

Enrollment Management and Brand Equity Committee

September 2025



Radford
UNIVERSITY



Enrollment Management and Brand Equity Committee

9:45 a.m.

September 11, 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*
 - June 5, 2025
 - **Brand Identity Report**
 - Communication Plan Update

Dr. David E. Perryman
*Associate Vice President,
Strategic Communications*

Ms. Cecelia Crow
*Director, Strategic Projects and
Client Support*
 - **Enrollment Management Report**
 - Strategic Enrollment Plan

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

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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Enrollment Management and Strategic Communications





Strategic Communications

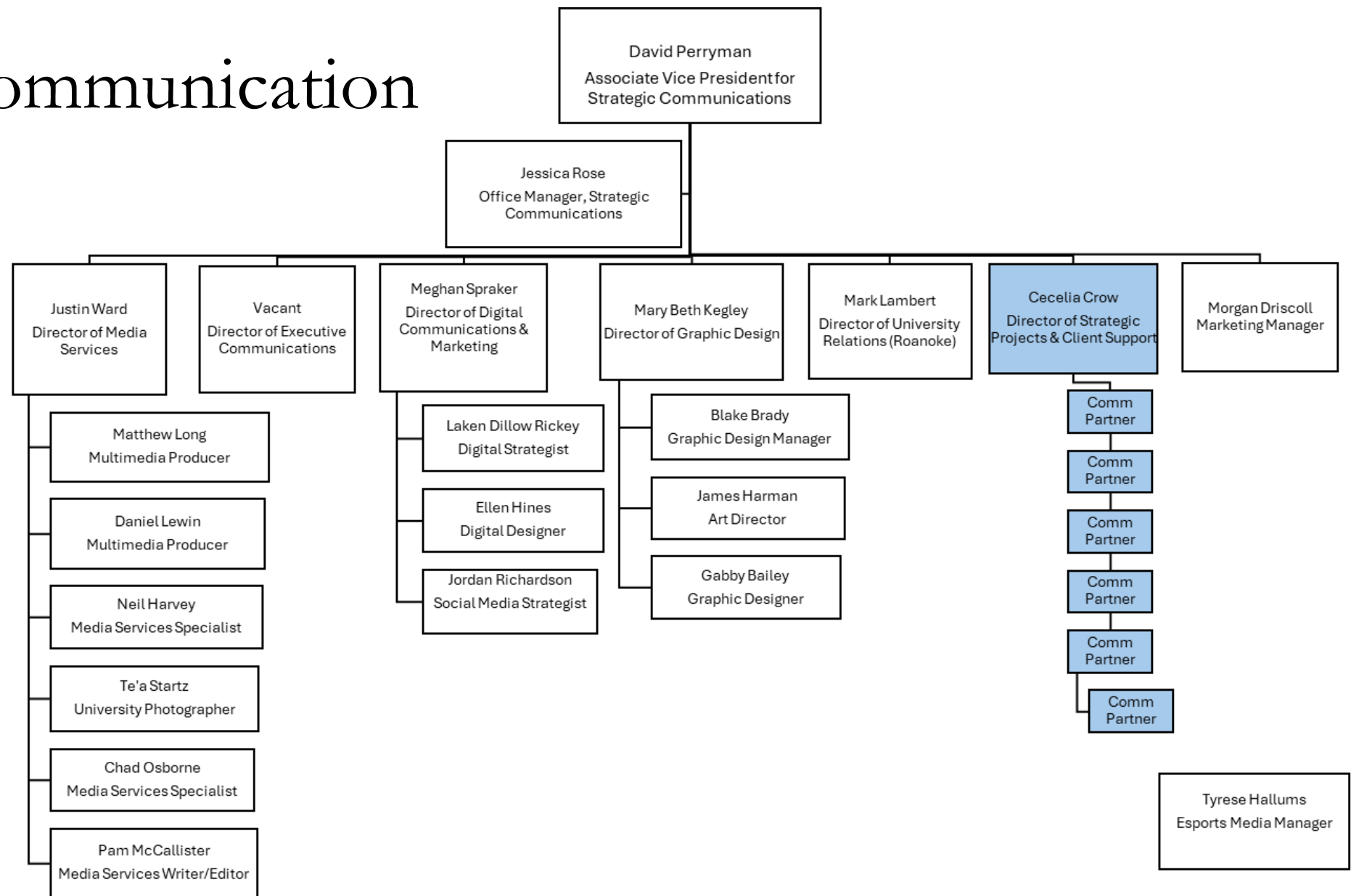
Strategic Communication Framework



Find Your Place. **Here.**



Building Communication Capacity



Engagement and Collaboration

Partnering Across the University

- Kick-off and follow-up meetings with 7 colleges and 3 divisions to develop communication plans
- Continuing to support projects for other divisions; fall meetings planned



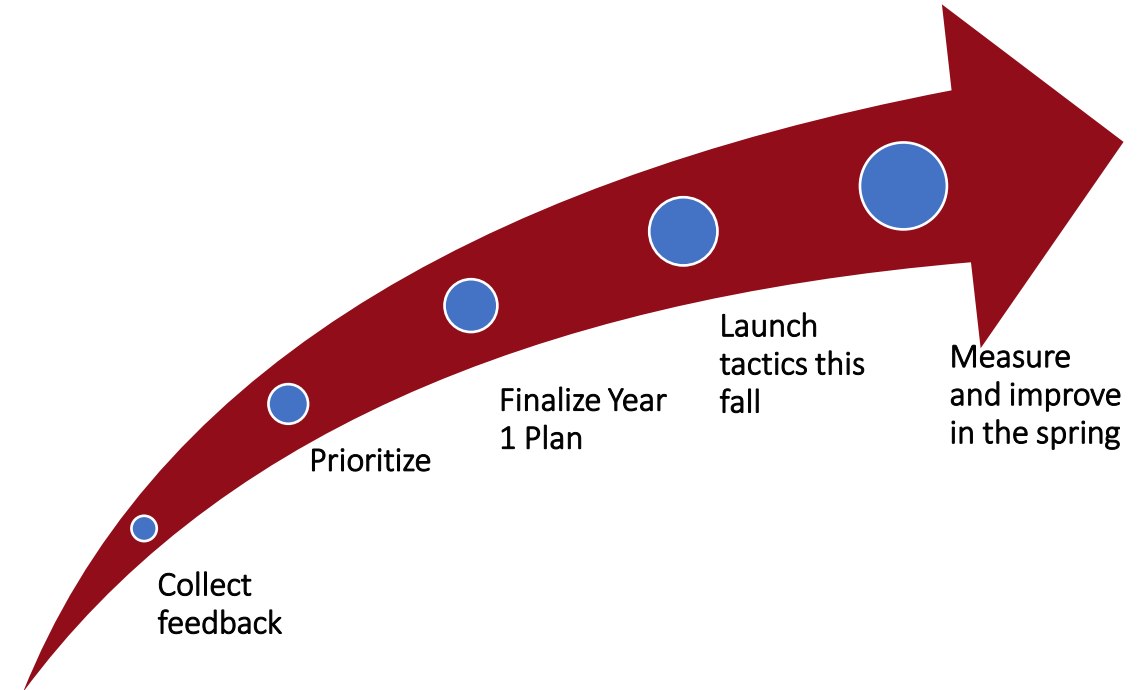
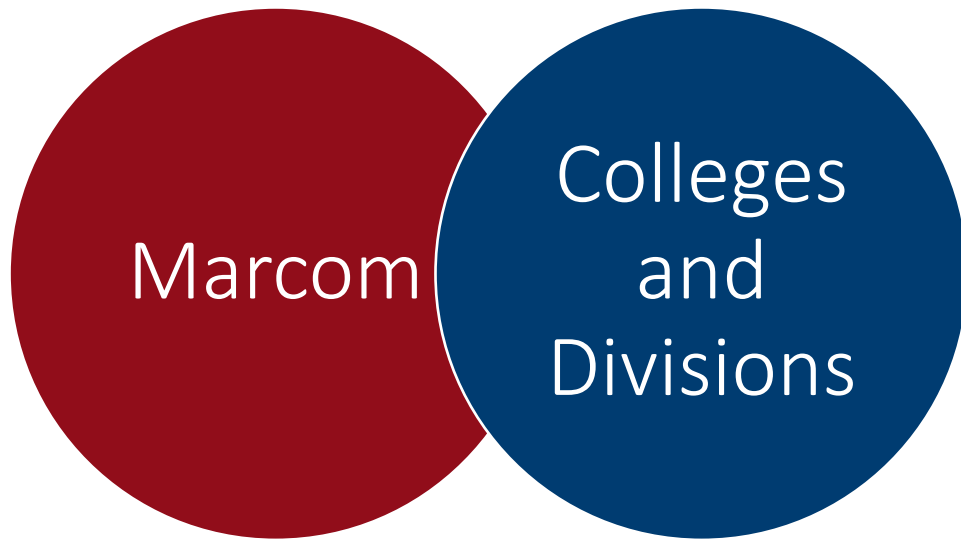
Planning Process

From Intake to Implementation:
Start with University Communication Plan



Implementation Process

Next Steps



Common Goals

Increase
awareness
and
engagement
of employees
and students

Bolster
reputation as
a thought
leader

Strengthen
awareness
and
engagement
of alumni

Increase
enrollment
of admitted
students

Messaging

- Strategic plan themes and brand messaging
 - Craft customized messaging for each college and division based on their audiences and individual language and proof points

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

Early Tactics

- Newsletters from leaders to employees, students and key stakeholders
- Media pitches and media requests highlighting faculty SMEs
- Semiannual alumni magazine and monthly alumni newsletter (The Wayfinder)
- Personalized emails and social media campaigns



June 2, 2025

Message from Provost Usher

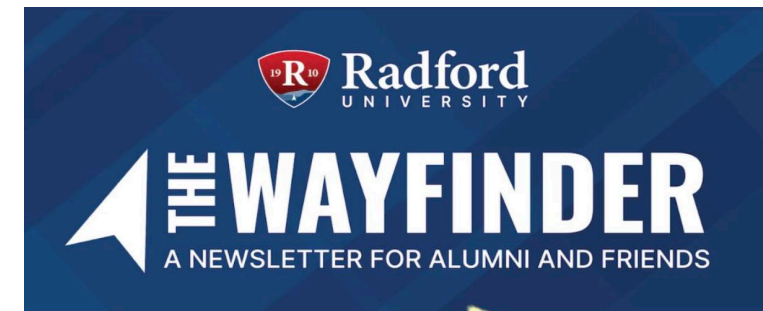
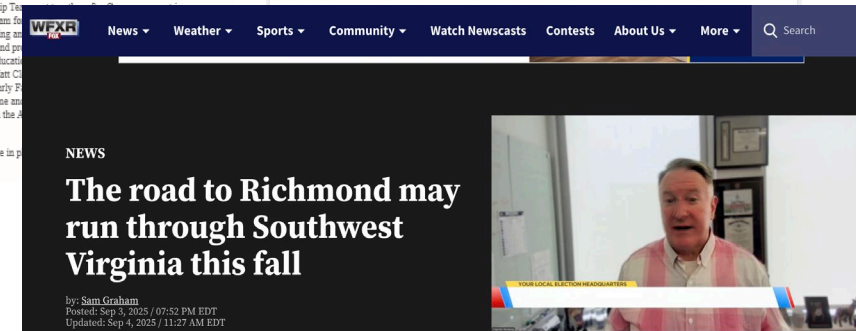
After last week's November weather, it's nice to see June appear as the most gorgeous early summer days! I hope that you are enjoying some time to do something enriching and hopefully relaxing.

General Education Updates

Thank you to everyone who has poured your heart and soul in to updating our REAL General Education program. The curriculum approved in April by Faculty Senate will serve our students, provide a strong liberal arts basis for all undergraduates, and help them Find Their Place Here.

Faculty Senate Executive Committee and the Academic Affairs Leadership Team may to consider whether to implement the new General Education Program in Fall 2027. We considered two timelines for designating courses, developing an Banner and DegreeWorks updates, and creating new assessment rubrics and pre starting in Fall 2027 would give us the time to ensure that the General Education and allow the most time for faculty to be fully involved. David Beach, Matt Cl Benton are working together this summer on planning. I expect that an early Fall recommendation updating the REAL University Governance Committee's name and Education committee leading the transitional activities with support from the to the success of this roll-out.

In the meantime, the streamlined REAL program, dubbed REALx, will be in place. New students are being advised with this guidance:



Empowering Self-Service

Equipping Divisions with Tools for Success

- Conducted employee survey for desired templates
- Focused on common needs, frequent requests
- Ensures consistent branding and professional polish
- New self-serve templates include:
 - Digital screen templates across campuses
 - Social media guidelines, best practices, sample posts
 - New PowerPoint templates
 - Formal leader email and newsletter templates
 - One-page flyer and brochure templates

Two Main Drivers of Growth and Change

Balancing natural tension between "competing interests."

The need to devote more time supporting university-wide goals of new strategic plan in a proactive manner.

The need to continue supporting communication needs of colleges and divisions and ensure strategic alignment.



Tartan Transfer Program

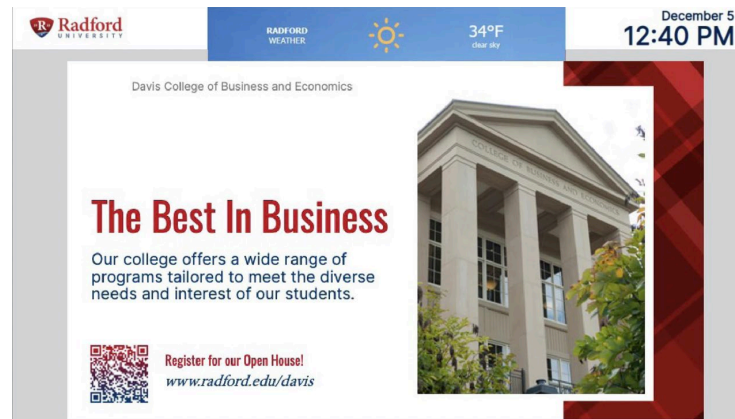
Tartan Transfer is a collaboration between Radford University and eight Virginia Community College System (VCCS) participating schools designed to lower barriers and increase the transfer of credits and student services from the community college to Radford.

- **Affordability.** VCCS partners offer tuition-free options. Eligible students can receive an associate degree free of tuition and then qualify for the Radford Tuition Promise.
- **Maximized transfer credits.** Radford University will align curricula to ensure that the maximum credits are transferred toward a bachelor's degree.
- **Personalized advising.** A Tartan Transfer advisor at Radford University is assigned to participants at the point of declaration.
- **Tartan experience.** In addition to seamless admission to Radford University, students will have access to special events and activities on campus before transferring.
- **Career prep.** Students enjoy special internship and co-curricular experiences to prepare for career success.

LEARN MORE AND DECLARE YOUR INTENT TO PARTICIPATE AT
www.radford.edu/tartan-transfer

Transferring from New River Community College to Radford University was not only smooth, but it was the easiest and best decision I've ever made! My experience with work, study in the office of Marketing and Communication and at Radford University as a whole has been perfect."

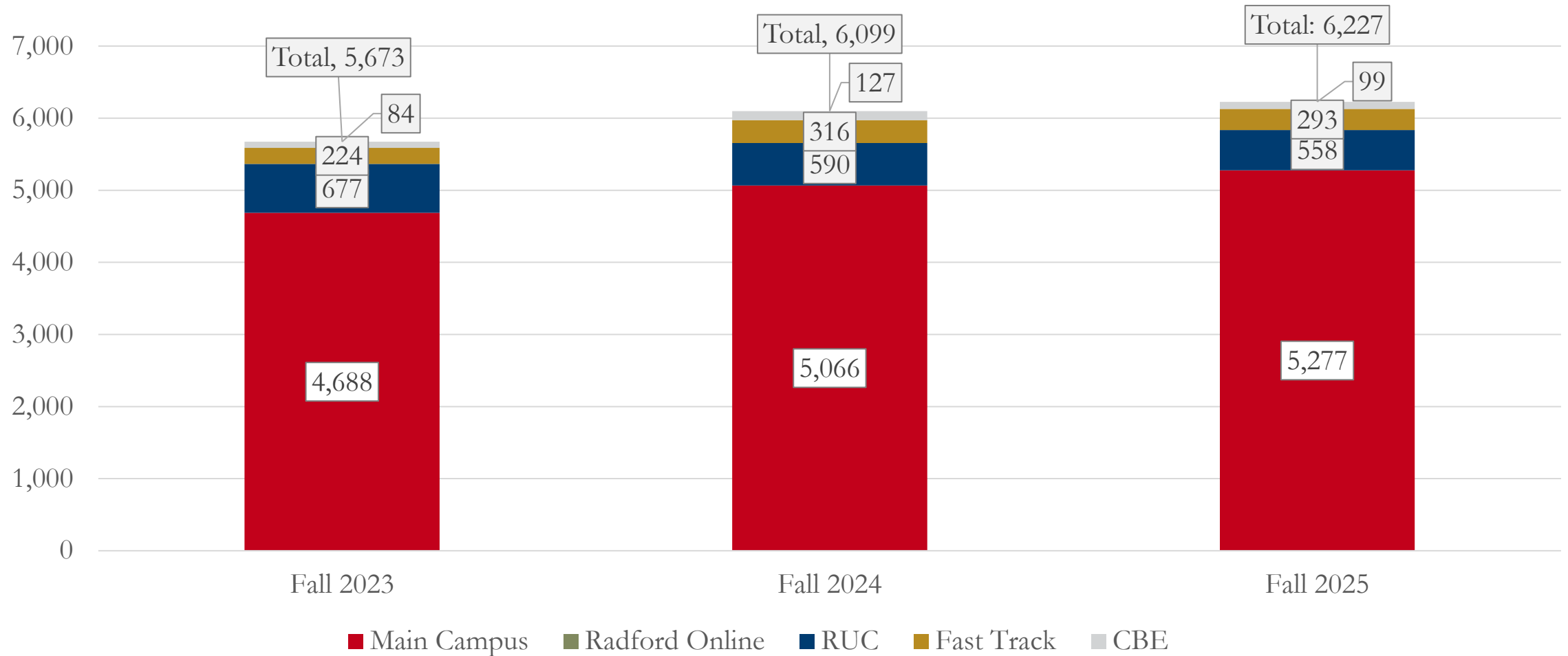
Jacob Blevins
Art major
New River Community College transfer
Radford University class of 2025
Pulaski, Virginia
Cartoonist, Radford University
CONNECTED newsletter





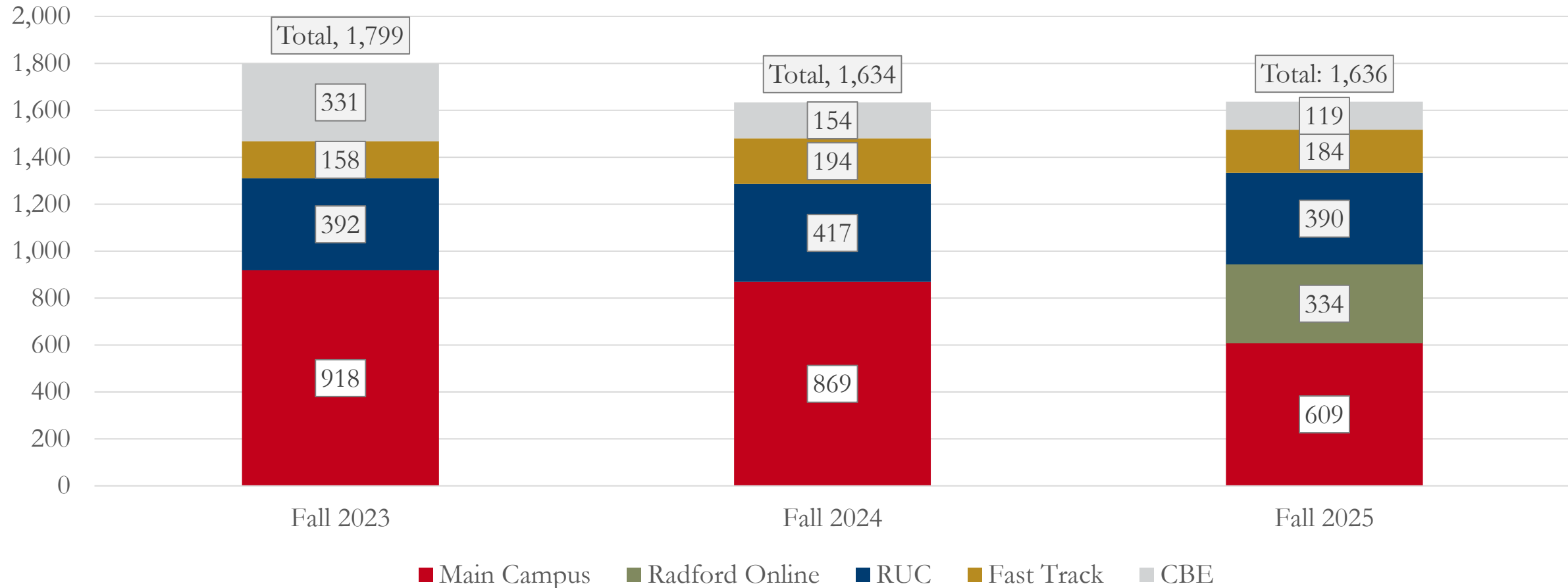
Enrollment Management

Undergraduate Enrollment



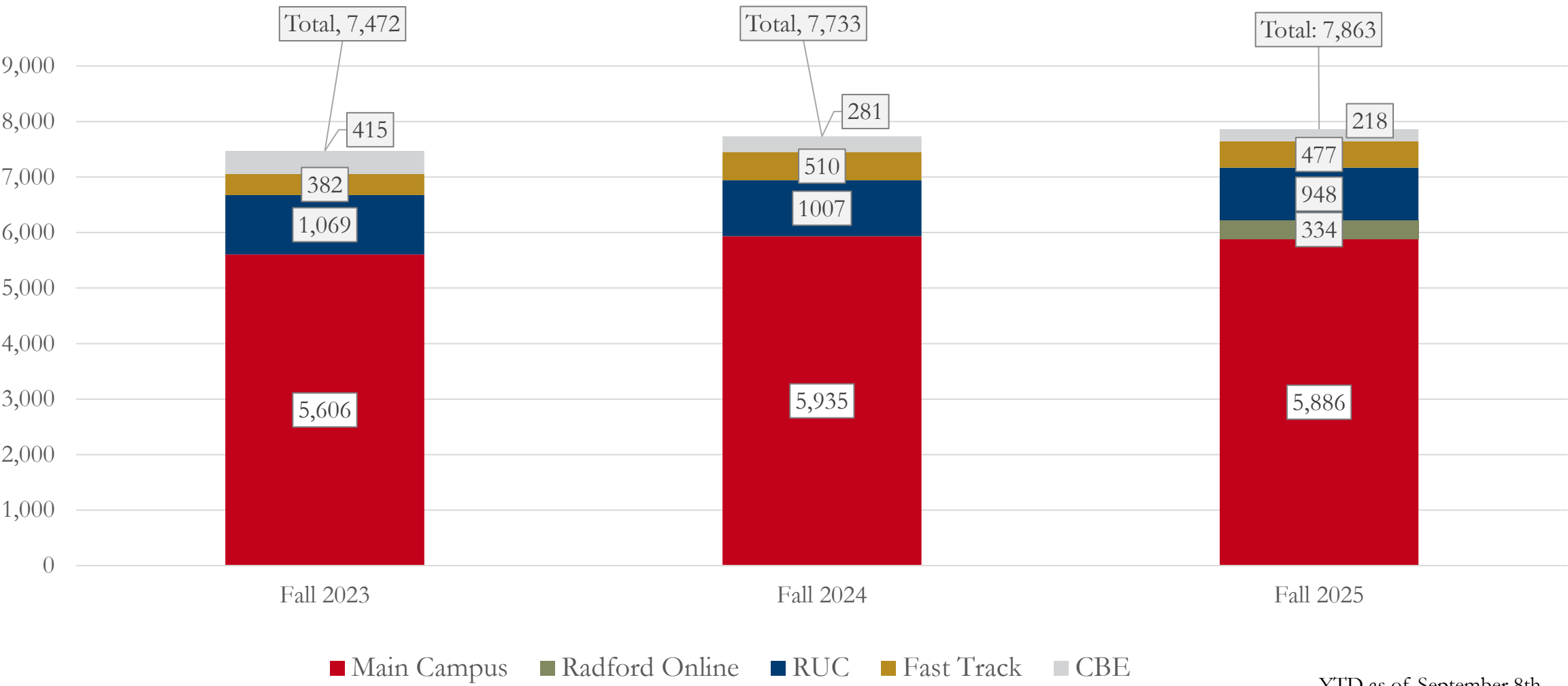
YTD as of September 8th

Graduate Enrollment

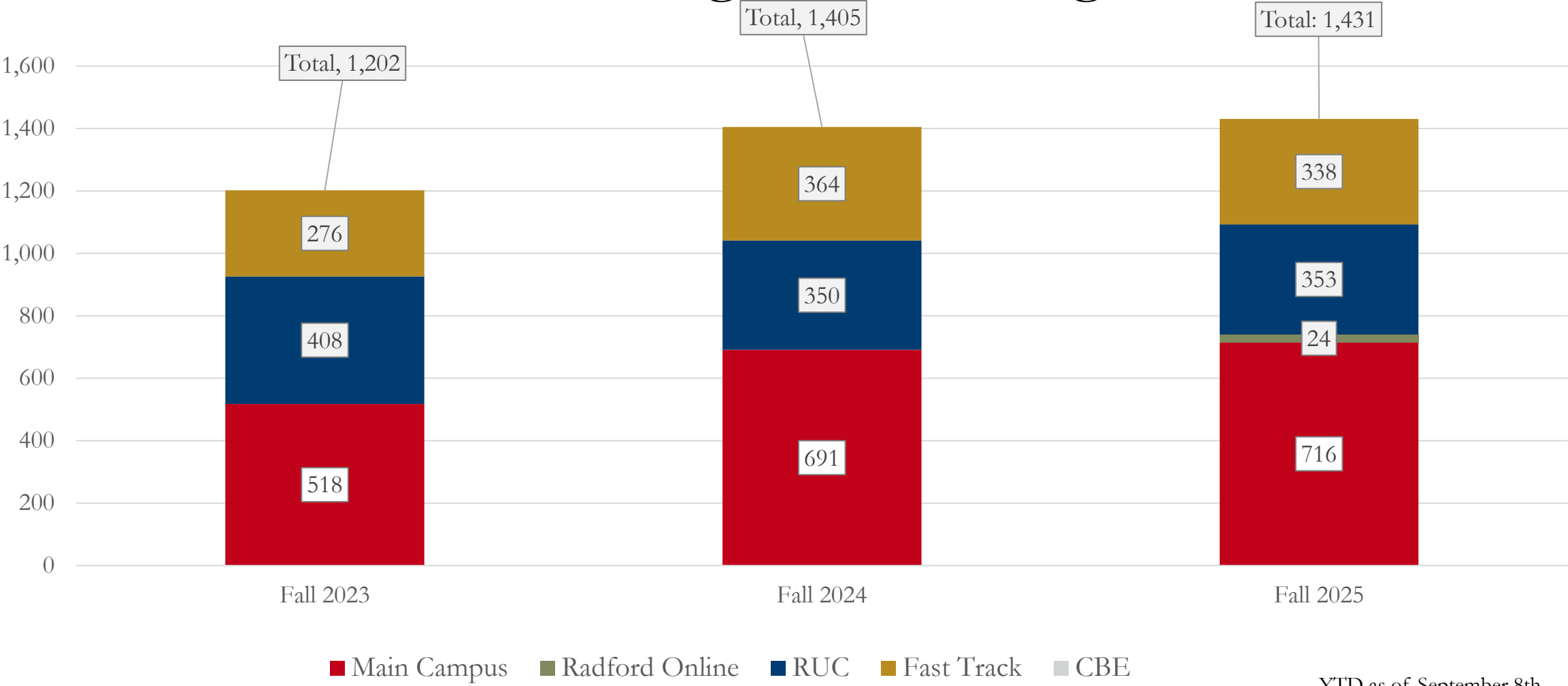


YTD as of September 8th

Total Enrollment

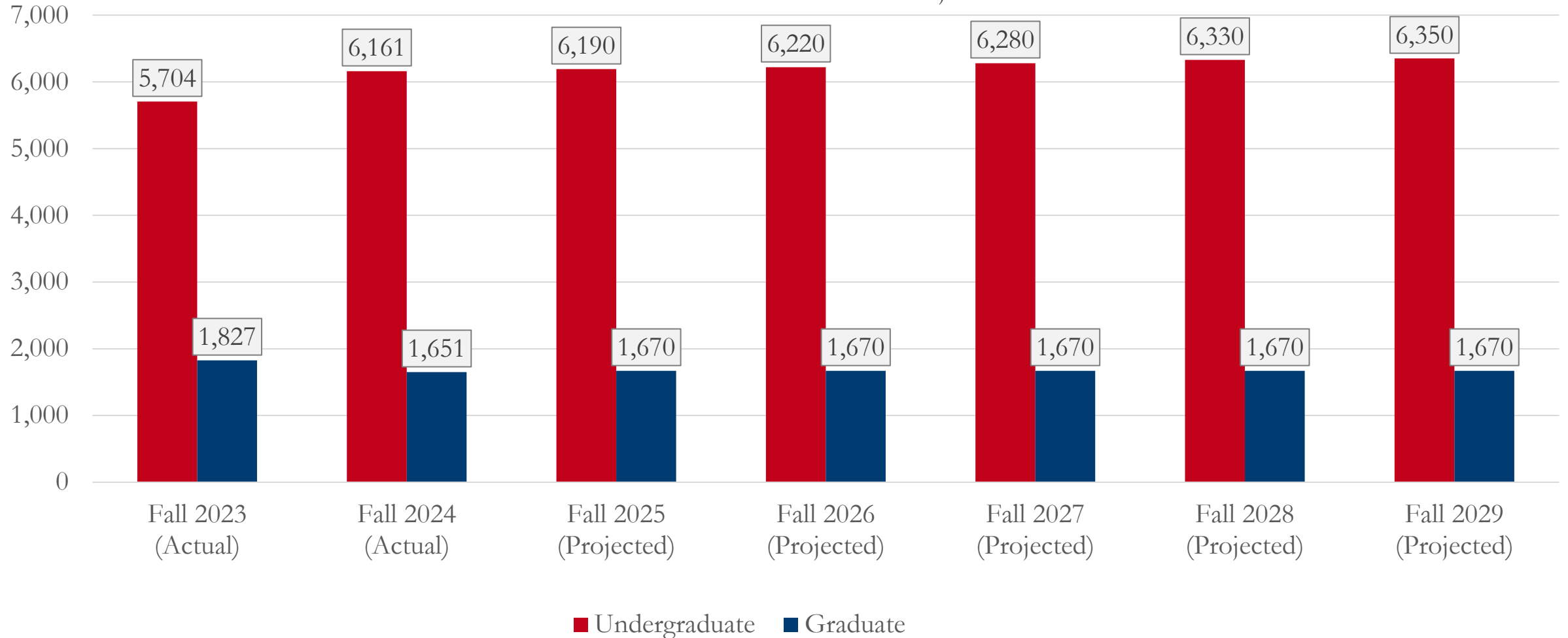


Total Enrollment – College of Nursing



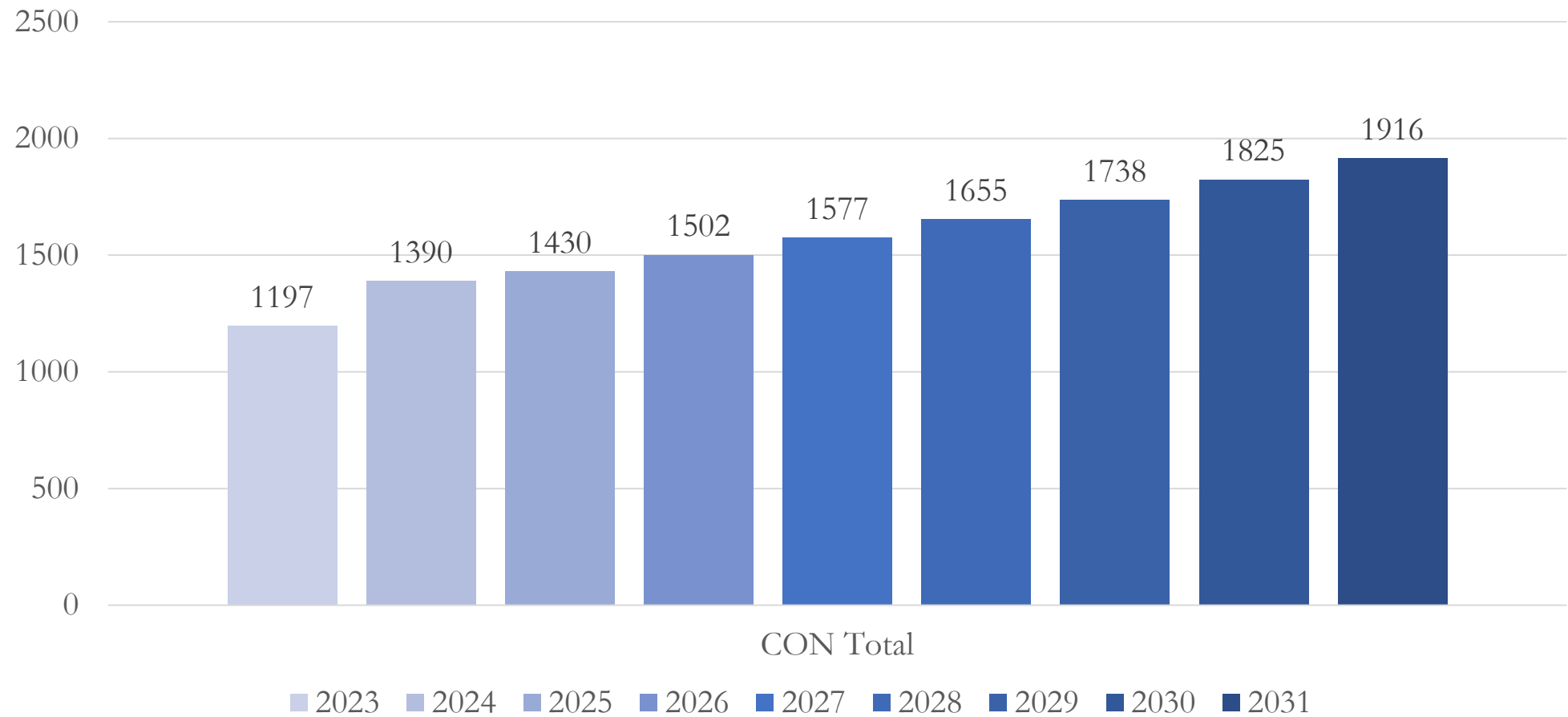
2026-2031 Strategic Enrollment Plan

Submitted SCHEV 2B Enrollment Projections



Priority #1: College of Nursing Growth

CON with aspirational 5% growth YOY



Priority #1a: College of Nursing Growth

New Student Enrollment into Direct (upper division)

Assumptions

1. Unlimited space in pre-nursing
2. **Direct admission** only offered to freshmen applicants (3.5 High School GPA, and completion of Biology and Chemistry *or* Anatomy & Physiology is required)
3. Limited space in direct admission for fall but capacity for spring
4. Capacity at Roanoke location for all terms
5. No direct admission for transfers
6. CON manages direct admission process for transfers with a second application
7. CON manages accelerated degree process
8. Classes that are required for pre-nursing will need to plan for potential growth

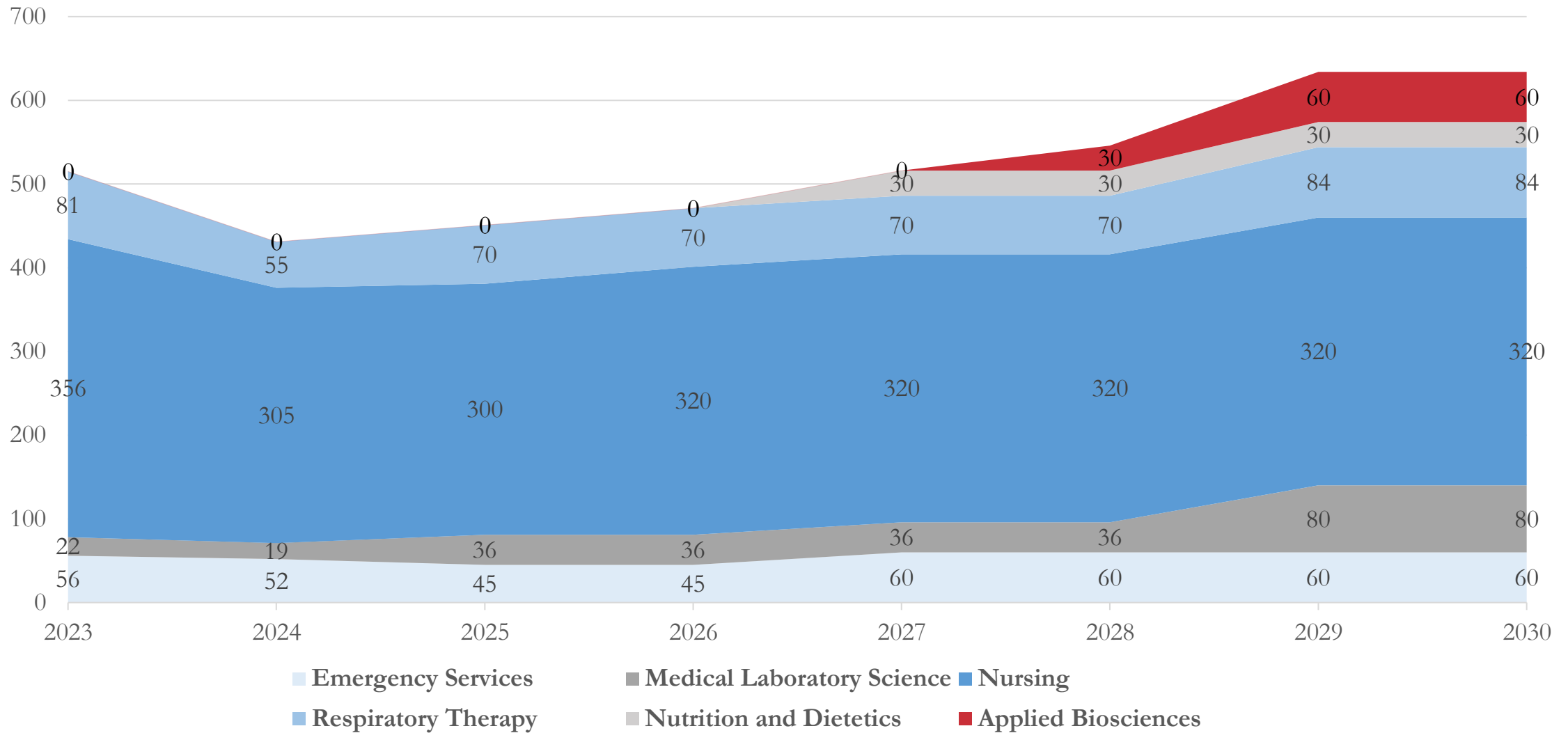
Target Capacity for Upper Division Nursing Cohorts

Location	Fall	Spring	TOTAL
Main Campus	240	240	480
Roanoke	80	80	160
TOTAL	320	320	640

Actual Enrollment as of September 2, 2025

Location	Fall 2025 To date	Unmet Capacity	% growth needed
Main Campus	201	39	16%
Roanoke	66	14	18%
TOTAL	267	53	

Priority #2: Grow UG Enrollment Roanoke



Priority #3: Club Sports at Main Campus



Potential Enrollment Growth

- Small schools see on average 300 new students
- Teams can be 4 to 50 students per sport



Low-cost recruitment and operations

- Marketing and recruitment opportunities
- Facilities and coaching are less than varsity sports



Builds community supports engagement

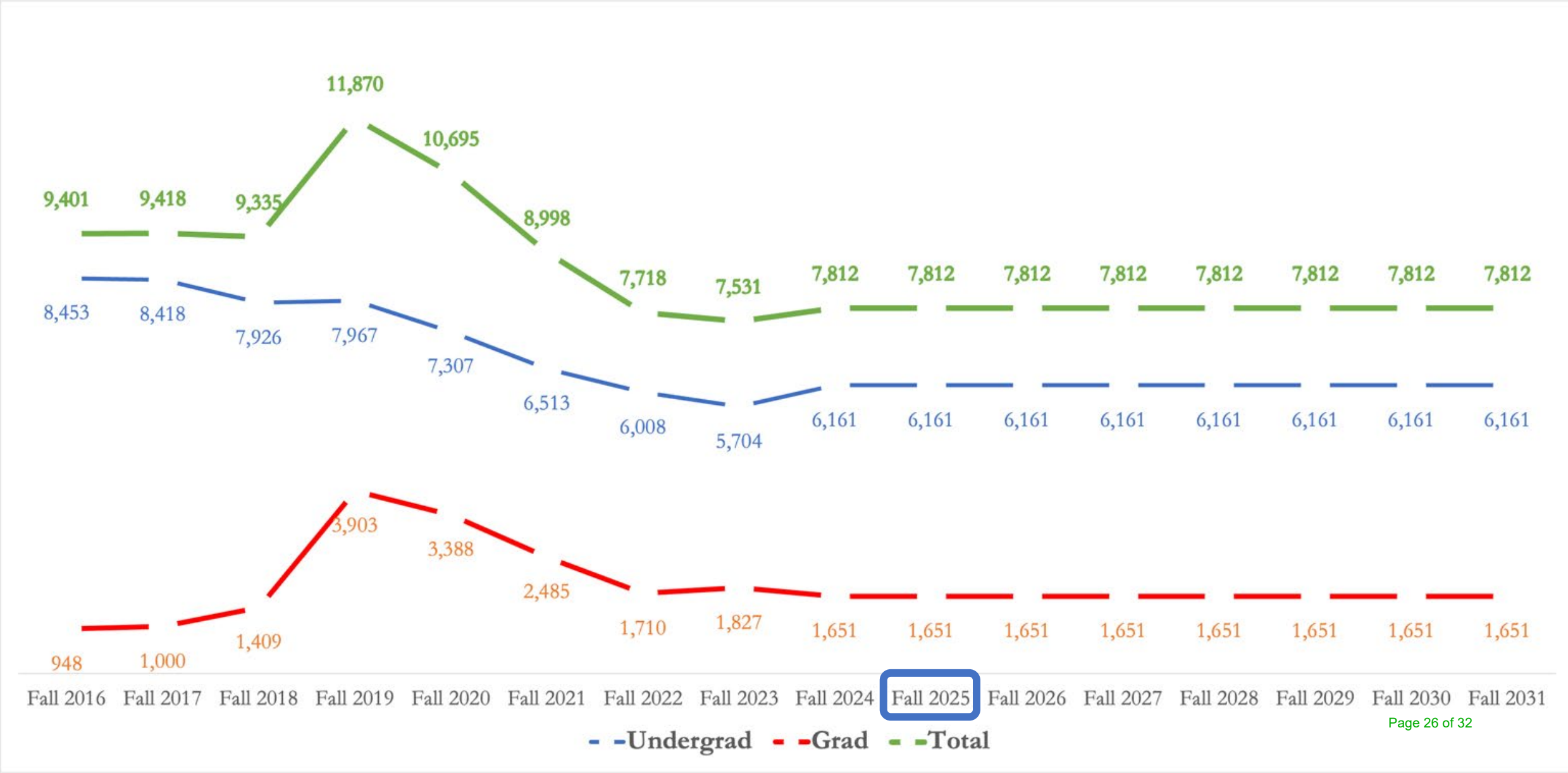
- Retention is often a result of strong club sports
- Assists with mental health

Two-Year Plan updated report

Stabilize Enrollment: *Maintain or increase FTIC numbers*

Tactic	Metrics	Baseline	Target	Reporting	Unit Responsible
1. Increase campus visitation program, which implements busing program to bring area students to campus	Number of K-12 visitors to campus, including guidance counselors and teachers. Increase number of Community College visitors to campus.	Aug. 2022- Aug. 2023 K-12 visitors were 1,400; Community college visitors not known (baseline = 0).	Increase number of K-12 visitors to 2500 and prospective transfer students to 500	Annually; Sept.	Enrollment Management and Strategic Communications
					This year (July to July), admissions hosted 4505 visitors exceeding the goal by 80%.
2. Implement a Direct Admissions program for any student with a 3.3 GPA and Algebra II	Number of direct admitted students	Currently no direct admission	30% of FTIC yield will come from direct admitted students	Annually; Sept. Census	Enrollment Management and Strategic Communications
					This fall 2025, approximately 65% of new freshmen who enrolled were admitted through direct admission exceeding the goal by 116%.

GOAL: Sustainability 2026-2031





Discussion

Minutes



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Enrollment Management and Brand Equity Committee

11:00 a.m.**

June 5, 2025

Kyle Hall, Room 340, Radford, VA

DRAFT

Minutes

Committee Members Present

Mrs. Jennifer Wishon Gilbert, Chair
Ms. Betsy D. Beamer, Vice Chair
Ms. Callie M. Dalton
Mr. Jonathan D. Sweet

Committee Members Absent

Mr. David A. Smith

Board Members Present

Mr. Marquett Smith, Rector
Mr. Tyler W. Lester, Vice Rector
Mr. Dale S. Ardizzone
Ms. Joann S. Craig
Mr. William C. Davis
Dr. Betty Jo Foster
Mr. George Mendiola, Jr.
Ms. Lisa W. Pompa
Mr. James C. Turk

Others Present

Dr. Dannette Gomez Beane, Vice President for Enrollment Management and Strategic Communications
Dr. Robert Hoover, Vice President for Finance and Administration and CFO
Dr. Angela Joyner, Vice President for Economic Development and Corporate Education
Ms. Penny White, Vice President for University Advancement and Alumni Relations
Dr. Bethany Usher, Provost and Senior Vice President for Academic Affairs
Dr. Susan Trageser, Vice President for Student Affairs
Ms. Karen Casteel, Secretary to the Board of Visitors/Special Assistant to the President
Dr. Matthew Close, Faculty Representative
Ms. Cecelia Crow, Director of Strategic Projects and Client Support
Ms. Crystal Cregger, Director of University Services
Ms. Morgan Culver, Marketing Manager
Ms. Lisa Ghidotti, Executive Director of Government Relations and Strategic Initiatives

Mr. Anthony Graham, Director Enrollment Management Data Analytics
Dr. Agida Manizade, Interim Assistant Provost, Graduate Affairs
Dr. Donna Weaver McCloskey, Dean for the Davis College of Business and Economics
Ms. Margaret McManus, University Auditor
Dr. Jeanne Mekolichick, Associate Provost for Research and Faculty Success
Dr. Jean Mistele, Acting Faculty Fellow for Grad Affairs/Professor Dept. of Mathematics
Mr. Ed Oakes, Associate Vice President for Information Technology
Ms. Connie Phillips, Assistant Director for Budget Operations
Mr. Travis Richard, Associate VP for Enrollment Management/Director of Financial Aid
Ms. Susan Richardson, Legal Counsel

Call to Order

Mrs. Jennifer Gilbert, Chair, formally called the Enrollment Management and Brand Equity Committee meeting to order at 11:04 am in Room 340 of Kyle Hall.

Approval of Agenda

Mrs. Jennifer Gilbert asked for a motion to approve the June 5, 2025 agenda for the Enrollment Management and Brand Equity Committee, as published. A motion was made by Mr. Jonathan Sweet, seconded by Ms. Callie Dalton, and the motion carried unanimously.

Approval of Minutes

Mrs. Jennifer Gilbert asked for a motion to approve the minutes of the March 20, 2025 meeting of the Enrollment Management and Brand Equity Committee meeting, as published. A motion was made by Ms. Callie Dalton, seconded by Mr. Jonathan Sweet, and the motion carried unanimously.

Pell Initiative for Virginia (PIV) and Institution-wide Barrier Removal (IwBR).

Vice President for Enrollment Management and Strategic Communications Dannette Gomez Beane began with an overview of the Pell Initiative for Virginia (PIV) and Institution-wide Barrier Removal (IwBR). The Pell Initiative for Virginia (PIV) was authorized and funded through the 2022 Acts of Assembly, Chapter 2, with \$37.5 million appropriated for FY 2024 to the State Council of Higher Education for Virginia. The purpose of the initiative is to enhance the recruitment and retention of students eligible for Pell Grant assistance at public institutions.

Vice President Beane conveyed that Radford University is a recipient of PIV funds and has launched a set of Institution-wide Barrier Removal (IwBR) initiatives. These initiatives include the formation of:

- The Enrollment Operations Group
- The Student Success Council
- Student Success Advocates

These coordinated efforts aim to identify and remove barriers to student success, improving access and outcomes for Pell-eligible students.

Enrollment Management Report

Vice President Beane gave an update on Enrollment Management, stating that deposits are tracking closely with Fall 2024. Freshman deposits show a slight increase, while transfer deposits show a slight decline. Due to improved retention rates, total enrollment across all levels is projected to exceed the stabilization target and reflect moderate growth.

Vice President Beane concluded that the university continues to engage campus stakeholders in the strategic enrollment planning process.

Strategic Communication Update

Vice President Beane stated that a draft of the University's Strategic Communication Plan will be shared with the Board of Visitors at the July retreat for initial feedback. The finalized version will be presented in September, with adoption anticipated by December. The plan is aligned with the university's Strategic Plan and includes the following components:

- Role of Strategic Communications
- Purpose of the Plan
- Communication Goals
- Communication Strategy
- Audience Analysis
- University Message Board
- Key Performance Indicators (KPIs)
- Communication Matrix (linking goals, audiences, tactics, KPIs, and communication frequency)

Vice President Beane closed by providing an update on staffing and structural enhancements. Strategic Communications is expanding its capacity to support the goals of the Communication Plan.

- New Team Members:
 - Cecelia Crow, Director of Strategic Projects and Client Support
 - Morgan Culver, Marketing Manager
- Upcoming Positions:
 - A search will begin this summer for two Communication Partners. These individuals will:
 - Support colleges and divisions in developing communication strategies aligned with the university's strategic framework.
 - Provide access to self-service communication templates.
 - Collaborate with deans and vice presidents to tailor communication plans.
 - Enhance student and employee engagement with university programs, events, and initiatives.

Adjournment

With no further business to come before the committee, Mrs. Jennifer Gilbert adjourned the meeting at 11:41 a.m.

Respectfully submitted,

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

End of Board of Visitors Materials

