Enrollment Management and Brand Equity Committee

June 2024
Enrollment Management and Brand Equity Committee
11 a.m.**
June 6, 2024
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
  o March 21, 2024
  Mrs. Jennifer Wishon Gilbert, Chair

• Brand Identity Report
  o Brand Equity
    Dr. David Perryman
    Associate Vice President for Strategic Communications

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

• 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
Meeting Materials
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 1: Revise Radford University brand to increase brand equity

Target Audiences
Targeting audiences in Virginia and contiguous states for great awareness and engagement:
• Primary audience is prospective students and their families.
• Secondary audiences are K-12 employees and regional businesses.
• Tertiary audience is general public.

Channel Mix
Using an integrated mix of advertising channels to achieve cumulative effect:
• Digital platforms
• Billboards
• Static banner and digital screens at Roanoke Regional Airport
• Radio (starting this summer)
Digital Ad Highlights: March 10-May 7

- Ran campaign across multiple channels, including Google Search and Display, Snapchat, Meta, Hulu and YouTube.
- Targeted prospective first-year students (in VA and contiguous states) and transfers.
- Top-, middle- and bottom-of-funnel approach drove awareness, engagement and conversions.

Note: Digital campaign is ongoing.
Billboards: Mid-April to Mid-August

- renewed billboard campaign to run mid-April to mid-August.
- creates brand awareness and understanding of key differentiator.
- 7 boards along high-traffic corridors in Southern Virginia.
- Achieves a total of 1.3 million weekly impressions.

$20,345 Spend
Roanoke Regional Airport: March 2024-Feb 2025

$19,755 Spend

- Initiated a 12-month campaign at the Roanoke Regional Airport.
- Features 1 static billboard in American Airlines terminal and 2 digital billboards in baggage claim (5 brand pillars in rotation).
- 50,000 passengers, 140K impressions monthly.
- Create general awareness among area prospects, regional businesses, general public.
Tactic 2: Release updated website

Phase 1: June 11

• Launch 2,200 redesigned webpages and a new content management system.
  o University homepage, About, Locations, Rankings and Accolades, Our History, and Mission, Vision and Core Values.
  o Enrollment-focused pages including Student Life, Visit, Admissions, Financial Aid.
  o 80 academic program pages that have been optimized for search engines.

Phase 2: June 11 throughout the summer

• Launch another 2,500+ redesigned webpages for colleges, academic departments, centers, institutes and administrative units.
Tactic 2: Release updated website (cont.)

- New Website Governance Policy and Website Standards and Procedures document will facilitate the efficient, effective, secure and accessible operation of the website.

- New governance model features:
  - Centralized control and shared responsibility.
  - Clearly defined roles and responsibilities for the key players charged with strategic oversight as well as daily content updates.

- New tool will provide overall performance score as well as assessment of search engine optimization (SEO), accessibility, broken links and spelling.
Tactic 2: Release updated website (cont.)

- Refocus on website as primary marketing channel with prospective students as primary audience.
- New website design, content organization and navigation will combine with SEO and digital advertising efforts to drive key metrics:
  - Increased general traffic to the website.
  - Enhanced engagement from targeted audiences in the form of inquiries, participation in recruiting events and applications.
Branded Zoom Background for BOV Members
Enrollment Management and Strategic Communications

6,781,894 Impressions
27,459 Clicks
1,139 Conversions
Enrollment Management and Strategic Communications

Impressions: 6,781,894
Clicks: 27,459
Conversions: 1,139
Discussion
Enrollment Management and Strategic Communications
New Freshmen Total Applications

Application data as of June 3rd
New Freshmen Completed Applications

- Total: 11,508
- Total: 10,929
- Total: 10,884

• 93% Completion rate
New Freshmen Admitted

- **Fall 2022**
  - Main Campus: 10,310
  - RUC: 282
  - Total: 10,592

- **Fall 2023**
  - Main Campus: 9,611
  - RUC: 229
  - Total: 9,840

- **Fall 2024**
  - Main Campus: 9,408
  - RUC: 232
  - Total: 9,640

- **88% admission rate**
New Freshmen Deposits

- 16% yield
New Freshmen Deposits – In-State

<table>
<thead>
<tr>
<th>Year</th>
<th>Main Campus</th>
<th>RUC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2022</td>
<td>1,082</td>
<td>91</td>
<td>1,173</td>
</tr>
<tr>
<td>Fall 2023</td>
<td>955</td>
<td>69</td>
<td>1,024</td>
</tr>
<tr>
<td>Fall 2024</td>
<td>1,296</td>
<td>76</td>
<td>1,372</td>
</tr>
</tbody>
</table>
New Freshmen Deposits – Out-of-State

![Bar chart showing new freshmen deposits for Fall 2022, Fall 2023, and Fall 2024. The chart includes data for Main Campus and RUC.

- **Fall 2022**
  - Total: 172
  - Main Campus: 166
  - RUC: 6

- **Fall 2023**
  - Total: 147
  - Main Campus: 144
  - RUC: 3

- **Fall 2024**
  - Total: 102
  - Main Campus: 101
  - RUC: 1

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New Freshmen Deposits – International

<table>
<thead>
<tr>
<th>Year</th>
<th>Main Campus</th>
<th>RUC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2022</td>
<td>12</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Fall 2023</td>
<td>0</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>Fall 2024</td>
<td>0</td>
<td>48</td>
<td>48</td>
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</tbody>
</table>
# New Freshmen Deposits – Virginia Region

<table>
<thead>
<tr>
<th>Virginia Region</th>
<th>Fall 2022</th>
<th>Fall 2023</th>
<th>Fall 2024</th>
</tr>
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<tbody>
<tr>
<td>Central Va</td>
<td>106</td>
<td>103</td>
<td>170</td>
</tr>
<tr>
<td>Northern Va</td>
<td>295</td>
<td>245</td>
<td>298</td>
</tr>
<tr>
<td>Peninsula</td>
<td>64</td>
<td>29</td>
<td>42</td>
</tr>
<tr>
<td>Richmond</td>
<td>138</td>
<td>123</td>
<td>136</td>
</tr>
<tr>
<td>Roanoke Metro</td>
<td>136</td>
<td>124</td>
<td>173</td>
</tr>
<tr>
<td>South Central</td>
<td>27</td>
<td>22</td>
<td>41</td>
</tr>
<tr>
<td>Southwest</td>
<td>168</td>
<td>197</td>
<td>299</td>
</tr>
<tr>
<td>Tidewater</td>
<td>110</td>
<td>79</td>
<td>95</td>
</tr>
<tr>
<td>Valley</td>
<td>129</td>
<td>102</td>
<td>116</td>
</tr>
<tr>
<td>In-State, Unknown</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
</tbody>
</table>
## New Freshmen Deposits – Top States

<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>34</td>
<td>18</td>
<td>19</td>
</tr>
<tr>
<td>Maryland</td>
<td>38</td>
<td>31</td>
<td>11</td>
</tr>
<tr>
<td>West Virginia</td>
<td>18</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td>South Carolina</td>
<td>3</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Texas</td>
<td>7</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Florida</td>
<td>5</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>New Jersey</td>
<td>3</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>10</td>
<td>4</td>
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</tr>
<tr>
<td>Illinois</td>
<td>1</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Michigan</td>
<td>0</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>New York</td>
<td>4</td>
<td>8</td>
<td>3</td>
</tr>
</tbody>
</table>
## New Freshmen Deposits – 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>4</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Asian</td>
<td>20</td>
<td>21</td>
<td>25</td>
</tr>
<tr>
<td>Black or African American</td>
<td>204</td>
<td>171</td>
<td>236</td>
</tr>
<tr>
<td>Hispanic</td>
<td>141</td>
<td>95</td>
<td>165</td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific Islander</td>
<td>4</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>White</td>
<td>879</td>
<td>785</td>
<td>913</td>
</tr>
<tr>
<td>Two or more races</td>
<td>75</td>
<td>65</td>
<td>100</td>
</tr>
<tr>
<td>Nonresident Alien</td>
<td>10</td>
<td>28</td>
<td>53</td>
</tr>
<tr>
<td>Race and Ethnicity Unknown</td>
<td>20</td>
<td>31</td>
<td>25</td>
</tr>
</tbody>
</table>
New Freshmen Deposits – High School GPA

- Fall 2022:
  - Main Campus: 3.34
  - RUC: 3.61
  - Overall: 3.36

- Fall 2023:
  - Main Campus: 3.41
  - RUC: 3.67
  - Overall: 3.43

- Fall 2024:
  - Main Campus: 3.40
  - RUC: 3.58
  - Overall: 3.41

Legend:
- Main Campus
- RUC
- Overall
## New Transfer Total Applications

<table>
<thead>
<tr>
<th></th>
<th>Fall 2022</th>
<th>Fall 2023</th>
<th>Fall 2024</th>
<th>Total: 2,080</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Campus</td>
<td>1,138</td>
<td>1,109</td>
<td>1,461</td>
<td>2,080</td>
</tr>
<tr>
<td>RUC</td>
<td>422</td>
<td>282</td>
<td>348</td>
<td></td>
</tr>
<tr>
<td>Fast Track</td>
<td>158</td>
<td>227</td>
<td>271</td>
<td></td>
</tr>
</tbody>
</table>

### Fall 2022 vs Fall 2023 vs Fall 2024

- **Main Campus**:
  - Fall 2022: 1,138
  - Fall 2023: 1,109
  - Fall 2024: 1,461

- **RUC**:
  - Fall 2022: 422
  - Fall 2023: 282
  - Fall 2024: 348

- **Fast Track**:
  - Fall 2022: 158
  - Fall 2023: 227
  - Fall 2024: 271

### 28% Increase

- The total number of applications across all categories has increased by 28%.
New Transfer Completed Applications

- 13.5% higher completion rate

<table>
<thead>
<tr>
<th></th>
<th>Fall 2022</th>
<th>Fall 2023</th>
<th>Fall 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Campus</td>
<td>790</td>
<td>688</td>
<td>1,174</td>
</tr>
<tr>
<td>RUC</td>
<td>85</td>
<td>132</td>
<td>249</td>
</tr>
<tr>
<td>Fast Track</td>
<td>281</td>
<td>200</td>
<td>170</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,156</strong></td>
<td><strong>1,020</strong></td>
<td><strong>1,593</strong></td>
</tr>
</tbody>
</table>

- Main Campus
- RUC
- Fast Track
New Transfer Admitted

- 87% acceptance rate

Enrollment Management and Strategic Communications
New Transfer Deposits

- 58% yield rate
- 52% increase
Combined NF/TR Total Applications

- **Fall 2022**
  - Total: 14,503
  - Main Campus: 13,540
  - RUC: 158
  - Fast Track: 805

- **Fall 2023**
  - Total: 14,037
  - Main Campus: 13,232
  - RUC: 227
  - Fast Track: 579

- **Fall 2024**
  - Total: 13,737
  - Main Campus: 12,838
  - RUC: 271
  - Fast Track: 628
Combined NF/TR Completed Applications

- Fall 2022:
  - Total: 12,663
  - Main Campus: 11,986
  - RUC: 85
  - Fast Track: 592

- Fall 2023:
  - Total: 11,948
  - Main Campus: 11,347
  - RUC: 132
  - Fast Track: 469

- Fall 2024:
  - Total: 12,477
  - Main Campus: 11,810
  - RUC: 170
  - Fast Track: 497
Combined NF/TR Admitted

- **Fall 2022:**
  - Total: 11,610
  - Main Campus: 11,014
  - RUC: 80
  - Fast Track: 516

- **Fall 2023:**
  - Total: 10,748
  - Main Campus: 10,221
  - RUC: 125
  - Fast Track: 402

- **Fall 2024:**
  - Total: 11,028
  - Main Campus: 10,422
  - RUC: 168
  - Fast Track: 438
Combined NF/TR Deposits

- 35% increase
- N = 602
Graduate Total Applications

- 15% increase
Radford Tuition Promise Beyond 2024

- Continued State support
- Continued University commitment

**Action for discussion**

Continue Radford Tuition Promise for Spring 2025 and Fall 2025
Discussion
Committee Members Present
Mrs. Jennifer Wishon Gilbert, Chair
Ms. Betsy Beamer, Vice Chair
Ms. Jeanne Armentrout
Mr. David Smith

Committee Members Absent
Ms. Lisa Pompa

Board Members Present
Dr. Debra McMahon, Rector
Mr. Marquett Smith, Vice Rector
Mr. Robert Archer
Dr. Jay Brown
Ms. Joann Craig
Ms. Georgia Anne Snyder-Falkingham
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
Ms. Karen Casteele, Secretary to the Board of Visitors and Special Assistant to the President
Mr. Brandon Cohen, University Budget Director
Ms. Lisa Ghidotti, Executive Director of Government Relations
Dr. Rob Hoover, Vice President for Finance and Administration and CFO
Dr. Angela Joyner, Vice President for Economic Development and Corporate Education
Dr. David Perryman, Associate Vice President for Strategic Communications
Ms. Susan Richardson, University Counsel
Dr. Susan Trageser, Vice President for Student Affairs
Dr. Bethany Usher, Provost and Senior Vice President for Academic Affairs
Ms. Penny Helms White, 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 1:20 p.m. in Room 212 of the Roanoke Higher Education Center.

Approval of Agenda
Mrs. Jennifer Gilbert asked for a motion to approve the March 21, 2024 agenda for the Enrollment Management and Brand Equity Committee, as published. A motion was made by Ms. Betsy Beamer, seconded by Ms. Jeanne Armentrout, and the motion carried unanimously.

Approval of Minutes
Mrs. Jennifer Gilbert asked for a motion to approve the minutes of the November 30, 2023 meeting of the Enrollment Management and Brand Equity Committee meeting, as published. A motion was made by Ms. Jeanne Armentrout, seconded by Mr. David Smith, and the motion was carried unanimously.

Brand Equity Report
Associate Vice President for Strategic Communications David Perryman began with an update on the 2024-2025 Strategic Plan goal of defining the university’s distinctive nature and strategy of “revise brand.” There are two tactics: Revise the Radford brand to increase brand equity and release an updated website. Dr. Perryman started with a summary of the tactic to release an updated website. There are two primary goals for the website redesign: First, to create a new site to improve the users’ overall online experience. Second, to increase general traffic to the new site from campaign sources. The website will be rolled out in two phases, one on June 11, including the Radford homepage and a number of enrollment focused pages, then the middle of June through the summer, the remaining webpages will be launched in priority order.

Dr. Perryman gave a detailed review of the tactic to revise brand explaining a multi-year phased approach throughout an integrated mix of traditional and digital channels with messages tailored to targeted audiences focusing on the University brand first, followed by sub-brands. This past fall in the initial phase the emphasis was on educating university employees on the importance of the Radford University brand including the brand logo, color palette and pillar messages. In the second phase, this spring the focus is on an external brand campaign.

Dr. Perryman gave a thorough overview on the University’s digital branding and advertising campaign. Highlighting the goals to increase brand awareness with an integrated mix of channels to reach targeted audiences, which include in-state first-year students, out-of-state first-year students and transfer students to build Radford’s reputation with the new brand. The goal is to increase engagement by attracting prospective students and converting information into leads by delivering clear-cut calls to action designed to drive applications and increase student enrollment.

In conclusion, Dr. Perryman shared a brand pillar video that was created for the university branding campaign explaining that Marketing and Communication is creating and posting videos that are bundled around the five Radford University brand pillars:

- Excellence that is easily accessible
- Centered on those we serve
- Freedom to learn from experience
- Active learning and active doing
- Ready for all of life’s roles
Enrollment Management Report

Vice President for Enrollment Management and Strategic Communications Dannette Gomez Beane began by highlighting that Highlander Day is this weekend and it is the largest number of expected guests the university has had. Overall visitors to campus are up from last year by 60%.

Vice President Beane provided a summary of applications and deposits stating freshmen applications are slightly down from Fall of last year. Regionally, most freshmen applicants are from Northern Virginia and we are seeing the most out-of-state freshmen applicants from Maryland and North Carolina. We are currently at a 90% completion rate on freshmen applications and an 82% acceptance rate for admitted freshmen. Over half of our freshmen applicants are direct admit with a 3.3 GPA or higher. Our acceptance rate is down by 8% to maintain GPA integrity. Freshmen deposits are up by 30% with the majority of the gains from in-state students and transfer students. International new freshmen deposits are up by 150%. New transfer applications are up at all locations with an 80% acceptance rate. New transfer deposits are up by over 50%.

In closing, Vice President Beane explained that Government FASFA data is delayed; therefore, we have moved our deadline for financial aid packaging from May 1 to June 1.

University Budget Director Brandon Cohen provided an overview of the FY 2025 enrollment financial impact and scenarios for enrollment growth versus enrollment decline.

Adjournment

With no further business to come before the committee, Mrs. Gilbert adjourned the meeting at 2:06 p.m.

Respectfully submitted,

Gina Stike
Executive Assistant to the
Vice President for Enrollment Management
and Strategic Communications