Enrollment Management and Brand Equity Committee

March 2023

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
  o Enrollment Update
  o Enrollment Strategy Development

• UNIVERSITY RELATIONS REPORT
  Dr. Angela Joyner, Vice President for Economic Development and Corporate Education
  o 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
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

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

*Notes: Target based on Fall 2022 census count*
Enrollment Milestone Roadmap

- Application Opens: Aug 1
- Early Action Deadline: Dec 1
- Aid Offers: Feb
- Admitted Students: Feb-Apr
- Decision Day - New Freshman: May 1
- Decision Day - Transfers: June 1
- Move In: Aug
- Census Date: Sept
# New Freshmen Deposits

<table>
<thead>
<tr>
<th>Main Campus</th>
<th>Fall 2021</th>
<th>Fall 2022</th>
<th>Fall 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State</td>
<td>508</td>
<td>433</td>
<td>426</td>
</tr>
<tr>
<td>Out-of-State</td>
<td>70</td>
<td>65</td>
<td>88</td>
</tr>
<tr>
<td><strong>Total Main Campus</strong></td>
<td><strong>578</strong></td>
<td><strong>498</strong></td>
<td><strong>514</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Radford University Carilion</th>
<th>Fall 2021</th>
<th>Fall 2022</th>
<th>Fall 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State</td>
<td>47</td>
<td>62</td>
<td>47</td>
</tr>
<tr>
<td>Out-of-State</td>
<td>3</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total RUC</strong></td>
<td><strong>50</strong></td>
<td><strong>66</strong></td>
<td><strong>48</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOTAL</th>
<th>Fall 2021</th>
<th>Fall 2022</th>
<th>Fall 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State</td>
<td>555</td>
<td>495</td>
<td>473</td>
</tr>
<tr>
<td>Out-of-State</td>
<td>73</td>
<td>69</td>
<td>89</td>
</tr>
<tr>
<td><strong>Total New Freshman</strong></td>
<td><strong>628</strong></td>
<td><strong>564</strong></td>
<td><strong>562</strong></td>
</tr>
</tbody>
</table>

As of 3/22/23
## New Transfers Deposits

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

As of 3/22/23
Enrollment Path to Goal

Deposit Performance

- YTD Deposits: 741
- Gap to goal: -1045
- Target: 1786

As of 3/22/23
Highlander Distinction Dinner

✓ 142 registered
✓ 120 attended
✓ 85% show rate
Admitted Student Receptions

- Fairfax
- Richmond
- Roanoke
- Abingdon
- Williamsburg
Highlander Day #1 - March 18

261 Students and 776 Total

73% show rate

+72% vs. YA
# National Enrollment Landscape

<table>
<thead>
<tr>
<th>Fewer college bound students</th>
<th>Institutions sound alike to students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applying to more colleges</td>
<td>College communication is often impersonal</td>
</tr>
<tr>
<td>Application challenges</td>
<td>Not all students can tour campus</td>
</tr>
<tr>
<td>Acceptances into more colleges</td>
<td>Missed opportunities to engage parents</td>
</tr>
</tbody>
</table>

There are 8 trends impacting enrollment nationally.
Enrollment Drivers

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

Experiential Learning

- 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

- Communication
- Affordability
- Segmentation
- Broaden Engagement
- Experience
- Minimize Barriers
Enrollment Funnel

Current

Prospects
Inquiries
Applicants
Admits
Enrolled

Proposed

build awareness
prospects
interested prospects
applicants
admitted students
confirmed students
enrolled students
current students
alumni
Enrollment Funnel

Have they heard of Radford University?

*Emotional* - Creating an affinity with Radford

*Emotional to Informational* - generate interest

*Informational* - Apply to Radford

*Emotional* - Receive Offer of Admission

*Informational* - Accept offer of admission (deposit)

Enroll and pay tuition

Success in studies - generate stories/testimonials

Achieve academic and career goals - remain connected to Radford
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

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
</tr>
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<tbody>
<tr>
<td>Enrollment Management</td>
<td>x</td>
<td>x</td>
<td>x</td>
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</tr>
<tr>
<td>Segmentation</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Partner Engagement</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Brand Strategy</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Experiences</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Innovation</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>

Legend:
- Segment Segmentation Strategy
- Partner Partner Engagement
- Brand Brand Strategy
- Experiences Experiences
- Innovation Innovation

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Discussion
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

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

Oct-Dec

Jan-Mar

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

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

Launch
- Phase 1
- Phase 2
- Phase 3

April-Sept
Conversion Strategy

- Awareness & Discovery
- Acceptance
- Enrollment
- Student Experience
- Alumni Engagement & Community
- Evaluation & Application
- Decision
- Retention
- Graduation & Career Services
- Giving
Governance

Core Website
Primarily focused on external audiences and serving their needs

Academics Editor
Admission & Ad Editor
Home, News & About Editor
Executive/Continuing Ed Editor

Delegates

Sources
Focused on distributing information

Subject Matter Experts

Subsites
Primary focused on internal audiences and serving their needs

Academic Departments, Administrative Offices, Centers, Initiatives, Labs, Faculty

Women and Health Initiative
Sponsored Programs Admin
Office of Technology Development
Center for Health Communication
Division of Biological Sciences
Dept of Nutrition
Labs

Summer Session
Faculty Profiles
Genes and the Environment Initiative
Office of Diversity & Inclusion

Department of Epidemiology

This is an example of a content governance model for a School of Public Health.
Radford University Branding - Current

- Radford University
  - IMPACT Lab
  - Higher Education Centers
    - Roanoke
    - Abingdon
  - Online Offerings
  - Academic Partnerships
  - EAB
  - Radford University Carilion
  - Radford Athletics
Radford University Branding
University of Central Florida

UCF ONLINE

COLLEGE OF HEALTH PROFESSIONS AND SCIENCES
CLASS OF 2020

Apply to UCF
UNDERGRADUATE APPLICATIONS
GRADUATE APPLICATIONS

UCF CAMPUS TOUR: DOWNTOWN CAMPUS
Oklahoma State University
Discussion
End of Board of Visitors Materials