

Please stand by for realtime captions.

>> Welcome back. I hope everyone enjoyed the lunch. We did have three presentations that will be back to back. We won't break in between presentations that we will have a switchover on the computer. At this time, we will call the finance and audit committee -- we will recall the finance and audit committee and have the presentation.

>> I am going to call on Jill for the next two or three right in a row. We will start us out.

>> Now that we have all of the finance operating's . All of that undercover. And complete this morning I would like to lighten things up a bit and share a few presentations. I would like to remind you as I ask our friends to join us up here. Then we completed the fourth year of our campaign entering our fifth year and you might recall that when we through [Indiscernible] and their detailed study about the awareness level at the University, they recommended hiring a branding firm and engaging in a campaign for 3 to 5 years and once again assessing that awareness level. Today this team will talk to you about a focus group study they performed over the summer and talk to about the creative plan for the year going forward based on that study and then also bring us up-to-date on the website development.

>> Thank you. We will get started. Again, we will recap the campaign. We want to do the website update now because we will actually talk about the continuing evolution and the focus groups and media and then we will actually have a new create a campaign. We will share with you the next evolution of F -- SFA. It is an exciting time to work with the VPs and it has been a good process. I am excited about sharing this with you. It is a perfect evolution. The focus group told us they wanted to see it. It's nice when you listen to the people you are asking the questions of, parents, students, and high school students. It gets very exciting. Please ask any questions today. It is a great day for SFA. We are ready to go pick

>> We will recap where we have been. You will recall that this past year we completed the next videos giving us a total of 11 for the two years. We are taking a hiatus from shooting new videos. We feel like we have a good representation. We will save on budget and probably pick it up again next year. These are the six newest ones I showed you. They will continue to be used both on the website and in digital advertising.

>> Just a reminder on how we utilize them. It was different than where we had been in previous years. We took those beautiful videos and put them into a TV campaign that ran in Dallas, Houston, and the East Texas market. That was to serve a few reasons. One was to be in local morning news as well as primetime news. That included the World Series here in the -- East Texas market. Thinking how people are watching things live because of the way folks consume television in this day and age. We also complimented that with beautiful work that was done digitally and served through social media including Facebook, YouTube, our ad network

which was showing both of those formats through pre-roll video prior to specific pieces of video content that someone watched as well as our location partner. Again, really utilizing the digital video as well as the traditional video format in getting those videos into market.

>> We were also in airports this year. We were off for a year previous to this. We picked it back up in left field as well as [Indiscernible]. This was a poster that was in the fall.

>> You will recall we had some alumni success stories featured. These were the hanging banners that took over the gate terminals there. I think we ended up with 10 total.

>> Of course digital media is so important. This is for the role in recruiting and enrolling students in SFA. Both from the parents side as well as the students themselves getting them interested and aware of SFA. This included social, Facebook, and YouTube as I mentioned before and tap bad which serve the web banners and verb again with the geolocation program that was where we targeted high schools and college fairs and competitor open houses to serve them information. This is an example of that open house. This is the ad that we did in the spring. And of course Google. That is where so many searches take place and we could have the tech ads here. I mentioned before we targeted both students as well as parents. We had a fall and spring flight. The fall as we had was a bit longer in market pushing towards an apply by December 1 information. In the spring we take a step back and look at three different items whether it's scholarships and financial aid or it's not too late to get into SFA. For both of them we pushed a Saturday message to come - - to encourage them to come to the campus.

>> As you recall we launched the science and mathematics website. That has been up and running and live. We are right now putting the final touches on liberal arts and applied studies. That will launch in early fall. It is on schedule to launch this fall which is exciting. From there we will move on to fourth Street. Making this consistent look so if you go to the homepage to any colleges you want to feel like I am in the same place.

>> Now Michelle will talk through metrics.

>> For those of you who have been through our presentations over the years. We have a constant look on the metrics and where they are developing whether it is campus visits or applications and we looked at things like ring cells to try to identify pride. This is a quick look at some data we have been looking at as we go into fall. We report on business at every meeting. What is great about these numbers you see is they have been consistently wide. We will talk about this in relation to the focus group findings. This is a crucial moment to see if they fit in here. The more people we got to the campus, the more likely we are of converting them. I will walk you through this. The far left side is the fall showcase Saturday and spring with normal visit. The showcase Saturday is volatile depending on whether and what is going on. On the visit side you can see a steady increase line of starting from the 14

and 15 academic year. This is positive and with this it was up 13 percent and now it's up there - - 15 percent. We are getting more students to the campus which is a good sign. What we are seeing on this side of things is a little bit of a softening on the overall application. What we enrolled at the moment looks a little flat. If we can get the application numbers up we would be in a pretty good spot. That conversion from app to app is a good thing. This is an interesting one that we have started looking at more recently. It is the propensity of people who have applied to SFA. We are starting to see like on the right-hand side it's for fall, '18, '17, '18. This means we are having a more efficient process and more people who are applying are getting in. We have to try to work to convert them. Last but not least the closest thing we look at is to get a sense of where we land in the fall with orientation. Orientation looks flat. Housing is looking down. It's too early to tell but we do keep a close eye on these metrics.

>> Quickly before we go into the focus group findings we want to remind you what we discussed in the last meeting and what was approved for fiscal year '19.

>> What we came to an agreement on was we would maintain a flat budget of just over \$930,000. It would on the media side be a combination of billboards. Bringing those back on the plan. We were on a bit of a hiatus for those in fiscal year '18. Bringing them back for a fall and spring campaign in Houston, Dallas, and if you want to go to other Texas locations, we would bring airports back for a shorter campaign at Love Field and for the fall portion knowing how important that is. We would hold a bucket for opportunistic television or media opportunities thinking again about when SFA makes the next March Madness tournament that we would want to have television run again utilizing the great video that we have when we run into the open markets we would have part of the campaign that we could push to that and not have to rearrange dollars to accommodate them. Of course digital. Being so important for the audience. Bringing them on campus as well. Knowing that within this we would include focus groups and creative campaign refresh. It's evolving.

>> You may recall we started way back in 2014, the initial research that was done by Simpson Scarborough which led us to hiring an advertising agency they didn't have anything they did this in terms of programs.

This lettuce directly into this. We wanted people to know what are the programs? What are the professions since there was low awareness of that. This was to make everyone feel more pride in the University. And they campaigned and it has been running ever since. Then we evolved it further to include real students and that was part of the digital campaign. Obviously traditions are a huge thing. You heard that in the focus group how great they are. You want to incorporate that. As well as the campuses. Part of bringing in people so we call it the 3P's. Finally

the last part of it is the wonderful faculty that makes it all possible. As we said how do the 21 make great fill in the blanks? It's

because people make it happen. This is a reminder of where we have been over the past four or five years.

>> In 2016 there was a student survey done by admissions that determined financial aid which was one of the big thing about why people who were accepted were enrolling cracks they did some research and people came back and said well I didn't get the financial aid I was hoping for therefore I went elsewhere. In 2016 there was a culture study done during orientation to get to the idea what does it mean to fit at SFA ? people were reporting it just wasn't right for me. We wanted to dive deeper into what that means. We have done that even more. There have been some research is done these were two of the finest we wanted to see is it still holding true or not? Again we need to better understand why or why not, SFA ? So why did they choose to come here? Or why did they choose to go elsewhere? That leads us to the focus group findings.

>> You guys finally recall we decided we would proceed with focus groups over the summer. Quickly

this was who we spoke to. We did eight focus group sessions and talked to about 50 folks during that time. They were fielded in Dallas, deuce - - Houston, and Nacogdoches . They weren't actually residents of Nacogdoches or East Texas but we could leverage orientations to talk to folks who intended to come here. We also talked to the rising high school seniors who were just in their junior year in high school. Also we talk to the parents. We had a group of projectors. People who had been admitted but who indicated to us they would not be attending SFA. We had a transfer group. We could - - had intended in doing two but we had challenges in recruiting but we replaced that. It was informative. Here are some of the pictures.

>> Everyone we spoke to was recruited from the SFA prospect list. We worked with those people and admissions to recruit from our own lead. We were able to talk to people at different stages of the decision-making process. Again these were seniors who actively considered colleges and universities and those who we accepted and those who rejected SFA. Not only the groups that rejected initially but in the student groups there were people in there that had visited or weren't sure if SFA is a good fit. It was a nice spectrum of different types of people.

>> What did we talk about? We started out by talking to them about where they were considering. And contrasting that with SFA. When we did the focus groups they were done blind so we didn't reveal that the groups were about SFA. We wanted them to be candid in their responses. Obviously it became obvious because it dribbled down into more specific question. We talked a lot about the experience particularly those who are doing tons of tours. A lot of them have done 6 to 8 tours recently. That was fresh on their mind. We talked about the differences in those experiences and how it helps people to evaluate a good fit. Then we asked some funny or strange question that we wanted to identify what the profile of a typical student was. We asked questions like

what kind of car do people drive that attend Texas day? What kind of club do people drive -- belong to. We try to personify the kinds of people to go to each institution. When we asked someone they said it didn't fit but they didn't explain why. We tried to ask creative questions. In the end we try to find out why are you coming or not coming to SFA? Is there anything you could do to change the decision?

>> We had five key areas of learning.

We would go into them one by one. The first one is around the competitive set. We looked at this in a lot of ways over the years from how much money the institutions are spending to where the students are going to be admitted and ultimately why they decided to come here. This is the first time we got a good look at this side of the equation. Trying to understand that when people think of SFA who are they lumping us with in terms of the kind of people that come here? Obviously what makes a good fit we will talk about that. The make or break moment tours. The notoriety and job potentials feel important. This last one is underlying as a thought that SFA is under the radar. Our true competitive set. When we were talking and recruiting for the focus groups we not only used prospect list but we further filtered it down to make sure we talked to people who considered us but also some who would consider the direct competitors. This is not a comprehensive list but by and large these people were considering institution. There was variation between Houston and Dallas. As we asked questions we saw specific personifications. You can see if you look at Texas State, they would say this is the most popular person that goes to Texas state or the people that want to party by the river. Whereas for SFA the students were unpretentious and not considered

-- concerned with popularity pick they wanted to be in groups but it wasn't about partying but teamwork for whatever reason

the students in the school were personified as stronger personalities. UT and AMM -- and M were curious and conservative following kind of people. This is interesting because it starts to tell you that these are the personifications that some students are placing on the institution. When you think specifically about SFA who are we getting lumped in with? When we saw on the aspirational side that it was more so the students that were looking at A&M and TEC were thinking about SFA. There were a lot of comparisons between TECH and SFA. SFA was given credit for being a much more beautiful environment.

>> No joke. [Laughter]

>> On the stereotyping side they asked questions how do they dress? What kind of car they drive? If you don't know about these places you would say that A&M and TECH just wear cowboy suits and drive pickup trucks. On the other side of the spectrum, SFA was more toward the safe school. It wasn't a negative comment at all. You didn't hear a lot of negativity. It was more that the scores were lower and the excepted rates were higher. They felt like I am not highly concerned that I can't get into SFA but I put it on that side of the spectrum. For whatever reason Charleston got compared a lot. I think it's because of the persona not necessarily the programs are the academic quality. SFA was given a lot more credit than Charleston. One girl said I don't

even like sharing with them because it's like unfair to SFA to compare. For whatever reason it was those two clustered together. What we did find and we heard this comment several times was there seemed to be a lacking of a middle ground. So it was highly aspirational and I think Texans have been moving this way across the spectrum. There is an opportunity for SFA to slide over in this direction. There will be a lot of people who don't get into A&M. TECH is really far for some people and is not the right environment. It's an opportunity for us.

>> Why or why not SFA? We talked about one of the big learnings that came out of this is we are not for everyone.

We have to be okay with that. Certainly we would love everyone to come here but we found there is a fit for the type of person who wants to come here. We looked at what fits for some is a deterrent for others. The easiest way to explain this is it's a small town. Some people love the idea of having a small college town. Parents see that as being safer than sending kids to a big city. If they grew up in a small town they might be comfortable there. Other people may say I am from Houston and I can't live in a small town. I need a big city and have to have all of these things at my fingertips. For some it was actually a deterrent for others. We are just not going to be for everyone. If someone has their heart set on being a metropolis area it will be difficult to persuade them. This is a good example of what we talked about. This is what a parent said. SFA is a foster included. They motivate the student and a place where my child can thrive. They look at the way faculty members are involved in very helpful with students and they thought that is what I want for my child. Another parent said well SFA is for kids who don't want to be overwhelmed. I don't see it as an accelerator. Some parents wanted their kids to be on their own and independent and having to prove themselves constantly and challenge themselves while others did not want to. Being - - depending on the type of parent you are you may be more or less inclined to send your child to SFA. It's the same University and two different perspectives. We have to be careful of the way we target people and segment our audience.

>> From everything we learned we developed the profile which is our students want to be authentically themselves. The idea of not being pretentious and down-to-earth some people talked about Texas State being high school 2.0. Everyone is going there and I don't want to be in high school again I want to be out of my own and doing my own thing. While these people are students that were card it became clear that they seek a balance. They want the education but have fun too. Things like the rec center came up over and over again. This way they could go out and blow off some steam or have fun or be outdoors where they can go fishing or camping. The idea that they depend on others not in a negative way but they love to be in a group oriented environment. For that reason, they felt like when they went on the tour at SFA they felt that five of friendship on campus and friendly people.

Of course, due to our location anyone who has an appreciation of natural beauty will have that here. This idea of simplicity and I will dig deeper to explain that. People talked about the walkable campus being simple to get around. If you come from high school and people who go to tours at A&M say I can't tell where the city begins and ends

are the campus. It's very confusing. People at Texas State talked about how huge the campus was. Takes 30 minutes to get the bus across campus and I have to walk. They felt like the campus that SFA while it was a full campus was more walkable. Even what they had which was restaurant row. They felt like they could stay in a confined area. And they definitely didn't feel comfortable they working to go somewhere. They just didn't feel comfortable there where is they felt comfortable here. Finally our students were perceived as energetic and friendly. That is a reflection on the university itself. This gave us a profile of the ideal student. Will everyone have all of these? Of course not. It helped build this person in our mind.

>> In terms of why people choose SFA you will see a lot of validation here. We do research and try to evaluate if anything new change. I think most of this will not be provided. We talked about comfort having the less overwhelming adjustment. I think that came up home - - came home. The simplicity two. The sense of belonging. People were saying I have a fishing club and they looked into that. Before coming here that tells me what kind of person they are. That is one of their evaluation criteria. How involved can I be? This idea of spirit. Lots of mentions about getting your hands [Indiscernible]. For 17-year-olds in high school you would be surprised that they know this stuff. It is interesting. We talked earlier about the person of doing well in a supportive environment. People who felt they were more likely to succeed here. There were mentions about ARC and the concept of people not letting you fail. It's not the literal sense of an aft that fail professionally, socially, people are looking out for you here. That is the idea being able to thrive. There was the concept of there are smart kids here but they don't know what they are going to do. SFA pulls out the best in those student. This quote sums it up. A close knit community with a built-in support network. This is not surprising to us.

>> On the not choosing side of things

as was alluded to earlier, some people felt like may be SFA wouldn't be as challenging as some of the other institutions. It was more of a safe school. On-the-job potential side, it wasn't necessarily a criticism as it was genuine lack of knowledge. Will employers know about SFA as a program. Will they say they have a great program. They weren't sure about that. Not things that we can control but there were mentions about things not being new and having technology being outdated. This is a misperception. It is something we can work to address their marketing. Clearly through the imagery but this concept that there is not a lot of diversity here. They had students in the groups who were in different ethnic backgrounds and said they came to SFA and were surprised by the amount of diversity on a campus. I think because of the location they assumed it would not be I think it's something we had worked to convey through imagery. Several students mentioned

that if there was a bigger program here they would be more coverage and they might hear more about it. There was an idea of not being on the radar. Several of the respondents that I talked to said if they would tell someone they are coming to SFA there was an explanation that goes behind it. Just a little more explanation.

>> The make or break moment. This is the ultimate fit test. There was a lot of comparison to

A&M and Texas TECH. They were described as unwelcoming and impersonal. Basically what people said is they felt like they were going through the motion. They didn't feel welcome. That was in stark contrast to SFA. Tours here were found to be exceptional. I can't tell you how many respondents had a specific, detailed anecdote about the walkers and the faculty members they could meet about a grounds person who help them find their way. People felt very welcome that it made this impression. They felt people that - - really care. Even the people who decided not to come to SFA said they had a great tour and that they could see why someone else would want to come. That was great because now they are going out and may be they know someone who would like to come here. This is a huge positive hearing this feedback. It's something we want to try to leverage especially with the trend of getting people in campus.

>> We had lunch with new admissions and we talked about that. They are golden. They have just been amazing. We heard it over and over again how great they were. Whether they came here or not that was the best tour we had. At SFA they generally cared about me. And kudos to that effort.

>> We learned that the notoriety and job potential is all important. I will dive into that more. The prospects are still looking for [Indiscernible] mainly because they see it as translating into a network of alumni that can lead to jobs. What was mentioned specifically is not a negative. They just didn't know. Are there a lot of SFA alumni out there? So education needs to be provided there. if they have an alumni network but they didn't know. They brought up an idea that A&M is famous for the good old boy network. This idea well if I met resume says A&M it will shoot to the top of the pile. Then the city itself, the town of Nacogdoches questioning that. They don't know if there is opportunity further jobs while they are in school. They didn't know much about the time but they didn't know if there was industry here. If I want a job do I have to leave town? Things they are curious about and hold important and they simply don't know about that. One of the good things is on the website and as we bring these pages, each college has a career alumni page where people can go on there and learn about successful alumni. We have these things called lumberjack spotlights. Were we highlight current students are alumni. As they are doing the homework they will start to learn those things.

>> This last one is flying under the radar. Most respondents acknowledge that SFA is not well known in contrast to some of the other institutions we talked about. It seems there was a little bit of hanging fruit. As in other years there have been other studies conducted by SFA and what we heard was there was a fair level of recognition about the A&M and - - 'Lumberjacks' campaign. They did not go as far as prior years and we have had marketing reduction. We are hypothesizing that maybe that affected a little bit of the awareness. We did not see as much as we thought we would. There is a concept that you really have to look for SFA. You will have to want to know about it

to know something about it. That is a challenge. I think it's alluded to one of the things that we think about as we look at FY '19 is how can we be precise to try to find people that fit here. That is a challenge. We are cut out for it.

>> When we got this information, I had not signed any contracts yet although we talked about what we would look to do in FY19. We wanted to get the information and see how I could apply in the media practice and take those learnings and refine it to make sure the media is working as hard as it can moving forward. So what we will do and what we would like to do is to put this back on hiatus. We talked about continuing it on a shorter span in FY19 when we were here. Looking at some things we looked from these reports and learn from the studies is that we need to bump up our awareness is much as we can. We want to make billboards to work as hard as they can. We will look to continue airports for FY 20. It is a back-and-forth of every other year looking to see how we can have that presence there. It's important for the right audience at the right time. We need to emphasize the institutional awareness. Billboards are the most efficient way to do it. Billboards and digital are the hardest working media that you can have in a campaign. By pushing those dollars into billboards we can really have a great presence and an enduring campaign in the fall and spring time. Really similar to where we were at the peak of our marketing and media.

Then in the spring campaign having a longer time. Having more [Indiscernible] possibly 8 to 10 in Dallas and Houston. Looking at key markets whether it's specific towns that have community colleges or emerging opportunities for high schools that we see as great for hot spots. Bringing those into SFA. And we love the fact we can rotate those locations that are on those every four weeks. Utilizing this hard-working media to the best of its ability.

>> We will continue to fine tune our digital strategy on the media side. Making sure we work this as hard as we can. We will look to invest more dollars into social media. Particularly Facebook and Insta Graham. The great thing is that Facebook owns Instagram. So if we think about where parents spent time were students do we can give a bucket of dollars to the digital entity. That is Facebook and Instagram. It will optimize out to where they are seeing the best performance. We can hypothesize that for parents they are spending more time on Facebook and the students are spending time on Instagram. However we know there is a bit of duplication so we want to be where people are where they consume this media. We will share these examples. This is a new stories - - a new story where this is similar to a snap chat environment. Making sure when there are some ads were people can give us the information to be followed up with from these platforms. Of course thinking about visitation numbers were people will be consumed that it might be receptive to getting that information through these platforms. So many people have their own events on this.

>> How many of the region is in Instagram? Very good. You also get on. When you get on you can say what are you drinking wax put that drink

down. It's a good way to do this for your kids and grandkids. I highly recommend it.

>> Going on to the ad network. This is an example but it is called media IQ. This last year we had a separate network that ran all of this web and a second one that ran geolocation strategy. As we go across this we have a great company that can do this equally as well. We will have the pre-roll video and then the conquest strategy thinking about those locations when open houses are happening and when competitor schools and serving them in college.

>> I think YouTube I've mentioned this before they were the number one channel for generation Z. They are spending most of their time watching television or videos. We will have our people there as well. We can utilize this because YouTube is opened by Google. When people are searching for education or a competitor. They can serve the pre-roll ad through that. And Google of course were so many folks are going to get information initially doing that research on different colleges whether it's words for SFA or one of the competitors or just generally trying to find information about college, this is where we will serve the SFA add as well.

>> Just to educate you, there is a new word for generation Z. They are called 'Screenagers' .

>> Looking at utilization for the last few years we have utilized this into our campaign. That is looking at the behavior folks are making online looking at the age demographic and ZIP Codes.

Really looking to fill the top of this. Getting as many folks as we can into the funnel considering SFA. We want to incorporate the information that you have. It's something that evolving and adjusting the data that you have. Looking at this into the paid ad into the digital campaign. With those two items we were able to develop what is called the look-alike model. So folks who were making similar actions online and they were able to make a copycat audience and find even more folks to come into the pipeline.

>> And then how we will serve them and what messaging will serve them. Michelle mentioned earlier the make or break moment is them coming to campus. There is digital messaging and we want to replicate that. We want to make sure they have a great visit and experience with the 'Jack Walkers'. You will see if they haven't been to campus we want to serve them and get them here. Then once we know through the digital trafficking that they have come to campus we will serve apply messaging to get them to enroll. Of course we know if they have made a prior visit they will get a role

in apply by messaging. Thinking about how smart we can be about delivering the messaging to the right person at the right time.

>> Josh will take us through what it will look like.

>> What does this turn into cracks we have some disclaimers. Don't sweat the small stuff. This is about the big picture. While this is rooted in research learning what you will see today is rough layouts.

We didn't have an expensive photo shoot that will come later. For now, we took existing photography that we had so we could show you the concept. We do plan to have the photo later to introduce you to the concept. Just to be clear we did this with marketing communications. Got to know our new director of management. We talked through our thinking and we had a great lunch. We see a real synergy happening between what we are doing on the advertising side and we look forward to that.

>> The goal of the new campaign? People are missing the new well-rounded view. So 'Lumberjacks' is great. But what people really - - what millennials wanted are two different things. They are looking for a well-rounded view of what it's like to go there. We decided to focus on the unique and unexpected parts. And so this idea that we want to entice students and parents to visit because we believe more visits will equal more conversions. We will fall in love with these 'Jack Walkers' and want to become students. Before we proceed I will check to see if there's anything else.

>> We have been doing this for you guys for five years now. We have evolved a little bit further with this campaign. We learned through the focus groups they want to see the campus. They say how can we incorporate this. Let's not forget we are really endearing the students and we have great family and it's a great place to study.

>> Initially we will see we have photography. For years we have had a purple billboard with white type. With some of this new input we have other billboards to show the exceptional setting. I will talk you through that. Here is an example. Small classes and great outdoors. And then you would see from far away this great visual. He likes to take his classes out of the classroom to search for biological samples. Small classes came up again and again. It's one of the things that if you don't want to be in an auditorium and you don't want to go to a UT, A&M, or a Texas state. This is where - - when they realize I can get to know my professor that was a big deal.

You can see on the headlines there is a little bit of a contrast. We are not for everyone we talked about that. If you don't care about small classes maybe SFA is not the place for you. If you want a beautiful setting maybe SFA is not the place for you. There are plenty of people out here who would like that. The previous billboards had the giant SFA logo. We didn't always have the name. Here we thought let's focus on the state university and have a smaller logotype. Here's another thing. Starry nights bright futures. Featuring the great Observatory. We had the largest Observatory in the state of Texas. So how do we have that? We are getting a more rural area. We can have this starry night that we can research. We have a great fine arts program. Some people don't realize how great it is. Not only in music but other areas. Here we have express yourself and inspire others. These are sample photos. What are the programs you want to promote if you have eight if you have 8 to 10 billboards? Of course spirited students and lively traditions. A lot of students communicated in these focus groups. They want to be a part of game day excitement. I think this is a good example of a random photo. This could be a much more diverse photo. If

we were to do a photo shoot we would be sure to be more diverse so it is a better reflection of walking around campus. And finally, serious studies and lazy Ritter - - River. I can't tell you about the rockclimbing wall and the lazy river. Everyone is here for and in education. A boy when you think about all the late nights of studying and you think I will be spending a few Saturdays here. Again, that is something they did not expect. Because of the use of photography this is a natural fit in the digital space. We can repurpose these images that we come up with and he here in the digital space and tell people about it. This is what's called a Facebook aerosol average. It is open to everyone and our classes are small. Our students cheer on men's and women's sports.

And then the idea of touring visit our one-of-a-kind campus. And so what you see with an ad like this is a more well-rounded view of what this is about. What is it like if I go there? This is another unit called the Facebook collection. It is a new interactive unit where they can have video and photography all in one ad. People can explore. We might start with one of the Love Field one made good videos. People can scroll down here to see further. They would be able to scroll down and see the sides. They can visit our one-of-a-kind campus. And finally they can see a historic campus with fresh ideas. That ties in nicely with our anniversary. This tells you here where you can go anywhere on the website. If you have a special landing page whatever we decide to do. This is another unit that is like a tap to map thing. Here we have a beautiful shot and if it interests you or will - - whatever interest you you would tap find our campus and it could find where you are so this is says let's say you are in the Woodlands. A lot of people didn't realize how close Nacogdoches was to Houston or Dallas. And so we were thinking for people who are 2 to 2 and half hour drive this is a great way to show you how close we are. People want to go off to college but not too far this is a great way to show it. You can map how to get there. This can be something where someone has gone to Texas State open house. We see that

we live like this maybe they are interested in going down the river and we have our own here. [Laughter] we can

serve them an ad like this. There are a lot of possibilities. Another thing to talk about is an Instagram story. How can we bring 'Jack Walkers' who do a great job in person to bring them into the and can't - - campaign. This is [Indiscernible] he's a true 24. He posts videos of what he sees on campus and so people can get a real good look in the day in the life of an SFA student. You might take a quick look at campus and then say I like what you see. This is a way to get the great 'Jack Walkers' into the campaign itself. I know I've talked through a lot of things and it's different than where we have been. We will welcome any thoughts or ideas.

>> I know person who has questions but he always has question.

>> When you are doing the survey of the students, I assume they knew you were representing SFA.

>> Toward the end they figured it out. Upfront we did not tell them. We just said we would be doing research about colleges. Toward the end when we started asking a lot of SFA questions they figured it out.

>> [Indiscernible] is how we can pull it and they didn't know it was SFA until the end.

>> Do you think the assessments you got from them in the perceptions you got were subjective and accurate? Do you think they were not slanted because they wanted to present what you wanted to hear?

>> They did not know what we were going to say.

>> I can tell you the Dallas people we can [Indiscernible]. They were not happy about anything. Down in Houston it was [Indiscernible].

>> They must've known you were from Houston. [Laughter] God for bid.

>> I think I mentioned this but from the projector perspective interestingly in this group where we recruited from a list of people on the database where they raise their hand or somehow they got on the list. There were a fair amount of people who were not necessarily enthralled with SFA. We got good, honest feedback.

It's a good thing with the people who were not enthralled they had positive things to say.

>> First of all let me say I think that interactivity of the digital media campaign is fantastic. I know the Houston Journal about digital marketing and you may have seen that, regarding the campaign generally, and what we should do as a university or as a board and the staff of the University, the bar chart you showed in the beginning were not on the whole really encouraging.. Our number of admission - - the number of apps sliding showcase Saturday attendance sliding and this in the midst of the most expensive marketing we have done in the last four or five years there were big expenses in marketing. I know you can't know what the results would be if you didn't do it or you if you did something else, it is difficult to assess. I want to ask you what are the metrics that we should be looking at to assess the quality and effectiveness of the campaign.

>> Obviously visits equally to consideration. Applications also equate to it I mean equally we are also concerned that the application number was on a reverse trend. I don't mean this to be defensive but the marketing budget was cut two years ago. That has been a significant challenge. We worked very aggressively to make the best use of those dollars. Houston and Dallas are some of the most expensive markets in the nation. We don't enjoy the level of coverage that a lot of people have. That is our struggle. Trying to get on the radar for people. People that are considering us have good positive perceptions that expand the reach. To get them on the broader scope. That is where we have challenge.

>> This is sales. What are sales to higher Ed? students. That is the measurement for me. We are tired of this too. We want to improve our sale and number of students coming here. I love quantitative research but I also love qualitative. Let's talk to these people. I think that

is why the campaign changed. We didn't continue to do the same thing we said let's change it and show the neatness of this. We are saying let's change this. The other thing about higher Ed is that a good economy is terrible to higher Ed. There is that but flat can be good. I would love to get the numbers up. If we do the campaign then we learned a lot. We come out of the airport and we go straight to the digital and we should see the numbers improved.

>> I think there is one thing that we talked about in the past and that is how do you create that buzz in the high school? How do you get that positive talk. How do you get the discussion going in high schools? I don't know the answer to that. I do think we are doing everything we can do. The cut of the marketing budget was a reallocation of resources to put more dollars in scholarships and see if that produced more on the business vocabulary closing the sale.

>> Here's the main thing we learn. Students going on and on about how well a counselor told him about this university and how great it was. We asked the question tell me more about the counselor. She went SFA. Also my teacher told me to go there. .

>> I think that's a really good point. I don't how to develop that. Having our teachers put up banners or our alumni.

>> Be proud. Seriously.

>> Financial aid did not come up a lot. We were expecting to have to tell people please don't talk about financial aid. Put that aside and think about everything else. It did not seem to come up. When you ask someone why they didn't they say I didn't get my financial aid. That is a nice easy polite thing to say. You can say I had plumbing work on my house but I really didn't like one of the plumbers. He called back and you say why did you hire me and I said to expensive. It wasn't but I just didn't like it. Financial aid is the easy way to let someone off the hook. No one wants to hurt anyone's feelings or put anyone down. That's with the focus group is about. Digging deeper. Everyone would love more financial aid but it did not come up as the primary obstacle. We had students getting some financial aid and not getting it.

>> I would be interested, can we re-create that word bubble. We have the new words after five years of campaign, - -

>> We have the money.

>> We have emphasized the purple and the 'Lumberjack'.

>> Yes. I think that would be up there. That was a quantitative study done many - - with many hundreds of students. They pulled the data from the standardized questions to make that file. I don't know if we could do it based on folks. Some of the keywords you saw - - again we weren't testing an advertising campaign we were learning about the University. It wasn't really about here is a billboard and what did you

think ? It was what do you think about this university and why would you or would you not come?

>> Iva question. First of all I am not the expert of this. I am asking the question not making this suggestion. When I first came on the board, shortly after that the governor started that 60 by 30 effort. One of the things I heard said about Steven F. Austin, from Austin was that Steven F. Austin is really the premier university for all of the East Texas and I don't mean [Indiscernible] Texas I mean East Texas region. There's a whole section over here that Steven F. Austin is king. It's what we are. There is no one who is really a competitor. In Houston and Dallas, we have all kinds of competitors. So my question is, have we thought about maybe refocusing some of our dollars. I don't how you advertise but have we thought about the number of people and the way it came up in the 60 by 30 is that there are a lot of people that have potential that don't go to college. They could easily go to Steven F. Austin. That was the focus. Have we thought about that?

>> We discussed that. It's very easy and Dallas I have more colleges than Houston does. So Houston is a 50 9/4 and there's a lot more population and a lot more people that come from Houston. That is what the slower rapids are. East Texas, the numbers - - the numbers are not as large as we hope for but we are focusing on community college. I think that's the greatest value in education. So out here is agile enough, and Dallas you have - - in Dallas - -

>> What you are saying is there's not enough people ?

>> When you're talking about Dallas and Houston who are in the top eight markets the pool is so much larger - -

>> Even with competitors. College stations is [Indiscernible]. You can drive home every day. It's just all of those that you put up there. It's a better-known competitor.

>> You get a higher conversion of people and they have higher awareness. They already know about SFA. They have grown up having friends or family or neighbors that went there.

>> It's not enough to make up the difference.

>> The volume we get is we definitely need to stay there and stay the course there. We will be pulling more dollars back into the East Texas market. Those towns that have propensity for coming or a community college that has similar things where we are located. We have always maintained a strong presidents in the - - strong presidents in the East Texas market.

>> I'm not sure where we have these conversations but over the years we talked about

going into the markets where we historically had been successful recruiting versus growth and opportunity. We had a little bit of a Corpus Christi initiative. By and large it's been Houston, Dallas, and East Texas. It's pulling levers about where we see more people coming from.

We pushed more toward Houston because we sought more receptivity. I think it's an open dialogue we need to have. We can look at historical data but in terms of projection data that is more guidance we would take from you. We really need to invest in this. Let's look at that. We are certainly open to shuffling strategy where it makes sense.

>> We know where the ZIP Codes are coming from the come here. [Indiscernible-low audio.] the 35 corridor, she is very good.

>> A couple things. On that point, being it's from Dallas and all. When we say Dallas, there is really a North Texas region. You have Dallas County, Collin County Denton County [Indiscernible] County. You have dynamically different groups living in those counties. I can talk to you anecdotally from certain parts of Dallas that would disregard SFA immediately. And folks from Collin County and [Indiscernible] County that would embrace SFA immediately. And I think there is huge opportunity in the suburban Dallas areas for kids that want to have a traditional college experience. They want to go away to college. They fit in the graphic of this percentage into certain universities they are disallowed from. And they are precluded to coming to certain places. They are right to come to SFA. We haven't quite captured them. So Irma I see you shaking your head. We're probably I to eye on some of that stuff.

>> I think there's great pockets that would truly be an excellent fit. Think it's positioning ourselves to be more intentional on where we would go in North Texas or Dallas-Fort Worth to share SFA. Just being familiar with that region and we think of the whole corridor between Fort Worth and two Denton, Keller, all of that is a great fit. Some great communities that they are planning to go away to college. We just need to educate them and have them more aware of that.

>> I totally agree. I think it could be part of the strategic initiative. Just within the area that I am familiar with within Collin County and Denton County, you have a ton of families moving in from out of state and these areas where there are a lot of families new to Texas are not familiar with any of the universities and would love to have an opportunity to go to school in Texas but away from home. We are the perfect fit for it. Those populations haven't been as educated as they could be.

>> Sometimes people fall into the trap of Dallas-Fort Worth and let's go to the school. That's a huge school district with a lot of potential benefits a certain market. There are so many integrators in the Dallas-Fort Worth market that may be a better March - - match. And making sure we develop those relationships and building that present.

>> One more thing. I totally identify with the notoriety and job prospect. I am with [Indiscernible]. You guys are the experts. We have a great STEM building ribbon-cutting tomorrow and being on the front end of the lines what parents are hearing over and over again is STEM which is foreign to a lot of the parents. They have heard other things and so when those parents here STEM, and if that can be brought into this program, we have an awesome planetarium that is part of this STEM and

you guys are the experts. I don't think people know about the STEM school as much as they could. And all we have done with it. There are huge opportunities there that this program and marketing could embrace.

>> We agree. We drove by the STEM building. I think that it was used as something iconic. There was a stigma about the facility being outdated. Now when you look at that building. It is state-of-the-art in every way. We would take new photography there. Now that it is complete, we have new photography of students interacting, I think it is a perfect fit for the campaign. As we work with Jill and Shirley
on what are these 8 to 10 key messages we want to get out whether it is digital or billboard I think STEM have to be one of them.

>> When they took the tour here they actually [Indiscernible] did you see that STEM building? So they were marked about it. I mean that is a great asset that we have. Yes.

>> Not just the building. That is the buzzword. STEM is the buzzword. All the women's groups are talking about it.

>> I have to say too, that for the millennials and younger, I think STEM is the best one. I can't tell you that there are so many times have to tell people what STEM mean. Maybe with that we need education about what those kids are talking about, science, technology, education, and mathematics.

When we were in school STEM was not the best route.

>> That's what we can do when we serve messaging specifically to students versus what we give to their parents. It's a different format for what is the imagery. Something can be different for an educational side and the recognition for those student.

>> The point you are making on billboards. I think that's a really good observation. It's helpful to us for the DFW area are massively large. 8 to 10 panels to cover a market is not very much at all.

>> It's hard in the more strategic we can be the more focused we can be to canvas an area versus spreading ourselves all around. We can be more strategic about the dollars we spend.

>> [Indiscernible] has a comment. Before he does that I want to say I've known Dr. Childs for a long time but I've never seen her smiling bigger than what she is smiling right now.

>> I think some good points have been made about East Texas and building relationships with schools and the teachers. Especially with better students. That's the whole purpose of this. We are building the relationship that will measure the conversion rate to increase that. It's all about his connection to SFA and building that not only with the student but with the administrators and the parents and the families.

>> I want to make one other comment because you mentioned about the inside information about the Dallas area. You guys know the Houston

area well. I represent school districts on a different level. For example, there are a lot of kids in the Woodlands that probably won't come to SFA. When I was thinking earlier when we talked about our club, did you know the new

ISD started a club and had 20 kids in it and they are winning awards. That would be a great area. A lot are first-generation.

>> We talked about that too. In terms of concentrating. Where do we prioritize?

>> It is hard.

>> Is it any of these areas? I think that is where we are totally open to have collaborative sessions on how we can make the best of the marketing.

>> We have one more.

>> How far south are we reaching ?

>> As far as the state of Texas goes, it would be Houston is the furthest south in the market we are going. We can - - I don't know the specific ZIP Code at this moment. We can go back and look at that. We will refresh that with Irma and her guidance. Definitely into sugar land Fort Bend County,

>> But we are not targeting anything in the south-central market?

>> South-central market being - - know it stopping in Houston. To Michelle's point, we have been Corpus Christi which would include Victoria. We have had a presence in Waco. Is trying to make sure we are not spreading those digital - - we want to be everywhere we can but we want to be effective with the frequency we are able to serve in those areas as well. Right now we are not in the south-central area. With the direction we can get if it's seen as a hotbed then it is something we can incorporate back.

>> Talking to the counselor back there, years ago we came with and accent. I would love to send the counselor a decorated ax handle. The kids talked about it. When you go there you can decorate and they say this is really cool. They are getting it. Some people will see what we can do. I would sure like to do something like that.

>> Anything else? Anyone else?

>> Thank you, guys. Thank you.

>> [Applause]

>> Why do we take a five-minute break until 3:00. We will pick up with the next group.

>> [Event is on a five minute break. The meeting will resume at 3:00 CST. Captioner is on standby.]

>> Let's move on. Jill why don't you tell us about the fundraising campaign.

>> I want to back up quickly. We talked about the branding campaign and the branding firm coming out to the detailed study. With that study we learned we need to raise awareness levels. We had several goals in mind with this campaign. We want to increase recruitment and retention of quality students. We also want to increase retention of world-class faculty. We want to build that statewide awareness. We certainly want to raise awareness with the alumni stakeholders. Obviously, the element for our alumni space will tie into the development load. So today I asked our consultants hired for January 1 contract. Carl Miller and Dennis Prescott will join us today so they can tell you where we came and where we will be going.

>> Inc. you.

>> - - Thank you.

>> We have about six slides.

>> That's great.

>> That is our start. I want to thank everyone from the regions and the president and other university for all of your help and support and the welcome that you've given us since we started working with you early on. That welcoming spirit is the real process of trusting collaboration I real good spirit. That allows us to really gain some great momentum and do good work together. I want to thank Jill and her team for all of the work they've done. As you can imagine Dennis and I come in and cause habit for a couple of days and then it's left to them to do a lot of what you will see here today. That doesn't happen without your support certainly the presidents leadership and working with Dr. Bullard and we have met all of the deans and had strategy sessions. I am getting ahead of myself. We want to go through that with you in a little bit. There is little that happens without having this support and leadership that we are getting from all of you. We know that. We are working with many of the universities. We don't take that for granted. I will ask Dennis to please come up and get us started. I will come up to finish the last slides and then we can have some Q&A.

>> All of the information we shared with you. This slide probably has the most wiggle room and flexibility and is the most dynamic slide because it has to do with this overall timetable. With the exception of the first part. Just as a reminder we began counting toward this preliminary goal. We counted at the beginning of Kay Bailey Hutchinson - - FY16. We began counting gifts. We move from that into what we call the advanced gift space of the campaign. Trying to continue to build that momentum hopefully some of the largest gifts that we will get to later when they talk about a gift table. And realistically what that means to look like. We are squarely here in this gift space. What we

think what - - we will be in a position to go public with the campaign and announce with the official final goal will be and announce where we are up until that point. Back to that flexibility piece. Much of this. Yes this is for this amount of money. I told the story in the fall and I was part of a campaign training effort.

In 2001, 9/11 happened right in the middle of the study and we found ourselves in a board meeting in October of that year. As you can imagine there is everything from should we do a campaign at all X certain things we were doing during that time and all the way to well the need will not go away. It's much discussion but what carried the day was let's be a little more cautious because we didn't know what was going to happen. Let's be more cautious with the working goal we will adopt. We have a couple of years before we need to make a decision on what the goal was going to be. What happened? Things bounced back rather quickly. We were able fortunately to close a \$25 million gift for engineering. We were closing a \$20 million gift for athletics. A few other things fell into place. By the time it was time to make the decision on what the goal would be we ended up raising it on what a more cautious approach was. This time is still very much under your control. We are right now projecting probably in the fall, the latter half of 2020 would make sense for it at least at this point thinking about when to go public with the campaign. There are a lot of things that needed this. And that of taken place. We think that if - - this isn't just you guys. We advise every client who considers a campaign. If it is \$100 million you need to secure 60 percent of that. All of the gifts in hand not in the bank vault but secured either with a gift agreement or if it is a gift that will have a future say through someone's estate that it is properly documented. We have things in place to make sure that happens. We want to conduct cultivation and solicitation doing - - during the space. We want to complete during this phase solicitation of the foundation board. That could just as easily say membership in this I realize a governing board like this has many different functions. Wouldn't it be nice to be able to say by the time we are in the public phase that we have 100 percent participation at some level by all the governing board members of the foundation it's a nice message. In a perfect world, how do you find a perfect board member? Where the fundraising is your primary assignment? You make an annual gift and something you make every year. If you are in a campaign you find something you are passionate about that is also a priority. You make a gift to that. You make provisions for the University. That is how to be a perfect board member. We want to complete that phase. We want to determine that goal based on how we have done up until that point. We want to post cultivation events focusing on some of the top prospects and by events we are not talking about cattle calls come one come all. They will have their place. We will talk about those a bit later. We will talk about small, focused settings. Where we can bring a small group of people into someone's home ideally. No more than about five or six couples. We want them to feel like insiders that they are getting information. That they are closer to the University that some people might be. That's what we are talking about. We want to enlist and train volunteer leadership for this gift space. We are thinking about approaching this differently in a more mature campaign.

If this was your campaign or your undertaking you would probably have a fully developed cultivated group of volunteers like a tree full

of ripe apples. You go and start picking them and putting them in the basket. That becomes your committee. We will probably have to do this and identify people

who are in the previous slides we want people who will not let the campaign fail. And then work them up to where they make the ultimate gift. We want to reach 60 percent of the goal by the time it is time to make that decision for what the campaign goal will be.

Some current work in progress and we will elaborate on what some of the recommendations are and what is taken place. One of the things we did was draft a campaign plan that covers phases of the campaign to timetables and milestone and communications that need to take place prior to the public face. Some campaign leadership invitations and conversations have already taken place and continue to. Is closely related to the volunteers. We have had one round of training for the teams I would imagine we would envision that it was new information that unless you work in fundraising every day that wears off. Things we looked at is updating your naming policies to make sure it is in alignment with best practices with what we see we will elaborate on prospect screening and how that is done and why it is important. And then finally counting time as a student, I spent 33 years on college campuses.

You can do a lot more when enrollment is growing than what is not. There's a good discussion aware stance. Even though financial aid did not come up as much as what's expected, we do know that you had to invest resources in financial aid that could've been spent on other areas. A campaign is not just about raising money. You want to have true impact. One way would be through growing scholarship endowments.

That may be a way to relieve some budgetary pressure in other parts of the campus. It puts endowed faculty positions if we can recruit top brief - - top-performing faculty and retainer superstars. It elevates our stature puts us on the map. It's not just about raising money. We are focusing those efforts and this is a process. We are in about round three of that, honing in on what the priorities are.

>> Before I go on to the next slide we will talk through some campaign feasibility recommendation. I was remiss to mention what a fascinating conversation it was on the marketing and branding. I want to let you know we are working actively with Carl and through Jill in making sure that the investment you made in this branding effort also carries over into the campaign. We were very excited when we started working here. I think in one of my first meetings with Jill and the team, we had a chance to have lunch with the team early on. You are going through this effort ahead of the campaign effort. The synergies that it creates for us are really ideal in this work. You will start to see especially when we get into public phases of the campaign you will see that the branding elements, the verbiage, the look, the feel will carry over into that. We are excited by the work that is been done and some of that that will carry over to our work.

>> You did a feasibility study before we came on. There were recommendations that came out of it but we are working with Jill and seem to read - - be sure we prioritize those. It's been said fundraising is a contact sport. The more contact you make the more money we raise. There is still a lot of treat for that. It may be even more true given

the amount of science we can put behind prioritizing our best prospects. Staffing is key. The team is currently having a couple of positions open. We are advertising for those. I think Jill can tell you it is been tough. It is a tough market out there right now nationally.

We are looking at some creative options around that. We will continue to work on that and make sure we get that hired. We are also doing a lot to optimize the database. Meaning that we are ensuring the gift officers are working with the highest capacity, most engaged, highest affinity prospects in our database. We have hundreds of thousands of names in the database and where do we begin? We are bringing science behind that to get us to a good spot. That carries over into portfolio management. How the offices work through the portfolios and what names we have in them. How we build strategies and ensure there is accountability

when we move forward on the strategies and see progress. Dennis touched on the volunteer campaign leaderships. Stewardship is critical. Getting experience from start to finish has to be a good one. Once you have made that gift particularly significantly, we have to provide you a level of thanks that you find fulfilling and that is personal and timely. To make sure it is done in a good and professional way. We are ensuring we have capacity and the right processes to do that. That is a Porton piece. We are doing key policies. Just ensuring not only we know within the advancement team

what the processes are that we have something that when donors ask tough questions and we you need questions about the work we make sure to outline all of those areas. And then Craig and the team will come up after us and we will talk more about that. The campaign is not successful and all we do is hit the dollar goal. There are a lot of other important metrics. We want to see SFAs Pro tile - - profile mature. Alumni engagement is one of those metrics we will be following. Dennis and I can tell you alumni engagement nationally has been on a downward trajectory for about the last decade. It is something that all of our peers are contending with. It's important we think about it in a new and fresh way. I know Craig and the team are doing that and we will talk about that. It means engaging with the University not only through events and volunteer activities and advocacy much of the things we have thought about. Much more including engaging with the constituents and virtually and through social media. We talked about I was the director of admissions and that's how I got started in higher education work. But that was 26 years ago. I didn't have Instagram or Facebook. I was encouraged and happy to see some of the things that you are doing. We will be doing some of those same things on our side to start to warm future potential prospects and engage folks that may not be donors in this campaign, but in the next one or the next one after that. There has been interesting research done that shows that folks that are engaging with us through social media's so for example, those that like our Facebook post at least five times or more every month, those folks are as engaged

and as likely to give to us as those that regularly attend some of our events. While they may never go to an event or they are trying to come to campus, the fact that they are engaging with our content and social media, is creating a special bond for them. These are some of the things we are talking about.

>> This piece, our colleague [Indiscernible] is working with the team most directly but certainly Dennis and I are monitoring from the sideline. She has been on campus once and work with the team through a couple of days. She will be back in August to follow up. This goes back to some of the prospect management portfolio optimization work I was telling you about. So we have reviewed the policy again it has to be done but then more importantly perhaps we have submitted around 100,000 names through a screening.

We get that information back and we do what is called a verification on those that come back with the highest capacity. We take the 100,000 names and distillate more to another group that is verified because sometimes these capacities come back with erroneous information. We make sure what it is telling us is true. We start to work with our gift officers to make contact with some of those folks. And then the portfolio optimization piece is the key objective.

As I said earlier, it is ensuring the officers are spending their valuable time on those that have the greatest capacity to give. Not only the fact that they didn't have the most money to give but they are already engage with us and they show affinity to us and those are the ones that we want to prioritize our time with.

>> Finally, Dennis mentioned the gift table. This is what a traditional \$100 million campaign would look like. On the far left you have a number of prospects that we would need. Again, historically, to garner the gifts we need. In the first column you would need for people to get one of them to say yes to a \$10 million gift. You can see you can do the math is to get to \$55 million we will need about 20 gifts. That is the campaign of today. Used to be 80 percent of the dollars came about - - from about 20 percent of your folks. Now it's 95 or five percent we work on some campaigns were 98 percent of the dollars are coming from about two percent of the people. That's why the optimization piece and the stuff we are doing in the background using the science of fundraising as well is the art is so important and so critical. Again, when you have 100,000 names in the database you can spin your wheels and not get anywhere. And then why has that changed?

>> A couple of factors are in play. In the early 80s when I started fundraising you could apply the 80/20. Also in the early 80s there were five billionaires in the United States. Just five. Ross Perot, a Rockefeller or two. What's next - - it's now estimated there are 2500 billionaires in the United States. A lot of those people came - - have become serious philanthropists. What fundraisers have done is that it might be easier to raise this money with a few really big gifts instead of hundreds of really small ones. It's just that efficiency model. You know where the money is and there has been a lot of wealth created. Not to say smaller gifts aren't important they are. All gifts are. Given those efficiency models and the growth of the wealth, that is what's driving that trend.

>> [Captioners transitioning]