

# Enrollment Management and Brand Equity Committee

June 2023

**RADFORD UNIVERSITY**

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Board of Visitors

# RADFORD UNIVERSITY

Board of Visitors

## ENROLLMENT MANAGEMENT AND BRAND EQUITY COMMITTEE

9:30 A.M. \*\*

JUNE 8, 2023

KYLE HALL, ROOM 340, RADFORD, VA

### **DRAFT** **AGENDA**

- **CALL TO ORDER** Ms. Lisa Throckmorton, *Chair*
- **APPROVAL OF AGENDA** Ms. Lisa Throckmorton, *Chair*
- **APPROVAL OF MINUTES** Ms. Lisa Throckmorton, *Chair*
  - March 23, 2023
- **ENROLLMENT MANAGEMENT REPORT** Dr. Angela Joyner, *Interim Vice President for Enrollment Management*
  - 2022-23 Goals
    - Progress to Date
    - Drivers
  - 2023-25 Proposed Goals and Objectives
    - Strategies and Initiatives
- **BRAND IDENTITY** Dr. Angela Joyner, *Vice President for Economic Development and Corporate Education*
  - 2022-23 Goals
    - Progress to Date
    - Highlights
  - 2023-25 Proposed Goals and Objectives
    - Strategies
  - Brand Strategy and Perception Study Update
- **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  
Ms. Jeanne Armentrout  
Ms. Lisa Pompa  
Mr. Marquett Smith

# June 2023 Meeting Materials

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# Enrollment Management

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# 2022-23 Goals: Status

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

Page 5 of 31

Notes: Target based on Fall 2022 census count

# 2022-23 Highlights

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Highlander Distinction  
Scholarship Dinner



Partnerships

# 2022-23 Highlights

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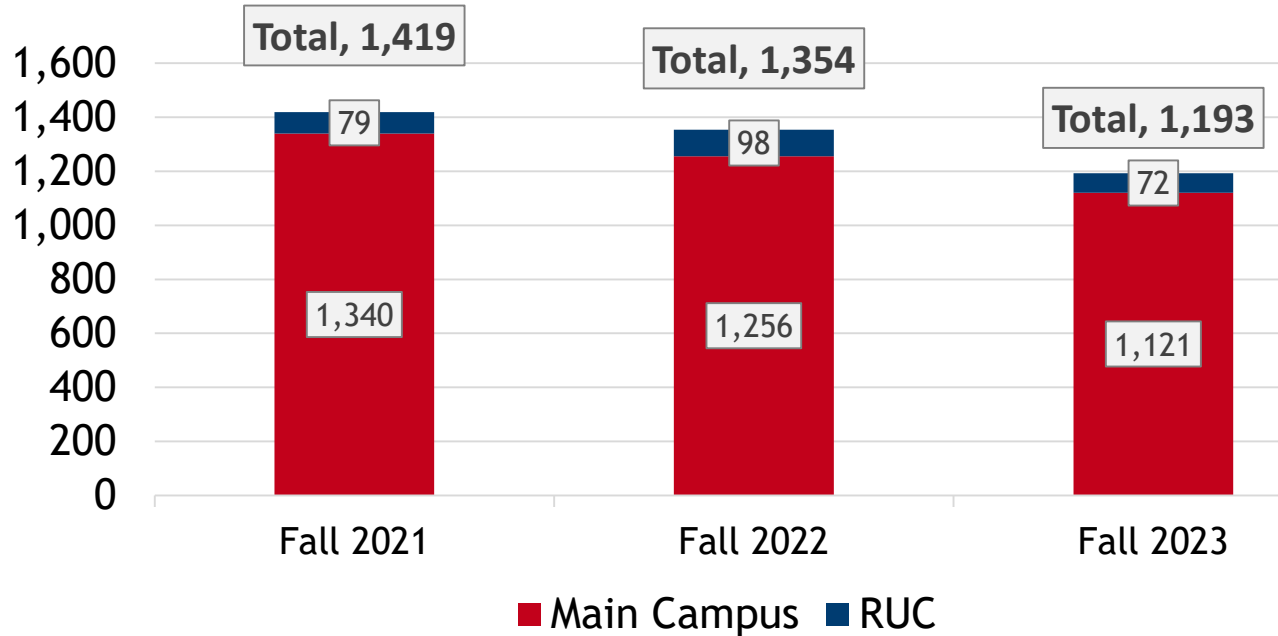


Enrollment Summit



Situation Assessment

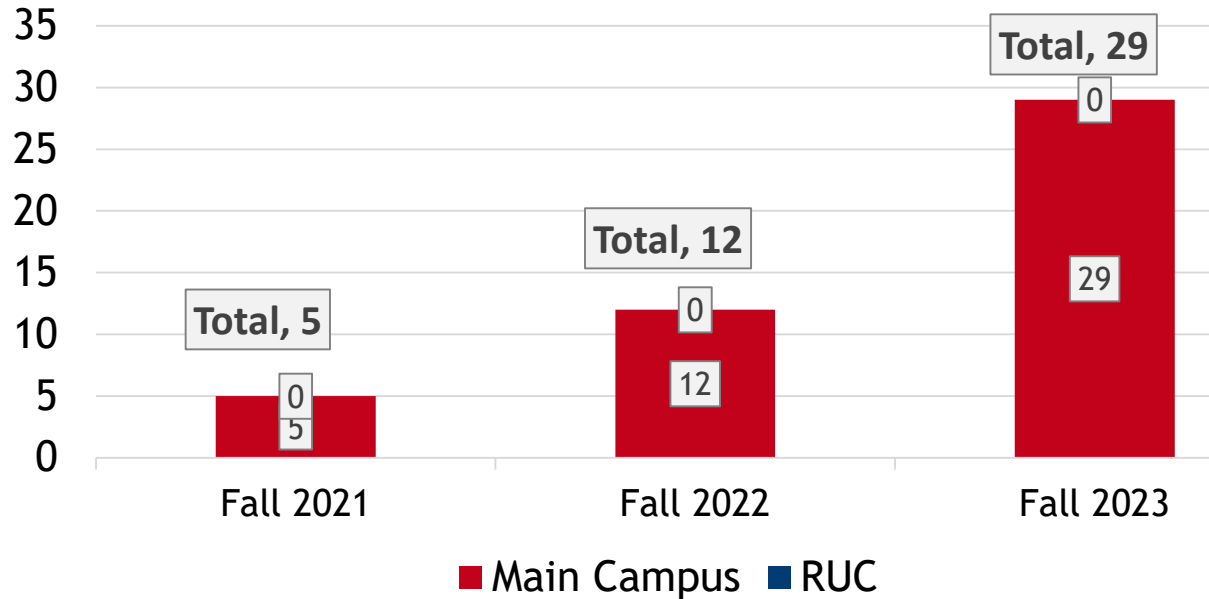
# New Freshman Deposits



As of May 31, 2023

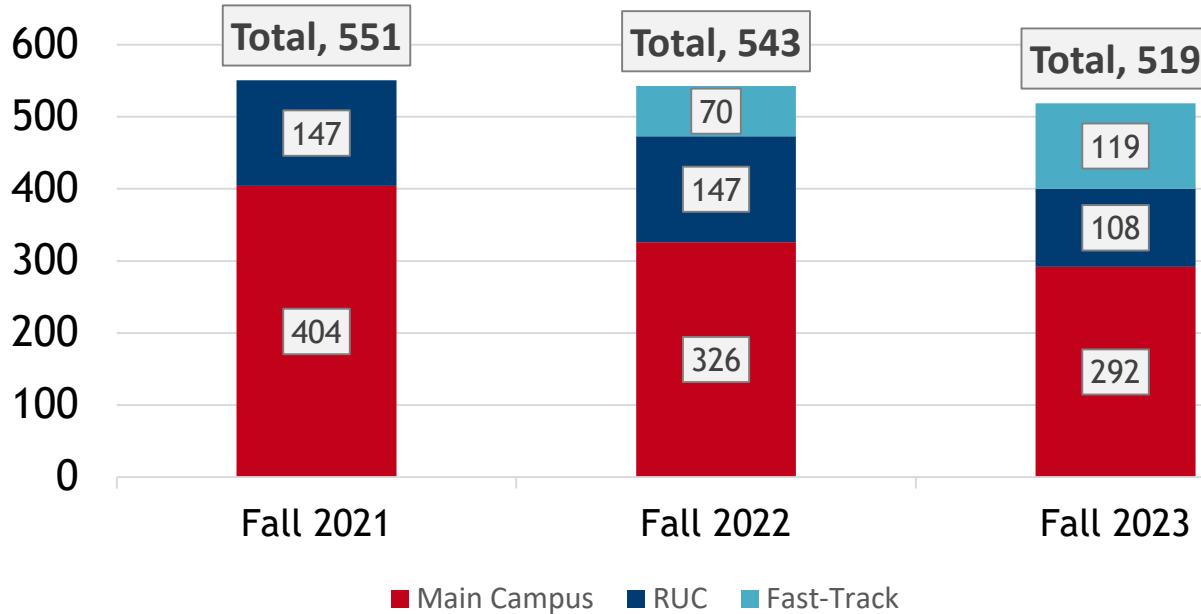


# New Freshman Deposits – International



As of May 31, 2023

# New Transfer Deposits

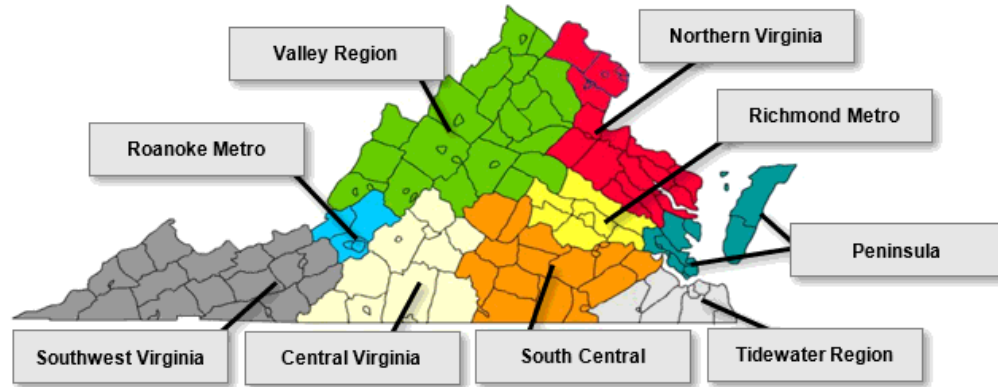


As of May 31, 2023

# Trends: Virginia Regions

Virginia Region	Fall 2021	Fall 2022	Fall 2023
Central VA	119	106	103
Northern VA	354	296	244
Peninsula	58	64	29
Richmond	115	138	121
Roanoke Metro	138	134	125
South Central	46	27	22
Southwest	194	169	196
Tidewater	102	108	80
Valley	119	130	101
In-State, Unknown	4	1	1

As of May 31, 2023



# Trends: Top States

	Fall 2021	Fall 2022	Fall 2023
Maryland	39	37	30
North Carolina	31	34	16
District of Columbia	14	9	12
West Virginia	4	18	12
Tennessee	4	3	9
New York	7	4	8
New Jersey	4	3	7
South Carolina	6	3	6
Florida	8	5	5
Texas	1	8	5

As of May 31, 2023

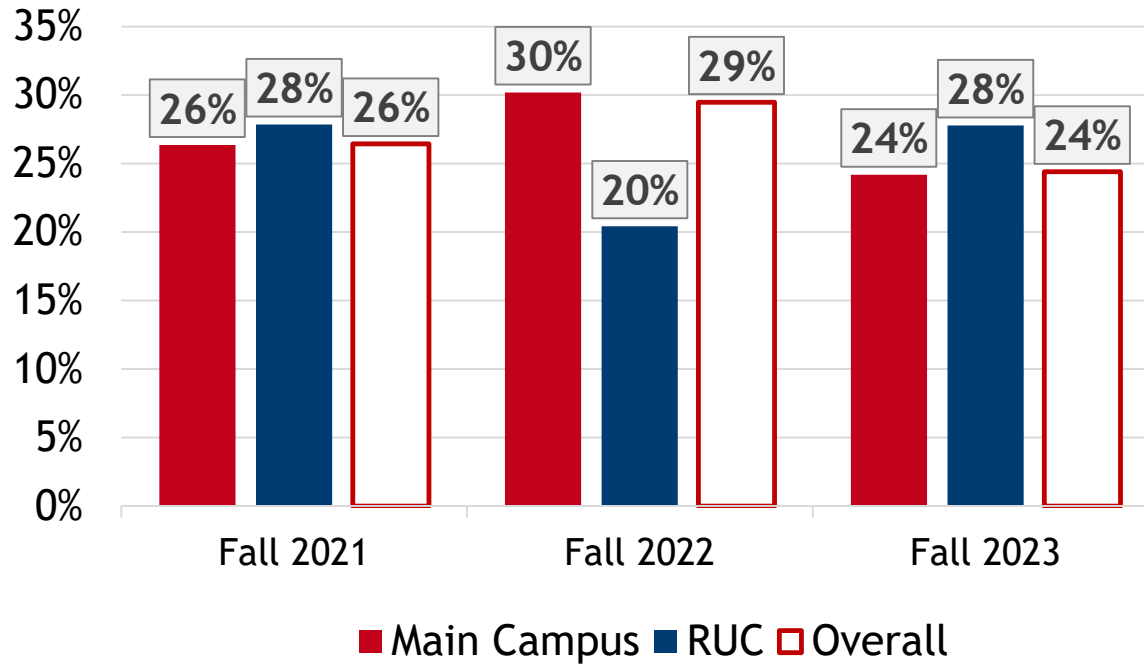


# Demographic Trends: Ethnicity

Ethnicity	Fall 2021	Fall 2022	Fall 2023
American Indian or Alaska Native	7	4	2
Asian	23	20	21
Black or African American	285	203	171
Hispanic	130	142	93
Native Hawaiian or Other Pacific Islander	0	4	1
White	847	878	781
Two or more races	88	73	64
Nonresident Alien	0	10	29
Race and Ethnicity Unknown	39	20	31



# Trends: First-Generation





# Radford University Enrollment Factors



Brand Equity



Transfer Strategy



Competitive Environment



Experiences



Processes



Communication



Partner Engagement



Decline in key segments

Page 15 of 31

# 2023-25 Goals Discussion

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	Goals
1.	Develop a recruitment planning model focused on actionable steps and accountability measures for immediate and mid-term effects on new student enrollments.
2.	Deepen relationships, develop programs and expand pathways with community colleges, universities and K-12 partners.
3.	Stabilize new freshmen and new transfer enrollment.
4.	Optimize recruiting activities, functions, experiences and integration.
5.	Evaluate overall student aid leveraging effectiveness in meeting enrollment goals.
6.	Develop robust suite of enrollment management reports/dashboard for university.



# Strategic Focus Areas



Marketing

Partner  
Engagement

Recruiting  
Strategy

Affordability

Experiences

Performance  
Metrics

Page 17 of 31

# Strategy Overview: Draft

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## Marketing

- Comprehensive segmentation strategy
- Integrated marketing plan
- Increase investment

## Partner Engagement

- Campus collaboration plan
- External partners (private/industry, education)

## Recruiting Strategy

- Transfer pathways
- Virtual strategy

## Affordability

- Financial Aid Optimization
- Work-study/student employment

## Experiences

- Recruiting events and experiences
- Collaborative and integrated efforts

## Metrics

- Enrollment key performance indicator reporting
- Data collection, analysis and visualization



Page 18 of 31

# Discussion

# Brand Equity

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# 2023: Goals and Objectives

Goals	Strategies	Key Performance Indicators	Timing	Status
<p>Support efforts to elevate Radford University's brand equity and increase impact.</p> <p>Strategic Plan Linkage: Brand Identity</p>	<ul style="list-style-type: none"> <li>Provide guidance on branding audit, strategy development and university relations initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Brand equity audit and action plan               <ul style="list-style-type: none"> <li>YTD: approved plan. Phase 1 begins 12/5</li> </ul> </li> <li>Website redesign (new)               <ul style="list-style-type: none"> <li>YTD: initial LP refresh complete</li> </ul> </li> </ul>	<p>2/1/23</p> <p>8/1/23</p> <p>* 10/15/23</p>	<p></p> <p></p>

# 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

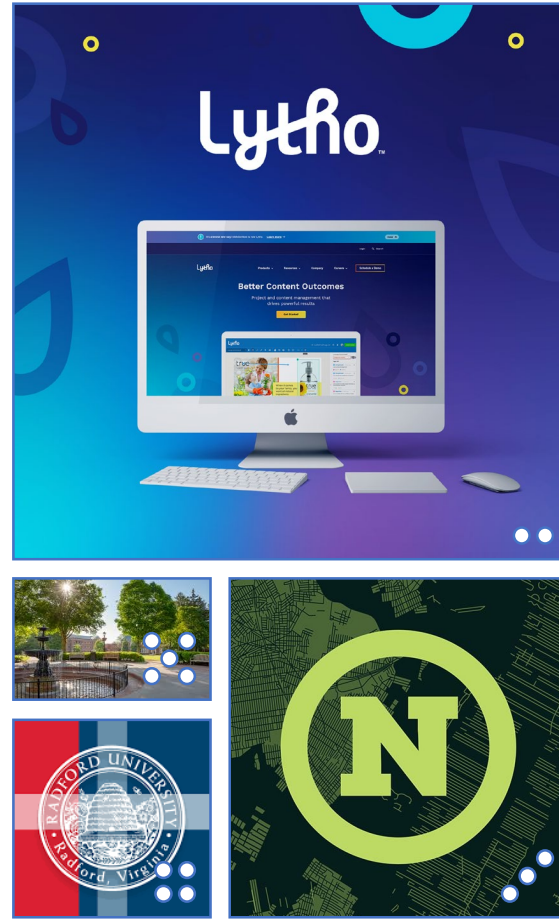
- Website Architecture
- Website Design
- Content Management System
- New Website Launch



Phase I  
Launch  
Oct. 2023



# 2023 Highlights



- ✓ Brand identity project
- ✓ Website/CMS
- ✓ Lytho
- ✓ Agency engagement

# 2023-25 Goals and Objectives

Goals	Strategies	Metrics	Outcomes
<p>Elevate Radford University's brand equity and increase impact.</p> <p>Action Plan Linkage: Brand Identity</p>	<p><b>Brand Identity</b></p> <ul style="list-style-type: none"> <li>• Complete brand strategy work for institution</li> <li>• Launch new brand identity and messaging platform.</li> <li>• Launch new website design, content management system and governance strategy.</li> <li>• Establish ongoing integrated marketing process and workgroup.</li> </ul> <p><b><u>People</u></b></p> <ul style="list-style-type: none"> <li>• Integrate Strategic Marketing and Communications into EM</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness</li> <li>• Engagement</li> <li>• Conversion (impact)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness, engagement and conversion</li> <li>• Increased brand affinity and pride.</li> <li>• Consistent messaging that is on strategy, compelling and relevant.</li> <li>• Comprehensive metrics plan to measure impact of initiatives.</li> <li>• Shared accountability of initiatives, investment and impact.</li> </ul>



# 2023-25 Initiatives - Draft

People Plan



Marketing Tools



Brand Identity



Website/CMS



Integrated Marketing Plan



# Discussion

# Minutes

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Board of Visitors



Board of Visitors

**ENROLLMENT MANAGEMENT AND BRAND EQUITY COMMITTEE**

**8:30 A.M.**

**MARCH 23, 2023**

**KYLE HALL, ROOM 340, RADFORD, VA**

**DRAFT**  
**MINUTES**

**COMMITTEE MEMBERS PRESENT**

Ms. Lisa Throckmorton, Chair  
Mrs. Jennifer Wishon Gilbert, Vice Chair  
Ms. Jeanne Armentrout  
Dr. Rachel Fowlkes  
Ms. Lisa Pompa  
Mr. Marquett Smith

**BOARD MEMBERS PRESENT**

Dr. Debra K. McMahon, Rector  
Mr. Robert A. Archer  
Mr. Tyler Lester  
Mr. George Mendiola, Jr.  
Mr. David A. Smith  
Ms. Georgia Anne Snyder-Falkinham

**OTHERS PRESENT**

Dr. Bret Danilowicz, President  
Dr. Angela Joyner, Interim Vice President for Enrollment Management  
Mr. Matthew Brunner, Registrar  
Dr. Benjamin Caldwell, Dean of the College of Graduate Studies and Research  
Ms. Karen Castele, Secretary to the Board of Visitors and Special Assistant to the President  
Dr. Marten denBoer, Interim Provost and Senior Vice President for Academic Affairs  
Ms. Lisa Ghidotti, Executive Director of Government Relations  
Mr. Anthony Graham, Associate Vice President for UG Recruitment/Director of Admissions  
Mr. Robert Hoover, Vice President for Finance and Administration  
Ms. Stephanie Jennelle, Associate Vice President for Finance and University Controller  
Dr. Jeanne Mekolichick, Assoc. Provost for Research, Faculty Success and Strategic Initiatives  
Mr. Mike Melis, Senior Assistant Attorney General, Office of the Attorney General  
Ms. Allison Pratt, Assistant Vice President for Enrollment Mgt and Dir. of Financial Aid  
Ms. Meghan Spraker, Director of Digital Communications and Marketing

Ms. Sarah Tate, Director of RUC Admissions  
Dr. Susan Trageser, Vice President for Student Affairs  
Mr. Justin Ward, Director of Media Services  
Ms. Penny White, Interim Vice President for Advancement/University Relations

### **CALL TO ORDER**

Ms. Lisa Throckmorton, Chair, formally called the Enrollment Management and Brand Equity Committee meeting to order at 8:40 a.m. in Room 340 of Kyle Hall.

### **APPROVAL OF AGENDA**

Ms. Throckmorton asked for a motion to approve the March 23, 2023 agenda, as published. Ms. Jeanne Armentrout made the motion. Ms. Lisa Pompa seconded, and the motion carried unanimously.

### **ENROLLMENT MANAGEMENT REPORT**

Interim Vice President for Enrollment Management Angela Joyner provided the status on current Enrollment Management goals. She reported that currently we are on track to deliver the goals with several initiatives in progress to support our efforts to stabilize our decline in enrollment, implement support for our students and evaluate the effectiveness of our student aid leveraging to make an education at Radford University more affordable.

Vice President Joyner shared an update on new freshmen and new transfer student deposits as well as the enrollment path to goal for deposit projections. Deposits are on pace to deliver our enrollment target (flat to year ago). We have several yield events (Highlander Day, regional admitted student events and virtual events) that are focused on increasing deposits and finishing strong for Fall 2023 census.

Vice President Joyner provided a summary of the trends impacting enrollment nationally and at Radford University. A comprehensive landscape study identified enrollment drivers, inhibitors, opportunities and threats. This information helped to identify five strategic focus areas to stabilize enrollment and set a foundation for growth. The five strategic focus areas include:

- Marketing and communication
- Partners engagement
- Recruiting strategy
- Affordability
- Experiences

In closing, Vice President Joyner shared that in an effort to increase awareness and conversion through the enrollment funnel, drive growth and build affinity for Radford University, three key tactics are recommended:

- Implement a segmentation strategy that employs recruiting and communication efforts that are most relevant and effective.
- Increase marketing investment, refine the marketing mix and establish performance metrics for agency partners.
- Launch new communication plans, creative campaign and website to drive enrollment and affinity.

## **BRAND EQUITY REPORT**

Vice President Joyner shared an update on the progress of the Brand Strategy Project. The brand strategy project has progressed beyond the discovery phase and is now moving forward into the development phase of the project. VisionPoint has completed the stakeholder interviews, focus groups and a perception study to best inform the creation of messaging and the brand platform. Over 2300 people participated in the perception study.

Vice President Joyner provided a summary of the comprehensive website redesign that the university is embarking on. The redesign will incorporate the new brand platform. NewCity has been retained to lead this project in partnership with University Relations and the Information Technology Services. The anticipated launch date is October 2023.

In closing, Vice President Joyner gave an overview of the Radford University brand architecture approach. Radford University has several visual marks, brand positioning and brand guides. To improve brand awareness, affinity and effectiveness a recommendation was made to move to one branding architecture with Radford University as the parent brand. The proposed brand structure would include learning locations as sub-brands and provide branding guidelines through one brand guide.

## **ADJOURNMENT**

With no further business, Ms. Throckmorton adjourned the meeting at 9:46 a.m.

Respectfully submitted,

Gina Stike  
Executive Assistant to the Vice President of Enrollment Management

# End of Board of Visitors Materials

