

# Enrollment Management and Brand Equity Committee

March 2024



Radford  
UNIVERSITY



**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

# Meeting Materials



Radford  
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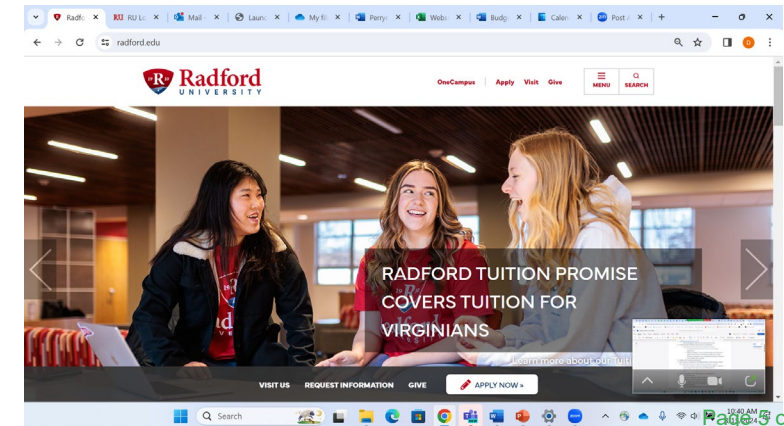
# Enrollment Management and Brand Equity



# 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:**

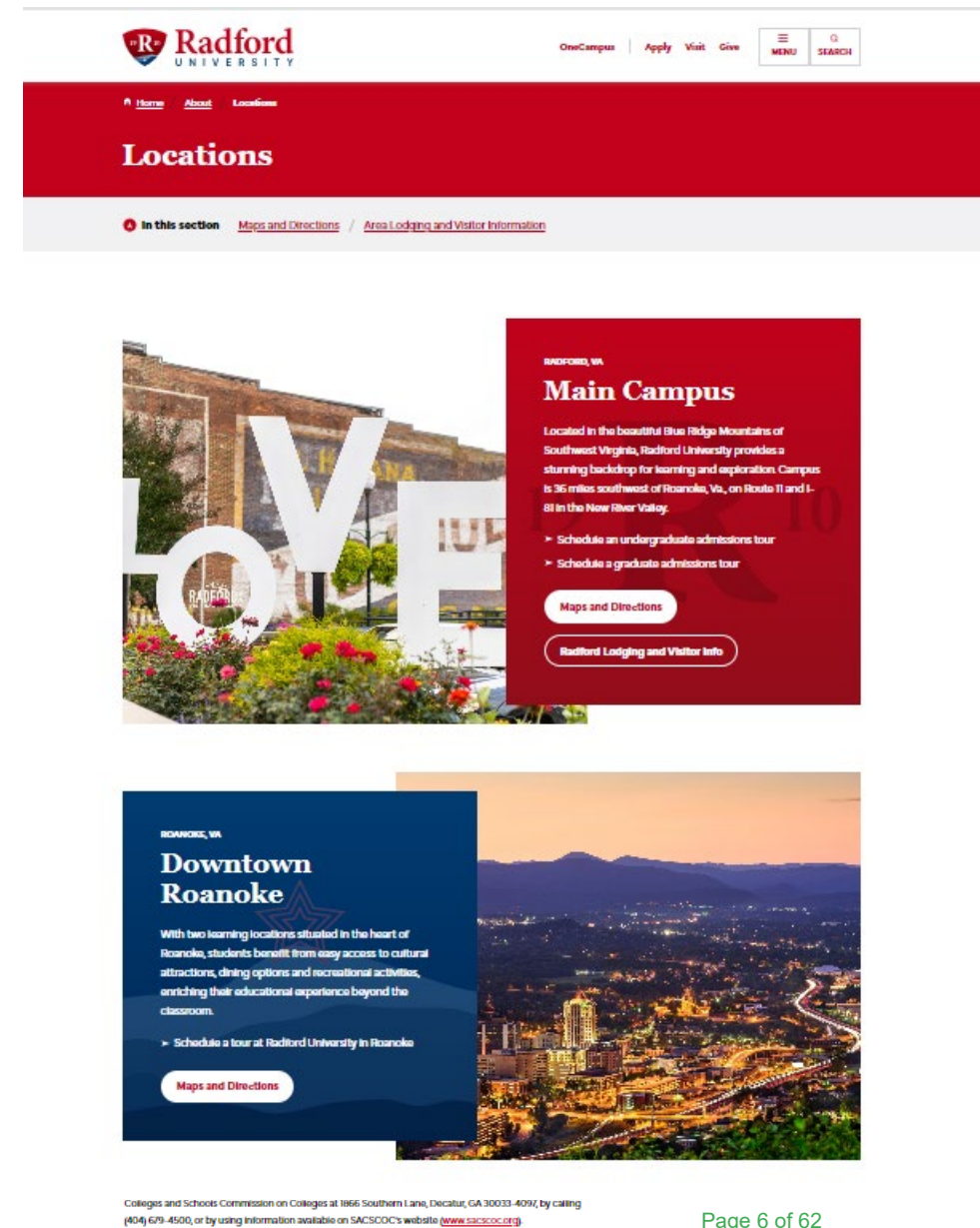
- Create new site that improves users' overall online experience.
- Increase general traffic to site from campaign sources.

- **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.

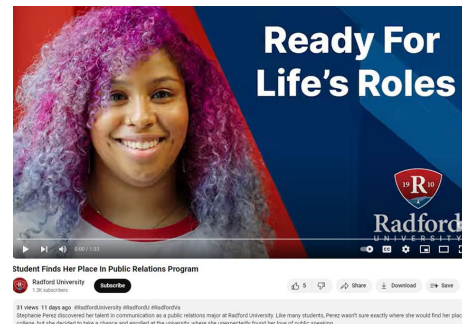
- **How do we build it?**

- 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

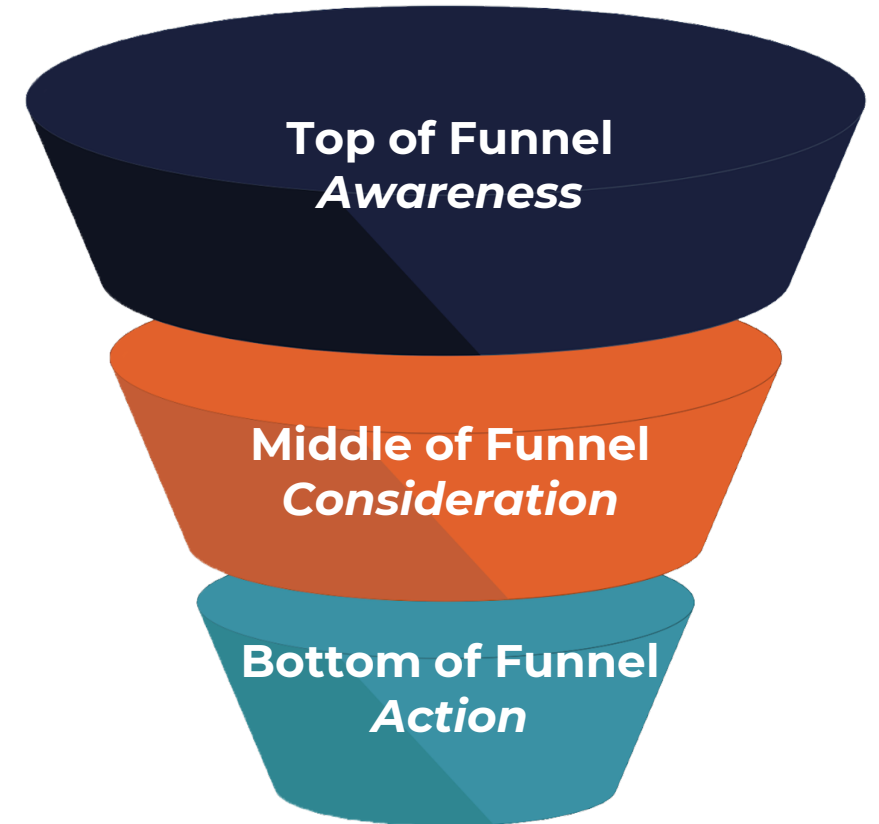
- Increase top-of-funnel awareness of Radford University in state and out of state and build Radford's reputation with the new brand and campaign creative.
- **KPIs:** impressions, clicks, click-through rates, cost-per-click

## 2. Generate Leads

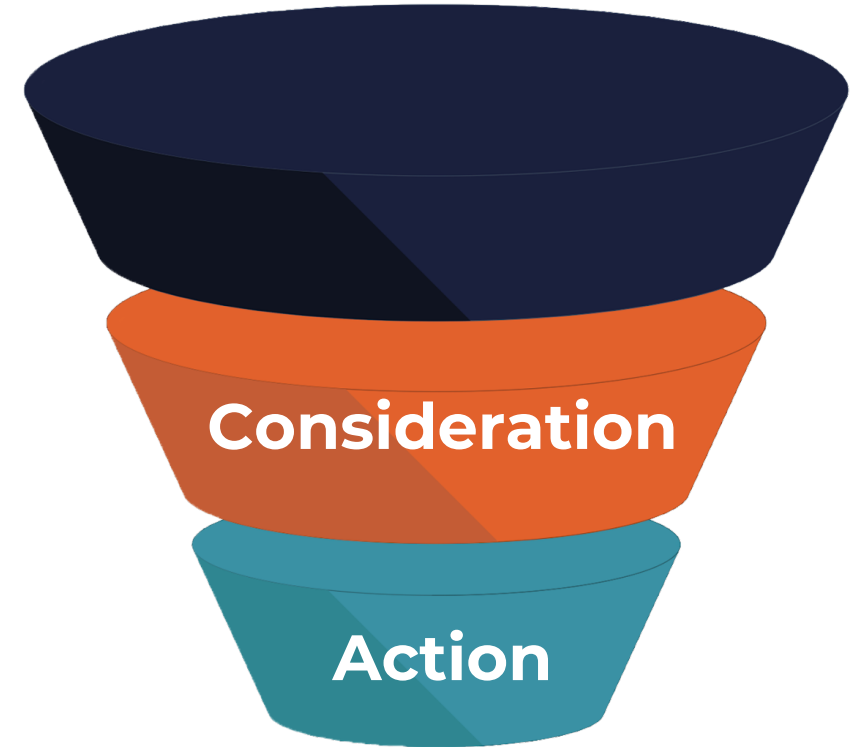
- Increase leads by attracting prospects and converting them into leads.
- **KPIs:** conversions, conversion rate, cost-per-acquisition

## 3. Increase Enrollment

- Drive applications and student enrollment.
- **KPIs:** applications, melt, yield rate, student enrollment

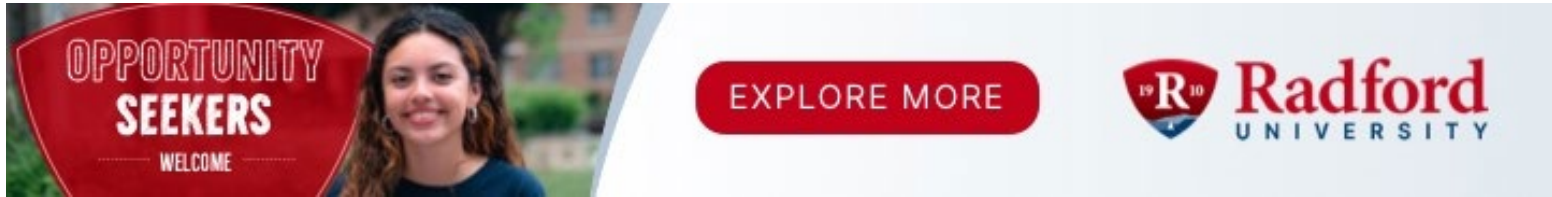


# Channel Selections



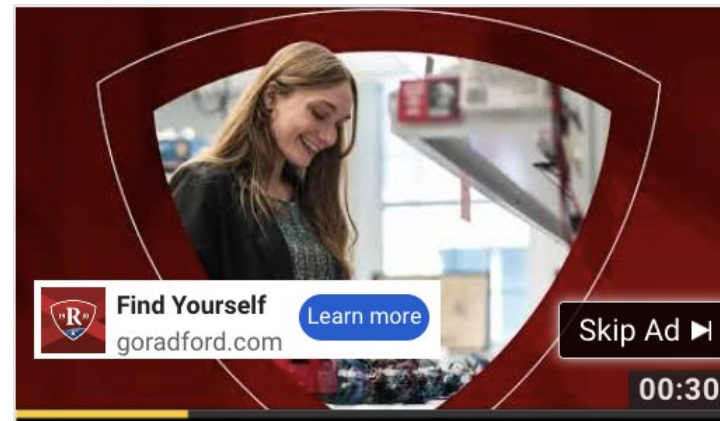
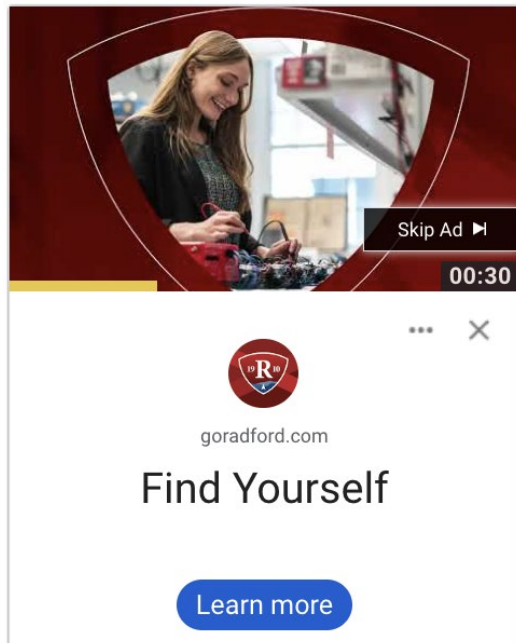
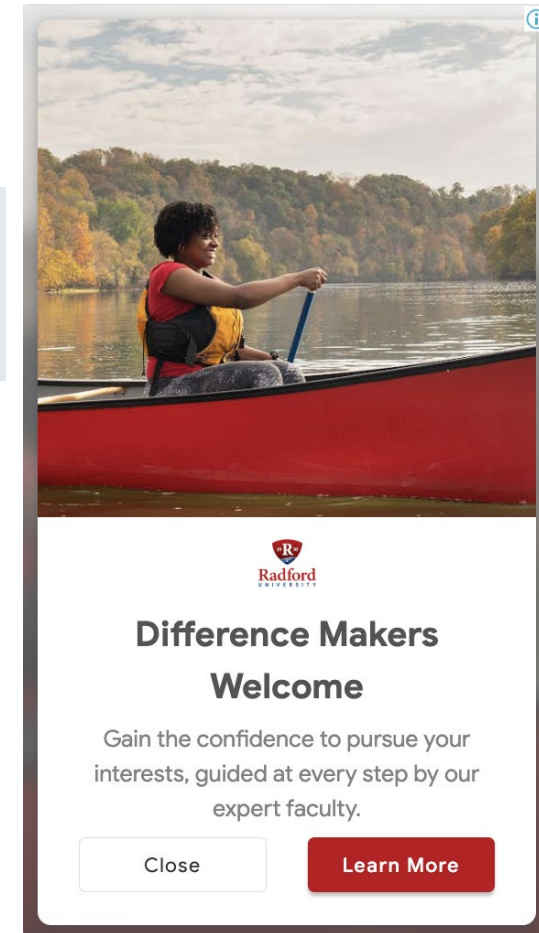


# Top-Performing Creative



**Programmatic Display** - General Awareness - Sequence 2

49,521 impressions, 185 clicks



**Google Display** - In-State

230,787 impressions

1,961 clicks

144 conversions

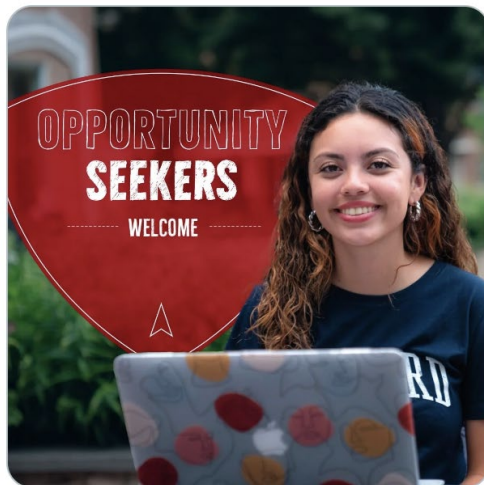
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# Top-Performing Creative



u/Radford\_University Promoted

Seeking a high-ranking university with a simpler admission process and more affordable tuition? Welcome to Radford. From offering admission without committee review to fully covering the cost of tuition for qualifying Virginia residents, we encourage you to discover all that you'll find here.

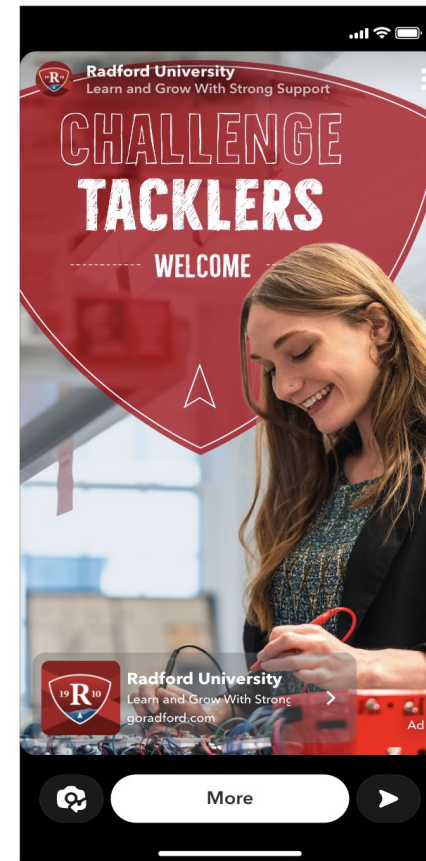


goradford.com

Learn More



**Spotify** - In-State  
323,973 impressions  
732 clicks



**Snapchat** - TUG  
201,616 impressions  
1,958 clicks



# Top-Performing Creative




 **Radford University**  
Sponsored ·  


Find a better-fit college experience — one where you can explore new ideas and master new skills in a supportive community.







FORM ON FACEBOOK  
**Small, Caring Communities**

[Learn more](#)

 radfordu  
Sponsored




[Learn more](#)

radfordu Find a better-fit college experience — one where you can explore new ideas and master n... more


**Meta** - Transfers - Out-of-State  
223,101 impressions  
1,150 clicks  
44 conversions

**Sponsored**

 Radford University  
[www.goradford.com/](http://www.goradford.com/)

**Radford University in Virginia - Undergrad Degrees at Radford**

Radford's low tuition and direct admission make it easier to find the education you seek. Find 75+ degree programs at Radford, ranging from business to nursing to dance.

 [Learn more](#)  
Request info about Radford.





# Top-Performing Creative

**Radford University**  
Sponsored ·

From high-end facilities and career simulators to year-round outdoor adventures, there's so much to experience here.

**CAREER PATH CREATORS**  
WELCOME

FORM ON FACEBOOK  
**Find Out More About Radford** [Learn more](#)

**MARGIN DOODLERS**  
WELCOME

**Radford**  
UNIVERSITY

[EXPLORE MORE](#)

## Programmatic Display

Website Visitors - Sequence 1

30,394 impressions

89 clicks

5 conversions

**Simplicity Seekers**  
**Welcome**

Radford offers more than 75 degree programs, ranging from business to nursing to dance.

[>](#)

## Google Display

Website Visitors & Accepted Not Enrolled

303,711 impressions

1,869 clicks

55 conversions



# Campaign Audiences, Landing Pages and Information Forms

# General Awareness

# In-State First-Year Students

# Out-of-State First-Year Students

# Transfer Students

**Find Your Place. Here.**  
Whether you're more of a challenge taker, a question asker, a figuring-it-out-er — or a little bit of them all — Radford University welcomes you to find the career-focused learning experiences, supportive community, and opportunities for adventure you seek.

Learn more about what you'll find at Radford.

First Name

Last Name

Birthdate

Email Address: Please do not use a school-associated email address.

Student Type

Intended Entry Term

**SUBMIT**

**Find Your Place. Here.**  
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Student First Name

Student Last Name

Student Birthdate

Email Address: Please do not use a school-associated email address.

Student Type

Intended Entry Term

**SUBMIT**

**Find Your Place. Here.**  
From challenge takers to figuring-it-out-ers, Radford University welcomes all kinds of students to find the career-focused learning experiences, supportive community, and opportunities for adventure they seek.

Learn more about what you'll find at Radford.

Student First Name

Student Last Name

Student Birthdate

Email Address: Please do not use a school-associated email address.

Student Type

Intended Entry Term

**SUBMIT**

## Possibility Explorers Welcome

At Radford University, you'll learn and grow by trying new things. On our small, close-knit campuses nestled in the Blue Ridge Mountains, you'll find opportunities to explore new ideas and master new skills as you carve your own path to personal and professional fulfillment.

With caring faculty guiding you along the way, you'll build on your knowledge. You'll see your career dreams come into focus as you gain hands-on experience. And you'll form lifelong connections as you live and learn alongside a diverse community of peers.

From difference-makers to level uppers — and every kind of student in between — we welcome you to find what you're passionate about, challenge yourself and unleash your potential.



## Possibility Explorers Welcome

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With caring faculty guiding you along the way, you'll gain confidence in your knowledge. You'll see your career dreams coming into focus as you gain hands-on experience. And you'll build lifelong connections as you live and learn alongside a diverse community of peers.

From mock-courtroom debaters to student stock floor traders — and every kind of student in between — we welcome you to find what you're passionate about, challenge yourself and unleash your potential.



## Opportunity Seizers Welcome

If you're looking to find an education experience that's a better fit than where you're currently enrolled, to potential transfer students like you, we say, "Welcome!"

From evaluating your credits to considering you for scholarships, Radford's transfer counseling team will support you along your journey. No matter if you're coming from a community college or another four-year school, you'll find that transferring to Radford is as seamless as possible.



## Simplicity Seekers Welcome

With Radford's Direct Admission process, you'll be automatically offered admission as a transfer student as long as you meet the following criteria:

- A completed submitted application for admission
- Transcripts from each previously attended institution
- A calculated cumulative GPA of 2.5 or higher
- 24 completed credit hours

If you don't meet direct admission requirements, don't be discouraged. We review all transfer applications for admission.

## Affordability Seekers Welcome

We believe a quality education should be accessible and affordable to students from across the Commonwealth of Virginia. Our Tuition Promise provides federal, state and gift aid to cover the cost of your tuition at Radford University as long as your family meets the following qualifications:

- An adjusted gross income (AGI) of \$100,000 or less according to 2022 federal income tax returns
- A Student Aid Index (SAI) of less than \$18,000 as determined by the FAFSA



## Simplicity Seekers Welcome

With Radford's Direct Admission process, you'll be automatically offered admission as an incoming freshman as long as you meet the following criteria:

- A completed submitted application for admission
- A minimum cumulative weighted GPA of 3.3
- A passing grade in Algebra I

If you don't meet direct admission requirements, don't be discouraged. We review all applicants for admission.



Margin Doodlers Welcome

## Data-Driven Decision Makers Welcome

From challenge takers to figuring-it-out-ers, Radford University welcomes all kinds of students to find the career-focused learning experiences, supportive community, and opportunities for adventure they seek.



**12:1**  
student-to-faculty ratio



**85%**  
of students receive financial aid



**87%**  
of graduates are on a path related to their career goals



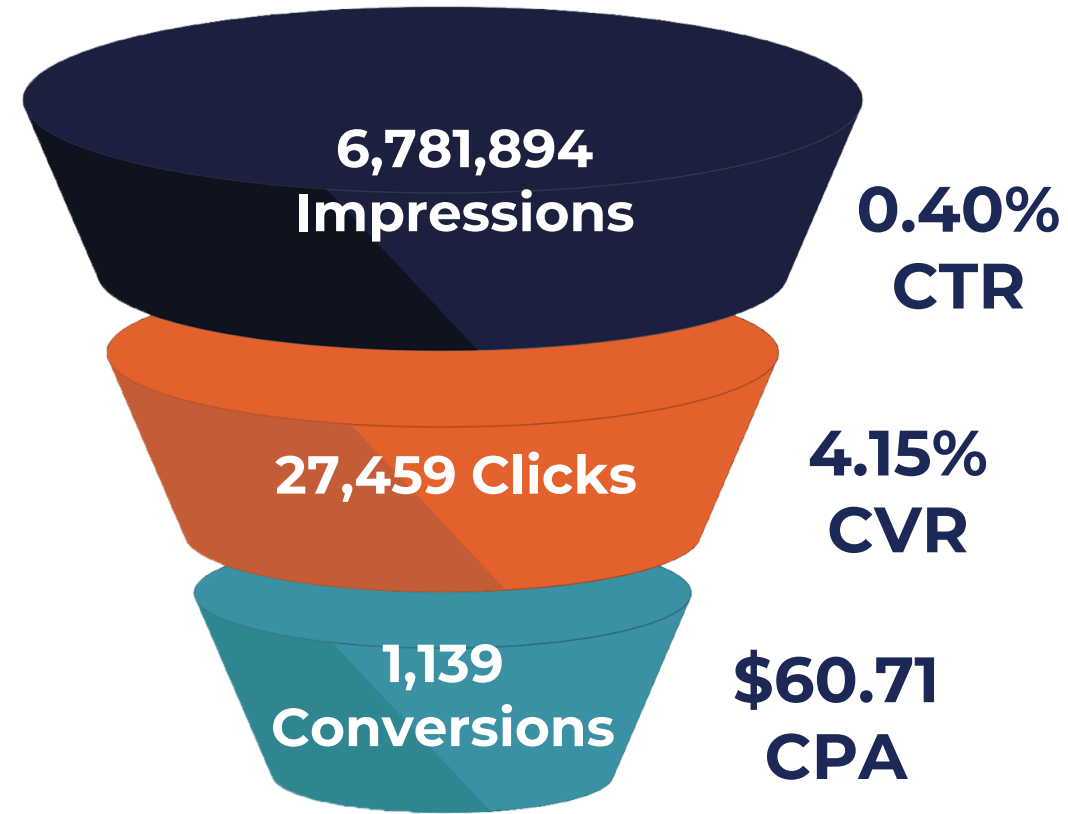
**76**  
degree programs from business to nursing to dance

# Overview of Early Results for Digital Campaign

# Highlights: Feb. 1-March 10

**\$69,153.19 Ad Spend**

- 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.



# Channel Performance Breakdown

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

# Brand Pillar Video

## Active Learning and Active Doing ▶ Play all

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



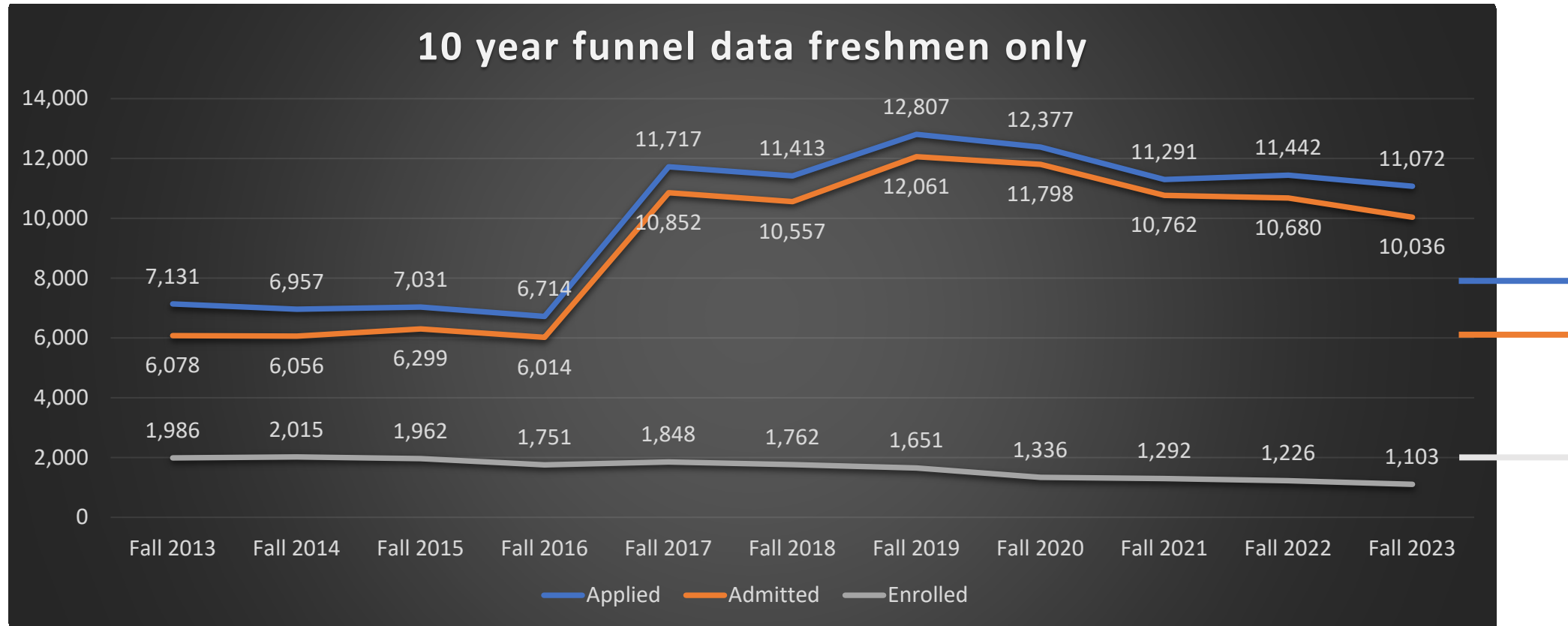
# Radford

U N I V E R S I T Y

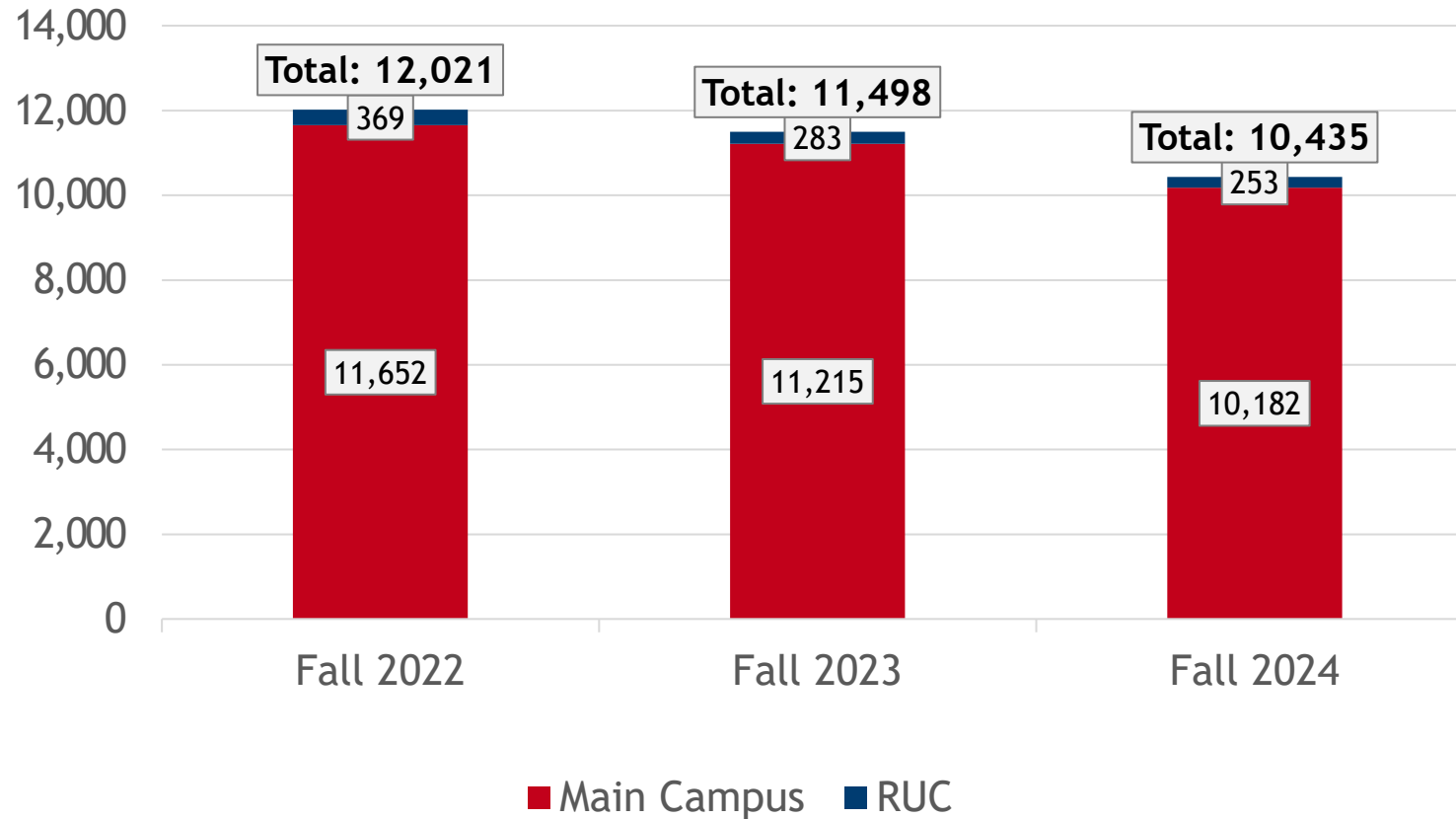
# Enrollment Management



# Freshmen Admissions



# New Freshmen Total Applications



- Application data as of March 5th

# New Freshmen

## Applications by Virginia Region

Virginia Region	Fall 2022	Fall 2023	Fall 2024
Central Va	592	630	671
Northern Va	2,875	2,523	2,426
Peninsula	510	501	384
Richmond	1,245	1,142	1,026
Roanoke Metro	495	432	476
South Central	331	310	314
Southwest	679	703	697
Tidewater	1,104	1,021	866
Valley	828	747	696
In-State, Unknown	162	1	35

# New Freshmen Applications by State

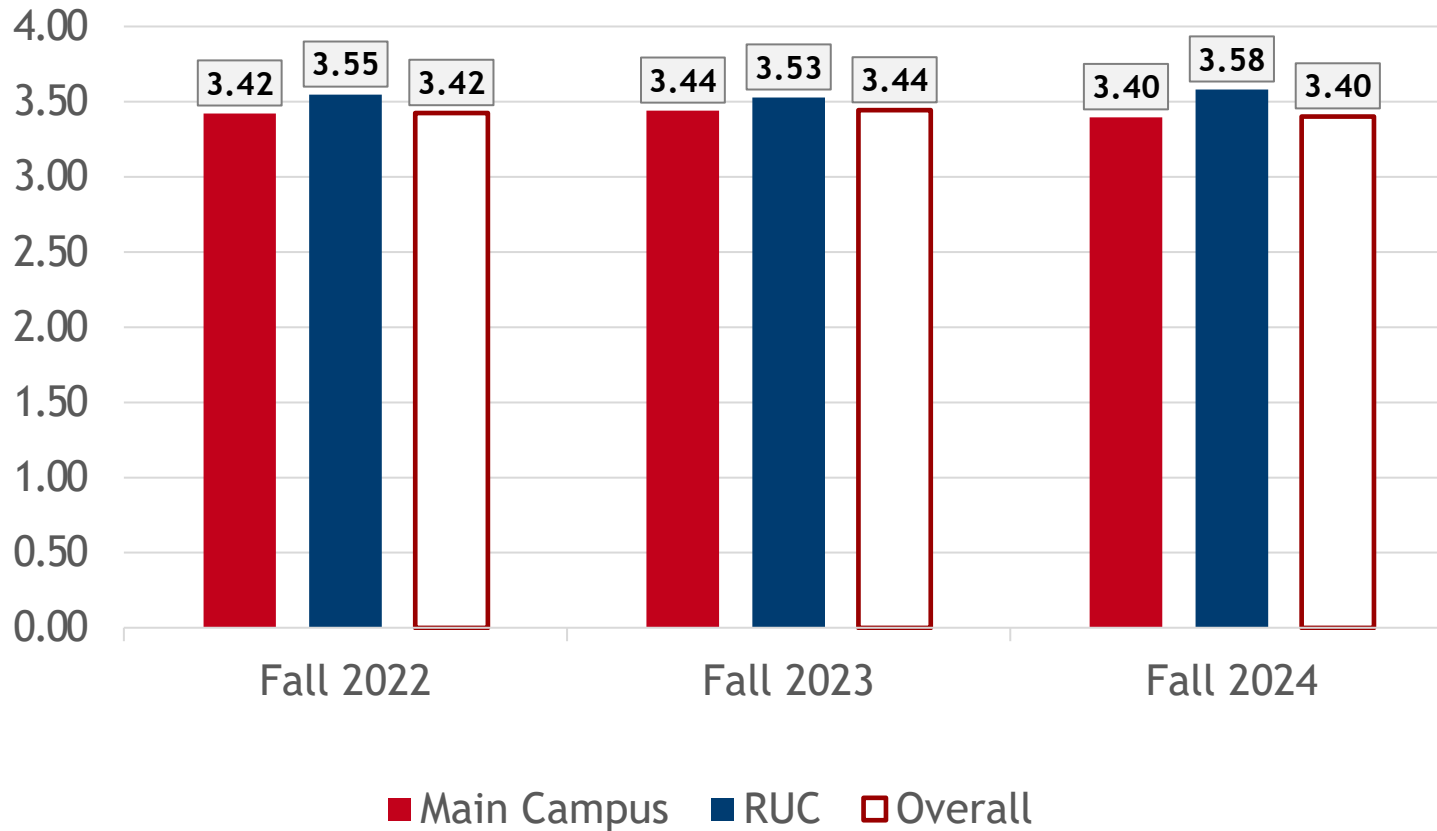
Top States	Fall 2022	Fall 2023	Fall 2024
Maryland	805	746	301
North Carolina	746	700	252
District of Columbia	288	298	86
West Virginia	138	135	69
New Jersey	76	94	64
Pennsylvania	92	77	64
South Carolina	55	67	61
New York	68	78	58
Florida	77	74	46
Texas	52	32	39

# New Freshmen Applications by Ethnicity

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

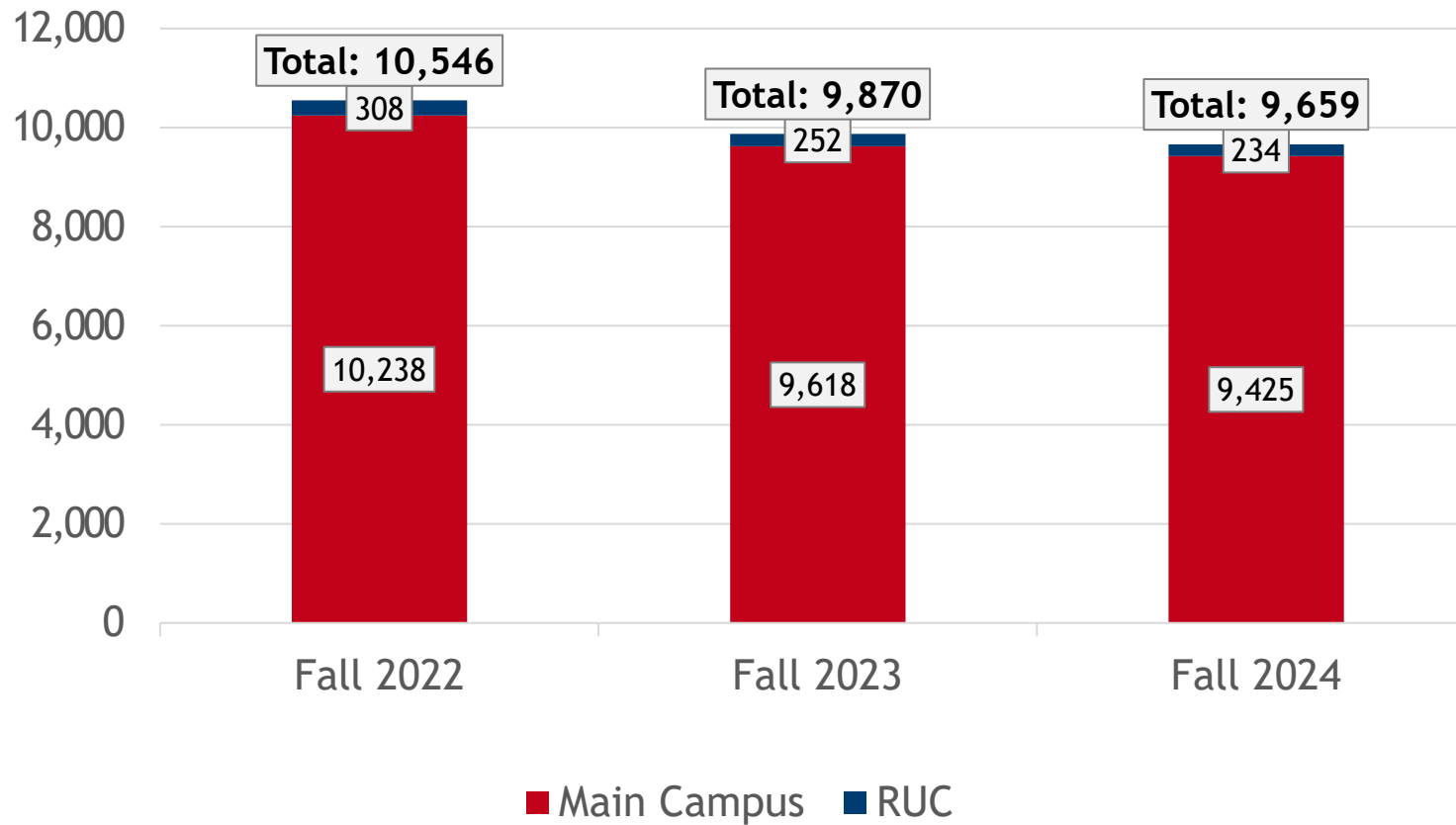


# New Freshmen Total Applications



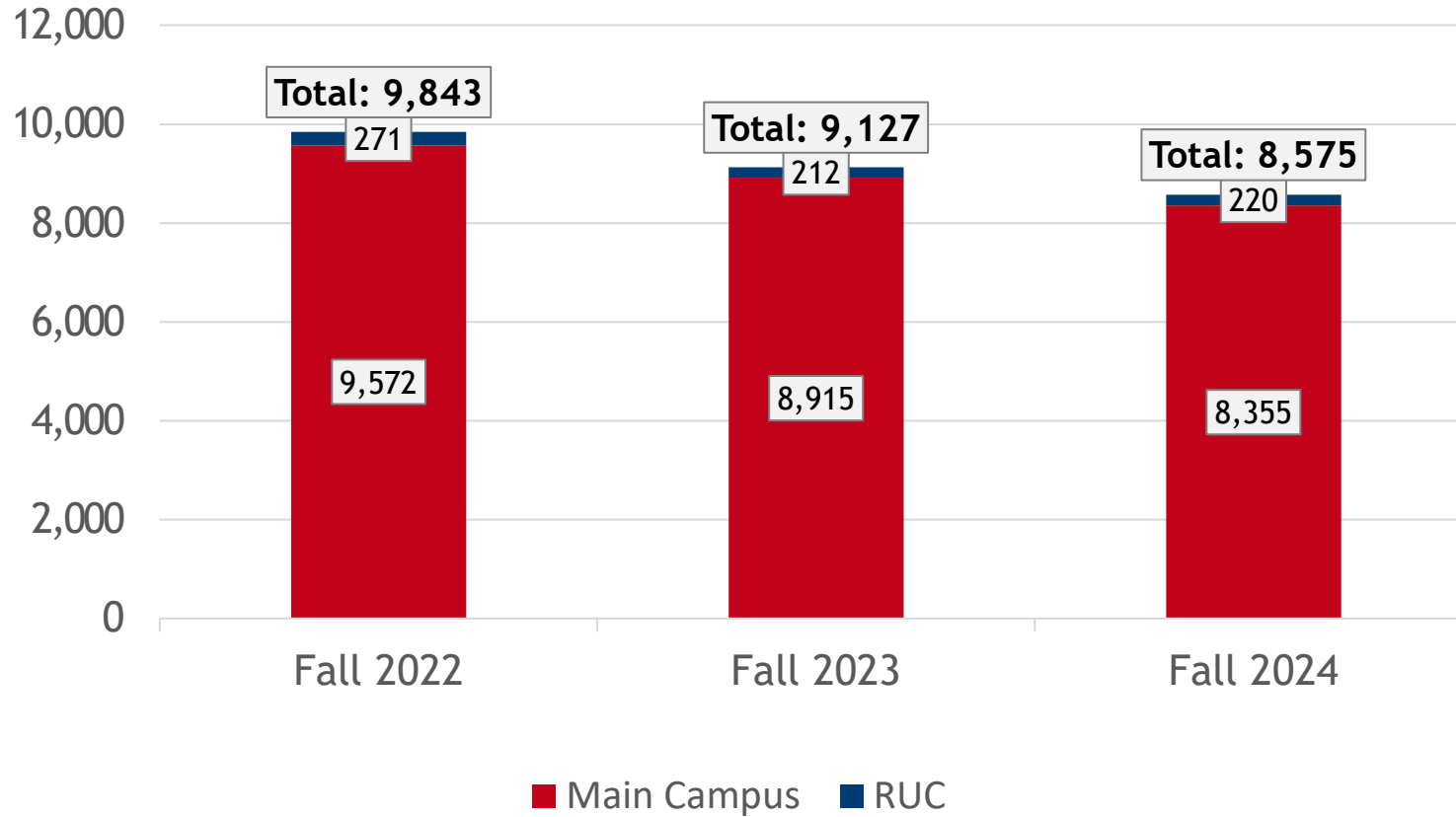
- GPA indicative of “sweet spot”

# New Freshmen Complete Applications



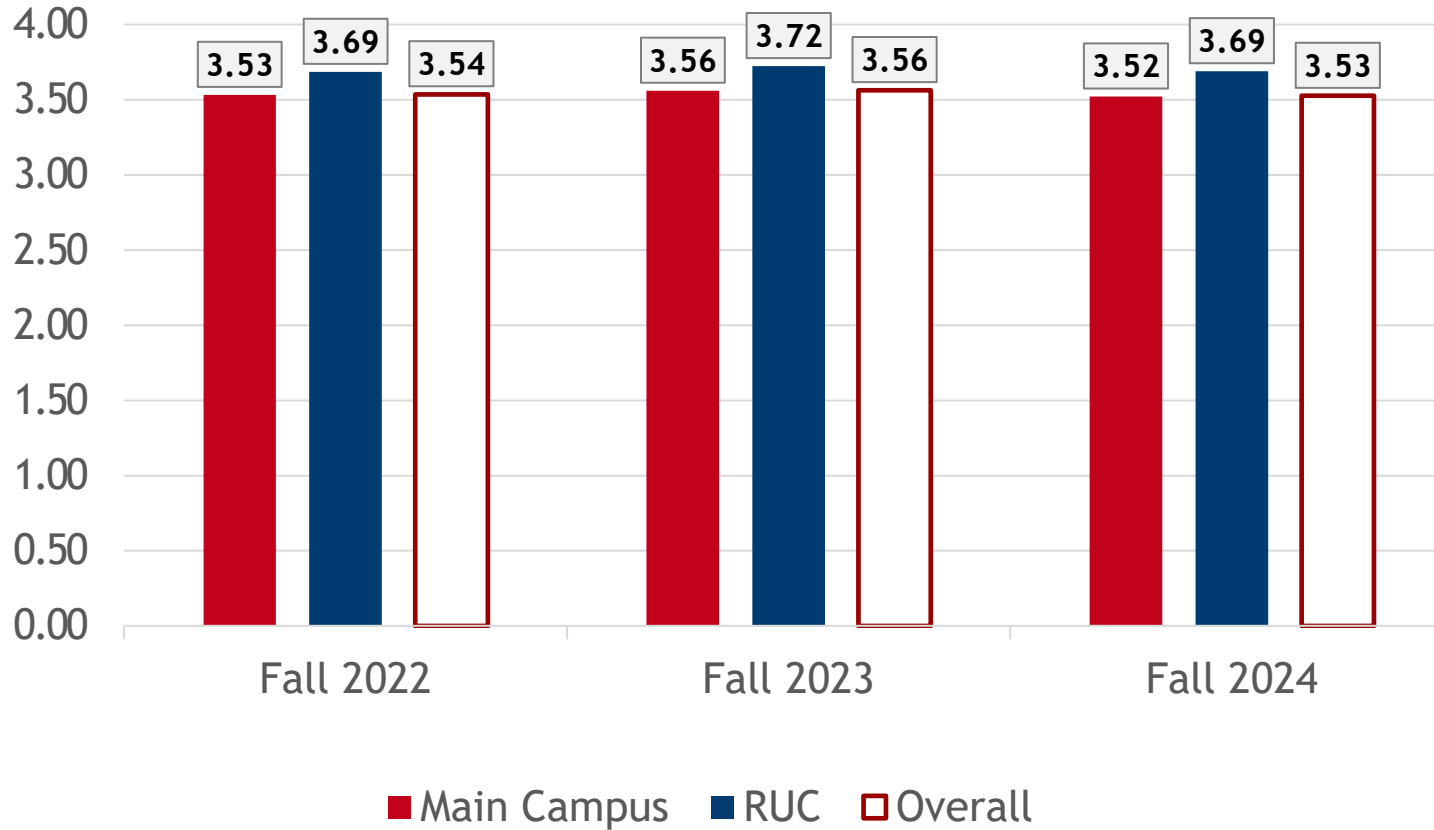
- 90% completion rate

# New Freshmen Admitted



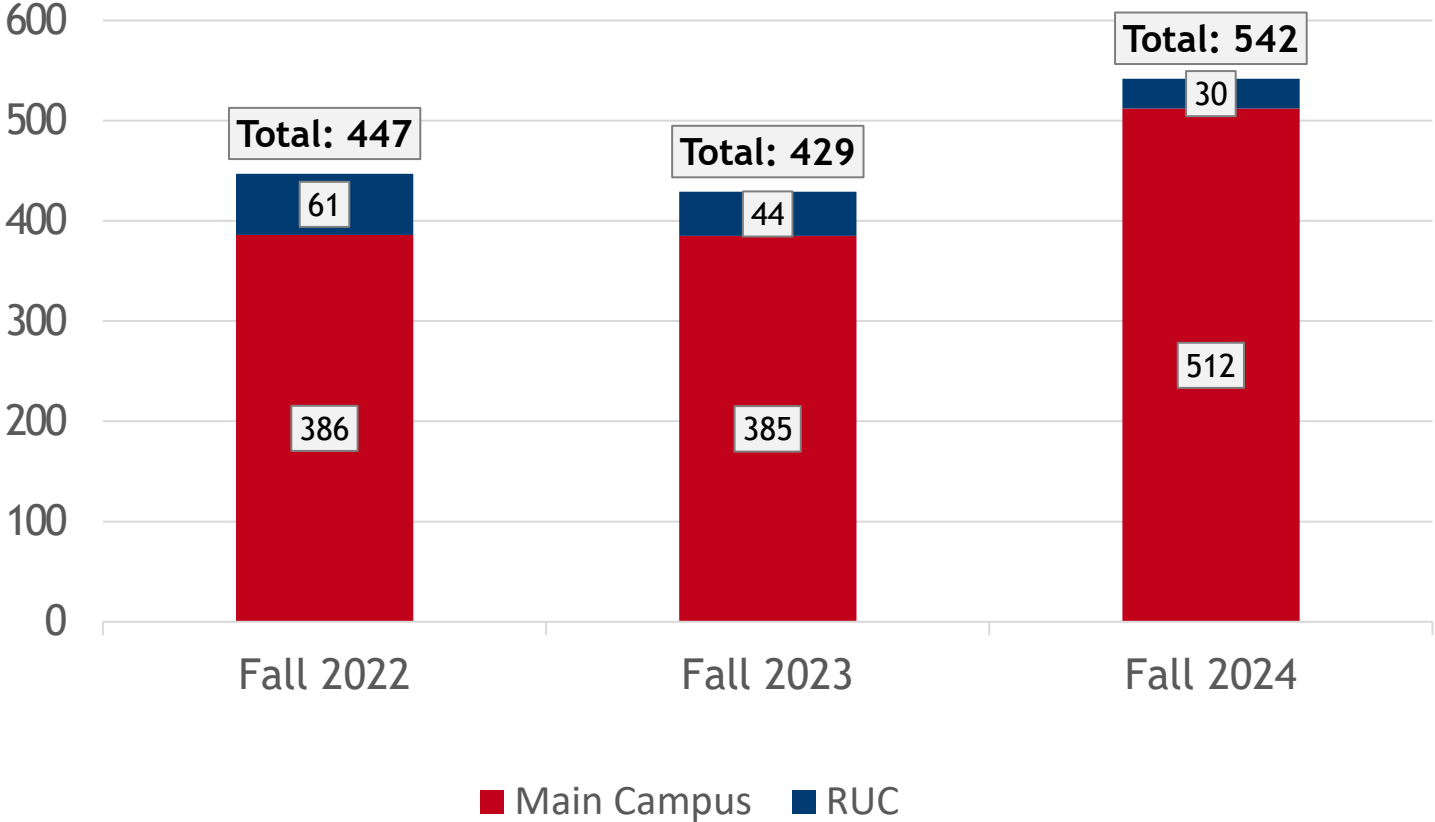
- 82% acceptance rate

# New Freshmen Admitted



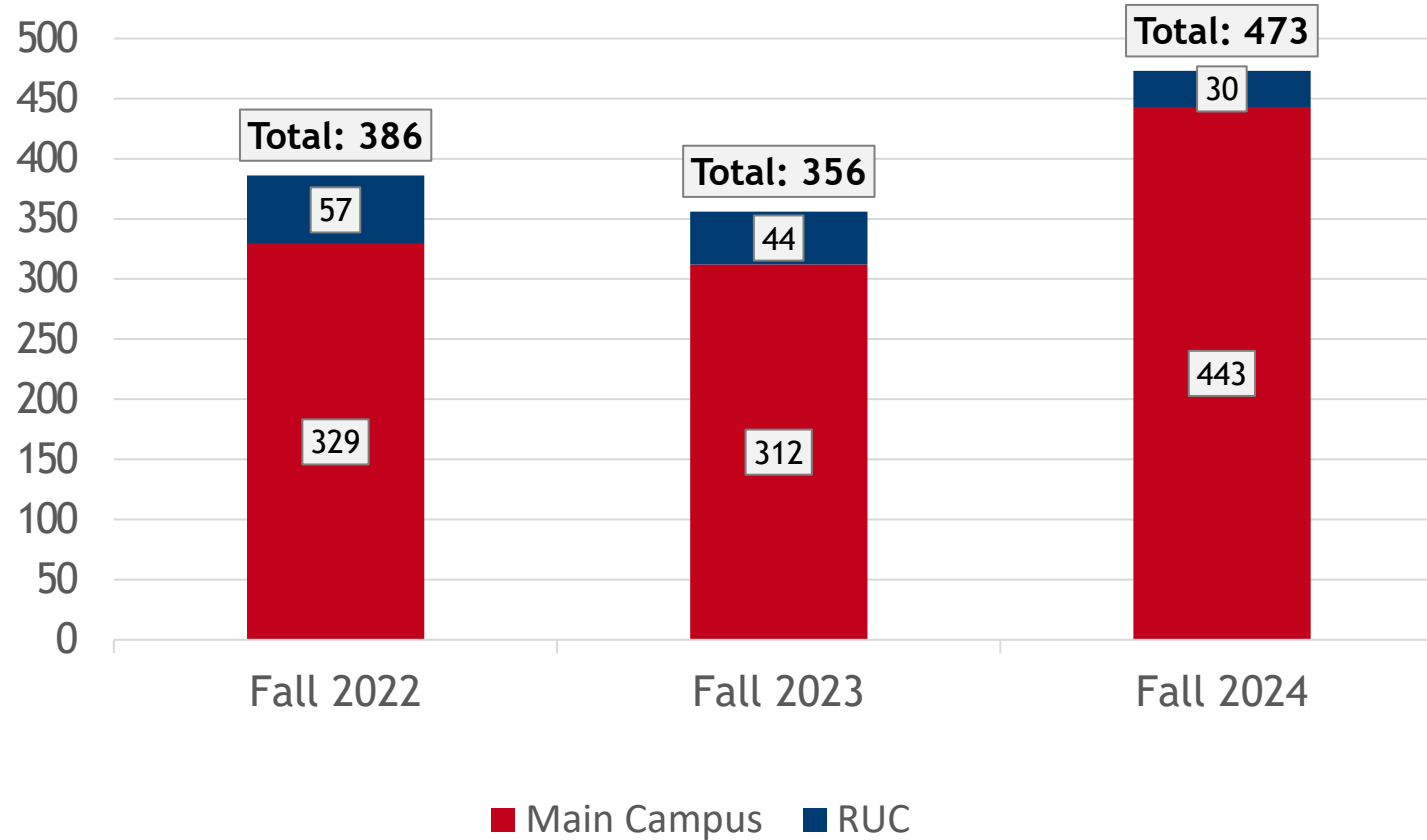
- Over half applicants direct admit
- 3.3 GPA or higher

# New Freshmen Deposits



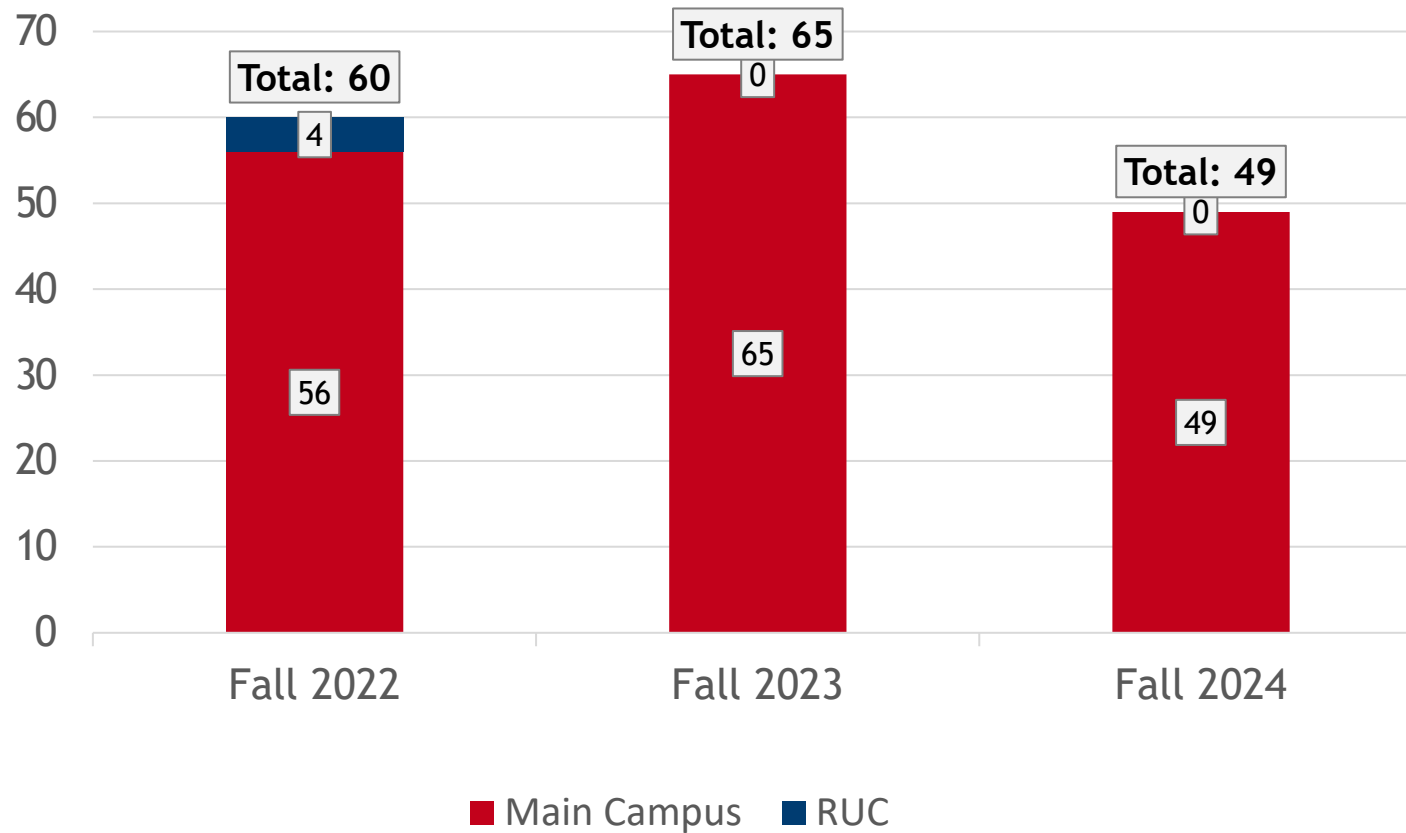
- 26% increase

# New Freshmen In-State Deposits



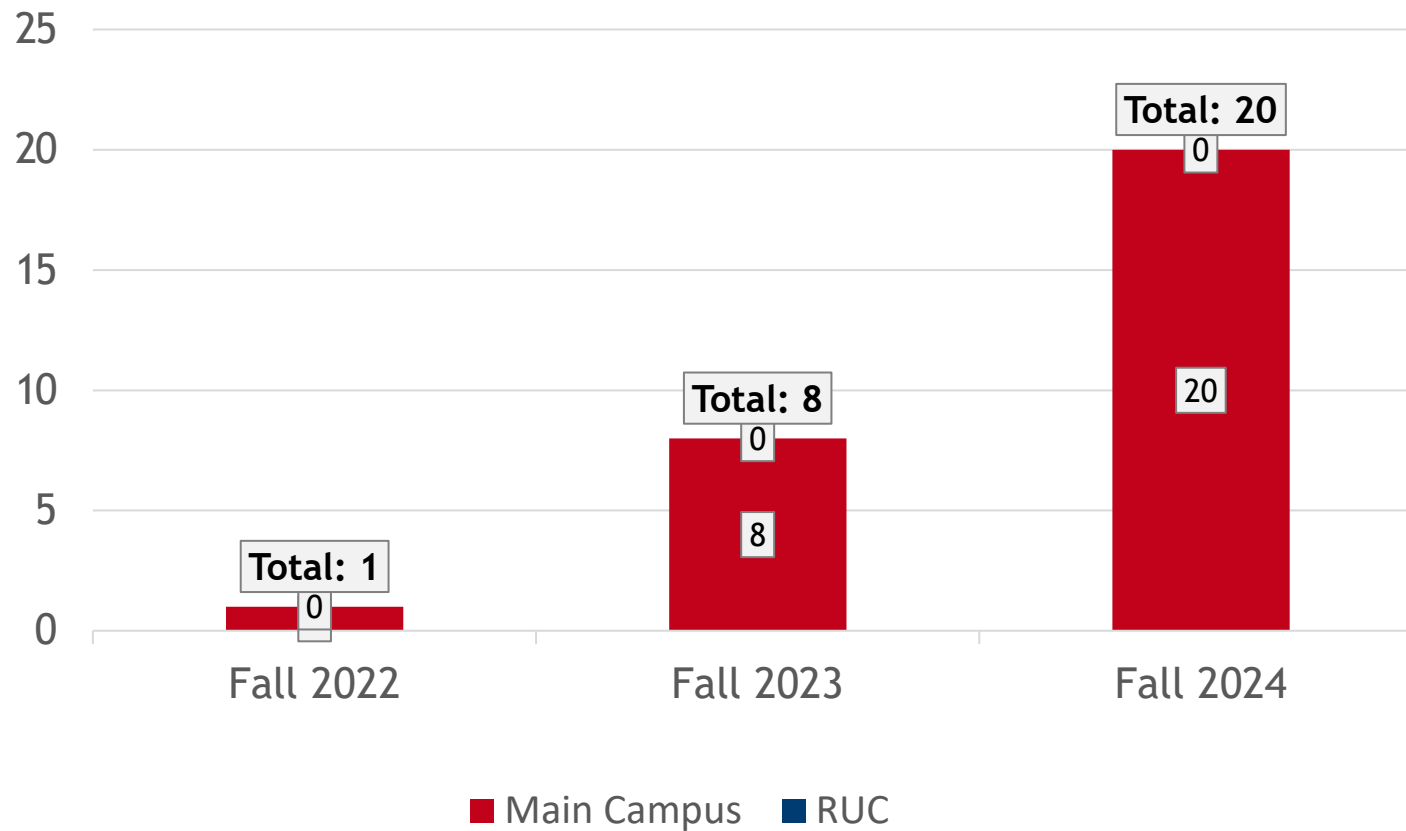
- 32% increase

# New Freshmen Out-of-State Deposits



• 25% down

# New Freshmen International Deposits



- 150% increase



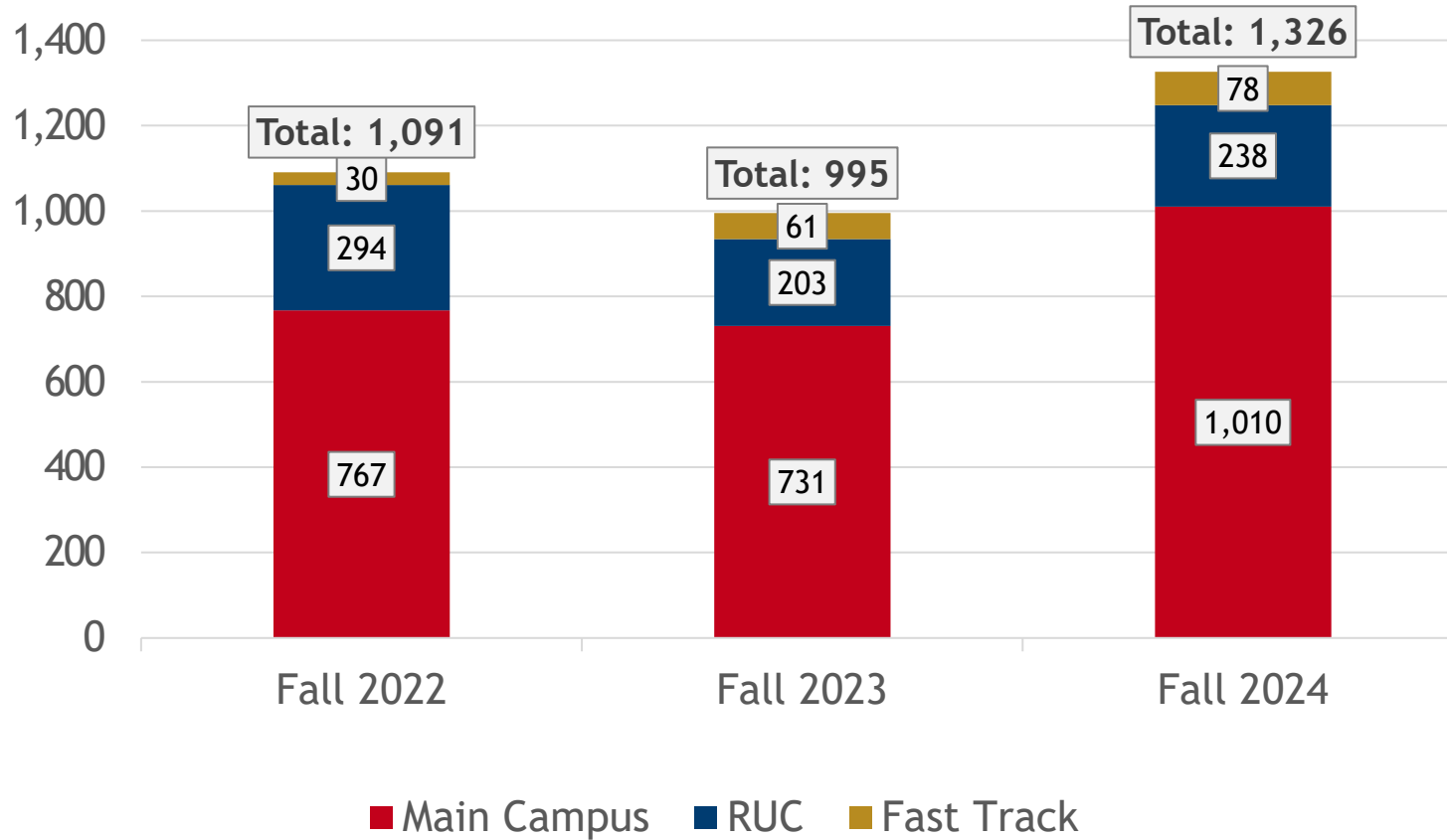
# New Freshmen Deposits by Virginia Region

Virginia Region	Fall 2022	Fall 2023	Fall 2024
Central Va	44	43	58
Northern Va	78	59	74
Peninsula	18	5	19
Richmond	43	30	45
Roanoke Metro	57	59	73
South Central	12	6	12
Southwest	72	95	113
Tidewater	23	28	35
Valley	39	31	40
In-State, Unknown	0	0	4

# New Freshmen Deposits by State

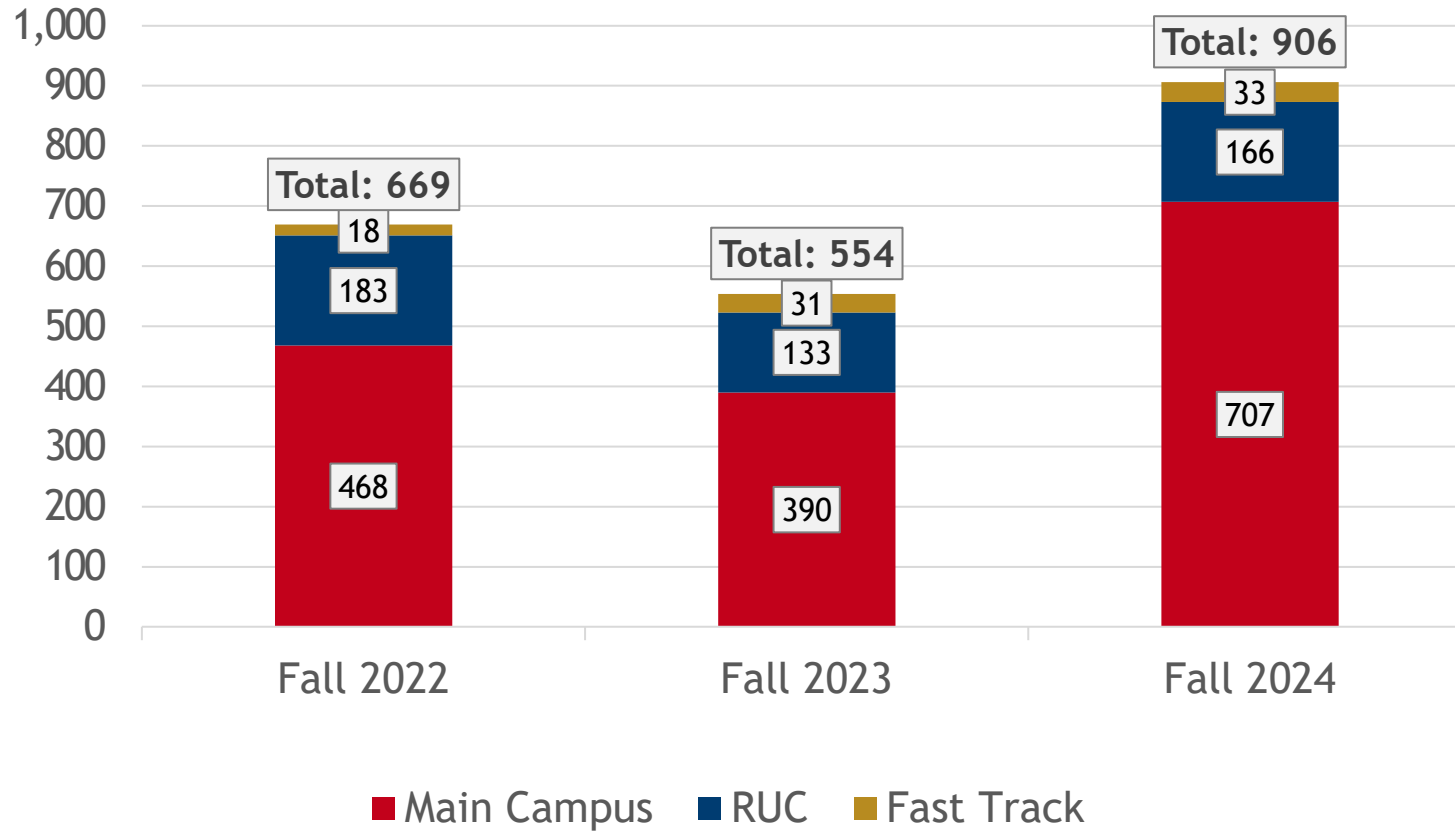
<b>Top States</b>	<b>Fall 2022</b>	<b>Fall 2023</b>	<b>Fall 2024</b>
North Carolina	13	8	9
Florida	3	3	4
Texas	6	3	4
West Virginia	10	9	4
Maryland	9	13	3
New Jersey	1	3	3
New York	2	3	3
Pennsylvania	3	2	3

# New Transfer Total Applications



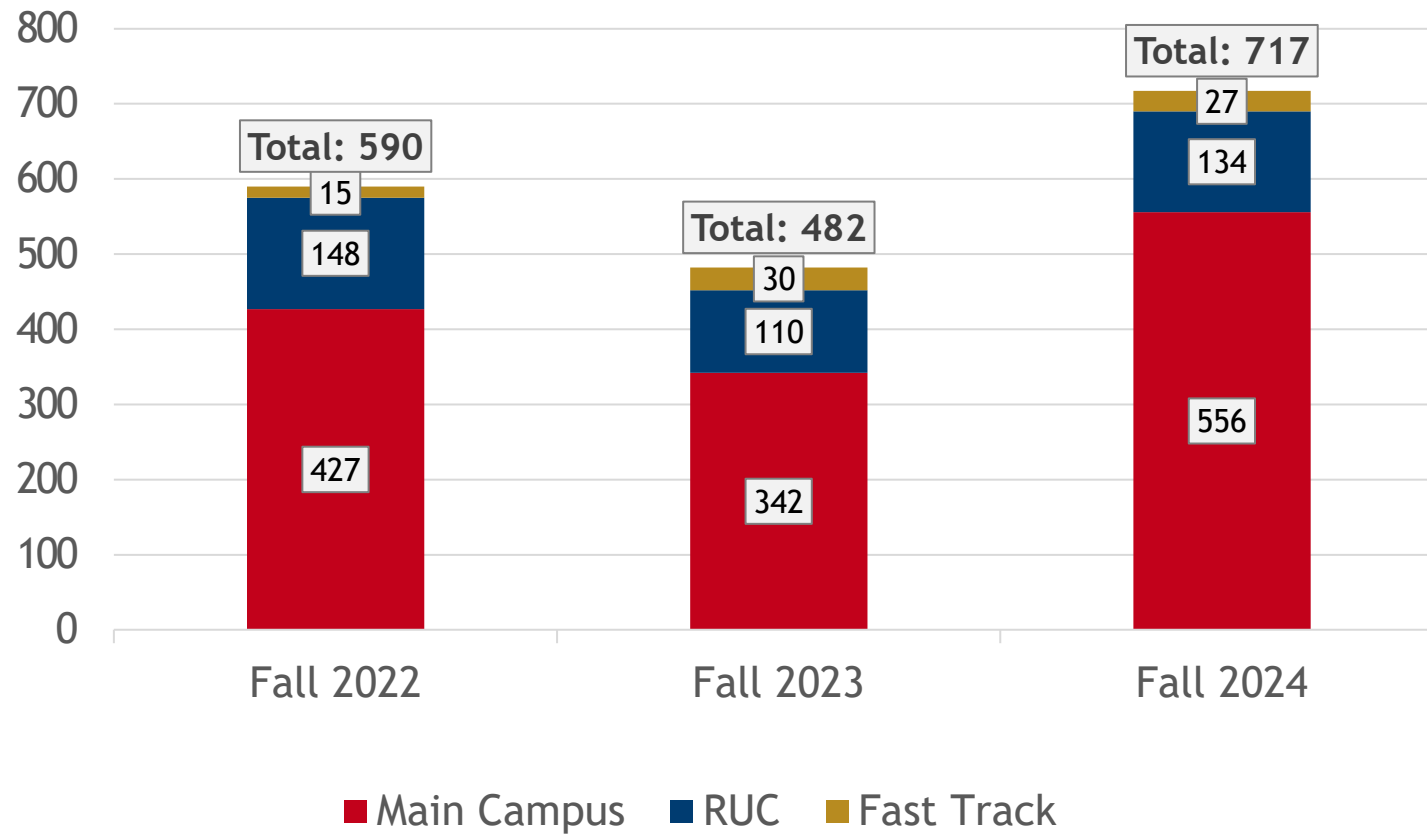
- Up at all campus locations

# New Transfer Completed Applications



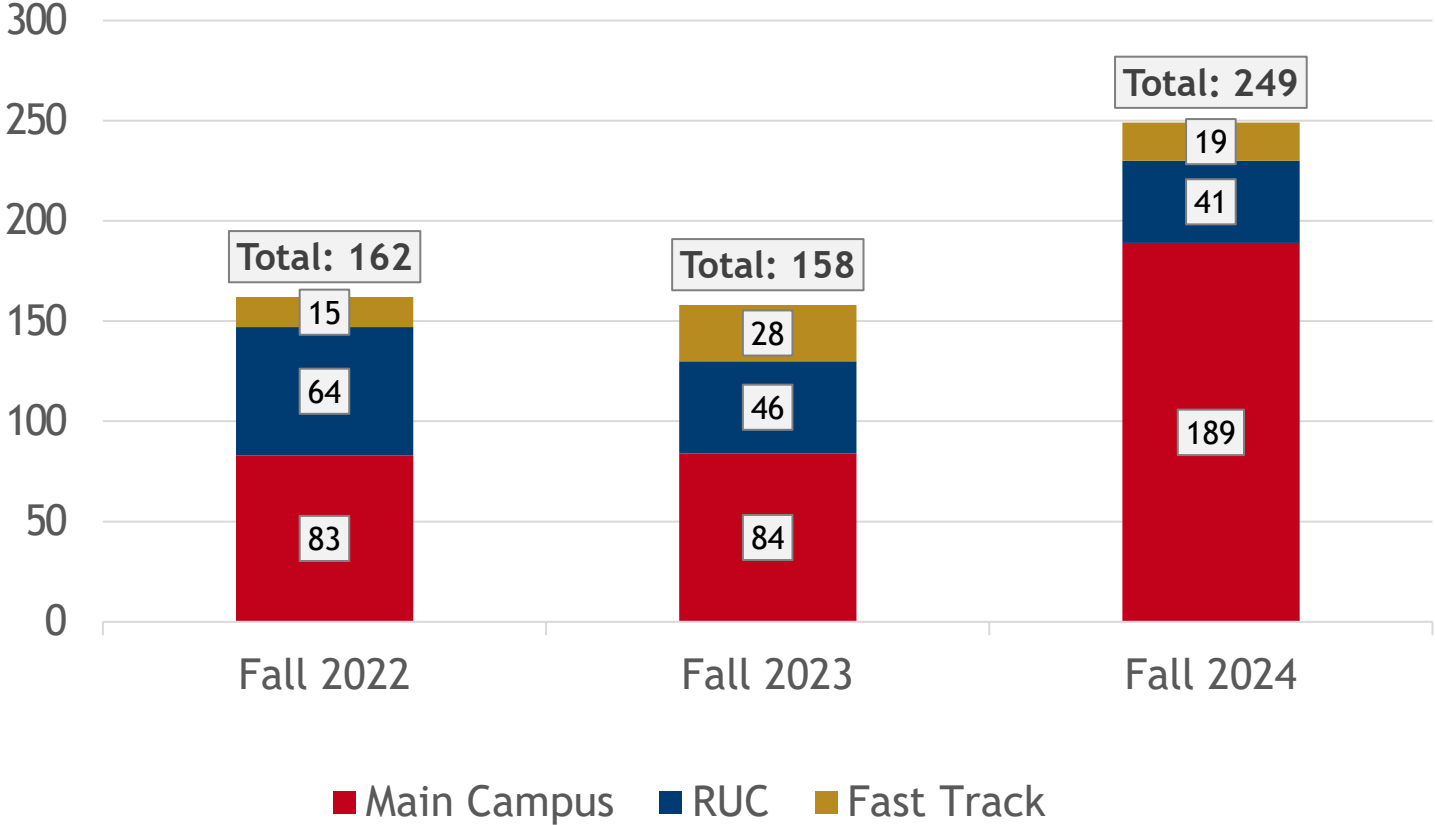
- March 1<sup>st</sup> deadline
- Still collecting transcripts

# New Transfer Admitted



- 80% acceptance rate

# New Transfer Deposits




- 57% increase



# FAFSA data pending

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# Discussion





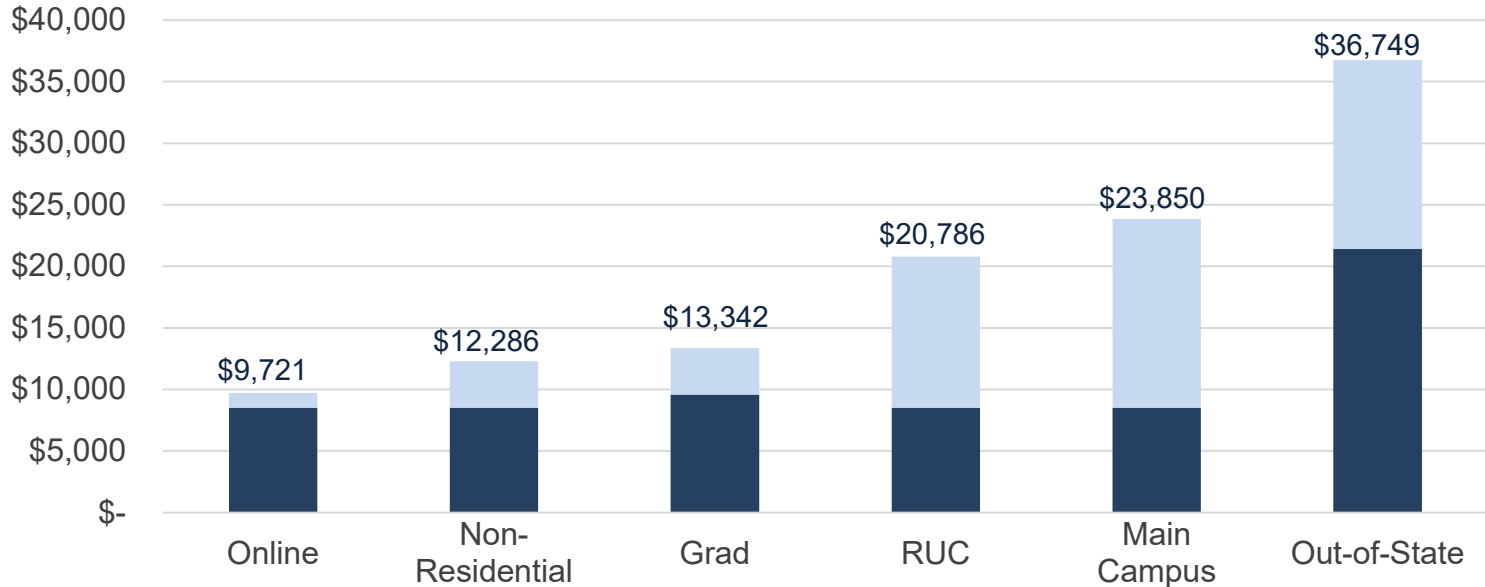
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# FY 2025 Enrollment Financial Impact



# Tuition & Aux Gross Revenue per Student Enrollment



■ Auxiliary  
■ Tuition  
 Total

Auxiliary	\$1,200	\$3,765	\$3,765	\$12,265	\$15,329	\$15,329
Tuition	\$8,521	\$8,521	\$9,577	\$8,521	\$8,521	\$21,420
Total	\$9,721	\$12,286	\$13,342	\$20,786	\$23,850	\$36,749

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# Student Comparison 1



In-State

Main Campus

Resident

100 Students:

\$2,385,000

\$1,289,900 Variance



Out-of-State

Main Campus

Resident

\$3,674,900

# Student Comparison 2



In-State

RUC

Resident

100 Students:

\$2,078,600



\$1,289,900 Variance



Out-of-State

RUC

Resident



\$3,368,500

# Student Comparison 3



In-State

Main Campus

Resident

100 Students:

\$2,385,000



(\$1,412,900) Variance



On-Line

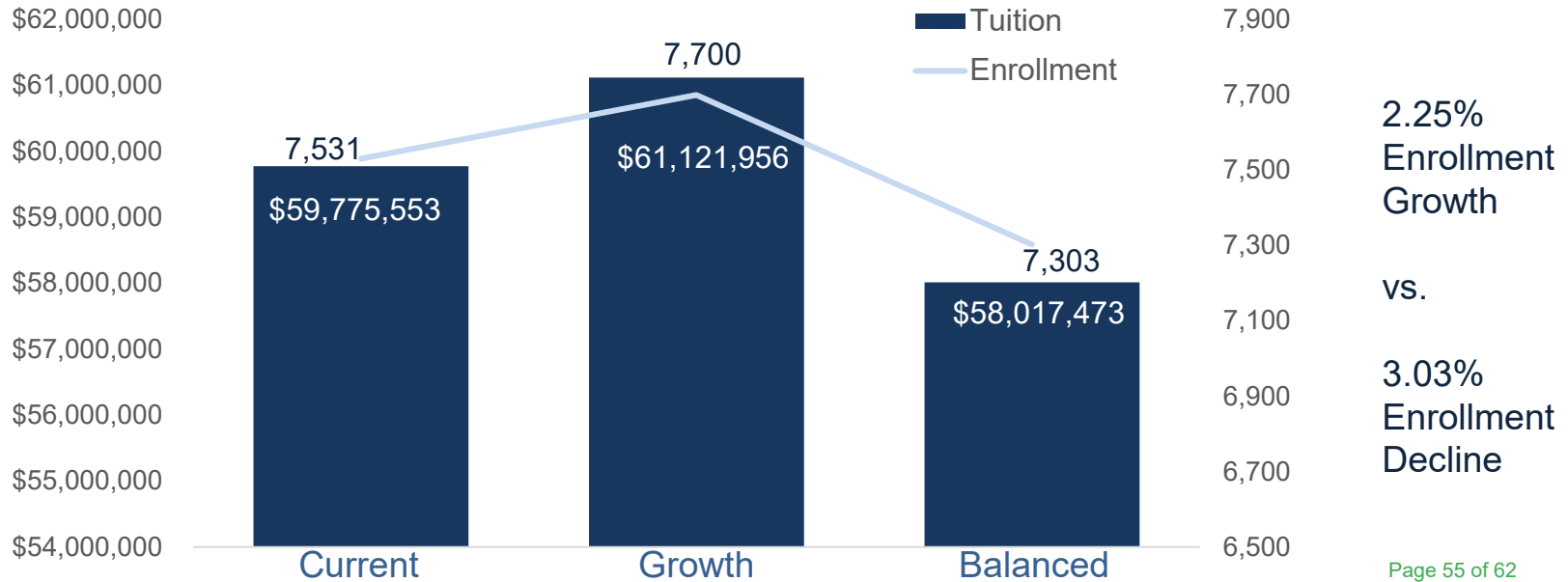
Main Campus

Non-Resident



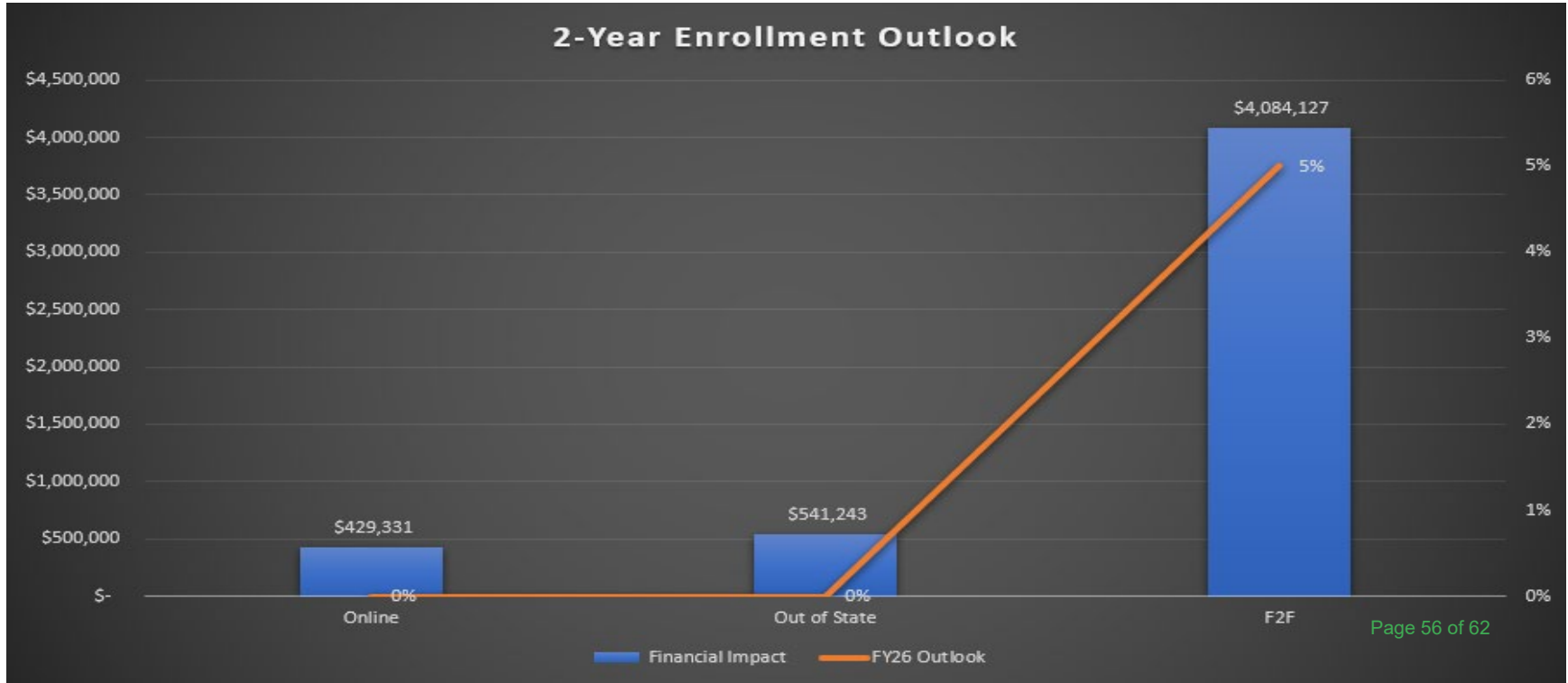
\$972,100

# Enrollment Impact Scenarios



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

# FY26 Enrollment Outlook & Financial Impact *(Tuition Only)*



\* Assumes 1.5% UG Tuition Increase in FY25 & FY26





# Radford

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# Minutes



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**Enrollment Management and Brand Equity Committee**  
**12:15 p.m.\*\***  
**November 30, 2023**  
**Kyle Hall, Room 340, Radford, VA**

**DRAFT**  
**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 Castele, 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

Ms. Allison Pratt, Associate V.P. for Enrollment Management and Director of Financial Aid

Ms. Susan Richardson, General Counsel

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

Ms. Penny 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 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

