CALL TO ORDER
Ms. Lisa Throckmorton, Chair

APPROVAL OF AGENDA
Ms. Lisa Throckmorton, Chair

APPROVAL OF MINUTES
Ms. Lisa Throckmorton, Chair
- September 8, 2022

ENROLLMENT MANAGEMENT REPORT
Mr. Craig Cornell, Vice President for Enrollment Management
- Enrollment Update
- 2022-2023 Goals Progress

ADVANCEMENT and UNIVERSITY RELATIONS REPORT
Ms. Penny Helms White, Interim Vice President for Advancement and University Relations
- Campaign Update
- 2022-2023 Goals Progress

Dr. Angela M. Joyner, Vice President for Economic Development and Corporate Education

OTHER BUSINESS
Ms. Lisa Throckmorton, Chair

ADJOURNMENT
Ms. Lisa Throckmorton, Chair

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

COMMITTEE MEMBERS
Ms. Lisa Throckmorton, Chair
Ms. Lisa W. Pompa, Vice Chair
Mr. George Mendiola, Jr.
Mr. David A. Smith
Mr. James C. Turk, Jr.
December 2022 Meeting Materials
Fall 2022 Enrollment Update
2022-23 Goals

- Develop a recruitment planning model focused on actionable steps and accountability measures for immediate and mid-term effects on new student enrollments. *Ongoing*

- Level off enrollment decline in new freshmen students starting at RU and maintain growth at RUC, to be based on Fall 2022 census numbers, for Fall 2023. *Discussed at last meeting, update today*

- Level off enrollment decline in new transfer students starting at RU and maintain growth at RUC, to be based on Fall 2022 census numbers, for Fall 2023. *Discussed at last meeting, update today*

- Evaluate Overall Student Aid leveraging effectiveness in meeting enrollment goals. *New Today*

- Implement student-facing support services in the Office of the Registrar using software self-service options for students. *Next Meeting*
2022-23 Goals

• Develop a recruitment planning model focused on actionable steps and accountability measures for immediate and mid-term effects on new student enrollments.

• Level-off enrollment decline in new freshmen students starting at RU and maintain growth at RUC, to be based on Fall 2022 census numbers, for Fall 2023.

• Level-off enrollment decline in new transfer students starting at RU and maintain growth at RUC, to be based on Fall 2022 census numbers, for Fall 2023.

• Evaluate Overall Student Aid leveraging effectiveness in meeting enrollment goals.

• Implement student-facing support services in the Office of the Registrar using software self-service options for students.
### Admissions and Recruiting Update Metrics, as of 11/29/22

<table>
<thead>
<tr>
<th>Applications</th>
<th>Fall 2021</th>
<th>Fall 2022</th>
<th>Fall 2023</th>
<th>1 Year Diff.</th>
<th>2 Year Diff.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshmen</td>
<td>6,477</td>
<td>6,691</td>
<td>6,827</td>
<td>136; 2.0%</td>
<td>350; 5.4%</td>
</tr>
<tr>
<td>Transfer</td>
<td>241</td>
<td>310</td>
<td>216</td>
<td>(94); (30%)</td>
<td>(25); (10.3%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Deposits</th>
<th>Fall 2021</th>
<th>Fall 2022</th>
<th>Fall 2023</th>
<th>1 Year Diff.</th>
<th>2 Year Diff.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshmen</td>
<td>72</td>
<td>109</td>
<td>98</td>
<td>(11); (10.0%)</td>
<td>26; 36.1%</td>
</tr>
<tr>
<td>Transfer</td>
<td>15</td>
<td>22</td>
<td>12</td>
<td>(10); (45.6%)</td>
<td>(3); (20%)</td>
</tr>
</tbody>
</table>

### Fall Open House and On the Road Information Sessions

<table>
<thead>
<tr>
<th>Fall Open House and On the Road Information Sessions</th>
<th>Fall 2022</th>
<th>Fall 2023</th>
<th>1 year Diff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combined (Fresh. + Xfer)</td>
<td>288</td>
<td>309</td>
<td>21; 7.3%</td>
</tr>
</tbody>
</table>

### FAFSA Submissions

<table>
<thead>
<tr>
<th>FAFSA Submissions</th>
<th>Fall 2021</th>
<th>Fall 2022</th>
<th>Fall 2023</th>
<th>1 Year Diff.</th>
<th>2 Year Diff.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combined (Fresh. + Xfer)</td>
<td>2,209</td>
<td>2,259</td>
<td>2,365</td>
<td>106; 4.7%</td>
<td>156; 7.1%</td>
</tr>
</tbody>
</table>

**NOTE**

December 1\textsuperscript{st} is the published early action application deadline.

Historically, 40%-45% that attend these events end up enrolling.
2022-23 Goals

• Develop a recruitment planning model focused on actionable steps and accountability measures for immediate and mid-term effects on new student enrollments.

• Level-off enrollment decline in new freshmen students starting at RU and maintain growth at RUC, to be based on Fall 2022 census numbers, for Fall 2023.

• Level-off enrollment decline in new transfer students starting at RU and maintain growth at RUC, to be based on Fall 2022 census numbers, for Fall 2023.

• Evaluate Overall Student Aid leveraging effectiveness in meeting enrollment goals.

• Implement student-facing support services in the Office of the Registrar using software self-service options for students.
Recruitment Planning

• In the process of finalizing a Strategic Enrollment Management Advisory Committee

• RNL Secret shopper report out next week

• Campus-Wide Enrollment Strategies Forum held November 4th
  • Enrollment updates
  • Budget implication on enrollment changes
  • Overview of current enrollment strategies
  • Break outs with ideation
    • Report out of ideas
    • Break-outs with focused operationalization of ideas

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

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

GOAL: Provide a more nimble student recruitment model, demonstrate our uniqueness and provide a better enrollment return for the efforts given the significant market and competitive changes in a post-COVID enrollment environment.
2022-23 Goals

- Develop a recruitment planning model focused on actionable steps and accountability measures for immediate and mid-term effects on new student enrollments.

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- Level-off enrollment decline in new transfer students starting at RU and maintain growth at RUC, to be based on Fall 2022 census numbers, for Fall 2023.

- Evaluate Overall Student Aid leveraging effectiveness in meeting enrollment goals.

- Implement student-facing support services in the Office of the Registrar using software self-service options for students.
Our Student Population

Fall 2022 Main Campus New Freshmen (Total=1,127)

First Generation
- 124 (11%)

Pell
- 107 (9%)

Ethnic Minority
- 53 (5%)

Totals
- First Generation: 429 (38%)
- Pell: 422 (37%)
- Ethnic Minority: 359 (32%)
- Any: 698 (62%)
Student Preparedness and Affordability Concerns

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

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

• Growth in college preparedness rising to the top two reasons students decided not to enroll.
Student Preparedness and Affordability Concerns

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

• Radford’s analysis highlighted for merit awards:
  1. Largest loss in yield (approximately 2.5%) where students with lowest academic ranks
  2. Largest growth were middle 50% with an increase of (2.5%)
  3. Grew our top academic students by 27 (17%) leading to our increased quality and Honors College record growth

• Radford’s analysis highlighted for students demonstrating need:
  1. Largest growth (2.1%) in the 2 highest income ranges for needy students
  2. Largest loss in the two lowest (3.0%).

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

Mitigating strategies and the opportunity before us:

• Significant new need-based state aid is currently in the budget bills and are expected to stay.
  - Due to our student need population, we will see another increase in our need-based aid allocation, resulting in a two year increase of almost 38%.

• Our intent is to ensure that Radford University remains an affordable and a best value for all students

• We are finalizing the development of a new awarding model that will significantly expand Our Commitment to Value program, which currently offers an in-state student’s tuition cost to be covered through a combination of federal, state and institutional aid for students with a 0 EFC and 2.8 High School GPA.
Advancement and University Relations
Goal: Successful Completion of TOGETHER - The Campaign for Radford University

PILLAR I: ACCESS AND OPPORTUNITY
35% $50,995,195 146% of Goal

PILLAR II: ACADEMIC EXCELLENCE AND RESEARCH
25% $3,725,045 15% of Goal

PILLAR III: STUDENT SUCCESS AND ENGAGEMENT
25% $17,066,116 68% of Goal

PILLAR IV: THE ATHLETIC EXPERIENCE
10% $9,544,585 95% of Goal

PILLAR V: EMERGING NEEDS
5% $5,195,301 104% of Goal

$100,000,000 TOGETHER Campaign Fundraising Pillar Totals as of October 31, 2022
## Fiscal Year-to-Date Giving

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

Over the life of the Campaign:

- 133 new scholarships established now totaling over 600 scholarships
- 58 planned gifts documented totaling $27.7 million
Progress to Goal - as of October 31, 2022

WAYS YOU CAN SUPPORT THE CAMPAIGN

MAKE AN IMMEDIATE IMPACT
We welcome outright gifts of all types – from cash donations to other assets.

HELP SUSTAIN LONG-TERM SUCCESS
Planned giving benefits donors at every stage and students for generations to come.

GIFTS & PLEDGES ➔
PLANNED GIFTS ➔
Goal: Successful Completion of TOGETHER - The Campaign for Radford University

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

College Newsletters

Highlander Headline 2

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

Highlander Headline 3

Esse est ut quaeque

Liquidus quos minus

Restrictur magnis eici

Verciatorium adipisci

Officiis non vit vi qui

Sint, aperius. Quem autem

Venenum eaque pa

Quod si, quod non

Quam quant.

Omnia naturales

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dolor sit amet, consectetur
Alumni Relations-Engagement

Highlighted Upcoming Events, Activities and Partnerships
• Chapter Planning Sessions
• February is for Highlanders
  – Volunteer Summit
  – Radford Love Stories
  – Collaborative Events
  – Highlander Wisdom Webinars
  – Much more
• Alumni TOGETHER Ambassadors
• Alumni Admissions Ambassadors
• Alumni Marketing and Branding Focus Group
• Alumni Coffee Chats
Goal: Increase Alumni Engagement Opportunities and Alumni Donor Participation

TOGETHER Ambassadors
Leveraging Alumni Volunteers

- Survey and Discuss with Alumni Board
  - NOV. 2022

- Announce Initiative at Volunteer Summit
  - FEB. 4, 2023

- Develop Toolkit
  - DEC. 2022 - JAN. 2023

- Recruit TOGETHER Ambassadors (Social Media, Boards, Personal Outreach)
  - FEB. – MAR. 2023

- Activate TOGETHER Ambassador Participation Challenge
  - APR. – JUNE 2023

- Thank TOGETHER Ambassadors
  - JULY 2023

- Recognize TOGETHER Ambassador at Homecoming
  - OCT. 2023

- Renew TOGETHER Ambassador role
  - NOV. – DEC. 2023
Goal: Enhance Donor Relations and Stewardship

Enhanced Stewardship Efforts

- Receive consultant’s report by mid December
- Begin Day of Gratitude 2023 planning
**Goal: Enhance Donor Relations and Stewardship**

Enhanced Stewardship Efforts

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

**Sample Stewardship Packet:**

- **Letter from Vice President**
- **TOGETHER Update**
- **Scholarship Recipient Thank You Letters**
WHAT IS A BRAND PLATFORM AND WHY DO WE NEED IT?

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

Brand Strategy Project

- Establish Equity
- Generate Enrollment
- Differentiate
- Build Awareness
Goal: Increase University Brand Awareness

Brand Strategy Deliverables

- Brand Strategy
- CMS
- Creative Campaign
- Website
Goal: Increase University Brand Awareness

Timeline

Research and Discovery
- Discovery Questionnaire
- Enrollment Trends
- Competitive Review
- Google Analytics Review
- Brand and Marketing Audit
- Listening Tour Sessions
- Target Market Analysis

Oct-Dec

Brand Platform Development
- Brand Workshop
- Brand Perception Study
- Brand Pillar & Personality
- Traits Development
- Proposed Brand Strategy and Vision
- Brand Messaging Platform
- Media Strategy

Jan-Mar

Campaign Creative Concept
- Campaign creative development
- Campaign Concept Guidelines
- Digital Strategy
- Proposed Strategy Review
- Keyword Research
- Testing and Optimization

Jan-Mar

Launch
- Phase 1
- Phase 2
- Phase 3

April-Sept
Discussion
COMMITTEE MEMBERS PRESENT
Ms. Lisa Throckmorton, Chair
Ms. Lisa W. Pompa, Vice Chair
Mr. George Mendiola, Jr.
Mr. David A. Smith
Mr. James C. Turk, Jr.

BOARD MEMBERS PRESENT
Mr. Robert A. Archer
Dr. Debra K. McMahon, Rector

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

CALL TO ORDER
Ms. Lisa Throckmorton, Chair, formally called the Advancement, University Relations and Enrollment Management Committee meeting to order at 1:27 p.m. in the Robert A. Archer Executive Conference Room in Martin Hall.
APPROVAL OF AGENDA
Ms. Lisa Throckmorton, Chair asked for a motion to approve the September 8, 2022 agenda, as published. Mr. George Mendiola made the motion. Mr. David Smith seconded, and the motion carried unanimously.

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

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

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

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

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

ADVANCEMENT AND UNIVERSITY RELATIONS REPORT
Interim Vice President for Advancement and University Relations Penny Helms White provided an update on TOGETHER – The campaign for Radford University. As of August 31, 2022, the campaign has raised over $85.2 million and 130 new scholarships have been created.
Interim Vice President White shared with the committee the Advancement and University Relations FY2022-2023 strategic goals. The four goals for the division are Successful completion of TOGETHER – The campaign for Radford University, increase alumni engagement opportunities and alumni donor participation, enhance donor relations and stewardship and increase university brand awareness. Some of the top strategies implemented to meet these goals included: utilizing digital channels to promote the campaign, implementing digital wallet, launching annual Day of Gratitude on November 11, 2022 and partnering with an agency for a brand strategy study.

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

**ADJOURNMENT**

The meeting adjourned at 2:49 p.m.

Respectfully submitted,

Gina P. Stike  
Executive Assistant to the Vice President of Enrollment Management
End of Board of Visitors Materials