

Advancement, University Relations and Enrollment Management Committee

December 2022

RADFORD UNIVERSITY

Board of Visitors

RADFORD UNIVERSITY

Board of Visitors

ADVANCEMENT, UNIVERSITY RELATIONS AND ENROLLMENT MANAGEMENT COMMITTEE

2:30 P.M. **

DECEMBER 1, 2022

ROBERT A. ARCHER EXECUTIVE CONFERENCE ROOM
SECOND FLOOR, MARTIN HALL, RADFORD, VA

DRAFT **AGENDA**

- **CALL TO ORDER** Ms. Lisa Throckmorton, *Chair*
- **APPROVAL OF AGENDA** Ms. Lisa Throckmorton, *Chair*
- **APPROVAL OF MINUTES** Ms. Lisa Throckmorton, *Chair*
 - September 8, 2022
- **ENROLLMENT MANAGEMENT REPORT** Mr. Craig Cornell, *Vice President for Enrollment Management*
 - Enrollment Update
 - 2022-2023 Goals Progress
- **ADVANCEMENT and UNIVERSITY RELATIONS REPORT** Ms. Penny Helms White, *Interim Vice President for Advancement and University Relations*
 - Campaign Update
 - 2022-2023 Goals ProgressDr. Angela M. Joyner, *Vice President for Economic Development and Corporate Education*
- **OTHER BUSINESS** Ms. Lisa Throckmorton, *Chair*
- **ADJOURNMENT** Ms. Lisa Throckmorton, *Chair*

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

COMMITTEE MEMBERS

Ms. Lisa Throckmorton, Chair
Ms. Lisa W. Pompa, Vice Chair
Mr. George Mendiola, Jr.
Mr. David A. Smith
Mr. James C. Turk, Jr

December 2022 Meeting Materials

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Fall 2022 Enrollment Update

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2022-23 Goals

- Develop a **recruitment planning model** focused on actionable steps and accountability measures for immediate and mid-term effects on new student enrollments. *Ongoing*
- Level off enrollment decline in **new freshmen** students starting at RU and maintain growth at RUC, to be based on Fall 2022 census numbers, for Fall 2023. *Discussed at last meeting, update today*
- Level off enrollment decline in **new transfer** students starting at RU and maintain growth at RUC, to be based on Fall 2022 census numbers, for Fall 2023. *Discussed at last meeting, update today*
- Evaluate Overall **Student Aid leveraging** effectiveness in meeting enrollment goals. *New Today*
- Implement student-facing **support services** in the Office of the Registrar using software self-service options for students. *Next Meeting*

2022-23 Goals

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- Evaluate Overall Student Aid leveraging effectiveness in meeting enrollment goals.
- Implement student-facing support services in the Office of the Registrar using software self-service options for students.

Admissions and Recruiting Update Metrics, as of 11/29/22

Applications	Fall 2021	Fall 2022	Fall 2023	1 Year Diff.	2 Year Diff.
Freshmen	6,477	6,691	6,827	136; 2.0%	350; 5.4%
Transfer	241	310	216	(94); (30%)	(25);(10.3%)

Deposits	Fall 2021	Fall 2022	Fall 2023	1 Year Diff.	2 Year Diff.
Freshmen	72	109	98	(11); (10.0%)	26; 36.1%
Transfer	15	22	12	(10); (45.6%)	(3); (20%)

Fall Open House and On the Road Information Sessions	Fall 2022	Fall 2023	1 year Diff
Combined (Fresh. + Xfer)	288	309	21; 7.3%

FAFSA Submissions	Fall 2021	Fall 2022	Fall 2023	1 Year Diff.	2 Year Diff.
Combined (Fresh. + Xfer)	2,209	2,259	2,365	106; 4.7%	156; 7.1%

NOTE

December 1st is the published early action application deadline.

Historically, 40%-45% that attend these events end up enrolling

2022-23 Goals

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- Evaluate Overall Student Aid leveraging effectiveness in meeting enrollment goals.
- Implement student-facing support services in the Office of the Registrar using software self-service options for students.

Recruitment Planning

- In the process of finalizing a Strategic Enrollment Management Advisory Committee
- RNL Secret shopper report out next week
- Campus-Wide Enrollment Strategies Forum held November 4th
 - Enrollment updates
 - Budget implication on enrollment changes
 - Overview of current enrollment strategies
 - Break outs with ideation
 - Report out of ideas
 - Break-outs with focused operationalization of ideas

GOAL: Take to broader leadership areas for operationalization, prioritization and funding if needed.

- On-going Cabinet-level evaluation of overall approach, ROI on the use of vendors, and evaluation of what we have now been able to put into place with strategic staff, technology and operations development we have done over the past few years.

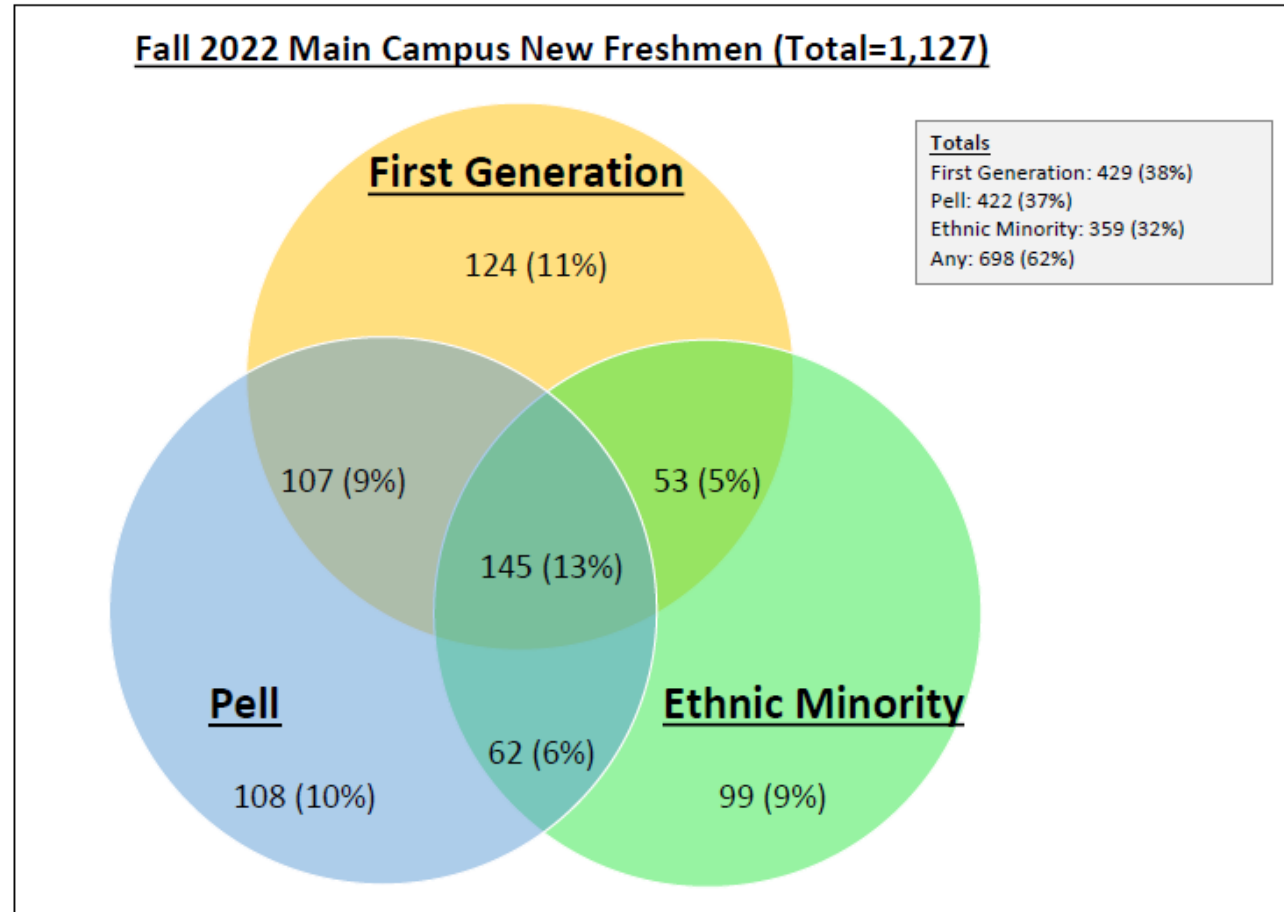
GOAL: Provide a more nimble student recruitment model, demonstrate our uniqueness and provide a better enrollment return for the efforts given the significant market and competitive changes in a post-COVID enrollment environment.



2022-23 Goals

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- **Evaluate Overall Student Aid leveraging effectiveness in meeting enrollment goals.**
- Implement student-facing support services in the Office of the Registrar using software self-service options for students.

Our Student Population



Student Preparedness and Affordability Concerns

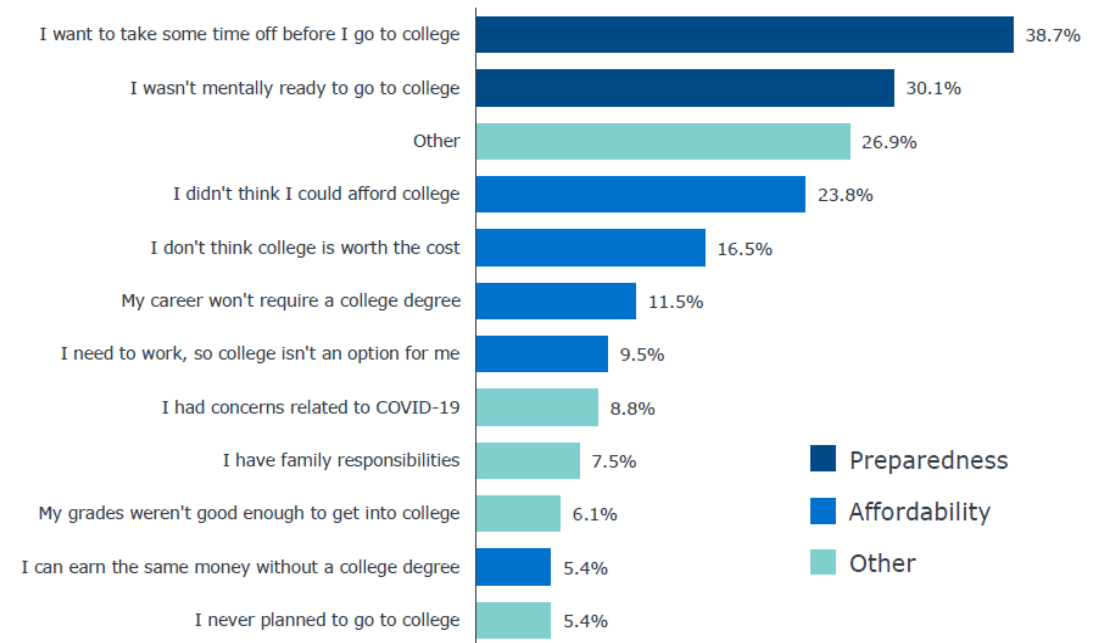
- Nationally we are seeing declines in yield for the type of students that we serve:

“Institutions are experiencing yield headwinds overall and across several key demographics. For some, early signs of declining FAFSA submissions pointed to impending yield and melt troubles. Ultimately the confluence of lower academic ability and lower ability to pay proved to cause an outsized negative impact.”

- EAB Freshmen Survey

- Growth in college preparedness rising to the top two reasons students decided not to enroll.

“Why did you decide not to enroll at a college or university?”

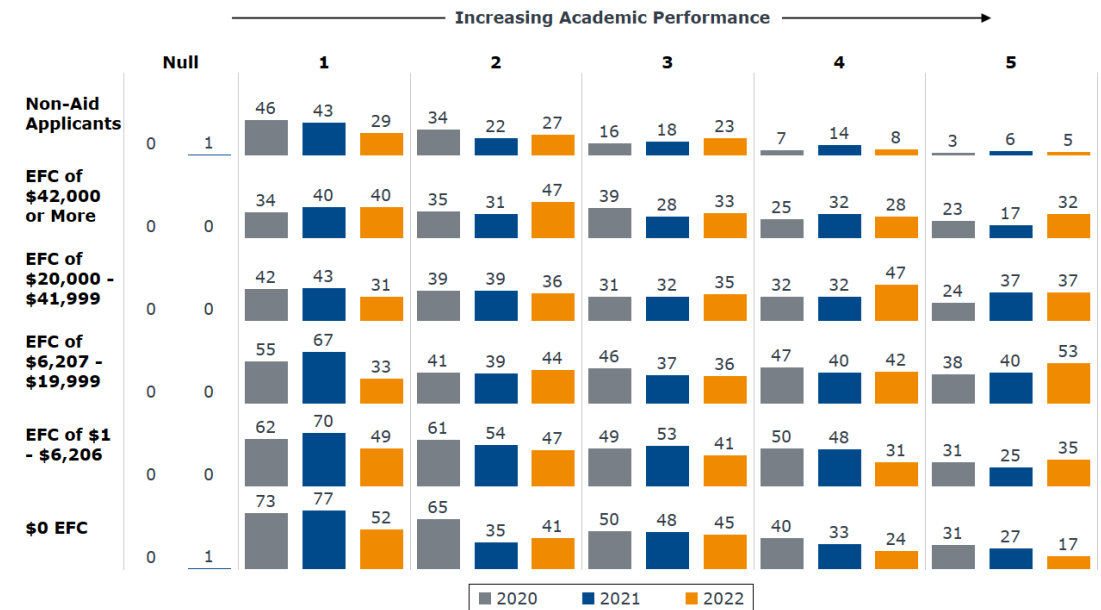
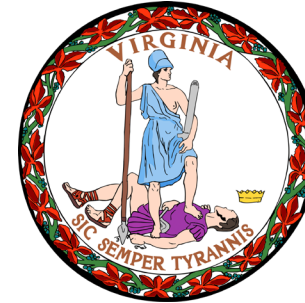


Student Preparedness and Affordability Concerns

Radford's leveraging strategy consists largely of our state-provided need-based aid programs, combined with our merit-based Highlander Distinction Program. Of course we have many high achieving, needy students, so these are not mutually exclusive.

- Radford's analysis highlighted for merit awards:
 1. Largest loss in yield (approximately 2.5%) where students with lowest academic ranks
 2. Largest growth were middle 50% with an increase of (2.5%)
 3. Grew our top academic students by 27 (17%) leading to our increased quality and Honors College record growth
- Radford's analysis highlighted for students demonstrating need:
 1. Largest growth (2.1%) in the 2 highest income ranges for needy students
 2. Largest loss in the two lowest (3.0%).

Take-Away: The lower income, lower academic populations saw the largest decline in our enrollments, aligning to national trends. However, we did see growth in many of our higher performing and middle income groups. This will inform our next step:



Student Preparedness and Affordability Concerns

Mitigating strategies and the opportunity before us:

- Significant new need-based state aid is currently in the budget bills and are expected to stay.
 - Due to our student need population, we will see another increase in our need-based aid allocation, resulting in a two year increase of almost 38%.
- Our intent is to ensure that Radford University remains an affordable and a best value for all students
- We are finalizing the development of a new awarding model that will significantly expand *Our Commitment to Value* program, which currently offers an in-state student's tuition cost to be covered through a combination of federal, state and institutional aid for students with a 0 EFC and 2.8 High School GPA.



SCHEV Year-Over-Year Allocation

Institution	Expected Percent Increase from 2020
VSU	48.7%
NSU	43.4%
GMU	39.6%
RU	37.7%
ODU	36.7%
UVA-Wise	26.3%
JMU	21.2%
VCU	20.5%
UMW	20.4%
Longwood	18.5%
VT	14.8%
UVA	11.3%
CNU	7.0%
WM	6.4%
VMI	6.2%

Discussion

Advancement and University Relations

RADFORD
UNIVERSITY

Goal: Successful Completion of TOGETHER - The Campaign for Radford University



PILLAR I:
**ACCESS AND
OPPORTUNITY**

35%
\$50,995,195
146% of Goal



PILLAR II:
**ACADEMIC EXCELLENCE AND
RESEARCH**

25%
\$3,725,045
15% of Goal



PILLAR III:
**STUDENT SUCCESS AND
ENGAGEMENT**

25%
\$17,066,116
68% of Goal



PILLAR IV:
**THE ATHLETIC
EXPERIENCE**

10%
\$9,544,585
95% of Goal



PILLAR V:
**EMERGING
NEEDS**

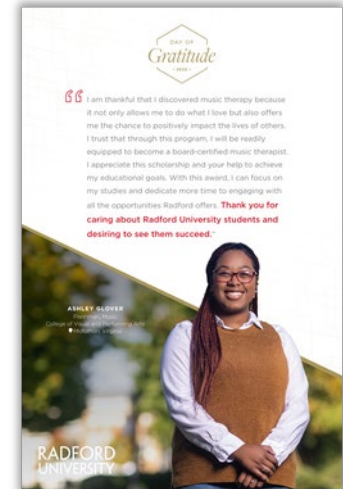
5%
\$5,195,301
104% of Goal

\$100,000,000 TOGETHER Campaign
Fundraising Pillar Totals
as of October 31, 2022

Goal: Successful Completion of TOGETHER - The Campaign for Radford University

Fiscal Year-to-Date Giving

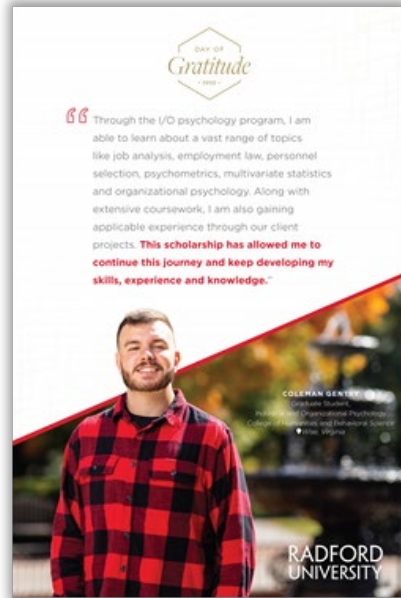
New Reporting	FY 2022-2023 (7/1/22 - 10/31/22)	FY 2021-2022 (7/1/21 - 10/31/21)	FY 2020-2021 (7/1/20 - 10/31/20)	FY 2019-2020 (7/1/19 - 10/31/19)	FY 2018-2019 (7/1/18 - 10/31/18)	FY 2017-2018 (7/1/17 - 10/31/17)	FY 2016-2017 (7/1/16 - 10/31/16)
New Pledges	\$ 3,151,373	\$ 301,246	\$ 1,223,876	\$ 1,745,727	\$ 184,480	\$ 801,325	\$ 182,672
New Planned Gifts	\$ 2,530,366	\$ 100,000	\$ 5,275,000	\$ 843,167	\$ 34,964	\$ 1,529,855	\$ 515,050
Outright Cash Gifts	\$ 438,980	\$ 662,080	\$ 513,650	\$ 522,217	\$ 437,491	\$ 342,676	\$ 257,133
Gifts-in-kind	\$ 232	\$ -	\$ 39,776	\$ 5,826	\$ 18,301	\$ 259,736	\$ 13,863
Gifts of Real Estate	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sponsored Programs	\$ 47,846	\$ 5,000	\$ 10,445	\$ 175,783	\$ 6,740	\$ 23,700	\$ 26,095
Total Giving	\$ 6,168,796	\$ 1,068,325	\$ 7,062,748	\$ 3,292,721	\$ 681,976	\$ 2,957,291	\$ 994,813



Goal: Successful Completion of TOGETHER - The Campaign for Radford University

Over the life of the Campaign:

- 133 new scholarships established now totaling over 600 scholarships
- 58 planned gifts documented totaling \$27.7 million



Goal: Successful Completion of TOGETHER - The Campaign for Radford University

Progress to Goal - as of October 31, 2022



Goal: Successful Completion of TOGETHER - The Campaign for Radford University

The Magazine of Radford University

THE EXPERIENCE

PILLAR IV
THE ATHLETIC EXPERIENCE

Friends OF THE COURT

MEN'S BASKETBALL PROGRAM GETS A GREAT ASSIST FROM JAMES AND SARA TOUSSAINT

By Chad Osborne

Four quick passes – a few dribbles in between – and a quick layup bewit bedfellowed defenders set the Highlanders off to a quick start.

The bucket gave Radford a quick 2-0 lead just 18 seconds into a late February Big South Conference match-up with rival High Point University.

“Those two points set the tone for the game,” said Darris Nichols, Highlanders men’s basketball coach. And those points turned out to be the margin of victory for Radford in the 66-64 triumph.

Nichols didn’t call the opening play, named in the playbook as “Chicago 2,” but instead handed over that responsibility to a friend visiting the Dedmon Center that night.

“That game was awesome, and I got to pick the starting play which we scored on,” said a still-excited James Toussaint, M.D., months later. “It was pretty cool, and it was a great time.”

Toussaint, an orthopedic surgeon living and practicing in Gainesville, Florida, was in Radford that night with his wife, Sara. In addition to taking in a game coached by their friend, Nichols, they toured campus – “it’s so beautiful,” Sara said – the city of Radford and the surrounding area.

Their visit gave the Radford men’s basketball program a chance to recognize and honor James and Sara for their tremendous generosity to the program through a \$100,000 gift they established in 2021.

“We’ve known Darris and his wife, Courtnie, for a while, and they are incredible people,” Sara said. “We made the gift because we love supporting our friends, especially when they are doing as much good in the world as they are.”

The couple met when Darris and Courtnie worked at the University of Florida. Darris Nichols was an assistant basketball coach with the Gators. The Radford native spent six seasons in that role before being named Radford’s eighth men’s basketball head coach in April 2021.

“The Toussaints’ gift” means so much to our program,” Nichols said. “We are now able to enhance our student-athlete experience with things like suits for seniors, more meals for the team during the season and nutritional vitamins to keep them healthy. It means so much to me and the program, and I thank James and Sara for their generosity.”

The couple provided the gift, in part, James said, “because I wanted to minimize the barriers Darris has for success at Radford University. I wanted to help kick-start his success.”

“The Toussaints are generous supporters of higher education, ‘focusing first on our alma maters,’ James said, that being the University of Chicago for both. James attended medical school at New York University. “And then, we started looking around at university-based programs that fit our values.”

“They have a tremendous heart for first-generation college students, as James and Sara were and as are about 32% of Radford University students.

“When we have the opportunity to help other first-generation students go to school, we want to support them,” said Sara, a successful sports marketer who serves on the board at The Marketing Jersey, focusing on soccer players from under-represented populations. The Toussaints are also co-owners of the North Carolina Courage of the National Women’s Soccer League.

“Not having money should not preclude someone from getting a college education,” Sara said. “We feel strongly about this because of our own experiences.”

Part of those experiences comes from being the son and daughter of immigrants, Sara explained. James’ family is from Haiti; Sara’s mother came from Puerto Rico, and her father from Eastern Palestine, she said.

Sara’s parents raised her in Chicago, Illinois, where she got her first taste of basketball.

“I grew up in the Michael Jordan, Steve Kerr era when they were playing in Chicago, which is pretty cool now that Radford has an alumna [Javonte Green ‘18] playing for the Bulls. Also, I played basketball for one year. I’m 5’2”, and I wasn’t very good,” she joked.

Before the game on the night James and Sara visited Radford, the men’s basketball program did more than let James call the first play. In gratitude for the couple’s support, Radford Athletics named Nichols’ office the Toussaint Office. A red plaque hangs on the office door, emblazoned with the Radford athletics logo and an inscription that reads: Benefactors James and Sara Toussaint, Dedicated February 19, 2022.

“The entire visit was an awesome experience,” James said. “We felt very welcomed.”

The Toussaints hope their gift will help Radford “continue to build a program that provides interpersonal leadership and growth. Those things are very important to us,” Sara said. “And I know it’s important to Darris, for sure.”

“We’re not just building these student-athletes for what they can do on the basketball court; we want to help them grow as people. We hope this gift will help build that for the current student population and help Radford attract even more top student-athletes. We want to help Darris and Radford recruit the best talent both on and off the court.”



ABOUT PILLAR IV


Athletics is poised to make the next 10 years the most productive and exciting period in Highlander sports history. The Athletic Department’s strategic plan includes improving the student-athlete experience through hard work, integrity, passion, focus and accountability. Campaign efforts will provide financial support to help match our goals and will provide student-athletes with the proper resources to compete at the highest level.

18 The Magazine of Radford University

Fall 2022 19

Goal: Successful Completion of TOGETHER - The Campaign for Radford University

College Newsletters




Upcoming Events

OCTOBER 2022

- List event name & the date it is occurring on here
- Event name & the date it is occurring on here
- Add special information too

NOVEMBER 2022


- List event name & the date it is occurring on here
- Event name & the date it is occurring on here




Supporting Image Text Here
Dean Joe Smith

Highlander Headline 2

If I wanted to place a paragraph here, I could. I could write about anything, and the font would not change.



Supporting Image Text Here Jane Smith: Class of 2023




Supporting Image Text Here Jane Smith: Class of 2023

Highlander Headline 3

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Goal: Increase Alumni Engagement Opportunities and Alumni Donor Participation

Alumni Relations-Engagement

Highlighted Upcoming Events, Activities and Partnerships

- Chapter Planning Sessions
- February is for Highlanders
 - Volunteer Summit
 - Radford Love Stories
 - Collaborative Events
 - Highlander Wisdom Webinars
 - Much more
- Alumni TOGETHER Ambassadors
- Alumni Admissions Ambassadors
- Alumni Marketing and Branding Focus Group
- Alumni Coffee Chats



Goal: Increase Alumni Engagement Opportunities and Alumni Donor Participation

TOGETHER Ambassadors Leveraging Alumni Volunteers



Survey and
Discuss with
Alumni
Board

NOV. 2022



Announce Initiative at
Volunteer Summit

FEB. 4, 2023



Activate
TOGETHER
Ambassador
Participation
Challenge

APR. – JUNE 2023



Recognize TOGETHER
Ambassador at
Homecoming

OCT. 2023



Develop Toolkit

DEC. 2022 - JAN. 2023



Recruit TOGETHER
Ambassadors

(Social Media, Boards,
Personal Outreach)

FEB. – MAR. 2023



Thank TOGETHER
Ambassadors

JULY 2023



Renew TOGETHER
Ambassador role

NOV. – DEC. 2023

Goal: Enhance Donor Relations and Stewardship

Enhanced Stewardship Efforts

- Receive consultant's report by mid December
- Begin Day of Gratitude 2023 planning



Goal: Enhance Donor Relations and Stewardship

Enhanced Stewardship Efforts

- Utilize Blackbaud Stewardship Management Software to send personalized Stewardship Packets to Scholarship Benefactors by year end

Sample Stewardship Packet:

Letter from Vice President

TOGETHER Update

Scholarship Recipient Thank You Letters



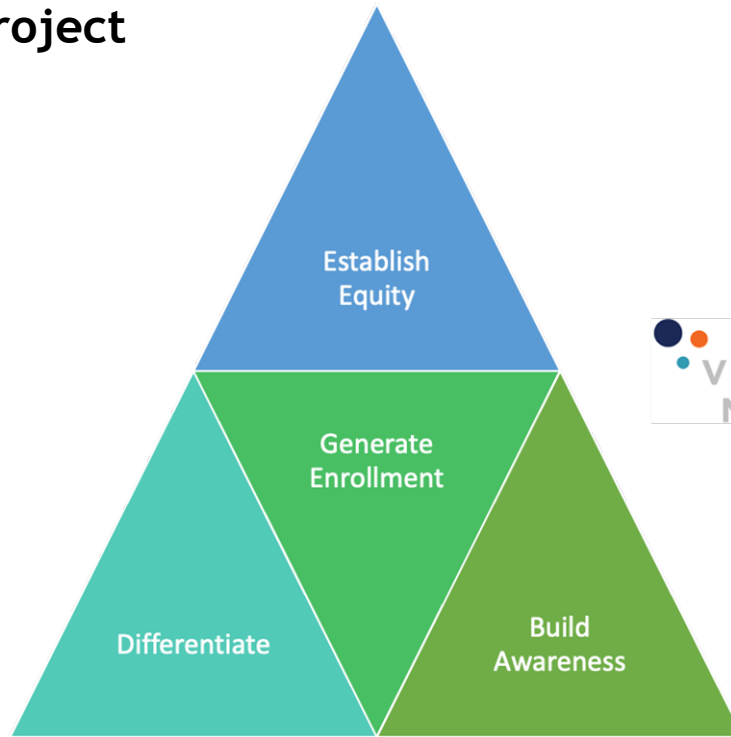
Goal: Increase University Brand Awareness

WHAT IS A BRAND PLATFORM AND WHY DO WE NEED IT?

A brand platform also allows you to **clearly, consistently, and concisely communicate** what your brand stands for. Beyond the external benefit of telling this story, this platform creates alignment between all internal team members and external stakeholders.

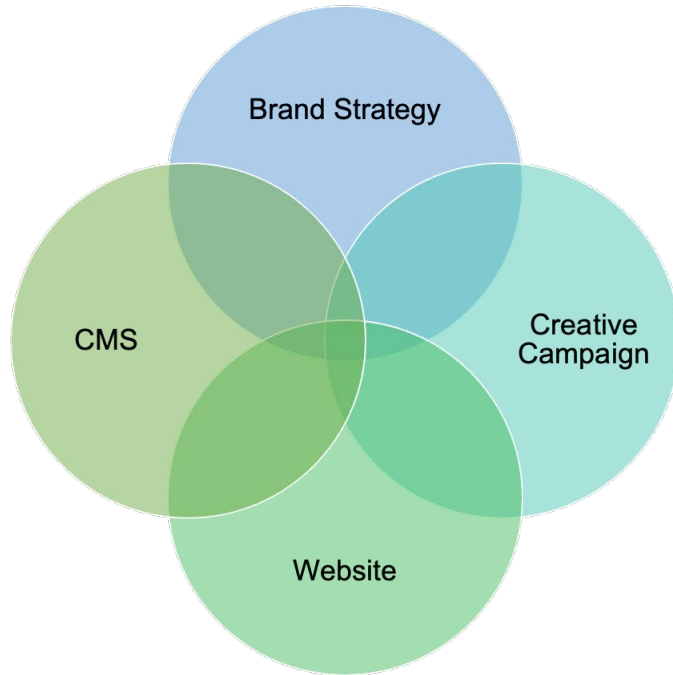
Goal: Increase University Brand Awareness

Brand Strategy Project



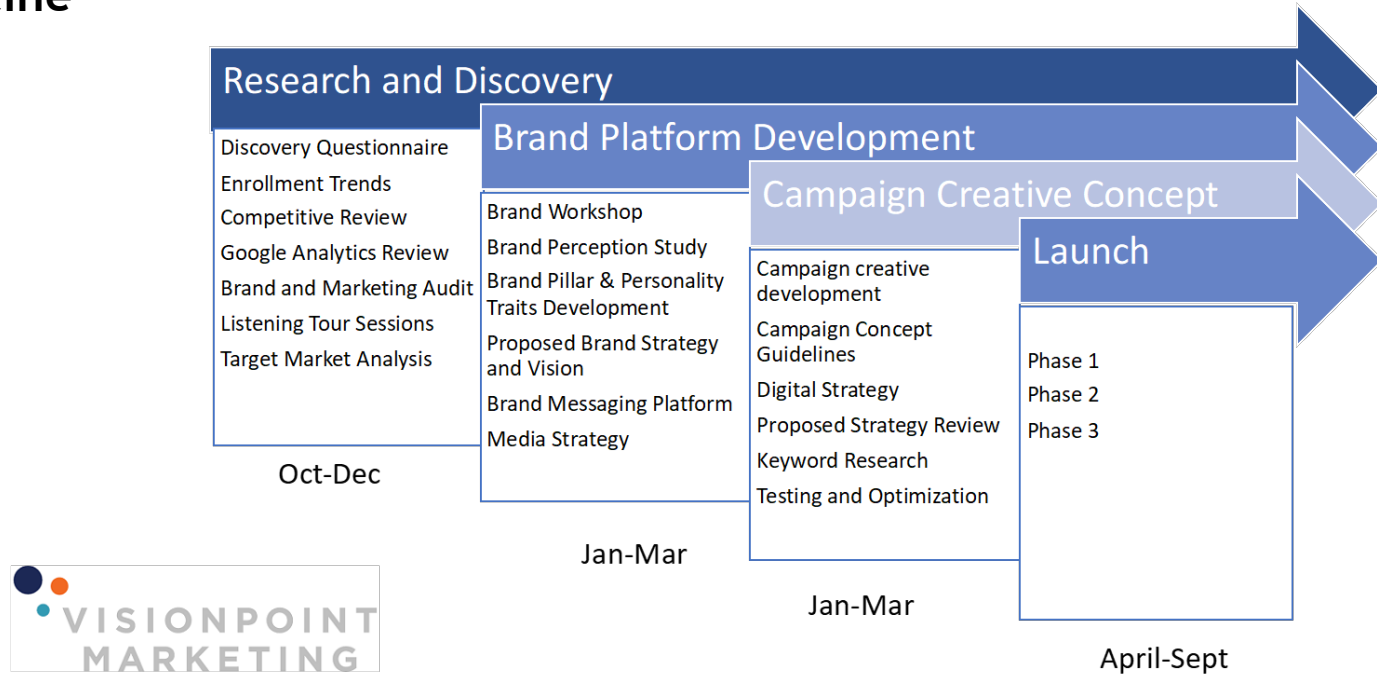
Goal: Increase University Brand Awareness

Brand Strategy Deliverables



Goal: Increase University Brand Awareness

Timeline



Discussion

Minutes

RADFORD UNIVERSITY

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ADVANCEMENT, UNIVERSITY RELATIONS AND ENROLLMENT MANAGEMENT COMMITTEE

1:30 P.M.

SEPTEMBER 8, 2022

ROBERT A. ARCHER EXECUTIVE CONFERENCE ROOM
SECOND FLOOR, MARTIN HALL, RADFORD. VA

DRAFT **MINUTES**

COMMITTEE MEMBERS PRESENT

Ms. Lisa Throckmorton, Chair
Ms. Lisa W. Pompa, Vice Chair
Mr. George Mendiola, Jr.
Mr. David A. Smith
Mr. James C. Turk, Jr.

BOARD MEMBERS PRESENT

Mr. Robert A. Archer
Dr. Debra K. McMahon, Rector

OTHERS PRESENT

Dr. Bret Danilowicz, President
Mr. Craig Cornell, Vice President for Enrollment Management
Ms. Penny Helms White, Interim Vice President for Advancement and University Relations
Dr. Angela Joyner, Vice President for Economic Development and Corporate Education
Ms. Becky Brackin, Associate Vice President for University Relations
Mr. Damien Allen, Associate Director of Institutional Research
Ms. Wendy Lowe, Director of Advancement Services
Ms. Carolyn Clayton, Director of Annual Giving
Mr. Tom Lillard, Associate Vice President for Advancement
Ms. Laura Turk, Executive Director for Alumni Relations
Mr. Anthony Graham, Associate Vice President for Undergraduate Recruitment/Director of Admissions
Ms. Sarah Wambe, Director of RUC Admissions

CALL TO ORDER

Ms. Lisa Throckmorton, Chair, formally called the Advancement, University Relations and Enrollment Management Committee meeting to order at 1:27 p.m. in the Robert A. Archer Executive Conference Room in Martin Hall.

APPROVAL OF AGENDA

Ms. Lisa Throckmorton, Chair asked for a motion to approve the September 8, 2022 agenda, as published. Mr. George Mendiola made the motion. Mr. David Smith seconded, and the motion carried unanimously.

APPROVAL OF MINUTES

Ms. Lisa Throckmorton, Chair asked for a motion to approve the minutes of the April 28, 2022 meeting of the Advancement, University Relations and Enrollment Management Committee meeting, as published. Mr. David Smith made the motion. Ms. Lisa Pempa seconded, and the motion carried unanimously.

ENROLLMENT MANAGEMENT REPORT

Vice President for Enrollment Management Craig Cornell provided an enrollment management update covering Fall Term 2022 preliminary census data, as well as an overview related to goals and strategy planning for the upcoming academic year.

Vice President Cornell shared the preliminary census data for Fall Term 2022 for all populations. New Freshmen student enrollment of 1,224, a decline of 68 (5.3%). Quality indicator of the entering class at Radford being a 3.41, a new record. New Transfer student enrollment of 532, a decline of 77 (12.6%). New Fast Track student enrollment of 63 students, an increase of 20 (46.5%). Total all Radford University enrollment of 7,652, a decline of 1,346 (14.9%) with CBE and 7,331, a decline of 543 (6.9%) without CBE.

Vice President Cornell provided an overview of the Division of Enrollment Management's 2022-23 primary goals, with a focus on the two primary goals: Leveling off enrollment decline in new freshmen students starting at RU and maintain growth at RUC, to be based on Fall 2022 census numbers, for fall 2023. As well as leveling off enrollment decline in new transfer students starting at RU and maintain growth at RUC, to be based on Fall 2022 census numbers, for fall 2023.

In closing, Vice President Cornell shared an overview of the top-level strategies that will be implemented to meet the overall goals, including: Evaluate market changes by population and developing specific strategies to off-set enrollment declines and both codify existing tactics and develop new through an enrollment planning process with campus stakeholders. Implementing a full year of major and college specific recruitment and communication efforts to level off our yield efforts in an effort to get the largest yield from our applications and admits. Reshaping the entire communication plans to be more dynamic for students and influencers outlining more clearly our uniqueness as opposed to our similarities with other institutions. Continue to provide to students and parents, as early as possible, information related to our value through our leveraging and increased need-based aid dollars. Working with academic departments at RUC to determine maximum enrollments to continue to grow those programs due to increased interest as possible.

ADVANCEMENT AND UNIVERSITY RELATIONS REPORT

Interim Vice President for Advancement and University Relations Penny Helms White provided an update on TOGETHER – The campaign for Radford University. As of August 31, 2022, the campaign has raised over \$85.2 million and 130 new scholarships have been created.

Interim Vice President White shared with the committee the Advancement and University Relations FY2022-2023 strategic goals. The four goals for the division are Successful completion of TOGETHER – The campaign for Radford University, increase alumni engagement opportunities and alumni donor participation, enhance donor relations and stewardship and increase university brand awareness. Some of the top strategies implemented to meet these goals included: utilizing digital channels to promote the campaign, implementing digital wallet, launching annual Day of Gratitude on November 11, 2022 and partnering with an agency for a brand strategy study.

In closing, Interim Vice President White reiterated the importance of alumni that give back to the university and the goal of completing the \$100 million TOGETHER campaign.

ADJOURNMENT

The meeting adjourned at 2:49 p.m.

Respectfully submitted,

Gina P. Stike

Executive Assistant to the Vice President of Enrollment Management

End of Board of Visitors Materials

