

Enrollment Management and Brand Equity Committee

December 2025



Radford
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Enrollment Management and Brand Equity Committee

1:15 pm**

December 4, 2025

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 11, 2025
- **Brand Identity Report** Dr. David E. Perryman
• Communication Plan Update *Associate Vice President, Strategic Communications*
- **Enrollment Management Report** Dr. Dannette Gomez Beane,
• Strategic Enrollment Plan *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
Mr. Dale Ardizzone, Vice Chair
Ms. Betsy D. Beamer
Ms. Callie Dalton
Ms. Mary Anne Holbrook
Mr. David A. Smith

Meeting Materials



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Strategic Communications

University Communication Plan



Updates to University Communication Plan

1. **Strategic Planning Elements:** Integrated new vision and mission statements, six themes and core values.
2. **Communication Goals:** Refined goals to reflect strategic themes and supporting objectives from new strategic plan.
3. **Audience Analysis:** Updated student, employee and alumni audience information based on latest data.
4. **University Message Board:** Replaced four strategic priorities with six strategic themes and updated proof points.
5. **Communication Planning Matrix:** Added new communication campaigns, activities and tactics to support strategic themes and objectives.

University Message Board

Strategic Communications has developed several strategic messages based on Radford University's vision and mission statements and strategic plan themes, as well as the brand campaign tagline and five brand pillars. This University Message Board provides a framework for these messages and supporting "proof points." We will update the message board on a quarterly basis and use it to deliver key messages to internal and external audiences through a variety of communication channels, including newsletters, emails, digital screens, and printed signs, posters and flyers. These messages will also guide our storytelling in print, on the web and on video; proactive pitches to local, regional and statewide media outlets; and a variety of leadership communications.

The following messages articulate distinctive aspects of Radford University's educational experience, which — in concert — differentiate our university from all others. We validate the credibility of each message with evidence, or proof points, in the form of third-party data or internal measures. Examples of these are included below.



Strategic Plan Themes

- Culture of Care
- Strategic Partnerships and Community Engagement
- Organizational Excellence and Continuous Improvement
- Student Success and Experiential Learning
- Academic Achievement and Intellectual Discovery
- Communication and Collaboration



Brand Campaign Tagline

- Find Your Place. Here.



Brand Pillar Messages

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

Communication Goals

1. **Strategic Focus:** Advance the new vision, mission, strategic themes and core values by supporting executive-level communications, university events and strategic initiatives.
2. **Awareness and Engagement:** Increase internal and external awareness of and engagement in academic programs, university events, extracurricular activities, and support services/resources.
3. **Reputation:** Positively influence the university's reputation by communicating key messages and success stories and effectively managing crises and other reputational risks.
4. **Brand:** Enhance the university's brand equity by promoting our graphic identity, pillar messages, campaign tagline and design templates in a credible, consistent and compelling manner.



Putting students first means making college *accessible*.

If you're a Virginia resident and your family makes \$100,000 or less, you may be eligible to have your tuition covered at Radford University.

- Complete our free admissions application by the regular decision deadline. That's Feb. 1 for freshman applicants and March 1 for transfer applicants.
- Submit your Free Application for Federal Student Aid, or FAFSA, by March 1 and be sure to list Radford University.

LEARN MORE AND FIND OUT IF YOU QUALIFY AT www.radford.edu/promise

 Radford UNIVERSITY

Highlights of New Campaigns/Activities

1. **"You Are Supported" Campaign**, explaining support services, resources and development opportunities for students and employees.
2. **"Radford Proud" Campaign**, building greater awareness and affinity among students, employees and alumni, including recruiting and training "Brand Ambassadors."
3. **University-Wide Events Sponsorship Plan**, creating greater external awareness of the Radford brand and engagement in programs, events, activities and partnerships.
4. **"Active Learning, Active Doing" Campaign**, including student research and work-based learning, as well as club sports, pep band, and outdoor recreation and adventure.

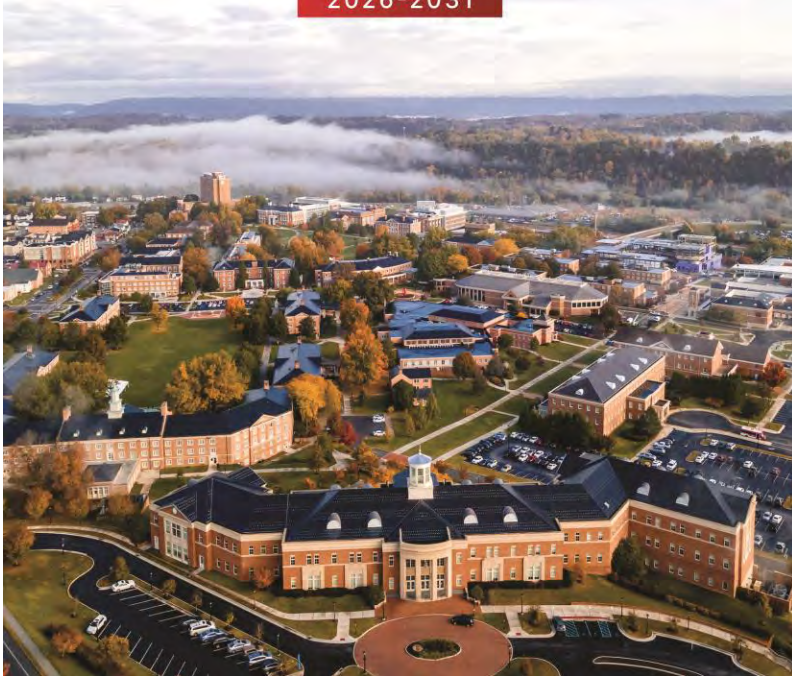




Shaping Tomorrow – Together:

RADFORD UNIVERSITY STRATEGIC PLAN

2026-2031



Shaping Tomorrow – Together: Strategic Plan 2026-2031

Communication Strategy to Launch New Plan

- Clearly define **goals** for strategic plan rollout.
- Identify target **audiences**.
- Determine best mix of **communication platforms/tactics**.
- Tailor **messages** to audiences and platforms.
- Determine appropriate **sequence** for tactics, including building excitement before the Jan. 23 launch event and sustaining momentum in the ensuing months.

Shaping Tomorrow – Together: Strategic Plan 2026-2031

Campaign Highlights

- **Special design treatment** for name of plan, plus templates for print and electronic materials, as well as social media.
- **One-stop-shop website** including final plan, progress dashboard, and supplemental materials to help others activate the plan.
- **Dynamic video** featuring authentic Highlander voices articulating what the 6 strategic themes mean to them.
- **Jan. 23 launch event** with leadership presentations, strategic plan video and campaign swag.



Enrollment Management



December, 2025

**2-year plan
GOALS MET**

Stabilized Enrollment

2024 - 7,812

2025 - 7,836

Visitors to Campus

4,505 up from 1,400

Direct Admit

65% of applicants, goal was 50%

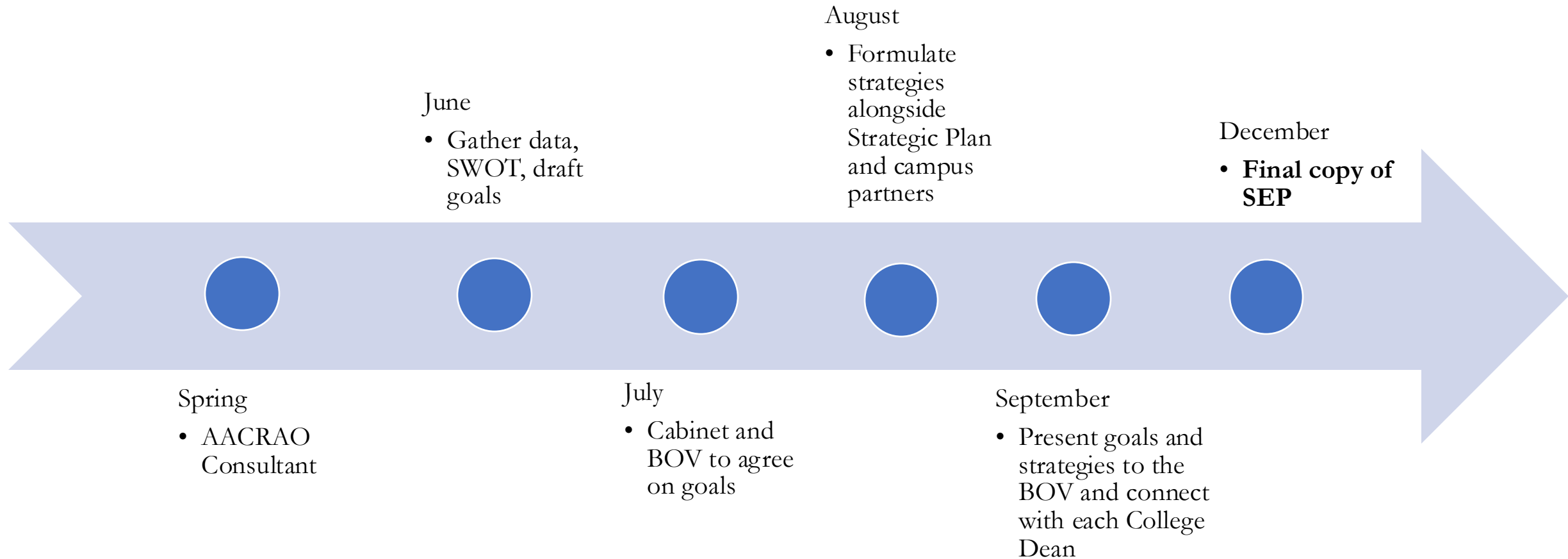
Transfer Pathways

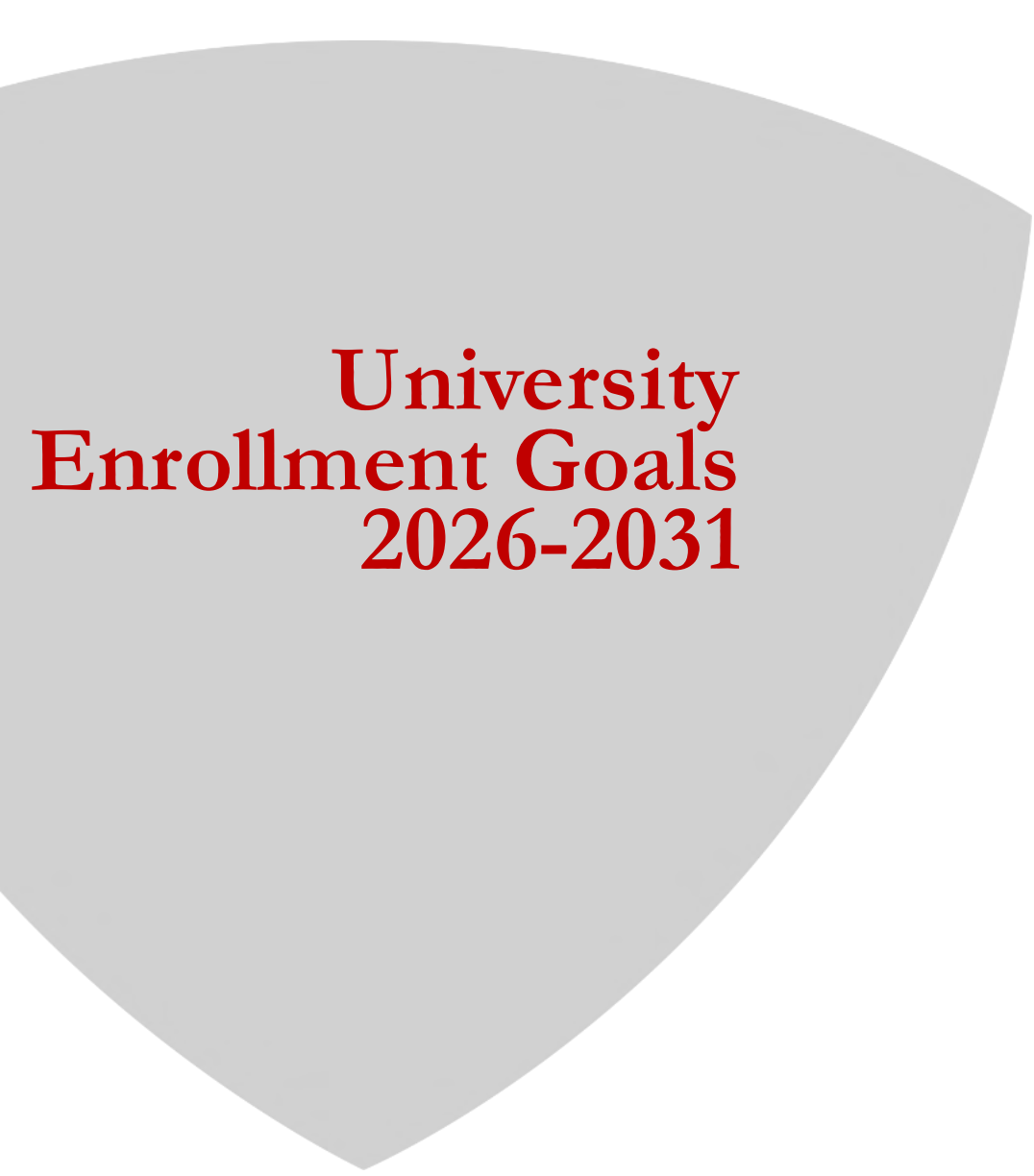
82 pathways posted, goal was 75

Strategic Enrollment Plan 2026-2031



Next steps Strategic Enrollment Planning (SEP)





University Enrollment Goals 2026-2031

Goal is Sustainability = 7,812

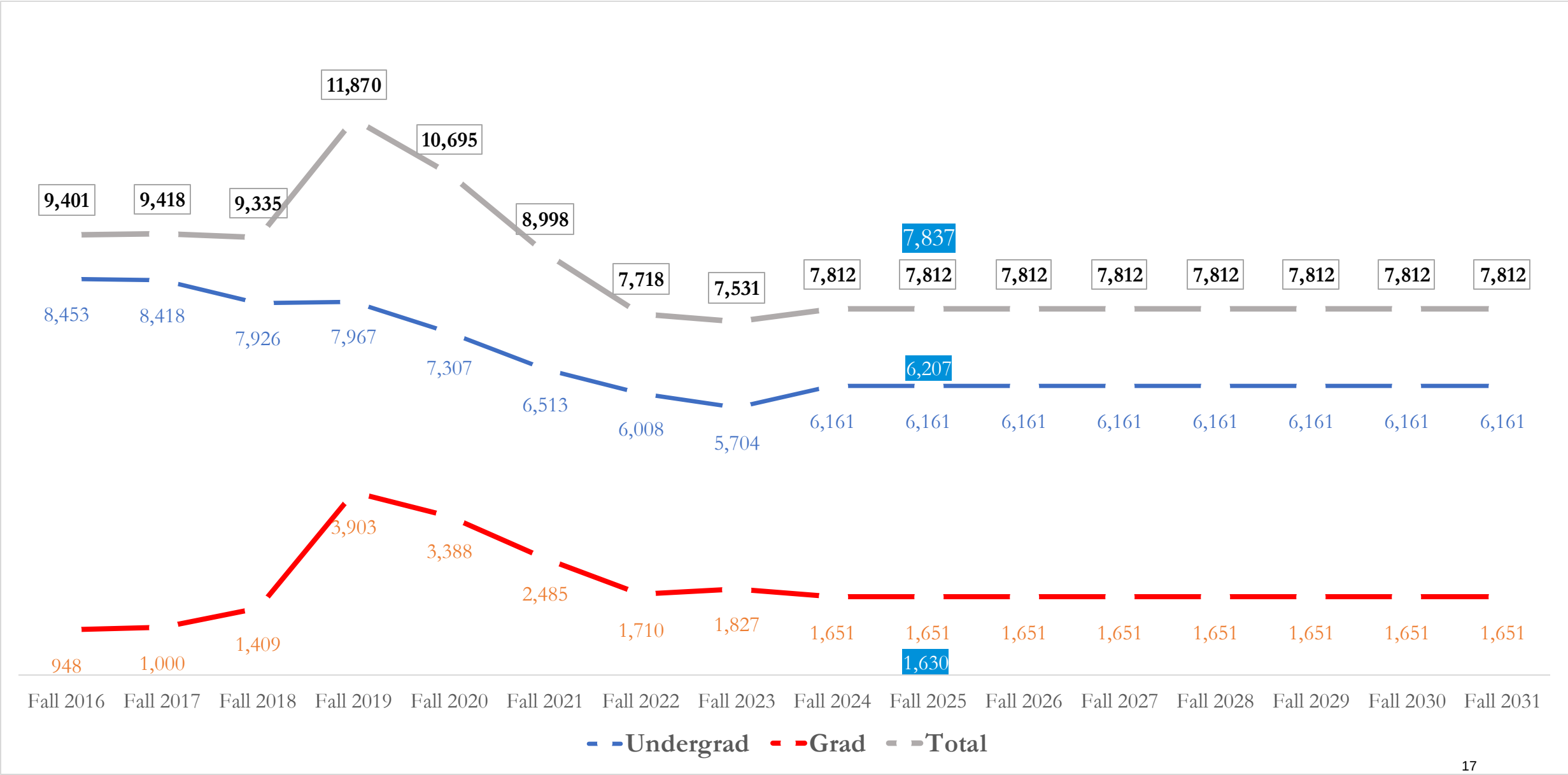


Planning Assumptions

- **Sustain** academic standards for admission all levels
- **Sustain** 1415 New Freshmen enrollment (fall + spring)
- **Sustain** 580 New Transfer enrollment (fall + spring)
- **Sustain** 6,296 In-person enrollment (all locations)
- **Sustain** 76% Retention rate (fall to fall)
- **Sustain** Roanoke enrollment (fall 2024 baseline = 803)
- **Sustain** Online enrollment (fall 2024 baseline = 1759)
- **Grow** College of Nursing enrollment (fall 2024 baseline = 1456)
- **Continue** Radford Tuition Promise



GOAL: Sustainability 2026-2031

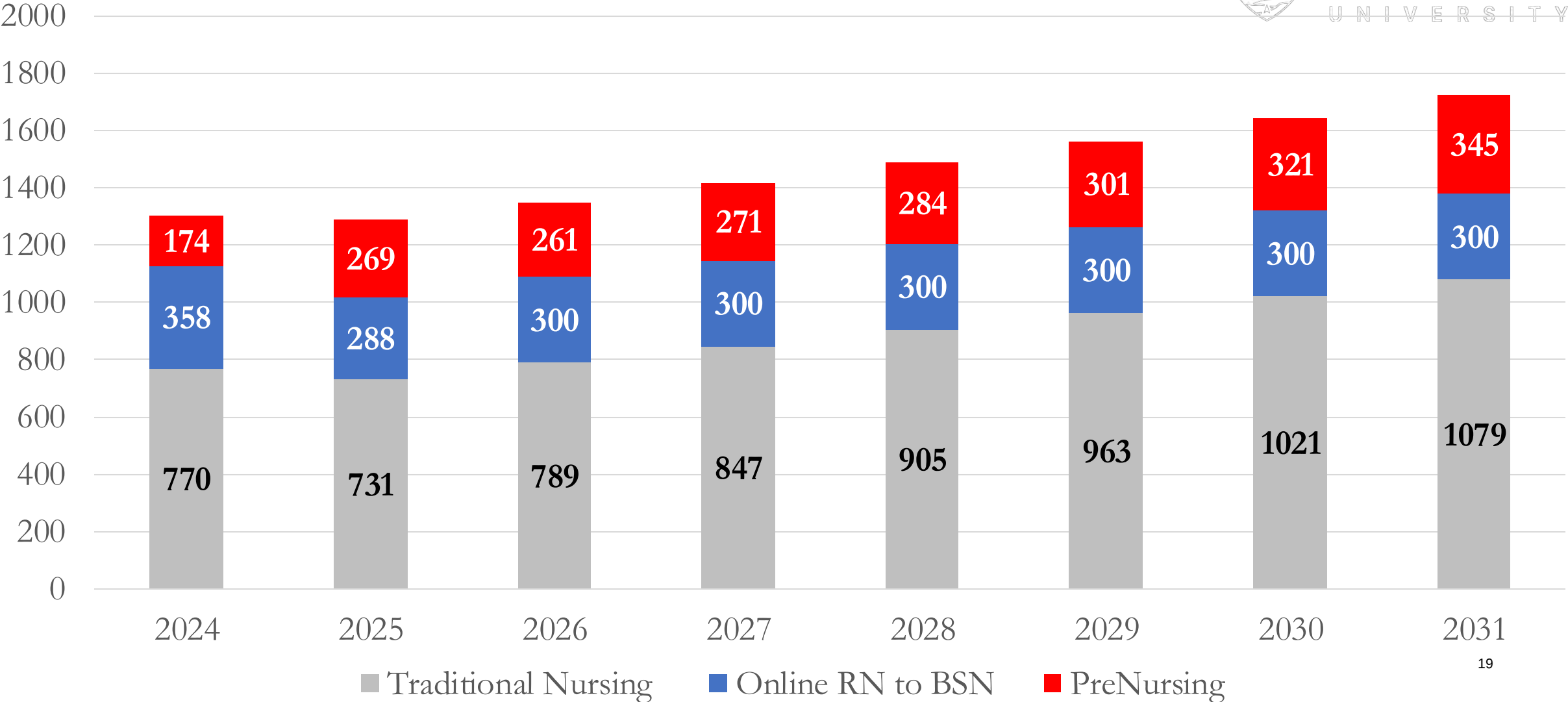


Strategic Growth Areas

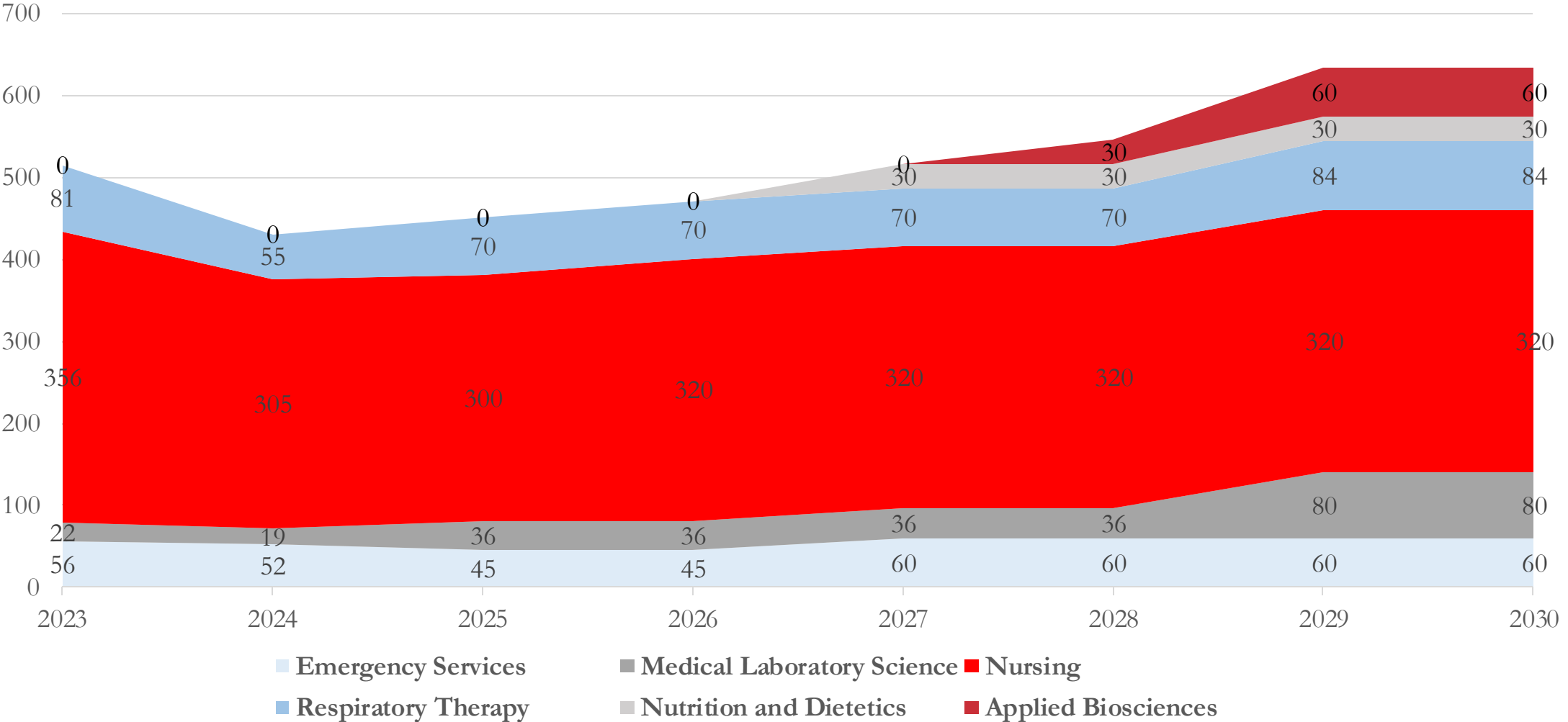
1. Nursing
2. Roanoke Undergraduate Programs
3. Club Sports
4. Pep Band
4. Unique Undergraduate Programs

1. Nursing

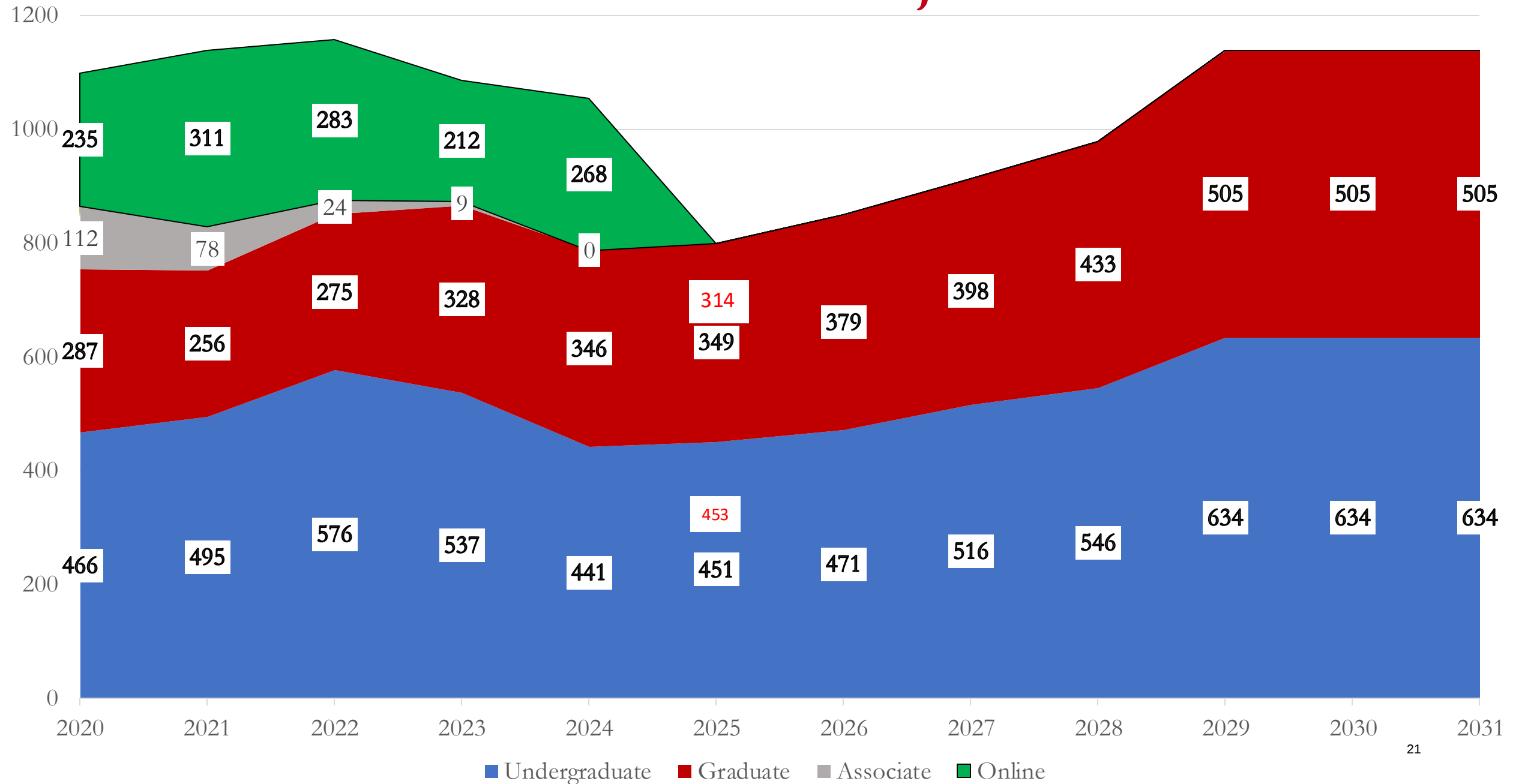
Fall Enrollment Projections for Bachelor of Nursing Growth



2. Roanoke – Undergraduate Programs



Roanoke Enrollment Projections



3. Club Sports



Hiring of Coach and Coordinator

- Collaborates to recruit (Student Affairs/Enrollment Management)
- Maximizing rosters



Incentivizing Enrollment

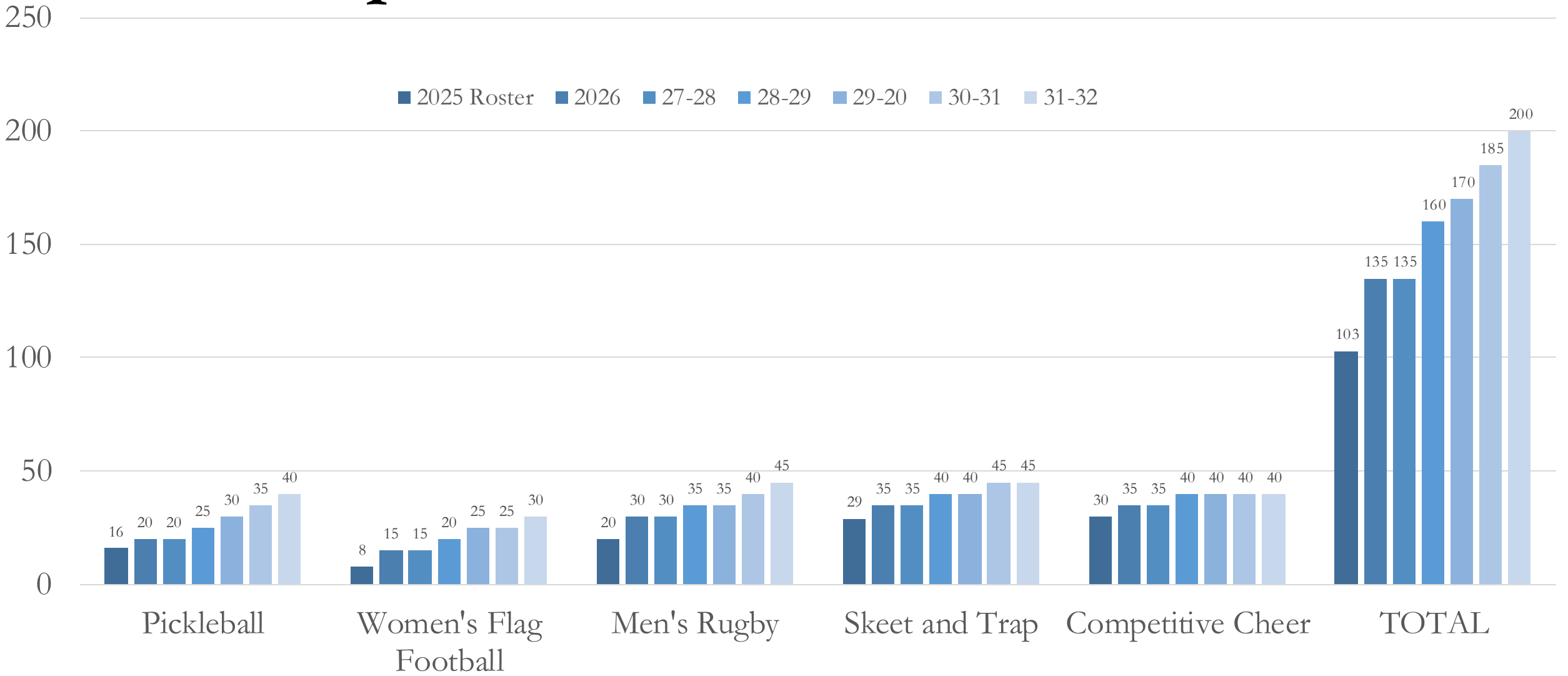
- \$1000 scholarships
- Increased support



Builds community supports engagement

- Retention is often a result of strong club sports
- Assists with mental health

3. Club Sports



4. Pep Band



Pipe and Drum



Pep Band



Rock/Bluegrass

3. Unique Academic Programs



Recreation Parks
and Tourism



Respiratory
Therapy



Emergency
Services

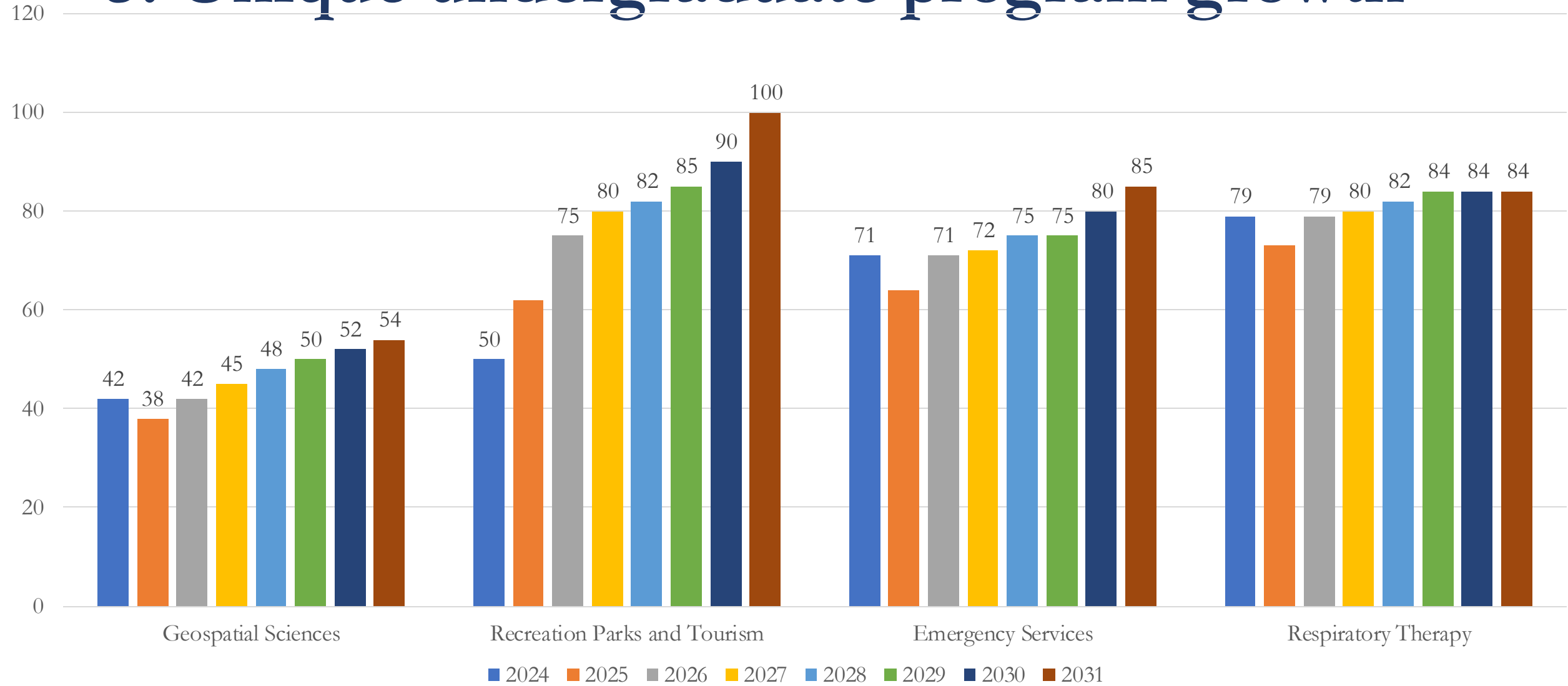


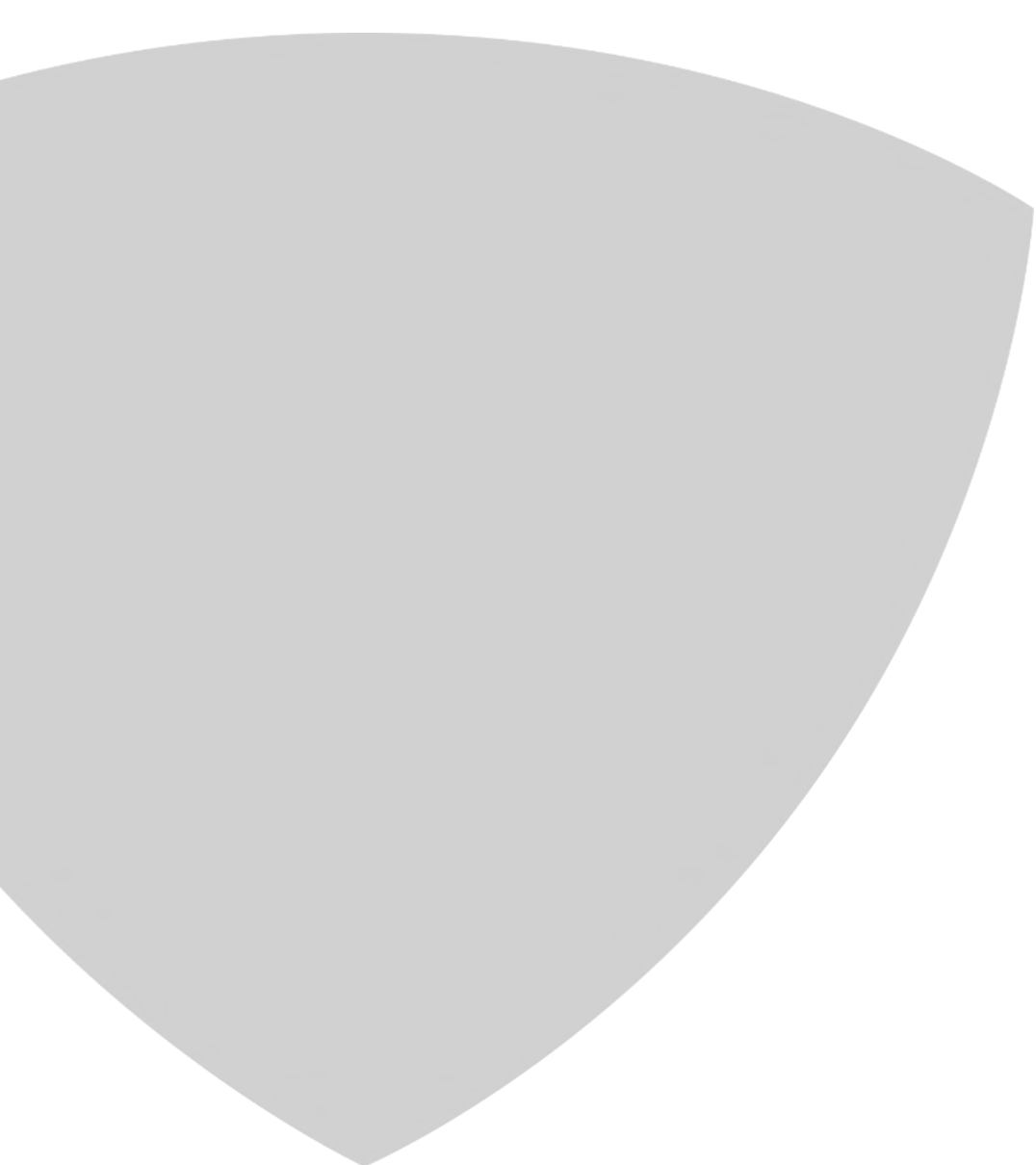
Geospatial
Sciences



Interdisciplinary Studies
and Liberal Arts

5. Unique undergraduate program growth





Questions



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Minutes



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Enrollment Management and Brand Equity Committee

9:45 a.m.**

September 11, 2025

Kyle 340

DRAFT
Minutes

Committee Members Present

Mrs. Jennifer Wishon Gilbert, Vice Rector and Chair
Mr. Dale S. Ardizzzone, Vice Chair
Ms. Betsy D. Beamer
Ms. Mary Anne Holbrook
Mr. David A. Smith

Committee Members Absent

Ms. Callie M. Dalton

Board Members Present

Ms. Jeanne S. Armentrout
Ms. Joann Craig
Mr. William C. Davis
Dr. Betty Jo Foster
Mr. George Mendiola, Jr.
Mr. Anthony Moore
Mr. Jonathan D. Sweet

Board Members Absent

Mr. Tyler W. Lester, Rector
Mr. James C. Turk

Others Present

Dr. Bret Danilowicz, President
Dr. Dannette Gomez Beane, Vice President for Enrollment Mgt and Strategic Communications
Dr. Bethany Usher, Provost and Senior Vice President for Academic Affairs
Dr. Robert Hoover, Vice President for Finance and Administration and CFO
Dr. Susan Trageser, Vice President for Student Affairs
Dr. Angela Joyner, Vice President for Economic Development and Corporate Education
Ms. Penny White, Vice President for University Advancement
Mr. Ryan Bowyer, Chief of Staff
Ms. Susie Kuliasha, Senior Executive Assistant to the President
Ms. Susan Richardson, Legal Counsel
Ms. Lisa Ghidotti, Executive Director of Government Relations and Strategic Initiatives
Ms. Karen Castelee, Secretary to the Board of Visitors/Senior Assistant to the President
Ms. Margaret McManus, University Auditor
Mr. Jorge Coartney, Associate Vice President, Facilities Management
Ms. Michele Thacker, Finance and Administration Director

Mr. Paul Ely, Director Capital Planning
Ms. Crystal Cregger, Director of University Services
Dr. Rachel Williams, Dean of the College of Visual and Performing Arts
Dr. Donna Weaver McCloskey, Dean of the Davis College of Business and Economics
Dr. Wendy Downey, Dean of the College of Nursing
Dr. Jeanne Mekolichick, Associate Provost, Office of Academic Excellence
Dr. Jerel Benton, Assistant Provost for Student Success
Mr. Anthony Graham, Director Enrollment Management Data Analytics
Dr. David Perryman, Associate Vice President, Strategic Communications
Ms. Cecelia Crow, Director, Strategic Projects and Client Support
Mr. Ed Oakes, Associate Vice President, Information Technology
Mr. Derek Neal, Foundation Chief Executive Officer

Call to Order

Mrs. Jennifer Gilbert, Chair, formally called the Enrollment Management and Brand Equity Committee meeting to order at 9:43 am in Room 340 of Kyle Hall.

Approval of Agenda

Mrs. Jennifer Gilbert, Chair asked for a motion to approve the September 11, 2025 agenda for the Enrollment Management and Brand Equity Committee meeting, as published. A motion was made by Mr. Mr. David Smith and seconded by Mr. Dale Ardizzone then carried unanimously.

Approval of Minutes

Mrs. Jennifer Gilbert, Chair asked for a motion to approve the minutes of the June 5, 2025 meeting of the Enrollment Management and Brand Equity Committee meeting, as published. A motion was made by Ms. Betsy Beamer and seconded by Mr. David Smith then carried unanimously.

Brand Identity Report

Dr. David Perryman, Associate Vice President for Strategic Communications began with an update on our Communication Plan stating that the communication framework is complete, and the plan is pending final draft in December.

Dr. Perryman relayed that the Strategic Communications team is growing to include liaisons that will be college communication partners to assist academic and non-academic units with implementation of their communication plans. Ms. Cecelia Crow, Director Strategic Projects and Client Support, will lead this group and help to project manage the outcomes of each division.

Ms. Crow gave an overview of the engagement and collaboration across the university, informing the board that she has met with seven colleges and three divisions to begin planning the work. The planning process includes consultation, scope of work, and implementation based on unit goals and alignment with university strategy. Ms. Crow stated the process is iterative and will require constant assessment. Customization will occur by unit that derives from the themes of the brand messages. Early tactics are newsletters, media engagements, email and social campaigns. Ms. Crow closed by expressing that one of the goals this year is to empower and encourage the campus community to do the work through self-serve templates.

Enrollment Management Report

Dr. Dannette Gomez Beane opened by commenting that September 8th was the preliminary fall census and all predictions were played out as expected. New freshmen were almost exactly the same as last year and transfer students were about 90 students below last year (acknowledging that the first year of the Radford Tuition Promise brought in many four-year transfer students). Overall undergraduate enrollment grew with now two large classes of incoming students. Undergraduate growth occurred in full time main campus students. Graduate student enrollment remained flat with an increase of about 50 new students over last year but a decrease in about the same amount from our online CBE and Fast Track programs. Overall, the university enrollment grew to approximately 7,863 students which is 49 above the goal. The

final Fall B projections in October will include about 50 new students.

Dr. Beane expressed that when we pull out the nursing numbers, the College of Nursing grew by 26 students mostly in the main campus undergraduate programs. Dr. Wendy Downey, Dean of the College of Nursing stated we have surpassed our growth goal. We have gone from one to three cohorts on main campus which has required us to hire additional faculty. Dr. Beane stated that the enrollment projections that are shared with the state show a goal of 7,860 in the final census so with the projected 50 new Fall B students the goal is met. For the six year plan there are three priorities for recruitment and growth. The first priority is to grow Nursing students. The aspirational goal is to grow by 5% year over year of total college enrollment. The strategy will be to realize the capacity in the upper division nursing or direct admit nursing to 320 in the fall and spring totaling to 640 upper division students every year. The second priority will be growth in health related programs in Roanoke including the introduction of the Applied Biosciences program and meeting the capacity of existing undergraduate programs. Finally, the third priority is to strategize enrollment potential with growth in club sports at the main campus.

Dr. Beane closed by stating that the tactics that are included with this BOV meeting with the two year strategic plan are a report on visitors to campus which exceeded the goal of 2,500 with 500 being transfer students, totaling over 4,500 visitors between July 2024 and July 2025. The second metric was to enroll 30% of the entering freshmen class which would come from direct admission and this fall the percentage was 65%.

Adjournment

With no further business to come before the committee, Mrs. Jennifer Gilbert, Chair asked for a motion to adjourn the meeting of the Enrollment Management and Brand Equity Committee meeting at 10:39 a.m. A motion was made by Ms. Betsy Beamer and seconded by Mr. Dale Ardizzone then carried unanimously.

Respectfully submitted,

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

End of Board of Visitors Materials

