

# Enrollment Management and Brand Equity Committee

November 2023



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**Enrollment Management and Brand Equity Committee**  
**12:15 p.m.\*\***  
**November 30, 2023**  
**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*
  - September 7, 2023
- **Enrollment Management Report** Dr. Dannette Gomez Beane,  
Vice President *for Enrollment Management and Strategic Communications*
  - Enrollment Update
  - Direct Admission
  - Radford Tuition Promise
- **Brand Identity Report** Dr. Dannette Gomez Beane,  
Vice President *for Enrollment Management and Strategic Communications*
  - Branding Update
- **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



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# Enrollment Management and Brand Equity Committee

November 30, 2023

# EM Strategy Access & Affordability



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## Access

- Direct Admission
- Bridge Program
- Spanish engagement
- Recruitment Strategy: Tartan Target + Spanish outreach, Tartan Transfer, Highlander Hype, Tartan Travel

## Affordability

- Radford Tuition Promise
- Continuation of Highlander Distinction Programs
- Additional foundation funds (Carilion, McGlothlin and Simmons Family)

# Access: Direct Admission



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## Freshmen

- 3.3 Overall GPA
- Passing of Algebra II

## Transfer

- 2.5 GPA

# Access: Spanish speakers



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**Promesa de matrícula de Radford**

En un compromiso continuo de servir a estudiantes de todo el Estado de Virginia, la Universidad de Radford está lanzando la Promesa de Matrícula de Radford.

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- Asistir como estudiante de pregrado a tiempo completo y en persona

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[www.radford.edu/promise](http://www.radford.edu/promise)  
**SOLICITA HOY MISMO!**



**Admisión Directa**

La admisión directa reconoce y recompensa a solicitantes talentosos que cumplen con criterios académicos específicos, asegurando que tengan un camino claro y directo hacia la admisión en la Universidad de Radford.

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- Una calificación aprobatoria en Álgebra II

Los estudiantes que deseen ser admitidos directamente como transferencias deben tener:

- Expedientes de cada institución previamente asistida
- Un GPA acumulativo calculado de 2.5 o superior

[www.radford.edu/apply](http://www.radford.edu/apply)

## Sharing RTP with Spanish-speaking communities

# Access: Bridge



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- Students who are not quite ready to start at Radford University
- Pathway to Radford through 1 year at New River Community College
- Must successfully complete 24 credit hours
- Live on campus and commute to NRCC
- Receive advising and resident assistance

Success: Enroll 100 new Bridge students (up from 70)



# Access: Recruitment Strategy



1. Tartan Target: Engage with regional schools and community agencies to bring students to campus.

Success = Increase visitors from 1400 to 3000

## Tactics

- Busing in high school students with 3.0 GPA and above, provide meal
- Hosting Upward Bound, Governor's School and Junior Achievement students from around the state

# Access: Recruitment Strategy



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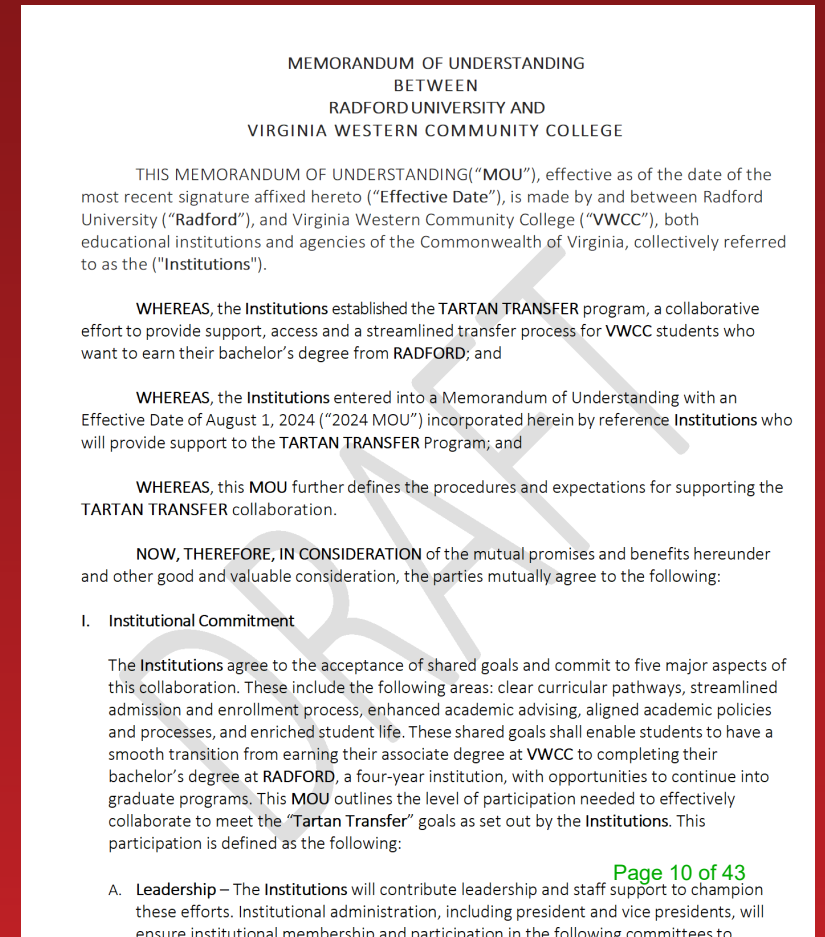
2. Tartan Transfer: Agreements with 8 regional community colleges to begin work toward an automated admission and improved advising structure with curriculum alignment

Success = MOUs signed by 2024

## Tactics

Visit and sign with

1. New River Community College:
2. Virginia Western Community College
3. Patrick and Henry Community College
4. Virginia Highlands Community College
5. Danville Community College
6. Central Virginia Community College
7. Southwest Virginia Community College
8. Wytheville Community College



# Access: Recruitment Strategy



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3. Highlander Hype: Engage with students, alumni and stakeholders to promote the brand and offerings at Radford.

Success = Increase awareness of brand pillars.

## Tactics

- 4-6 billboards on major highways in Virginia
- 5-10 radio ads in Virginia
- Digital advertising with videos of current students
- Increased Search Engine Optimization
- Website changes

# Access: Recruitment Strategy



4. Tartan Travel: Purposeful out-of-state and international student recruitment and enrollment through events and communications.

Success = 100 new international students (double last year) and 20 more out-of-state students to enroll

Tactics

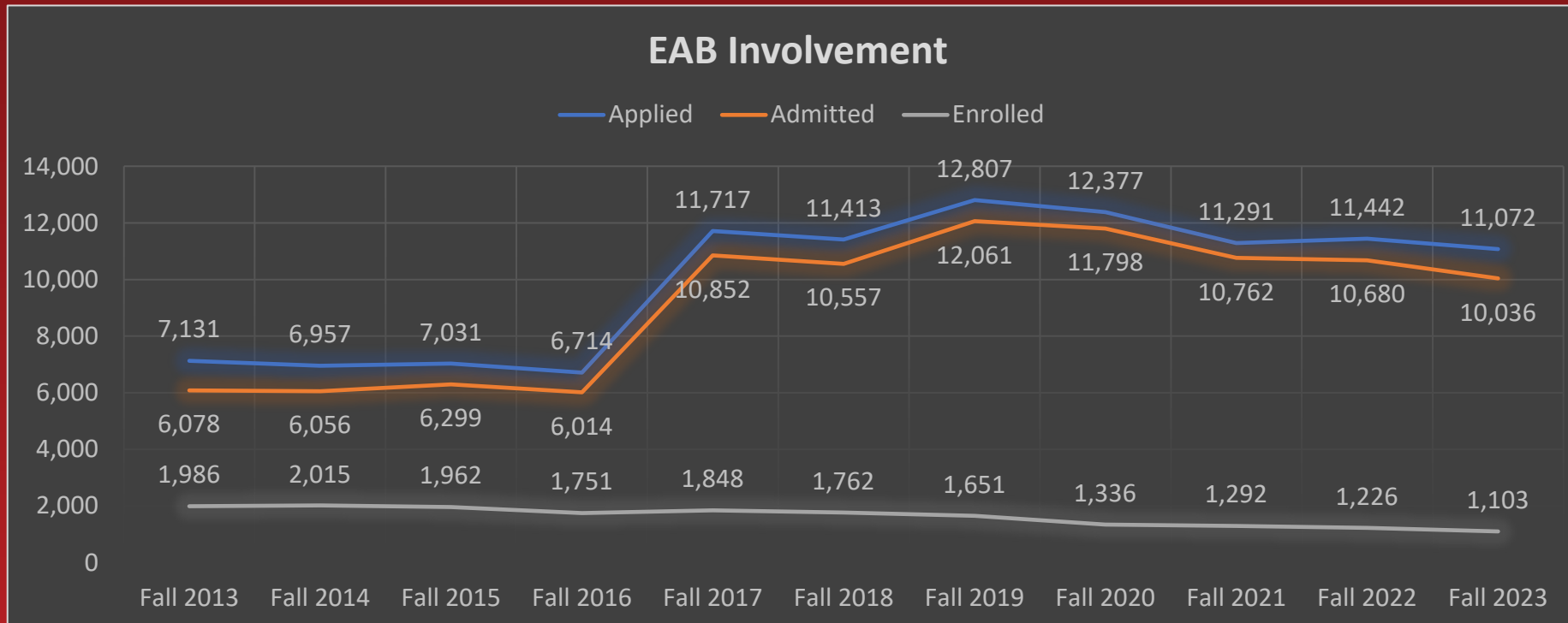
New travel

- Istanbul, Turkey, Cairo, Tunis, Casablanca, Oman, Jordan, Qatar, Egypt, Johannesburg, Cape Town, Botswana, Hanoi, Vietnam and more
- Texas (focusing on Dallas)

# EAB Services



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Graphic shows number of applications vs enrollment which shows an increase in applications of 74% while enrollment decreased 8%.

As a result, this direct negative correlation removed our 'high yield' touch points.

# Context



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- ❖ From Fall 2016 and 2017, in-state applications went up 62% and out-of-state went up 155% with enrollment virtually unchanged.
- ❖ Current out-of-state applications were 112% higher last year, similar to the EAB influence at inception. But in-state applications were only 1% higher, which is in stark contrast to the 62% EAB inflation.
- ❖ Since the deadline moved up (November 1 compared to December 1), we will need to retest in mid-December to compare from last year.

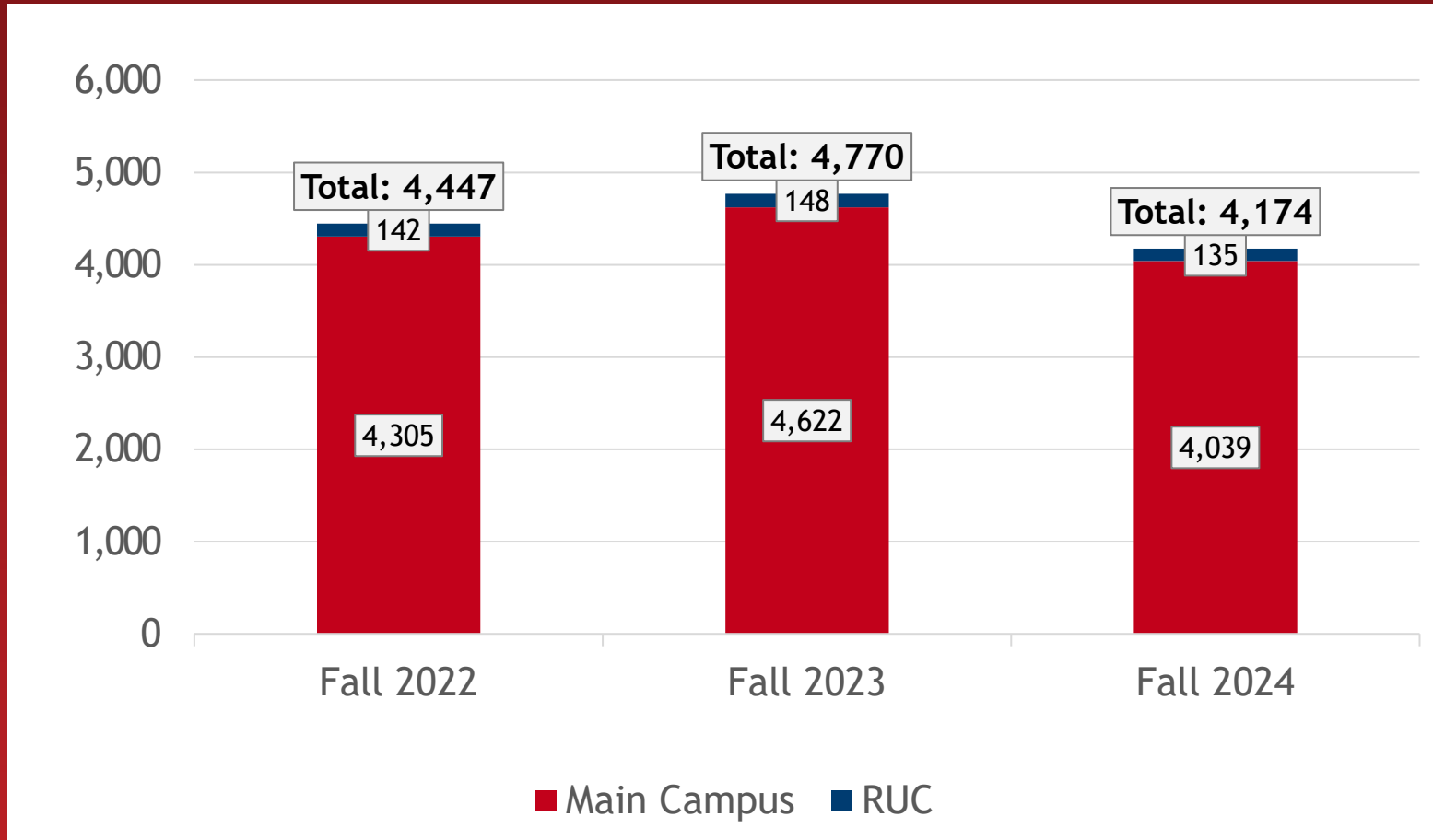
# New Freshmen

## Total Applications 11/10/23



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- First cycle without using the EAB support

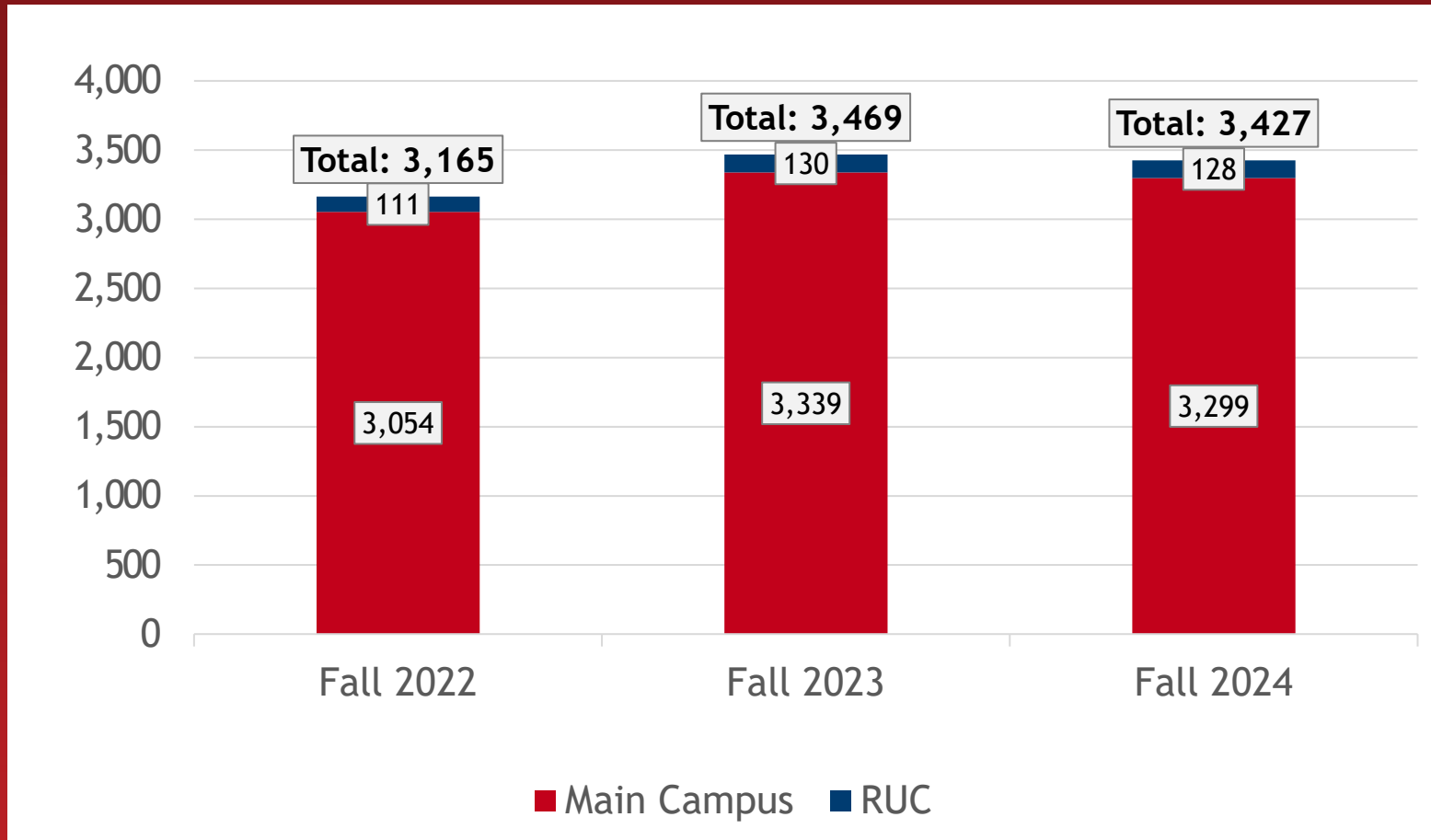


# New Freshmen In-State Applications



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- Flat

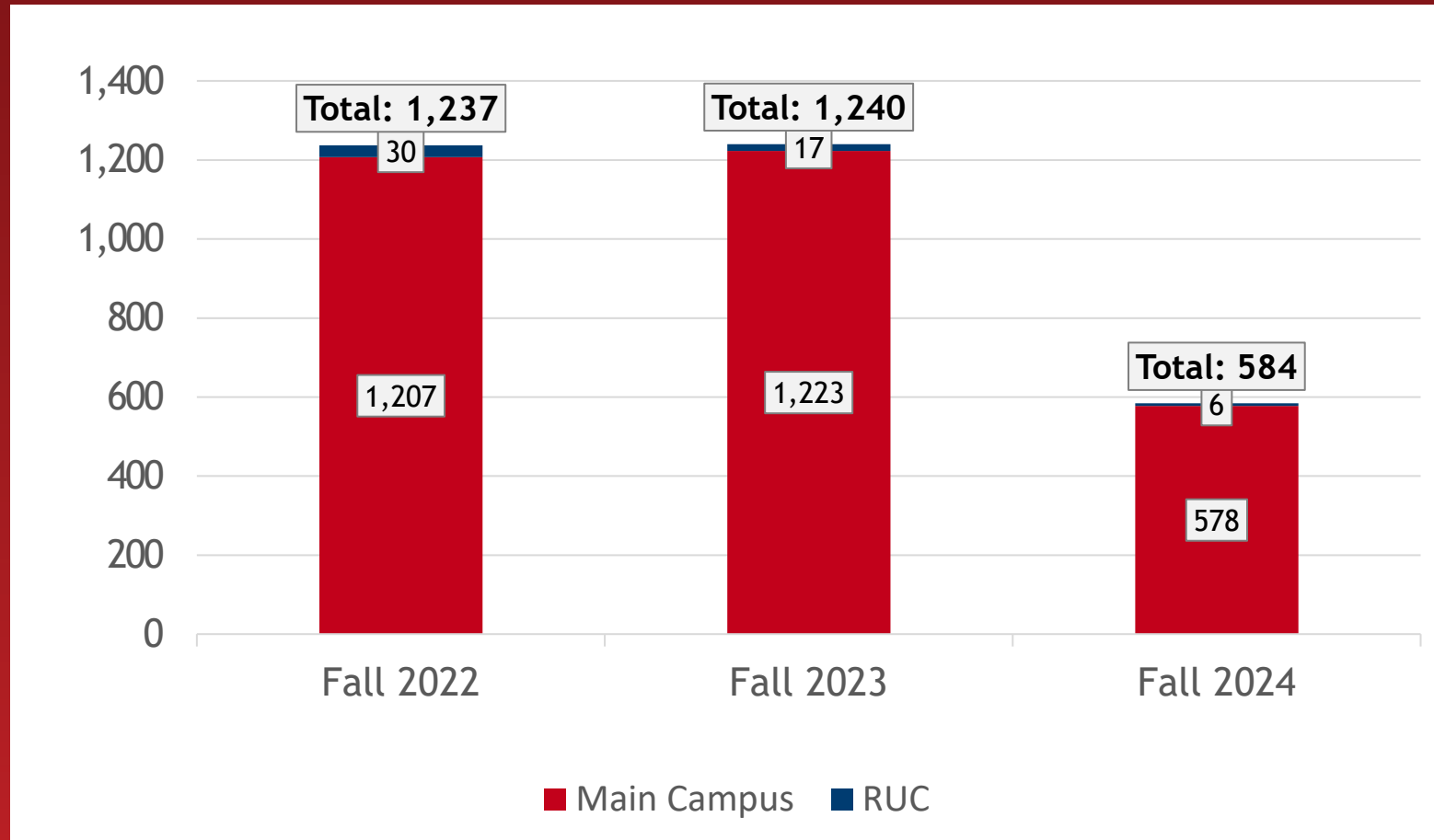




# New Freshmen Out-of-State Applications



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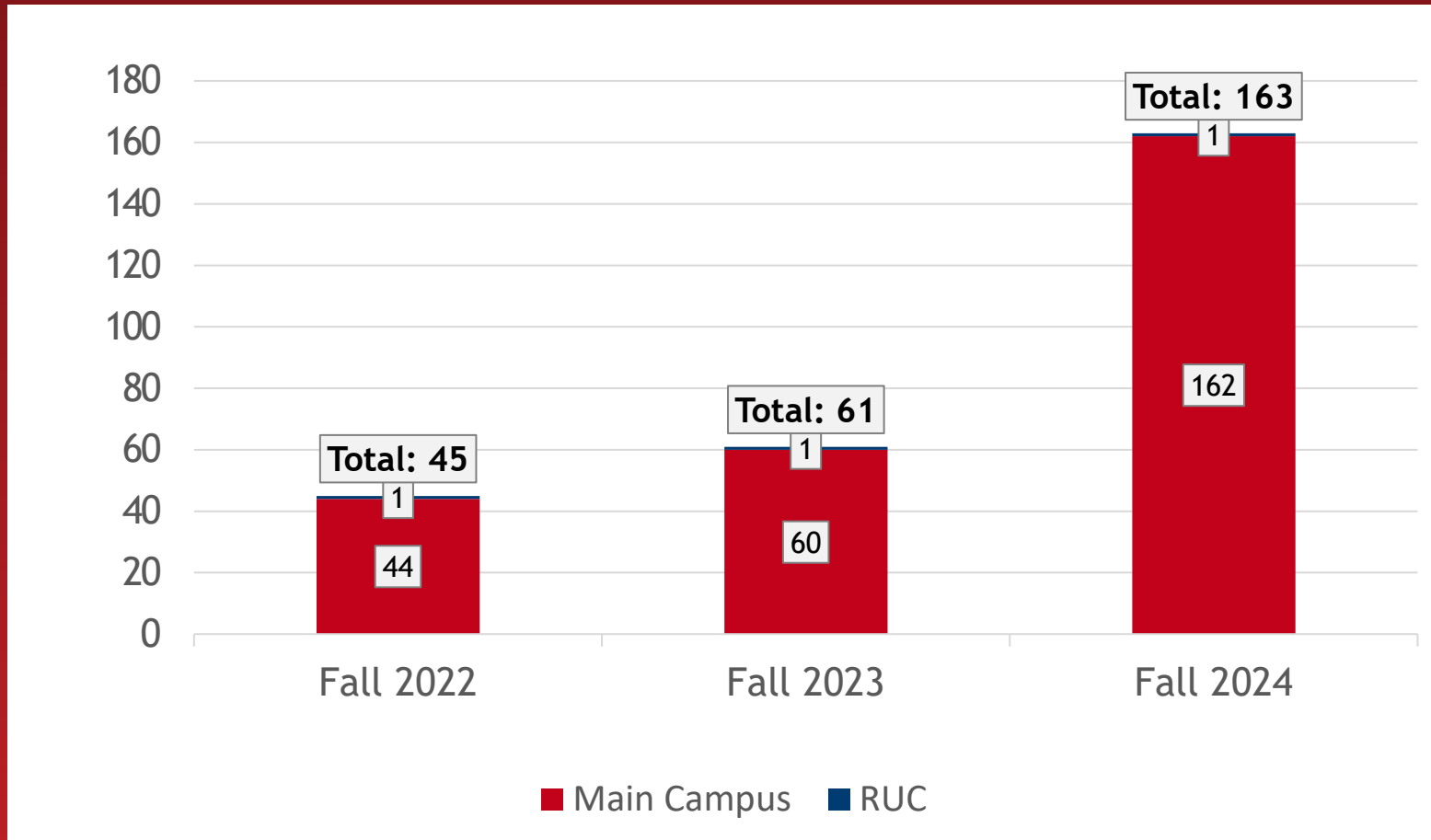
- OOS applicants yield at 6%
- Strategy is to increase yield
- Scholarship amounts increased

# New Freshmen International Applications



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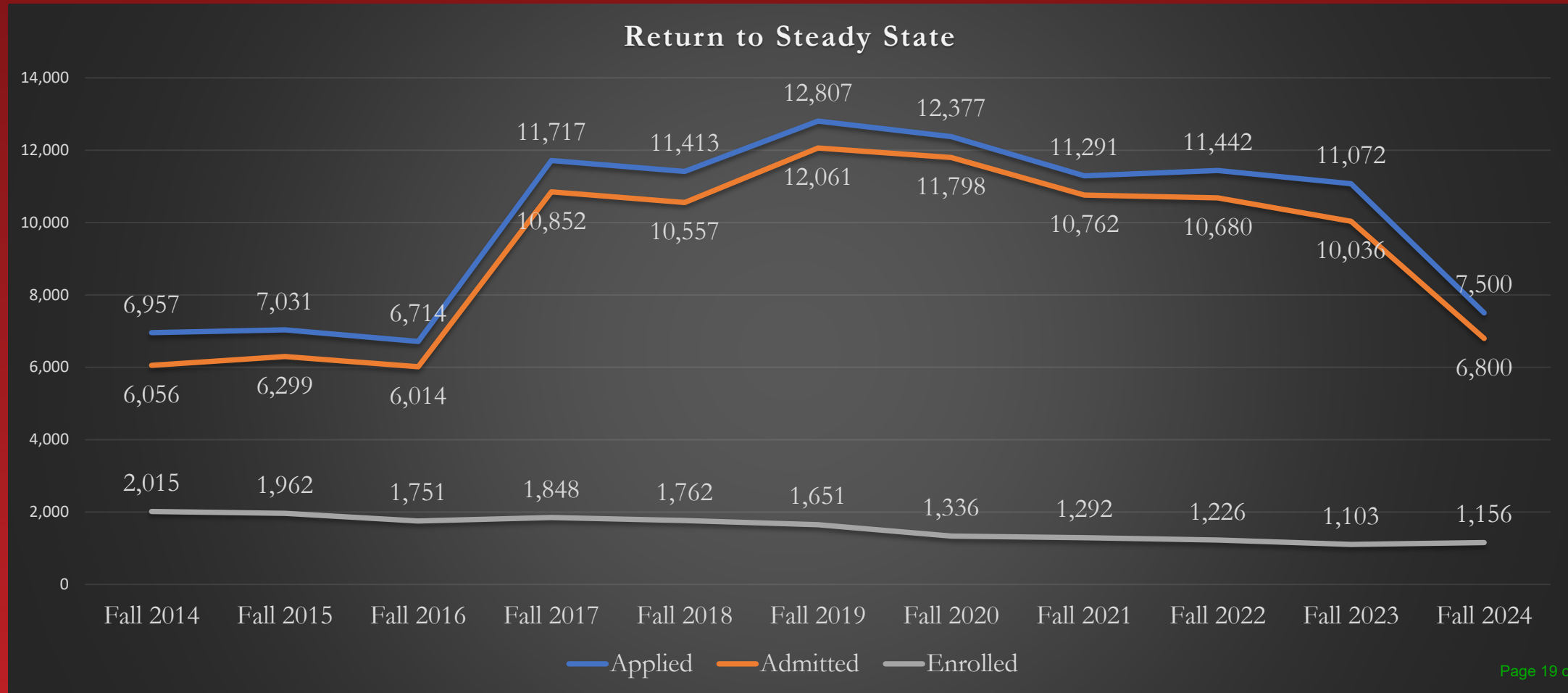
- Hiring of full-time recruiter with recruitment budget for 3 years



# 2024 Projections



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# New Freshmen

## Applications by Virginia Region



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Virginia Region	Fall 2022	Fall 2023	Fall 2024
Central Va	252	340	386
Northern Va	912	941	968
Peninsula	159	195	208
Richmond	463	491	455
Roanoke Metro	188	196	182
South Central	121	141	170
Southwest	368	451	352
Tidewater	395	402	387
Valley	311	316	316
In-State, Unknown	6	2	10

# New Freshmen Applications by Ethnicity



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<b>Ethnicity</b>	<b>Fall 2022</b>	<b>Fall 2023</b>	<b>Fall 2024</b>
American Indian or Alaska Native	5	10	11
Asian	147	126	118
Black or African American	1,094	1,217	885
Hispanic	415	493	475
Native Hawaiian or Other Pacific Islander	19	12	3
White	2,405	2,516	2,234
Two or more races	245	250	186
Nonresident Alien	0	2	181
Race and Ethnicity Unknown	117	144	81

# New Freshmen Applications by State



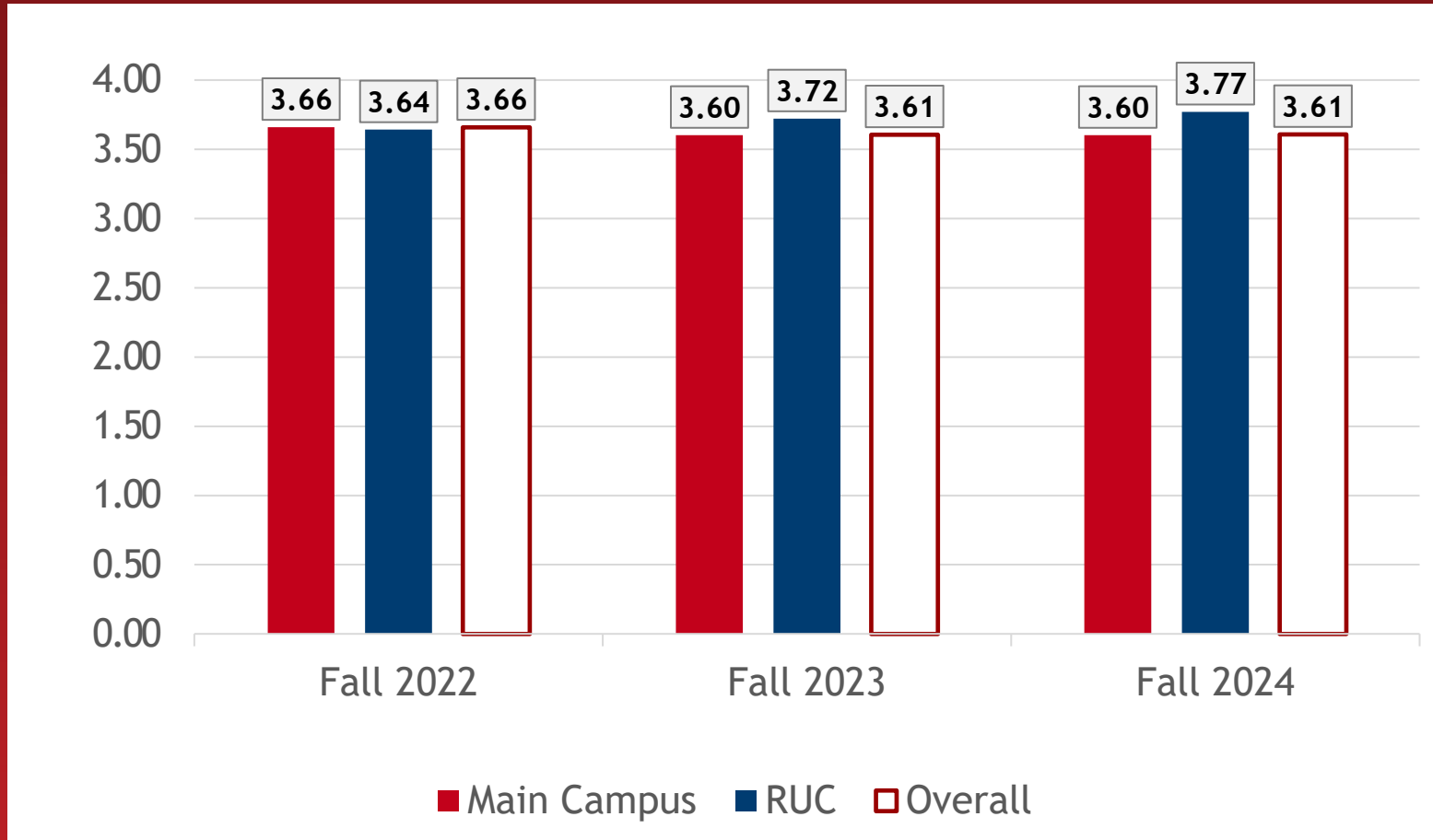
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<b>Top States</b>	<b>Fall 2022</b>	<b>Fall 2023</b>	<b>Fall 2024</b>
Maryland	264	313	135
North Carolina	412	376	116
Pennsylvania	46	35	36
New Jersey	18	40	35
West Virginia	91	82	27
South Carolina	34	29	25
Florida	38	30	24
Texas	22	8	21
New York	16	23	20
Tennessee	37	130	18

# New Freshmen Total Applications



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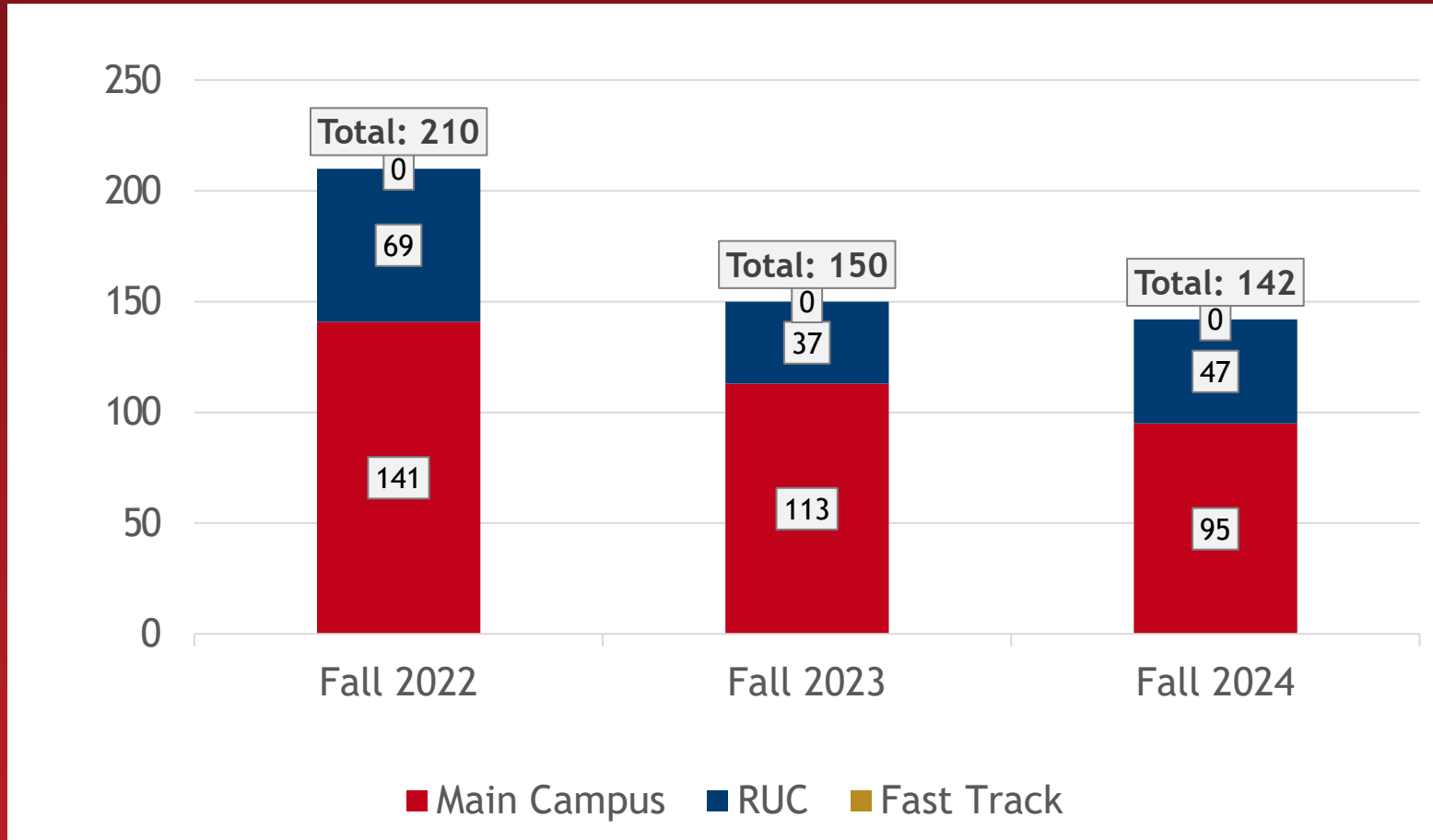
- 52% are being automatically admitted through direct admissions criteria

# New Transfer Total Applications



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- Again, out-of-state are down





# 'Open up the opportunities': Radford launches free tuition initiative

The 'Radford Tuition Promise' starts in fall 2024



The 'Radford Tuition Promise' starts in fall 2024.



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In-state Tuition for  
2 semesters  
**\$8,401.00**

\*Rate may change for 2024-2025 and beyond

Program Information:  
[www.radford.edu/promise](http://www.radford.edu/promise)



**President Bret Danilowicz**



Form **1040** Department of the Treasury—Internal Revenue Service **2022** U.S. Individual Income Tax Return OMB No. 1545-0074 IRS Use Only—Do not write or staple in this space.

**Filing Status**  Single  Married filing jointly  Married filing separately (MFS)  Head of household (HOH)  Qualifying surviving spouse (QSS)  
 Check only one box. If you checked the MFS box, enter the name of your spouse. If you checked the HOH or QSS box, enter the child's name if the qualifying person is a child but not your dependent.

Your first name and middle initial \_\_\_\_\_ Last name \_\_\_\_\_ Your social security number \_\_\_\_\_  
 If joint return, spouse's first name and middle initial \_\_\_\_\_ Last name \_\_\_\_\_ Spouse's social security number \_\_\_\_\_

Home address (number and street). If you have a P.O. box, see instructions. \_\_\_\_\_ Apt. no. \_\_\_\_\_  
 City, town, or post office. If you have a foreign address, also complete spaces below. \_\_\_\_\_ State \_\_\_\_\_ ZIP code \_\_\_\_\_  
 Foreign country name \_\_\_\_\_ Foreign province/state/county \_\_\_\_\_ Foreign postal code \_\_\_\_\_  You  Spouse

**Digital Assets** At any time during 2022, did you: (a) receive (as a reward, award, or payment for property or services); or (b) sell, exchange, gift, or otherwise dispose of a digital asset (or a financial interest in a digital asset)? (See instructions.)  Yes  No

**Standard Deduction** Someone can claim:  You as a dependent  Your spouse as a dependent  
 Spouse itemizes on a separate return or you were a dual-status alien

**Age/Blindness** You:  Were born before January 2, 1958  Are blind **Spouse:**  Was born before January 2, 1958  Is blind

**Dependents** (see instructions):  
 (1) First name Last name (2) Social security number (3) Relationship to you (4) Check the box if qualifies for (see instructions):  
 Child tax credit Credit for other dependents

Income	1a	1b	1c	1d	1e	1f	1g	1h	1i	1z
1a Total amount from Form(s) W-2, box 1 (see instructions)										
b Household employee wages not reported on Form(s) W-2										
c Tip income not reported on line 1a (see instructions)										
d Medicaid waiver payments not reported on Form(s) W-2 (see instructions)										
e Taxable dependent care benefits from Form 2441, line 26										
f Employer-provided adoption benefits from Form 8839, line 29										
g Wages from Form 8919, line 6										
h Other earned income (see instructions)										
i Nontaxable combat pay election (see instructions)										
z Add lines 1a through 1h										
2a Tax-exempt interest	2a		b Taxable interest	2b						
3a Qualified dividends	3a		b Ordinary dividends	3b						
4a IRA distributions	4a		b Taxable amount	4b						
5a Pensions and annuities	5a		b Taxable amount	5b						
6a Social security benefits	6a		b Taxable amount	6b						
c If you elect to use the lump-sum election method, check here (see instructions)										
7 Capital gain or (loss). Attach Schedule D if required. If not required, check here				7						
8 Other income from Schedule 1, line 10				8						
9 Add lines 1z, 2b, 3b, 4b, 5b, 6b, 7, and 8. This is your <b>total income</b>				9						
10 Adjustments to income from Schedule 1, line 26				10						
11 Subtract line 10 from line 9. This is your <b>adjusted gross income</b>				11						
12 Standard deduction or itemized deductions (from Schedule A)				12						
13 Qualified business income deduction from Form 8995 or Form 8995-A				13						
14 Add lines 12 and 13				14						
15 Subtract line 14 from line 11. If zero or less, enter -0-. This is your <b>taxable income</b>				15						

For Disclosure, Privacy Act, and Paperwork Reduction Act Notice, see separate instructions. Cat. No. 11320B Form **1040** (2022)



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- ✓ Domiciled in Virginia
- ✓ Admitted or returning for fall 2024
- ✓ Adjusted gross income of household is \$100,000 or less
- ✓ FAFSA Student Aid Index is less than \$15,000
- ✓ Full-time and in person

**Eligibility**



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[www.radford.edu/apply](http://www.radford.edu/apply)

# Strategy Accessibility & Access



# Brand Reveal and Rollout



# Brand Personality



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**Genuine**

We believe in being honest and authentic in all that we do. No matter how we grow or change, we remain true to ourselves, down-to-earth and unpretentious.

**Unexpected**

We are more than meets the eye. Though some may underestimate us, the more they get to know us, the more reasons they find to believe in us.

**Kind**

We are warm, friendly and upbeat in all our interactions, from greeting new students on campus to working with business and industry leaders to create career pathways.

**Curious**

We encourage intellectual exploration in the pursuit of self-discovery, enabling students to try new things, experiment and better understand the areas that interest them.

**Inclusive**

We are here to educate, guide and uplift our students, not to judge. We welcome all into our tight-knit, supportive and student-centered community.

**Motivated**

We are persistent in our pursuit of continual improvement and are committed to seeking out ways we can make life and learning better for others.



# Excellence that is easily accessible



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At Radford University, we believe that everyone deserves a high-quality, affordable education delivered in an intimate learning environment. Our small, tight-knit community is nestled near the Blue Ridge Mountains. We are big enough to provide incredible resources yet small enough that students can easily access them. Our community is small enough that students are seen and heard — our faculty get to know their aspirations, struggles and ambitions — yet big enough to offer diverse perspectives and experiences that help our students grow into well-rounded people and successful future professionals.



# Centered on those we serve

Students come first at Radford University. We are dedicated to providing a personalized, well-rounded, and affordable education that matches the needs and aspirations of each student. We have a variety of academic programs, career-focused experiences, and comprehensive support services that help students reach their potential and excel in their chosen fields. We also maintain a culture of care, respect, and inclusion that values the diversity and dignity of every member of our community. Radford University serves our local communities as well as business and industry across the Commonwealth and the nation by providing them with compassionate and career-ready professionals.



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# Freedom To Learn From Experience



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Within Radford University's tight-knit, supportive community, students can explore a variety of pathways, experience occasional setbacks and find their way forward with confidence. Here, students can feel comfortable taking on new challenges and learning from their mistakes. Our students don't back down in the face of difficulty — they embrace it as an opportunity to grow. We encourage students to approach failure with a positive mindset and a willingness to improve, which in turn allows them to build resilience, humility and other strengths that will serve them in their future professional endeavors.



# Active Learning and Doing



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Radford University offers an education that encourages active participation, challenges students from the outset and provides early access to industry-aligned opportunities. As early as their freshman year, students get hands-on experience, conduct research and run simulations that go beyond what many internships or co-ops even offer. We bring the real world to our students on campus. Regardless of their major, every student at Radford University can engage in career-driven experiences that connect them meaningfully to their future profession.

# Ready for All Life's Roles



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At Radford University, we believe in the power of personal growth and professional exploration. We guide our students to bright futures in rewarding careers by helping them develop the hard and soft skills required for success in the workplace and in life. Our students undergo transformative growth as they prepare for life after college, not only as professionals in their field but also as active citizens who are eager to make a difference in their communities and proud alumni who cheer on and support the next generation of Radford students. At Radford University, we empower our students to make a positive impact in all the roles they will play throughout their lives.

# BRAND PILLAR STORY



**Radford**  
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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.**





# Radford

U N I V E R S I T Y

# Minutes



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Board of Visitors

**ENROLLMENT MANAGEMENT AND BRAND EQUITY COMMITTEE**

**10:45 A.M.**

**SEPTEMBER 7, 2023**

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

**DRAFT**  
**MINUTES**

**COMMITTEE MEMBERS PRESENT**

Mrs. Jennifer Wishon Gilbert, Chair  
Ms. Betsy D. Beamer, Vice Chair  
Ms. Jeanne Armentrout  
Ms. Lisa W. Pompa  
Mr. David Smith

**BOARD MEMBERS PRESENT**

Dr. Debra McMahon, Rector  
Mr. Marquett Smith, Vice Rector  
Mr. Robert Archer  
Dr. Jay Brown  
Ms. Joann Craig  
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  
Mr. Damien Allen, Associate Director for Institutional Research  
Ms. Alba Alvarez, Director of Operations for Enrollment Management  
Dr. David Beach, Faculty Senate Secretary  
Ms. Karen Castele, Secretary to the Board of Visitors and Special Assistant to the President  
Mr. Jorge Coartney, Associate Vice President for Facilities Management  
Dr. Kurt Gingrich, Faculty Representative  
Mr. Anthony Graham, Associate Vice President Undergraduate Recruitment/Director of Admissions  
Dr. Robert Hoover, Vice President for Finance and Administration  
Ms. Stephanie Jennelle, Associate Vice President for Finance/University Controller  
Dr. Angela Joyner, Vice President for Economic Development and Corporate Education



Ms. Rebekah LaPlante, Director of Campus Engagement  
Mr. Robert Lineburg, Director of Athletics  
Mr. Erik Lovik, Director of Institutional Research  
Ms. Margaret McManus, University Auditor  
Dr. Jeanne Mekolichick, Associate Provost for Research, Faculty Success and Strategic Initiatives  
Mr. Mike Melis, Senior Assistant Attorney General Counsel, Office of the Attorney General  
Mr. Ed Oakes, Associate Vice President for Information Technology  
Ms. Allison Pratt, Associate Vice President for Enrollment Management and Director of Financial Aid  
Mr. Patrick Reed, Director of Strategic Communications  
Ms. Susan Richardson, University Counsel  
Ms. Meghan Spraker, Director of Digital Communications and Marketing  
Dr. Angela Stanton, Interim Dean for the Davis College of Business and Economics  
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  
Mr. Justin Ward, Director of Media Services  
Ms. Penny White, Interim 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 10:47 a.m. in Room 340 of Kyle Hall.

### **APPROVAL OF AGENDA**

Mrs. Gilbert asked for a motion to approve the September 7, 2023 agenda, as published. Ms. Lisa Pompa made the motion. Mr. David Smith seconded, and the motion carried unanimously.

### **APPROVAL OF MINUTES**

Mrs. Gilbert asked for a motion to approve the minutes of the June 8, 2023 meeting of the Enrollment Management and Brand Equity Committee meeting, as published. Ms. Betsy Beamer made the motion. Ms. Lisa Pompa 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 new freshmen applicants, admitted students and deposits from Fall 2021 to Fall 2023. Freshmen applications have had little change during the last couple of years. We currently have a strong applicant pool of new freshmen admitted students with a 90% acceptance rate from completed applications for main campus and 75% for the RUC campus. We are seeing a drop in the yield for main campus for students who apply but do not actually attend. We are looking at ways to improve our yield with planned strategies for welcoming students to campus.

Vice President Beane shared that we are excited to report that for Fall 2023 we are showing the highest GPA for our entering class for the last three years. Our retention rate has increased slightly over 4% which is the most growth in retention in nearly 25 years. Retention of new transfer students also increased by close to 4%.

Vice President Beane shared that transfer numbers are remaining steady with a high acceptance rate. We are working on our transfer admissions process and articulation agreements with community colleges to improve our transfer enrollment. Our undergraduate enrollment is still declining and we are implementing strategies to get Radford back on track and stabilize enrollment. New graduate student numbers are increasing.

Vice President Beane summarized that we need to increase our transfer applicants, improve yield for freshman admits and maintain our graduate enrollment. Dr. Beane outlined the planned strategy for enrollment stabilization includes:

- Improve pathways for credit transfer for regional community colleges
- Increasing campus visitation
- Maintaining a steady growth in graduate programs

Vice President Beane concluded by sharing that the targeted segment for growth is South and Western Virginia. The focus is on 50 counties and municipalities. The goal is to bring students here for a visit to show them what Radford has to offer and that Radford should be their first choice.

### **BRAND EQUITY REPORT**

Vice President Beane provided a summary of our brand rollout. This time next year we will have a new website. The goal is to re-establish our brand. We are finalizing the brand details and plan to roll out at Homecoming.

In closing, Vice President Beane summarized that to accomplish our brand rollout we are implementing a plan to utilize college and department liaisons that will help us to assure that we align with the goals and priorities of the University. An important part of the rollout is getting our stories out and building our brand.

### **ADJOURNMENT**

With no further business to come before the committee, Mrs. Gilbert adjourned the meeting at 11:40 a.m.

Respectfully submitted,

Gina Stike  
Executive Assistant to the Vice President for Enrollment Management

# End of Board of Visitors Materials

