Enrollment Management and Brand Equity Committee

March 2024
Enrollment Management and Brand Equity Committee
1:15 p.m.**
March 21, 2024
Roanoke Higher Education Center, Room 212

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*  
  - November 30, 2023

- **Brand Identity Report**
  Dr. David Perryman  
  Associate Vice President for  
  Strategic Communications
  - Brand Equity

- **Enrollment Management Report**
  Dr. Dannette Gomez Beane,  
  Vice President for Enrollment Management and Strategic Communications  
  - Enrollment Update

- **FY 2025 Enrollment Financial Impact**
  Mr. Brandon Cohen  
  University Budget Director  
  Office of Budget and Financial Planning

- **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
Enrollment Management and Brand Equity
Two-Year Strategic Plan 2024-2025
Distinction: Revise Brand

• **Tactic 1:** Revise Radford University brand to increase brand equity

• **Tactic 2:** Release updated website
Tactic 2: Release updated website

• **Goals:**
  • Create new site that improves users’ overall online experience.
  • Increase general traffic to site from campaign sources.

• **Partners:**
  • Engaged with NewCity (web redesign vendor) and Modern Campus (CMS vendor) on website redesign project.

• **Two-Phase Approach:**
  • Launching Phase 1 of redesigned website on June 11, including the Radford homepage and other enrollment-focused pages.
  • Phase 2 will launch the remaining webpages in priority order throughout the summer.
Tactic 1: Revise Radford University brand to increase brand equity

• **What is brand equity?**
  - The value an organization enjoys when stakeholders recognize, are satisfied with and develop loyalty to its brand.

• **How do we build it?**
  - Move targeted audiences along the path to brand engagement.
Brand Roll Out Strategy

- Multi-year phased approach
- Integrated mix of traditional and digital channels
- Messages tailored to targeted audiences
- University brand focus first, followed by sub-brands
Digital Campaign: Feb. 1-March 10, 2024
Digital Campaign: Goals

1. **Increase Brand Awareness**
   - Increase top-of-funnel awareness of Radford University in state and out of state and build Radford’s reputation with the new brand and campaign creative.
   - **KPIs:** impressions, clicks, click-through rates, cost-per-click

2. **Generate Leads**
   - Increase leads by attracting prospects and converting them into leads.
   - **KPIs:** conversions, conversion rate, cost-per-acquisition

3. **Increase Enrollment**
   - Drive applications and student enrollment.
   - **KPIs:** applications, melt, yield rate, student enrollment
Channel Selections
Top-Performing Creative

Programmatic Display - General Awareness - Sequence 2
49,521 impressions, 185 clicks

Google Display - In-State
230,787 impressions
1,961 clicks
144 conversions

Enrollment Management and Strategic Communications
Top-Performing Creative

Spotify - In-State
323,973 impressions
732 clicks

Snapchat - TUG
201,616 impressions
1,958 clicks
Top-Performing Creative

Meta - Transfers - Out-of-State
223,101 impressions
1,150 clicks
44 conversions
Top-Performing Creative

Programmatic Display
Website Visitors - Sequence 1
30,394 impressions
89 clicks
5 conversions

Google Display
Website Visitors & Accepted Not Enrolled
303,711 impressions
1,869 clicks
55 conversions

Enrollment Management and Strategic Communications
Campaign Audiences, Landing Pages and Information Forms
General Awareness

In-State First-Year Students

Out-of-State First-Year Students

Transfer Students

Enrollment Management and Strategic Communications
Overview of Early Results for Digital Campaign
Highlights: Feb. 1-March 10

- Ran campaigns across 8 different channels.
- Targeted prospective students both in state and out of state.
- Utilized a full-funnel approach -- reaching users in the awareness, consideration and action phases of their journeys.

$69,153.19 Ad Spend

- 6,781,894 Impressions
- 0.40% CTR
- 27,459 Clicks
- 4.15% CVR
- 1,139 Conversions
- $60.71 CPA
## Channel Performance Breakdown

### HIGH-LEVEL OVERVIEW

<table>
<thead>
<tr>
<th>Channel</th>
<th>Conversions</th>
<th>Impressions</th>
<th>Clicks</th>
<th>Cost</th>
<th>CTR</th>
<th>CPC</th>
<th>CVR</th>
<th>CPA</th>
<th>CPM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Google Display</td>
<td>498</td>
<td>649,901</td>
<td>5,079</td>
<td>$14,934.00</td>
<td>0.78%</td>
<td>$2.94</td>
<td>9.81%</td>
<td>$29.99</td>
<td>$22.98</td>
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<tr>
<td>Meta</td>
<td>412</td>
<td>4,097,365</td>
<td>9,307</td>
<td>$15,987.56</td>
<td>0.23%</td>
<td>$1.72</td>
<td>4.43%</td>
<td>$38.80</td>
<td>$3.90</td>
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<tr>
<td>Google Search</td>
<td>202</td>
<td>54,863</td>
<td>3,789</td>
<td>$21,059.40</td>
<td>6.91%</td>
<td>$5.56</td>
<td>5.33%</td>
<td>$104.25</td>
<td>$383.85</td>
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<td>Programmatic Display</td>
<td>19</td>
<td>294,163</td>
<td>1,220</td>
<td>$2,345.10</td>
<td>0.41%</td>
<td>$1.92</td>
<td>1.56%</td>
<td>$123.43</td>
<td>$7.97</td>
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<tr>
<td>YouTube</td>
<td>4</td>
<td>323,128</td>
<td>2,790</td>
<td>$3,323.72</td>
<td>0.86%</td>
<td>$1.19</td>
<td>0.01%</td>
<td>$830.93</td>
<td>$10.29</td>
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<tr>
<td>Reddit Ads</td>
<td>3</td>
<td>471,626</td>
<td>1,655</td>
<td>$2,598.31</td>
<td>0.35%</td>
<td>$1.57</td>
<td>0.18%</td>
<td>$866.10</td>
<td>$5.51</td>
</tr>
<tr>
<td>Snapchat</td>
<td>1</td>
<td>255,200</td>
<td>2,299</td>
<td>$2,383.56</td>
<td>0.90%</td>
<td>$1.04</td>
<td>0.04%</td>
<td>$2,383.56</td>
<td>$9.34</td>
</tr>
<tr>
<td>Spotify</td>
<td>0</td>
<td>544,235</td>
<td>1,320</td>
<td>$3,651.17</td>
<td>0.24%</td>
<td>$2.77</td>
<td>0.00%</td>
<td>-</td>
<td>$6.71</td>
</tr>
<tr>
<td>Hulu</td>
<td>0</td>
<td>91,413</td>
<td>0</td>
<td>$2,870.37</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$31.40</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1,139</strong></td>
<td><strong>6,781,894</strong></td>
<td><strong>27,459</strong></td>
<td><strong>$69,153.19</strong></td>
<td>0.40%</td>
<td><strong>$2.52</strong></td>
<td>4.15%</td>
<td><strong>$60.71</strong></td>
<td><strong>$10.20</strong></td>
</tr>
</tbody>
</table>
Active Learning and Active Doing

Regardless of their major, every student at Radford University can engage in career-driven experiences that connect them meaningfully to their future profession.

Cryptography Students Head To London To Learn About...
Radford University
27 views • 8 days ago

Physics Student Explores Opportunities Across The...
Radford University
26 views • 2 weeks ago

Theatre Student’s Debut As Director
Radford University
74 views • 3 weeks ago

Wicked Solutions for Wicked Problems
Radford University
35 views • 3 weeks ago
Discussion
Freshmen Admissions

10 year funnel data freshmen only

- Applied
- Admitted
- Enrolled

Fall 2013: 7,131
Fall 2014: 6,957
Fall 2015: 7,031
Fall 2016: 6,714
Fall 2017: 11,717
Fall 2018: 11,413
Fall 2019: 12,807
Fall 2020: 12,377
Fall 2021: 11,291
Fall 2022: 11,442
Fall 2023: 11,072

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New Freshmen
Total Applications

- Application data as of March 5th
# 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>592</td>
<td>630</td>
<td>671</td>
</tr>
<tr>
<td>Northern Va</td>
<td>2,875</td>
<td>2,523</td>
<td>2,426</td>
</tr>
<tr>
<td>Peninsula</td>
<td>510</td>
<td>501</td>
<td>384</td>
</tr>
<tr>
<td>Richmond</td>
<td>1,245</td>
<td>1,142</td>
<td>1,026</td>
</tr>
<tr>
<td>Roanoke Metro</td>
<td>495</td>
<td>432</td>
<td>476</td>
</tr>
<tr>
<td>South Central</td>
<td>331</td>
<td>310</td>
<td>314</td>
</tr>
<tr>
<td>Southwest</td>
<td>679</td>
<td>703</td>
<td>697</td>
</tr>
<tr>
<td>Tidewater</td>
<td>1,104</td>
<td>1,021</td>
<td>866</td>
</tr>
<tr>
<td>Valley</td>
<td>828</td>
<td>747</td>
<td>696</td>
</tr>
<tr>
<td>In-State, Unknown</td>
<td>162</td>
<td>1</td>
<td>35</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>805</td>
<td>746</td>
<td>301</td>
</tr>
<tr>
<td>North Carolina</td>
<td>746</td>
<td>700</td>
<td>252</td>
</tr>
<tr>
<td>District of Columbia</td>
<td>288</td>
<td>298</td>
<td>86</td>
</tr>
<tr>
<td>West Virginia</td>
<td>138</td>
<td>135</td>
<td>69</td>
</tr>
<tr>
<td>New Jersey</td>
<td>76</td>
<td>94</td>
<td>64</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>92</td>
<td>77</td>
<td>64</td>
</tr>
<tr>
<td>South Carolina</td>
<td>55</td>
<td>67</td>
<td>61</td>
</tr>
<tr>
<td>New York</td>
<td>68</td>
<td>78</td>
<td>58</td>
</tr>
<tr>
<td>Florida</td>
<td>77</td>
<td>74</td>
<td>46</td>
</tr>
<tr>
<td>Texas</td>
<td>52</td>
<td>32</td>
<td>39</td>
</tr>
</tbody>
</table>
### New Freshmen Applications by Ethnicity

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Fall 2022</th>
<th>Fall 2023</th>
<th>Fall 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian or Alaska Native</td>
<td>22</td>
<td>18</td>
<td>24</td>
</tr>
<tr>
<td>Asian</td>
<td>521</td>
<td>445</td>
<td>345</td>
</tr>
<tr>
<td>Black or African American</td>
<td>3,447</td>
<td>3,175</td>
<td>2,198</td>
</tr>
<tr>
<td>Hispanic</td>
<td>1,467</td>
<td>1,465</td>
<td>1,310</td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific Islander</td>
<td>41</td>
<td>28</td>
<td>10</td>
</tr>
<tr>
<td>White</td>
<td>5,453</td>
<td>5,081</td>
<td>4,399</td>
</tr>
<tr>
<td>Two or more races</td>
<td>617</td>
<td>591</td>
<td>468</td>
</tr>
<tr>
<td>Nonresident Alien</td>
<td>54</td>
<td>103</td>
<td>1,548</td>
</tr>
<tr>
<td>Race and Ethnicity Unknown</td>
<td>399</td>
<td>592</td>
<td>133</td>
</tr>
</tbody>
</table>
New Freshmen
Total Applications

• GPA indicative of “sweet spot”
New Freshmen
Complete Applications

- 90% completion rate
New Freshmen Admitted

- Fall 2022: Total 9,572
- Fall 2023: Total 8,915
- Fall 2024: Total 8,355

• 82% acceptance rate
New Freshmen Admitted

- Over half applicants direct admit
- 3.3 GPA or higher
New Freshmen Deposits

- Fall 2022: 386 (Main Campus: 386, RUC: 61)
- Fall 2023: 385 (Main Campus: 385, RUC: 44)
- Fall 2024: 512 (Main Campus: 512, RUC: 30)

Total: 447
Total: 429
Total: 542

• 26% increase
New Freshmen
In-State Deposits

• 32% increase
New Freshmen
Out-of-State Deposits

- 25% down

<table>
<thead>
<tr>
<th>Fall 2022</th>
<th>Fall 2023</th>
<th>Fall 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Campus</td>
<td>RUC</td>
<td>Main Campus</td>
</tr>
<tr>
<td>Total: 60</td>
<td>56</td>
<td>Total: 65</td>
</tr>
</tbody>
</table>
New Freshmen
International Deposits

• 150% increase
## New Freshmen Deposits 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>44</td>
<td>43</td>
<td>58</td>
</tr>
<tr>
<td>Northern Va</td>
<td>78</td>
<td>59</td>
<td>74</td>
</tr>
<tr>
<td>Peninsula</td>
<td>18</td>
<td>5</td>
<td>19</td>
</tr>
<tr>
<td>Richmond</td>
<td>43</td>
<td>30</td>
<td>45</td>
</tr>
<tr>
<td>Roanoke Metro</td>
<td>57</td>
<td>59</td>
<td>73</td>
</tr>
<tr>
<td>South Central</td>
<td>12</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>Southwest</td>
<td>72</td>
<td>95</td>
<td>113</td>
</tr>
<tr>
<td>Tidewater</td>
<td>23</td>
<td>28</td>
<td>35</td>
</tr>
<tr>
<td>Valley</td>
<td>39</td>
<td>31</td>
<td>40</td>
</tr>
<tr>
<td>In-State, Unknown</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
</tbody>
</table>
# New Freshmen Deposits 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>North Carolina</td>
<td>13</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Florida</td>
<td>3</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Texas</td>
<td>6</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>West Virginia</td>
<td>10</td>
<td>9</td>
<td>4</td>
</tr>
<tr>
<td>Maryland</td>
<td>9</td>
<td>13</td>
<td>3</td>
</tr>
<tr>
<td>New Jersey</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>New York</td>
<td>2</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>3</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
New Transfer
Total Applications

• Up at all campus locations
New Transfer
Completed Applications

- March 1\textsuperscript{st} deadline
- Still collecting transcripts

<table>
<thead>
<tr>
<th>Fall 2022</th>
<th>Fall 2023</th>
<th>Fall 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Campus</td>
<td>RUC</td>
<td>Fast Track</td>
</tr>
<tr>
<td>468</td>
<td>183</td>
<td>18</td>
</tr>
<tr>
<td>Total: 669</td>
<td>Total: 554</td>
<td>Total: 906</td>
</tr>
</tbody>
</table>
New Transfer
Admitted

- **80% acceptance rate**
New Transfer Deposits

- 57% increase

![Bar chart showing New Transfer Deposits for Fall 2022, Fall 2023, and Fall 2024. The chart includes data for Main Campus, RUC, and Fast Track programs.]
FAFSA data pending
Discussion
Tuition & Aux Gross Revenue per Student Enrollment

<table>
<thead>
<tr>
<th>Enrollment Type</th>
<th>Tuition</th>
<th>Auxiliary</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online</td>
<td>$8,521</td>
<td>$1,200</td>
<td>$9,721</td>
</tr>
<tr>
<td>Non-Residential</td>
<td>$8,521</td>
<td>$3,765</td>
<td>$12,286</td>
</tr>
<tr>
<td>Grad</td>
<td>$9,577</td>
<td>$3,765</td>
<td>$13,342</td>
</tr>
<tr>
<td>RUC</td>
<td>$8,521</td>
<td>$12,265</td>
<td>$20,786</td>
</tr>
<tr>
<td>Main Campus</td>
<td>$8,521</td>
<td>$15,329</td>
<td>$23,850</td>
</tr>
<tr>
<td>Out-of-State</td>
<td>$21,420</td>
<td>$15,329</td>
<td>$36,749</td>
</tr>
</tbody>
</table>

Total Revenue:
- Tuition: $21,420
- Auxiliary: $36,749
- Total: $58,169
Student Comparison 1

In-State
Main Campus
Resident

Out-of-State
Main Campus
Resident

100 Students:
$2,385,000

$1,289,900 Variance

$3,674,900
## Student Comparison 2

<table>
<thead>
<tr>
<th>In-State</th>
<th>100 Students:</th>
</tr>
</thead>
<tbody>
<tr>
<td>RUC</td>
<td>$2,078,600</td>
</tr>
<tr>
<td>Resident</td>
<td>$1,289,900 Variance</td>
</tr>
<tr>
<td></td>
<td>$3,368,500</td>
</tr>
<tr>
<td>Out-of-State</td>
<td></td>
</tr>
<tr>
<td>RUC</td>
<td></td>
</tr>
<tr>
<td>Resident</td>
<td></td>
</tr>
</tbody>
</table>
Student Comparison 3

100 Students:

- **Main Campus**
  - **In-State Resident**
    - $2,385,000
  - **On-Line Main Campus**
    - $972,100

Variance:

- **Resident**
  - ($1,412,900)
- **Non-Resident**
  - $972,100
Enrollment Impact Scenarios

*Based on current mix of students. Assumptions consider waivers increased or decreasing as well.*

<table>
<thead>
<tr>
<th>Current</th>
<th>Growth</th>
<th>Balanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>$59,775,553</td>
<td>$61,121,956</td>
<td>$58,017,473</td>
</tr>
<tr>
<td>7,531</td>
<td>7,700</td>
<td>7,303</td>
</tr>
</tbody>
</table>

2.25% Enrollment Growth vs. 3.03% Enrollment Decline

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FY26 Enrollment Outlook & Financial Impact (Tuition Only)

2-Year Enrollment Outlook

* Assumes 1.5% UG Tuition Increase in FY25 & FY26

Finance and Administration
Minutes
Committee Members Present
Mrs. Jennifer Wishon Gilbert, Chair  
Ms. Betsy Beamer, Vice Chair  
Ms. Jeanne Armentrout  
Mr. David Smith  

Ms. Lisa W. Pompa contacted Board of Visitors Rector Debra McMahon prior to the meeting to inform her that a personal matter would prevent her from attending the meeting in person. Ms. Pompa participated by electronic communication from her home.

Board Members Present
Dr. Debra McMahon, Rector  
Mr. Marquett Smith, Vice Rector  
Mr. Robert Archer  
Ms. Joann Craig  
Ms. Betty Jo Foster  
Mr. Tyler Lester  
Mr. George Mendiola, Jr.  
Ms. Georgia Anne Snyder-Falkinham  
Mr. James Turk  
Dr. Kurt Gingrich, Faculty Representative  

Others Present
Dr. Bret Danilowicz, President  
Dr. Dannette Gomez Beane, VP for Enrollment Management and Strategic Communications  
Ms. Alba Alvarez, Director of Operations for Enrollment Management  
Ms. Karen Casteele, Secretary to the Board of Visitors and Special Assistant to the President  
Mr. Anthony Graham, Associate V.P. of Undergraduate Recruitment/Director of Admissions  
Ms. Sherry Hazelwood, Senior Director of Undergraduate Transfer Admissions  
Dr. Rob Hoover, Vice President for Finance and Administration and CFO  
Dr. Angela Joyner, Vice President for Economic Development and Corporate Education  
Ms. Rebekah LaPlante, Director of Campus Engagement
Call to Order
Mrs. Jennifer Gilbert, Chair, formally called the Enrollment Management and Brand Equity Committee meeting to order at 12:15 p.m. in Room 340 of Kyle Hall.

Approval of Agenda
Mrs. Jennifer Gilbert, Chair asked for a motion to approve the November 30, 2023 agenda, as published. Ms. Betsy Beamer made the motion. Mr. David Smith seconded, and the motion carried unanimously.

Approval of Minutes
Mrs. Jennifer Gilbert, Chair asked for a motion to approve the minutes of the September 7, 2023 meeting of the Enrollment Management and Brand Equity Committee meeting, as published. Ms. Jeanne Armentrout made the motion. Mr. David Smith 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 Enrollment Management’s plan for access through Direct Admission, Bridge Program and Spanish engagement. Highlighting Enrollment Management’s Recruitment Strategy through the Tartan Target, Spanish outreach, Tartan Transfer, Highlander Hype and Tartan Travel. Vice President Beane also spoke on Radford’s strategy for affordability through the Radford Tuition Promise Program, Continuation of Highlander Distinction Program and additional Foundation funds.

Vice President Beane provided an overview of the Direct Admission, Tuition Promise and Bridge programs.

- Direct Admission for freshmen with a 3.3 overall GPA plus passing of Algebra II and for transfer students a 2.5 GPA requirement.
- Tuition Promise - Beginning with the 2024-2025 academic year, incoming freshmen and transfer students with Virginia residency whose families have an adjusted gross income of $100,000 or less according to their 2022 federal income tax and a Student Aid Index of less than $15,000 as determined by the FAFSA will receive federal, state and gift aid to cover the cost of their tuition at Radford University.
- Bridge Program – Pathway to Radford through 1 year at New River Community College, must successfully complete 24 credit hours, live on campus and commute to NRCC and receive advising and residence assistance.

The Tartan Target is a recruitment strategy to engage with regional schools and communities by busing in high school students for a visit and providing them with a meal. Hosting Upward Bound, Governor’s School and Junior Achievement students from around the state. Vice President Beane provided an outline of the Tartan Transfer recruitment plan to connect with regional community.
colleges on agreements to work toward an automated admission and improved advising structure with curriculum alignment. Highlander Hype is a way to engage students, alumni and stakeholders to promote the brand and offerings at Radford University. Lastly, Tartan Travel is an effort to focus on out-of-state and international student recruitment and enrollment.

In closing, Vice President Beane provided an update on freshmen and transfer applications along with the projections for 2024.

**Brand Equity Report**

Vice President Beane provided a summary of the brand roll out: Highlighting the brand personality as genuine, unexpected, kind, curious, inclusive and motivated. Emphasizing the goals of believing that everyone deserves a high quality, affordable education delivered in an intimate learning environment, we are big enough to provide incredible resources yet small enough that students can easily access them. Maintaining a culture of care, respect and inclusion that values the diversity and dignity of every member of our community. Encouraging students to learn from experience. Empowering our students to make a positive impact in all the roles they will play throughout their lives.

In conclusion, Vice President Beane summarized the brand pillar story: 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.

**Adjournment**

With no further business to come before the committee, Mrs. Gilbert adjourned the meeting at 1:22 p.m.

Respectfully submitted,

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