

# Enrollment Management and Brand Equity Committee

March 2026



**Radford**  
UNIVERSITY



## Enrollment Management and Brand Equity Committee

11:45 am\*\*

March 19, 2026

Kyle Hall, Room 340, Radford, VA

### **DRAFT** **Agenda**

- **Call to Order** Mrs. Jennifer Wishon Gilbert, *Chair*
- **Approval of Agenda** Mrs. Jennifer Wishon Gilbert, *Chair*
- **Approval of Minutes** Mrs. Jennifer Wishon Gilbert, *Chair*
  - December 5, 2025
- **Enrollment Management Report** Dr. Dannette Gomez Beane,  
• Enrollment Plan *Vice President for Enrollment*  
• Application Update *Management and Strategic*  
*Communications*
- **Brand Identity Report** Dr. David E. Perryman  
• Brand//Marketing Assessment Update *Associate Vice President,*  
*Strategic Communications*
- **Other Business** Mrs. Jennifer Wishon Gilbert, *Chair*
- **Adjournment** Mrs. Jennifer Wishon Gilbert, *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**

Mrs. Jennifer Wishon Gilbert, Chair

Mr. Dale Ardizzone, Vice Chair

Ms. Betsy D. Beamer

Ms. Callie Dalton

Ms. Mary Anne Holbrook

Mr. David A. Smith

# Meeting Materials

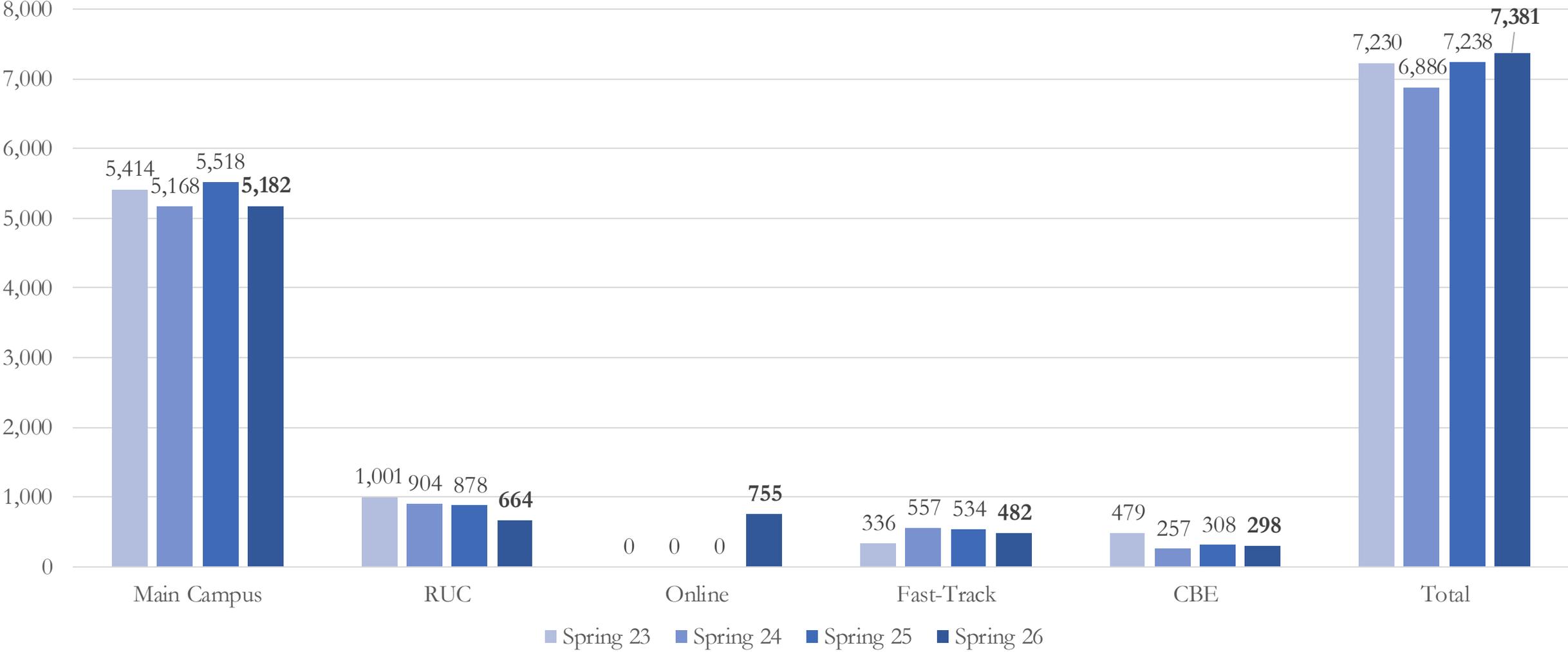


**Radford**  
UNIVERSITY

# Enrollment Management and Strategic Communications



# Spring Census Enrollment



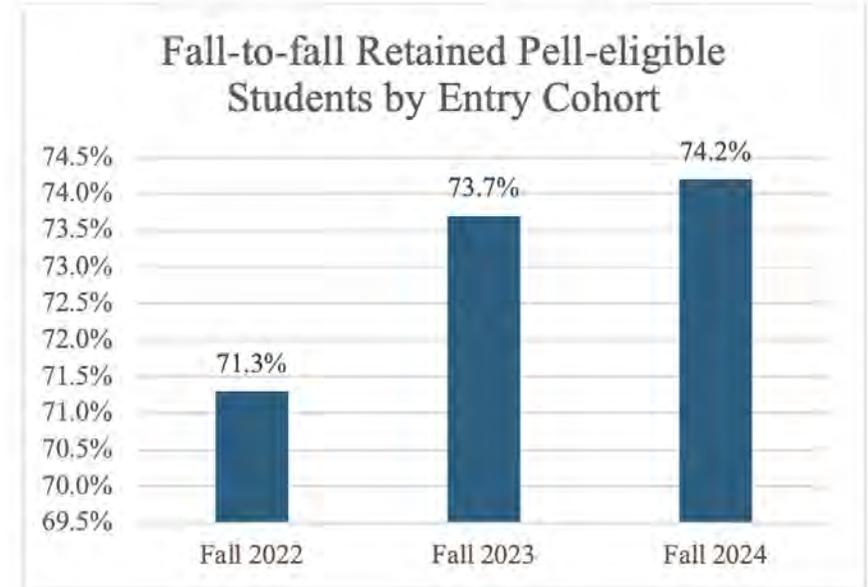
Highlight – Pell Eligible students retained or graduated students at a 94% rate!



# Institution-wide Barrier Removal (IwBR)

**Table 1. Enrollment and Retention Rates of In-State Pell-Eligible Students, FY 2021**

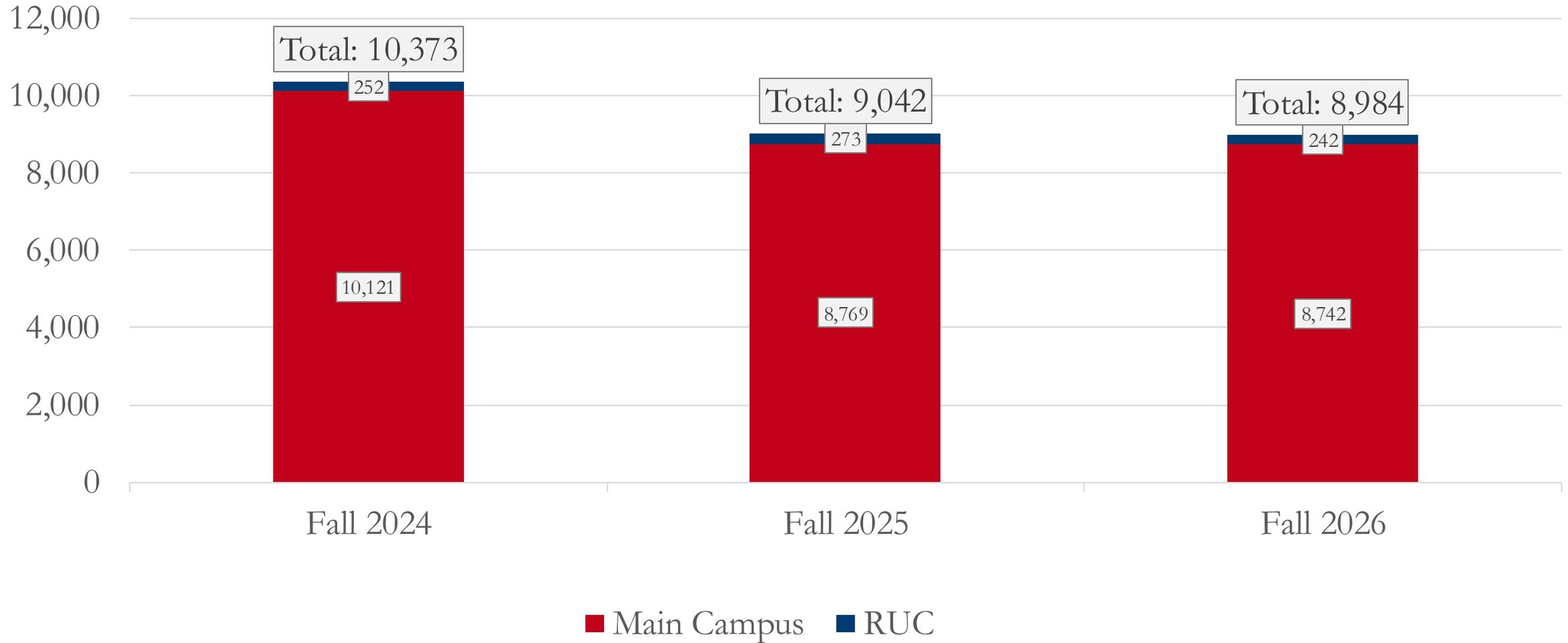
Institution	Pell Grant Recipients as Share of Undergraduate Students	Six-Year Completion Rate for Pell Recipients	PIV Concentration
<b>Statewide Average</b>	<b>26%</b>	<b>72%</b>	
Christopher Newport University	<b>14%</b>	66%	<b>Enrollment</b>
George Mason University	31%	<b>68%</b>	<b>Completion</b>
James Madison University	<b>15%</b>	81%	<b>Enrollment</b>
Longwood University	26%	<b>66%</b>	<b>Completion</b>
Norfolk State University	67%	<b>38%</b>	<b>Completion</b>
Old Dominion University	38%	<b>45%</b>	<b>Completion</b>
<b>Radford University</b>	<b>39%</b>	<b>52%</b>	<b>Completion</b>
University of Mary Washington	<b>21%</b>	67%	<b>Both</b>
University of Virginia	<b>15%</b>	95%	<b>Enrollment</b>
University of Virginia's College at Wise	38%	<b>42%</b>	<b>Completion</b>
Virginia Commonwealth University	31%	<b>64%</b>	<b>Completion</b>
Virginia Military Institute	<b>14%</b>	77%	<b>Enrollment</b>
Virginia State University	69%	<b>36%</b>	<b>Completion</b>
Virginia Tech	<b>15%</b>	86%	<b>Enrollment</b>
William & Mary	<b>13%</b>	91%	<b>Enrollment</b>



Pell Initiative of Virginia  
Total of \$3,266,622

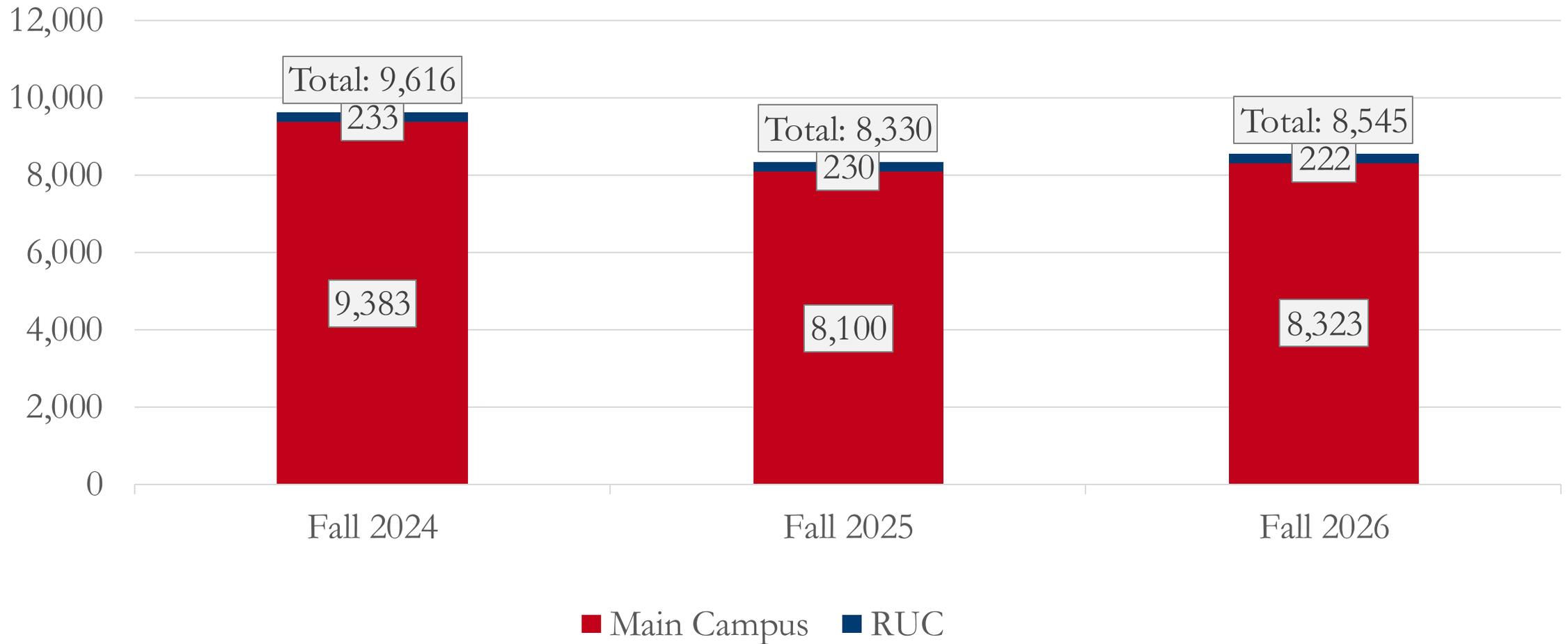
# Fall New Freshmen Total Applications

Application data as of March 2nd

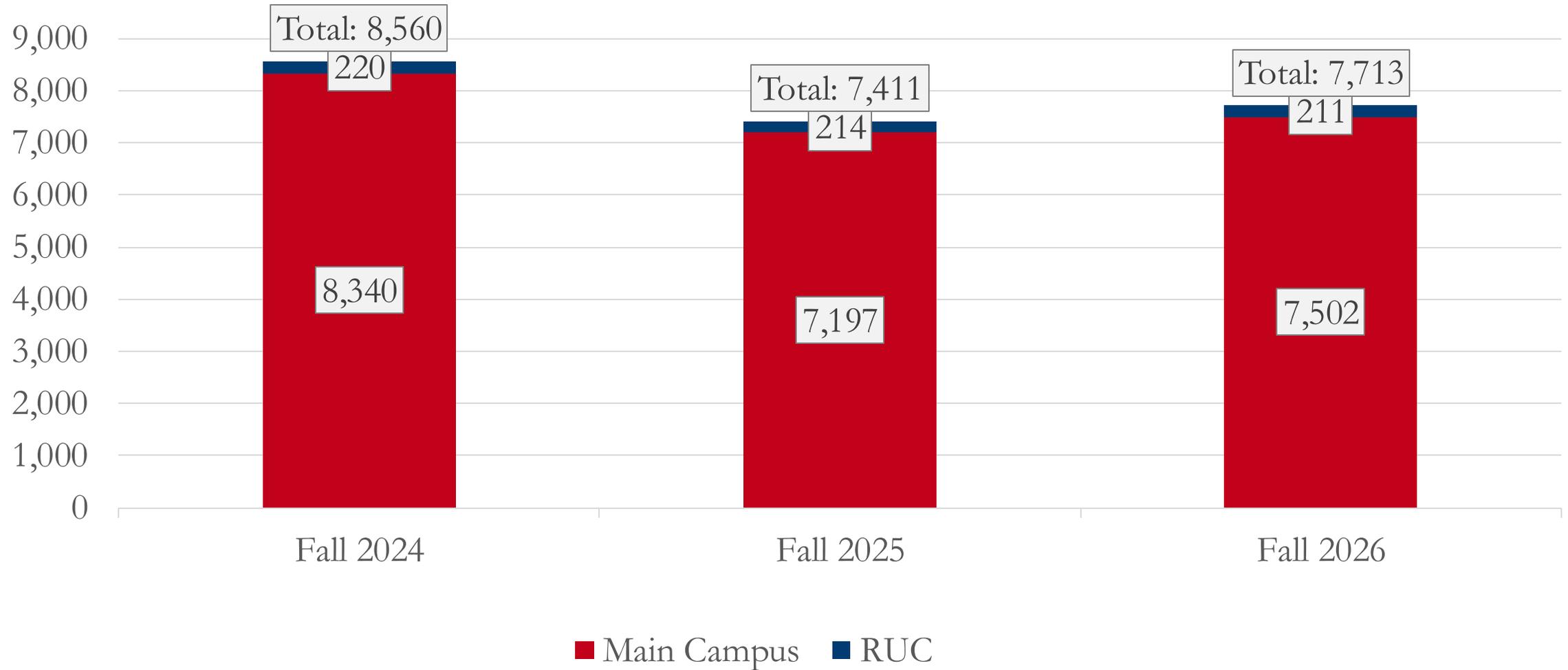


# Fall New **Freshmen** Completed Applications

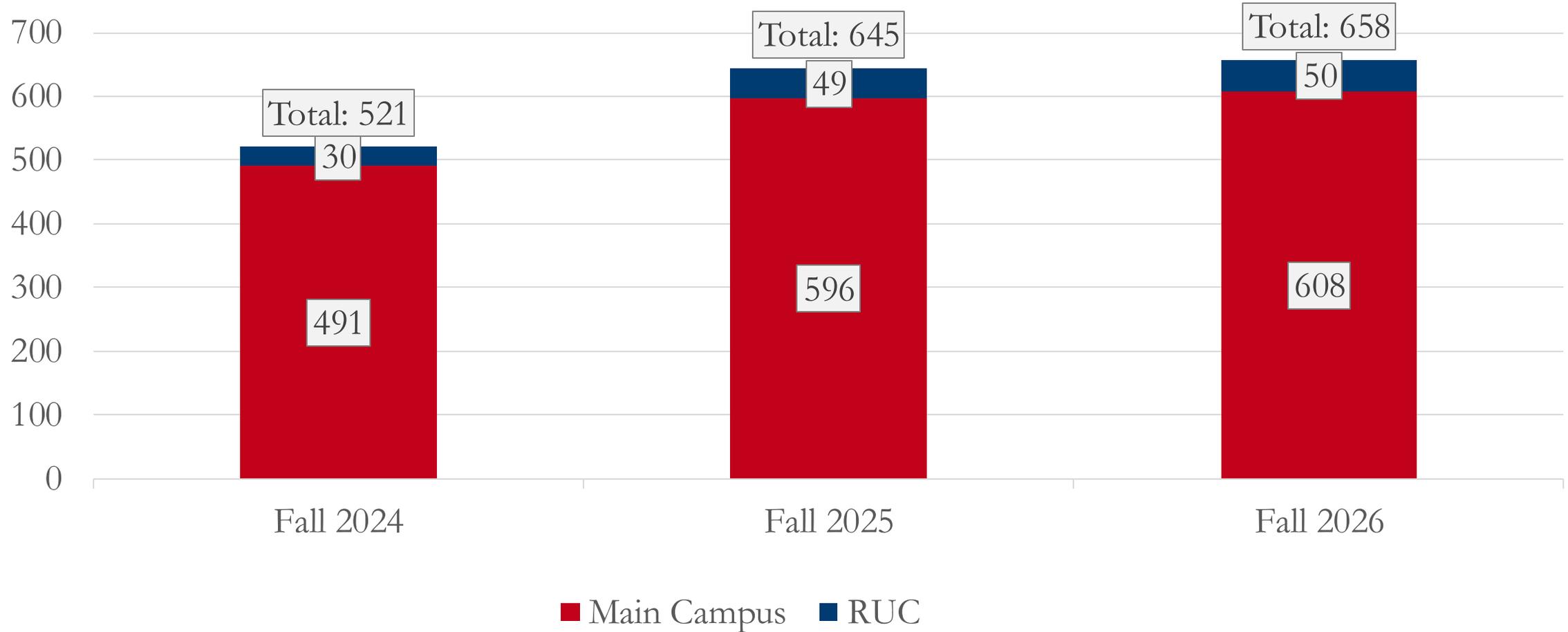
Completed  
includes  
transcripts



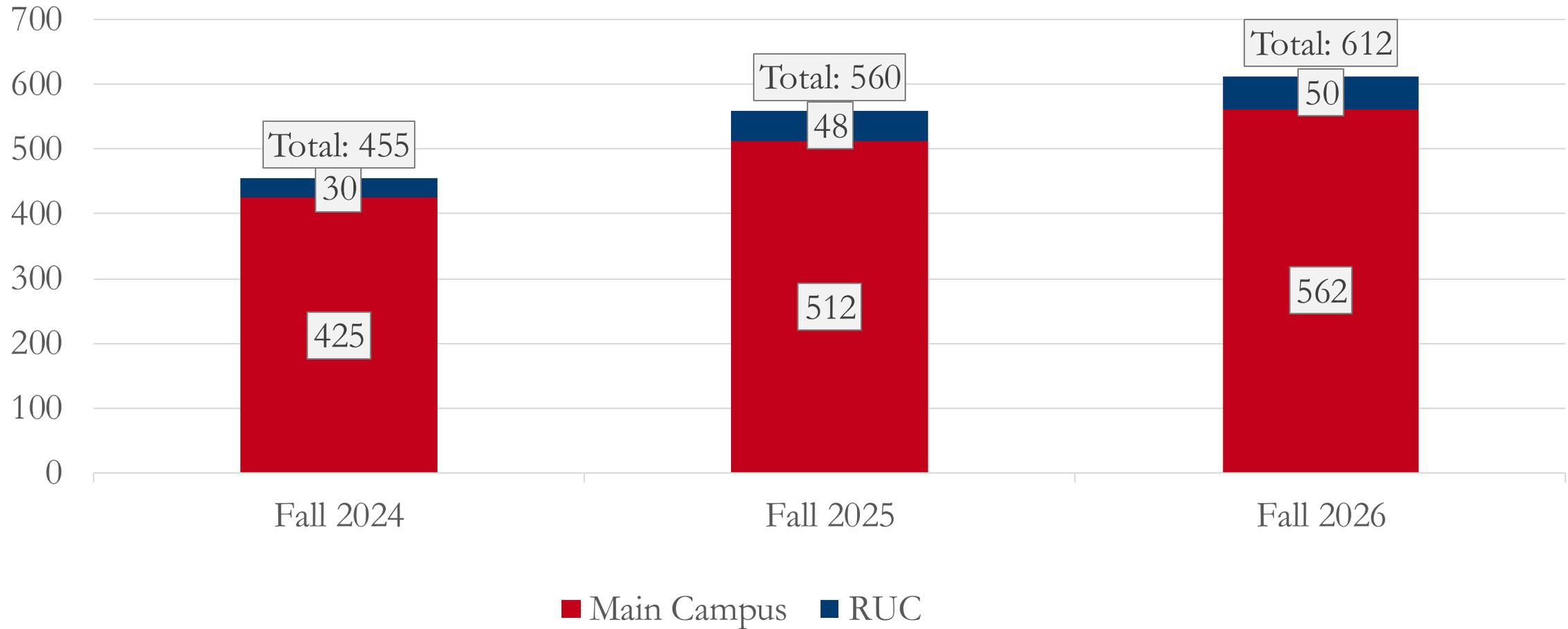
# Fall New Freshmen Admitted



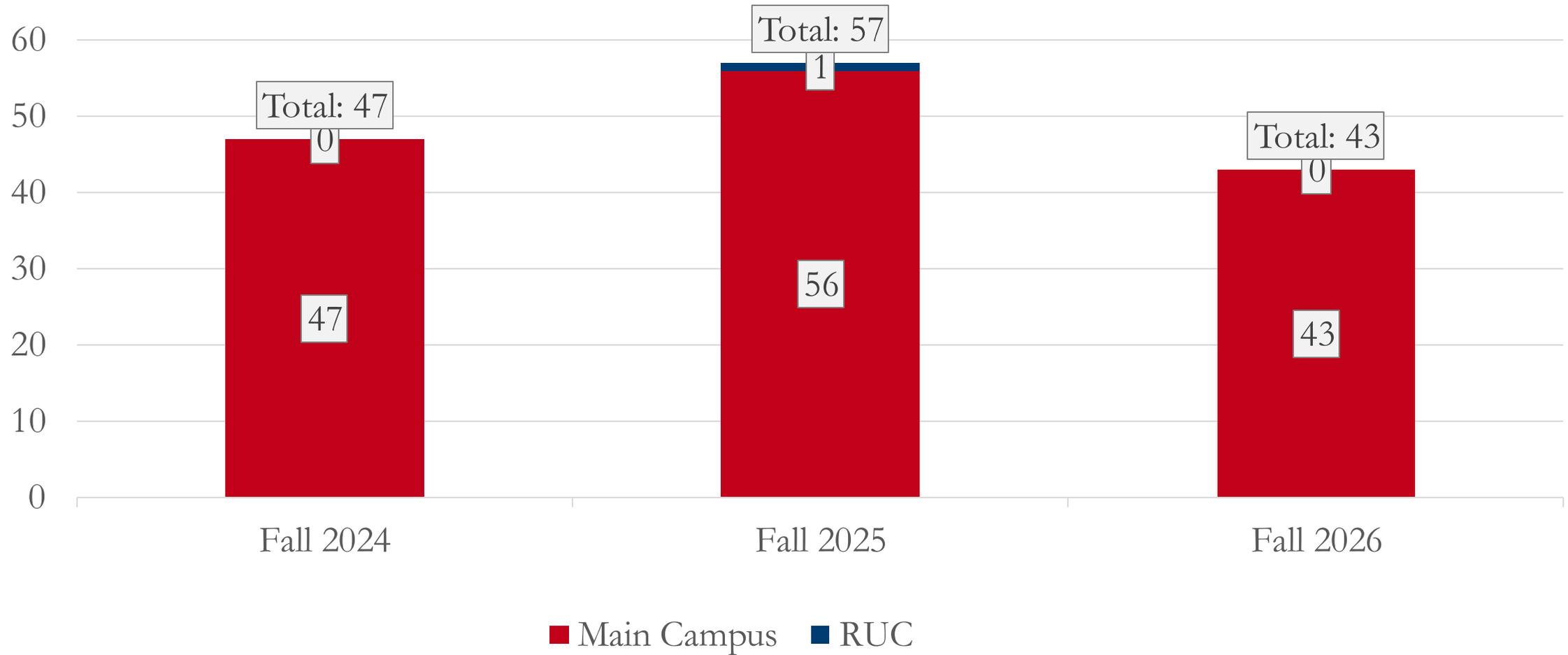
# Fall New Freshmen Deposits



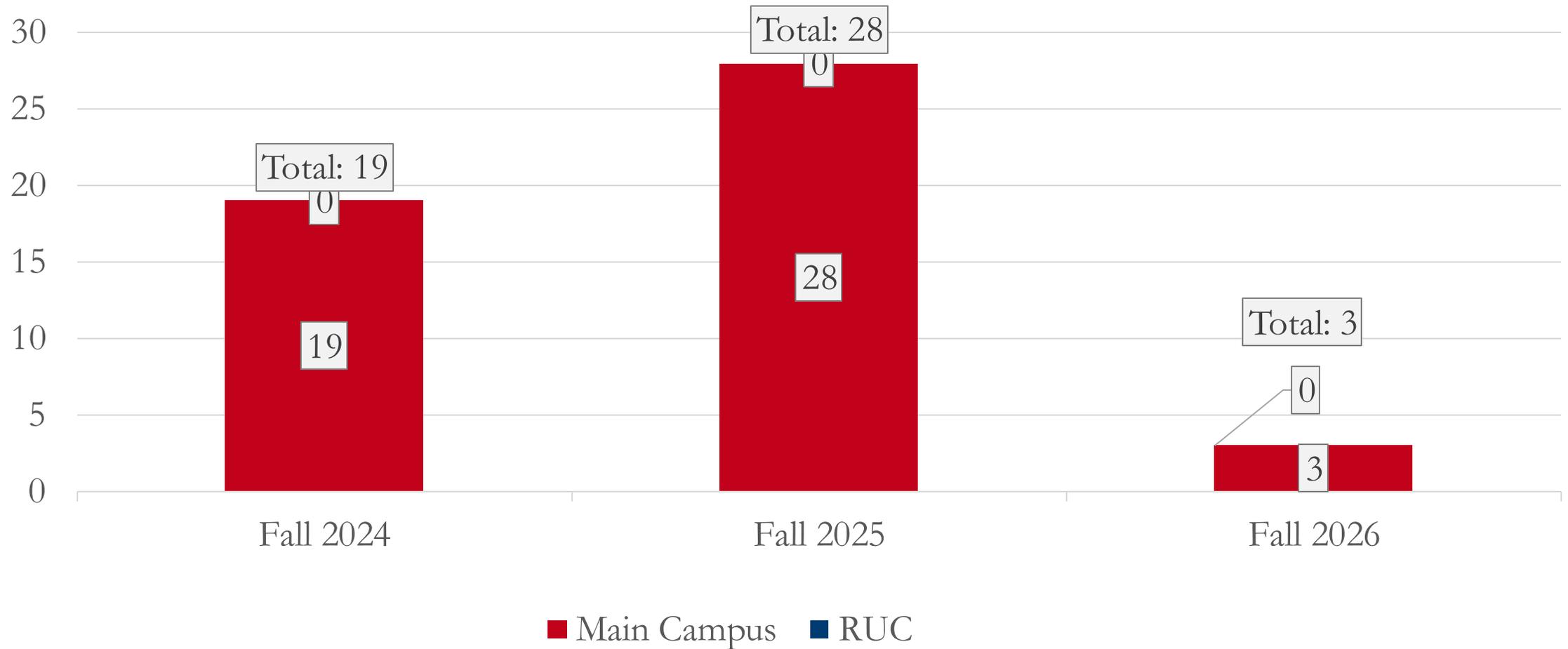
# Fall New Freshmen Deposits – In-State



# Fall New Freshmen Deposits – Out-of-State



# Fall New Freshmen Deposits – International



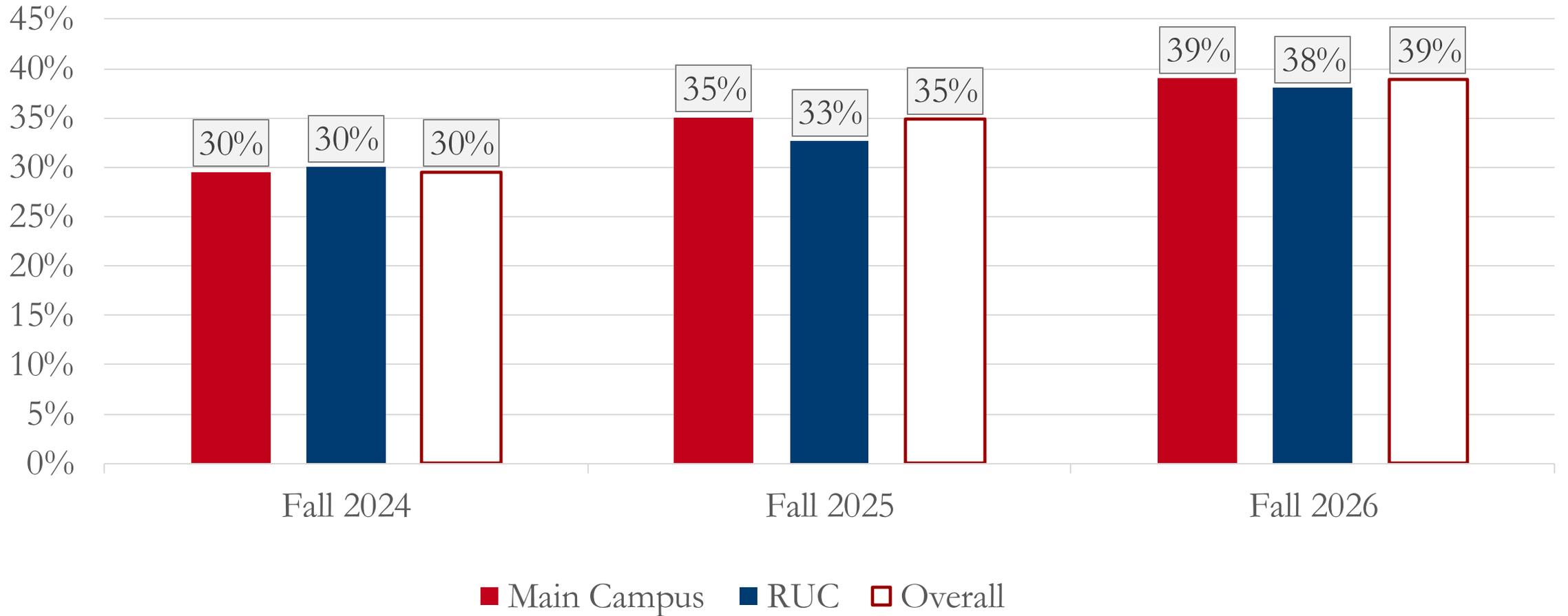
# Fall New **Freshmen** Deposits – Virginia Region

Virginia Region	Fall 2024	Fall 2025	Fall 2026
Central Va	56	75	90
Northern Va	71	73	95
Peninsula	18	20	19
Richmond	45	40	27
Roanoke Metro	73	98	96
South Central	11	17	15
Southwest	106	166	172
Tidewater	34	28	23
Valley	37	43	72
In-State, Unknown	4	0	3

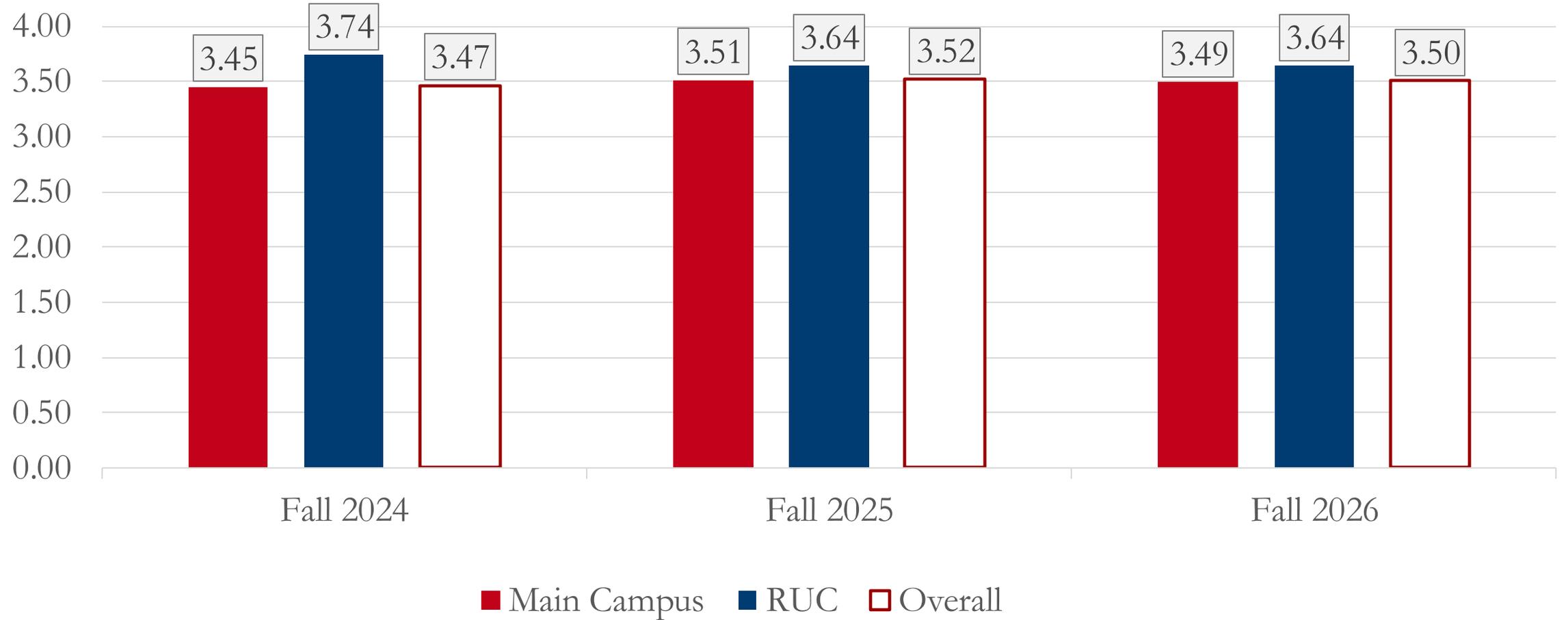
# Fall New **Freshmen** Deposits – Top States

Top States	Fall 2024	Fall 2025	Fall 2026
North Carolina	9	6	8
Georgia	2	2	7
Colorado	1	1	3
New York	3	1	3
Ohio	0	4	3
West Virginia	4	4	3
Hawaii	0	0	2
Pennsylvania	2	1	2
South Carolina	3	0	2
Tennessee	0	2	2
Texas	4	2	2

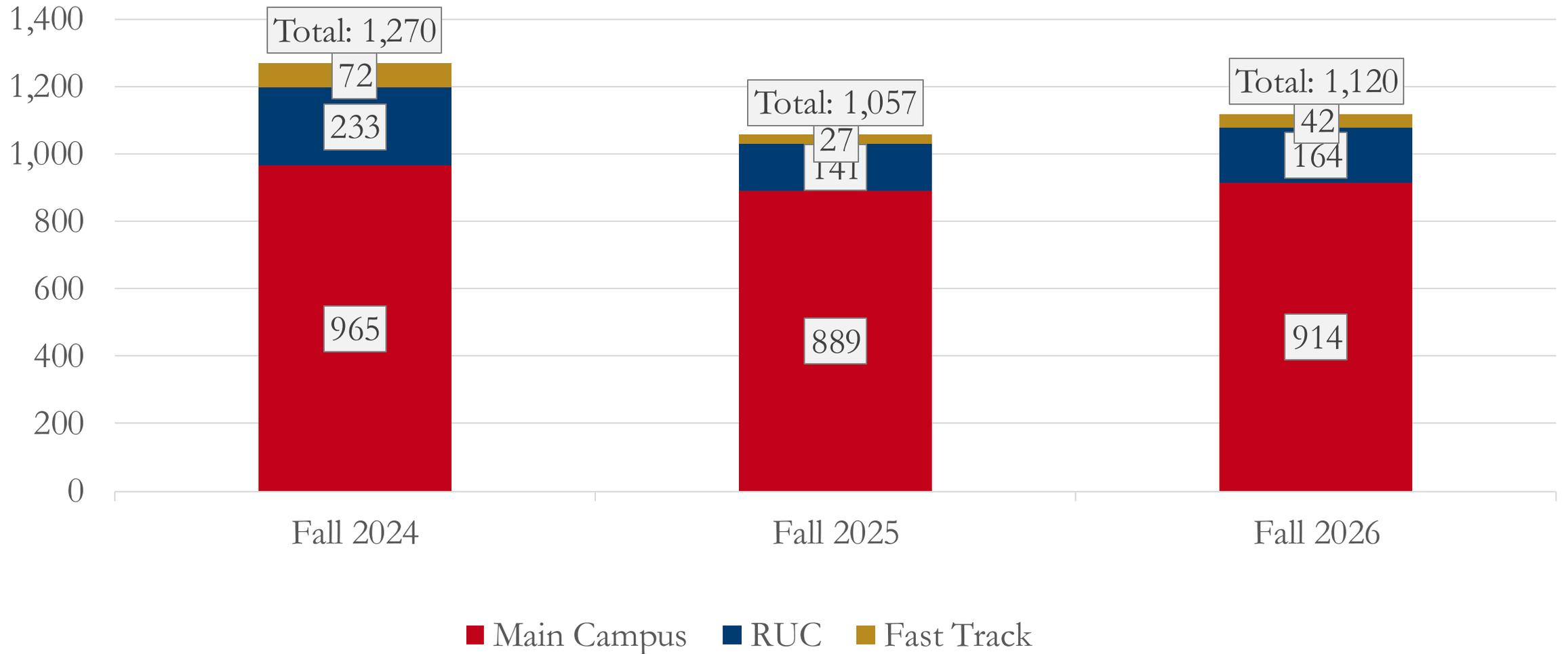
# Fall New **Freshmen** Deposits – First Generation



# Fall New **Freshmen** Deposits – High School GPA

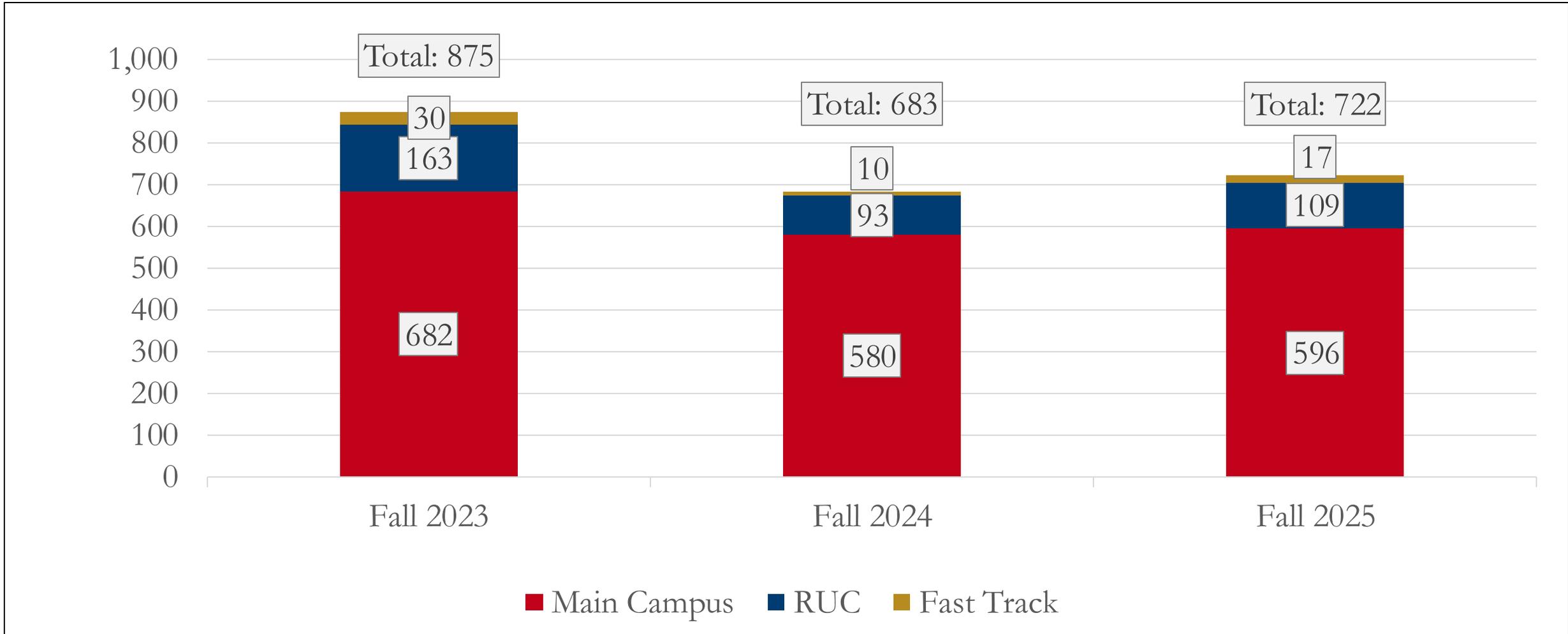


# Fall New Transfer Total Applications

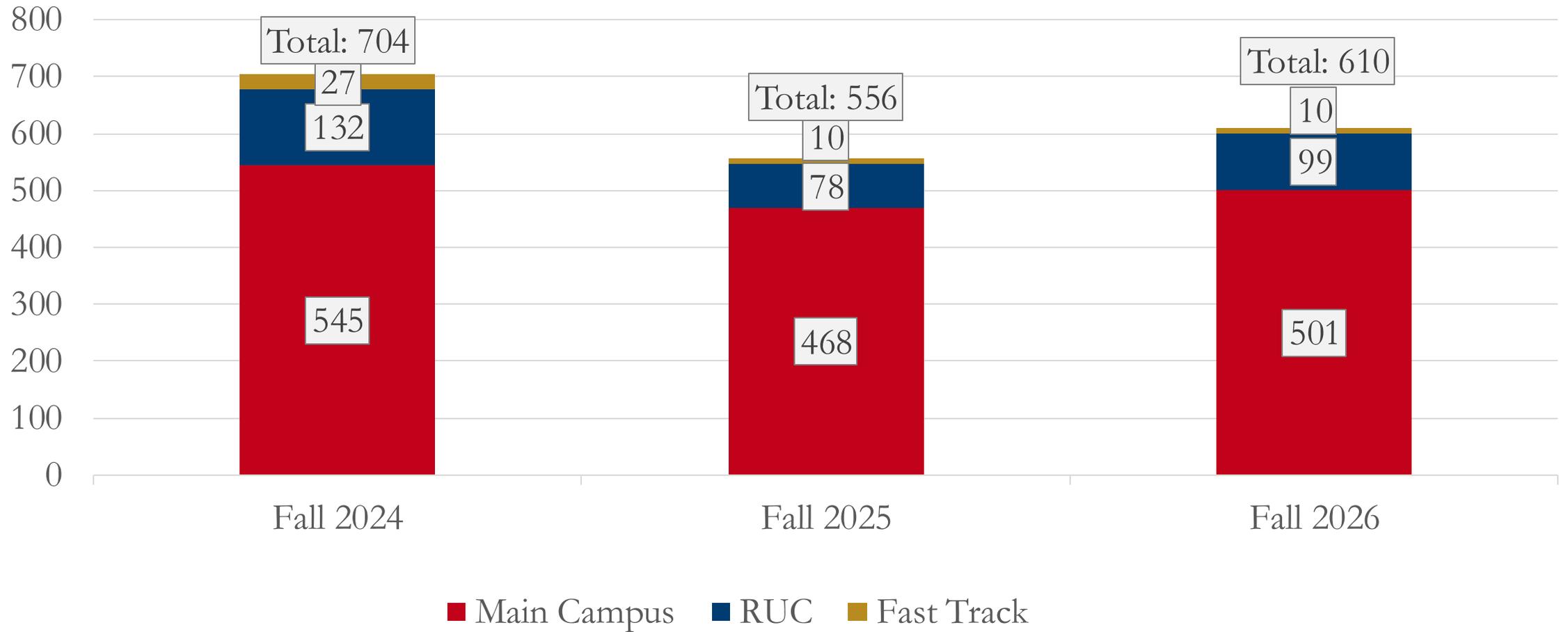


# Fall New Transfer Completed Applications

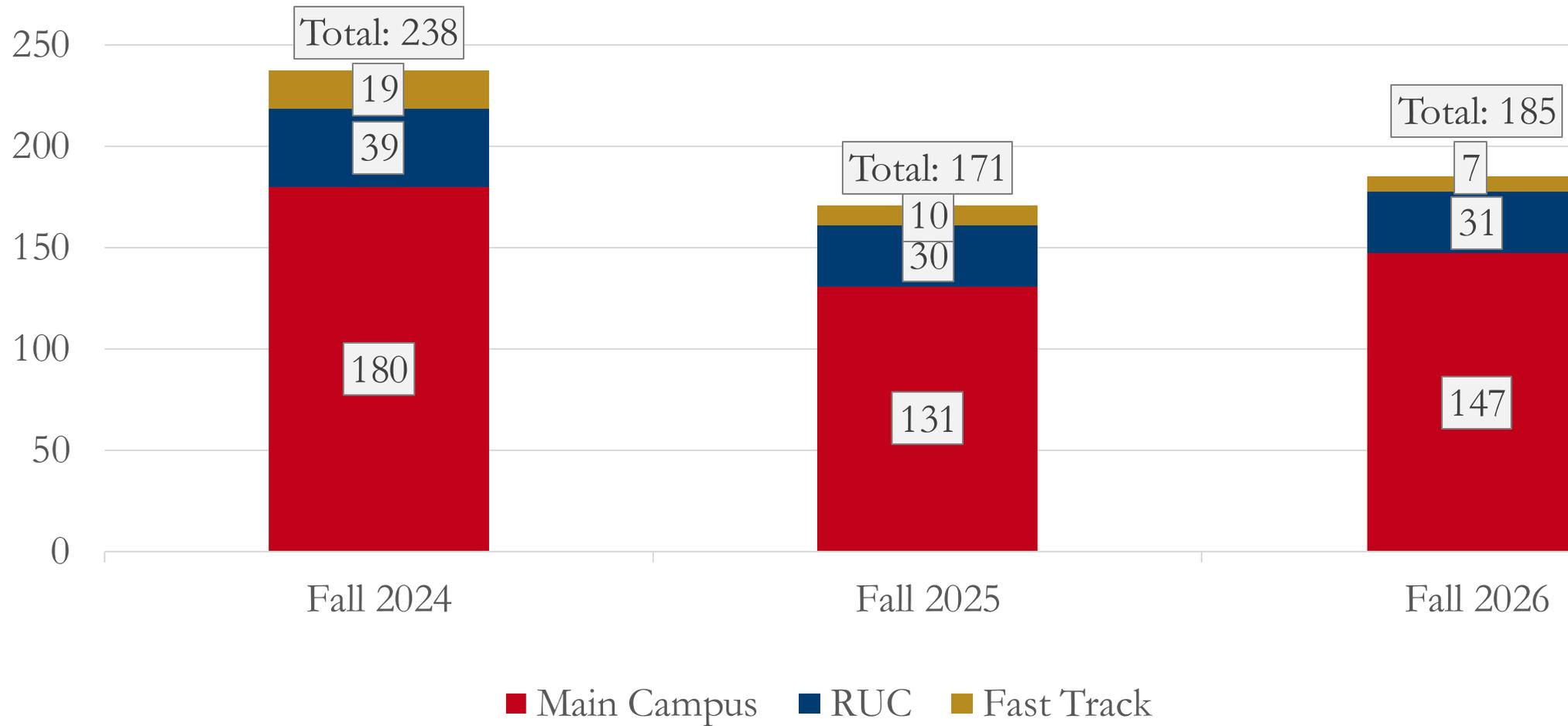
Completed  
includes  
transcripts



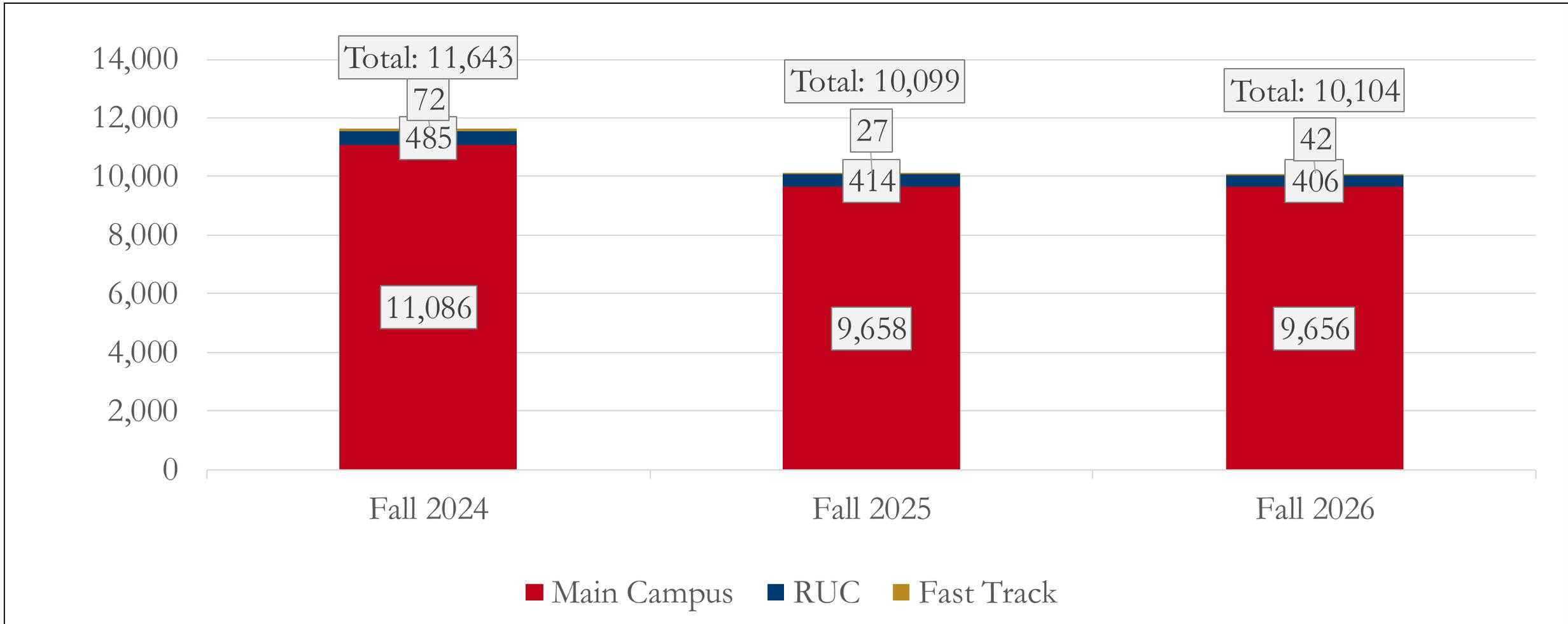
# Fall New Transfer Admitted



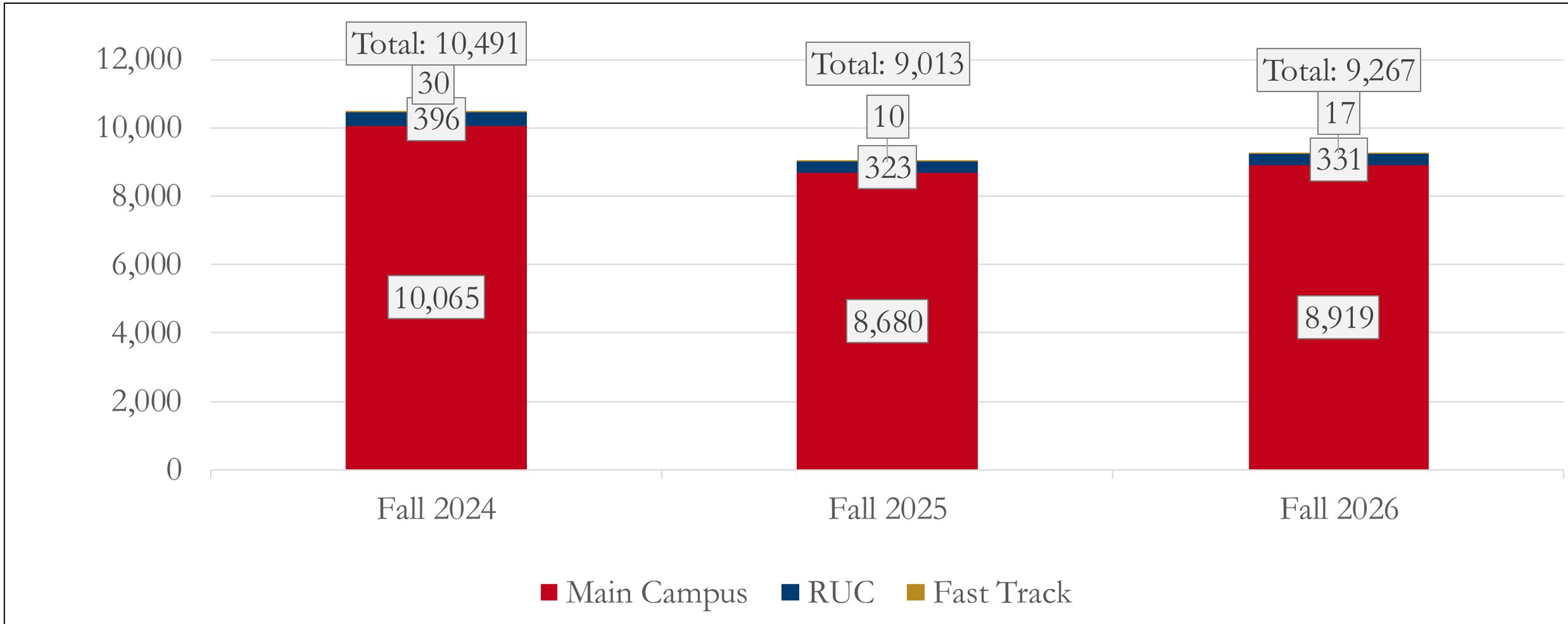
# Fall New Transfer Deposits



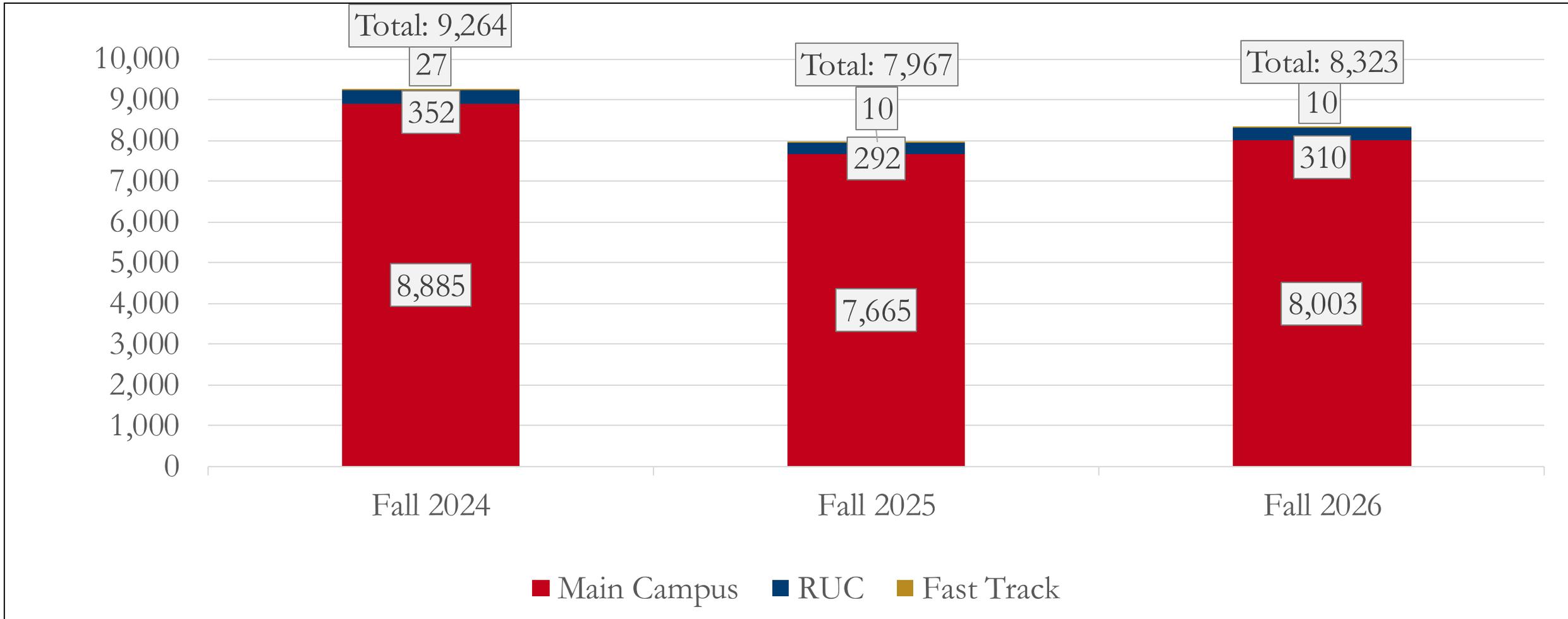
# Fall Combined NF/TR Total Applications



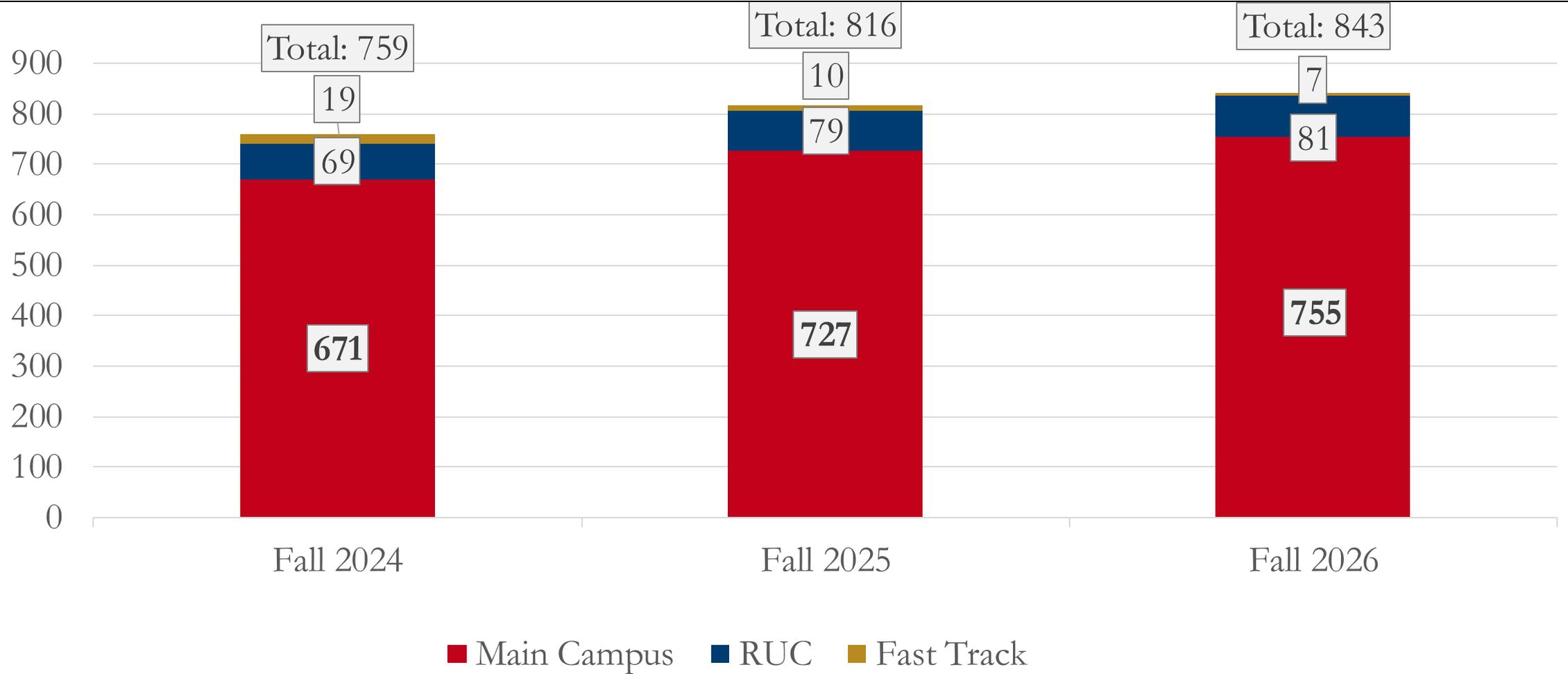
# Fall Combined NF/TR Completed Applications



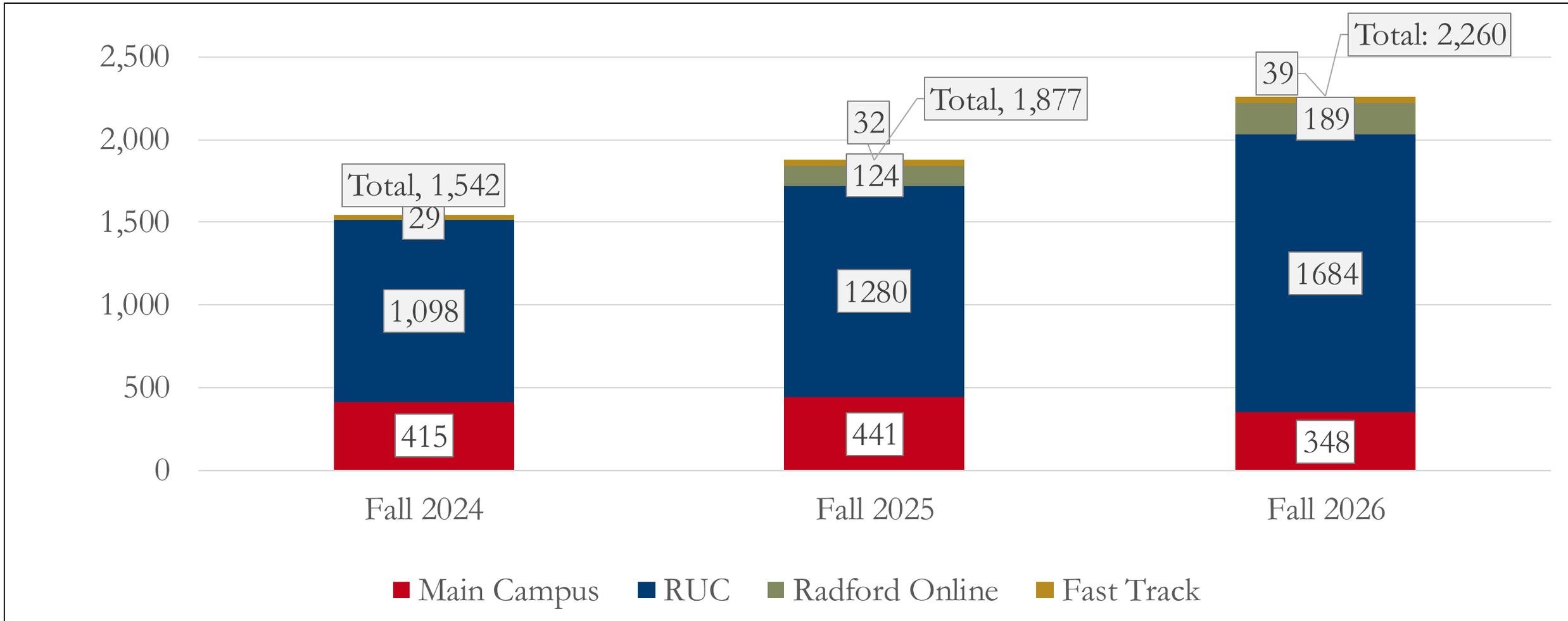
# Fall Combined NF/TR Admitted



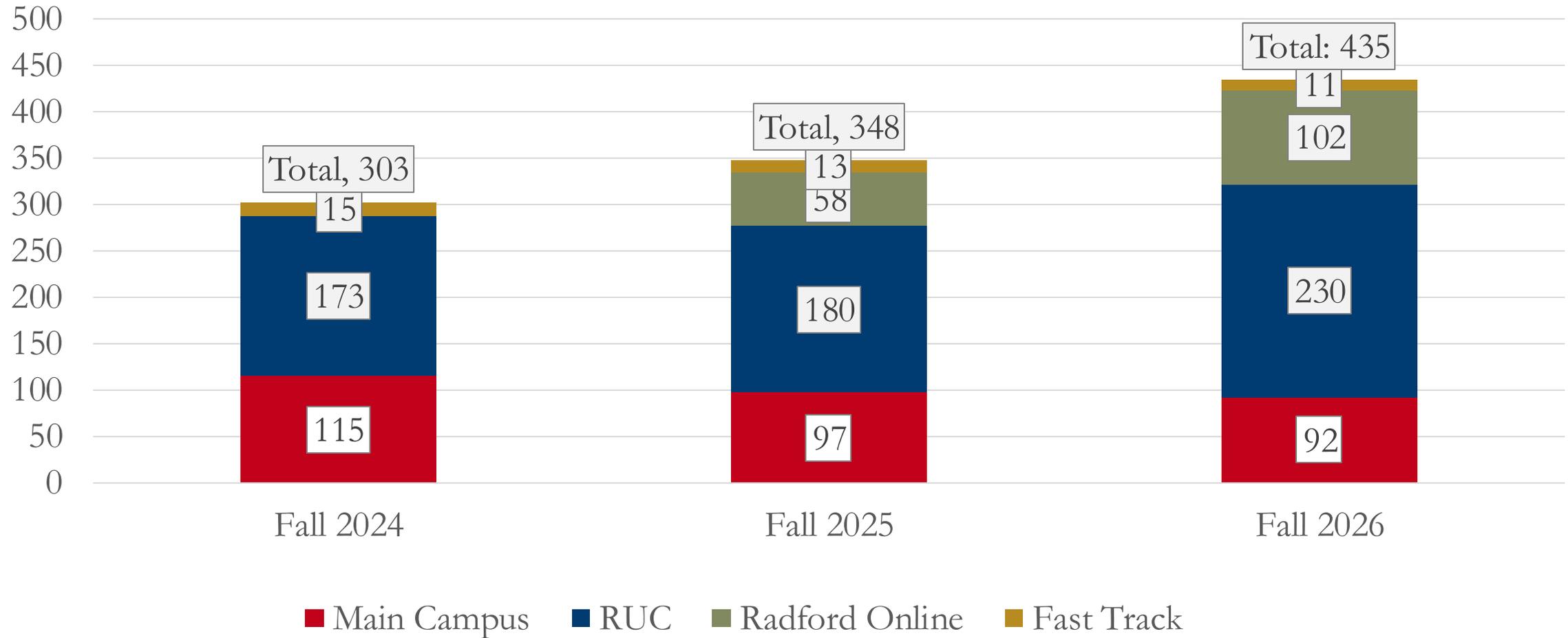
# Fall Combined NF/TR Deposits



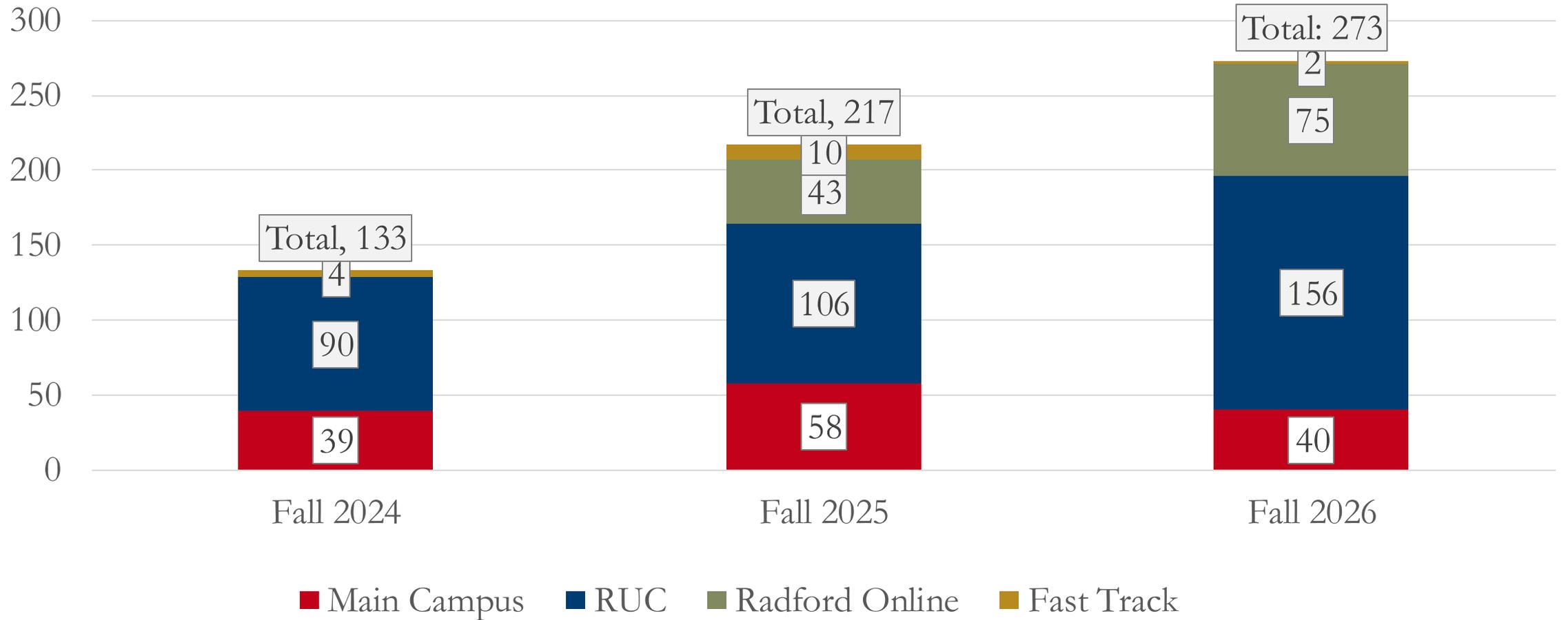
# Fall Graduate Total Applications



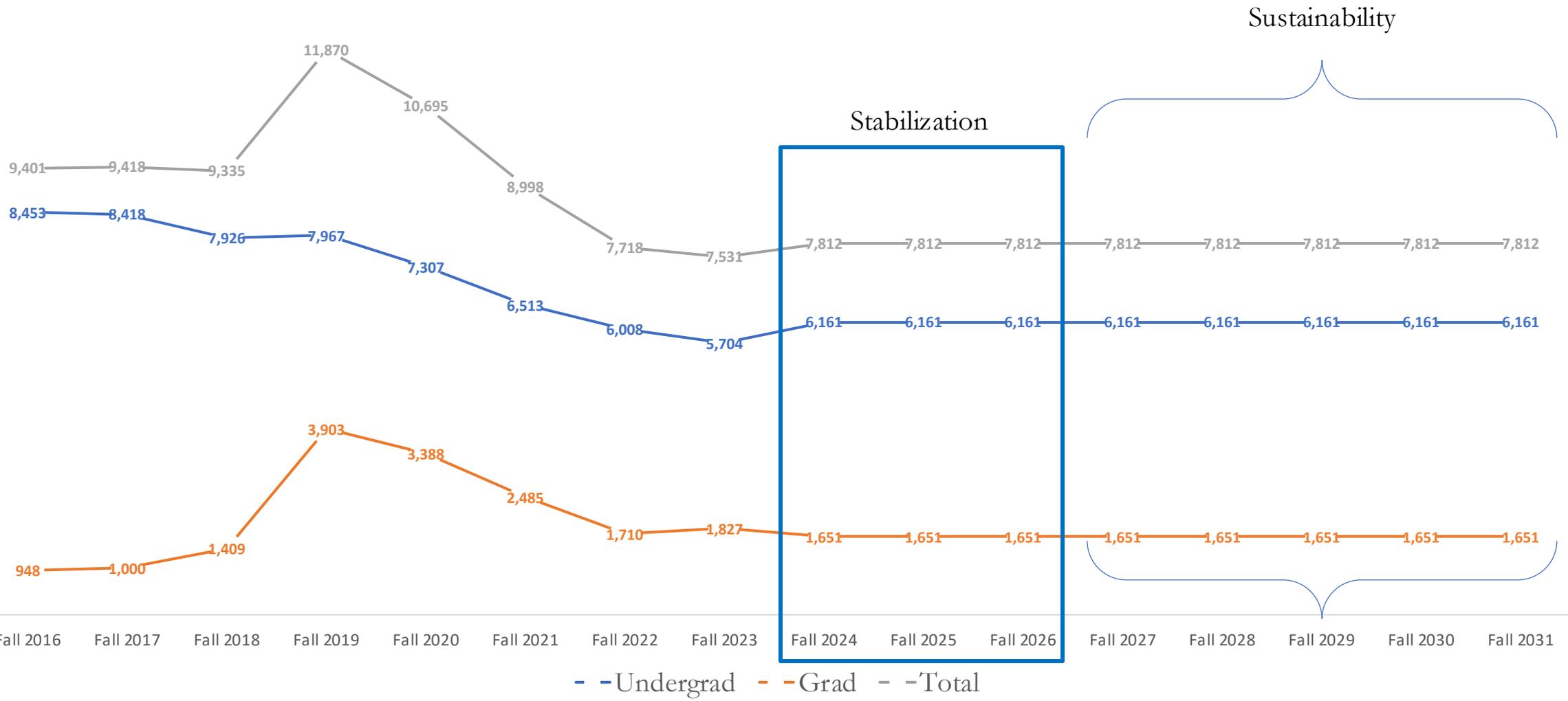
# Fall Graduate Admitted



# Fall Graduate Offer Accepted



# PLANNED 6 YEAR ENROLLMENT AT RADFORD UNIVERSITY



# Enrollment Assumptions and Goal

1. 6,296 total in person enrollment all campuses all levels
2. 76% retention year over year
3. Nursing enrollment to grow using Fall 2024 as baseline
4. Roanoke enrollment to be maintained using Fall 2024 as baseline
5. Create an online campus and maintain or grow enrollment
6. Maintain academic standards for admission all levels

Fall-to-fall assessment benchmark

# Discussion

# Strategic Communications



Board of Visitors

March 20, 2026

# Agenda

- University communication plan
- Focusing on our goals
- Aligning goals with strategic themes
- Measuring our success



# Strategic Communication Framework

  
**Core Values**

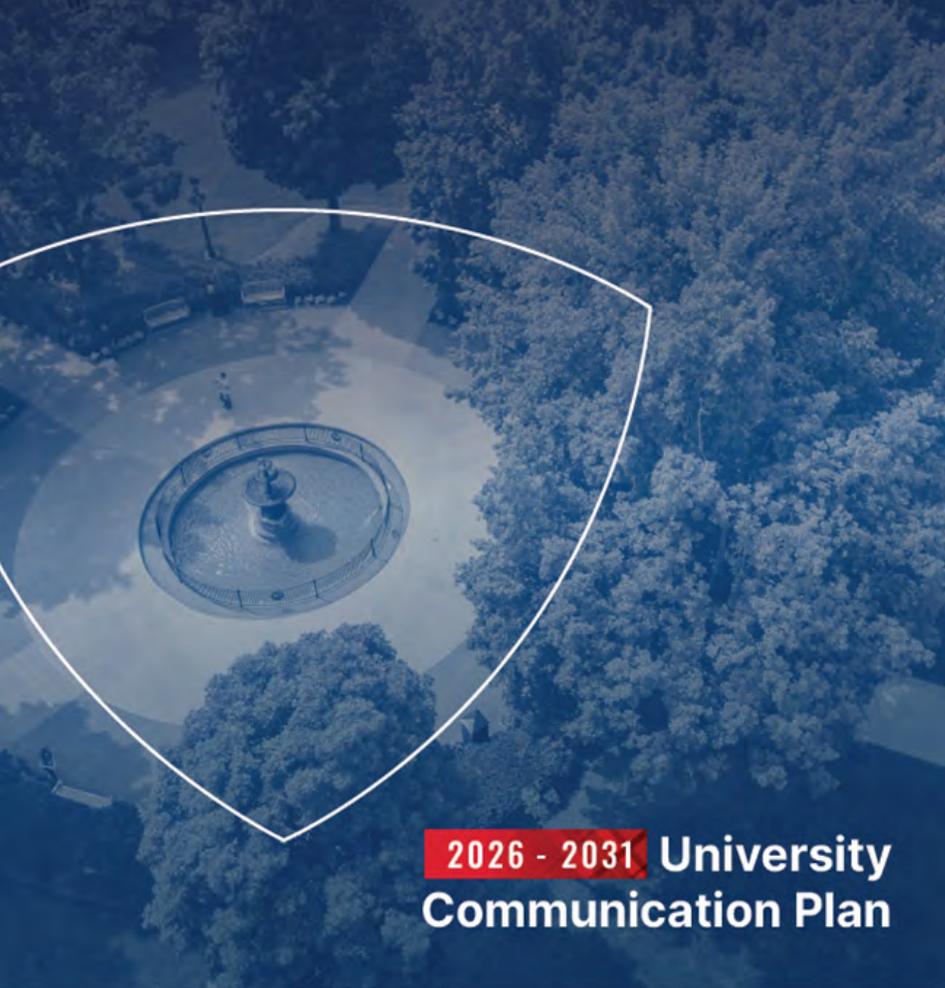
  
**Vision**

  
**Mission**

  
**Strategic Themes**

  
**University Communication Plan**

  
**College/Division Communication Plans**



# Contents

- Role of Strategic Communications
- Purpose of the Plan
- Communication Goals
- Communication Strategy
- Audience Analysis
- University Message Board
- Key Performance Indicators
- Communication Planning Matrix



Find Your Place. [Here.](#)

## Communication Goals

The University Communication Plan seeks to achieve four goals:

### GOAL 1

**Strategic-Focus:** Advance the vision, mission, themes and core values in the new strategic plan through executive communications, university events and strategic initiatives.

### GOAL 2

**Awareness and Engagement:** Increase internal and external awareness of and engagement in academic programs, university events, extracurricular activities, and support services and resources.

### GOAL 3

**Reputation:** Positively influence the university's reputation by communicating key messages and success stories and effectively managing crises and other reputational risks.

### GOAL 4

**Brand:** Enhance the university's brand equity by promoting our graphic identity, pillar messages and campaign tagline in a credible, consistent and compelling manner.



# Aligning Communication Goals with Strategic Themes

**GOAL 1:** Strategic Focus

**GOAL 2:** Awareness and Engagement

**GOAL 3:** Reputation

**GOAL 4:** Brand



Culture of Care



Academic Achievement and  
Intellectual Discovery



Student Success and  
Experiential Learning



Strategic Partnerships and  
Community Engagement



Organizational Excellence and  
Continuous Improvement



Communication and  
Collaboration

University Message Board

**GOAL 1:** Strategic Focus  
**GOAL 2:** Awareness and Engagement  
**GOAL 3:** Reputation



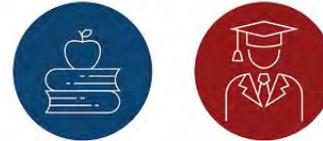
“Culture of Care” campaign

**GOAL 1:** Strategic Focus  
**GOAL 2:** Awareness and Engagement



“Active Learning, Active Doing” campaign

**GOAL 1:** Strategic Focus  
**GOAL 2:** Awareness and Engagement  
**GOAL 3:** Reputation



“Marcom Roadshow”

**GOAL 1:** Strategic Focus  
**GOAL 2:** Awareness and Engagement  
**GOAL 4:** Brand



“Campus Brand Saturation” project

**GOAL 2:** Awareness and Engagement  
**GOAL 4:** Brand



University-Wide Events Sponsorship Plan

**GOAL 1:** Strategic Focus  
**GOAL 2:** Awareness and Engagement  
**GOAL 3:** Reputation



Premier Provider of Healthcare Education and Talent

**GOAL 1:** Strategic Focus  
**GOAL 2:** Awareness and Engagement  
**GOAL 3:** Reputation



# Campus Brand Saturation

Perimeter - Sciences/ Planetarium

## Why brand campus?

- Increase brand affiliation, pride and school spirit among students, employees and alumni.
- Reinforce core values, strategic plan themes and brand pillar messages.
- Convey sense of school pride, spirit and welcoming community to prospective students, their families and other visitors to campus.



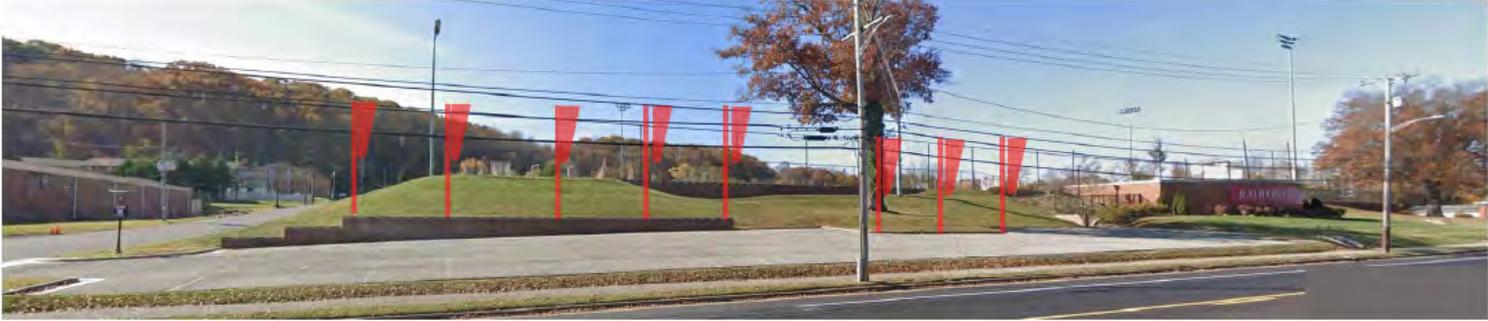
# Campus Brand Saturation

Perimeter - Student Recreation & Wellness



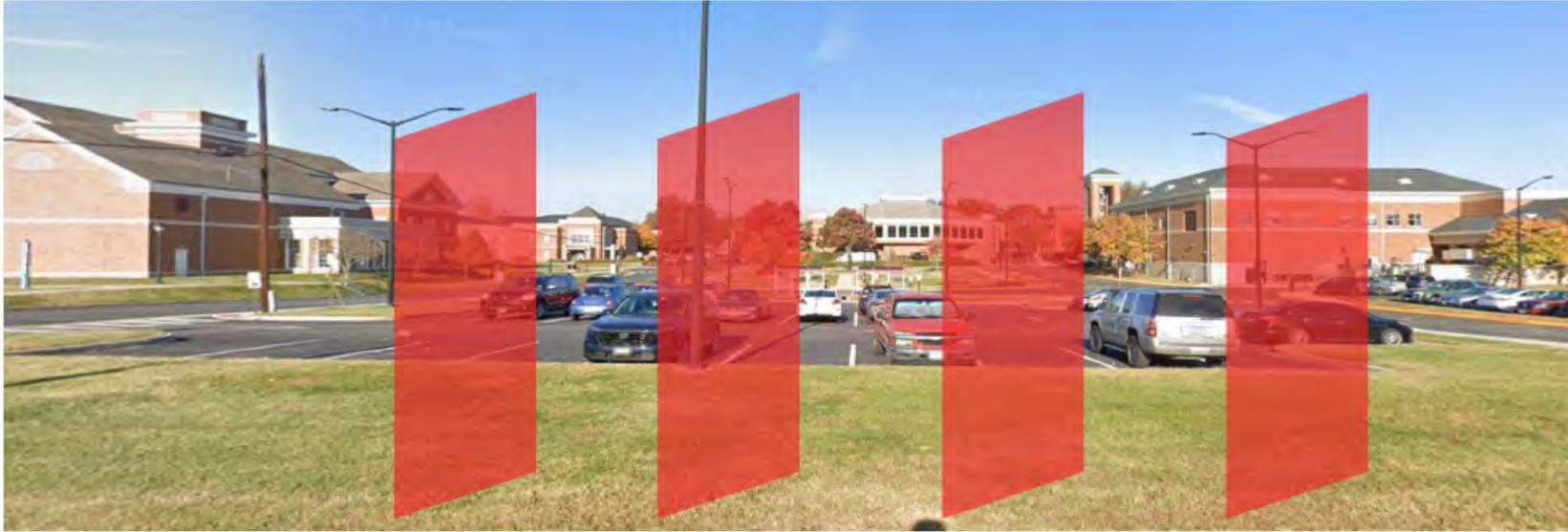
# Campus Brand Saturation

Perimeter - Student Outdoor Recreation Complex



# Campus Brand Saturation

Perimeter - Jefferson Street - Entrance



# Campus Brand Saturation

Campus Interior - Admissions - Russell Hall



# Campus Brand Saturation

Campus Interior - Admissions - Russell Hall





# Measuring Success

## Why measure results?

- Track progress of campaigns that support strategic plan (for BOV reporting in AchieveIT).
- Chart Marcom's shift from reactive/tactical to proactive/strategic.
- Highlight impact of our hard work.
- Identify opportunities to continuously improve.

# Measuring Success (cont.)

## How we measure results

- Google Analytics (GA4) – website activity
- Domo dashboard – digital advertising campaigns
- Hootsuite – social media
- Merit Pages – earned media
- Lytho – incoming client requests and usage stats
- Achievelt – strategic plan and communication plan
- And more ...



# Year 1: Creating a Baseline

Domo

## Overview of Campaign

## Overview of Conversions

<b>Impressions</b> 13,326,654	<b>Clicks</b> 61,703	<b>CTR</b> 0.46%	<b>Conversions</b> 24,776	<b>Conversion Rate</b> 40.2%	<b>CPA</b> \$8.67
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<b>Posts</b> 554 posts	<b>Post impressions</b> 5,996,395 impressions	<b>Post shares</b> 10,435 shares
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Hootsuite

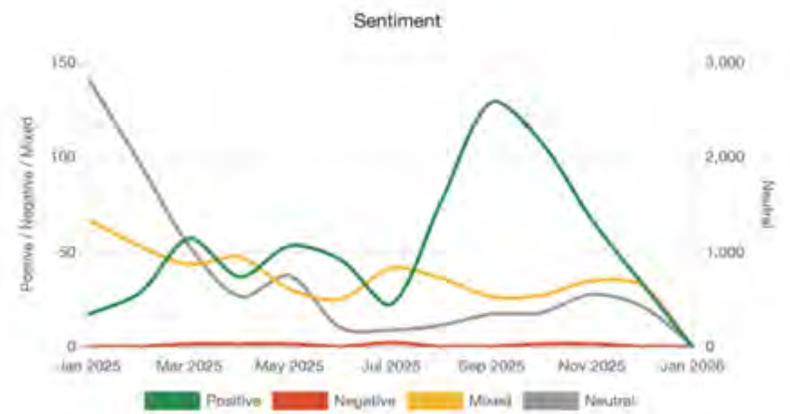
<b>Post reactions &amp; likes</b> 104,252 reactions
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10,493 news mentions across the web

\$810k ad equivalency	390M potential reach	27k social shares
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Media Monitoring

- Radford University was mentioned by 1483 news sources
- 673 articles were positive, and 7 articles were negative



Merit Pages

Radford University, Jan 1, 2025 - Jan 1, 2026

# Discussion



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# Minutes





**Enrollment Management and Brand Equity Committee**

**1:15 p.m.\*\***

**December 4, 2025**

**Kyle 340**

**DRAFT**

**Minutes**

**Committee Members Present**

Mrs. Jennifer Wishon Gilbert, Vice Rector and Chair  
Mr. Dale S. Ardizzzone, Vice Chair  
Ms. Betsy D. Beamer  
Ms. Callie M. Dalton  
Ms. Mary Anne Holbrook  
Mr. David A. Smith

**Board Members Present**

Mr. Tyler W. Lester, Rector  
Ms. Jeanne S. Armentrout  
Ms. Joann Craig  
Mr. William C. Davis  
Dr. Betty Jo Foster  
Mr. George Mendiola, Jr.  
Mr. Anthony Moore  
Mr. Jonathan D. Sweet  
Mr. James C. Turk

**Others Present**

Dr. Bret Danilowicz, President  
Dr. Dannette Gomez Beane, Vice President for Enrollment Mgt and Strategic Communications  
Dr. Bethany Usher, Provost and Senior Vice President for Academic Affairs  
Dr. Robert Hoover, Vice President for Finance and Administration and CFO  
Dr. Susan Trageser, Vice President for Student Affairs  
Dr. Angela Joyner, Vice President for Economic Development and Corporate Education  
Ms. Penny White, Vice President for University Advancement  
Mr. Ryan Bowyer, Chief of Staff  
Ms. Susan Richardson, Legal Counsel  
Ms. Lisa Ghidotti, Executive Director of Government Relations and Strategic Initiatives  
Ms. Margaret McManus, University Auditor  
Dr. Rachel Williams, Dean of the College of Visual and Performing Arts  
Dr. Donna Weaver McCloskey, Dean of the Davis College of Business and Economics  
Dr. Wendy Downey, Dean of the College of Nursing  
Dr. Jeanne Mekolichick, Associate Provost, Office of Academic Excellence  
Dr. Jerel Benton, Assistant Provost for Student Success  
Dr. David Perryman, Associate Vice President, Strategic Communications

Mr. Derek Neal, Foundation Chief Executive Officer  
Ms. Sarah Tate, Associate Vice President for Enrollment Management/Director of Admissions  
Ms. Laura Turk, Executive Director of Alumni Relations  
Ms. Cecelia Crow, Director of Strategic Projects and Client Support  
Ms. Jessica Stone, Interim Assoc. V. P. for Enrollment Management/Director of Financial Aid  
Dr. Mathew Close, Board of Visitors Faculty Representative  
Mr. Cory Durand, Deputy Athletic Director

### **Call to Order**

Mrs. Jennifer Gilbert, Chair, formally called the Enrollment Management and Brand Equity Committee meeting to order at 1:30 p.m. in Room 340 of Kyle Hall.

### **Approval of Agenda**

Mrs. Jennifer Gilbert, Chair asked for a motion to approve the December 4, 2025 agenda for the Enrollment Management and Brand Equity Committee meeting, as published. A motion was made by Mr. David Smith and seconded by Ms. Mary Anne Hollbrook then carried unanimously.

### **Approval of Minutes**

Mrs. Jennifer Gilbert, Chair asked for a motion to approve the minutes of the September 11, 2025 meeting of the Enrollment Management and Brand Equity Committee meeting, as published. A motion was made by Ms. Mary Anne Hollbrook and seconded by Mr. David Smtih then carried unanimously.

### **Brand Identity Report**

Associate Vice President for Strategic Communications Dr. David Perryman began with an summary of the finalized University Communication Plan. Integrated with the new strategic plan, including updates to communication goals, audience analysis, and key messages, as well as new campaigns and activities. Four goals for the plan include strategic focus, awareness and engagement, reputation, and brand equity. New campaigns include “Culture of Care,” “Active Learning, Active Doing” and “Radford Proud.”

Associate Vice President Perryman communicated the plan is to “activate” Shaping Tomorrow – Together: Strategic Plan 2026-2031 which aligns goals, audiences, tactics, message, and sequence. Highlights include special design templates, a launch event with new video and presentations and a one-stop-shop website.

### **Enrollment Management Report**

Vice President for Enrollment and Strategic Communications Dr. Dannette Gomez Beane opened by highlighting that we exceeded many of our 2-year plan goals including enrollment stabilization, record number of visitors to campus, high achieving applicants and improved transfer pathways.

Vice President Beane gave a summary of the 2026-3031 Strategic Enrollment Plan that aligns with the University Strategic Plan which was a campus-wide, year-long discussion involving twenty-three university leadership groups, community members, students, and the Board of Visitors. Stabilization was achieved and sustainability is the goal using fall 2024 as the baseline with 7,812 students. Planning assumptions include 6,926 in person enrollment for all locations and continuing the Radford Tuition Promise, just to name a few. Strategic growth areas include nursing, Roanoke academic programs, club sports, pep band and select undergraduate programs. Vice President Beane, closed by stating that growth in these areas is incremental over the next six years.

### **Adjournment**

With no further business to come before the committee, Mrs. Jennifer Gilbert, Chair, asked for a motion to adjourn the meeting of the Enrollment Management and Brand Equity Committee meeting at 2:03 p.m. A motion was made by Mr. Dale Ardizzone and seconded by Mr. David Smtih then

carried unanimously.

Respectfully submitted,

Gina Stike  
Executive Assistant to the  
Vice President for Enrollment Management  
and Strategic Communications

# End of Board of Visitors Materials

