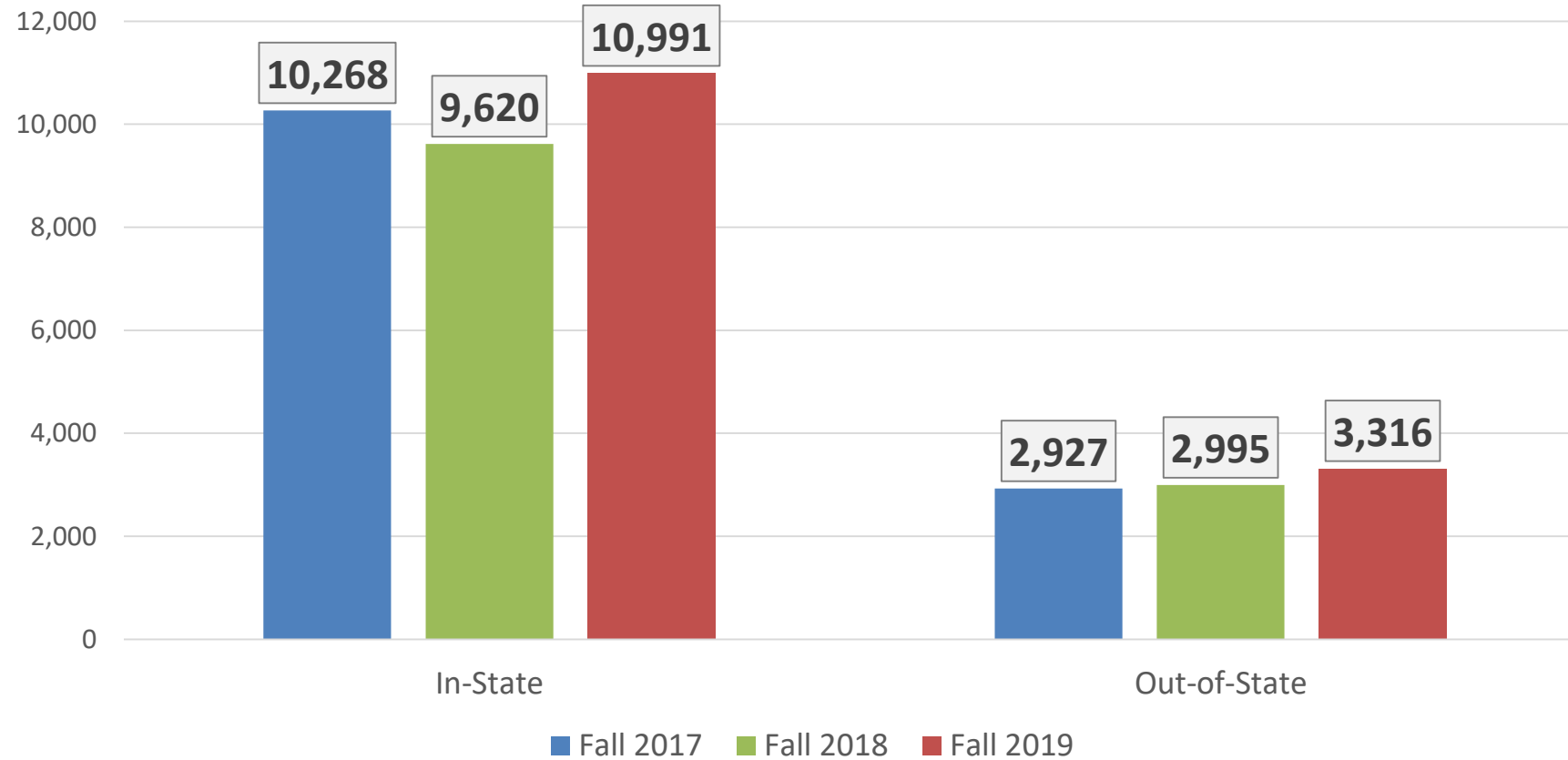
Recruitment Update

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New Freshman Applications (February 5th)



New Freshman Applications by Residency (February 5th)



New Freshman Applications by VA Region (February 5th)

VA Region	Fall 2017	Fall 2018	Fall 2019
Central Virginia	743	745	812
Northern Virginia	3,102	2,720	3,355
Peninsula	806	703	823
Richmond	1,462	1,229	1,581
Roanoke Metro	432	510	502
South Central	396	428	499
Southwest	865	911	864
Tidewater	1,379	1,418	1,605
Valley	1012	946	944
In-State, Unknown	71	10	6
Total	10,268	9,620	10,991

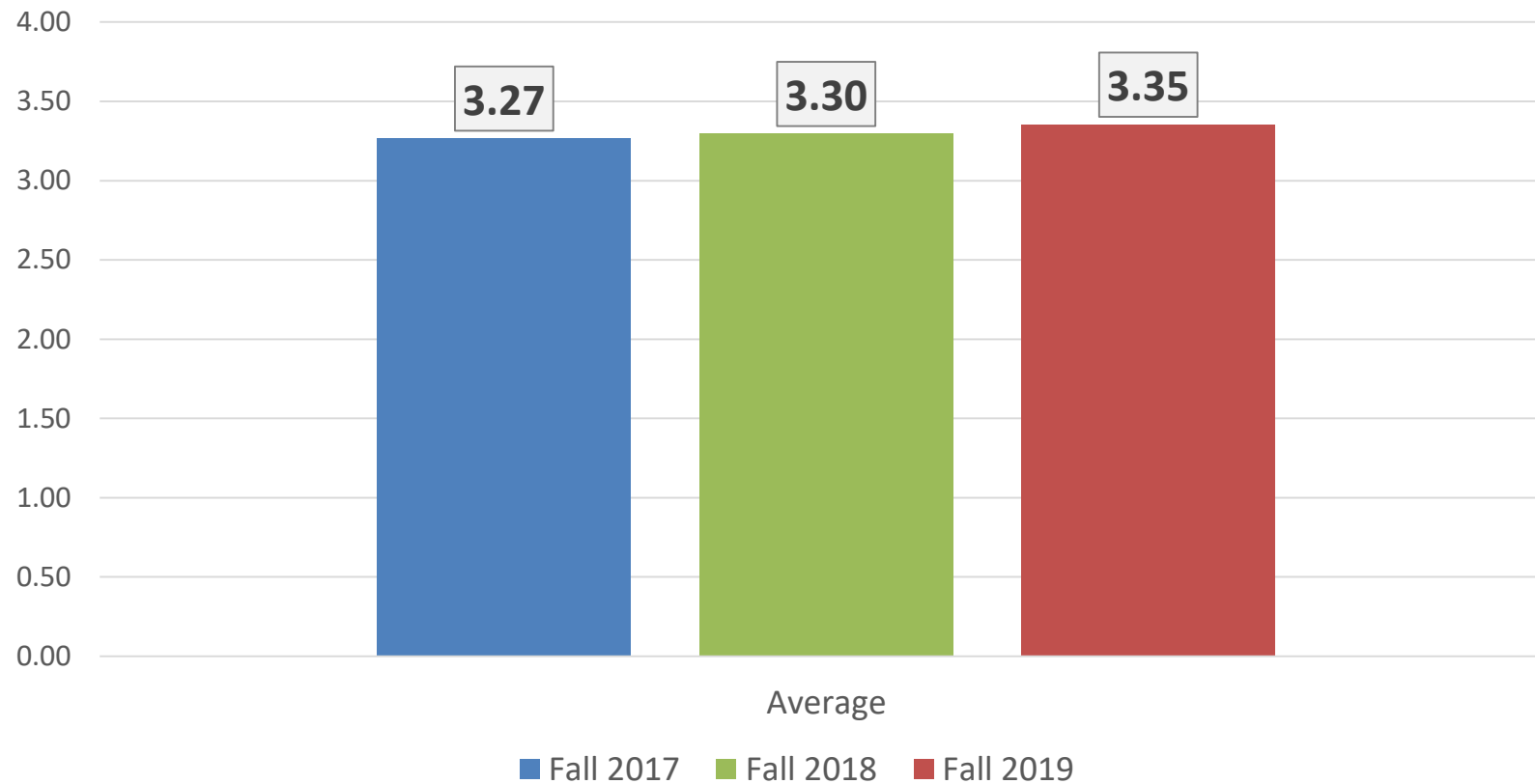
New Freshman Applications by Top States (February 5th)

State	Fall 2017	Fall 2018	Fall 2019
North Carolina	646	885	867
Maryland	794	720	742
District of Columbia	232	362	470
West Virginia	180	173	165
New Jersey	132	138	101
Pennsylvania	68	95	69
Florida	63	49	66
Tennessee	130	52	65
New York	79	45	58
Connecticut	34	29	47

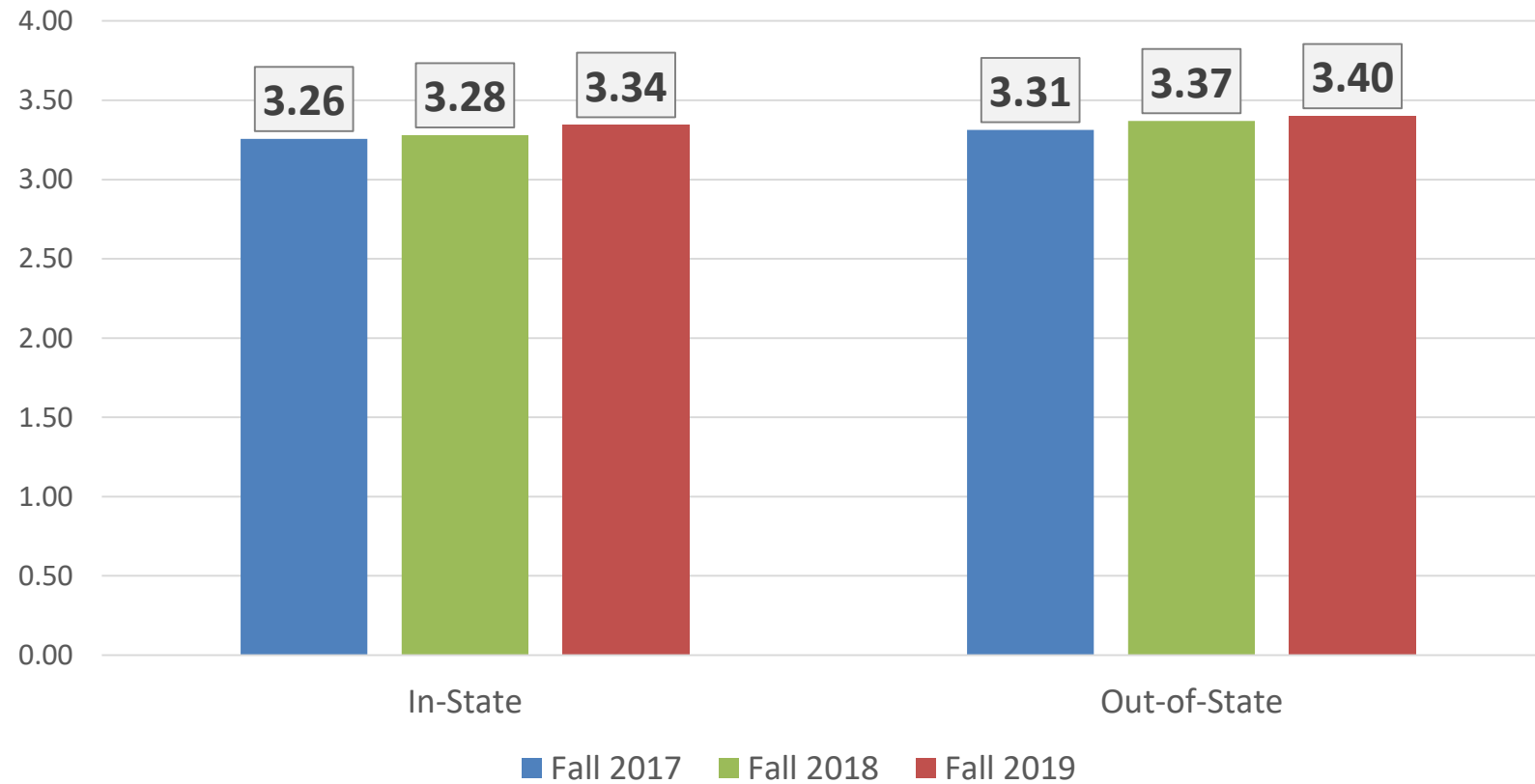
New Freshman Applications by Ethnicity (February 5th)

Ethnicity	Fall 2017	Fall 2018	Fall 2019
American Indian or Alaska Native	39	43	41
Asian	394	384	511
Black or African American	3,728	3,667	4,352
Hispanic	1376	1351	1567
Native Hawaiian/Other Pacific Islander	29	17	26
White	6263	5807	6332
Two or more races	977	928	990
Nonresident Alien	14	60	91
Race and Ethnicity Unknown	375	358	397
Total	13,195	12,615	14,307

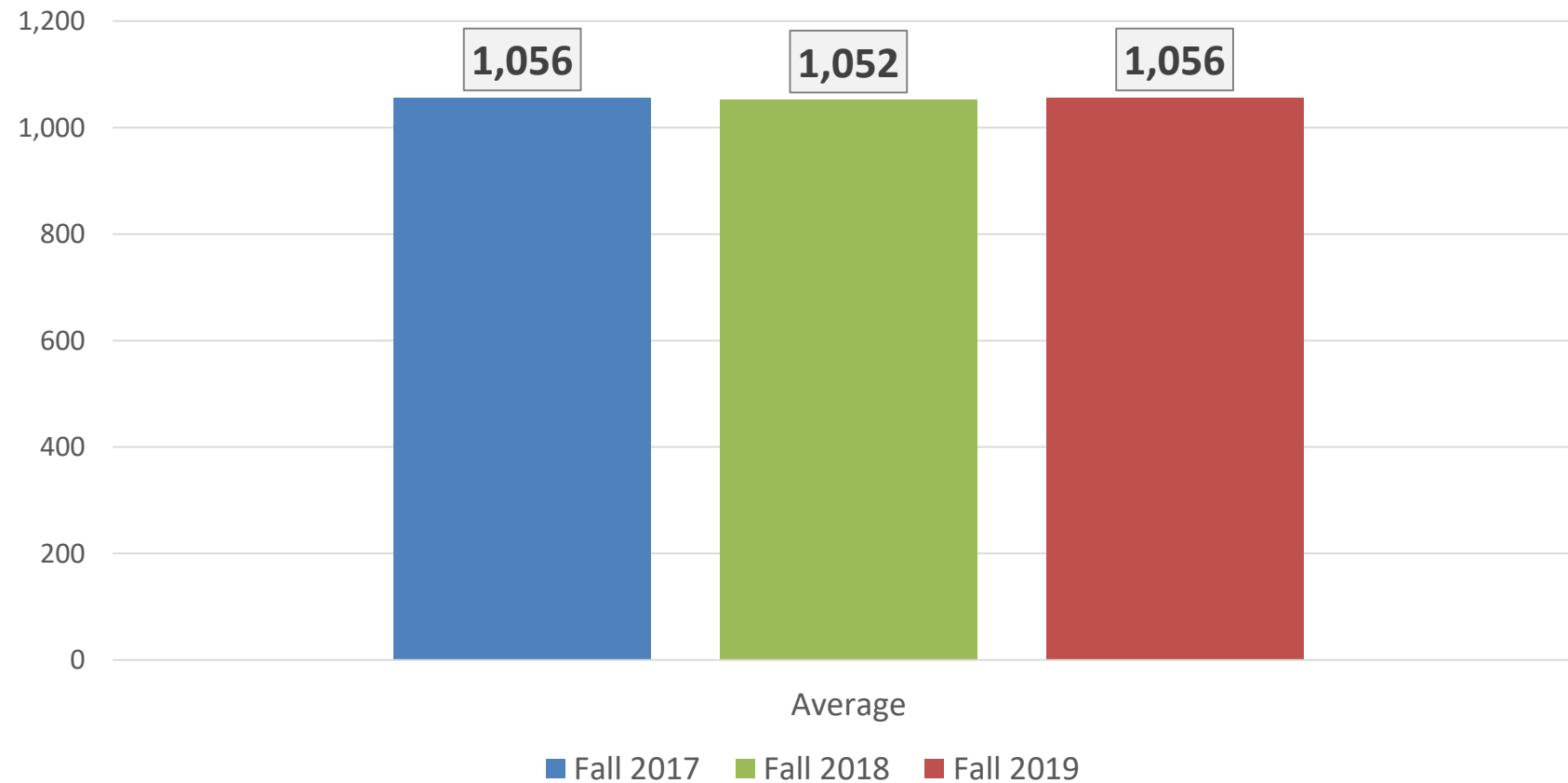
New Freshman Applications High School GPA (February 5th)



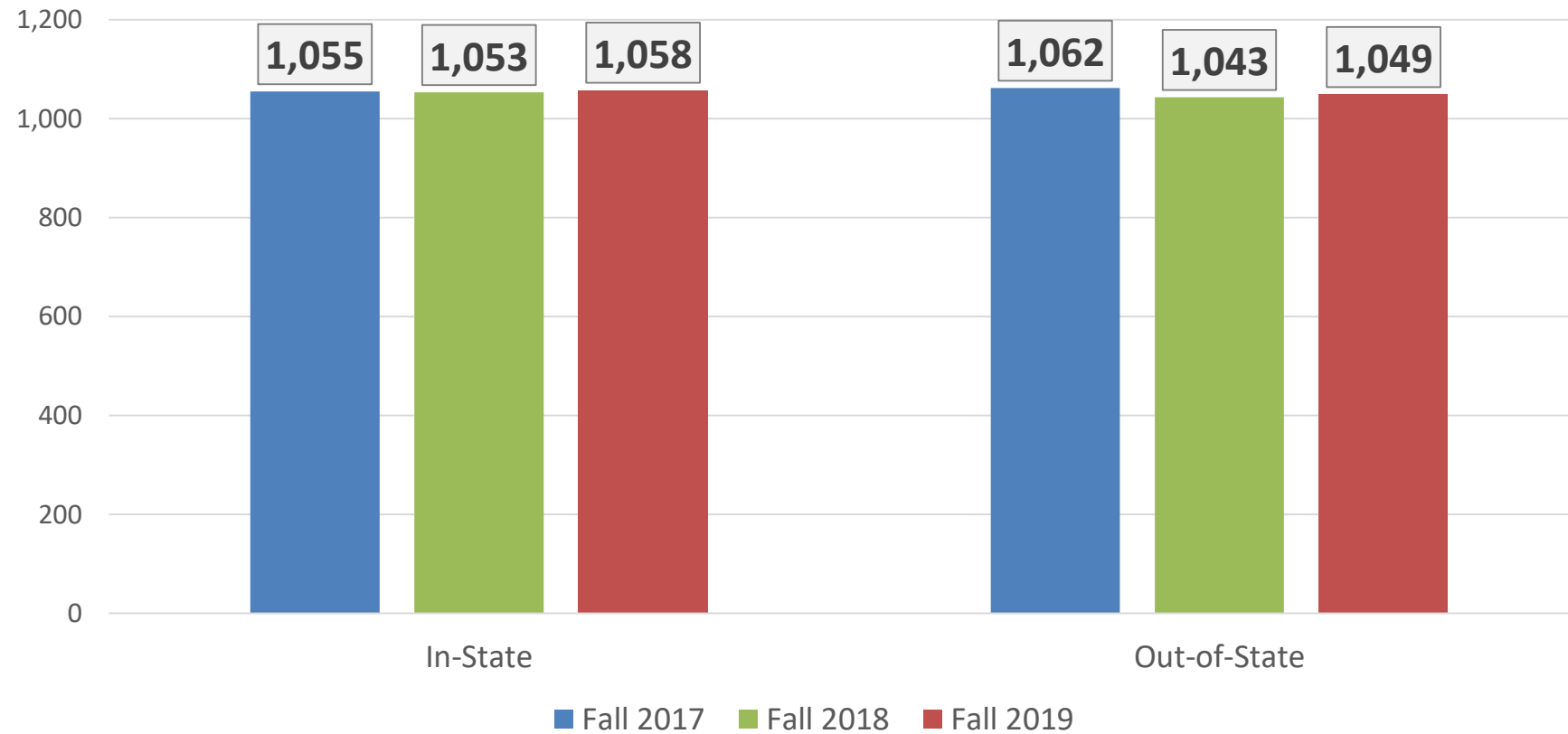
New Freshman Applications High School GPA (February 5th)



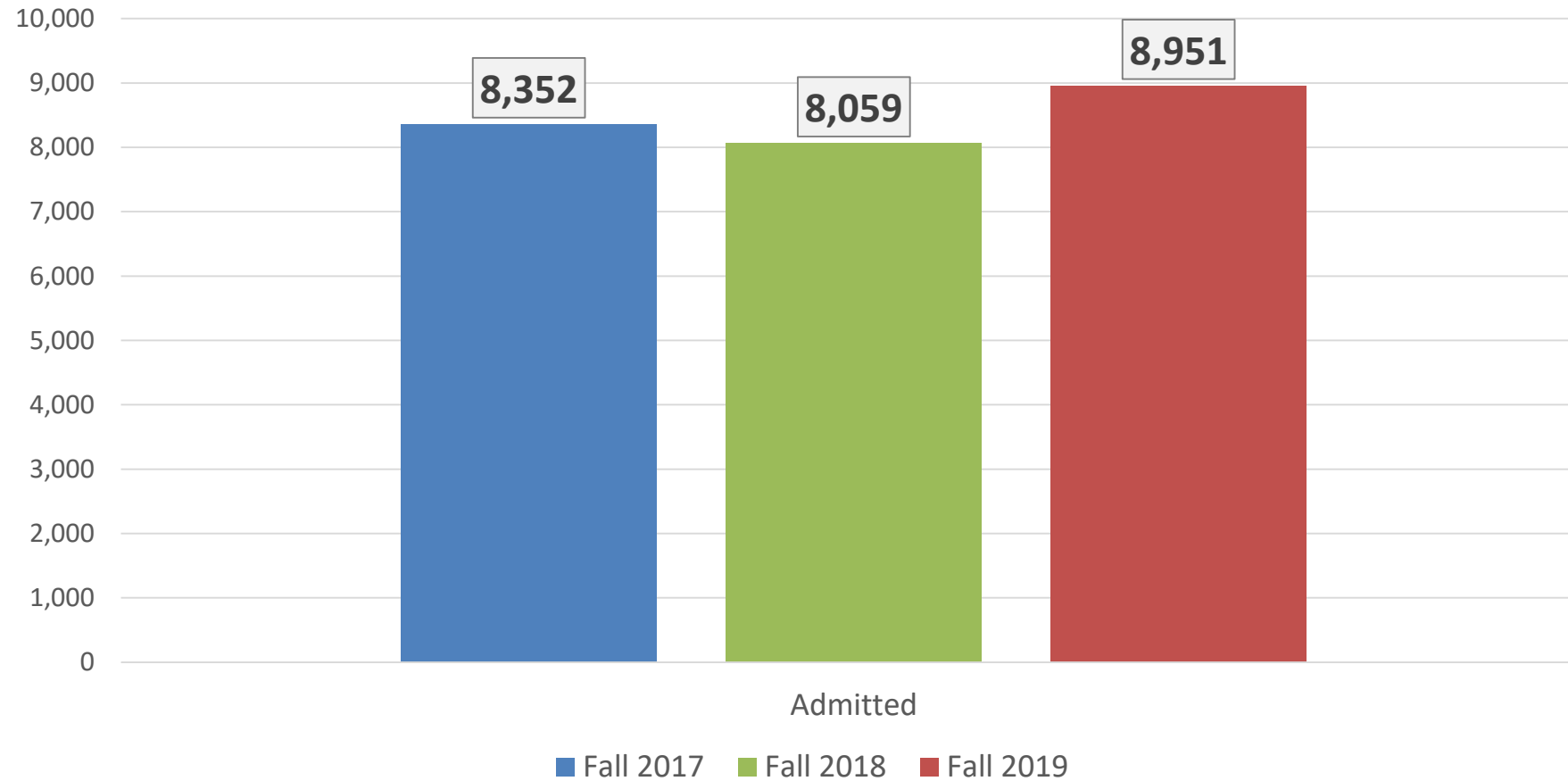
New Freshman Applications SAT (February 5th)



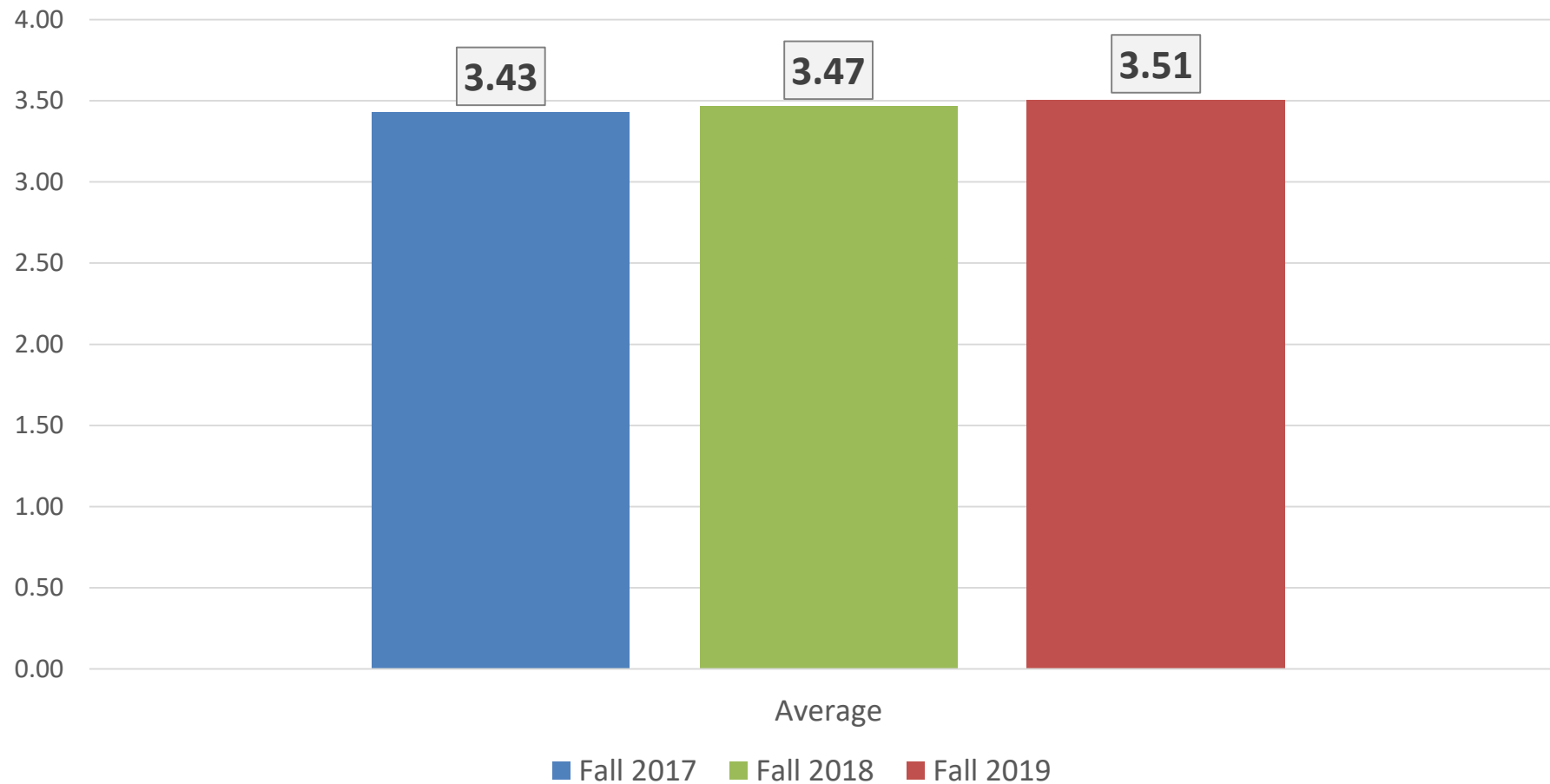
New Freshman Applications SAT (February 5th)



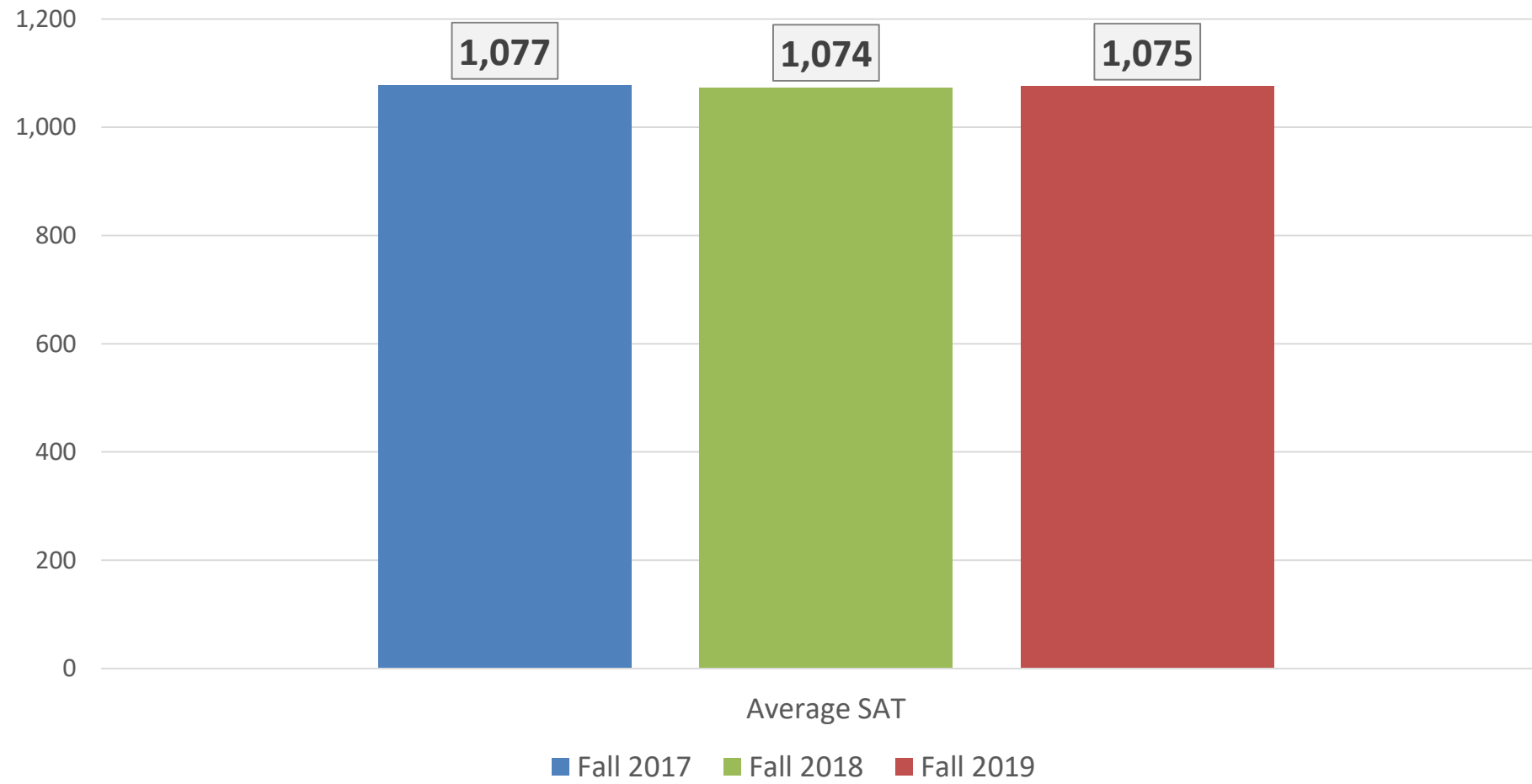
New Freshman Admitted (February 5th)



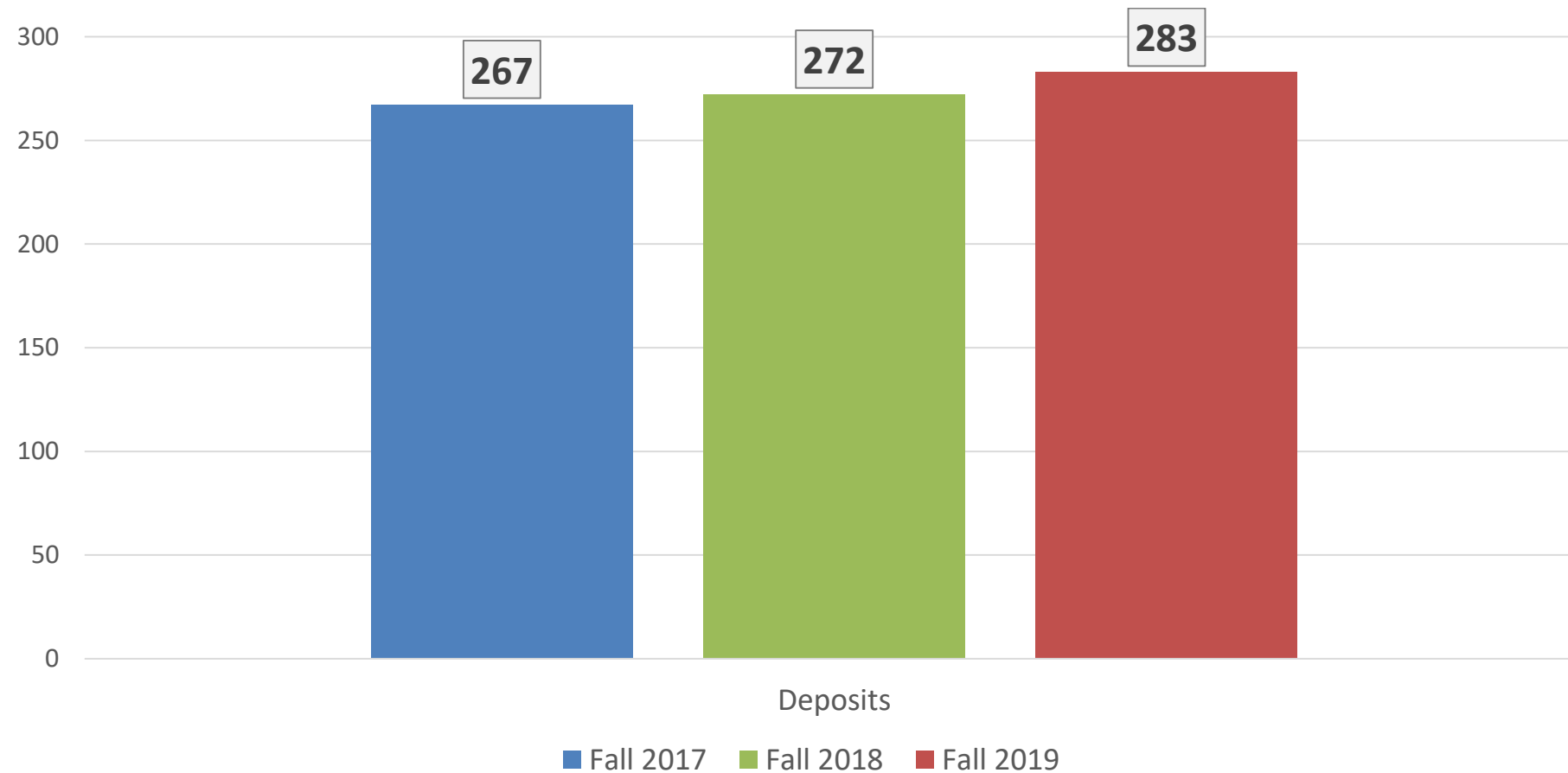
New Freshman Admitted High School GPA (February 5th)



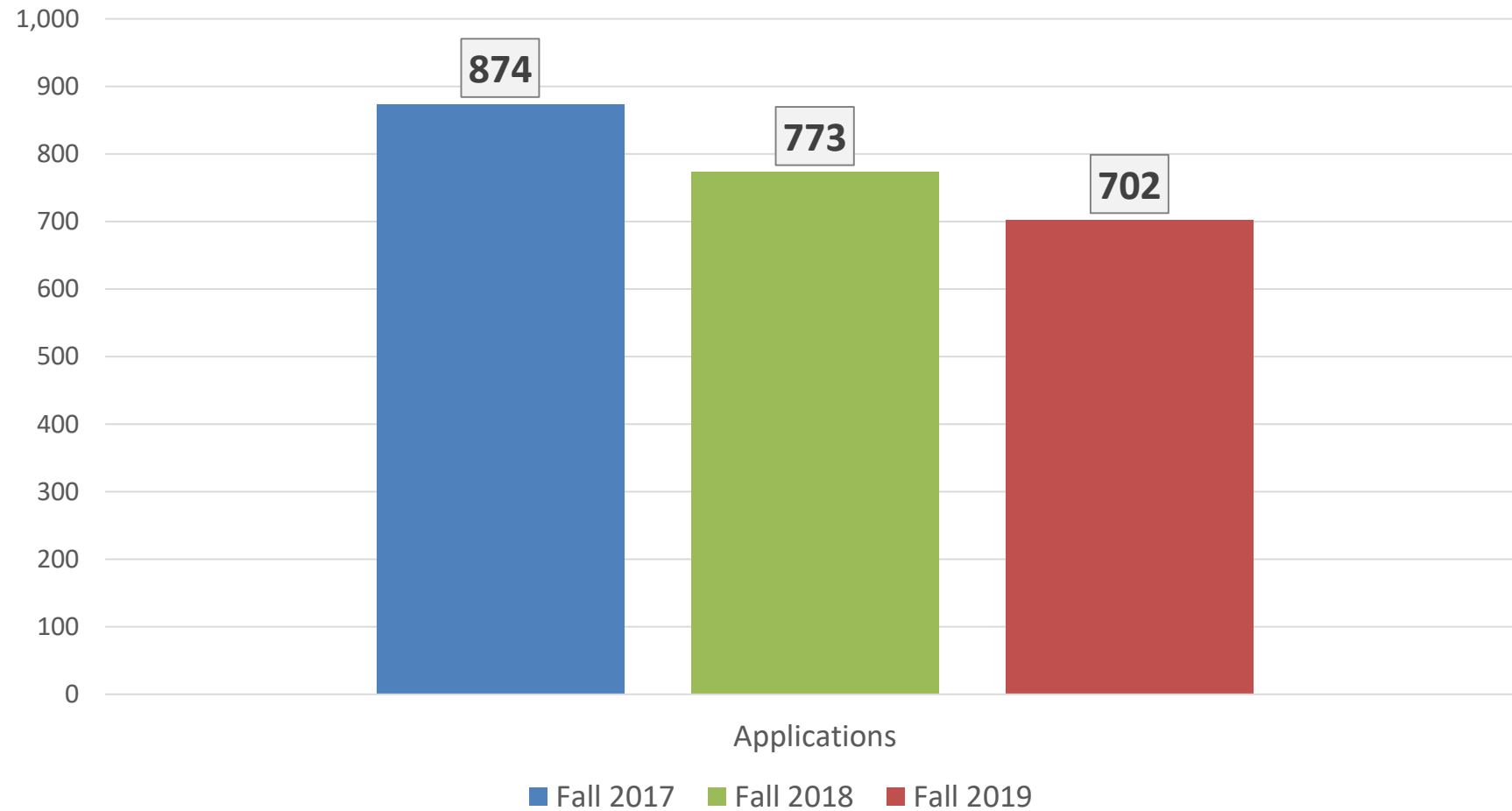
New Freshmen Admitted SAT (February 5th)



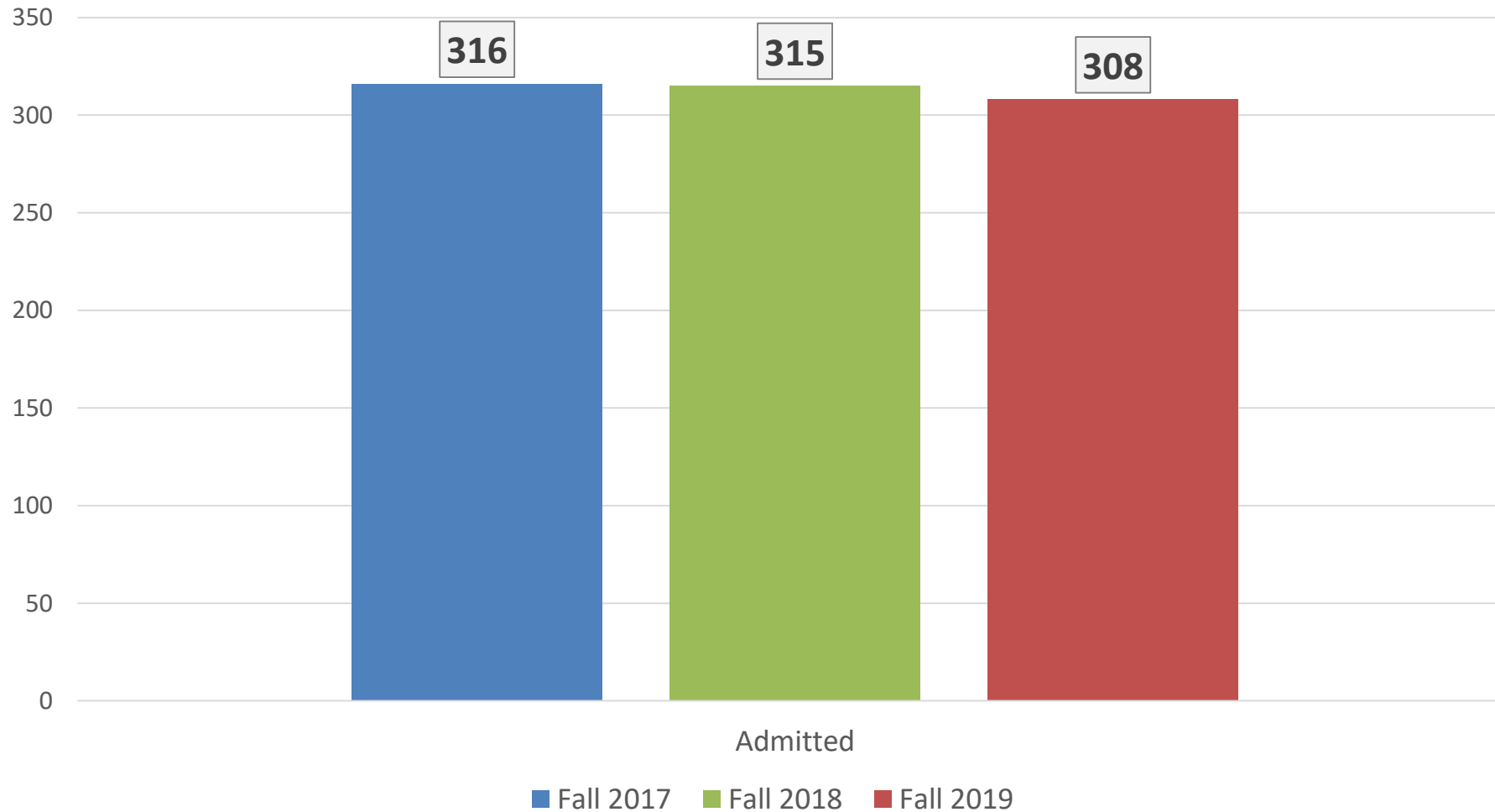
New Freshman Deposits (February 5th)



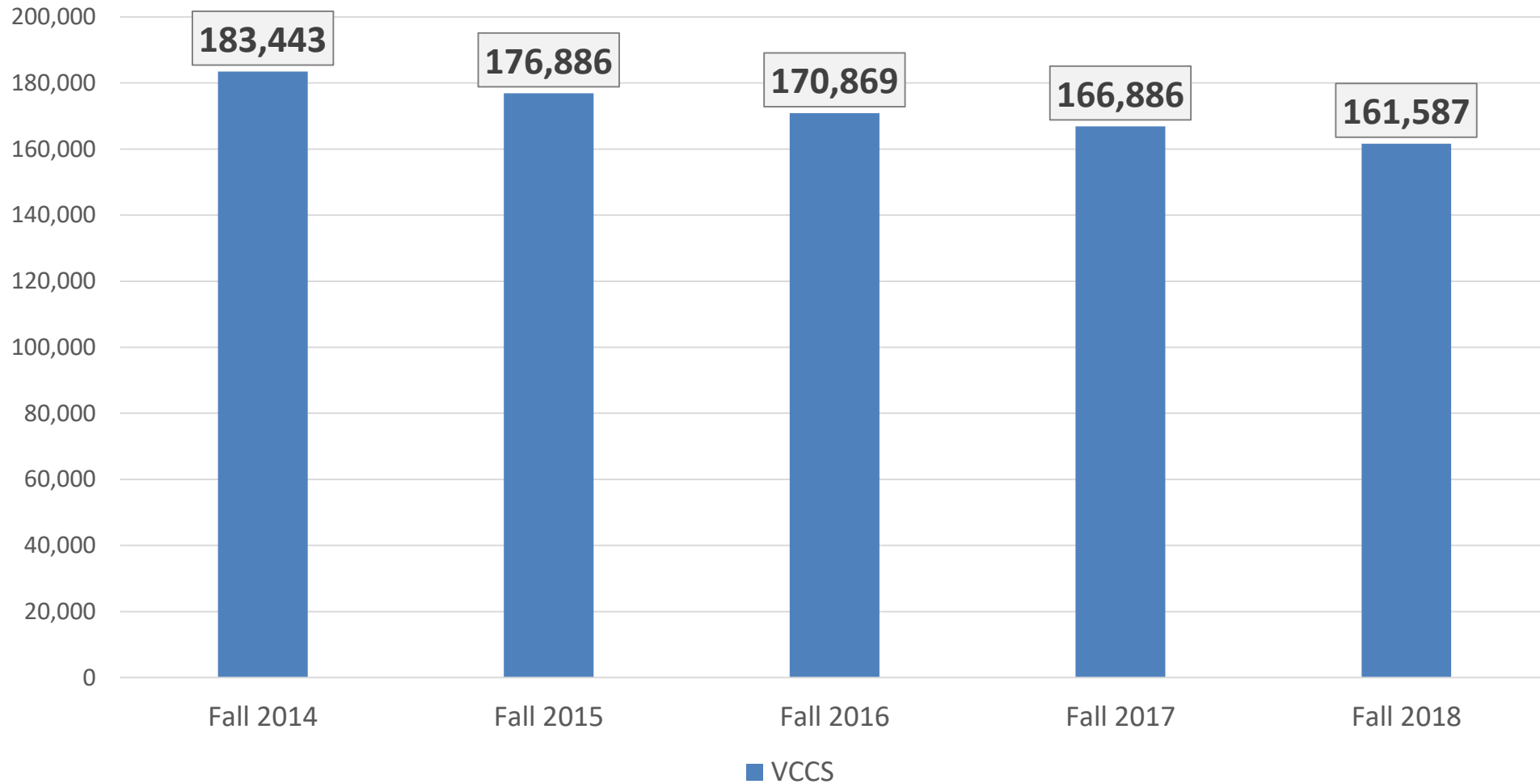
New Transfer Applications (February 5th)



New Transfer Admitted (February 5th)



Virginia Community College System Fall Headcount



Yield Boot Camp

- Everything we do, can make a difference
- Features, Benefits and Proofs
- Connect, Motivate, Inspire, Persuade
- Organizing outreach - add to what we know

Graduate Student Recruitment

- RU is #1 application feeder
- Increase in on-campus recruitment efforts
- Network of colleges and universities
- Tracking and communication similar to undergraduate efforts
- Academic departments review and make admission recommendations/Graduate College finalizes

Graduate Student Recruitment -- Areas of Focus

- Enhancing communication with prospects and admitted students
- Partnerships with other colleges and universities
- Remaining competitive
- Continuing to grow RU interest

Jefferson College/Radford University Merger

- Fall 2019 recruitment efforts
- Staff support
- Financial aid awards
- External partners - Department of Education, SEVIS, Veterans Services

Discussion

University Advancement and Alumni Relations

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Giving Overview

FISCAL YEAR-TO-DATE GIVING	FY 2018-2019 (7/1/18-2/5/19)*	FY 2017-2018 (7/1/17 - 1/31/18)	FY 2016-2017 (7/1/16 - 1/31/17)	FY 2015-2016 (7/1/15 - 1/31/16)	FY 2014-2015 (7/1/14 - 1/31/15)
New Pledge Balances	\$ 1,388,239	\$ 931,517	\$ 782,154	\$ 495,833	\$ 328,496
Current-Year Pledge Payments	\$ 270,876	\$ 205,285	\$ 319,825	\$ 591,991	\$ 207,806
New Planned Gifts	\$ 34,964	\$ 1,539,855	\$ 895,050	\$ 4,840,000	\$ 863,000
Outright Cash Gifts	\$ 1,270,292	\$ 1,076,215	\$ 753,612	\$ 686,820	\$ 997,883
Gifts-in-kind	\$ 23,360	\$ 263,922	\$ 54,350	\$ 103,698	\$ 124,866
Gifts of Real Estate	\$ -	\$ 590,000	\$ -	\$ -	\$ -
Sponsored Programs	\$ 15,240	\$ 48,692	\$ 42,485	\$ 10,000	n/a
Total Giving	\$ 3,002,971	\$ 4,655,485	\$ 2,847,475	\$ 6,728,341	\$ 2,522,051
Total Number of Donors	3,027	3,157	3,134	3,076	3,113

*most up-to-date financial information available

FISCAL YEAR-END GIVING	FY 2017-2018 Final	FY18 % Increase over FY17	FY 2016-2017 Final	FY 2015-2016 Final	FY 2014-2015 Final	FY 2013-2014 Final
New Pledge Balances	\$ 10,635,610	31%	\$ 7,311,589	\$ 1,160,325	\$ 505,474	\$ 1,100,504
New Planned Gifts	\$ 1,565,555	24%	\$ 1,192,050	\$ 5,090,000	\$ 1,282,000	\$ 752,500
Outright Cash Gifts	\$ 2,155,139	2%	\$ 2,108,057	\$ 1,522,719	\$ 2,130,090	\$ 1,656,636
Gifts-in-kind	\$ 336,320	62%	\$ 128,299	\$ 223,955	\$ 200,775	\$ 105,257
Gifts of Real Estate	\$ 590,000	n/a	\$ -	\$ -	\$ -	\$ 222,500
Sponsored Programs	\$ 57,490	n/a	\$ 52,485	\$ 10,000	n/a	n/a
Total Giving	\$ 15,340,113	30%	\$ 10,792,480	\$ 8,006,999	\$ 4,118,339	\$ 3,837,397
Total Number of Donors	5,262	n/a	5,253	4,435	4,731	5,221

Major Gifts and Strategies

Advancement Services

- **Update and maintain approximately 179,000 primary addresses**
 - Of these, approximately 75,000 are alumni
 - Addresses are processed through the National Change of Address (NCOA) quarterly by:
 - Radford University Post Office
 - Blackbaud's AddressFinder
- **Screen approximately 3,500 prospective donors for wealth indicators yearly through Blackbaud's Target Analytics system; confirm wealth for approximately 500 per year**
- **Successfully implemented a new online payroll deduction giving form in July, 2018, to encourage faculty and staff support**
- **Process and acknowledge approximately 9,800 gifts, pledges and planned gifts annually**
- **Credit card donations have steadily increased since fiscal year 2016:**

• FY16: July-Dec = 1,200	% increase = n/a	FY Total = 2,164
• FY17: July-Dec = 1,315	% increase = 10%	FY Total = 3,251
• FY18: July-Dec = 1,581	% increase = 20%	FY Total = 3,591
• FY19: July-Dec = 2,155	% increase = 33%	FY Total = TBD

Advancement Communication

- Capital Campaign
 - Case for Support
 - Campaign Website
- Presidential Tour
- RU Magazine

Alumni Engagement



Volunteer Summit 2019
Winter Celebration



- Presidential Tour
- Regional Outreach

Strategic Initiatives

- Donor Recognition
- Campaign Gatherings
- Campaign Steering Committee Meeting
- Celebration of Giving
- Partners in Excellence

Advancement and Jefferson College

Discussion

University Relations Update

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University Relations Team



Caitlyn Scaggs

Associate Vice President



Sherry Wallace

Director of Media Services

Summary of Marketing Approach

- Phase 1** launched in September 2018 with advertising channels targeting high school applicants and their influencers, aimed at building brand awareness and promoting Open House visitation. – **STATUS: COMPLETED**
- The campaign shifted gears during **Phase 2** in December 2018 with the goal of driving applications, while building consideration for applications. Transfer digital campaign begins in January 2019. – **STATUS: IN PROGRESS**
- Phase 3** begins the multi-pronged approach to finish FY 2019 strong by supporting:
 - Transfer student applications (**January 2019**)
 - Conversion and yield of accepted students with media tactics targeted to markets with higher indices for admission (**February 2019**)
 - Focus on generating awareness and consideration for a new wave of rising high school seniors applying next Fall (**February - May 2019**)

FY19 MEDIA CAMPAIGN & MESSAGING		Visit Us (OH, CF)	Visit Us (OH, CF)	Early Apply/Scholar	App Deadline	App Deadline	Visit Us	Visit Us	Visit Us	Visit Us	
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
UNDERGRAD											
Out of Home											
TV											
Streaming TV											
Digital: Display & Video											
Paid Social											
Paid Search											
TRANSFER											
Digital: Display & Video											
Paid Search											
MULTICULTURAL											
Digital: Display & Video											
Paid Social											
OUT OF HOME											
ROA Airport											
PRINT											
Virginia Colors											
USA Today College Guide											
Washington Monthly:											
Washington Monthly: College Guide											
Profile Display (Roanoke Reg Chamber)											
VA Business											
VA Foundation											
Richmond Mag											
ENDEMIC/LEAD GEN											

Advertising Update

Media Tactic	Campaign(s) Supported	Market(s)	Placement Details	Delivery (thru 1/7)	% Comp.
Out of Home	<ul style="list-style-type: none"> UG/General 	<ul style="list-style-type: none"> Roanoke Northern Virginia Richmond 	<ul style="list-style-type: none"> ROA Airport Digital Wall Screen (Annual) Bus Kings & Rail Station Posters in NOVA (November 2018) Digital billboards on I-95 in Richmond (September-November 2018) 	9.25 million	100%
Print	<ul style="list-style-type: none"> UG/General 	<ul style="list-style-type: none"> All Markets 	<ul style="list-style-type: none"> USA Today College Guide, VA Colors, VA Business, Richmond Mag, VA Foundation for the Humanities, Profile Display, Washington Monthly, etc. 	1.6 million	47%
Traditional TV	<ul style="list-style-type: none"> UG/General 	<ul style="list-style-type: none"> Richmond/Norfolk 	<ul style="list-style-type: none"> 4-week TV run in Oct and early Nov 	7.5 million	100%
Streaming TV	<ul style="list-style-type: none"> UG/General 	<ul style="list-style-type: none"> VA markets 	<ul style="list-style-type: none"> Gamut/Cox partnership to support General/Multicultural message 	804,335	50%
Digital Display and Video	<ul style="list-style-type: none"> UG/General Multicultural 	<ul style="list-style-type: none"> All Markets 	<ul style="list-style-type: none"> AdTheorent Site list includes, but not limited to, BuzzFeed, Roanoke.com, Forbes, WashPo, etc. 	4.8 million	40%
Paid Social	<ul style="list-style-type: none"> UG/General Multicultural 	<ul style="list-style-type: none"> VA Markets 	<ul style="list-style-type: none"> Facebook, Instagram, Snapchat 	316,253	40%
Paid Search	<ul style="list-style-type: none"> UG/General 	<ul style="list-style-type: none"> All Markets 	<ul style="list-style-type: none"> Google 	229,071	35%

Out of Home and Traditional TV Recap



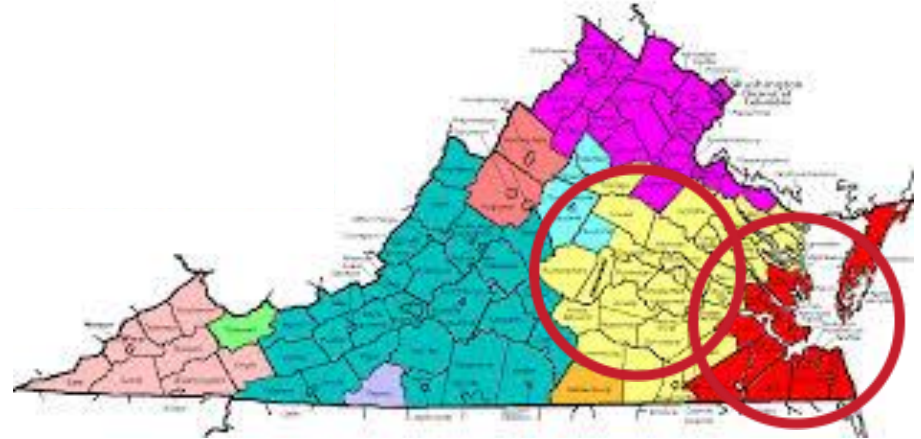
Out of Home

Northern Virginia

9/18/18-11/8/18

Estimated Impressions: 8 million

Actual Impressions: 9.25 million



Traditional TV

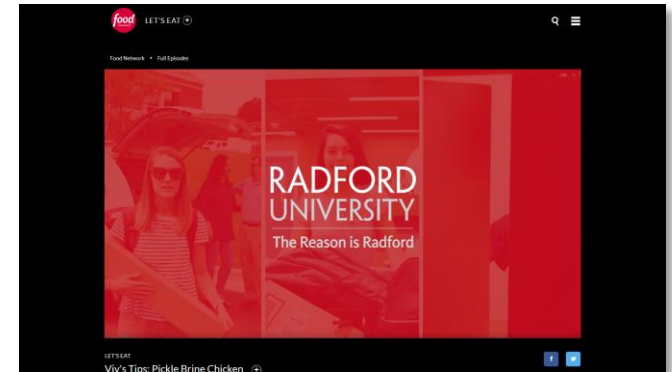
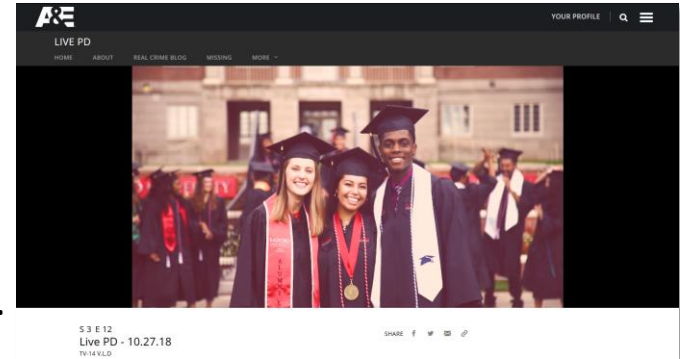
Richmond and Norfolk

10/6/18 to 10/21/18

11/5/18 to 11/18/18

Streaming TV Recap

- Streaming TV continues to be a positive alternative to Traditional TV in cost-prohibitive markets, such as Northern Virginia and as a targeted complement to a strong TV strategy. Streaming TV is running in all Virginia markets.
- Flight 1 was from October 15, 2018 to December 2, 2018.
 - Planned Impressions: 784,747
 - Delivered Impressions: 804,335
 - Click-Through Rate: 0.23%
 - *(Industry Benchmark: 0.21%)*
 - Video Completion Rate: 95%
 - *(Industry Benchmark: 76%)*
- Flight 2 begins on January 28, 2019 and will run through April 28, 2019.



Collaboration and Partnership Across Campus

- End-of-Year Giving Campaign
- *We Are The Reason* Admissions Mailing Campaign
- Retention Summit
- Foundation Annual Report
- Spring/Summer 2019 Magazine
- Responsive, Resilient and Real Spotlights

Jefferson College of Health Sciences Merger

- *Communications Subcommittee*: Messaging and Outreach
- *Brand Identity*: Marketing and Outreach
- Roanoke Site Staffing

Discussion

End of Board of Visitors Materials

