

Administrative and Professional Faculty Senate

October 16, 2019

Heth 043

Members Present: Scott Bennett, Andy Borak, Ashlee Claud, Max Esterhuizen, Emily Ewoldt, Kay Johnson, Albert Mah, Chip Mann, Amber Smith, Susan Trageser (Cabinet Liaison)

Members Absent: Tom Bluestein, Sandra Bond, Chris Bridgers, Melanie Fox, Alix Guynn, Skye Heasley, Gwen Houston, Eric Lovik, Jessica Twiest, David Wheeler

Guests: Tonya Andrews, Teresa Anders, Mike Biscotte, James Cabiness, Justin Martin, Glen Mayhew, Margaret McManus, Chad Reed, Kate Steiner

1. **Call to Order** – The meeting called to order at 3:30 pm by President Ashlee Claud.
2. **Approval of Minutes** – The minutes from September 18, 2019 were approved.
3. **Guest Speaker:** Mike Biscotte, Director of Facilities Planning and Construction. Update on Radford University's Master Plan, 2020-2030. (Biscotte's slides are appended to the meeting minutes.)

The State expects a master plan every 10 years. The plan supports Radford University's Strategic Plan. The committee's work started in April 2018, and will present the final master plan to the Board of Visitors for Approval December 2019 (December 5-6).

We are part of Radford City and should be integrated with the city. The Radford University Foundation has purchased a lot of property, especially on the east side. The city has three future growth areas – former foundry, Rock Road area, and the university. Roanoke City Innovation Corridor Map.

Draft Recommendations:

1. Construct – CAIC, Highest Priority. Others (small) – Hurlburt addition, Administrative Services addition, Welcome Center, Public safety building, Athletics ticketing/concessions building.
2. Renovate – McConnell Library, Tyler/Norwood/Muse, Dedmon Center Arena.
3. Repurpose – Programmatic expansion through selective repurposing of areas within Davis, Cook, Walker, Peters, Kyle and Young Halls to support: WCHHS growth, CEHD programs, Tech Talent Pipeline, Student Venture Lab, Tourism Lab.
4. Evaluate and Upfit – Classrooms and labs, Study study and collaboration spaces, Event and meeting spaces.
5. Enhance – Sustainability, utilities, transit, campus perimeter, greenspaces, branding & identity.
6. Create – Greenway/riverway, Roanoke campus – RUC/RHEC, public-private retail, other opportunities as identified.

Changes include:

- Print shop moved near the Main Street warehouse.

- Dedmon Center more compact with entry from the top, plus enhanced locker rooms and concessions.
- Parking along Fairfax in front of Russell will be changed to remove the dead end for ease of entry and exit.
- Transit will have circulators with stops.
- The University Drive Bridge Upgrade is a city project. Radford joined in to replace the fence, add lights, a bike lane, wider sidewalks, and branding.

Questions & Answers:

- Q – Is extending the greenway to connect to the NRV Greenway under consideration? A – Reed met with the County Administrator for Pulaski, and it's a high priority of his to connect the greenways.
- Q – CAIC building timeline? A – Design is completed and approved by everyone who needs to approve it. Now it's a matter of where it falls in the budget. Best case is July 1, 2020.
- Q – Will there be an addition to Armstrong? Q – Yes, but don't know where it's going to go. Administrative Services will be consolidated. Currently, Payroll has co-located to HR.
- Q – When will Reed-Curie open? A – A final inspection in mid-November, then move-in.

- 4. Parental Leave Motion Update** – Susan Trageser and Chad Reed reported the language is there, and it is important to take the AP resolution along with the T&R resolution. It is easier to quantify budget costs for AP than T&R, so after the T&R budget is quantified, both will go to the Cabinet and Leadership Council for approval. It is hoped the T&R budget will be quantified by the end of the semester, but no promises.
- 5. AP Senate Election Update** – Kay Johnson reported that for the uncontested seats, the new senators are: Tom Bluestein (Central Administration), Skye Heasley (Enrollment Management), and Chip Mann (Information Technology). An election will be held for the Student Affairs senator.
- 6. Upcoming Events:**
 - October 25 – Annual State of the University Address.
 - October 25-27 – Homecoming.
- 7. Adjournment:** The meeting adjourned at 4:37.

Future Meeting Dates:

- November 20
- December 18
- January 15

MASTER PLAN 2020-2030

RADFORD
UNIVERSITY

MASTER PLAN 2020-2030

GOALS:

- Support the 2018-2023 Strategic Plan *Embracing the Tradition and Envisioning the Future* with appropriate physical plant and infrastructure resources.
- Plan for key building footprint components, both new construction and renovation/renewal/repurpose, on-campus or off-campus, incorporating multiple delivery methods, as required to support identified academic and student programs.
- Provide long-range residential housing plan.
- Plan for enhanced transportation and parking systems.
- Plan for forward-looking campus infrastructure systems.
- Enable connectivity with the City of Radford and greater Southwest Virginia.

MASTER PLAN 2020-2030

THEMES:

- Consistent Aesthetic Campus Brand – materials, colors, style, density, open space
- Efficiency/Effectiveness/Collaboration of Building Spaces
- Anticipate/Enable Growth
- Accessibility
- Sustainability
- Safety

MASTER PLAN 2020-2030

EXECUTIVE STEERING COMMITTEE

- President's Office
- President's Cabinet

MASTER PLANNING COMMITTEE

- Mike Biscotte – Chair
- Ashley Schumaker – Administrative Liaison
- Academics – Kenna Colley
- Student Affairs – Jamie Penven
- Advancement – Tom Lillard
- Enrollment Management – Mildred Johnson
- DoIT – Danny Kemp
- University Relations – Nickola Dudley
- Finance and Administration – Michael Gawrys, Jorge Coartney, James Perkins, Scott Shaffer
- Athletics – Robert Lineburg
- RU Foundation – John Cox
- Faculty Senate – Jake Fox
- AP Staff Senate - Sandra Bond
- Classified Staff Senate - Karen Montgomery
- Student Senate – Julianna Stanley
- At-Large – Rick Roth, David Sallee

MASTER PLAN 2020-2030

SUBCOMMITTEES:

- Academics – **Colley**, Fox, Sallee, Stanley, Montgomery, Kemp, Coartney
 - Programs
 - Interdisciplinary curricula
 - Content delivery
 - Maximize existing built environment – space planning, class scheduling, multi-use spaces, etc.
- Student Activities and Services – **Penven**, Johnson, Colley, Gawrys, Lineburg, Lillard, Stanley, Perkins, Kemp
 - Residential – On-campus and Off-campus
 - Residential – Renovations and New Construction
 - Recreation
 - Activities
 - Athletics
- Land Use – **Coartney**, Colley, Bond, Penven, Roth, Cox, Montgomery, Dudley
 - Growth Areas
 - On campus
 - Off campus
 - Outdoor Spaces
- Transportation – **Perkins**, Shaffer, Lineburg, Roth, Stanley, Coartney, Johnson, Montgomery
 - Parking/Traffic/Bikeways/Pedestrian Ways
 - Transit
 - Accessibility
- Infrastructure and Sustainability – **Kemp**, Coartney, Shaffer, Sallee, Roth, Perkins, Dudley, Fox
 - Utilities
 - Technology
 - Emergency Access/Safety/Security
 - Sustainability
- Public-Private and Community – **Lillard**, Bond, Gawrys, Dudley, Fox, Cox
 - Facility Opportunities
 - Program Opportunities

MASTER PLAN 2020-2030

TIMELINE

- Kickoff Meeting – President’s Charge to Committees Apr 2018
- Data Collection/Discovery – Planning Committee Nine months
 - Document Preparation Team - assemble baseline information
 - Initial Planning Committee meeting – process and deliverables
 - Breakout sessions – charrettes/one-on-ones
 - Campus Open Forum – gather input
 - Review meetings – validation of breakouts
 - Summary Planning Committee meeting – document results
- Review Meeting with Executive Steering Committee Dec 2018
- Analysis and Options – Planning Committee Four months
- Review Meeting with Executive Steering Committee Apr 2019
- Prepare Draft Master Plan – Planning Committee Four months
- Review Meeting with Executive Steering Committee Aug 2019
- Prepare Prefinal Master Plan– Planning Committee Three months
 - Campus Review of Prefinal
- Prefinal approval by Executive Steering Committee Dec 2019
- Present Prefinal to BOV Dec 2019
- Final approval by BOV Feb 2020



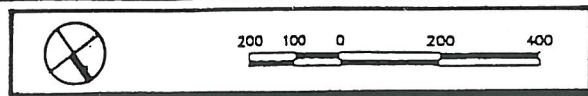
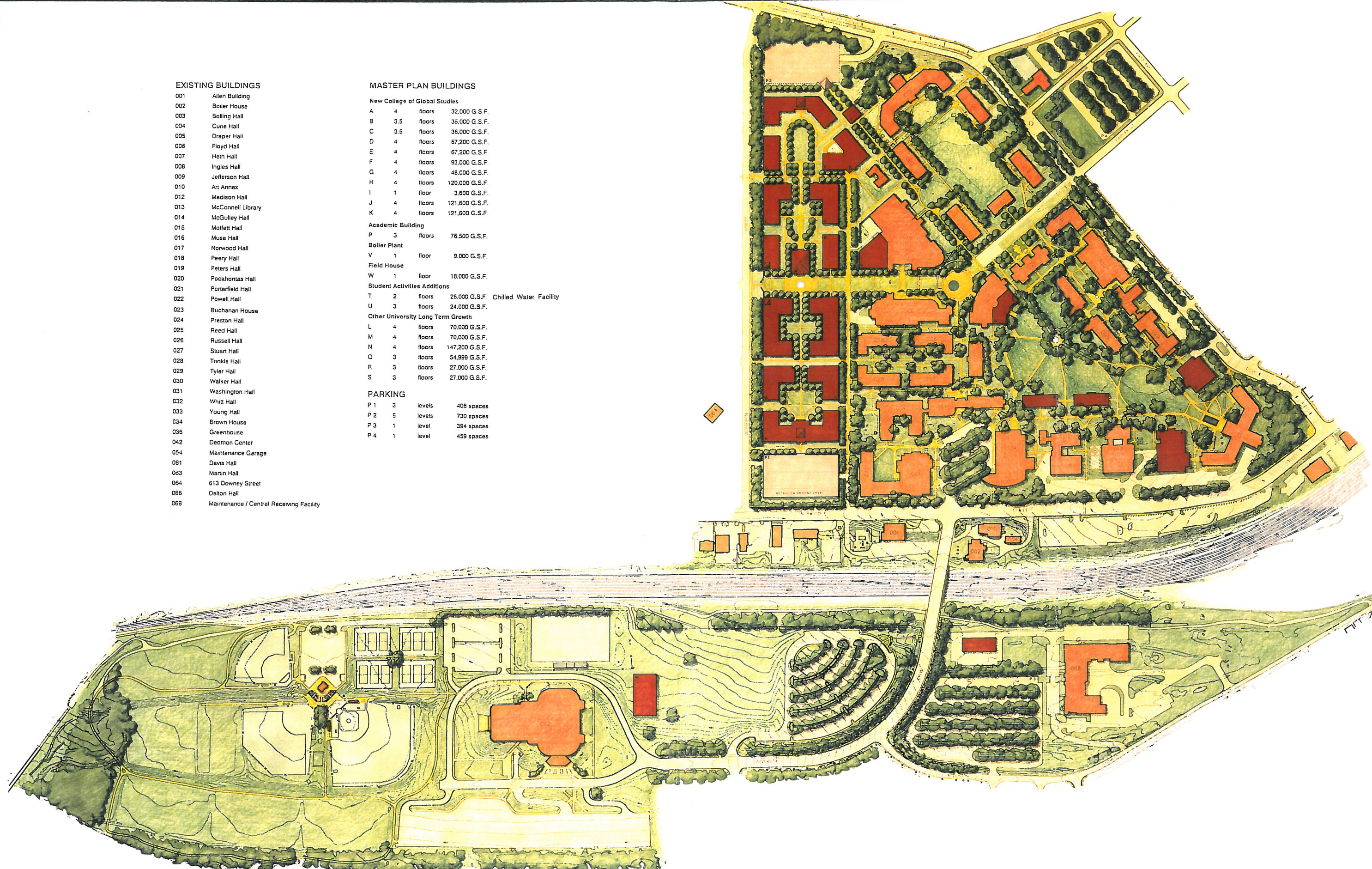
Figure 8 Stanley Abbott 1968 Campus Plan

EXISTING BUILDINGS

001	Allen Building
002	Boiler House
003	Bolling Hall
004	Cure Hall
005	Draper Hall
006	Floyd Hall
007	Heth Hall
008	Ingles Hall
009	Jefferson Hall
010	Art Annex
012	Madison Hall
013	McConnell Library
014	McGulley Hall
015	Moffett Hall
016	Muse Hall
017	Norwood Hall
018	Peery Hall
019	Peters Hall
020	Pocahontas Hall
021	Porterfield Hall
022	Powell Hall
023	Buchanan House
024	Freston Hall
025	Reed Hall
026	Russell Hall
027	Stuart Hall
028	Trinkle Hall
029	Tyler Hall
030	Walker Hall
031	Washington Hall
032	Whitt Hall
033	Young Hall
034	Brown House
036	Greenhouse
042	Devon Center
054	Maintenance Garage
061	Davis Hall
063	Marin Hall
064	613 Downey Street
066	Dalton Hall
068	Maintenance / Central Receiving Facility

MASTER PLAN BUILDINGS

New College of Global Studies			
A	4	floors	32,000 G.S.F.
B	3.5	floors	36,000 G.S.F.
C	3.5	floors	36,000 G.S.F.
D	4	floors	67,200 G.S.F.
E	4	floors	67,200 G.S.F.
F	4	floors	93,000 G.S.F.
G	4	floors	48,000 G.S.F.
H	4	floors	120,000 G.S.F.
I	1	floor	3,600 G.S.F.
J	4	floors	121,600 G.S.F.
K	4	floors	121,600 G.S.F.
Academic Building			
P	3	floors	76,500 G.S.F.
Boiler Plant			
V	1	floor	9,000 G.S.F.
Field House			
W	1	floor	18,000 G.S.F.
Student Activities Additions			
T	2	floors	26,000 G.S.F. Chilled Water Facility
U	3	floors	24,000 G.S.F.
Other University Long Term Growth			
L	4	floors	70,000 G.S.F.
M	4	floors	70,000 G.S.F.
N	4	floors	147,200 G.S.F.
O	3	floors	54,999 G.S.F.
R	3	floors	27,000 G.S.F.
S	3	floors	27,000 G.S.F.
PARKING			
P 1	3	levels	408 spaces
P 2	5	levels	730 spaces
P 3	1	level	394 spaces
P 4	1	level	459 spaces



Master Plan
Figure Twelve

10 years out

the plan

New Construction:

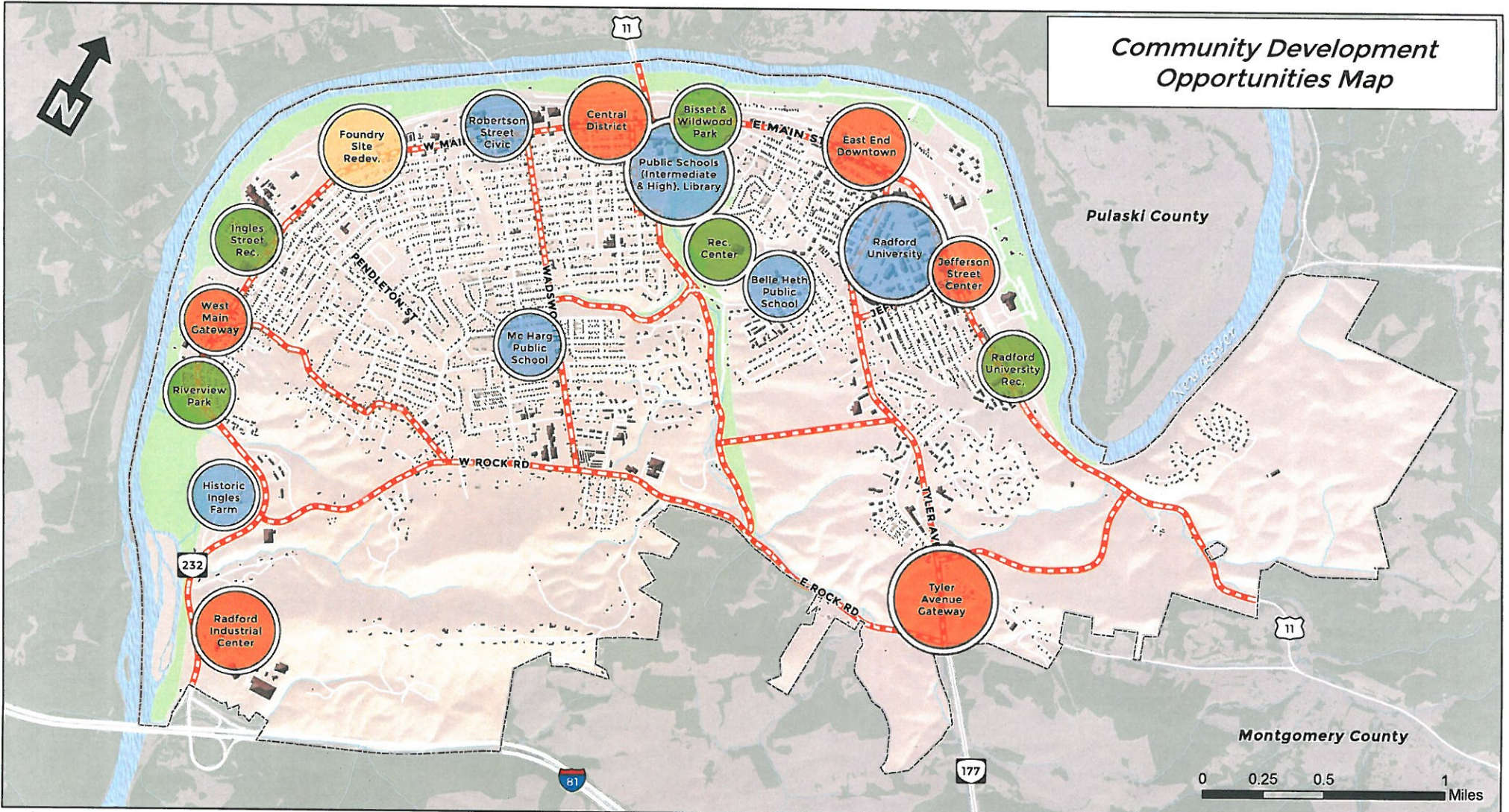
- Kyle Hall
- CHBS
- CFTS
- SRWC
- SORC
- Hitting Facility
- Softball Stadium

Renovations:

- Whitt Hall
- Muse Hall
- Pocahontas,
Bolling, Draper
Halls



Community Development Opportunities Map



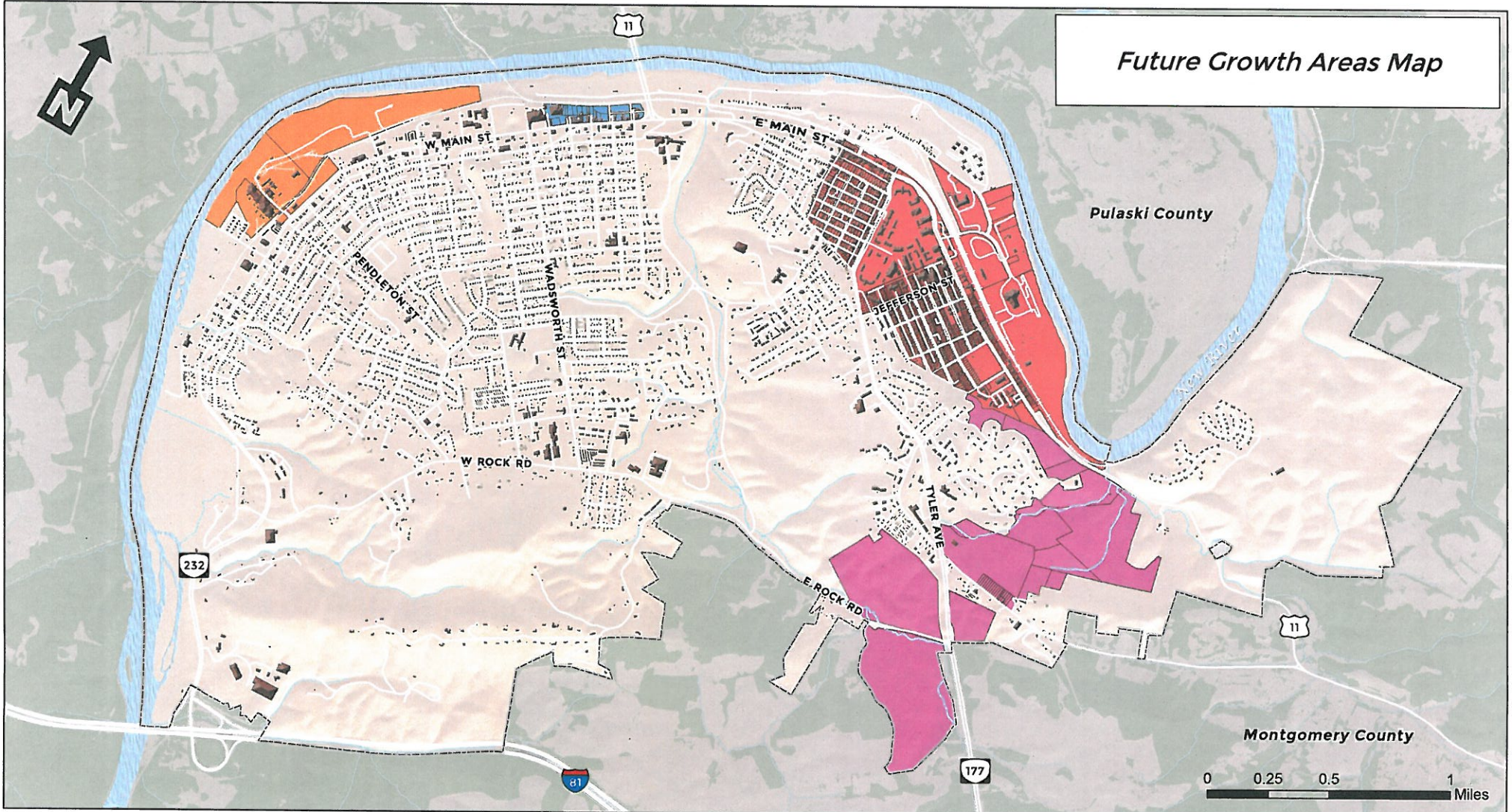
Legend

- Industrial Node
- Commercial Node
- Cultural Node
- Recreation Node
- Multimodal Thoroughfare
- Pathways & Riparian Corridors
- City Limits

Map created by the New River Valley Regional Commission in 2017. Sources include: City of Radford, US Census Bureau, US Geological Survey, Virginia Geographic Information Network.



Future Growth Areas Map



Legend

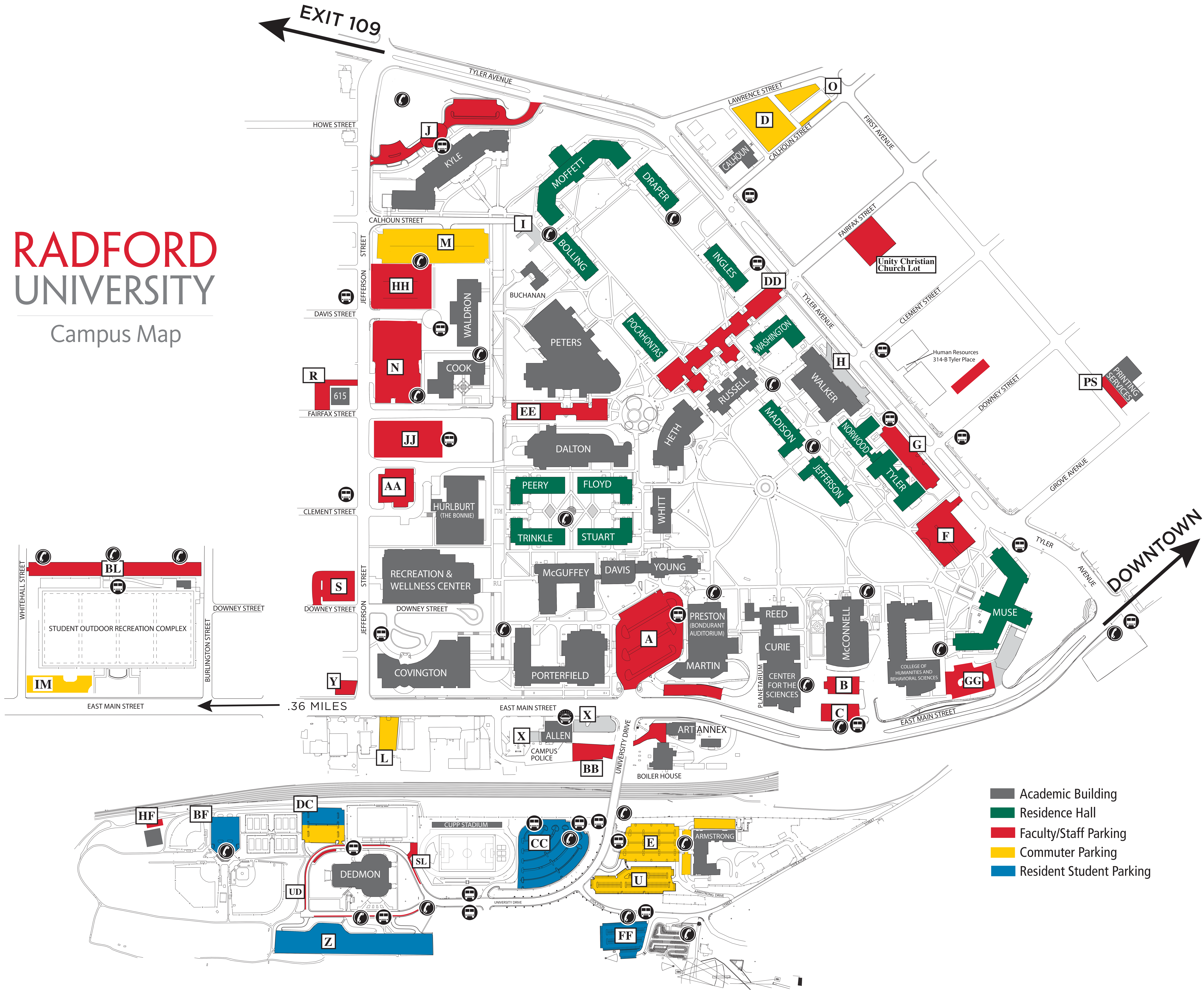
- Foundry Industrial Area
- University Related District
- City Limits
- Central District
- Tyler Gateway
- Parcels

Map created by the New River Valley Regional Commission in 2017. Sources include: City of Radford, US Census Bureau, US Geological Survey, Virginia Geographic Information Network.



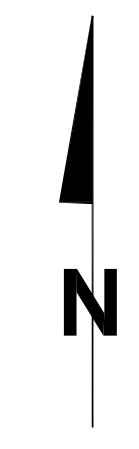
RADFORD UNIVERSITY

Campus Map

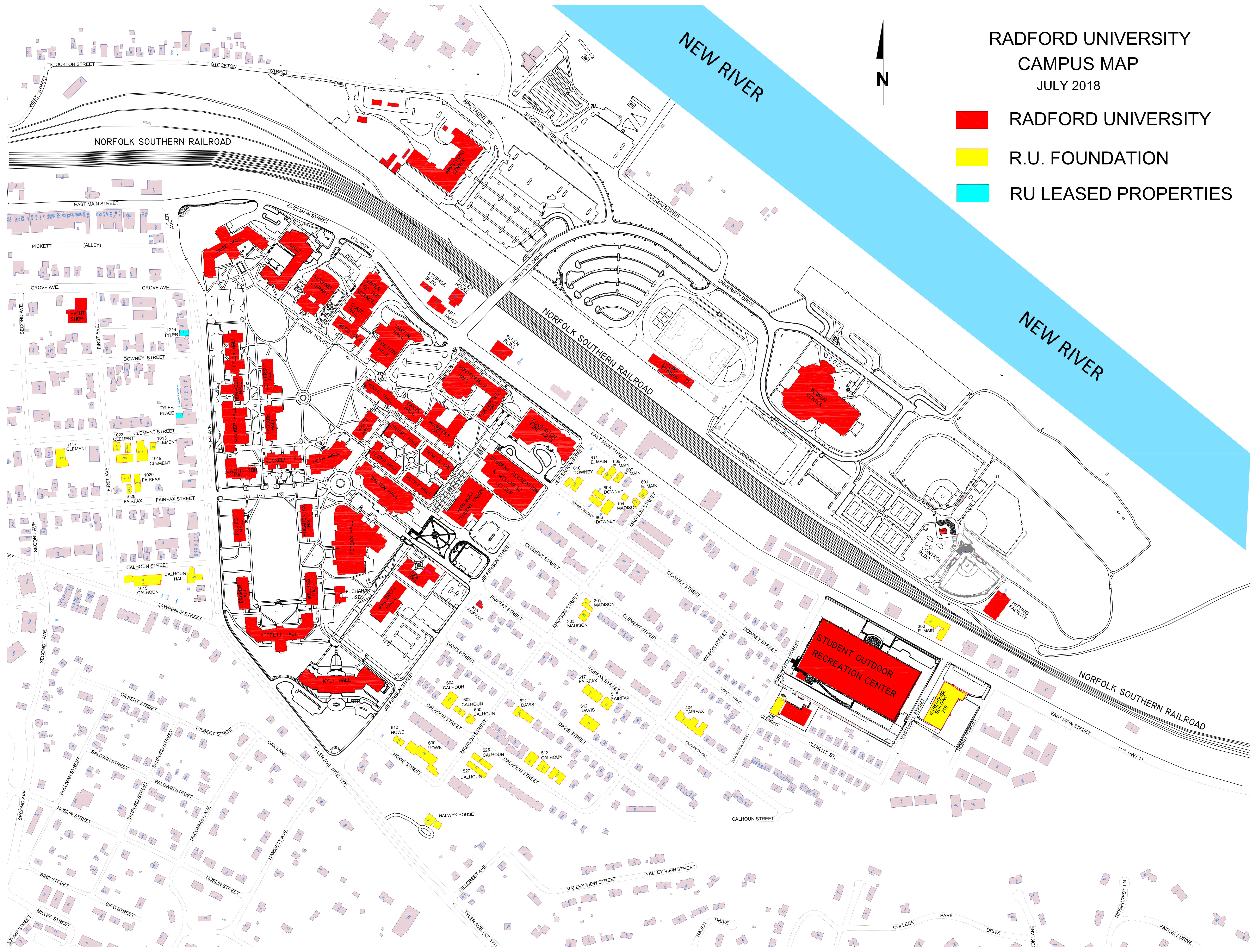


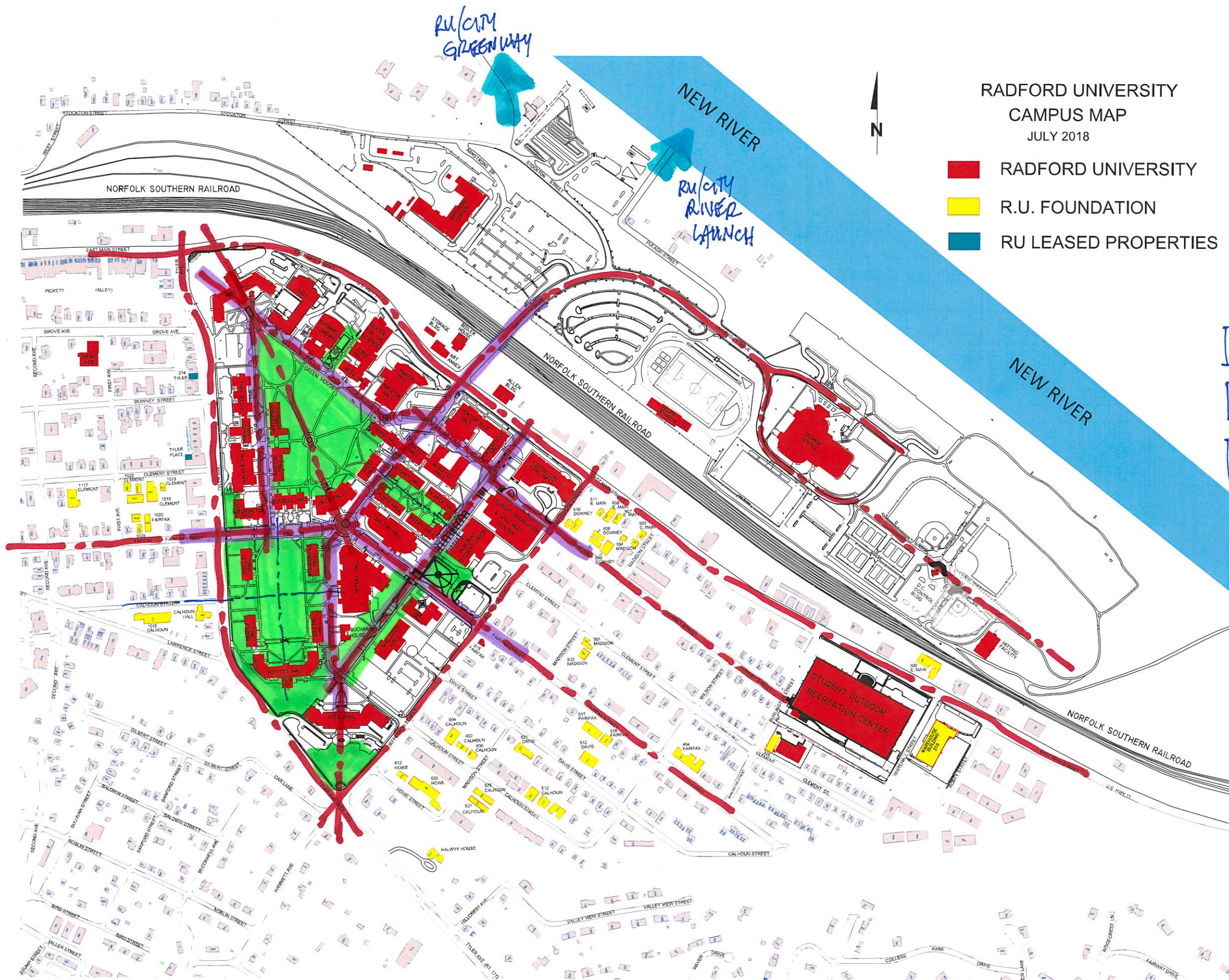
- Academic Building
- Residence Hall
- Faculty/Staff Parking
- Commuter Parking
- Resident Student Parking

RADFORD UNIVERSITY
CAMPUS MAP
JULY 2018



- RADFORD UNIVERSITY
- R.U. FOUNDATION
- RU LEASED PROPERTIES

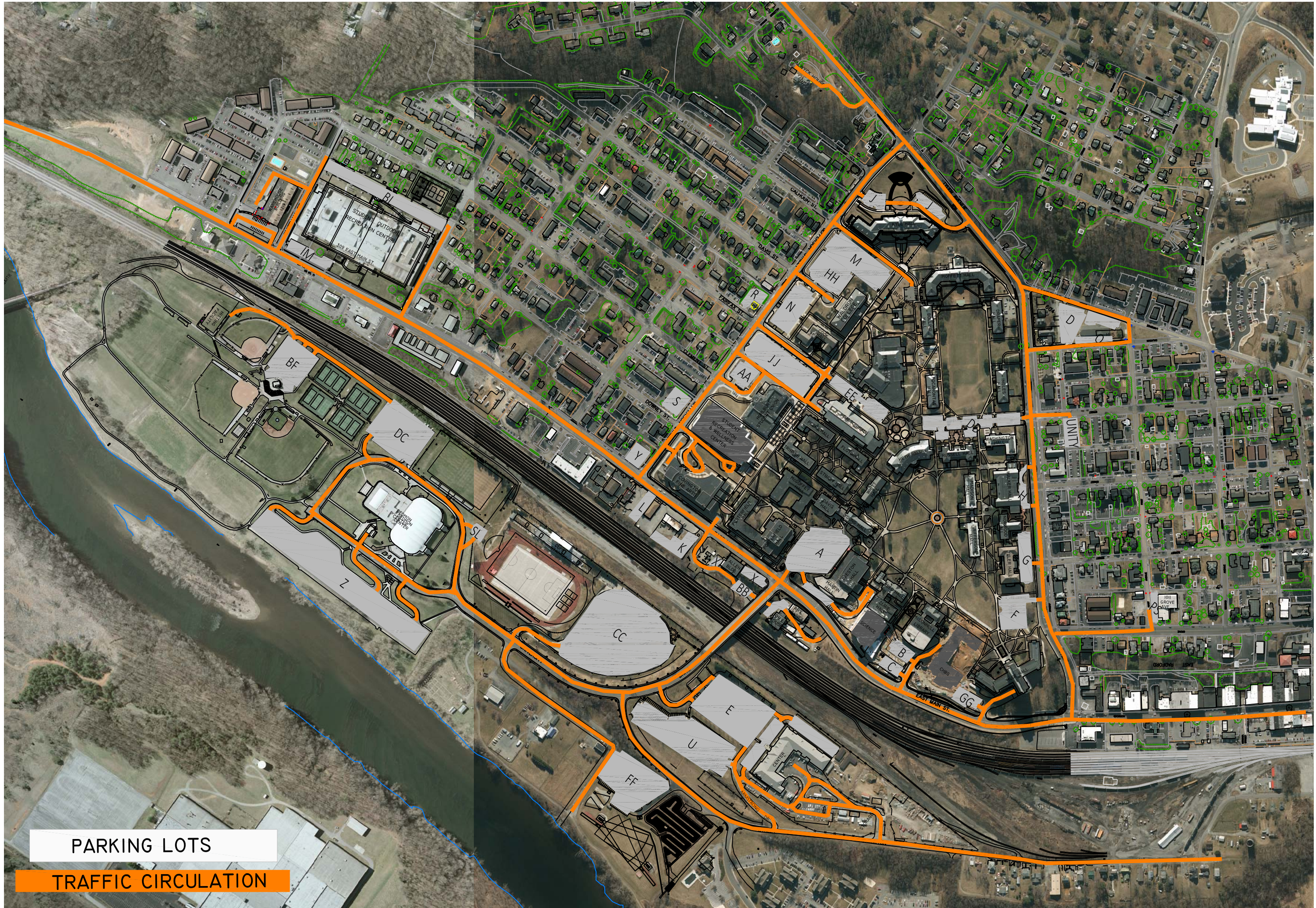




**RADFORD UNIVERSITY
CAMPUS MAP
JULY 2018**

- RADFORD UNIVERSITY
- R.U. FOUNDATION
- RU LEASED PROPERTIES

- MAJOR AXIS
- MINOR AXIS
- MAJOR PEDESTRIAN CORRIDOR
- MAJOR GREEN SPACE



PARKING LOTS

TRAFFIC CIRCULATION

BUILDING USE PLAN

- ACADEMICS
- ATHLETICS
- STUDENT SERVICES
- ADMINISTRATIVE
- HOUSING
- LEASED

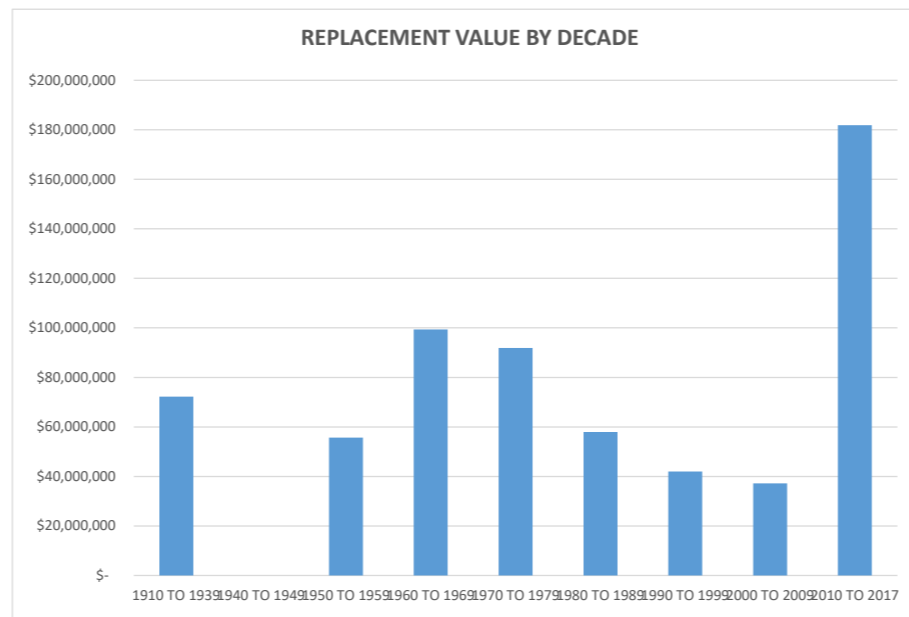
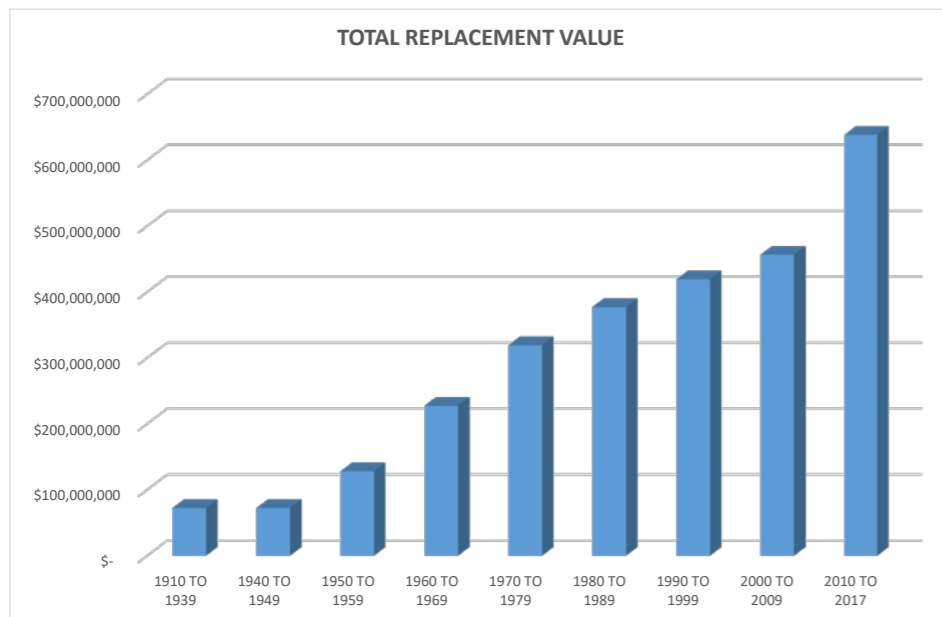
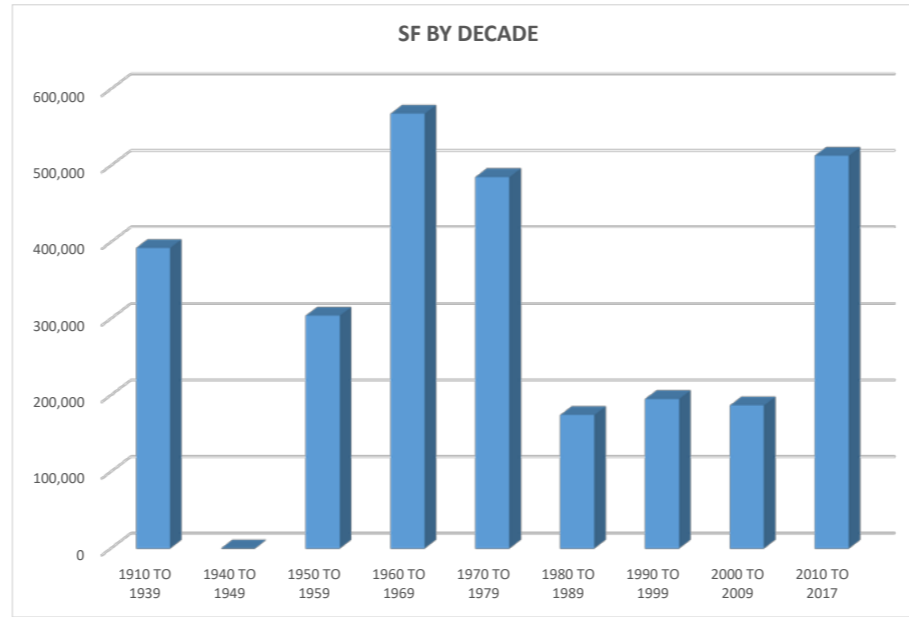
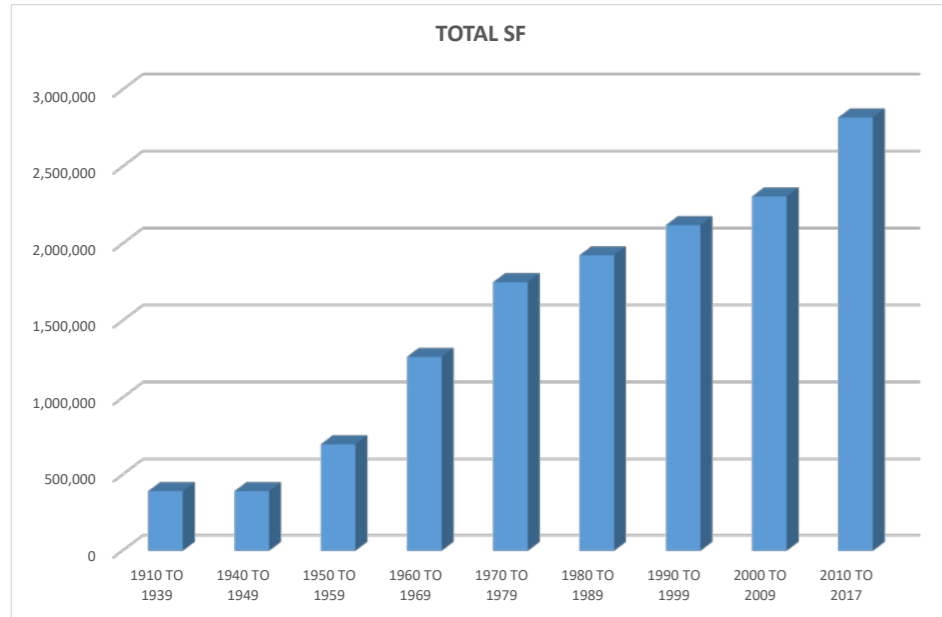


BUILDING CONSTRUCTION/
RENOVATION DATES

- 2007-2017
- 1996-2006
- 1975-1995
- 1955-1974
- OLDER THAN 1954



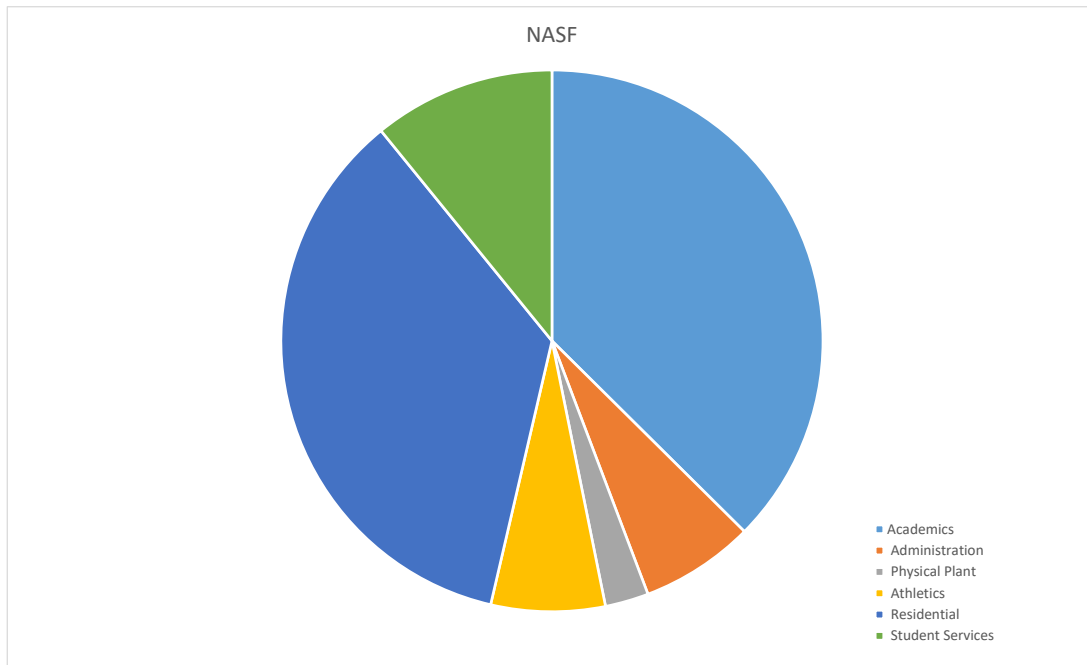
Decade	SF	Total SF	Replacement Value	Total Replacement Value
1910 TO 1939	392,495	392,495	\$ 72,214,614	\$ 72,214,614
1940 TO 1949	0	392,495	\$ -	\$ 72,214,614
1950 TO 1959	304,043	696,538	\$ 55,642,783	\$ 127,857,397
1960 TO 1969	567,915	1,264,453	\$ 99,389,898	\$ 227,247,295
1970 TO 1979	485,212	1,749,665	\$ 91,887,007	\$ 319,134,302
1980 TO 1989	174,202	1,923,867	\$ 57,912,979	\$ 377,047,281
1990 TO 1999	195,089	2,118,956	\$ 42,000,428	\$ 419,047,709
2000 TO 2009	186,651	2,305,607	\$ 37,201,925	\$ 456,249,634
2010 TO 2017	513,091	2,818,698	\$ 181,870,602	\$ 638,120,236



2017 Statistics

Student Headcount	9,418
Student FTE	8,949
Faculty FTE	615
Staff FTE	862
Gross Square Feet	2,818,698
Total Net Assignable Square Feet (NASF)	1,741,774

	NASF	% Total NASF	Number of Buildings
Academics	652,000	37%	17
Administration	118,600	7%	11
Physical Plant	45,200	3%	5
Athletics	118,500	7%	7
Residential	618,400	36%	15
Student Services	189,250	11%	4
	1,741,950	100%	59



	NASF	Students FTE	NASF/Student FTE
CSAT	128,211	1,182	108.5
CHBS	97,662	2,274	42.9
CVPA	108,859	682	159.6
COBE	41,826	1,400	29.9
CHHS	24,752	1,047	23.6
CEHD	56,970	1,549	36.8

	NASF	Faculty FTE	NASF/Faculty FTE
CSAT	128,211	114	1,124.7
CHBS	97,662	191	511.3
CVPA	108,859	73	1,491.2
COBE	41,826	53	789.2
CHHS	24,752	81	305.6
CEHD	56,970	92	619.2

	NASF	Staff FTE	NASF/Staff FTE
CSAT	128,211	17	7,541.8
CHBS	97,662	14	6,975.9
CVPA	108,859	15	7,257.3
COBE	41,826	12	3,485.5
CHHS	24,752	34	728.0
CEHD	56,970	37	1,539.7

SCHEV Data - Summary of Existing Space - 2011

Institution	Instruction and Academic Support	Public Service	Libraries	Services and Support	O&M of Plant	Total E&G	Research	Other	Auxiliary Enterprise	Total SF	FTE Students 2018 Proj	SF/FTE
Christopher Newport	580,564	240	110,329	97,793	32,968	821,894	3,728	494,611	1,485,855	2,806,088	4,878	575
George Mason	808,588	36,987	316,666	245,067	41,036	1,448,344	282,212	2,044,302	4,001,749	7,776,607	24,376	319
James Madison	869,120	45,746	165,600	282,211	221,204	1,583,881	49,886	1,393,271	1,958,224	4,985,262	19,348	258
Longwood	218,490	17,704	44,088	176,392	50,141	506,815	31,999	879,199	662,042	2,080,055	4,024	517
Mary Washington	344,974	151	16,445	218,760	62,324	642,654	463	134,124	113,911	891,152	4,495	198
Norfolk State	266,695	36,006	114,237	92,740	111,465	621,143	33,199	16,623	432,399	1,103,364	7,002	158
Old Dominion	652,693	11,398	174,659	120,329	25,076	984,155	299,984	2,207,683	1,557,232	5,049,054	17,523	288
Radford	482,542	47,518	78,061	75,909	42,451	726,481	0	695,274	847,567	2,269,322	9,770	232
UVA Wise	61,229	0	18,927	102,531	16,521	199,208	36,437	151,372	58,200	445,217	1,606	277
University of VA	1,206,927	112,645	488,574	525,785	93,949	2,427,880	653,541	3,014,006	3,660,225	9,755,652	22,230	439
VA Military Institute	184,075	8,172	46,290	150,998	152,577	542,112	1,142	196,096	513,709	1,253,059	1,700	737
VA Commonwealth	1,186,667	21,086	220,982	348,172	57,054	1,833,961	367,960	2,086,364	2,379,172	6,667,457	24,748	269
VA State	251,355	28,891	84,096	80,540	61,819	506,701	31,881	2,540	805,866	1,346,988	7,262	185
VA Tech	1,460,942	59,458	176,190	376,867	109,046	2,182,503	951,700	3,445,936	2,169,426	8,749,564	29,468	297
William & Mary	701,613	24,351	343,572	211,948	57,211	1,338,695	151,869	893,706	1,180,920	3,565,190	7,643	466
All	9,276,474	450,353	2,398,716	3,106,042	1,134,842	16,366,427	2,896,001	17,655,107	21,826,497	58,744,031	186,073	316

Institution	Total SF
University of VA	9,755,652
VA Tech	8,749,564
George Mason	7,776,607
VA Commonwealth	6,667,457
Old Dominion	5,049,054
James Madison	4,985,262
William & Mary	3,565,190
Christopher Newport	2,806,088
Radford	2,269,322
Longwood	2,080,055
VA State	1,346,988
VA Military Institute	1,253,059
Norfolk State	1,103,364
Mary Washington	891,152
UVA Wise	445,217

Institution	FTE Students
VA Tech	29,468
VA Commonwealth	24,748
George Mason	24,376
University of VA	22,230
James Madison	19,348
Old Dominion	17,523
Radford	9,770
William & Mary	7,643
VA State	7,262
Norfolk State	7,002
Christopher Newport	4,878
Mary Washington	4,495
Longwood	4,024
VA Military Institute	1,700
UVA Wise	1,606

Institution	SF/FTE
VA Military Institute	737
Christopher Newport	575
Longwood	517
William & Mary	466
University of VA	439
George Mason	319
VA Tech	297
Old Dominion	288
UVA Wise	277
VA Commonwealth	269
James Madison	258
Radford	232
Mary Washington	198
VA State	185
Norfolk State	158

2011 2269322 SF 9770 FTE 232 SF/FTE

2018 2818698 SF 9770 FTE 296 SF/FTE

ACADEMIC EXCELLENCE (AE)

COMMENTS

AE GOAL 1 - Radford University will be a leading institution of higher education in the Commonwealth of Virginia to produce students with a high level of applied learning capabilities for productive professional and personal lives		
AE 1.A.1	Create a central location where writing and oral communication experts (in specialty areas) are available for tutoring and other support throughout each student's four year degree program experience	McConnell Knowledge Center
AE 1.A.2	Develop and implement best practices for the recruitment and retention of faculty who are from diverse backgrounds and have a demonstrated commitment to excellence in teaching in their respective fields	
AE 1.A.3	Consistently offer professional development opportunities to support faculty in developing and embedding high impact pedagogies and alternative delivery modes in the curriculum in order to improve targeted academic skills	
AE 1.B.1	Increase value added interprofessional education and collaborative opportunities to enhance creative critical thinking, reasoning and problem solving skills	
AE 1.B.2	Consistently offer professional development opportunities to support faculty in developing and embedding high impact pedagogies and alternative delivery modes in the curriculum to best address targeted academic skills	
AE 1.B.3	Increase student engagement in high impact practice experiences within and beyond majors/programs and map faculty development to student outcomes	
AE 1.B.4	Through the Center for Career and Talent Development and in conjunction with advisers, track the majority of students' career development plans throughout their academic careers and employment outcomes after graduation, using software to help students direct their own pathways	
AE 1.C	To meet the needs of a diverse population of students, expand delivery modes and methods of instruction and develop a flexible academic calendar	Registrar impacts? IMPACT impacts?
AE GOAL 2 - Radford University will garner recognition for signature academic programs in health sciences, healthcare and human services across the lifespan		
AE 2.A.1	Maintain rigorous academic demands of students - Board licensure/certification success rates	
AE 2.A.2	Enhance and invest in value added interprofessional education and collaborative opportunities by creating a Center for Interprofessional Education and Practice	New space? CAIC?
AE 2.B.1	Maintain rigorous academic demands of students - Regional public-private partnerships in health sciences	New space or lease?
AE 2.C.1	Maintain rigorous academic demands of students - Cooperative agreements with other regional entities	
AE 2.D.1	Maintain rigorous academic demands of students - Engagement of healthscience high-impact and interprofessional experiences	
AE GOAL 3 - Radford University will garner recognition for signature academic programs that provide expertise for enhancing information safety and security for Virginians and the global community		
AE 3.A.1	Rearticulate targeted degree/certificate programs for a competency based system that permits "competency mapping" to be used in assessing whether candidates meet criteria for courses and degree programs	IMPACT impacts?
AE 3.A.2	Target and market CBE programs to non traditional student populations who would best benefit from a competency based option for pursuit and ultimate completion of a desired degree or certificate	
AE 3.A.3	Establish centers of excellence to support the implementation of the Radford University Security Studies Initiative and Summer Institute and the Geohazards and Unmanned Systems Research Center	New space? Reed-Curie?
AE 3.A.4	Enhance and invest in value added interprofessional education and collaborative opportunities, including a new course (Introduction to Security Information), available to all students	
AE 3.B.1	Identify potential public and private partnerships that reinforce the objectives of Radford University's Information Safety and Security Initiative	
AE 3.B.2	Increase the number of public and private partnerships	
AE 3.C.1	Identify potential cooperative agreements that reinforce the objectives of Radford University's Information Safety and Security Initiatives	
AE 3.C.2	Increase the number of cooperative agreements	
AE GOAL 4 - Radford University will increase faculty and student faculty collaborative research, scholarship and creative activities that are externally validated through peer review and supported by grants		
AE 4.A.	Define a new or existing position for advancing all research, scholarship and creative activities on campus; the position will serve on the Academic Affairs Leadership Team with the responsibility for advancing research on campus.	
AE 4.B.	Create public and private partnerships through which faculty and students will engage in research, scholarship and creative activities	
AE 4.C.	Create systematic rewards and incentives, such as recognition of independent studies and research credit hours in teaching assignments, for faculty to mentor students, produce scholarship and seek funding.	
AE 4.D.	Increase scholarly participation and productivity by creating a robust summer research, scholarship and creative activities program	Registrar impacts? Classrooms impacts?
AE 4.E.	Provide incentives and support for embedding research, scholarship and creative activities in required classes within majors and for all students, particularly those from underrepresented groups.	
AE 4.F.	Create systematic faculty development, such as learning communities, for mentoring research students, grant writing and publishing	

BRAND IDENTITY (BI)

BI GOAL 1 - Radford University will cultivate a fierce pride in Radford University among internal constituents (students, faculty/staff) through a shared understanding and experience of the Highlander identity and values (Responsive, Resilient, Real)		
BI 1.A	Establish the Center for Highlander Engagement	New space? Student Success Center?
BI 1.B	Establish a Highlander Advisory Board	
BI 1.C	Provide training and guidance to current faculty and staff to help them understand, practice and incorporate Highlander identity and values (Responsive, Resilient, Real) into their daily activities	
BI 1.D	Provide training and guidance to current students to help them understand, practice and incorporate Highlander identity and values (Responsive, Resilient, Real) into their daily activities	
BI 1.E	Increase visibility of the Highlander brand identity and values around campus	
BI GOAL 2 - Radford University will integrate the Highlander brand identity and values (Responsive, Resilient, Real) into communications with external constituents (e.g., alumni, employers, prospective students, family members)		
BI 2.A	Identify opportunities for brand communication	

ECONOMIC DEVELOPMENT & COMMUNITY PARTNERSHIPS (EDCP)

EDCP GOAL 1 - Radford University will contribute to overall economic growth and increased employment opportunities in the region through both indirect and direct economic development activities in health, education, arts, and infrastructure sectors		
EDCP 1.A.	Consolidate, build and promote a comprehensive economic development, outreach and continuing education office ACCESS Radford	New space?
EDCP 1.B.1	In the area of education, foster literacy and adult education programs, competency-based and online program options, interdisciplinary team-teaching, and degree and certificate options in a variety of disciplines	
EDCP 1.B.2	In the area of economic development and diversification, help build entrepreneurial and technology support; foster incubators, micro-lending and investment strategies and funds; partner with other institutions of higher education for initiatives when possible; develop partnerships, cooperatives and internships; and contribute to overall workforce development	
EDCP 1.B.3	In the area of health and wellness, including physical, oral and behavioral health prevention and treatment, assist with issues related to drug abuse, homecare for the aging population, childcare, and diet and nutrition; and contribute to the efforts of community organizations	
EDCP 1.B.4	Help develop a think tank/research hub/archive to support grant development and funding, GIS (geographic information system) work, health initiatives, community-based research and needs assessments, and development of an oral history archive	New space?

EDCP Goal 2 - Radford University will facilitate and support establishment of the City of Radford and the New River Valley as focal points for business, social, tourism and cultural activities

- EDCP 2.A.1 Design the Student Venture Lab to integrate external stakeholders into the university's innovation ecosystem; to serve as a vehicle for student, faculty and stakeholder interaction; and to provide for economic growth in the region
- EDCP 2.A.2 Create, fund and design systems to operate the Highlander Venture Fund (HVF). The HVF will take on the identity of an "Angel Investor" in student ventures. The fund is envisioned to be managed by the Student Managed Investment Portfolio Organization (SMIPO), an award-winning student finance organization. The HVF will serve to provide critical start-up funds to vetted student initiatives while providing SMIPO members experience in making real-life decisions
- EDCP 2.B.1 Facilitate student involvement with Radford City tourism department by directly channeling students into areas of need for the design, promotion and implementation of special events in the community
- EDCP 2.B.2 Apply for grants through the Virginia Tourism Corporation to seek funding for tourism promotion to Radford and the New River Valley
- EDCP 2.B.3 Create a Tourism and Special Events academic program for adult and professional learners

Kyle Hall?

PHILANTHROPIC GIVING & ALUMNI ENGAGEMENT (PGAE)

PGAE Goal 1 - Radford University will broaden engagement for all constituents

- PGAE 1.A Increase staffing to strengthen and/or grow regional chapters, signature events, collaborative partnerships and personal outreach; create new volunteer program opportunities; and enhance data collection from across all campus partners
- PGAE 1.B Develop parent and family outreach strategies to forge meaningful connections with the university community while providing opportunities to enhance the overall student experience
- PGAE 1.C Educate, engage and excite students about the importance and impact of supporting the university while developing a culture of philanthropy
- PGAE 1.D Raise awareness about the value and impact of alumni and donor engagement with faculty, staff, retirees and community to leverage expertise, provide a welcoming campus environment and showcase opportunities for support

PGAE GOAL 2 - Radford University will increase giving and engagement

- PGAE 2.A Increase staffing in the advancement office in order to improve capacity to engage and raise funds
- PGAE 2.B Increase participation in alumni giving through leadership giving, student philanthropy, young alumni giving and affinity-based giving
- PGAE 2.C Raise at least \$15 million annually by 2023 through annual fund, major gifts, planned gifts and corporate/foundation gifts

PGAE GOAL 3 - Radford University will inform constituents about giving opportunities and highlight success and impact

- PGAE 3.A Develop and execute an education plan to inform constituents on the variety of ways to give and how giving and participation affect rankings, showcasing needs and impact and highlighting success stories
- PGAE 3.B Plan and implement stewardship programs
- PGAE 3.C Develop relevant materials and events

STRATEGIC ENROLLMENT GROWTH (SEG)

SEG GOAL 1 - Radford University will support enrollment growth through the development and utilization of actionable data and predictive analytics

- SEG 1.A Create a cross functional Enrollment Data Council (EDC) to prioritize data needs associated with improved recruitment and retention to be represented by Academic Affairs, Institutional Research, Information Technology, Enrollment Management, and Student Affairs. Personnel in the Division of Enrollment Management will assist the Council in the use of predictive analytics and other techniques to meet data needs.

SEG GOAL 2 - Radford University will grow in state freshmen headcount enrollment by 3% annually through the 2023 2024 academic year.

Academic space impacts? Res impacts?

- SEG 2.A Place greater emphasis on recruitment of students from Northern Virginia
- SEG 2.B Increase the visibility of Radford University with in-state freshman students through an enhanced portfolio of traditional, digital, mobile, web, social media and virtual reality marketing tools and resources

SEG GOAL 3 - Radford University will grow out of state freshmen headcount enrollment by 3% annually through the 2023 2024 academic year

Academic space impacts? Res impacts?

- SEG 3.A Focus out of state recruitment efforts in Maryland, Washington D.C., West Virginia and North Carolina
- SEG 3.B Increase the visibility of Radford University with out-of-state freshman students through an enhanced portfolio of traditional, digital, mobile, web, social media and virtual reality marketing tools and resources

SEG GOAL 4 - Radford University will grow new transfer student headcount enrollment by 3% annually through the 2023 2024 academic year

Academic space impacts? Res impacts?

- SEG 4.A Enhance recruitment efforts across the Virginia Community College System (VCCS)
- SEG 4.B Increase the visibility of Radford University with transfer students through an enhanced portfolio of traditional, digital, mobile, web, social media and virtual reality marketing tools and resources.

SEG GOAL 5 - Radford University will grow veteran and active military student enrollment by 10% annually through the 2023 2024 academic year

Academic space impacts? Res impacts?

- SEG 5.A Partner with Academic Affairs, specifically the Military Resource Center, and Finance and Administration, specifically Institutional Research, to identify and implement activities to recruit veterans and active military students
- SEG 5.B Increase the visibility of Radford University with veteran and active military students through an enhanced portfolio of traditional, digital, mobile, web, social media and virtual reality marketing tools and resources

SEG GOAL 6 - Radford University will grow international student headcount enrollment by 50 students annually through the 2023 2024 academic year

Academic space impacts? Res impacts?

- SEG 6.A Establish dual/double degree programs with international universities.
- SEG 6.B Launch worldwide, commission based network of agents
- SEG 6.C Implement an English Language and Culture Program that will prepare students for RU degree programs

SEG GOAL 7 - Radford University will grow graduate student headcount enrollment by 3% annually through the 2023 2024 academic year.

Academic space impacts? Res impacts?

- SEG 7.A Focus recruitment efforts on primary feeder institutions, including current Radford University undergraduates and other public and private colleges and universities in Virginia and surrounding states.
- SEG 7.B Increase the visibility of the Radford University College of Graduate Studies and Research with an enhanced portfolio of traditional, digital, mobile, web and social media marketing tools and resources.
- SEG 7.C Improve use of a customer relations management system and data analytics to help guide and inform the recruitment process.
- SEG 7.D Create and promote new academic program options such as 2 + 3, m4 + 1, graduate certificates, graduate degrees and competency based education (CBE)
- SEG 7.E Use high touch recruiting strategies that involve ongoing, face to face interactions with prospective students at all stages of the recruitment process, from early prospect through active enrollment

SEG GOAL 8 - Radford University will increase the diversity and academic success of the undergraduate student population

SEG 8.A Align student recruitment, academic outreach and retention activities to enhance access, inclusiveness and student success

STUDENT SUCCESS (SS)

SS GOAL 1 - Radford University will assist students in becoming more independent, self-confident and effective learners who disseminate knowledge, innovate and solve problems creatively

SS 1.A Increase the number of students engaged with research, scholarship and creative activities within and beyond the classroom

Lab space impacts?

- SS 1.A.1 Embed research, scholarship and creative activities (e.g. Undergraduate Research and Scholarly Activities - URSCA) in the curriculum
- SS 1.A.2 Increase co-curricular opportunities such that all students have the opportunity to participate in at least one research, scholarship or creative activity experience
- SS 1.A.3 Institute a "Research Scholar" graduation distinction such that undergraduates who have been significantly active in research outside the classroom are recognized for their accomplishment
- SS 1.B Provide enhanced resources for student academic and emotional support, thereby recognizing the interdependence and importance of academic and emotional support services
- SS 1.C Examine the courses with high DFW (grade of D, failed or withdrawn) rates to determine the best strategy for improving course outcomes, achieving success and providing access to appropriate academic support
- SS 1.D Engage with nationally recognized experts in diversity, access and equity literacy to create a diversity policy and a training center for faculty development
- SS 1.E Institute an expectation of continuing pedagogy education for all teaching faculty

SS GOAL 2 - Radford University will increase student engagement in both the social and academic arenas to enrich the Radford experience and increase student retention and success

- SS 2.A Promote cultural programming (arts, international, diversity, etc.) that encourages students, faculty and staff to actively engage with and understand different cultural viewpoints
- SS 2.B In order to facilitate communication about campus events, all relevant social media sites will be updated with information about campus events and programming (see ACCESS Radford goal in Economic Development)
- SS 2.C Recognizing that faculty play an important role in student engagement with campus life, faculty will be strongly encouraged to integrate campus events as part of their course curriculum expectations
- SS 2.D Encourage communication and regular dialogue among residential life, academic affairs and student affairs to enhance student retention

SS GOAL 3 - Radford University will intentionally lead students from their transition into Radford University through graduation toward their unique path in life

- SS 3.A Create a consistent university- wide academic advising protocol and assessment plan for faculty and professional advisers with oversight from an assistant provost in collaboration with the Academic Affairs Leadership Team
- SS 3.B Support the Center for Career and Talent Development, an innovative physical space that will help create our brand identity and outreach plan that inspires collaboration among career coaches, faculty, employers and alumni to empower student career and talent development and life skills
- SS 3.C Develop the "Discover, Experience and Thrive" customized career development plan
- SS 3.D Actively cultivate employer relationships across multiple industries
- SS 3.E Expand current workshops offered by the Center for Career and Talent Development to include financial literacy

RADFORD UNIVERSITY

Appendix A: Summary of the Radford University Six-Year Capital Outlay Plan for 2018-2024

Project Priority	Capital Project Description	Funding	State General Fund	University Nongeneral Fund	University Debt	Total funding Requested
2019-2020 Biennium						
1	Construct New Center for Adaptive Innovation and Creativity	E&G	\$79,000,000	\$0	\$0	\$79,000,000
2	Renovate Norwood Hall and Tyler Hall Residences	Auxiliary	\$0	\$0	\$22,500,000	\$22,500,000
2021-2022 Biennium						
3	Renovate McConnell Hall - repurpose for new uses	E&G	\$25,900,000	\$0	\$0	\$25,900,000
4	Improve Campus Infrastructure - Utilities/Safety/Security	E&G	\$10,500,000	\$0	\$0	\$10,500,000
5	Construct New Public Safety Building	E&G	\$20,000,000	\$0	\$0	\$20,000,000
2023-2024 Biennium						
6	Renovate Muse Hall	Auxiliary	\$0	\$0	\$75,000,000	\$75,000,000
7	Renovate Walker Hall	E&G	\$7,000,000	\$0	\$0	\$7,000,000
8	Construct New Student Success Center	E&G/Auxiliary	\$7,500,000	\$0	\$7,500,000	\$15,000,000
2025 and Beyond						
9	Construct Three New Residence Halls - 750 total beds	Auxiliary	\$0	\$0	\$90,000,000	\$90,000,000
10	Construct New Administrative Services Addition	E&G	\$10,000,000	\$0	\$0	\$10,000,000
11	Construct New University Convocation Center	E&G/Auxiliary	\$40,000,000	\$0	\$40,000,000	\$80,000,000
12	Athletics Umbrella Fund (Renovate Dedmon, Concessions/Ticketing)	Auxiliary	\$0	\$0	\$20,000,000	\$20,000,000
13	Construct Hurlburt Addition	Auxiliary	\$0	\$0	\$20,000,000	\$20,000,000
14	Construct Conference/Alumni/Event Center	PPP	\$0	\$0	\$0	\$0
15	Construct Main Street Parking Facility and Pedestrian Bridge	PPP	\$0	\$0	\$0	\$0
16	Construct Power Co-Generation Facility	PPP	\$0	\$0	\$0	\$0
			\$199,900,000	\$0	\$275,000,000	\$474,900,000

MASTER PLAN 2020-2030

INPUT OPPORTUNITIES

Open Forums October 2 at 10 am
October 3 at 3 pm
October 4 at 10 am

Contact Mike Biscotte – mbiscott@radford.edu