Board of Visitors

Board of Visitors Retreat
July 21-22, 2025
Berry Hill Resort & Conference Center
3105 River Road, South Boston, VA 24592

DRAFT
MINUTES

JULY 21, 2025

Board Members Present
Mr. Tyler W. Lester, Rector
Mrs. Jennifer Wishon Gilbert, Vice Rector
Mr. Dale Ardizzone
Ms. Jeanne S. Armentrout
Ms. Betsy D. Beamer
Ms. Callie Dalton
Mr. William C. Davis
Dr. Betty Jo Foster
Ms. Mary Anne Holbrook
Mr. George Mendiola, Jr.
Mr. David A. Smith
Mr. Jonathan D. Sweet
Mr. James C. Turk

Board Members Absent
Ms. Joann S. Craig
Mr. Anthony Moore

Others Present
Dr. Bret Danilowicz, President
Dr. Bethany Usher, Provost and Senior Vice President for Academic Affairs
Dr. Danette Gomez Beane, Vice President for Enrollment Management and Strategic Communication
Dr. Rob Hoover, Vice President for Finance and Administration
Dr. Angela Joyner, Vice President for Economic Development and Corporate Education
Dr. Susan Trageser, Vice President for Student Affairs
Ms. Penny Helms White, Vice President for Advancement and Alumni Relations

Ms. Karen Casteele, Secretary to the Board of Visitors and Special Assistant to the President
Ms. Susan Q. Richardson, University Counsel and Senior Assistant Attorney General

Welcome
Rector Tyler Lester called the Retreat to order at 8:00 a.m. at the Berry Hill Resort & Conference Center in South Boston, Virginia. Rector Lester welcomed members to the Retreat with a special introduction of new member, Mary Anne Holbrook. Rector Lester provided an overview of the 2024-25 successes and reviewed the role of Board of Visitors members.

Action Item
President Danilowicz provided an explanation of the proposed policy, including the background, requirements and mechanisms in place. Following discussion, Rector Lestor asked for a motion to approve the resolution. Dr. Betty Jo Foster so moved, Mr. Dale Ardizzone seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as *Attachment A* and is made a part hereof.

Overview of Retreat
President Danilowicz discussed the upcoming priorities for the Retreat including the on-going process for the next six-year strategic plan and an in-depth discussion the influence each division, and Board of Visitors committees, has in enrollment management.

Enrollment Management
Vice President for Enrollment Management and Strategic Communications Dannette Gomez Beane introduced the Enrollment Management presentations followed by each vice president and enrollment management staff explaining details of their areas impact and role affecting the process of enrollment management. This included Revenue Considerations from Vice President for Finance and Administration Rob Hoover; Academic Portfolio from Provost and Senior Vice President for Academic Affairs Bethany Usher; Student Services from Vice President for Student Affairs Susan Trageser; Community and Workforce Development Needs from Vice President for Economic Development and Corporate Education Angela Joyner; Current and Projected Enrollment from Vice President for Enrollment Management and Strategic Communications Dannette Gomez Beane; Financial Aid Modeling from Associate Vice President for Enrollment Management and Director of Financial Aid Travis Richard and Director of Enrollment Management Data Analytics Anthony Graham; and Donor Supported Aid from Vice President for Advancement and Alumni Relations Penny White. The presentation is included as *Attachment B*.

Strategic Planning 2026-2031
Senior Vice President Scott Nostaja and Vice President Christopher Nickson, with The Segal Group, provided an update to the Board of Visitors on the process that began at the 2024 Board Retreat. The update included the methodology; assumptions; mission, vision and core values; strategic plan pillars; and the implementation planning process and methodology. The presentation is included as *Attachment C*.

Closed Session
Rector Lester requested a motion to move into closed session. Mrs. Jennifer Wishon Gilbert made the motion that the Radford University Board of Visitors convene a closed session pursuant to **Section 2.2-3711 (A) Items 1 and 8** under the Virginia Freedom of Information Act for the discussion of personnel matters related to the president's performance plan, and consultation with

legal counsel related to these matters. Mr. Jonathan Sweet seconded the motion. The Board of Visitors went into closed session at 2:30 p.m.

Reconvened Session
Rector Lester called the meeting to order at 4:42 p.m. On the motion made by Mrs. Jennifer Wishon Gilbert and seconded by Mr. George Mendiola, the following resolution of certification was presented.

Resolution of Certification

BE IT RESOLVED, that the Radford University Board of Visitors certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements under this chapter were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion by which the closed session was convened were heard, discussed or considered by the Board.

Roll Call	Vote
Mrs. Jennifer Wishon Gilbert	Yes
Mr. Dale S. Ardizzone	Yes
Ms. Jeanne S. Armentrout	Yes
Ms. Betsy D. Beamer	Yes
Ms. Callie Dalton	Yes
Mr. William C. Davis	Yes
Dr. Betty Jo Foster	Yes
Ms. Mary Anne Holbrook	Yes
Mr. George Mendiola	Yes
Mr. David A Smith	Yes
Mr. Jonathan Sweet	Yes
Mr. Jimmy Turk	Yes
Mr. Tyler Lester	Yes

The Retreat recessed at 4:45 p.m.

Tuesday, July 22, 2025
Planning for Success 2025-26
Rector Tyler Lester reconvened the Retreat at 8:00 a.m. at the Berry Hill Resort & Conference Center in South Boston, Virginia and began the conversation by reflecting on the first day of the Retreat. He continued the conversation by asking Board members to reflect on the past year's committee and Board experiences and provide suggestions for the upcoming year.

Closed Session
Rector Lester requested a motion to move into closed session. Mrs. Jennifer Wishon Gilbert made the motion that the Radford University Board of Visitors convene a closed session pursuant to **Section 2.2-3711 (A) Items 1 and 8** under the Virginia Freedom of Information Act for the discussion of personnel matters related to the president's performance plan, and consultation with legal counsel related to these matters. Ms. Jeanne Armentrout seconded the motion. The Board of Visitors went into closed session at 9:03 a.m.

Reconvened Session

Rector Lester called the meeting to order at 11:51 a.m. On the motion made by Mrs. Jennifer Wishon Gilbert and seconded by Mr. Jonathan Sweet, the following resolution of certification was presented.

Resolution of Certification

BE IT RESOLVED, that the Radford University Board of Visitors certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements under this chapter were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion by which the closed session was convened were heard, discussed or considered by the Board.

Roll Call	Vote
Mrs. Jennifer Wishon Gilbert	Yes
Mr. Dale S. Ardizzone	Yes
Ms. Jeanne S. Armentrout	Yes
Ms. Betsy D. Beamer	Yes
Ms. Callie Dalton	Yes
Mr. William C. Davis	Yes
Dr. Betty Jo Foster	Yes
Ms. Mary Anne Holbrook	Yes
Mr. George Mendiola	Yes
Mr. David A Smith	Yes
Mr. Jonathan Sweet	Yes
Mr. Jimmy Turk	Yes
Mr. Tyler Lester	Yes

Action Items

Approval of Performance Plan for 2025-2025

Rector Lester asked for a motion to approve the resolution for President Bret Danilowicz's Performance Plan for 2025-2026. Mrs. Jennifer Wishon Gilbert so moved, Ms. Betsy Beamer seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as *Attachment D* and is made a part hereof.

Approval of Personnel Action

Rector Lester asked for a motion to approve and ratify the selection by President Bret Danilowicz of these direct reports to the President: Julia S. (Susie) Kuliasha, Senior Executive Assistant, who began June 10, 2025; and Ryan Bowyer, Chief of Staff, begins August 10, 2025. Mrs. Jennifer Wishon Gilbert so moved, Mr. Jimm Turk seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as *Attachment E* and is made a part hereof.

SACSCOC ANNUAL SELF-EVALUATION

Rector Tyler Lester discussed the annual self-evaluation and asked Board members to complete the questionnaire.

ADJOURNMENT

Following a discussion of the Retreat, Rector Lester adjourned the Retreat at 12:06 p.m.

Respectfully submitted,

Karen Casteele
Secretary to the Board of Visitors and Special Assistant to the President

RADFORD UNIVERSITY BOARD OF VISITORS
July 21, 2025

Action Item
Compensating Student-Athletes for their Name, Image, or Likeness

WHEREAS, the NCAA and Power 5 conferences have agreed to settle three antitrust class action lawsuits: House v. NCAA, Hubbard v. NCAA, and Carter v. NCAA, collectively known as the "House settlement." The House settlement states that NCAA institutions can make direct payments to student-athletes above and beyond scholarships and other education related benefits – primarily for the use or right to use a student-athlete's name, image or likeness. The House settlement ensures that NCAA rules are consistent with Code of Virginia §23.1-408.1; and

WHEREAS, Va. Code §23.1-408.1 requires each institution of higher education to develop and submit to its governing board for approval institutional policies or procedures that govern the compensation of a student-athlete for the use of his name, image, or likeness; and

WHEREAS, the policies shall not inhibit a student-athlete from participating in activities that are not related to intercollegiate athletics, as long as participation in such activities has no impact on the student-athlete's eligibility for intercollegiate athletics; and

WHEREAS, no student fees may be used to compensate student-athletes for the use of their name, image, or likeness;

NOW, THEREFORE, BE IT RESOLVED that the Radford University Board of Visitors approves the Compensating Student-Athletes for their Name, Image, or Likeness policy dated July 21, 2025.

Adopted: July 21, 2025

Tyler Lester
Rector
Board of Visitors

Karen Casteele
Secretary to the Board of Visitors
Radford University

Enrollment Management 101

Radford UNIVERSITY

Board of Visitors Retreat

July 21, 2025

Agenda

9:15 a.m.   **Introduction -** Dr. Dannette Gomez Beane, *Vice President for Enrollment Management and Strategic Communications*

9:45 a.m.   **Revenue Considerations -** Dr. Rob Hoover, *Vice President for Finance and Administration*

10 a.m.   **Academic Portfolio -** Dr. Bethany Usher, *Provost and Senior Vice President for Academic Affairs*

10:30 a.m. **Break**

10:45 a.m. **Student Services -** Dr. Susan Trageser, *Vice President for Student Affairs*

11:15 a.m. **Community and Workforce Development Needs -** Dr. Angela Joyner, *Vice President for Economic Development and Corporate Education*

11:30 a.m. **Current and Projected Enrollment -** Mr. Anthony Graham, *Director of Enrollment Management Data Analytics*

Noon   **Lunch**

12:30 p.m. **Financial Aid Modeling -** Mr. Travis Richard, *Associate Vice President for Enrollment Management and Director of Financial Aid*

1 p.m.   **Donor Supported Aid -** Ms. Penny Helms White, *Vice President for Advancement and Alumni Relations*

Enrollment Management and Strategic Communications

Radford
UNIVERSITY

Introduction

Enrollment Management

Enrollment Management Definition

In Ruffalo Noel Levitz (RNL) terminology, enrollment management is a **data-driven**, **institution-wide** process that aims to **align** an institution's **resources** with its environment to achieve **long-term** enrollment success and fiscal health. It focuses on student recruitment, retention, and overall student success, ensuring the **institution meets its mission** while **adapting to market changes**.

Drivers and Variables of Enrollment: External

Entitlements

- [ ] Federal Loans
- [ ] Federal Grants
- [ ] State Aid
- [ ] Veteran/Active Duty
- [ ] Foster Children
- [ ] Disability
- [ ] Promise Programs
- [ ] Direct Admission

Foreign Policy

- [ ] Visa Issuance
- [ ] Bans
- [ ] Safety/conflict

Rankings

- [ ] Admissions Selectivity
- [ ] Faculty to Student ratio
- [ ] Graduation rates
- [ ] Rigor
- [ ] Research generation
- [ ] Peer influence
- [ ] Reputation

State Changes

- [ ] Residency ratio
- [ ] State Oversight
- [ ] State Government
- [ ] State funding
- [ ] State demographics
- [ ] Aging population
- [ ] Higher Ed Consumption

According to projections by the Western Interstate Commission for Higher Education (WICHE), the total number of high school graduates in the U.S. is expected to peak around 3.8 million in 2025. After this peak, a steady decline is anticipated, with the number of high school graduates projected to decrease by approximately 10.5% by 2041.

Figure 1. High school graduates, reported (2009 to 2023) and projected (2024 to 2041)

- Total: 3.3M ... 3.9M ... 3.4M
- Public: 3.5M ... 3.1M
- Private: 309k ... 329k ... 305k

Graduating Class

Enrollment Cliff

Public Colleges/Universities
Private Colleges/Universities
Private for Profit Colleges/Universities
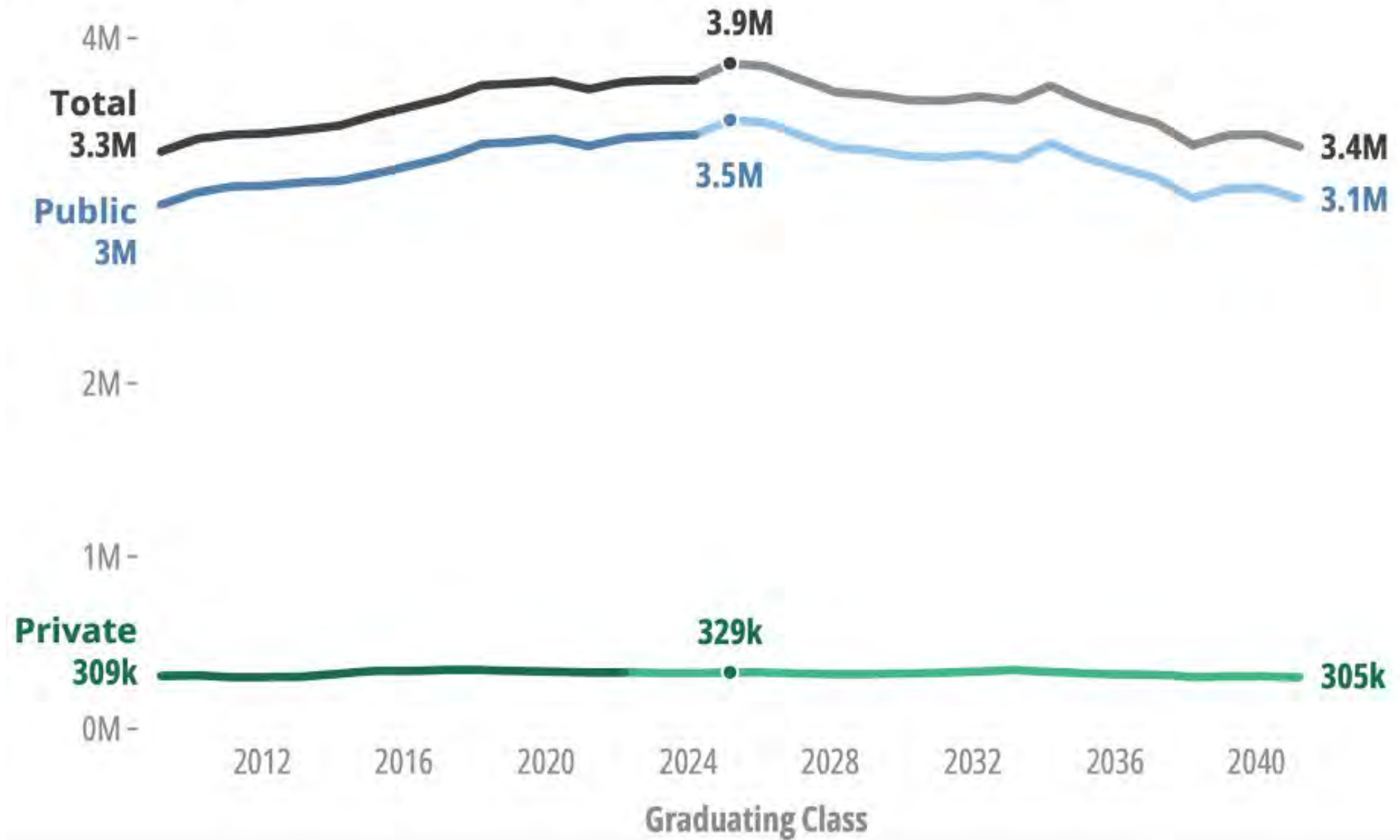
Figure 17. Projected percent change in high school graduates, 2023 to 2041

AK -14%

Northeast -17%

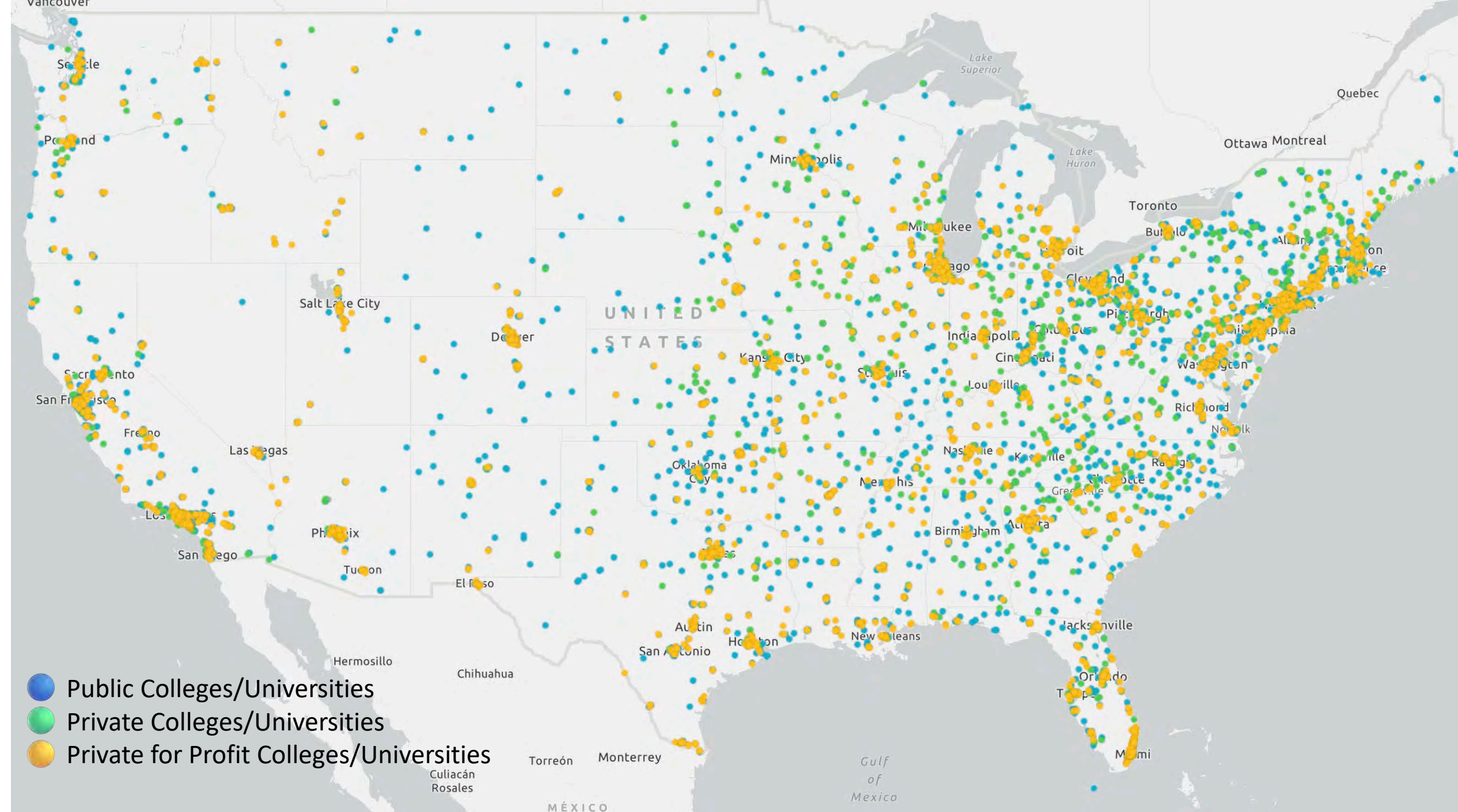**Midwest** -16%

ME -10%

VT -15%

NH -10%

WA -8%

MT 5%

ND 13%

MN -12%

WI -15%

MI -20%

NY -27%

MA -8%

RI -15%

West -20%

ID 13%

WY -23%

SD 7%

IA -4%

IL -32%

IN -10%

OH -6%

PA -17%

NJ -1%

CT -4%

OR -19%

NV -9%

UT -6%

NE -4%

MO -12%

KY -9%

WV -26%

VA -6%

MD -11%

DE 8%

CA -29%

AZ -2%

CO -12%

KS -12%

AR -5%

TN 15%

SC 14%

NC 6%

DC 31%

HI -33%

NM -21%

OK 0%

LA -4%

MS -16%

AL 2%

GA -1%

South 3%

TX 5%

FL 12%
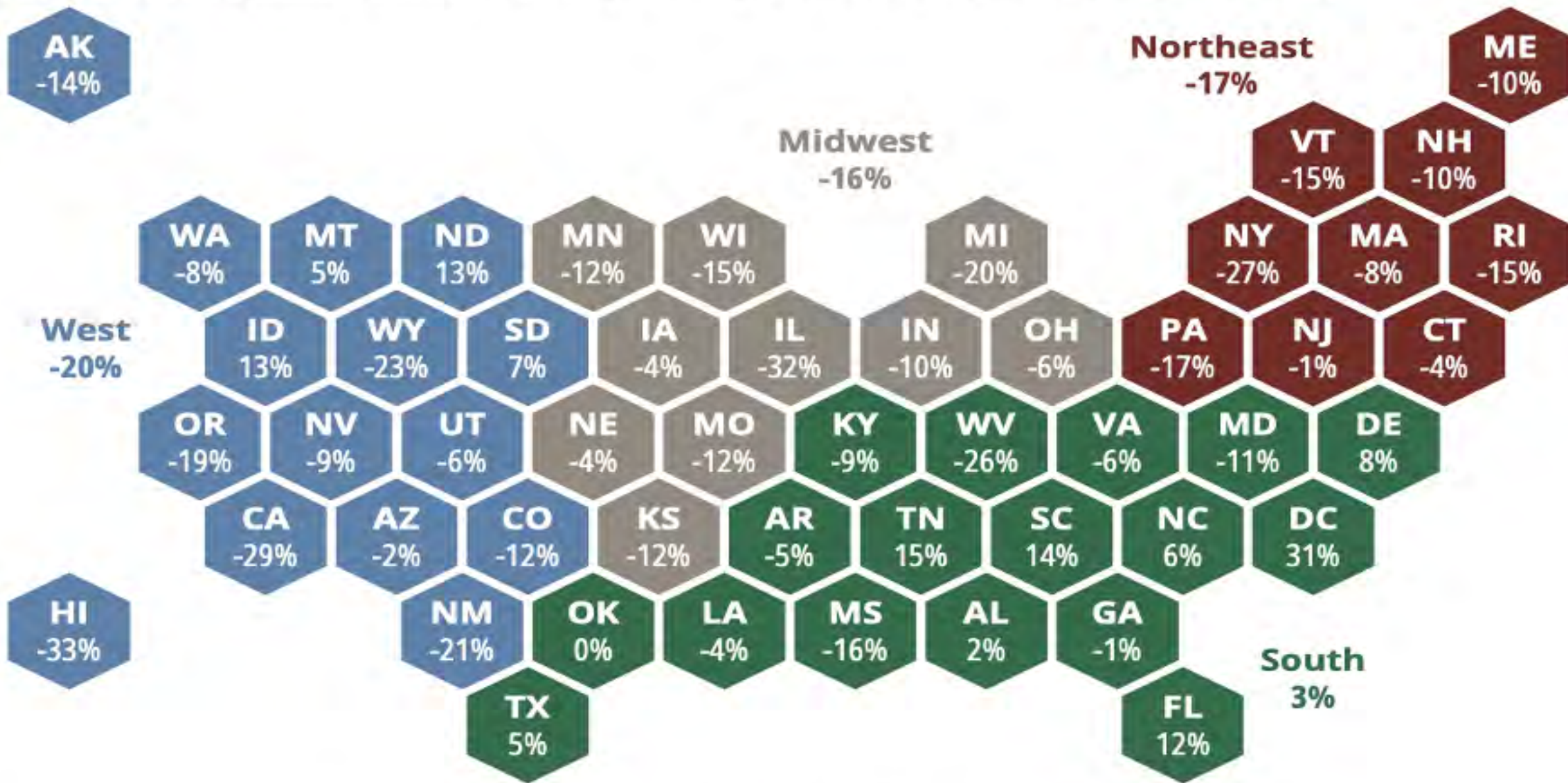
Notes: Total high school graduates include public and private schools. In these projections, the U.S. includes the 50 states and the District of Columbia. Future work will explore projected trends for the U.S. Territories and Freely Associated States.

Contraction of Higher Education

• The **Pennsylvania State University's** regional campuses cut 10% of their staff to cope with a 20% enrollment drop—even though enrollment at its main campus is growing.

• **West Virginia University**, where enrollment has stagnated over the last five years, eliminated 28 programs and 147 faculty positions.

• Enrollment has dropped by 16% over the last 10 years at the **University of Wisconsin-Milwaukee**, which is shutting down its College of General Studies and laying off 32 tenured faculty. Zalaznick, M., October, 2024

A **gradual national enrollment decline** is projected an average of **20–22 college or university closures per year** over the next decade.

Radford Positioning – Enrollment Projections

SCHEV 2B Enrollment Projections (April 15, 2025)																
Year	New Freshmen			New Transfer			Continuing			Total Undergraduate			Total Graduate			Grand Total
	In	Out	Total	In	Out	Total	In	Out	Total	In	Out	Total	In	Out	Total	
2023-24	974	129	1,103	524	53	577	3,693	331	4,024	5,191	513	5,704	1,504	323	1,827	7,531
2024-25	1,312	93	1,405	682	70	752	3,659	345	4,004	5,653	508	6,161	1,365	286	1,651	7,812
2025-26	1,300	115	1,415	520	60	580	3,890	305	4,195	5,710	480	6,190	1,390	280	1,670	7,860
2026-27	1,300	115	1,415	520	60	580	3,930	295	4,225	5,750	470	6,220	1,390	280	1,670	7,890
2027-28	1,300	115	1,415	520	60	580	3,990	295	4,285	5,810	470	6,280	1,390	280	1,670	7,950
2028-29	1,300	115	1,415	520	60	580	4,030	305	4,335	5,850	480	6,330	1,390	280	1,670	8,000
2029-30	1,300	115	1,415	520	60	580	4,050	305	4,355	5,870	480	6,350	1,390	280	1,670	8,020

Note: Stabilization is growth

Future areas of enrollment growth in Higher Ed

1. Community colleges & vocational/trade programs
•Public two-year and vocational-focused colleges grew enrollment by **5.4%** (+288,000 students) in Spring 2025

3. STEM & emerging tech disciplines
•Regions in China are boosting seats in **AI**, **biomedicine, integrated circuits**, and **engineering**—and U.S. institutions are similarly investing in **quantum information science & engineering (QISE)**

5. Graduate education
•Graduate enrollment also rebounded: **+1.5%** in Spring 2025 vs. Spring 2024, and **+3%** growth year-over-year in 2024 nscresearchcenter.org

2. Health professions & business
•Over half of undergrad enrollment gains in Spring 2025 were in **business** and **health professions** majors. forbes.com

4. Psychology & computer science
•Bachelor's enrollment rose by **4.8%** in **psychology** and **3%** in **computer science**, making them among the fastest-growing majors. research.com

6. Regional & demographic trends
•**Southern U.S.** saw the highest regional growth in Spring 2025 (+4%), while the West (+2.8%), Midwest (+2.6%), and Northeast (+2.0%) also gained. highereddive.com
•The largest demographic increases were among **Black** (+10.3%) and **multiracial** (+8.5%) undergraduate students

Revenue Considerations

Enrollment Management

Drivers and Variables of Enrollment: Revenue and Affordability

Revenue generation

- More is more
- Price per student per major
- Fee structure
- Tuition rates/Instate vs OOS
- Stability model

Institutional Aid

- Financial Aid model
- Discount Rate
- Talent Scholarships
- Honors programs

Grants

- Grant driven enrollment
- Co-curricular grants
- Partnerships/Executive program

Private Scholarships

- Donor driven enrollment
- Industry driven enrollment
- Recruitment vs Retention
- Discipline specific
- DEI adjustments
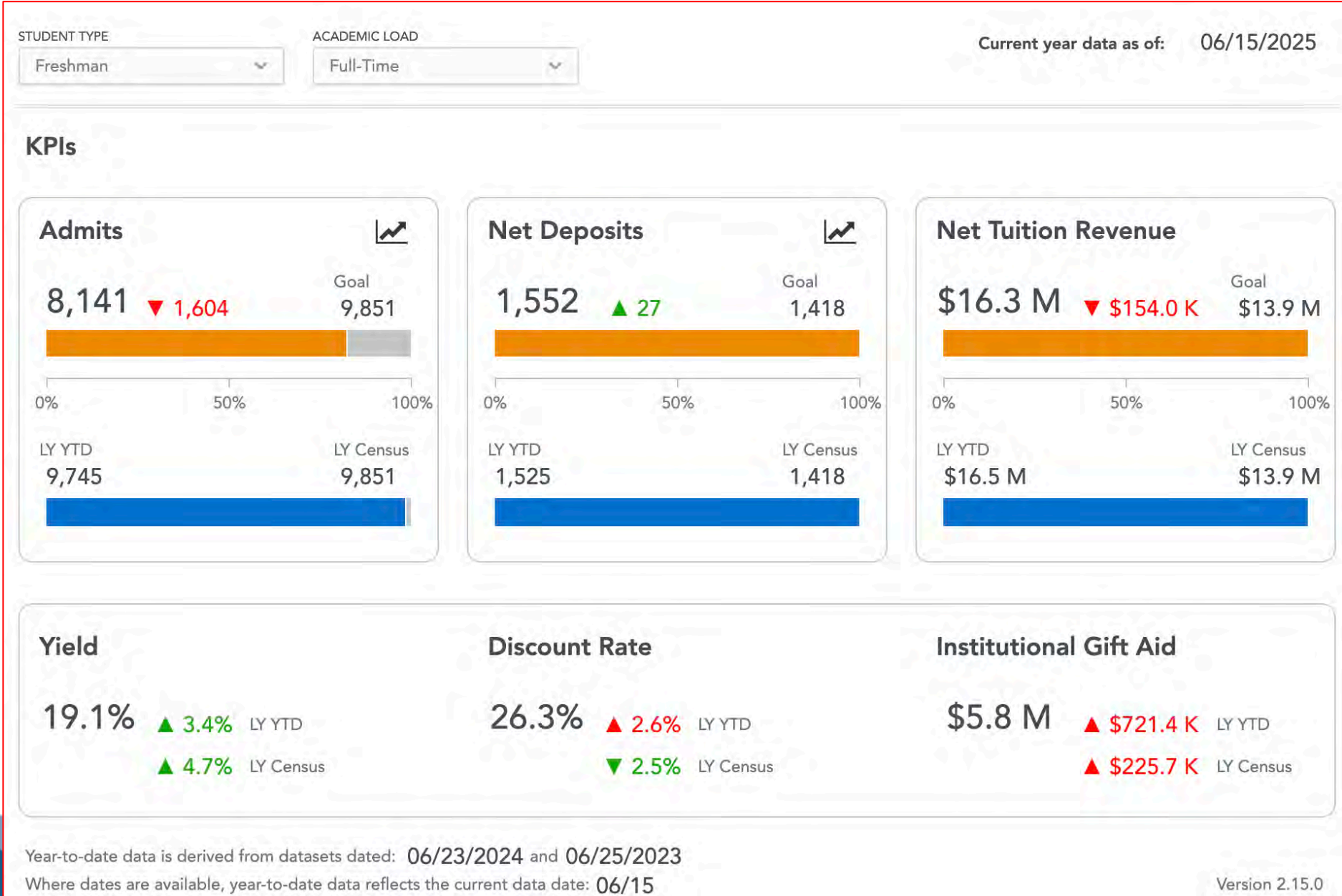- Unable to award

Discount Rate = (Total Institutional Grant Aid / Gross Tuition and Fee Revenue) ✕ 100

Example
Discount Rate = ($40M / $100M) ✕ 100 = 40%

Revenue Generation – New Freshmen

STUDENT TYPE
Freshman

ACADEMIC LOAD
Full-Time

Current year data as of: 06/15/2025

KPIs

Admits

8,141 ▼ 1,604

Goal
9,851

0%   50%   100%

LY YTD
9,745

LY Census
9,851

Net Deposits

1,552 ▲ 27

Goal
1,418

0%   50%   100%

LY YTD
1,525

LY Census
1,418

Net Tuition Revenue

$16.3 M ▼ $154.0 K

Goal
$13.9 M

0%   50%   100%

LY YTD
$16.5 M

LY Census
$13.9 M

Yield

19.1% ▲ 3.4% LY YTD
▲ 4.7% LY Census

Discount Rate

26.3% ▲ 2.6% LY YTD
▼ 2.5% LY Census

Institutional Gift Aid

$5.8 M ▲ $721.4 K LY YTD
▲ $225.7 K LY Census

Year-to-date data is derived from datasets dated: 06/23/2024 and 06/25/2023
Where dates are available, year-to-date data reflects the current data date: 06/15

Version 2.15.0

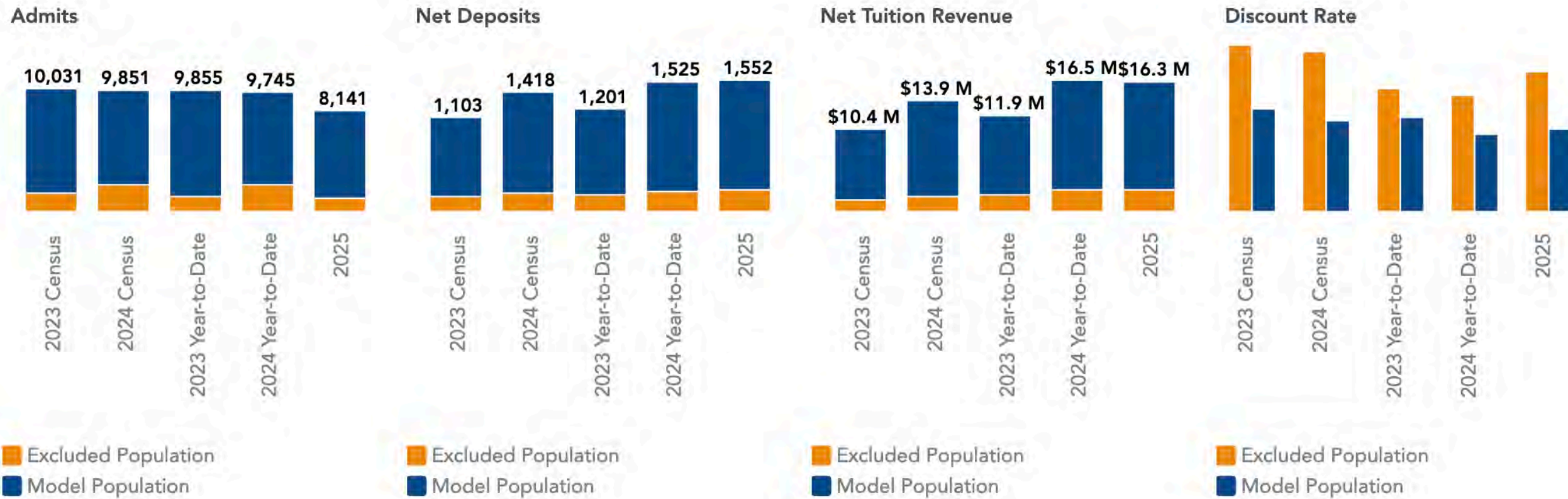# Net Tuition Revenue and Discount Rate– New Freshmen

STUDENT TYPE
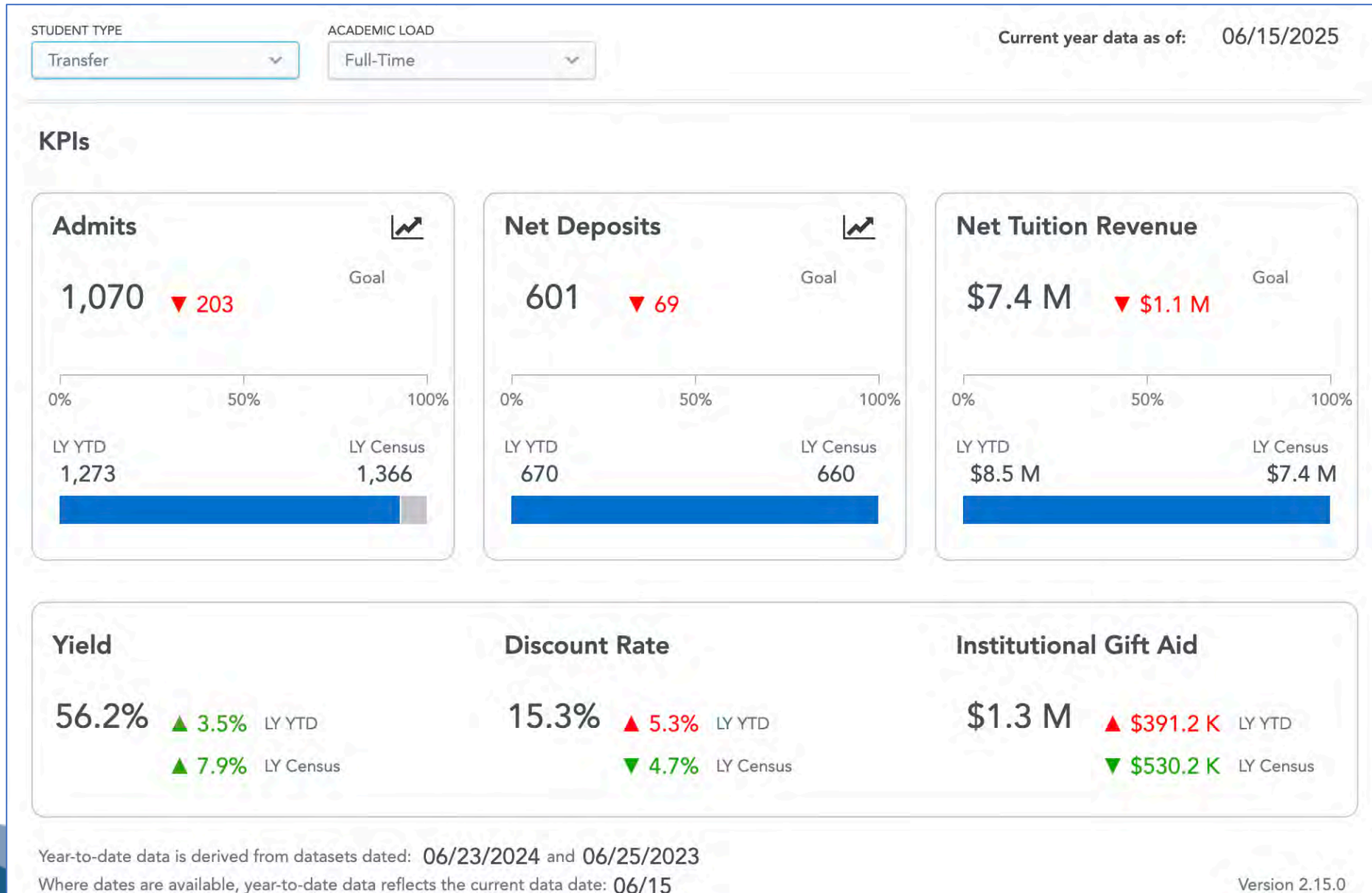Freshman ∨

ACADEMIC LOAD
Full-Time ∨

Current year data as of: 06/15/2025

Census and Year-to-Date Model and Excluded Group Comparisons

Excluded populations: Athletes, International Students, Independents

Revenue Generation – New Transfer

STUDENT TYPE
Transfer ⌄

ACADEMIC LOAD
Full-Time ⌄

Current year data as of: 06/15/2025

KPIs

Admits 📈
1,070 ▼ 203   Goal

0%   50%   100%

LY YTD   LY Census
1,273   1,366

Net Deposits 📈
601 ▼ 69   Goal

0%   50%   100%

LY YTD   LY Census
670   660

Net Tuition Revenue
$7.4 M ▼ $1.1 M   Goal

0%   50%   100%

LY YTD   LY Census
$8.5 M $7.4 M

Yield
56.2% ▲ 3.5% LY YTD
▲ 7.9% LY Census

Discount Rate
15.3% ▲ 5.3% LY YTD
▼ 4.7% LY Census

Institutional Gift Aid
$1.3 M ▲ $391.2 K LY YTD
▼ $530.2 K LY Census

Year-to-date data is derived from datasets dated: 06/23/2024 and 06/25/2023
Where dates are available, year-to-date data reflects the current data date: 06/15

Version 2.15.0

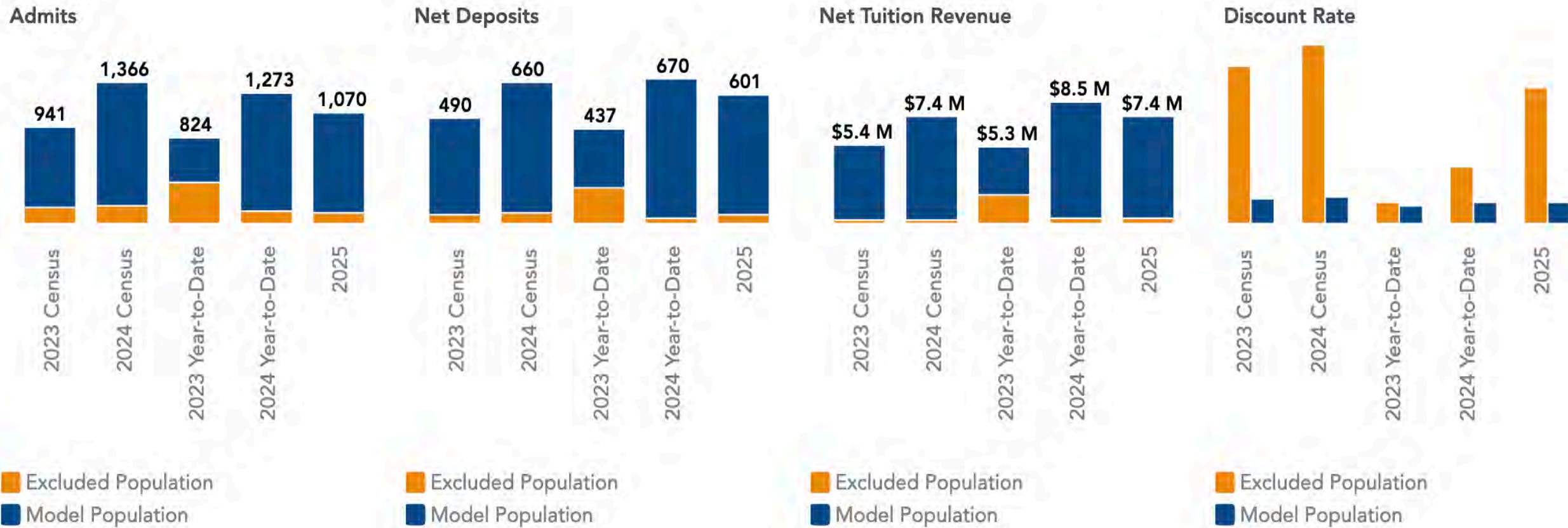# Net Tuition Revenue and Discount Rate– New Transfer

STUDENT TYPE: Transfer

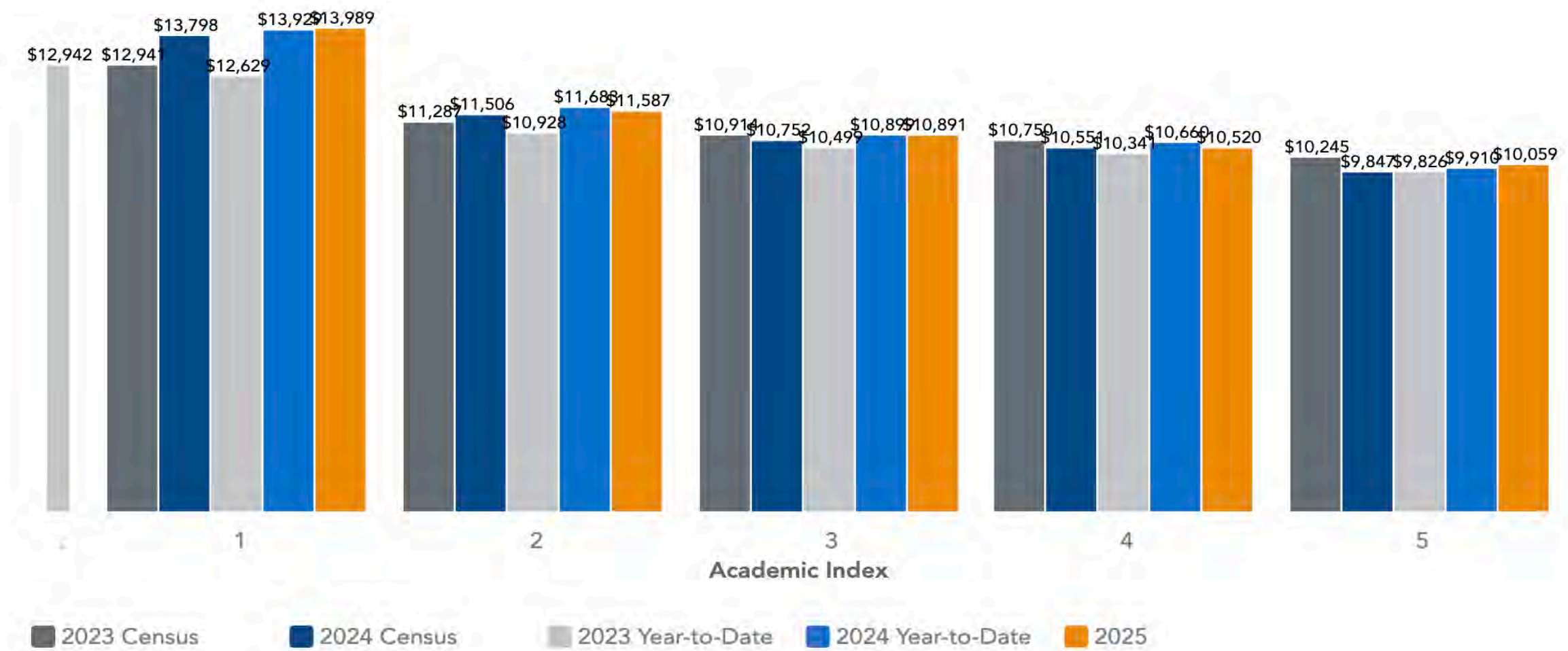ACADEMIC LOAD: Full-Time

Current year data as of: 06/15/2025

Census and Year-to-Date Model and Excluded Group Comparisons

Admits
- 2023 Census: 941
- 2024 Census: 1,366
- 2023 Year-to-Date: 824
- 2024 Year-to-Date: 1,273
- 2025: 1,070

Net Deposits
- 2023 Census: 490
- 2024 Census: 660
- 2023 Year-to-Date: 437
- 2024 Year-to-Date: 670
- 2025: 601

Net Tuition Revenue
- 2023 Census: $5.4 M
- 2024 Census: $7.4 M
- 2023 Year-to-Date: $5.3 M
- 2024 Year-to-Date: $8.5 M
- 2025: $7.4 M

Discount Rate
- 2023 Census
- 2024 Census
- 2023 Year-to-Date
- 2024 Year-to-Date
- 2025

Legend:
- Excluded Population
- Model Population

Freshmen Tuition Revenue : Academic Index – Model Population

Average Net Tuition Revenue by Academic Index
with an Enrollment Status of all*

CY Average: $11,207
IN STATE ONLY

Academic Index 1:
- $12,942
- $12,941
- $13,798
- $12,629
- $13,929
- $13,989

Academic Index 2:
- $11,287
- $11,506
- $10,928
- $11,688
- $11,587

Academic Index 3:
- $10,914
- $10,752
- $10,499
- $10,899
- $10,891

Academic Index 4:
- $10,750
- $10,551
- $10,341
- $10,660
- $10,520

Academic Index 5:
- $10,245
- $9,847
- $9,826
- $9,910
- $10,059

Academic Index

Legend:
- 2023 Census
- 2024 Census
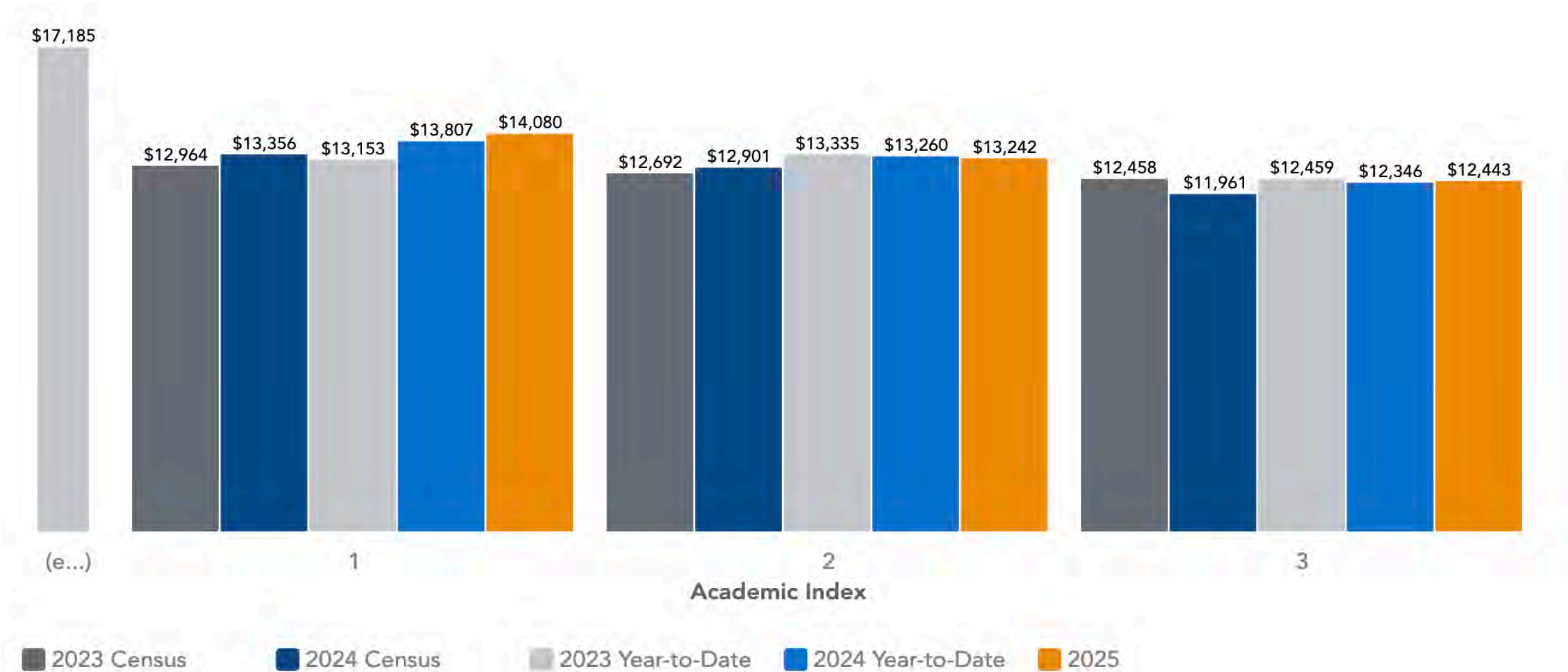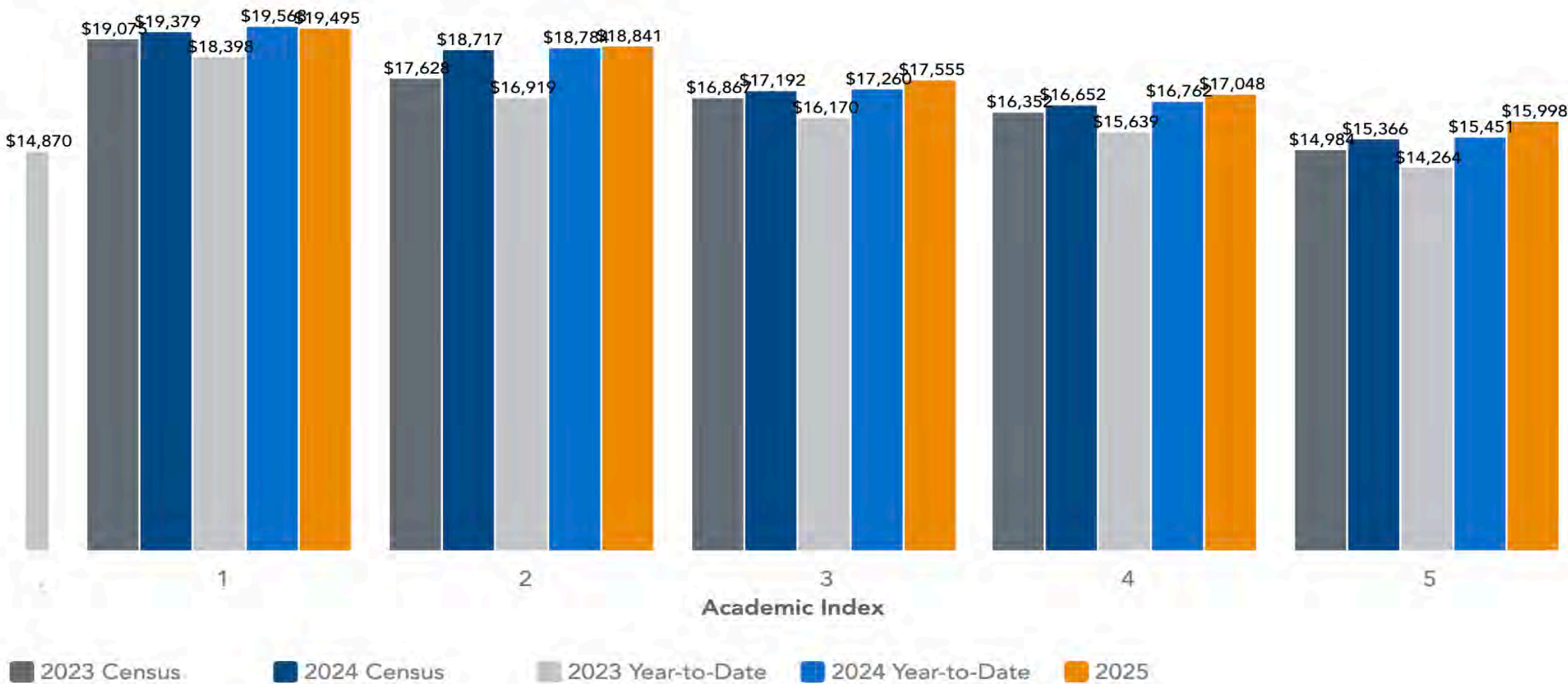- 2023 Year-to-Date
- 2024 Year-to-Date
- 2025

Transfer Tuition Revenue : Academic Index – Model Population

Average Net Tuition Revenue by Academic Index

with an Enrollment Status of all*

CY Average: $12,979

IN STATE ONLY

	(e...)	1	2	3
2023 Census		$12,964	$12,692	$12,458
2024 Census		$13,356	$12,901	$11,961
2023 Year-to-Date	$17,185	$13,153	$13,335	$12,459
2024 Year-to-Date		$13,807	$13,260	$12,346
2025		$14,080	$13,242	$12,443

Academic Index

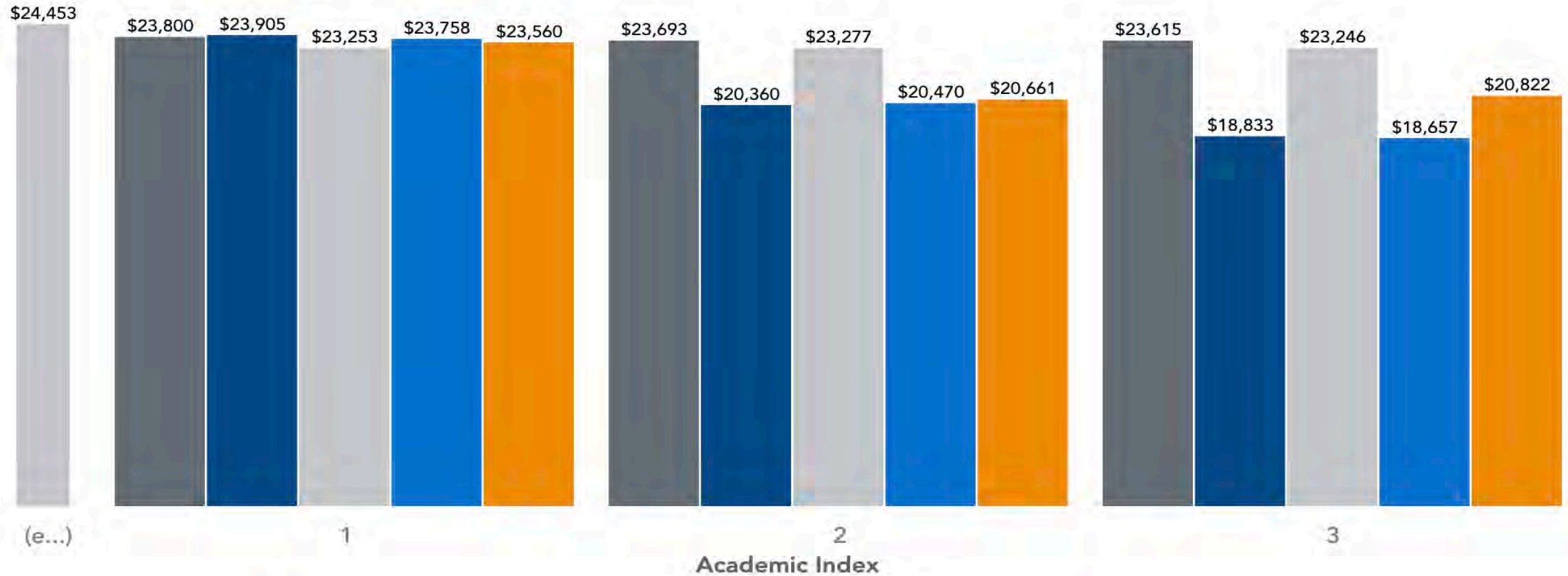2023 Census   2024 Census   2023 Year-to-Date   2024 Year-to-Date   2025

Freshmen Tuition Revenue : Academic Index – Model Population

Average Net Tuition Revenue by Academic Index

with an Enrollment Status of all*

CY Average: $17,572

OUT OF STATE ONLY

Academic Index 1:
- $14,870
- $19,073
- $19,379
- $18,398
- $19,568
- $19,495

Academic Index 2:
- $17,628
- $18,717
- $16,919
- $18,784
- $18,841

Academic Index 3:
- $16,867
- $17,192
- $16,170
- $17,260
- $17,555

Academic Index 4:
- $16,352
- $16,652
- $15,639
- $16,762
- $17,048

Academic Index 5:
- $14,984
- $15,366
- $14,264
- $15,451
- $15,998

Academic Index

Legend:
- 2023 Census
- 2024 Census
- 2023 Year-to-Date
- 2024 Year-to-Date
- 2025

Transfer Tuition Revenue : Academic Index – Model Population

Average Net Tuition Revenue by Academic Index

with an Enrollment Status of all*

CY Average: $21,175

OUT OF STATE ONLY

	(e...)	1	2	3
2023 Census	$24,453	$23,800	$23,693	$23,615
2024 Census		$23,905	$20,360	$18,833
2023 Year-to-Date		$23,253	$23,277	$23,246
2024 Year-to-Date		$23,758	$20,470	$18,657
2025		$23,560	$20,661	$20,822

Academic Index

■ 2023 Census   ■ 2024 Census   ■ 2023 Year-to-Date   ■ 2024 Year-to-Date   ■ 2025

Chart 3: 2024-25 Full-Time In-State Undergraduate Tuition and All Mandatory Fees [1,2]

Institutions	Tuition and All Mandatory Fees	Amt Increase Over 2023-24	% Increase Over 2023-24
Baccalaureate Institutions			
Christopher Newport University	$16,828	$477	2.9%
George Mason University	$14,220	$405	2.9%
James Madison University	$13,966	$390	2.9%
Longwood University	$15,740	$540	3.6%
Norfolk State University	$10,180	$270	2.7%
Old Dominion University	$12,750	$488	4.0%
Radford University	$12,548	$262	2.1%
University of Mary Washington	$14,905	$346	2.4%
University of Virginia	$19,414	$606	3.2%
University of Virginia - Wise	$11,780	$0	0.0%
Virginia Commonwealth University	$16,720	$487	3.0%
Virginia Military Institute	$21,046	$562	2.7%
Virginia State University	$10,043	$288	3.0%
Virginia Tech	$15,950	$474	3.1%
William & Mary	$25,734	$693	2.8%
Associate-Degree-Granting Institutions			
Richard Bland College	$9,093	$246	2.8%
VA Community College System [2]	$4,902	$144	3.0%
Average Baccalaureate Institutions	**$15,455**	**$419**	**2.8%**
Average Public Institutions	**$14,460**	**$393**	**2.8%**

Notes:
(1) Includes mandatory E&G fees and mandatory non-E&G fees, which are charges assessed against students primarily for Auxiliary Enterprise activities.
(2) Other mandatory fees vary by college, ranging from $76.50 to $895.50 per academic year, and are not included in this summary.
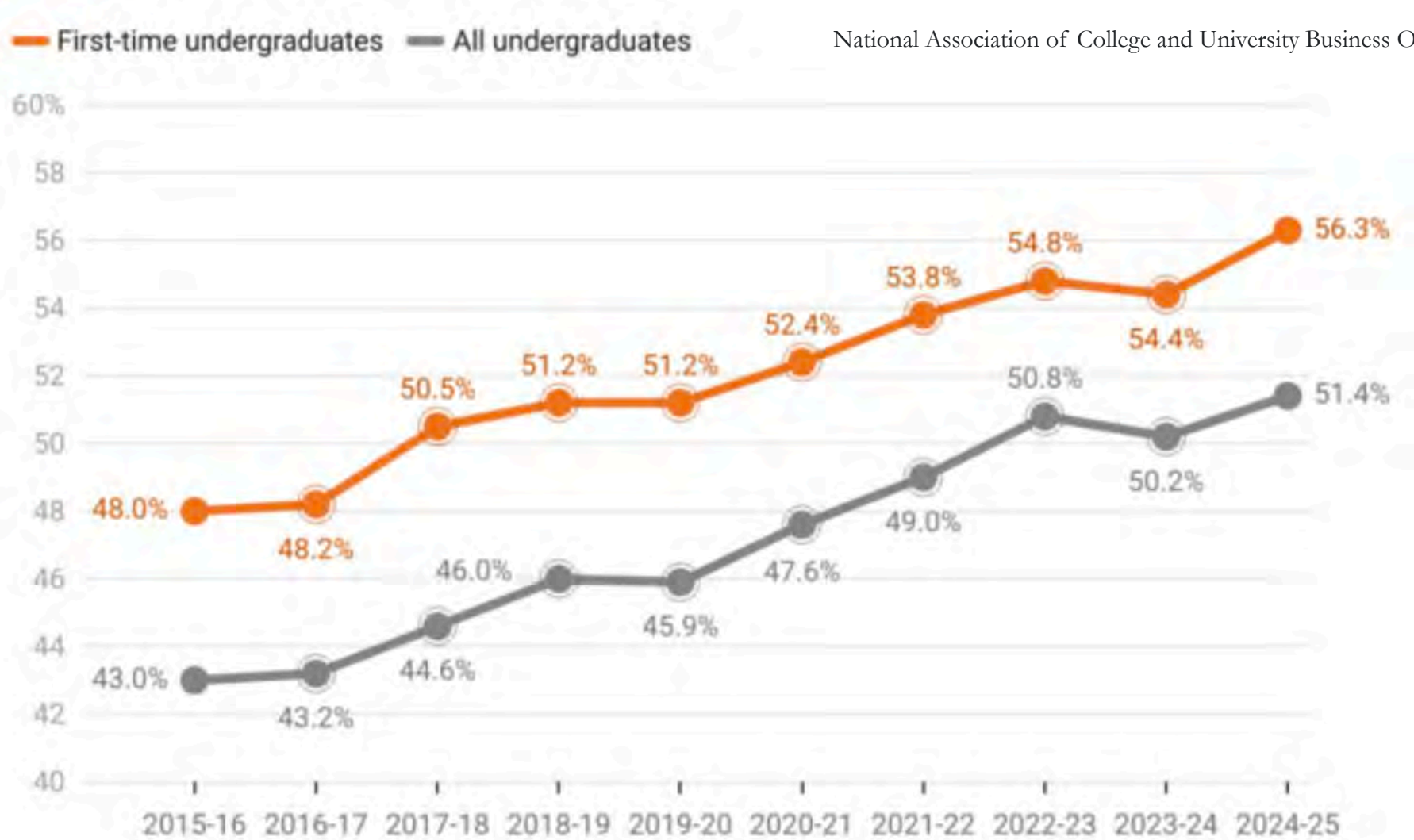
❖ Radford T&F less than state average
❖ Only 3 institutions are less expensive
❖ Radford T&F increases lower than state average

https://www.schev.edu/home/showpublisheddocument/3870/638580200461924922

National Association of College and University Business Officers (NACUBO)

— First-time undergraduates — All undergraduates

Source: NACUBO Tuition Discounting Study, data as of May 2025. • Created with Datawrapper

Radford University FTIC 26.3% Discount rate

Tuition discount rates hit another record high, according to NACUBO, with first-time, full-time undergraduates receiving a 56.3 percent break compared to 51.4 percent for all undergraduates. NACUBO Report

Drivers and Variables of Enrollment: Academic Portfolio

Term structure

- Entry terms
- On demand

Curriculum

- General Ed
- Transfer friendliness
- RU Policy
- SCHEV/SACS Policy
- Dual Enrollment
- 4+1, Accelerated

Campus locations

- Goals by campus
- Admissions requirements
- Geography/location

Marketing

- Digital spend
- Traditional media
- Brand awareness
- Print material
- Fit and Belonging

Retention

It's cheaper to retain a student than recruit a new one.

Academic Portfolio Development – Enrollment by Campus/Site

Fall Enrollment Trends: Primary Enrollment Location

| Primary Location	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024
Undergraduate										
Radford University Main Campus	8,667	8,271	8,217	7,677	7,009	5,861	5,281	4,815	4,500	4,851
Radford University Carilion	0	0	0	0	639	615	592	640	578	364
Roanoke Higher Education Center, Roanoke	124	95	95	105	89	103	108	64	9	101
Southwestern Virginia Governor's School	0	0	0	0	0	26	30	26	19	20
Distance Learning	84	79	100	128	225	702	499	454	594	825
Study Abroad	5	8	6	16	5	0	3	9	4	0
Undergraduate Total	**8,880**	**8,453**	**8,418**	**7,926**	**7,967**	**7,307**	**6,513**	**6,008**	**5,704**	**6,161**
Graduate										
Radford University Main Campus	540	567	521	518	525	431	427	400	438	374
Radford University Carilion	0	0	0	0	284	296	256	298	298	264
Carilion Clinic and Jefferson Colleges of Health Sciences	73	76	85	87	87	0	0	0	0	0
New College Institute, Martinsville	1	0	3	0	0	0	0	0	0	0
Roanoke Higher Education Center, Roanoke	50	55	61	53	54	33	26	23	13	74
Southwest Virginia Higher Education Center, Abingdon	1	0	0	0	0	18	5	7	5	5
Distance Learning	198	250	330	751	2,953	2,610	1,771	982	1,073	934
Graduate Total	**863**	**948**	**1,000**	**1,409**	**3,903**	**3,388**	**2,485**	**1,710**	**1,827**	**1,651**
Total	**9,743**	**9,401**	**9,418**	**9,335**	**11,870**	**10,695**	**8,998**	**7,718**	**7,531**	**7,812**

Academic Portfolio Development – Roanoke Enrollment
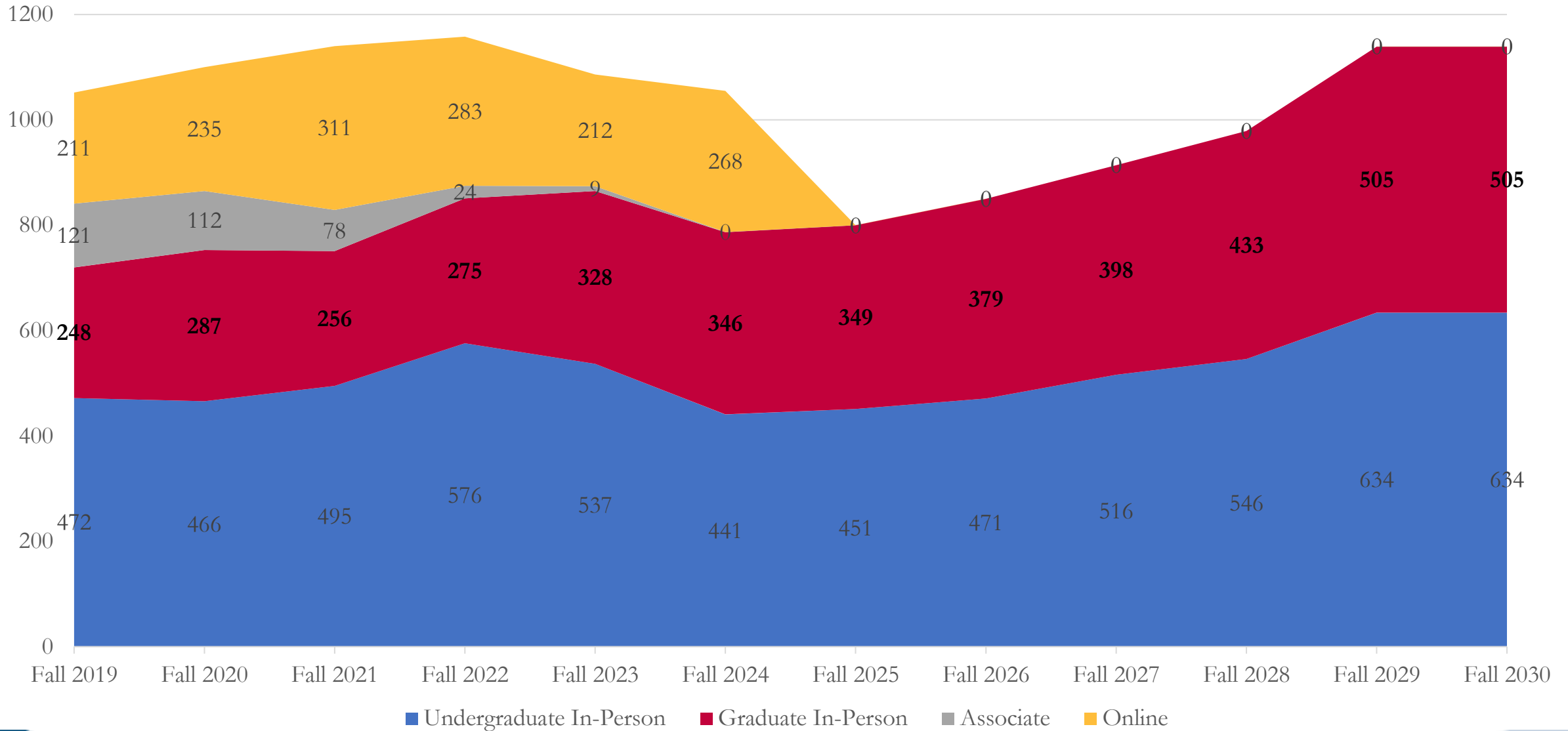
Academic Portfolio Development – Roanoke Enrollment

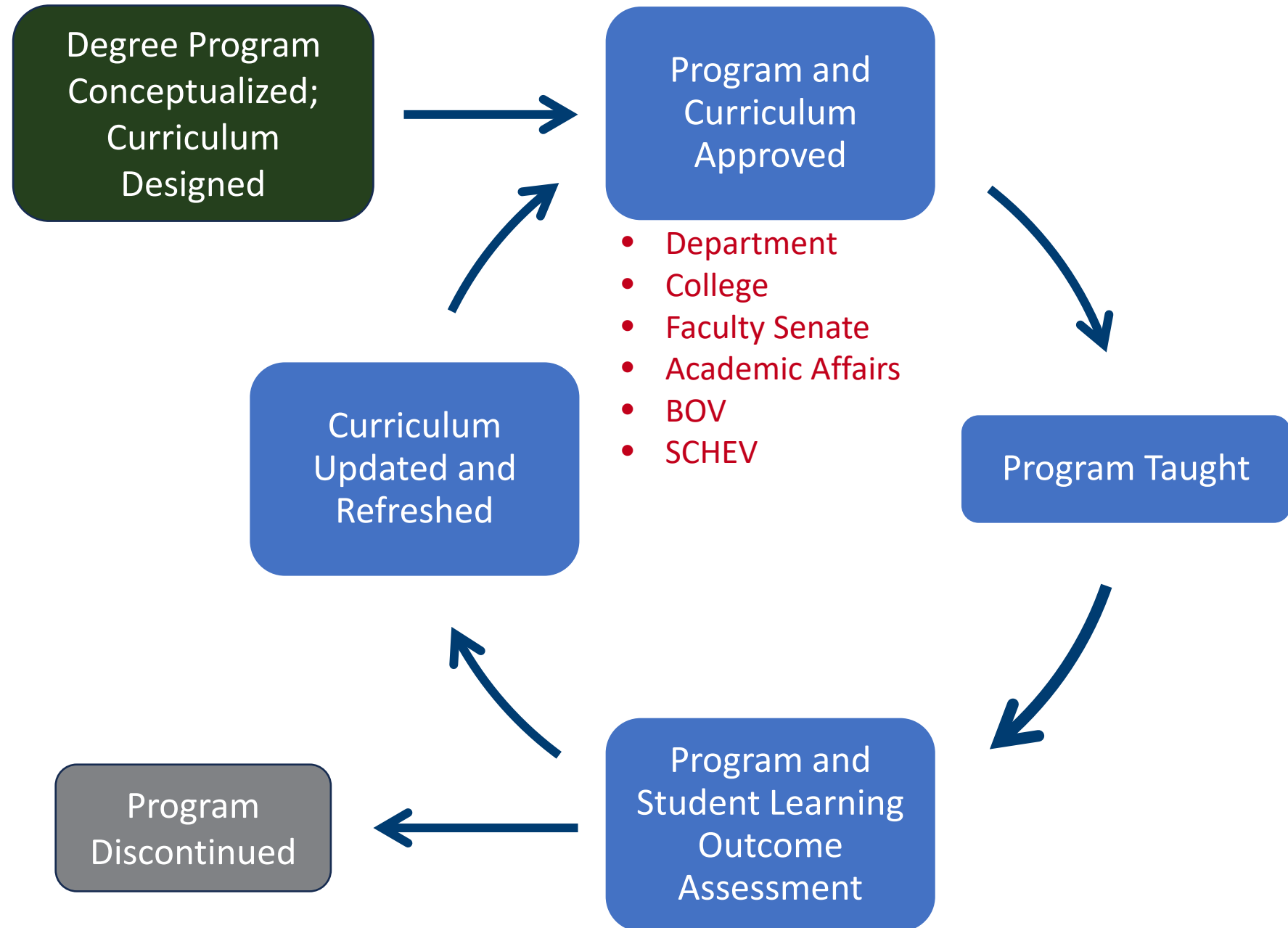| Enrollment	Level	Major	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Associate	A	Occupational Therapy Assistant	40	42	34	24	9							
Associate	A	Physical Therapy Assistant	65	52	21									
Associate	A	Surgical Technology	16	18	23									
Associate		**Total**	**121**	**112**	**78**	**24**	**9**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Undergraduate	B	Biomedical Science	20	26	32	38	22	10						
Undergraduate	B	Emergency Services	47	50	42	60	56	52	45	45	60	60	60	60
Undergraduate	B	Medical Laboratory Science	18	27	21	26	22	19	36	36	36	36	80	80
Undergraduate	B	Nursing	362	337	359	388	356	305	300	320	320	320	320	320
Undergraduate	B	Respiratory Therapy	25	26	41	64	81	55	70	70	70	70	84	84
Undegraduate	B	Nutrition and Dietetics									30	30	30	30
Undergraduate	B	Applied Biosciences										30	60	60
Undergraduate		**Total**	**472**	**466**	**495**	**576**	**537**	**441**	**451**	**471**	**516**	**546**	**634**	**634**
Graduate Hybrid	M	Family Nurse Practitioner	62	17			49	49	50	50	50	50	50	50
Graduate	M	Occupational Therapy	56	57	46	66	67	68	72	72	72	72	144	144
Graduate Hybrid	M	Occupational Therapy OTA Bridge						13	11	41	60	60	60	60
Graduate	M	Physician Assistant	124	124	124	125	125	126	126	126	126	126	126	126
Graduate	D	Physical Therapy		89	86	84	87	90	90	90	90	90	90	90
Graduate Hybrid	M	Social Work										15	15	15
Graduate Hybrid	M	Public/Community health										20	20	20
Graduate	M	Other Programs	6											
Graduate		**Total**	**248**	**287**	**256**	**275**	**328**	**346**	**349**	**379**	**398**	**433**	**505**	**505**
TOTAL Enrollment			**841**	**865**	**829**	**875**	**874**	**787**	**800**	**850**	**914**	**979**	**1,139**	**1,139**

Student Success Metrics (Fall 2010-Fall 2024)
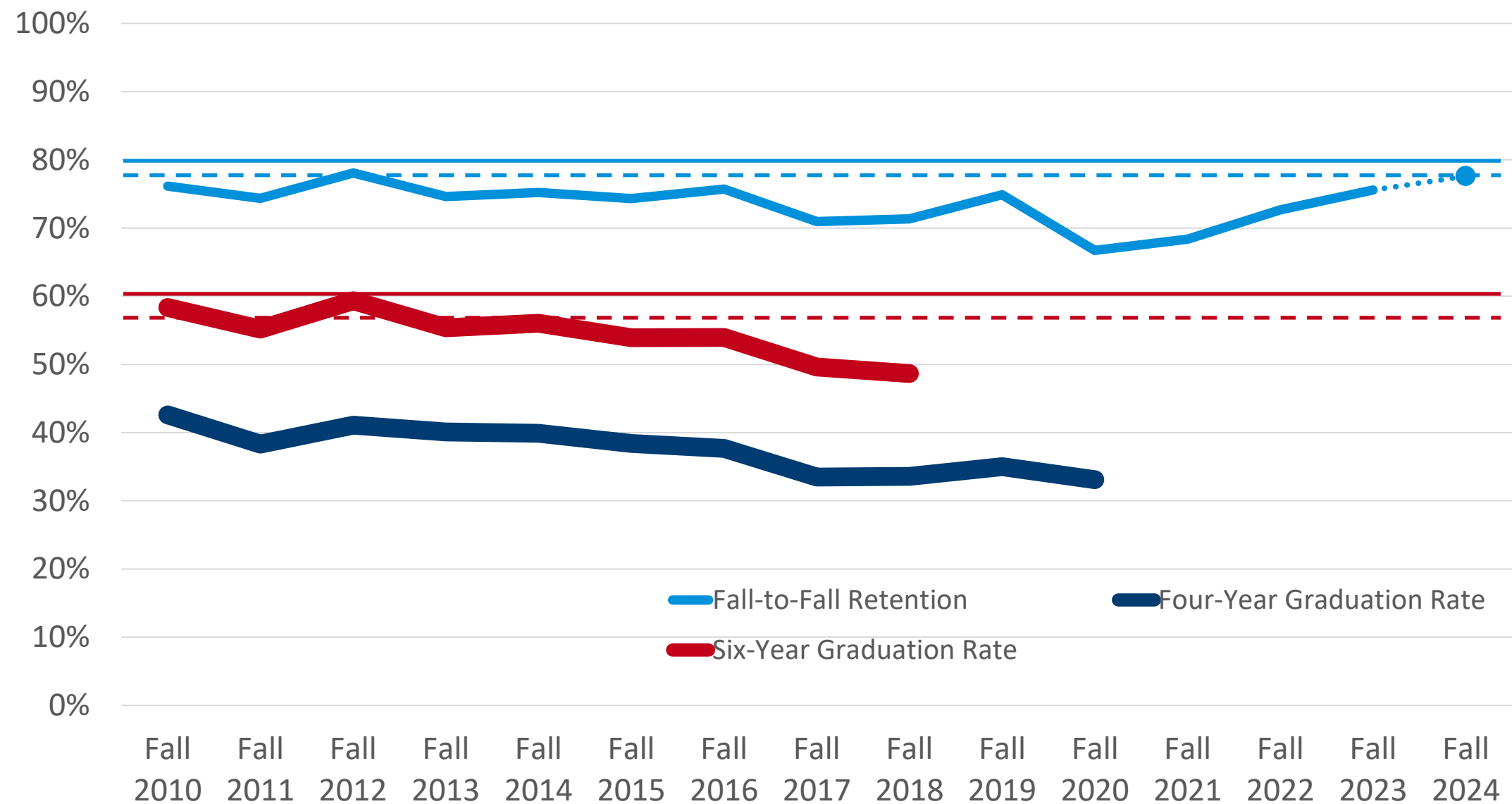
Curriculum Lifecycle and Academic Portfolio Evolution

Program viability considerations

- Faculty Expertise
- Academic Coherence
- Program Design
- Student Learning Outcomes
- Mission Alignment
- Student Enrollment and Graduation Rates (SCHEV)
- Workforce Needs
- Student ROI
- University ROI

Degree Program Conceptualized; Curriculum Designed

Program and Curriculum Approved

- Department
- College
- Faculty Senate
- Academic Affairs
- BOV
- SCHEV

Program Taught

Program and Student Learning Outcome Assessment

Program Discontinued

Curriculum Updated and Refreshed

Curriculum Lifecycle and Academic Portfolio Evolution

Potential New Programs

- BS Environmental Science
- MSN Clinical Nurse Leadership
- MSN Nursing Education
- Dual-Enrollment Advancement Graduate Certificates
  - English
  - Biology
  - Political Science and Humanities
  - History
  - Physics

Discontinue

- BS Biomedical Science
- Mathematics Education Graduate Certificate

Awaiting SCHEV approval

- BS Applied Biotechnology
- MS Clinical Psychology
- Health Professions Education Graduate Certificate
- Nursing Education Post-Professional Certificate
- *Mathematics Graduate Certificate

Degree Program Conceptualized; Curriculum Designed

Program and Curriculum Approved

Curriculum Updated and Refreshed

Program Taught

Program Discontinued

Program and Student Learning Outcome Assessment

Academic Portfolio Development – Nursing Enrollment – Growth

Major	2020	2021	2022	2023	2024
Nursing	632	661	746	912	1,130
Pre-Nursing	486	354	269	205	174
Bachelor's Degree Total	**1,118**	**1,015**	**1,015**	**1,117**	**1,304**
Post-Baccalaureate Certificate					
Psychiatric Mental Health Nurse Practitioner	4	5	9	12	15
Post-Baccalaureate Certificate Total	**4**	**5**	**9**	**12**	**15**
Master's Degree					
Family Nurse Practitioner	55	57	58	49	49
Nursing Administration	4	2	31	59	60
Master's Degree Total	**59**	**59**	**89**	**108**	**109**
Doctor's Degree					
Nursing Practice	32	23	25	17	30
Doctor's Degree Total	**32**	**23**	**25**	**17**	**30**
College of Nursing Total	**1,213**	**1,102**	**1,138**	**1,254**	**1,458**

Student Services

Enrollment Management

Other Drivers and Variables of Enrollment

Basic Needs

- ☐ Food Security
- ☐ Housing Security
- ☐ Physical and Mental Healthcare
- ☐ Financial Resources

Finding Their Place

- ☐ Sense of Belonging/Mattering
- ☐ Engagement
- ☐ Spaces
- ☐ Well-Being
- ☐ Support & Resources
- ☐ Populations
- ☐ Partners/Families

Housing/Dining

- ☐ Policy
- ☐ Beds
- ☐ Community
- ☐ Living Learning Programs
- ☐ Commuters

Recreation & Athletics

- ☐ Location/Region
- ☐ Selu
- ☐ Esports
- ☐ Club Sports
- ☐ Sport Changes
- ☐ Salaries/Scholarships

Employment

- ☐ On-Campus vs Off-Campus
- ☐ Skill Building/Experience
- ☐ Work Study/Internships
- ☐ Balance

What We Know…The Landscape

59% of students experience **at least one form of basic needs insecurity.**

41% experience **food insecurity.**

48% experience **housing insecurity.**

14% experience **homelessness.**

73% of respondents face basic needs insecurity when we consider other basic needs **(mental health, child care, transportation, and internet/technology access)** in addition to food and housing.

44% of students experience **clinically significant symptoms of anxiety and/or depression.**

3 in 5 of students experience **basic needs insecurity** related to food and/or housing.

62% of students with **disabilities** experience **basic needs insecurity related to food and/or housing**—13 percentage points higher than students without disabilities (56%).

52% of **Pell Grant recipients** experience **food insecurity**—17 percentage points higher than non-Pell Grant recipients (35%).

Hope Center, Temple University 2022-2023 survey results

What We Know…Our Students

In no hurry

Internet

In person no more

Insecure

What We Know…Our Students

Traditionalists	Boomers	Gen X	Millennial	Gen Z	Gen Alpha
Pre 1945	1946-1965	1966-1977	1978-1995	1997-2010	2011-20??
Experienced: Great Depression, WWI, WWII, GI Bill	Experienced: Television, Moon Landing, Watergate, Vietnam War	Experienced: MRV, Nintendo, PCs	Experienced: Natural disasters, diversity, mobile technology	Experienced: Economic downturn, global warming	Experienced: Global pandemic, technological advancements
Work is: An obligation	Work is: Expected	Work is: A difficult Challenge	Work is: A means to an end	Work is: Constantly evolving	Work is: Flexible and balanced
Aspiration: Home ownership	Aspiration: Job Security	Aspiration: Work-life balance, independence	Aspiration: Freedom & flexibility	Aspiration: Structure & stability	Aspiration: Independence, innovation & sense of purpose

Support Services

Highlander Pantry

- Highlander Assistance Programs
- Dean of Students Office
- Student Counseling Services
- Student Health Services

Support Services

Highlander Pantry

- 2022-2023 Unique Users: 139
- 2022-2023 Visit: 342
- 2023-2024 Unique Users: 323
- 2023-2024 Visits: 1255
- 2024-2025 Unique Users: 359
- 2024-2025 Visits: 1422
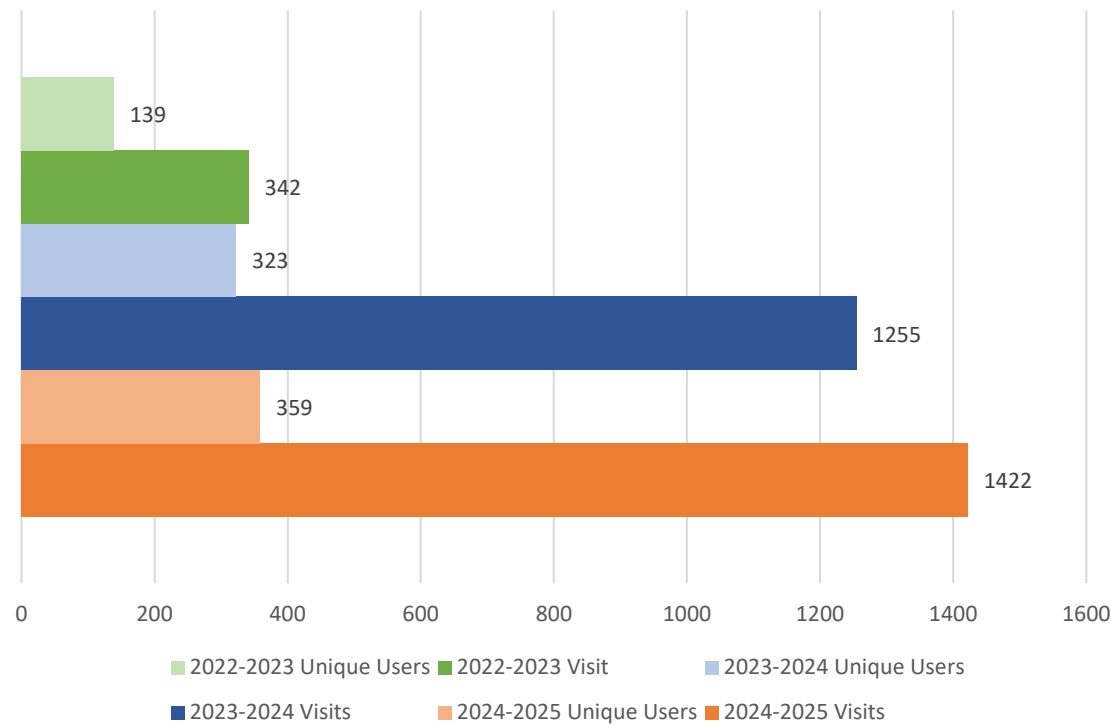
Roanoke

Unique Counseling Clients

	Fall	Spring	Summer
2021-22	61	46	30
2022-23	54	39	12
2023-24	57	43	20
2024-25	34	27	5
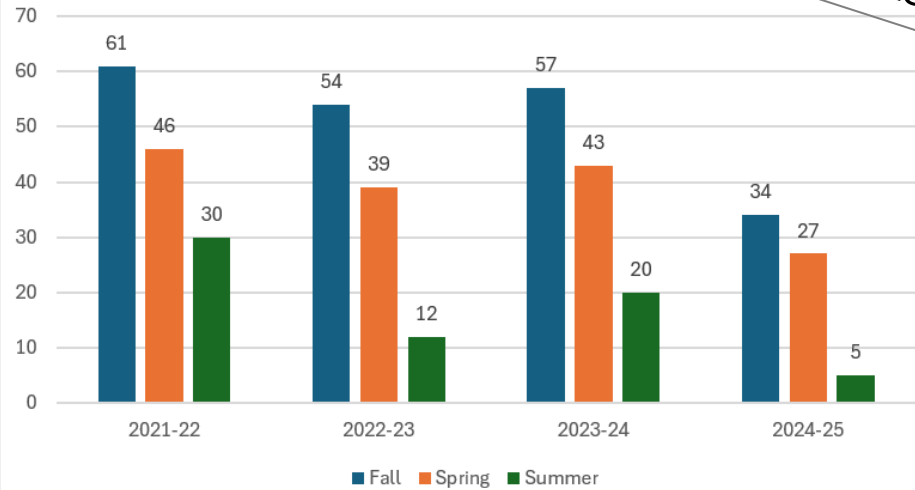
Main Campus

Individual Counseling Sessions

2022-2023	2023-2024	2024-2025
2822	3190	3450
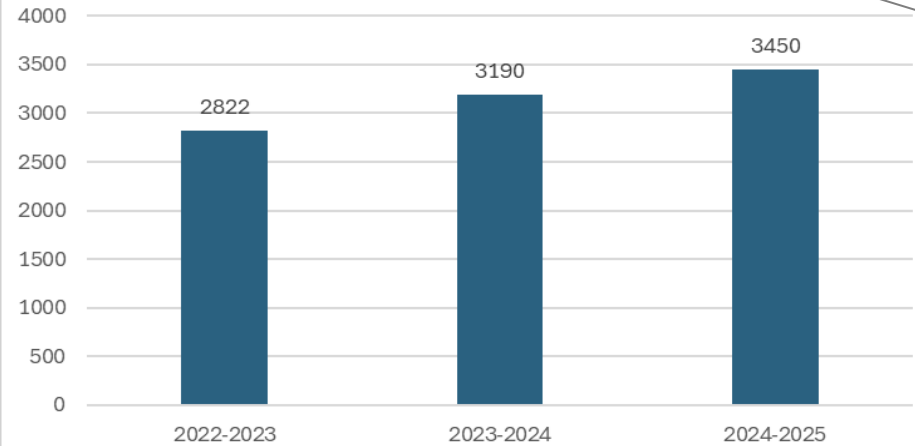
Finding Their Place. Here

"Fitting in is about knowing what you have to do to make yourself acceptable to a particular crowd, but belonging is being accepted and valued for who you are."
~Brene Brown

Belonging

Finding Their Place. Here

COLLEGES OF MILITARY SUPPORT DISTINCTION 2025 2026 — BEST COLLEGES ★★★★★

MILITARY FRIENDLY '25-26 GOLD SCHOOL

TOP ADVENTURE COLLEGE 2025 Winner!

CALM DAY SILENT DISCO
WEDNESDAY, FEB. 26TH
7PM-9PM
STUDENT REC AND WELLNESS
Join DJ Dewey to dance the night away
Radford UNIVERSITY | Center for Accessibility Services

Radford UNIVERSITY
Connected Communities

Engagement

	Fall 2023				Fall 2024			
First-Time Week 4	77%				84%			
First-Time Week 16		90%				94%		
Transfer Week 4			55%				81%	
Transfer Week 16				69%				83%

Legend: First-Time Week 4, First-Time Week 16, Transfer Week 4, Transfer Week 16

SRWC Distinct Users

	Freshman	Sophomore	Junior	Senior	Graduate	Unknown	Total
2022-2023	452	933	811	1636	277	45	4154
2023-2024	387	897	835	1485	244	11	3859
2024-2025	455	1024	843	1447	220	136	4125
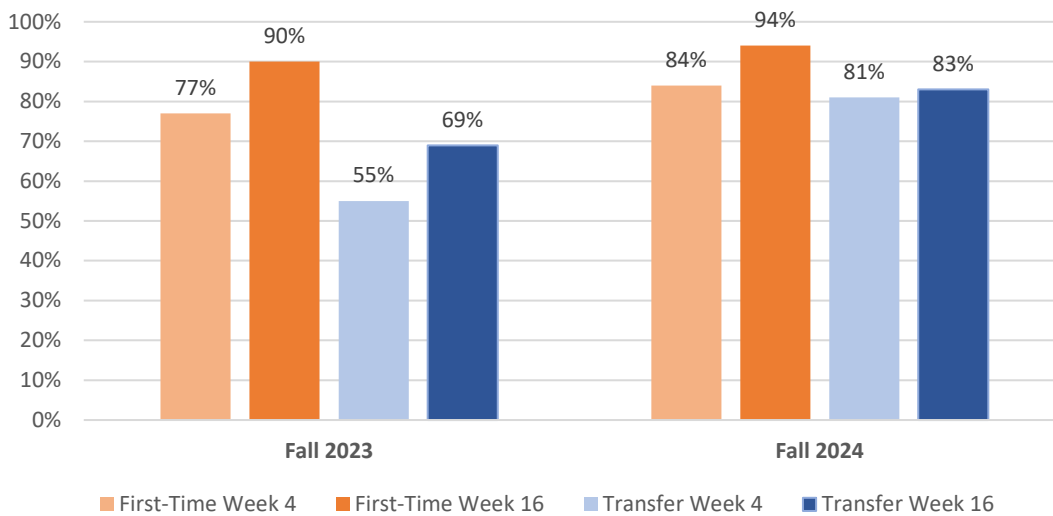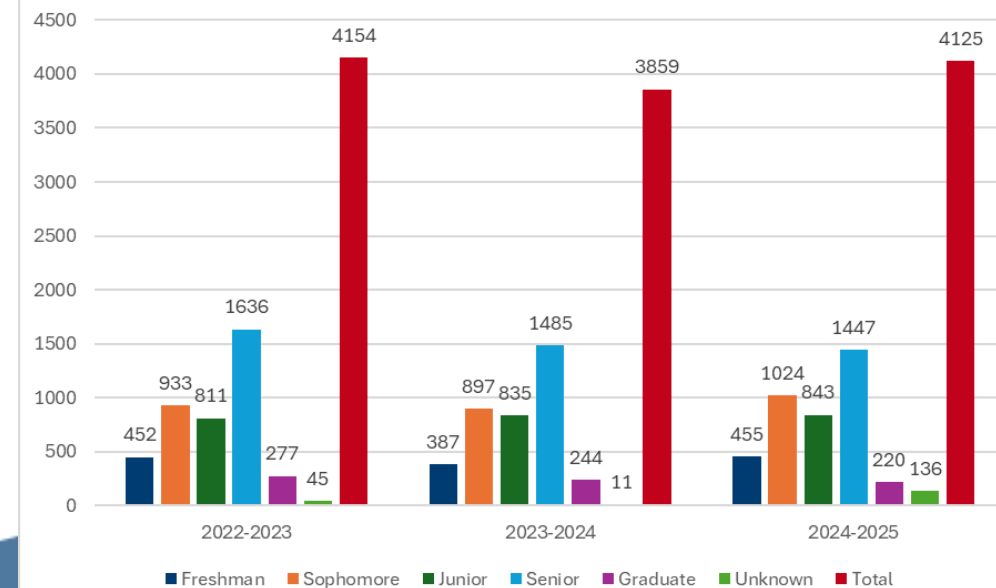
Housing and Dining

- Board Policy
- Residential Curriculum
- Living-Learning Programs
- Off-Campus Housing
- Meal Plans

Recreation and Athletics

Esports

CALM DAY
SILENT DISCO

WEDNESDAY, FEB. 26TH
7PM-9PM
STUDENT REC AND WELLNESS

Join DJ Dewey to dance
the night away

Radford
UNIVERSITY | Center for Accessibility Services

3215 Dry Valley Road Radford, VA 24141
Radford
UNIVERSITY
Selu Conservancy

Stress Less
AT SELU
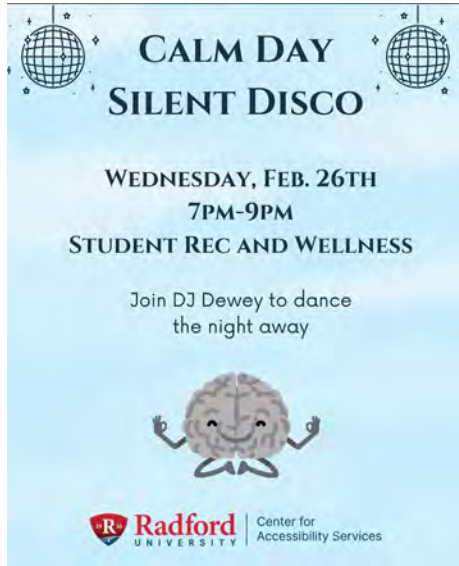
Women's Flag Football
Club Sport

SELU
#NationalTrailsDay
BOATHOUSE
IS OPEN!
10am – 5pm
Canoes and kayaks available to float the Little River
@SELUCONSERVANCY www.radford.edu/selu

Employment

"Employment during college helps contribute to student success when meaningful connections between learning in the classroom and learning on the job are made evident."
Iowa GROW

- Intentionality of experience
- Writing job descriptions
- Training supervisors
- Opportunities for students to supervise

Student Employment Initiative

Semesterly GPA
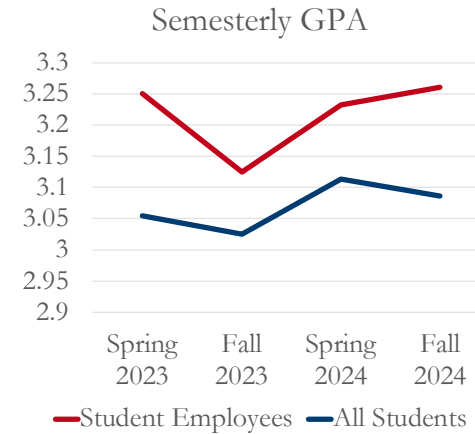
After 1 semester: **3.13**

After 3 semesters: **3.44**

After 5 semesters: **3.67**

Student Employment Initiative

Retention
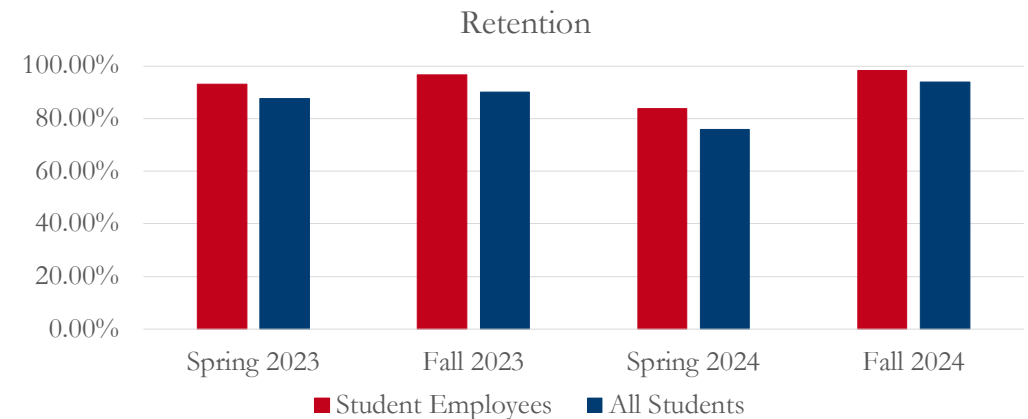
Negative Impacts of Poor Mental Health on College-going Rates

1. High School to College Transition
Increased anxiety and depression during high school, especially around the college application process, can discourage students from applying to or enrolling in college.
Students with untreated or severe mental health challenges may **delay** enrollment or opt out entirely due to fear of academic failure or emotional overwhelm.

2. Socioeconomic Correlation
Mental health struggles often intersect with poverty, trauma, or instability—**factors that already decrease college attendance**.
Students from underserved communities may face **stigma** around mental health and lack access to care, further reducing college readiness.

3. Self-Efficacy and Motivation
Depression and anxiety reduce **confidence in academic ability**, limit motivation, and contribute to **lower educational aspirations**.

A Growing Reason Students Are Forgoing College

Share of Students Naming "Not Mentally Ready" as Their Reason for Opting Out of College

A pandemic-era increase

22% (2023)

14% (2019)   **14%** (2021)

2019   2021   2023
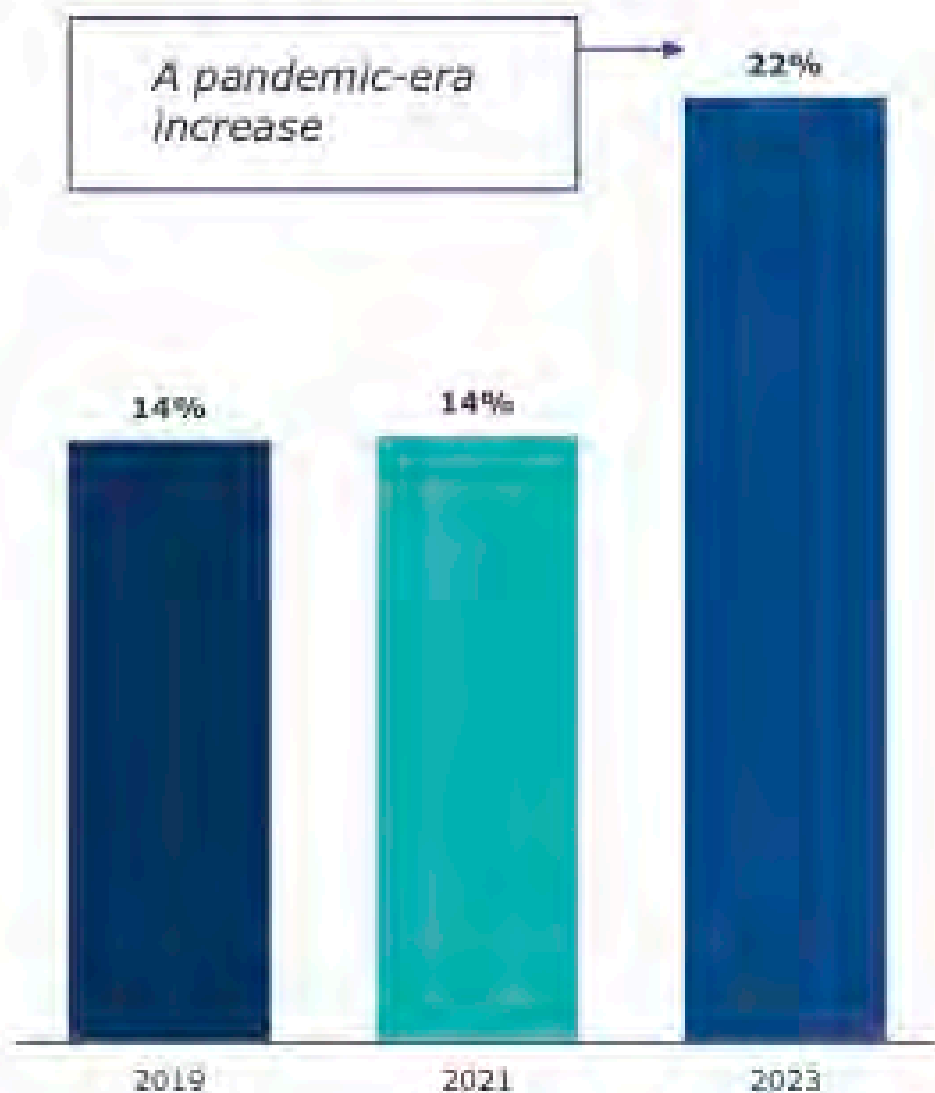
Concerns Are Highest Among First-Generation Students...

"I'm Not Mentally Ready" for College, by First-Generation Status

28% First-Generation

20% Non-First-Generation

Median: 22%

First-Generation   Non-First-Generation
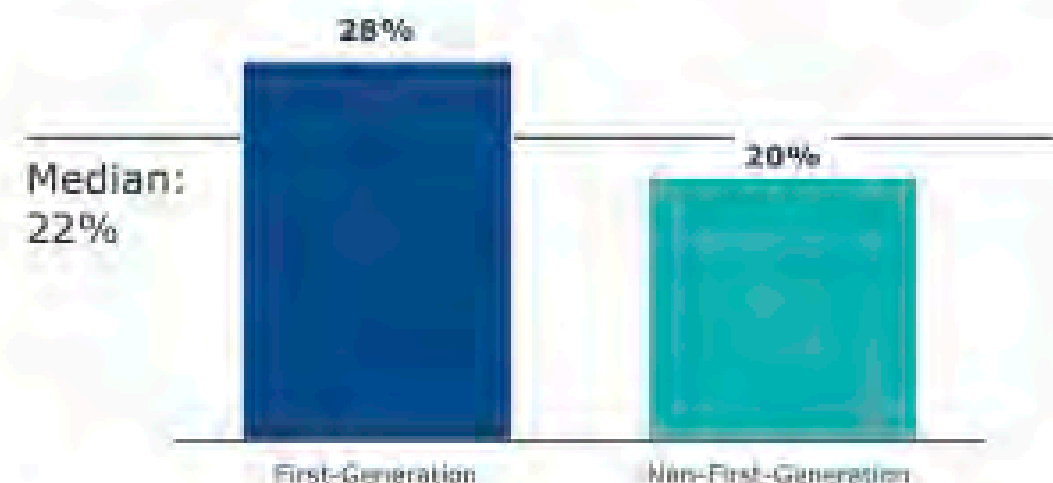
...And Lower-Income Students

Among students **planning to attend college**, mental health was more likely to be listed as a top college concern for lower-income than higher-income students

Parent Influence Is Growing

Top Sources College Freshmen Relied on to Make Their Enrollment Decision

Sources with >20%; Participants Could Pick Up to 5

Growth in Parent Influence

EAB New College Freshman Survey, 2019-2022
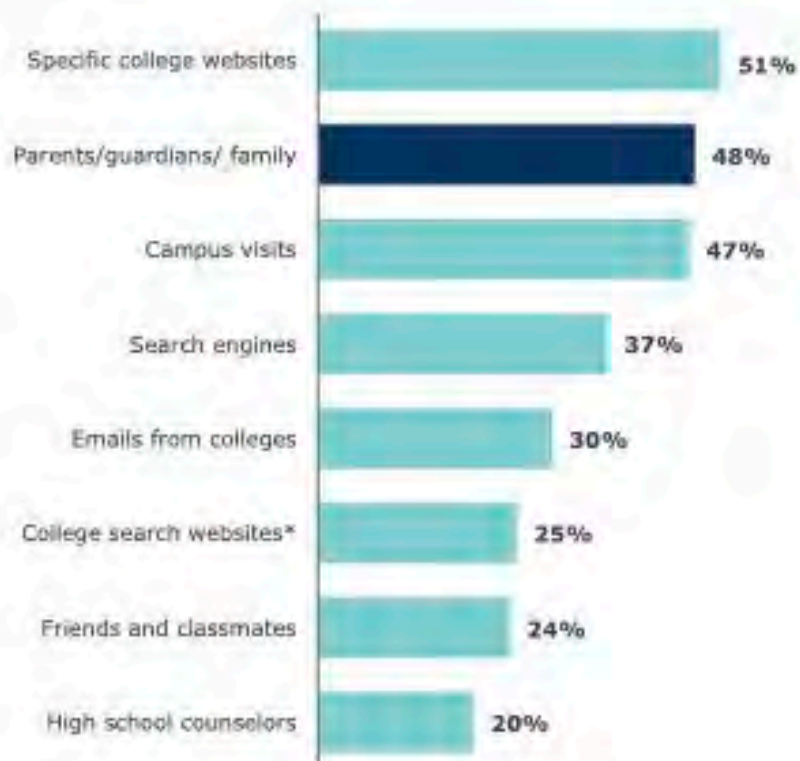
*College search websites such as Cappex, Niche, College Board
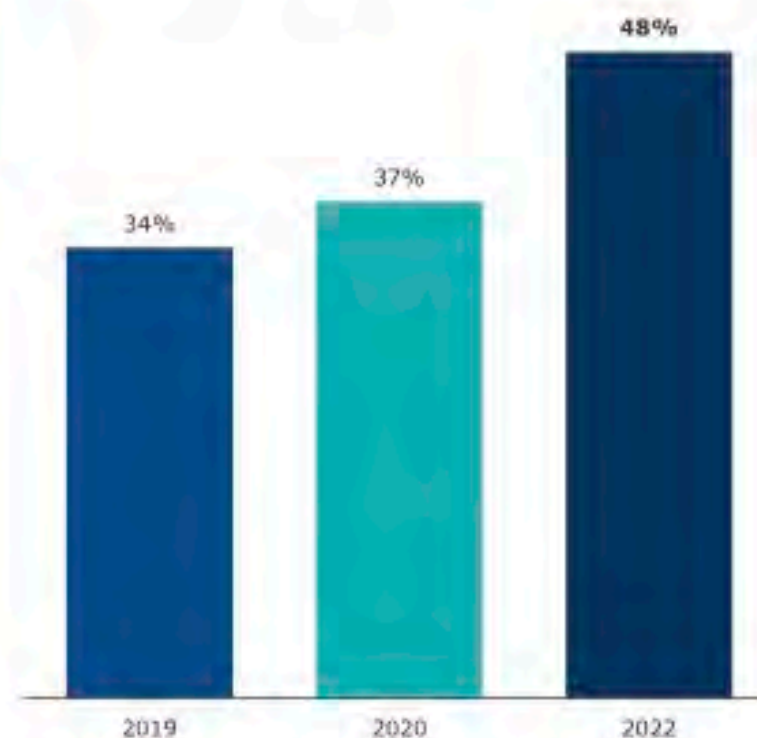
INTERCOLLEGIATE CLUB SPORTS

AN EXTENSION OF HIGH POINT UNIVERSITY ATHLETICS

Athletic Dept. | January 8, 2025 | Lauren Moore

HPU Announces New Intercollegiate Club Sports Plan

HIGH POINT, N.C. — High Point University has announced a new Intercollegiate Club Sports Plan, effective immediately to begin in 2025.

Under the direction of High Point native *Dr. Stephen Denny*, who was appointed the Intercollegiate Club Sports Associate Athletic Director in December, club sports will now be an extension under the umbrella of the 17-team Division I HPU Athletic Department.

"It's an exciting opportunity to expand the club sports offering as an extension of the athletic department and increase the reach of Panther Athletics," Dr. Denny said. "I expect there are a large number of athletes that will want to compete at this level and enjoy

Community and Workforce Development Needs

Enrollment Management

Radford UNIVERSITY

Economic Development and Corporate Education

What we do:
Convene & Connect

Who we serve

Businesses
Employees
Entrepreneurs
Life-long learners

What we offer

Strategic Partnerships
Workforce Development Training
Custom Development

Radford
UNIVERSITY | Economic Development and Corporate Education

Enrollment Sources

Strategic Partnerships

Intel Corporation
Enoble First
TRG Group
NC4

Grants

US Department Of Education
Commonwealth Cyber Initiative
US Economic Development Administration

Contracts

VA Department of Education
VA Chief Data Office

Graduate Student Enrollment – Flexible learning and credentials

Year	Enrollment
Fall 2005	1,070
Fall 2006	1,065
Fall 2007	1,099
Fall 2008	1,002
Fall 2009	1,105
Fall 2010	1,057
Fall 2011	1,020
Fall 2012	963
Fall 2013	1,015
Fall 2014	913
Fall 2015	863
Fall 2016	948
Fall 2017	1,000
Fall 2018	1,409
Fall 2019	3,903
Fall 2020	3,388
Fall 2021	2,485
Fall 2022	1,710
Fall 2023	1,827
Fall 2024	1,651

Legend: Enrollment, Linear (Enrollment)
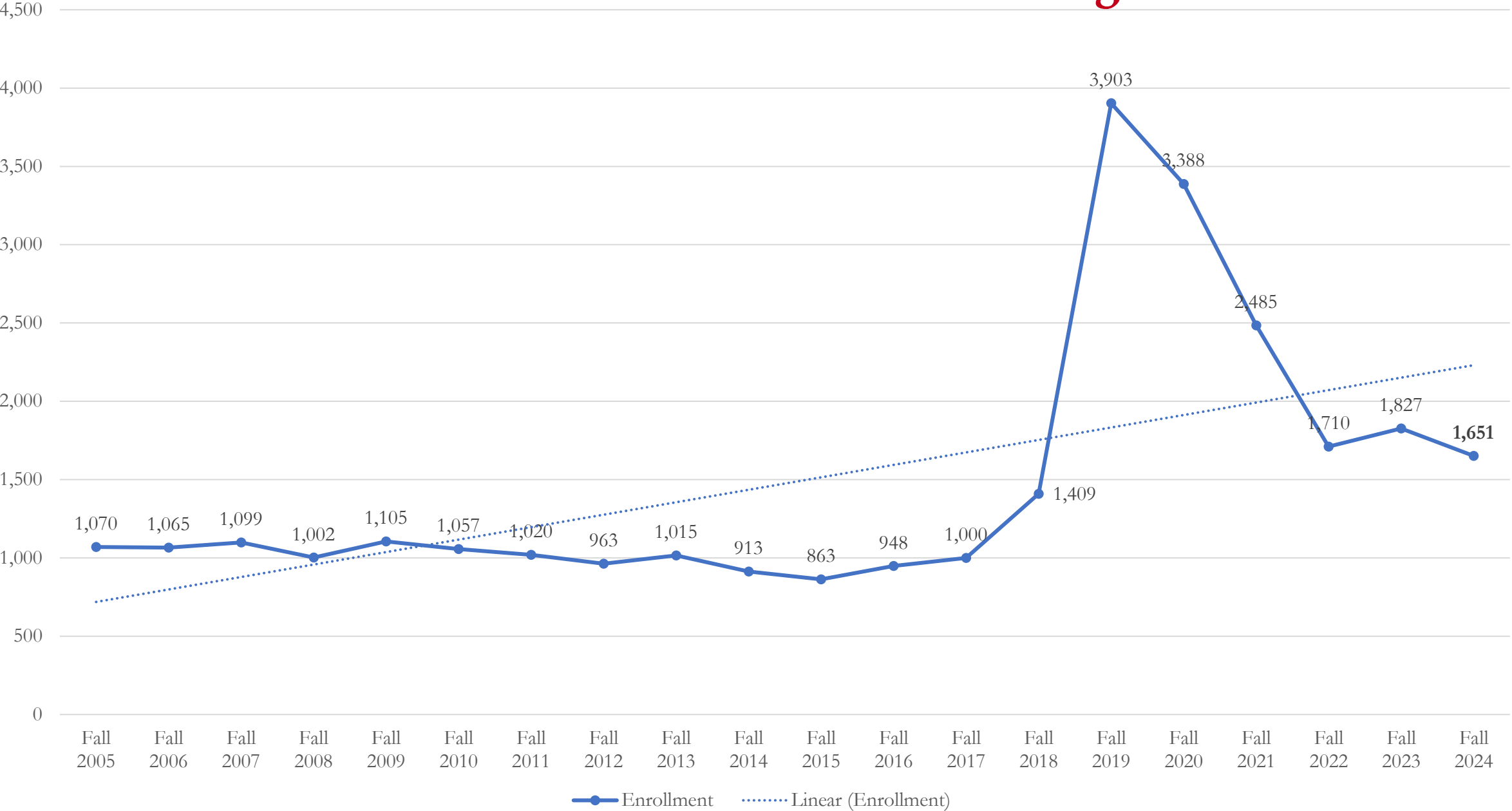
Financial Aid Modeling

Enrollment Management

Undergraduate FAFSA Filers   24 Applicants

47%

35%

2500

2000

1959

1500

18%

1000

855

943

1116

500

286

380

386

0

No ability to pay $1-7000 $7001-$11702 $11,703-$19,999 $20,000-$30,703   No Need   Non Filer
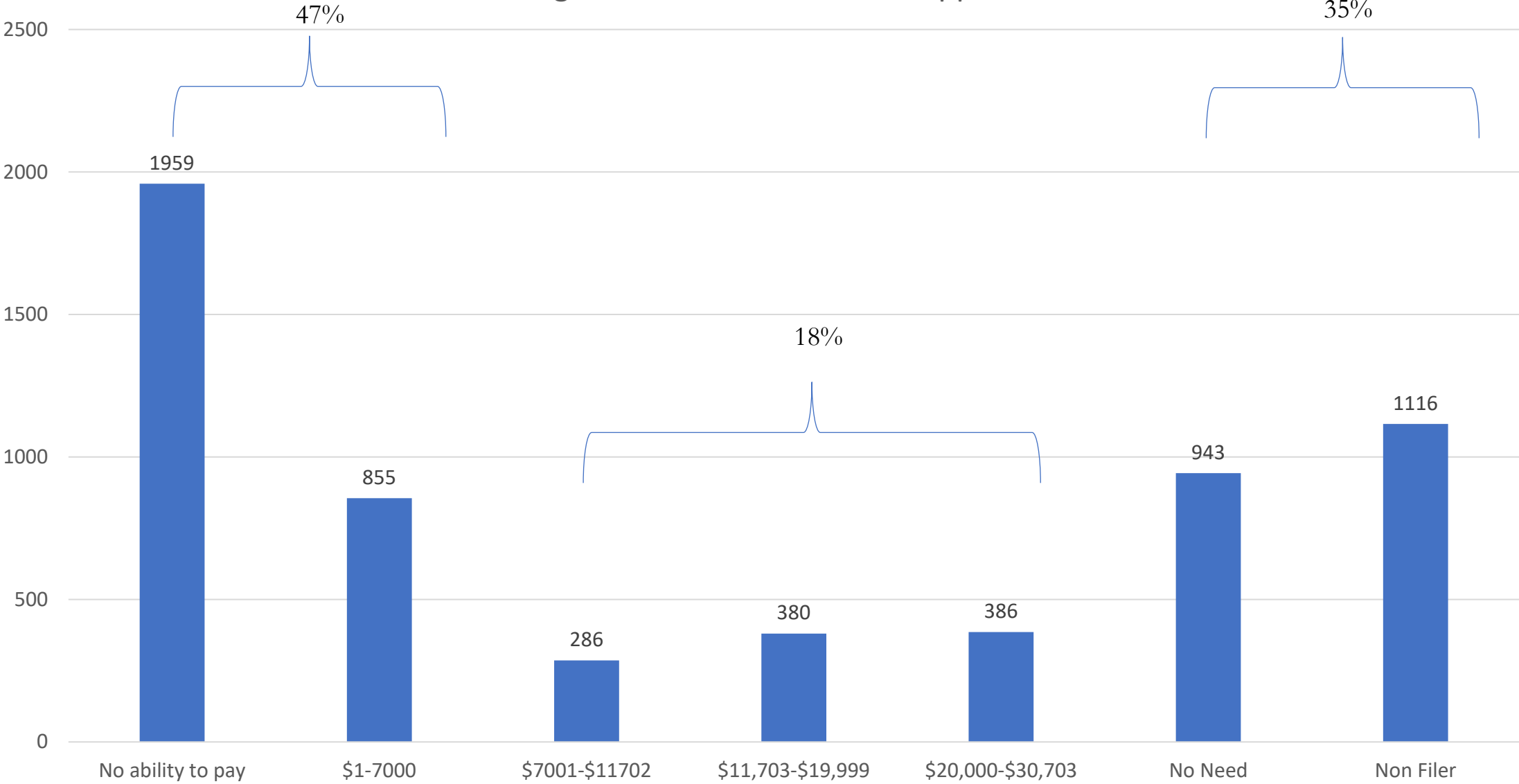
Ability to pay – Applicants fall 2024

Radford
UNIVERSITY

Callie Gallimore
1673 Testerman Dr
Christiansbrg, VA 24073-6135

Dear Callie,

Congratulations on your offer of admission to Radford University for the Fall 2025 semester.

This invitation to join our academic community reflects our confidence that you are prepared to take advantage of the many wonderful opportunities available to students studying Finance in the Davis College of Business and Economics at our Main Campus (Radford, VA) location.

In recognition of your outstanding academic accomplishments, I am pleased to offer you one of Radford University's most prestigious scholarships, the Highlander Distinction Scholarship.

The scholarship's total value is $16,000 over four years! This means that you will receive $4,000 for each of four academic years split between fall and spring semesters, assuming you adhere to the renewal criteria.

Callie, Radford University is committed to helping you accomplish your personal and professional goals. As a student, you will enjoy personalized attention and access to a variety of support services designed with your success in mind.

To confirm your enrollment and pay your enrollment deposit, please complete the Enrollment Confirmation Form. You can find additional information about enrolling at Radford University (including events especially for admitted students!) on our admitted student webpage.

Callie Gallimore   February 21, 2025
1673 Testerman Dr
Christiansbrg, VA 24073-6135   RU ID: 901070712

Radford University has reviewed your Free Application for Federal Student Aid (FAFSA) for the 2025-2026 academic year. and created this financial aid offer to help you pay for your college education.

Congratulations, based on the information provided in your FAFSA, you qualify for the **Radford Tuition Promise!** On the next page you will see gift aid from federal, state, and institutional aid that covers the cost of your tuition.

Your aid offer was created using the following information and assumptions:

Student Aid Index (SAI) Provided in your FAFSA Submission Summary	0
Enrolled hours per semester Assumption is full-time enrollment.	12-16 hours per semester
Housing Status Based on information provided on admissions application, if not provided, on campus housing is assumed.	With Family

have while attending Radford University, or the total estimated cost of attendance.

ESTIMATED COST OF ATTENDANCE FOR THE 2025-2026 ACADEMIC YEAR

	Fall	Spring	Total
DIRECT COSTS			
Tuition	$ 4,264.00	$ 4,264.00	$ 8,528.00
Mandatory Student Fees	$ 2,010.00	$ 2,010.00	$ 4,020.00
New Student Enrollment Fee	$ 325.00	$ -	$ 325.00
Living Expenses			
Room Charges	$ 3,501.00	$ 3,501.00	$ 7,002.00
Meal Plan Charges	$ 2,927.00	$ 2,927.00	$ 5,854.00
Total Estimated Direct Costs	$ 13,027.00	$ 12,702.00	$ 25,729.00
INDIRECT COSTS			
Books, Supplies, & Equipment	$ 680.00	$ 680.00	$ 1,360.00
Personal Expense Allowance	$ 1,325.00	$ 1,325.00	$ 2,650.00
Transportation Allowance	$ 750.00	$ 750.00	$ 1,500.00
Total Estimated Indirect Costs	$ 2,755.00	$ 2,755.00	$ 5,510.00
Total Estimated Cost of Attendance	$ 15,782.00	$ 15,457.00	$ 31,239.00

The following section outlines the aid programs that you are eligible to receive for the 2025-2026 academic year. After

The following section outlines the aid programs that you are eligible to receive for the 2025-2026 academic year. After each section, your estimated balance in comparison to your direct cost is provided to help you understand what you need to be prepared to pay out-of-pocket for each semester and the academic year. Estimated Balances are based on your award offer and direct costs only. Your balance may vary if you are not required to live in campus housing.

ESTIMATED FINANCIAL AID OFFER FOR THE 2025-2026 ACADEMIC YEAR

	Fall	Spring	Total
ESTIMATED GIFT AID: Grant and Scholarship Eligibility			
Federal Pell Grant	$3,698.00	$3,697.00	$7,395.00
Virginia Guaranteed Assist. Program	$4,148.00	$4,148.00	$8,296.00
Highlander Distinction Scholarship	$2,000.00	$2,000.00	$4,000.00
Total Gift Aid	$9,846.00	$9,845.00	$19,691.00
Estimated Balance for Direct Cost after Gift Aid	$3,181.00	$2,857.00	$6,038.00
ESTIMATED LOAN ELIGIBILITY			
Federal Direct Subsidized Loan	$1,750.00	$1,750.00	$3,500.00
Federal Direct Unsubsidized Loan	$1,000.00	$1,000.00	$2,000.00
Total Federal Loan Offers	$2,750.00	$2,750.00	$5,500.00
Estimated Balance Direct Cost after Federal Loans:	$431.00	$107.00	$538.00

Advancement and Alumni Relations

Supporting Enrollment Management

Penny Helms White

Advancement and Alumni Relations

Function	Impact on Enrollment Management
Alumni as Ambassadors	Alumni share authentic experiences, influencing prospective students' decisions through personal stories, testimonials, and participation in recruitment events.
Data Sharing & Outcomes	Advancement and Alumni Relations offices collect valuable data on alumni career outcomes, which admissions can use to demonstrate the value of a degree, improving recruitment messaging.
Philanthropic Support	Alumni and donors fund scholarships and program enhancements, making the university more attractive and accessible to students.
Mentorship & Career Networks	Alumni provide career guidance and internship opportunities, supporting student success and retention, which in turn strengthens recruitment efforts.
Community & Advocacy	Alumni and donors advocate for the university in their communities, increasing visibility and supporting local and global recruitment initiatives.

Advancement and Alumni Relations

- Communication
  - Alumni Success Stories – Highlights the value of Radford degree
  - Channels
    - The Wayfinder
    - The Radford Magazine
    - Social Media

Advancement and Alumni Relations

- Engagement
  - Admissions Ambassadors
    - Postcards
    - Phone Calls
  - Education Champions
  - Alumni Reception Speaker and Hosts
  - Alumni Awards
  - Young Alumni Spotlight Recommendations

Advancement and Alumni Relations

- Enhanced Facilities
    - Applied Research in Technology and Information Science (ARTIS) Lab
    - Jo Ann Bingham Clinical Simulation Center
    - Selu Conservancy

Advancement and Alumni Relations

- Programing
  - Summer Bridge: Women in STEM
  - RiteCare Clinic Summer Camp
  - Dr. Raymond N. Linville Center for Interprofessional Education and Practice

Advancement and Alumni Relations

- Athletics
  - Carilion Clinic Court at the Dedmon Center
  - VCOM Sports Medicine Center
  - Cupp Stadium
  - Scholarships, Nutrition and Travel Support
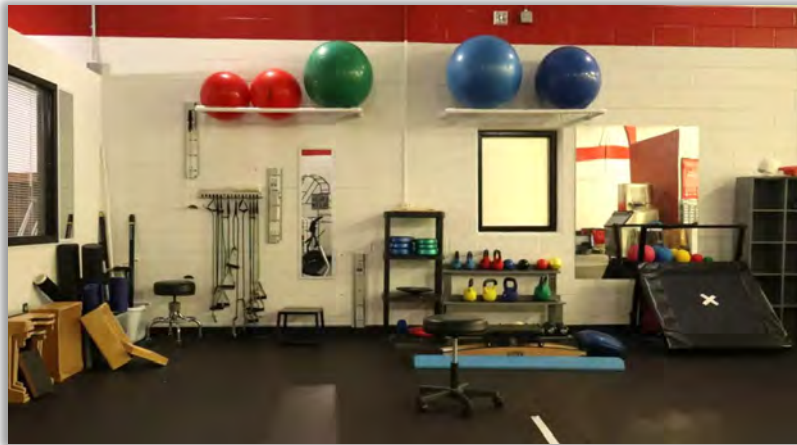
Advancement and Alumni Relations

- Donor-Funded Scholarships
  - Endowment Level is $25,000 – generates approx. $1,000 scholarship
  - Donors established the criteria used to award
  - Scholarships can be recruitment or retention-focused, depending on donor wishes
  - Through the TOGETHER Campaign, 54% of funds raised went to scholarship support. Many have not been realized, as the funds are growing or they were part of a planned gift.

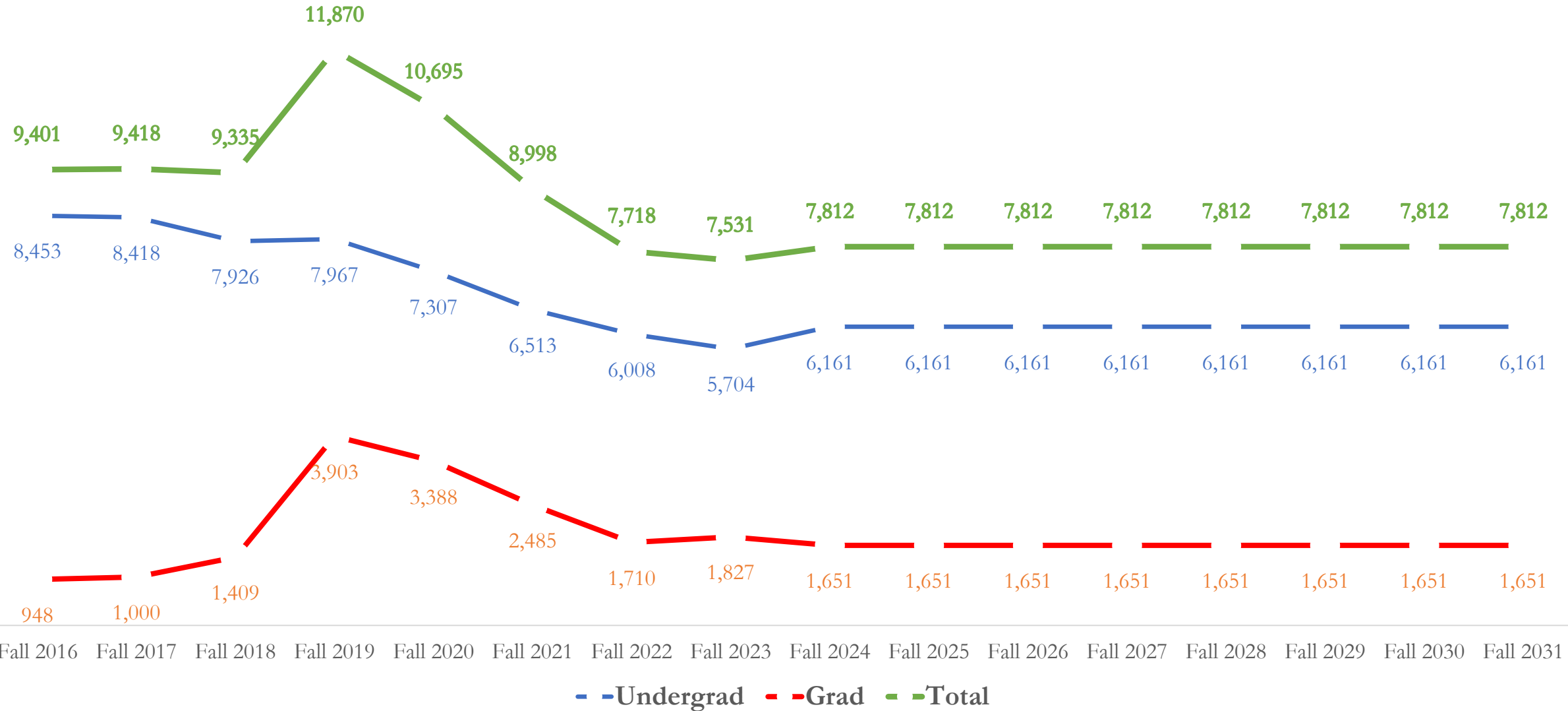# Advancement and Alumni Relations

- Funds raised are managed by the Radford University Foundation, Inc.
- Radford University Foundation, Inc. is a 501(c)(3) nonprofit organization
- Established in 1973
- Total Assets: $122.8 million
- Endowment: $73 million

Advancement and Alumni Relations

Key Takeaways

- Advancement and Alumni Relations are natural partners for enrollment management, offering unique resources and perspectives

- Engaged alumni enhance recruitment, retention, and the overall student experience

- Collaboration and data sharing between advancement and enrollment offices are essential for maximizing effectiveness and achieving institutional goals

Next Steps

- **Celebrate** - Share the Radford story in your community

- **Connect** - Introduce us to alumni and decision-makers within Foundations/Corporations who may be interested in being engaged

- **Contribute** - Consider making a philanthropic gift to an area that is meaningful to you

Advancement and Alumni Relations

- Donor-Funded Scholarships
  - Total number awarded: 1,081
  - Total amount awarded: $3.2 million
  - Endowment Level is $25,000 – generates approx. $1,000 scholarship
  - Donors established the criteria used to award
  - Scholarships can be recruitment or retention-focused, depending on donor wishes
  - Through the TOGETHER Campaign, 54% of funds raised went to scholarship support. Many have not been realized, as the funds are growing or they were part of a planned gift.

Activity – Enroll 200 more students, where do you start?

Step	Change in Students	Cumulative Total
Starting Enrollment	–	6,531
New First-Time Freshmen	+1415	7,946
New Transfers	+580	8,526
UG Withdrawals/Dropouts	−450	8,076
UG Graduates (Mid-Year)	−220	7,856
UG Returning After Stop-Out (re-enroll)	+50	7,906
GR Withdrawals/Dropouts	−150	7,756
New Graduate Students	+450	8,206
GR Graduates (Mid-Year)	−394	7,812
Final Enrollment (Spring)	–	7,812

GOAL: Stabilization 2026-2031

	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029	Fall 2030	Fall 2031
Total	9,401	9,418	9,335	11,870	10,695	8,998	7,718	7,531	7,812	7,812	7,812	7,812	7,812	7,812	7,812	7,812
Undergrad	8,453	8,418	7,926	7,967	7,307	6,513	6,008	5,704	6,161	6,161	6,161	6,161	6,161	6,161	6,161	6,161
Grad	948	1,000	1,409	3,903	3,388	2,485	1,710	1,827	1,651	1,651	1,651	1,651	1,651	1,651	1,651	1,651

- - Undergrad   - - Grad   - - Total

SWOT

Strengths	Weaknesses	Opportunities	Threats
Facilities	Region Myths (students/faculty/employee opportunities)	Roanoke Market	Federal Policy
Radford Tuition Promise	Higher Ed Consumption	Leading in Health	State Policy
Faculty & Staff	System integration	Partnerships schools + industry	Competition
Stability	Employee burnout	Curricular alignments	Enrollment Cliff
Leadership Vision/Planning	Data integrity & Technology	Certificate Program growth	Student readiness, attention span, motivation
Academic Portfolio	Diversity of faculty	Online capacity building	Town/Gown relationship
Experiential Learning	Student ability to pay	Educating Teachers	
Geography/Attraction		Student space/Renovation	
Career placement		Reputation/Re-brand	
		Brand Awareness	

Strategic Planning

Short-term

What is most important **this** cycle?
- Growth by program and campus
- Academic profile
- Tuition revenue generation
- Minimizing institutional spend
- Grant metrics

Long-term Strategic Plan

Strategic Enrollment Planning

Planning Assumptions

- 6,296 (of the 7,812) be in-person enrollment all campuses, all levels

- 76% retention year over year

- Nursing enrollment to grow using 2024 as baseline

- Roanoke enrollment to be maintained using fall 2024 as baseline

- Create an online campus and maintain or grow enrollment

- Maintain academic standards for admission all levels

- 1415 new Freshmen enrollment

- 580 new Transfer enrollment

Considerations for future

- Maintaining momentum
- Keep Radford Tuition Promise
- Institutional Aid Leveraging
- Transfer student growth to Roanoke locations
- Housing
- Dining
- Commuter student services
- Transfer student services
- Non-traditional student services

Strategies: Recruitment of new undergraduates

1. Sustain freshmen recruitment/enrollment
   - Increase visitors to campus
   - Continue Radford Tuition Promise
   - Improve segmented approach
   - Leveraging institutional aid
   - Improving foundation scholarship strategy
2. Sustain transfer recruitment/enrollment
   - Continue alignment with curriculum
   - Offer services early like advising & student clubs (Tartan Transfer)
3. Sustain/grow graduate recruitment/enrollment
   - Improve sophistication of marketing
   - Build capacity
   - Partnerships

Strategies: Recruitment of new graduate students

1. Marketing and ads
   - Ads by program and targeted audience
   - Marketing with local professional organizations and employers
   - Improve communication plans

2. Lower barriers
   - Evaluate and minimize barriers to applying, being admitted and enrolling
   - Maximize the affordability with appropriate rates, funding, and modalities

3. Sustain/grow graduate recruitment/enrollment
   - Maximize capacity of enrollments
   - Continue and grow partnerships with MOUs
   - Continue to define low residency programs (once a month, once a week?)

Strategies: Be unapologetically Radford

1. Value Proposition
2. What is important to Radford
3. Adaptive landscape not growth landscape

Next steps Strategic Enrollment Planning (SEP)

June
- Gather data, SWOT, draft goals

July
- Cabinet and BOV to agree on goals

August
- Formulate strategies alongside Strategic Plan

September
- Present goals and strategies to the BOV

December
- Final copy of SEP
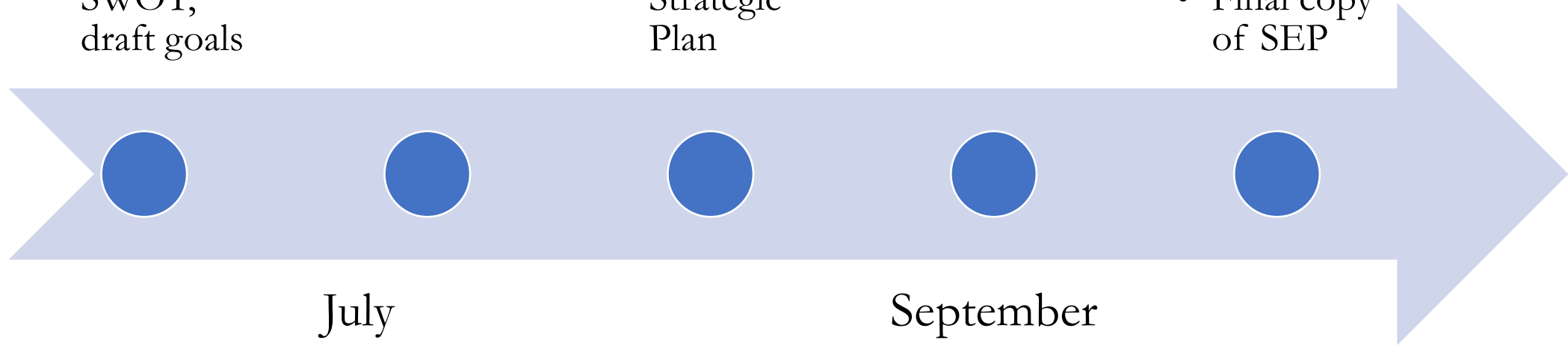
Recruiter Goals for Freshmen Recruiters 25-26

	2022 Fall				2023 Fall					2024 Fall				2025 Fall - as of 7/18/25			
	APP	ADM	DEP	ENR	APP	ADM		DEP	ENR	APP	ADM	DEP	ENR	APP	ADM	DEP	ENR
Tartan Target - 60 Miles	694	616	220	186	713	615		248	229	838	747	378	342	1019	909	431	412
NOVA	2473	2268	261	218	2078	1887		184	168	2034	1894	219	203	1928	1716	211	193
Richmond Metro	1146	1004	111	98	1055	907		116	102	916	791	123	114	913	810	116	113
Tidewater	1470	1305	154	130	1336	1149		92	81	1145	1017	126	108	1026	894	145	133
Other Virginia	2681	2365	369	313	2619	2195		343	300	2601	2368	515	474	2606	2301	563	515
Out of State	2962	2413	165	123	2945	2239		137	114	1447	1196	119	97	1281	1003	120	113
International	766	335	14	8	1522	800		23	17	2410	1655	47	21	1045	471	56	50

Tartan Target - 60 miles = Bland, Wythe, Carroll, Galax City, Giles, Pulaski, Radford City, Montgomery, Floyd

NOVA = Loudoun, Prince William, Manassas City, Manassas Park City, Fairfax, Fairfax City, Falls Church City, Alexandria City, Arlington

Richmond Metro = Hanover, Henrico, Richmond City, Chesterfield

Tidewater = James City, Williamsburg City, Poquoson City, Newport News City, York, Hampton City, Portsmouth City, Norfolk City, Suffolk City, Chesapeake City, Virginia Beach City

Other Virginia = All other Counties and Cities

Questions

Radford University

Board of Visitors Retreat

Strategic Planning Update

July 2025

Session 1 Agenda

1. Strategic Planning Update

- **Methodology**

- **Planning Assumptions**

- **University Mission, Vision and Core Values**

- **Strategic Plan Pillars**

- **Implementation Planning and Methodology**

2. Next Steps

Strategic Planning Approach
Methodology

1. Understand foundational strategic planning assumptions

2. Shape the university mission, vision and core values

3. Develop a single overarching goal for each area of focus:
   - Academic Achievement
   - Student Success / Engagement
   - Administrative Excellence
   - External Engagement and Partnerships

4. Identify imperatives for achieving each goal

5. Develop strategies for achieving imperatives

6. Create actions for achieving strategies

7. Develop detailed implementation plans for each focus area inclusive of a RACI matrix, metrics, resources, timelines and investments

Strategic Planning Approach
Planning Assumptions

In July 2024, the BOV provided a set of assumptions to guide the strategic planning initiative:

- We will maintain our independence as a regional state institution

- Financially, our resources will be stable, with expenses growing at 3-5% annually (inflation and salary increases), offset tuition increases (that do not exceed the maximum outlined by the Governor's Office) and state support

  - Therefore, new or growing efforts will be funded from re-allocation of resources from slowing/stopped efforts

- Enrollment will be stable (i.e., take advantage of growth to rise to a new higher stable point if it occurs, but we cannot plan on it)

- Student demographic – who we serve does not change, primarily in-state student composition

- Modality- will remain primarily focused on in-person instruction

- Learning locations – primary operations (Radford) – secondary (Roanoke); online

- An Athletic Capital Campaign will be launched publicly within the next two years

- Not pursuing a route towards R1, Football or Athletic Conference change

Strategic Planning Approach
University Mission

In June 2025, the BOV approved a modified mission statement for Radford University:

Empower Brighter Futures, Build Stronger Communities

Radford University empowers lifelong success through inclusive education, innovation, and collaboration. We foster personal growth, professional development, and community impact while building strong partnerships and addressing societal needs.

Strategic Planning Approach
University Core Values

Empowerment and Success
We engage and support our students, staff and faculty in the discovery and pursuit of their own unique paths.

1

Culture of Care
We provide students, staff and faculty with the opportunities and resources necessary to enjoy a personalized experience that supports their well-being through care and compassion.

2

Inclusiveness
We are committed to a spirit of cooperation and collaboration, embracing and honoring the diversity of our community.

3

Community
We foster relationships and a culture of service and sustainability within and beyond our university community.

4

Intellectual Freedom
We encourage and defend a fearless exploration of knowledge in all its forms.

5

Innovation
We inspire and support creativity through experiential learning, scholarship, service and research.

6

Strategic Planning Approach
University Vision

The strategic planning committee co-chairs, in collaboration with university leadership, have created the following amendment to the draft vision to support the modified University mission and core values:

At Radford University, students will find their voice and build confidence through real-world experiences to help define their purpose and path forward. Within our close-knit community, Highlanders will be empowered to lead with compassion and drive positive change in their communities.

Strategic Planning Approach
Planning Process

The planning committee used the following approach for developing the strategic plan:

Defining where we're headed and our strategic goals and objectives; outlining organizational needs and vision for the future

Goals

Identifying the things we must get right to be successful in achieving the goals

Imperatives

Developing detailed plans and strategies for achieving the vision and goals

Strategies

Prioritizing our tasks, activities, investments, and measures to operationalize and execute the plans and strategies

Actions

Strategic Planning Approach
Summary of Strategic Plan Pillars

Academic Achievement

Radford University is committed to building stronger, more connected communities throughout our region by expanding the reach and impact of our education and research. What drives us is our commitment to hands-on learning—we believe every student deserves meaningful, real-world experiences that set them up for rewarding careers and help them make a genuine difference in the world around them. We aim to become southwest Virginia's leading destination for health education and developing the next generation of healthcare leaders. Through thoughtful educational planning, we are ensuring that our students and faculty have the digital expertise and modern tools they need to thrive and lead in tomorrow's workplace.

Student Success / Engagement

Radford University is dedicated to fostering a culture of resilience and well-being by providing layered, accessible support tailored to the diverse needs of its community. The university also promotes a professional environment that empowers faculty and staff to engage in student-led research, creative inquiry, and experiential learning. Additionally, Radford advances a strong commitment to work-based learning by expanding opportunities for campus employment, co-ops, field placements, and both paid and unpaid internships for all students.

Strategic Planning Approach
Summary of Strategic Plan Pillars

Administrative Excellence

Radford University is committed to empowering students, faculty, and staff to achieve their goals by creating an environment where excellence thrives through seamless administrative processes and innovative systems. The university will undergo an intentional effort to professionalize and modernize its business processes and infrastructure by using and employing new technology and systems, such as AI, to gain efficiencies, automate and streamline processes, and inspire innovation. By enhancing operational efficiency, we are reinforcing our commitment to excellence at every level of the institution.

External Engagement and Partnerships

Radford University is proud to serve as a catalyst for economic prosperity, helping our communities flourish through meaningful partnerships and lasting impact. With a deep commitment to philanthropy and service, we support regional economic growth through collaborative initiatives, community revitalization projects, and exciting outdoor recreation and tourism programs. Through hands-on experiential learning, we prepare students to become skilled professionals and compassionate leaders who understand the needs of our evolving workforce and carry forward a spirit of service that strengthens our communities and drives shared prosperity.

Strategic Planning Approach
Bold Commitments for Advancing our Strategic Plan Pillars

1. Commitment to **guaranteeing experiential learning** for students and **supporting workforce needs**
   - Establish applied undergraduate research strategy
   - Develop comprehensive student employment strategy (e.g., work study, internships, coops or work-based learning)
   - Promote workforce development and life-long learning opportunities

2. Commitment to **building** and **fostering** a **culture of care**
   - Promote Highlander community well-being (initiatives/programs for students and employees)
   - Define the Radford experience and who we serve
   - Expand professional training and development
   - Improve communication (internally and externally)

3. Commitment to becoming the **leading hub** for **healthcare education and talent** in Southwest Virginia
   - Build new health sciences facility in Roanoke
   - Expand professional nursing pipeline
   - Establish Regional/Rural Health Institute
   - Launch of biotech degree

4. Commitment to **modernizing** our **technology and business processes**
   - Embed responsible and practical use of artificial intelligence into our academic and administrative enterprise
   - Simplify and automate manual or outdated processes
   - Invest in training and development to support technology adoption and skill-building

5. Commitment to **expanding regional economic opportunity and partnerships** through community engagement, service and philanthropy
   - Leverage regional outdoor recreation, tourism, and sustainability expertise and assets
   - Support town revitalization, small businesses and entrepreneurship initiatives
   - Cultivate a culture of service and philanthropy

Strategic Planning Approach
Implementation Planning and Methodology

A sub-set of the strategic planning committee was convened to create detailed implementation plans using the following approach:

Implementation Planning Factors	Definitions
Responsible (R)	Responsible designates the task as assigned directly to this person (or group of people/team). The responsible person is the one who does the work to complete the task or create the deliverable. Responsible parties are typically on the project team and are usually developers or other creators.
Accountable (A)	Accountable delegates and reviews the work involved in a project. Their job is to make sure the responsible person or team knows the expectations of the project and completes work on time. Accountable parties are typically on the project team, usually in a leadership or management role.
Consulted (C)	Consulted people provide input and feedback on the work being done in a project. They have a stake in the outcomes of a project because it could affect their current or future work. Project managers and teams should consult these stakeholders ahead of starting a task to get input on their needs, and again throughout the work and at the completion of a task to get feedback on the outcome.
Informed (I)	Informed stakeholders need to be looped into the progress of a project but not consulted or overwhelmed with the details of every task. They need to know what's going on because it could affect their work, but they're not decision makers in the process. Informed parties are usually outside of the project team and often in different departments or divisions. They might include heads or directors of affected teams and senior leadership in an organization.
Priority	Ranks tasks or initiatives based on their value and complexity to make informed decisions about resource allocation.
Complexity	Assesses the time and effort required to implement each task or initiative.
Impact	Evaluates the potential benefit or value each task or initiative will bring to the institution.
Financial	Assesses the financial and other resource investments (e.g., additional personnel, technologies, etc.) needed for each task or initiative to be implemented successfully.
Metrics	Quantifiable measures used to assess the performance, progress, or effectiveness of an organization's strategies and actions in achieving its defined goals and objectives.

Next Steps
Implementation Plan Development

Each implementation team will draft detailed implementation plans using the following framework:

Strategies	Responsible	Accountable	Consulted	Informed	Priority	Complexity	Impact	Financial Investment	Target Start	Target End	Metrics & Measures
Strategy 1	Shawn Ruiz	Donna Moore	Senior leadership team	BOT	High	Medium	High	>$50K	Q1 2026	Q1 2027	Increased employee engagement score
Strategy 2	Myra Link	Julie Noor	Senior leadership team	Senior leadership team; All employees	Medium	Medium	High	$50K – 100K	Q1 2026	Q4 2026	Increased number of strategic partnerships
Strategy 3	Ben Carter	Anna Dash	HR team	All employees	Medium	High	High	$100K<	Q1 2026	Q4 2027	% increase in training utilization
Strategy 4	Ryan Fields	Chris Wong	Finance team	All employees	Low	Low	Low	>$50	Q3 2025	Q4 2025	Improved processing times

Radford UNIVERSITY

Session 1 Agenda

1. Strategic Planning Approach

2. **Next Steps**

Next Steps

Actions and Metric Refinement **1**

Further refine strategies and actions to ensure they are specific and measurable

Prioritization and Sequencing **2**

Undergo a holistic effort to prioritize and sequence actions based on strategic importance, timing, impact, and resources needs.
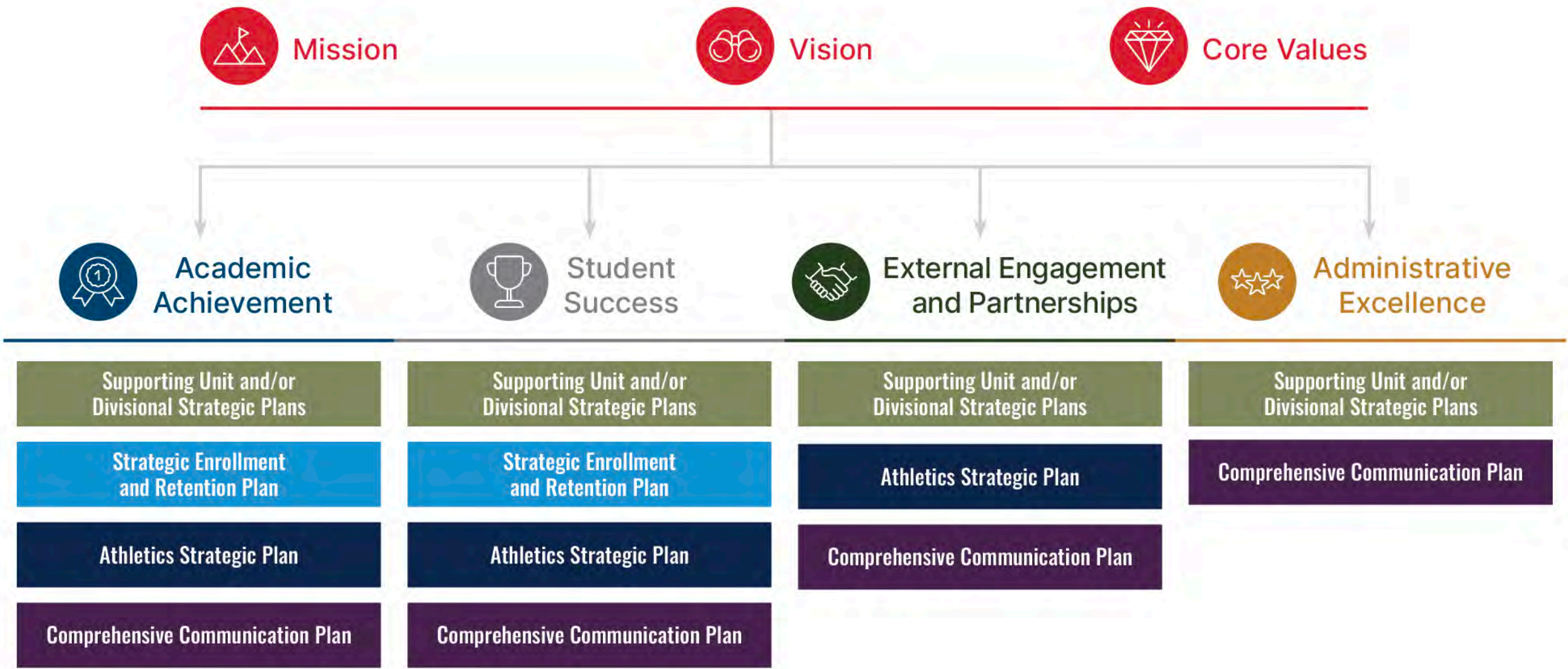
Proposed Final Plan **3**

Develop the final draft of the strategic plan for final approval by the BOV

Communication Strategy **4**

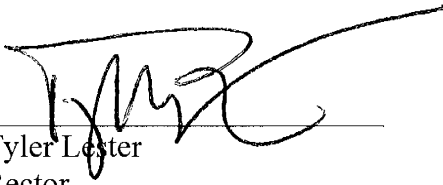Develop a robust communication strategy to ensure the strategic plan is broadly understood, embraced, and supported.
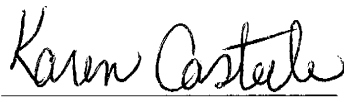
Strategic Plan Integration Framework

This framework illustrates how other strategic plans are aligned to the university strategic plan.

Mission **Vision** **Core Values**

Academic Achievement	Student Success	External Engagement and Partnerships	Administrative Excellence
Supporting Unit and/or Divisional Strategic Plans	Supporting Unit and/or Divisional Strategic Plans	Supporting Unit and/or Divisional Strategic Plans	Supporting Unit and/or Divisional Strategic Plans
Strategic Enrollment and Retention Plan	Strategic Enrollment and Retention Plan	Athletics Strategic Plan	Comprehensive Communication Plan
Athletics Strategic Plan	Athletics Strategic Plan	Comprehensive Communication Plan	
Comprehensive Communication Plan	Comprehensive Communication Plan		

Q&A

Radford University Board of Visitors
Resolution

Performance Plan Approval for 2025-2026
President Bret Danilowicz

Now Therefore Be It Resolved, that the Board of Visitors hereby approves President Bret Danilowicz's Performance Plan for 2025-2026, as discussed in closed session on July 22, 2025, and that said performance plan pursuant to Section E of the Employment Agreement with President Bret Danilowicz, dated December 7, 2021, is considered a personnel record.

Adopted: July 22, 2025

Tyler Lester
Rector
Board of Visitors

Karen Casteele
Secretary to the Board of Visitors
Radford University

Radford University Board of Visitors
July 22, 2025

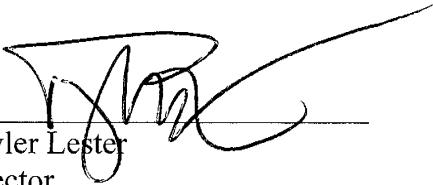**Resolution**
Approval of Personnel Actions

Now Therefore Be It Resolved, that the Board of Visitors approves and ratifies the selection by President Bret Danilowicz of the following direct reports to the President:

Julia S. (Susie) Kuliasha, Senior Executive Assistant, began June 10, 2025; and

Ryan Bowyer, Chief of Staff, begins August 10, 2025

This action is in accordance with Article II, Section 2 of the Radford University Board of Visitors Bylaws which states:

The Provost, Vice Presidents and all direct reports to the President are selected by the President, subject to approval by the Board, and serve at the pleasure of the President, or upon such other terms as agreed by the employee, the President, and the Board.

Adopted: July 22, 2025

Tyler Lester
Rector
Board of Visitors

Karen Casteele
Secretary to the Board of Visitors
Radford University

End of Board of Visitors Materials