

Enrollment Management and Brand Equity Committee

March 2023

RADFORD UNIVERSITY

Board of Visitors

RADFORD UNIVERSITY

Board of Visitors

ENROLLMENT MANAGEMENT AND BRAND EQUITY COMMITTEE

8:30 A.M. **

MARCH 23, 2023

KYLE HALL, ROOM 340, RADFORD, VA

DRAFT **AGENDA**

- **CALL TO ORDER** Ms. Lisa Throckmorton, *Chair*
- **APPROVAL OF AGENDA** Ms. Lisa Throckmorton, *Chair*
- **ENROLLMENT MANAGEMENT REPORT** Dr. Angela Joyner, *Interim Vice President for Enrollment Management*
 - Enrollment Update
 - Enrollment Strategy Development
- **UNIVERSITY RELATIONS REPORT** Dr. Angela Joyner, *Vice President for Economic Development and Corporate Education*
 - Branding Initiative Update
 - Website Redesign
 - Branding Strategies
- **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
Mrs. Jennifer Wishon Gilbert, Vice Chair
Dr. Rachel Fowlkes
Ms. Jeanne Armentrout
Ms. Lisa Pompa
Mr. Marquett Smith

March 2023 Meeting Materials

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Enrollment Management

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Enrollment Management Leadership Team



Allison Pratt
Director
Financial Aid



Anthony Graham
Associate Vice President
Undergraduate Recruitment
Director of Admissions



Sarah Tate
Director of Admissions
(RUC)








Matthew Brunner
Registrar



Gina Stikes
Executive
Administrative Assistant

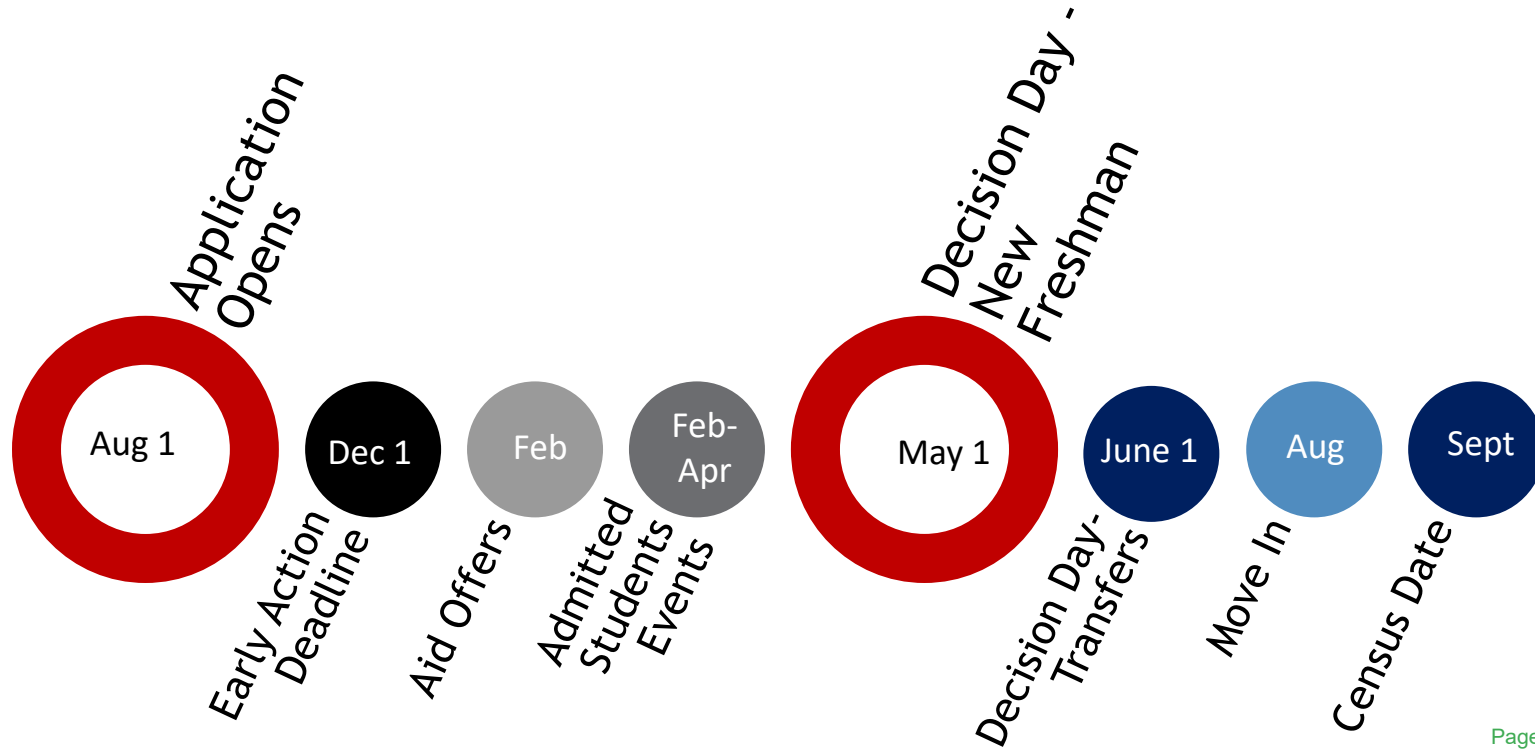
2022-23 Goals: Status

	Goals	Status
1.	Develop a recruitment planning model focused on actionable steps and accountability measures for immediate and mid-term effects on new student enrollments.	
2.	Level off enrollment decline in new freshmen students starting at RU and maintain growth at RUC.	
3.	Level off enrollment decline in new transfer students starting at RU and maintain growth at RUC.	
4.	Evaluate Overall Student Aid leveraging effectiveness in meeting enrollment goals.	
5.	Implement student-facing support services in the Office of the Registrar using software self-service options for students.	

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Notes: Target based on Fall 2022 census count

Enrollment Milestone Roadmap



New Freshmen Deposits

Main Campus	Fall 2021	Fall 2022	Fall 2023
In-State	508	433	426
Out-of-State	70	65	88
Total Main Campus	578	498	514
Radford University Carilion	Fall 2021	Fall 2022	Fall 2023
In-State	47	62	47
Out-of-State	3	4	1
Total RUC	50	66	48
TOTAL	Fall 2021	Fall 2022	Fall 2023
In-State	555	495	473
Out-of-State	73	69	89
Total New Freshman	628	564	562

As of 3/22/23



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New Transfers Deposits

Main Campus	Fall 2021	Fall 2022	Fall 2023
In-State	128	94	114
Out-of-State	9	4	4
Total Main Campus	137	98	118
Radford University Carilion	Fall 2021	Fall 2022	Fall 2023
In-State	74	62	54
Out-of-State	15	10	7
Total RUC	89	72	61
TOTAL	Fall 2021	Fall 2022	Fall 2023
In-State	202	156	168
Out-of-State	24	14	11
Total New Transfers	226	170	179

As of 3/22/23

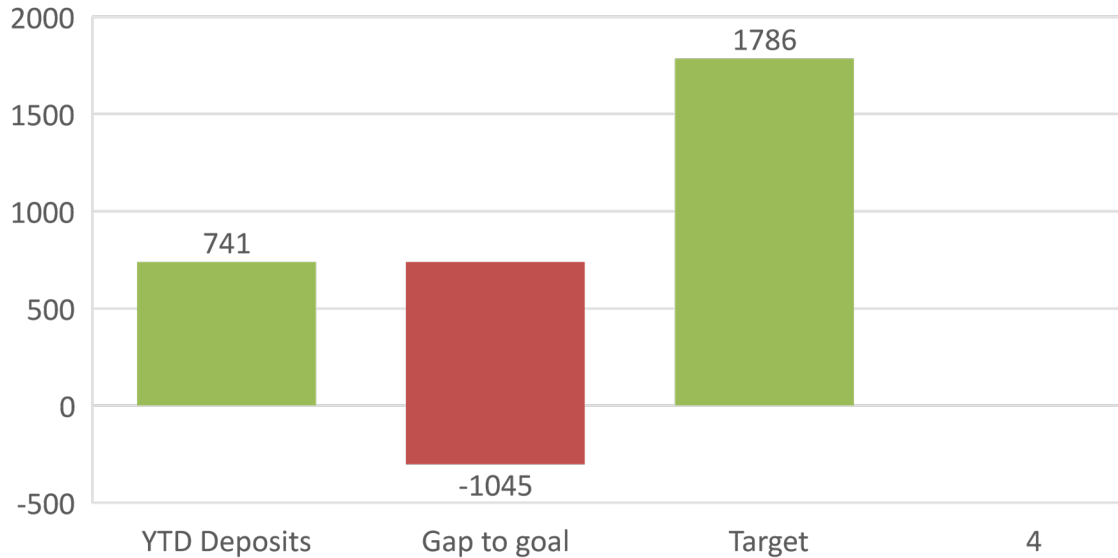


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Enrollment Path to Goal

Deposit Performance

■ Increase ■ Decrease ■ Total



As of 3/22/23



Highlander Distinction Dinner



- ✓ 142 registered
- ✓ 120 attended
- ✓ 85% show rate

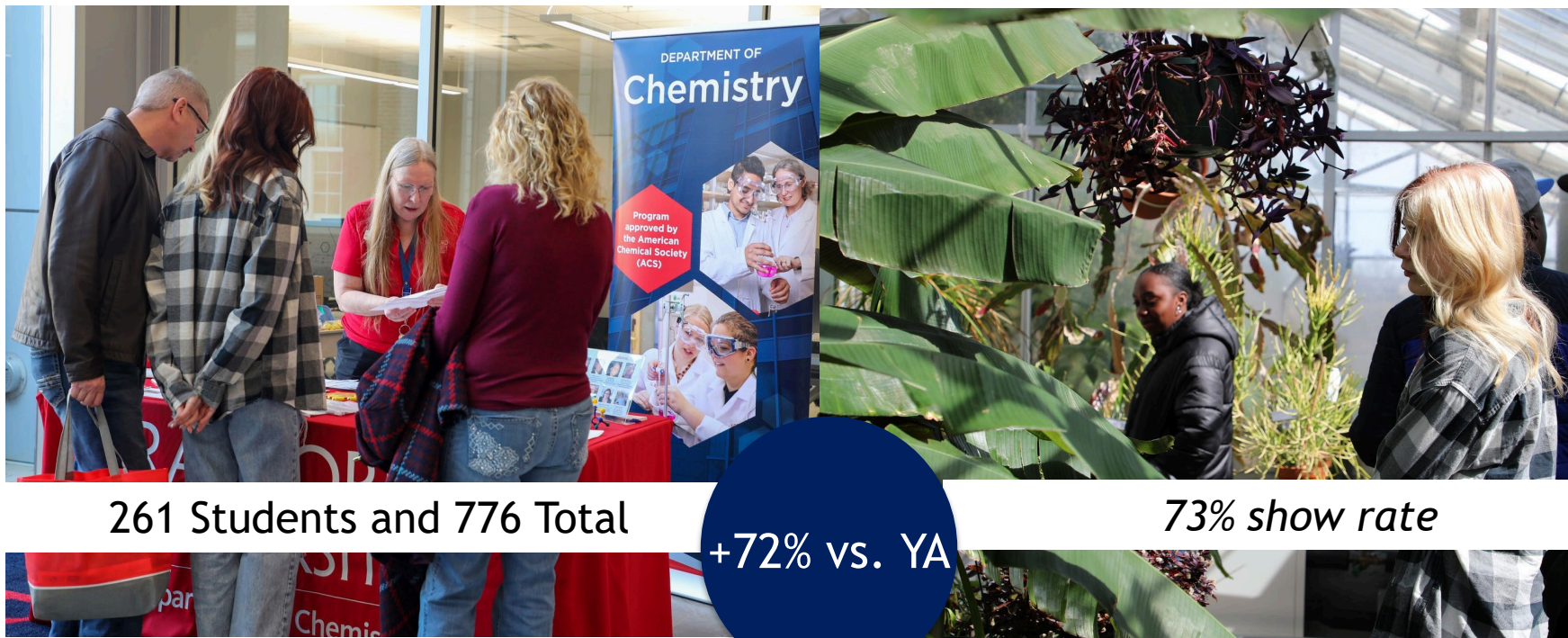
Admitted Student Receptions



- ✓ Fairfax
- ✓ Richmond
- ✓ Roanoke
- ✓ Abingdon
- ✓ Williamsburg

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Highlander Day #1 - March 18



261 Students and 776 Total

+72% vs. YA

73% show rate

National Enrollment Landscape



Fewer college bound students



Institutions sound alike to students



Applying to more colleges



College communication is often impersonal



Application challenges



Not all students can tour campus



Acceptances into more colleges



Missed opportunities to engage parents

There are 8 trends impacting enrollment nationally.

Radford University Enrollment Landscape

Enrollment Summit



Perception Study



EAB



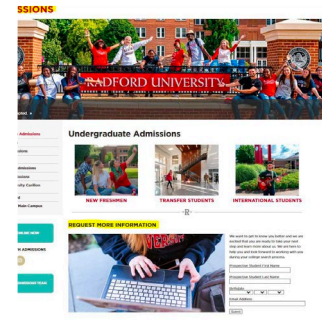
Radford Trends



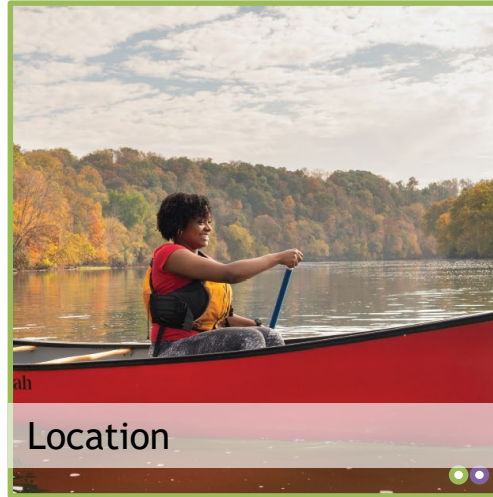
Competitive Analysis



Secret Shopper (RNL)



Enrollment Drivers



- ✓ Affordability
- ✓ Community
- ✓ Programs
- ✓ Experiential Learning
- ✓ Faculty/Student Relationships
- ✓ Community

○ Faculty/student relationships ○ Affordability ○ Student Centered ○ Size ○ Programs

Enrollment Inhibitors and Risks

Brand
Equity



Transfer
Experience



Competitive
Environment



Innovation



Processes



Communication



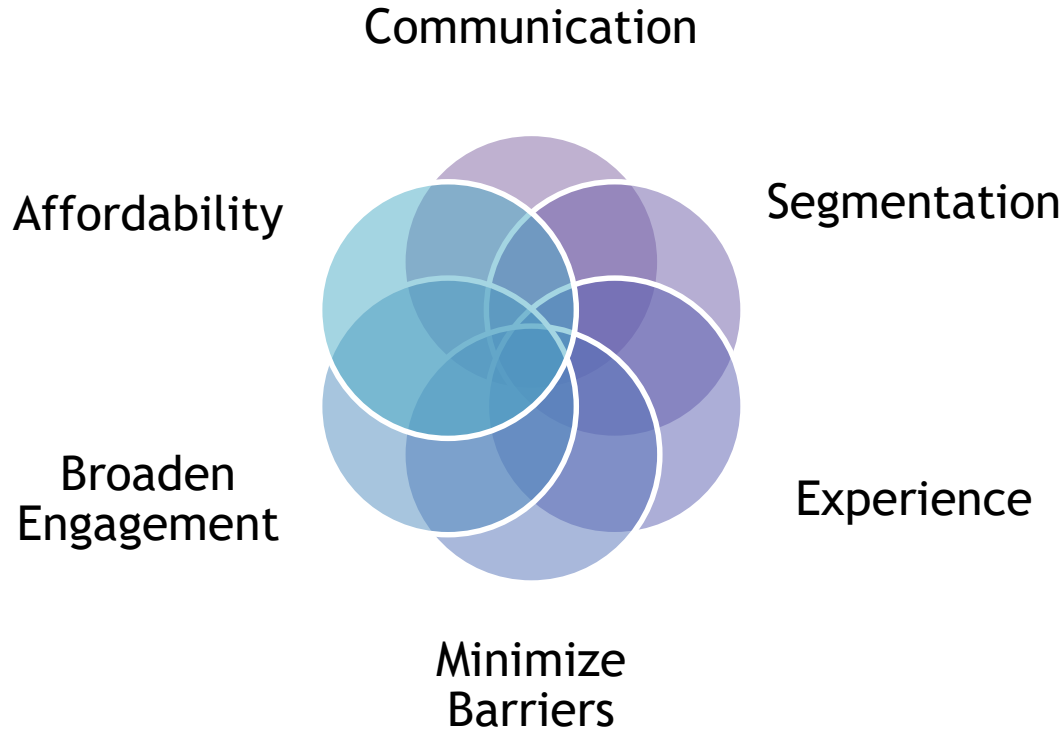
Partner
Engagement



Decline in
growing
segments

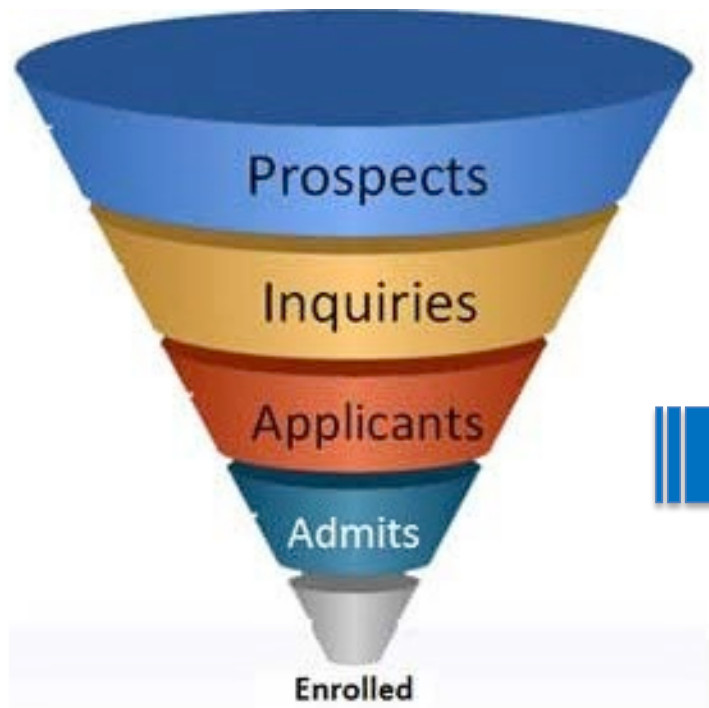


Enrollment Opportunities

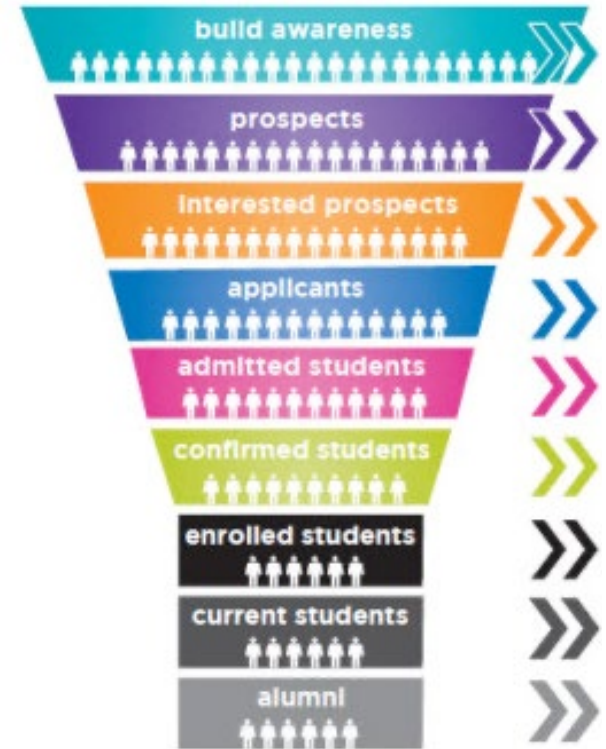


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Enrollment Funnel



Current



Proposed

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Enrollment Funnel



Strategic Areas



Success Metrics

Strategic Area #1: Marketing and Communication

Objective: Increase awareness and conversion throughout the enrollment funnel to drive growth and build affinity.

Segmentation Strategy

Implement a comprehensive segmentation strategy
Develop specific initiatives for student segment.


Marketing Investment

Increase marketing investment to \$1.2M
Refine marketing mix to align with segment responsiveness
Establish performance metrics for agency partners


Brand Equity

Launch new creative campaign and website
Establish new brand guide.


Segmentation Strategy




First Generation




Alumni (Legacy)




Multi-Cultural




Virtual




Veterans/Military




Transfer



Online

























Student Athletes



High School Counselors

Strategy Development: Roadmap

2023	2024	2025	2026	2027
				
				
				
				
				

 Segmentation Strategy
  Partner Engagement
  Brand Strategy
  Experiences
  Innovation

Discussion

Brand Equity

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2023: Brand Strategy Initiatives



Brand Strategy Development

- Brand Identity
- Brand Platform
- Messaging Strategy
- Creative Campaign Launch



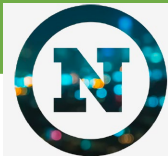
Visual Identity

- Visual mark development
- Identity guidelines



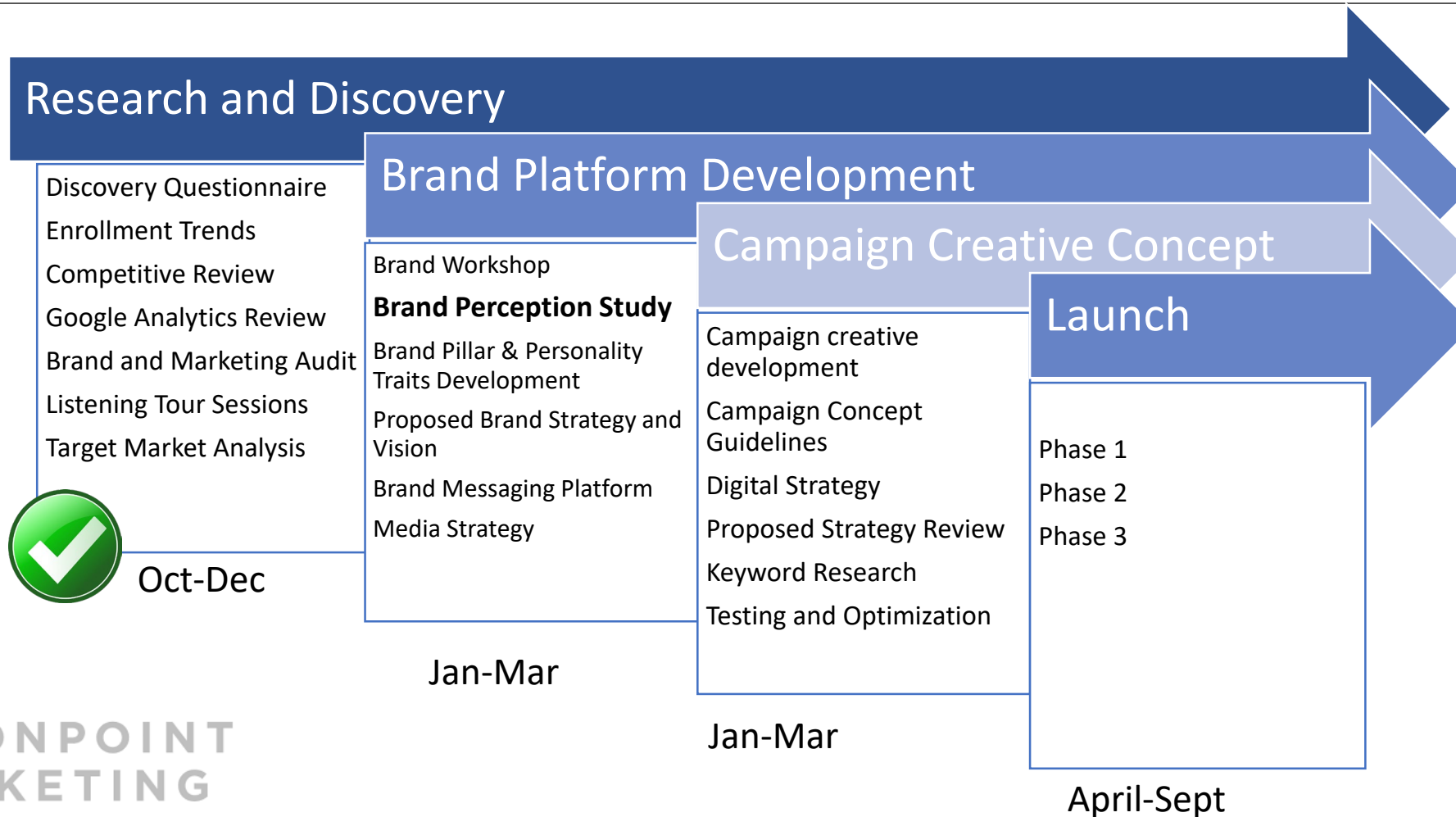
Website Redesign

- Website Architecture
- Website Design
- Content Management System
- New Website Launch



Launch
Sept. 2023

Brand Strategy Timeline



Oct-Dec

Jan-Mar

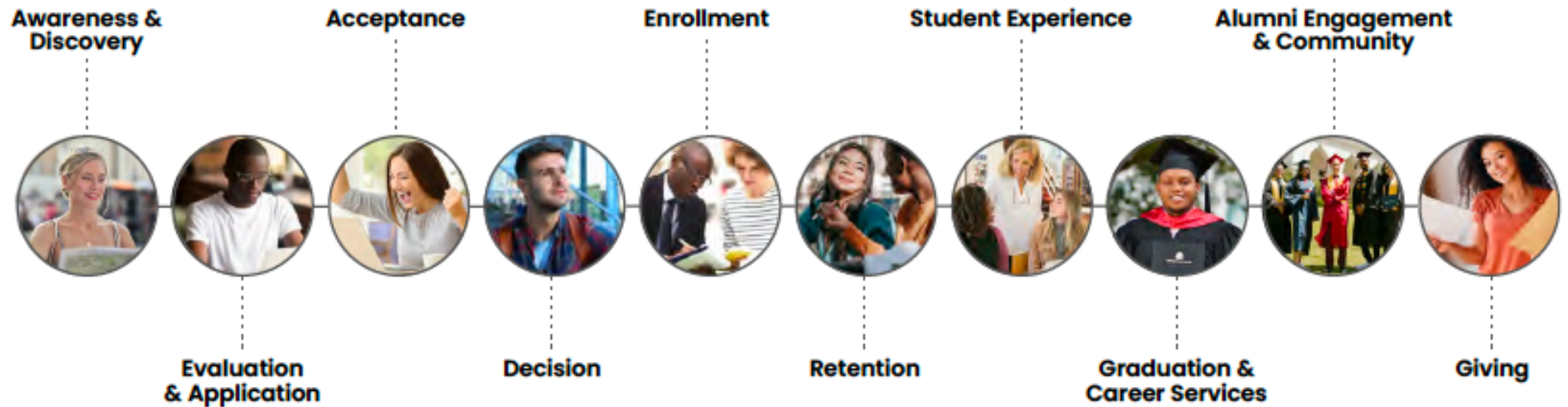
Jan-Mar

April-Sept

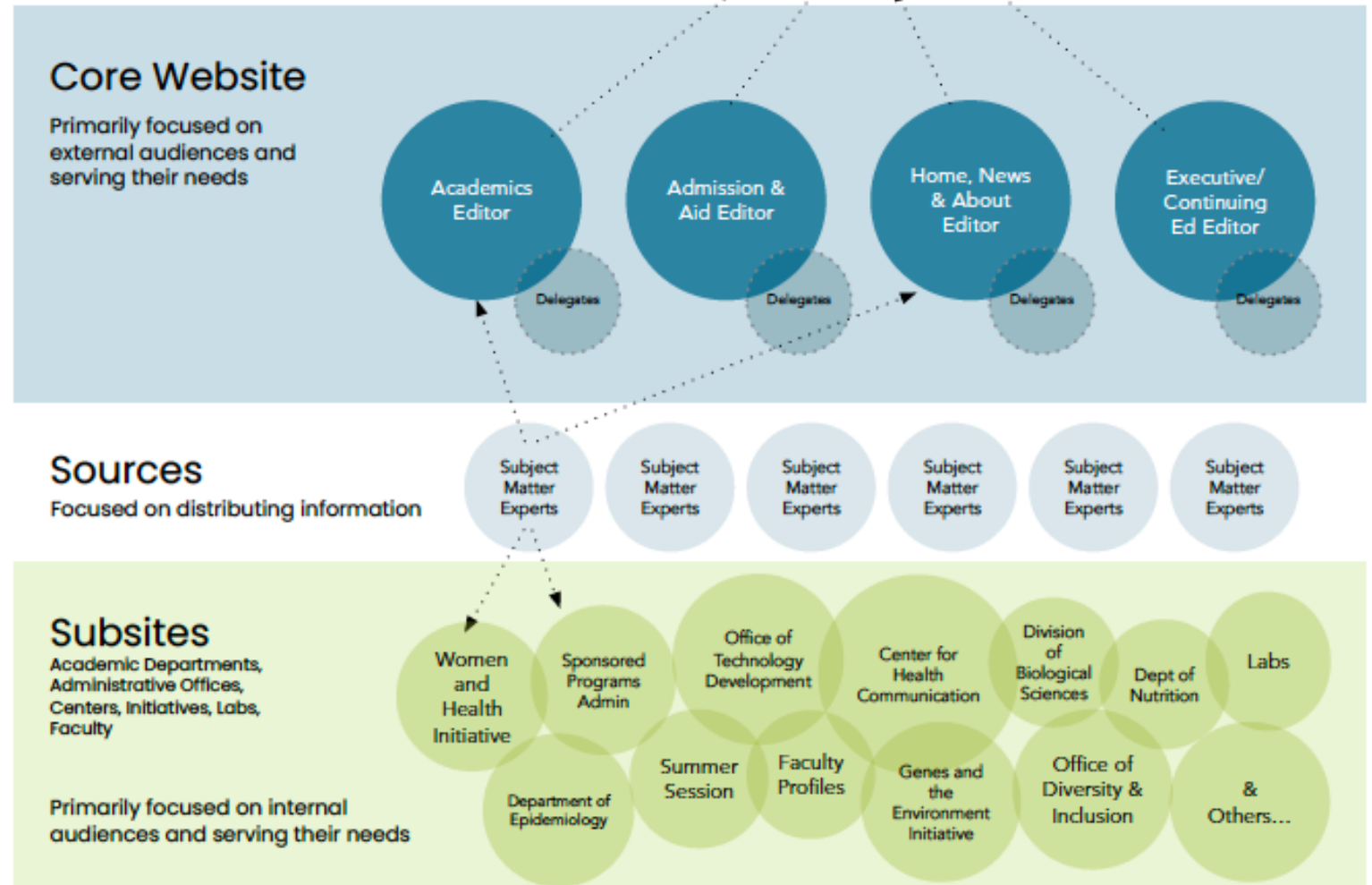
New City - Website Redesign



Conversion Strategy

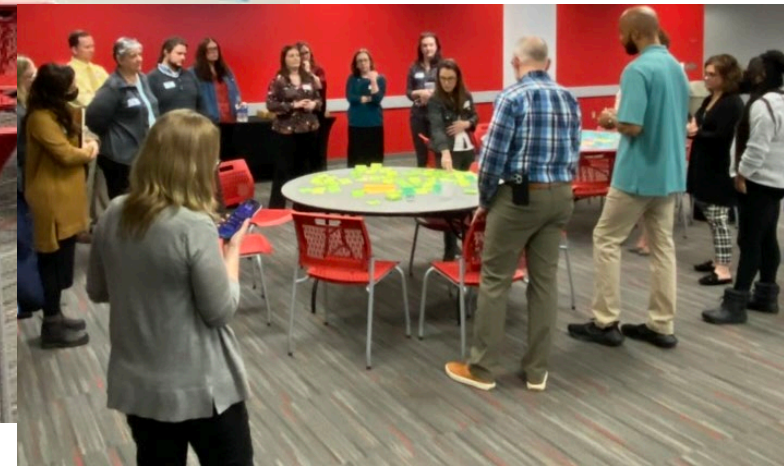


Governance



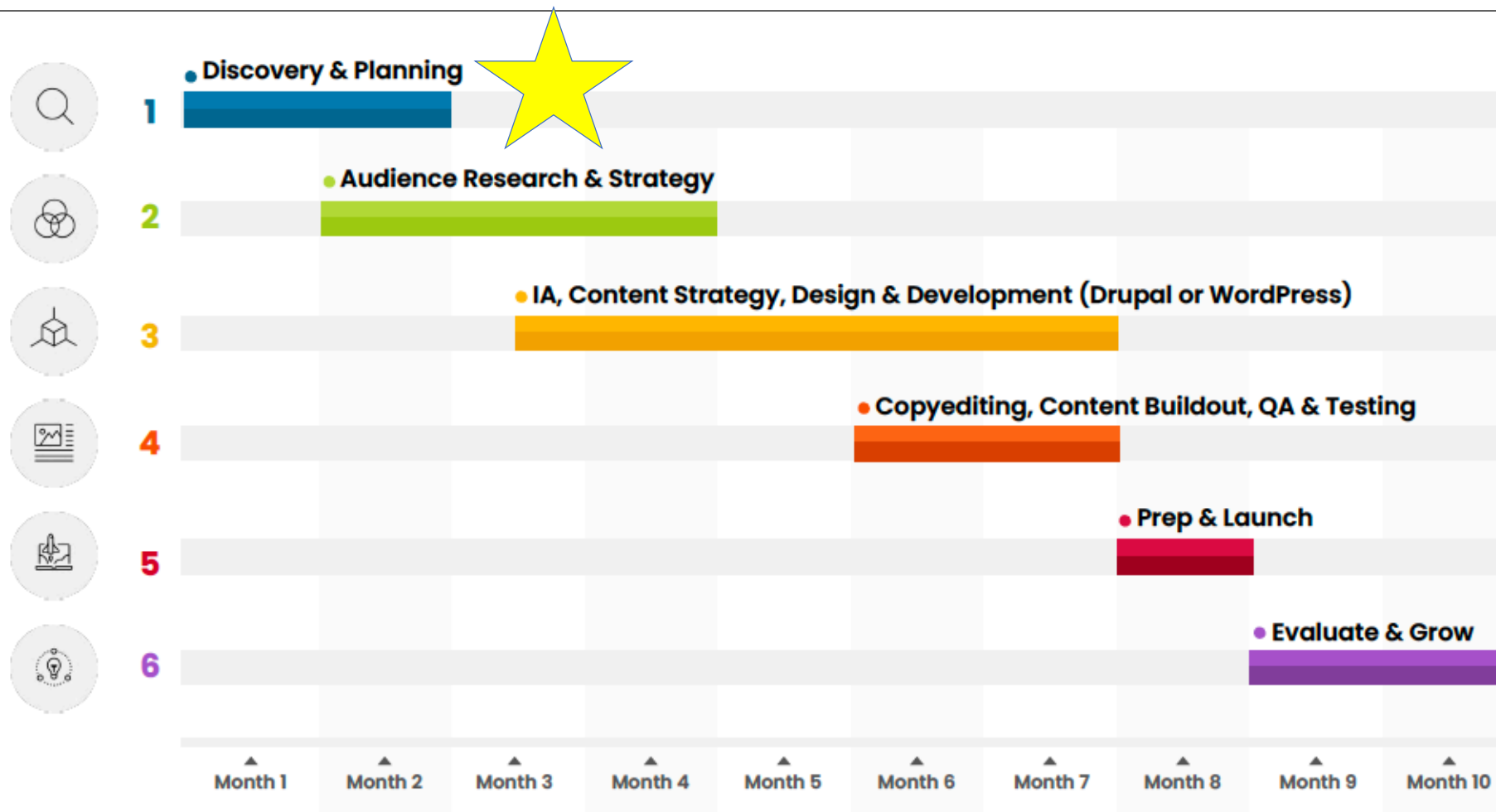
This is an example of a content governance model for a School of Public Health.

Website Redesign Kick Off

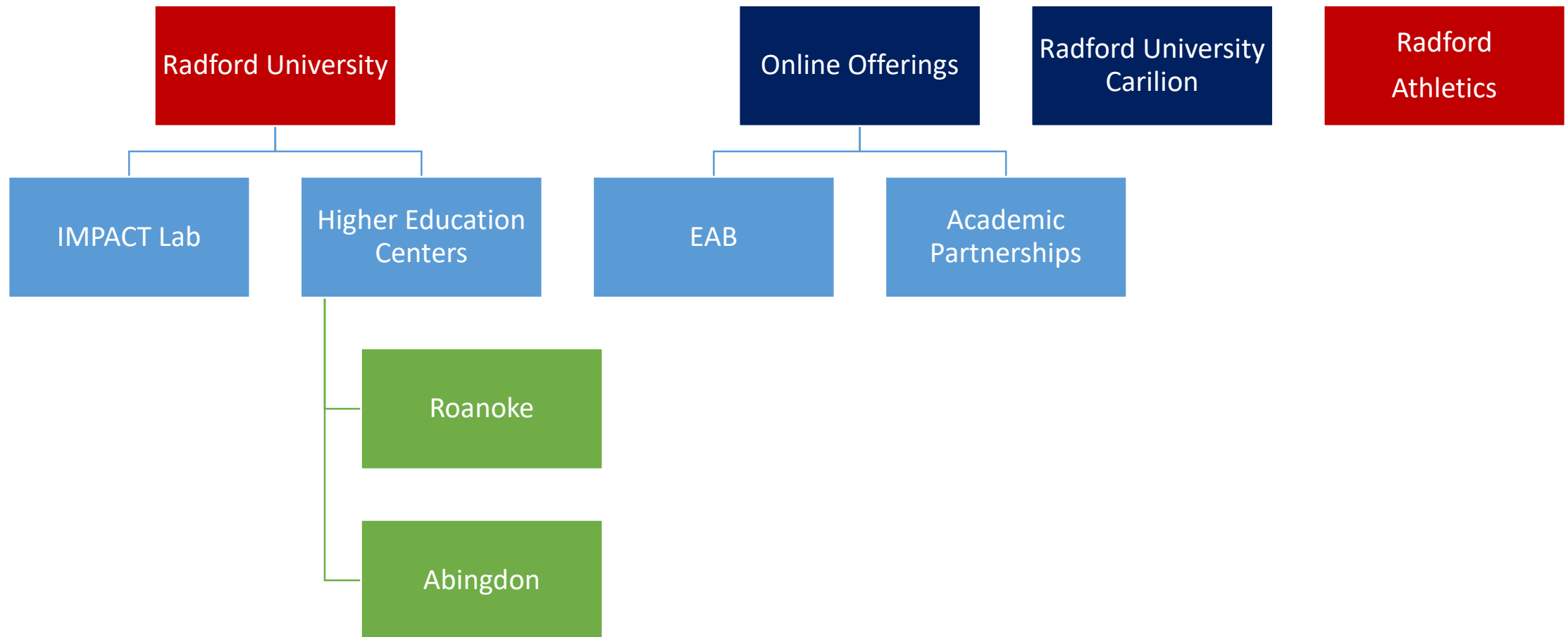




Website Project Timeline



Radford University Branding - Current



Radford University Branding



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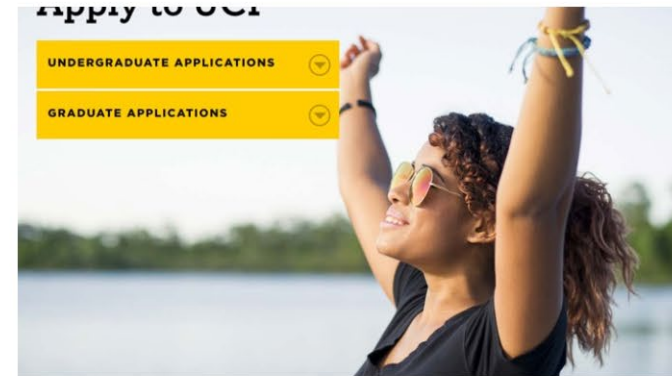
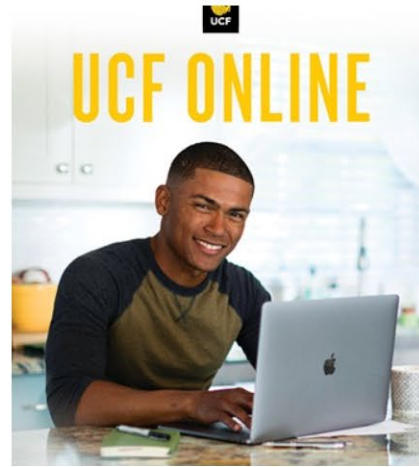
RUC RADFORD UNIVERSITY CARILION



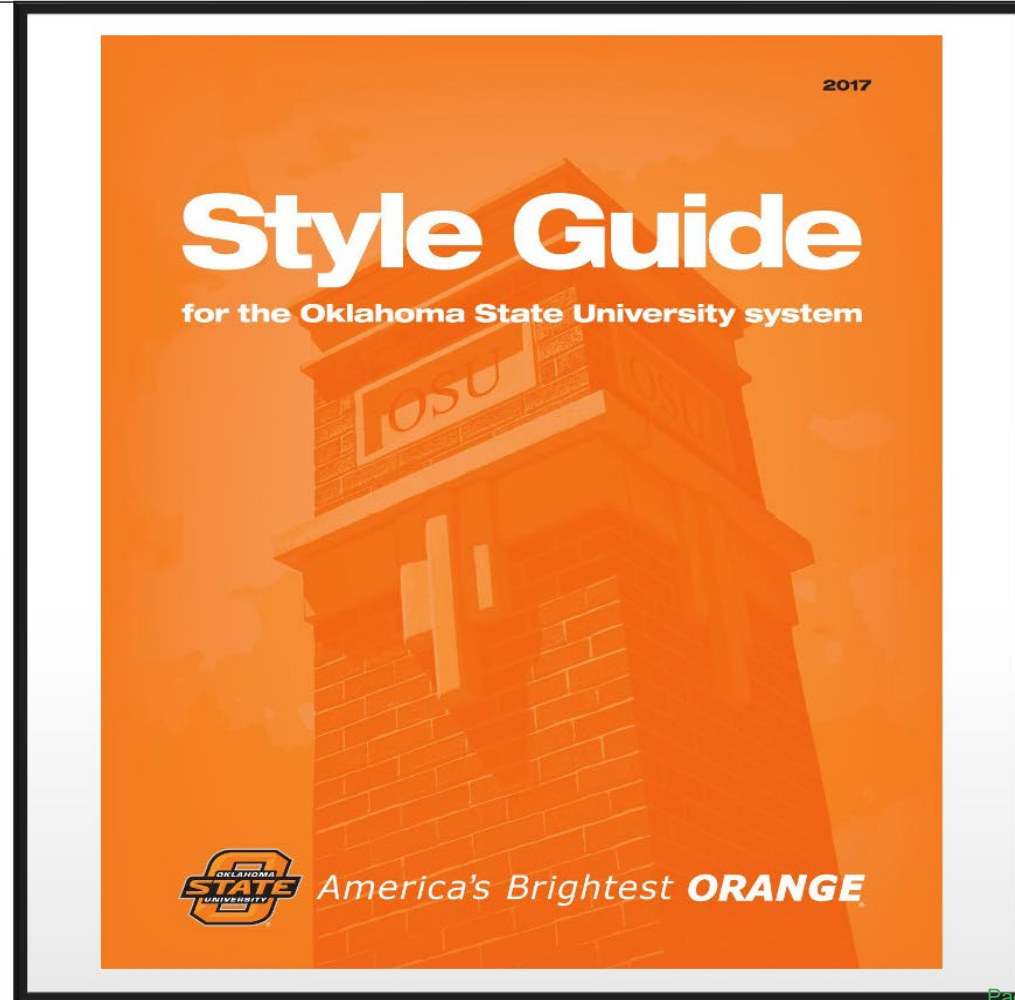
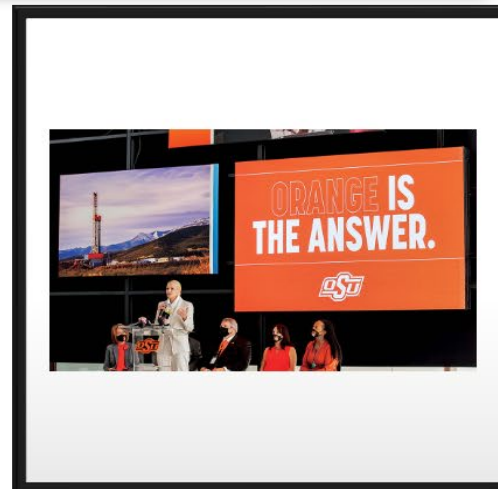
RU

University of Central Florida

University
of Central
Florida



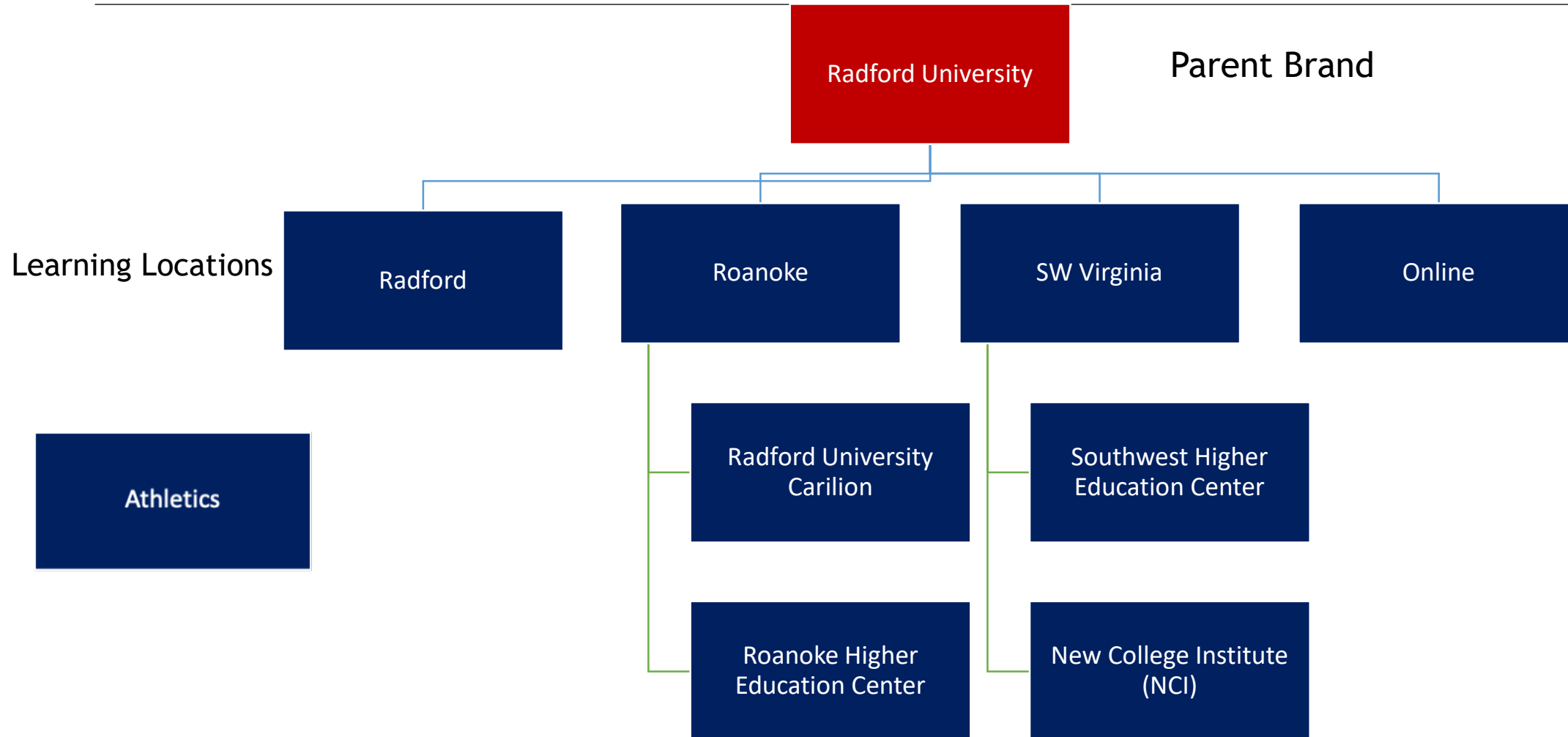
Oklahoma State University



Appalachian State University



Radford University Branding Structure



Discussion

End of Board of Visitors Materials

