Enrollment Management and Brand Equity Committee
12:15 p.m.**
November 30, 2023
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
  o September 7, 2023

• Enrollment Management Report  Dr. Dannette Gomez Beane, Vice President for Enrollment
  Management and Strategic Communications
  o Enrollment Update
  o Direct Admission
  o Radford Tuition Promise

• Brand Identity Report  Dr. Dannette Gomez Beane, Vice President for Enrollment
  Management and Strategic Communications
  o Branding Update

• 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
Ms. Betsy D. Beamer, Vice Chair
Ms. Jeanne Armentrout
Ms. Lisa Pompa
Mr. David Smith
EM Strategy
Access & Affordability

Access
• Direct Admission
• Bridge Program
• Spanish engagement
• Recruitment Strategy: Tartan Target + Spanish outreach, Tartan Transfer, Highlander Hype, Tartan Travel

Affordability
• Radford Tuition Promise
• Continuation of Highlander Distinction Programs
• Additional foundation funds (Carilion, McGlothlin and Simmons Family)
Access: Direct Admission

Freshmen
• 3.3 Overall GPA
• Passing of Algebra II

Transfer
• 2.5 GPA
Access: Spanish speakers

Sharing RTP with Spanish-speaking communities
Access: Bridge

- Students who are not quite ready to start at Radford University
- Pathway to Radford through 1 year at New River Community College
- Must successfully complete 24 credit hours
- Live on campus and commute to NRCC
- Receive advising and resident assistance

Success: Enroll 100 new Bridge students (up from 70)
Access: Recruitment Strategy

1. Tartan Target: Engage with regional schools and community agencies to bring students to campus.

Success = Increase visitors from 1400 to 3000

Tactics

• Busing in high school students with 3.0 GPA and above, provide meal
• Hosting Upward Bound, Governor’s School and Junior Achievement students from around the state
Access: Recruitment Strategy

2. Tartan Transfer: Agreements with 8 regional community colleges to begin work toward an automated admission and improved advising structure with curriculum alignment

Success = MOUs signed by 2024

Tactics

Visit and sign with
1. New River Community College
2. Virginia Western Community College
3. Patrick and Henry Community College
4. Virginia Highlands Community College
5. Danville Community College
6. Central Virginia Community College
7. Southwest Virginia Community College
8. Wytheville Community College

MEMORANDUM OF UNDERSTANDING BETWEEN RADFORD UNIVERSITY AND VIRGINIA WESTERN COMMUNITY COLLEGE

THIS MEMORANDUM OF UNDERSTANDING ("MOU"), effective as of the date of the most recent signature affixed hereto ("Effective Date"), is made by and between Radford University ("Radford"), and Virginia Western Community College ("VWCC"), both educational institutions and agencies of the Commonwealth of Virginia, collectively referred to as the ("Institutions").

WHEREAS, the Institutions established the Tartan Transfer, a collaborative effort to provide support, access and a streamlined transfer process for VWCC students who want to earn their bachelor’s degree from Radford; and

WHEREAS, the Institutions entered into a Memorandum of Understanding with an Effective Date of August 1, 2024 ("2024 MOU") incorporated herein by reference Institutions who will provide support to the Tartan Transfer Program; and

WHEREAS, this MOU further defines the procedures and expectations for supporting the Tartan Transfer collaboration.

NOW, THEREFORE, in consideration of the mutual promises and benefits hereunder and other good and valuable consideration, the parties mutually agree to the following:

I. Institutional Commitment

The Institutions agree to the acceptance of these goals and commit to five major aspects of this collaboration. These include the following areas: clear curricular pathways, streamlined admission and enrollment processes, reformed academic advising, aligned academic policies and proclauses, and enrich student life. These shared goals shall enable students to have a smooth transition from earning their associate degree at VWCC to completing their bachelor’s degree at Radford, a four-year institution, with opportunities to continue into graduate programs. This MOU outlines the level of participation needed to effectively collaborate to meet the Tartan Transfer goals as set out by the Institutions. This participation is defined as the following:

A. Leadership – The Institutions will contribute leadership and staff support to champion these efforts. Institutional administration, including president and vice presidents, will ensure institutional membership and participation in the following committees to
3. Highlander Hype: Engage with students, alumni and stakeholders to promote the brand and offerings at Radford.

Success = Increase awareness of brand pillars.

Tactics
- 4-6 billboards on major highways in Virginia
- 5-10 radio ads in Virginia
- Digital advertising with videos of current students
- Increased Search Engine Optimization
- Website changes
Access: Recruitment Strategy

4. Tartan Travel: Purposeful out-of-state and international student recruitment and enrollment through events and communications.

Success = 100 new international students (double last year) and 20 more out-of-state students to enroll

Tactics

New travel

• Istanbul, Turkey, Cairo, Tunis, Casablanca, Oman, Jordan, Qatar, Egypt, Johannesburg, Cape Town, Botswana, Hanoi, Vietnam and more
• Texas (focusing on Dallas)
Graphic shows number of applications vs enrollment which shows an increase in applications of 74% while enrollment decreased 8%.

As a result, this direct negative correlation removed our ‘high yield’ touch points.
From Fall 2016 and 2017, in-state applications went up 62% and out-of-state went up 155% with enrollment virtually unchanged.

Current out-of-state applications were 112% higher last year, similar to the EAB influence at inception. But in-state applications were only 1% higher, which is in stark contrast to the 62% EAB inflation.

Since the deadline moved up (November 1 compared to December 1), we will need to retest in mid-December to compare from last year.
New Freshmen
Total Applications 11/10/23

• First cycle without using the EAB support
New Freshmen In-State Applications

<table>
<thead>
<tr>
<th></th>
<th>Fall 2022</th>
<th>Fall 2023</th>
<th>Fall 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>3,054</td>
<td>3,339</td>
<td>3,299</td>
</tr>
</tbody>
</table>

- Main Campus
- RUC

- Flat
New Freshmen
Out-of-State Applications

- OOS applicants yield at 6%
- Strategy is to increase yield
- Scholarship amounts increased
New Freshmen
International Applications

- Hiring of full-time recruiter with recruitment budget for 3 years
## 2024 Projections

### Return to Steady State

<table>
<thead>
<tr>
<th>Year</th>
<th>Applied</th>
<th>Admitted</th>
<th>Enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2014</td>
<td>6,957</td>
<td>6,056</td>
<td>2,015</td>
</tr>
<tr>
<td>Fall 2015</td>
<td>7,031</td>
<td>6,299</td>
<td>1,962</td>
</tr>
<tr>
<td>Fall 2016</td>
<td>6,714</td>
<td>6,014</td>
<td>1,751</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>11,717</td>
<td>10,852</td>
<td>1,848</td>
</tr>
<tr>
<td>Fall 2018</td>
<td>11,413</td>
<td>10,557</td>
<td>1,762</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>12,807</td>
<td>12,061</td>
<td>1,651</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>12,377</td>
<td>11,798</td>
<td>1,336</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>11,291</td>
<td>10,762</td>
<td>1,292</td>
</tr>
<tr>
<td>Fall 2022</td>
<td>11,442</td>
<td>10,680</td>
<td>1,226</td>
</tr>
<tr>
<td>Fall 2023</td>
<td>11,072</td>
<td>10,036</td>
<td>1,103</td>
</tr>
<tr>
<td>Fall 2024</td>
<td>7,500</td>
<td>6,800</td>
<td>1,156</td>
</tr>
</tbody>
</table>

---

*Note: The chart illustrates projections for the number of students applying, admitted, and enrolled at Radford University from Fall 2014 to Fall 2024.*
## New Freshmen Applications by Virginia Region

<table>
<thead>
<tr>
<th>Virginia Region</th>
<th>Fall 2022</th>
<th>Fall 2023</th>
<th>Fall 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Va</td>
<td>252</td>
<td>340</td>
<td>386</td>
</tr>
<tr>
<td>Northern Va</td>
<td>912</td>
<td>941</td>
<td>968</td>
</tr>
<tr>
<td>Peninsula</td>
<td>159</td>
<td>195</td>
<td>208</td>
</tr>
<tr>
<td>Richmond</td>
<td>463</td>
<td>491</td>
<td>455</td>
</tr>
<tr>
<td>Roanoke Metro</td>
<td>188</td>
<td>196</td>
<td>182</td>
</tr>
<tr>
<td>South Central</td>
<td>121</td>
<td>141</td>
<td>170</td>
</tr>
<tr>
<td>Southwest</td>
<td>368</td>
<td>451</td>
<td>352</td>
</tr>
<tr>
<td>Tidewater</td>
<td>395</td>
<td>402</td>
<td>387</td>
</tr>
<tr>
<td>Valley</td>
<td>311</td>
<td>316</td>
<td>316</td>
</tr>
<tr>
<td>In-State, Unknown</td>
<td>6</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Ethnicity</td>
<td>Fall 2022</td>
<td>Fall 2023</td>
<td>Fall 2024</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
</tr>
<tr>
<td>American Indian or Alaska Native</td>
<td>5</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td>Asian</td>
<td>147</td>
<td>126</td>
<td>118</td>
</tr>
<tr>
<td>Black or African American</td>
<td>1,094</td>
<td>1,217</td>
<td>885</td>
</tr>
<tr>
<td>Hispanic</td>
<td>415</td>
<td>493</td>
<td>475</td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific Islander</td>
<td>19</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td>White</td>
<td>2,405</td>
<td>2,516</td>
<td>2,234</td>
</tr>
<tr>
<td>Two or more races</td>
<td>245</td>
<td>250</td>
<td>186</td>
</tr>
<tr>
<td>Nonresident Alien</td>
<td>0</td>
<td>2</td>
<td>181</td>
</tr>
<tr>
<td>Race and Ethnicity Unknown</td>
<td>117</td>
<td>144</td>
<td>81</td>
</tr>
</tbody>
</table>
## New Freshmen Applications by State

<table>
<thead>
<tr>
<th>Top States</th>
<th>Fall 2022</th>
<th>Fall 2023</th>
<th>Fall 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maryland</td>
<td>264</td>
<td>313</td>
<td>135</td>
</tr>
<tr>
<td>North Carolina</td>
<td>412</td>
<td>376</td>
<td>116</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>46</td>
<td>35</td>
<td>36</td>
</tr>
<tr>
<td>New Jersey</td>
<td>18</td>
<td>40</td>
<td>35</td>
</tr>
<tr>
<td>West Virginia</td>
<td>91</td>
<td>82</td>
<td>27</td>
</tr>
<tr>
<td>South Carolina</td>
<td>34</td>
<td>29</td>
<td>25</td>
</tr>
<tr>
<td>Florida</td>
<td>38</td>
<td>30</td>
<td>24</td>
</tr>
<tr>
<td>Texas</td>
<td>22</td>
<td>8</td>
<td>21</td>
</tr>
<tr>
<td>New York</td>
<td>16</td>
<td>23</td>
<td>20</td>
</tr>
<tr>
<td>Tennessee</td>
<td>37</td>
<td>130</td>
<td>18</td>
</tr>
</tbody>
</table>
New Freshmen
Total Applications

- 52% are being automatically admitted through direct admissions criteria
New Transfer
Total Applications

• Again, out-of-state are down
‘Open up the opportunities’: Radford launches free tuition initiative

The ‘Radford Tuition Promise’ starts in fall 2024.
In-state Tuition for 2 semesters
$8,401.00

*Rate may change for 2024-2025 and beyond

Program Information:
www.radford.edu/promise

President Bret Danilowicz
Eligibility

- Domiciled in Virginia
- Admitted or returning for fall 2024
- Adjusted gross income of household is $100,000 or less
- FAFSA Student Aid Index is less than $15,000
- Full-time and in person
Promesa de matrícula de Radford

En un compromiso continuo de servir a estudiantes de todo el Estado de Virginia, la Universidad de Radford está lanzando la Promesa de Matrícula de Radford.

A partir del año académico 2024-2025, los estudiantes de primer año y estudiantes que se transfieran y cumplan con los siguientes criterios no pagarán matrícula en la Universidad de Radford:

- Residencia en el estado de Virginia
- Un ingreso bruto ajustado (AGI) del hogar de $100,000 o menos según su declaración de Impuestos federales del año 2022
- Un Índice de Ayuda Estudiantil (SAI) de menos de $15,000 según su Solicitud Gratuita de Ayuda Federal para Estudiantes, o FAFSA
- Asistir como estudiante de pregrado a tiempo completo y en persona

La Promesa de Matrícula de Radford se financia a través de ayuda federal, estatal e institucional. Esto significa que los estudiantes que cumplan con los requisitos no estarán obligados a tomar un préstamo estudiantil para cubrir el costo de su matrícula.

Admisión Directa

La admisión directa reconoce y recompensa a solicitantes talentosos que cumplen con criterios académicos específicos, asegurando que tengan un camino claro y directo hacia la admisión en la Universidad de Radford.

Los solicitantes de primer año que buscan admisión directa deben tener:

- Un expediente académico de la escuela secundaria que muestre un GPA ponderado acumulativo mínimo de 3.3
- Una calificación aprobatoria en Algebra II

Los estudiantes que deseen ser admitidos directamente como transferencias deben tener:

- Expedientes de cada Institución previamente asistida
- Un GPA acumulativo calculado de 2.5 o superior

www.radford.edu/promise
SOLICITA HOY MISMO!

www.radford.edu/apply
Brand Reveal and Rollout
Brand Personality

Genuine
We believe in being honest and authentic in all that we do. No matter how we grow or change, we remain true to ourselves, down-to-earth and unpretentious.

Unexpected
We are more than meets the eye. Though some may underestimate us, the more they get to know us, the more reasons they find to believe in us.

Kind
We are warm, friendly and upbeat in all our interactions, from greeting new students on campus to working with business and industry leaders to create career pathways.

Curious
We encourage intellectual exploration in the pursuit of self-discovery, enabling students to try new things, experiment and better understand the areas that interest them.

Inclusive
We are here to educate, guide and uplift our students, not to judge. We welcome all into our tight-knit, supportive and student-centered community.

Motivated
We are persistent in our pursuit of continual improvement and are committed to seeking out ways we can make life and learning better for others.
Excellence that is easily accessible

At Radford University, we believe that everyone deserves a high-quality, affordable education delivered in an intimate learning environment. Our small, tight-knit community is nestled near the Blue Ridge Mountains. We are big enough to provide incredible resources yet small enough that students can easily access them. Our community is small enough that students are seen and heard — our faculty get to know their aspirations, struggles and ambitions — yet big enough to offer diverse perspectives and experiences that help our students grow into well-rounded people and successful future professionals.
Centered on those we serve

Students come first at Radford University. We are dedicated to providing a personalized, well-rounded, and affordable education that matches the needs and aspirations of each student. We have a variety of academic programs, career-focused experiences, and comprehensive support services that help students reach their potential and excel in their chosen fields. We also maintain a culture of care, respect, and inclusion that values the diversity and dignity of every member of our community. Radford University serves our local communities as well as business and industry across the Commonwealth and the nation by providing them with compassionate and career-ready professionals.
Within Radford University’s tight-knit, supportive community, students can explore a variety of pathways, experience occasional setbacks and find their way forward with confidence. Here, students can feel comfortable taking on new challenges and learning from their mistakes. Our students don’t back down in the face of difficulty — they embrace it as an opportunity to grow. We encourage students to approach failure with a positive mindset and a willingness to improve, which in turn allows them to build resilience, humility and other strengths that will serve them in their future professional endeavors.
Radford University offers an education that encourages active participation, challenges students from the outset and provides early access to industry-aligned opportunities. As early as their freshman year, students get hands-on experience, conduct research and run simulations that go beyond what many internships or co-ops even offer. We bring the real world to our students on campus. Regardless of their major, every student at Radford University can engage in career-driven experiences that connect them meaningfully to their future profession.
Ready for All Life’s Roles

At Radford University, we believe in the power of personal growth and professional exploration. We guide our students to bright futures in rewarding careers by helping them develop the hard and soft skills required for success in the workplace and in life. Our students undergo transformative growth as they prepare for life after college, not only as professionals in their field but also as active citizens who are eager to make a difference in their communities and proud alumni who cheer on and support the next generation of Radford students. At Radford University, we empower our students to make a positive impact in all the roles they will play throughout their lives.
We offer EXCELLENCE THAT IS EASILY ACCESSIBLE in a community CENTERED ON THOSE WE SERVE for students who want ACTIVE LEARNING AND ACTIVE DOING but also need FREEDOM TO LEARN FROM EXPERIENCE so they can be READY FOR ALL LIFE’S ROLES.
COMMITTEE MEMBERS PRESENT
Mrs. Jennifer Wishon Gilbert, Chair
Ms. Betsy D. Beamer, Vice Chair
Ms. Jeanne Armentrout
Ms. Lisa W. Pompa
Mr. David Smith

BOARD MEMBERS PRESENT
Dr. Debra McMahon, Rector
Mr. Marquett Smith, Vice Rector
Mr. Robert Archer
Dr. Jay Brown
Ms. Joann Craig
Dr. Betty Jo Foster
Mr. Tyler Lester
Mr. George Mendiola, Jr.
Mr. James Turk

OTHERS PRESENT
Dr. Bret Danilowicz, President
Dr. Dannette Gomez Beane, Vice President for Enrollment Management and Strategic Communications
Mr. Damien Allen, Associate Director for Institutional Research
Ms. Alba Alvarez, Director of Operations for Enrollment Management
Dr. David Beach, Faculty Senate Secretary
Ms. Karen Casteele, Secretary to the Board of Visitors and Special Assistant to the President
Mr. Jorge Coartney, Associate Vice President for Facilities Management
Dr. Kurt Gingrich, Faculty Representative
Mr. Anthony Graham, Associate Vice President Undergraduate Recruitment/Director of Admissions
Dr. Robert Hoover, Vice President for Finance and Administration
Ms. Stephanie Jennelle, Associate Vice President for Finance/University Controller
Dr. Angela Joyner, Vice President for Economic Development and Corporate Education
Ms. Rebekah LaPlante, Director of Campus Engagement  
Mr. Robert Lineburg, Director of Athletics  
Mr. Erik Lovik, Director of Institutional Research  
Ms. Margaret McManus, University Auditor  
Dr. Jeanne Mekolichick, Associate Provost for Research, Faculty Success and Strategic Initiatives  
Mr. Mike Melis, Senior Assistant Attorney General Counsel, Office of the Attorney General  
Mr. Ed Oakes, Associate Vice President for Information Technology  
Ms. Allison Pratt, Associate Vice President for Enrollment Management and Director of Financial Aid  
Mr. Patrick Reed, Director of Strategic Communications  
Ms. Susan Richardson, University Counsel  
Ms. Meghan Spraker, Director of Digital Communications and Marketing  
Dr. Angela Stanton, Interim Dean for the Davis College of Business and Economics  
Ms. Sarah Tate, Director of Campus Visit Experience  
Dr. Susan Trageser, Vice President for Student Affairs  
Dr. Bethany Usher, Provost and Senior Vice President for Academic Affairs  
Mr. Justin Ward, Director of Media Services  
Ms. Penny White, Interim Vice President for University Advancement  

CALL TO ORDER  
Mrs. Jennifer Gilbert, Chair, formally called the Enrollment Management and Brand Equity Committee meeting to order at 10:47 a.m. in Room 340 of Kyle Hall.  

APPROVAL OF AGENDA  
Mrs. Gilbert asked for a motion to approve the September 7, 2023 agenda, as published. Ms. Lisa Pompa made the motion. Mr. David Smith seconded, and the motion carried unanimously.  

APPROVAL OF MINUTES  
Mrs. Gilbert asked for a motion to approve the minutes of the June 8, 2023 meeting of the Enrollment Management and Brand Equity Committee meeting, as published. Ms. Betsy Beamer made the motion. Ms. Lisa Pompa seconded, and the motion carried unanimously.  

ENROLLMENT MANAGEMENT REPORT  
Vice President for Enrollment Management and Strategic Communications Dannette Gomez Beane began with a summary of new freshmen applicants, admitted students and deposits from Fall 2021 to Fall 2023. Freshmen applications have had little change during the last couple of years. We currently have a strong applicant pool of new freshmen admitted students with a 90% acceptance rate from completed applications for main campus and 75% for the RUC campus. We are seeing a drop in the yield for main campus for students who apply but do not actually attend. We are looking at ways to improve our yield with planned strategies for welcoming students to campus.
Vice President Beane shared that we are excited to report that for Fall 2023 we are showing the highest GPA for our entering class for the last three years. Our retention rate has increased slightly over 4% which is the most growth in retention in nearly 25 years. Retention of new transfer students also increased by close to 4%.

Vice President Beane shared that transfer numbers are remaining steady with a high acceptance rate. We are working on our transfer admissions process and articulation agreements with community colleges to improve our transfer enrollment. Our undergraduate enrollment is still declining and we are implementing strategies to get Radford back on track and stabilize enrollment. New graduate student numbers are increasing.

Vice President Beane summarized that we need to increase our transfer applicants, improve yield for freshman admits and maintain our graduate enrollment. Dr. Beane outlined the planned strategy for enrollment stabilization includes:

- Improve pathways for credit transfer for regional community colleges
- Increasing campus visitation
- Maintaining a steady growth in graduate programs

Vice President Beane concluded by sharing that the targeted segment for growth is South and Western Virginia. The focus is on 50 counties and municipalities. The goal is to bring students here for a visit to show them what Radford has to offer and that Radford should be their first choice.

**BRAND EQUITY REPORT**
Vice President Beane provided a summary of our brand rollout. This time next year we will have a new website. The goal is to re-establish our brand. We are finalizing the brand details and plan to roll out at Homecoming.

In closing, Vice President Beane summarized that to accomplish our brand rollout we are implementing a plan to utilize college and department liaisons that will help us to assure that we align with the goals and priorities of the University. An important part of the rollout is getting our stories out and building our brand.

**ADJOURNMENT**
With no further business to come before the committee, Mrs. Gilbert adjourned the meeting at 11:40 a.m.

Respectfully submitted,

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