

RADFORD UNIVERSITY

2018-2023 Strategic Plan

**Embracing the Tradition
and Envisioning the Future**

Brand Identity

**Spring 2019 and Fall 2019
Updates**

Strategy 1A: Establish the Center for Highlander Engagement.



Green = Progress is on track.

Describe progress toward target: The Center for Highlander Engagement has been established. The Associate Vice President for University Relations serves as the Director of the Center for Highlander Engagement as part of the position's regular duties and responsibilities. The Center's purpose and structure was finalized during the Spring 2019 semester, and a website was created to house information about the Center, its purpose, and its work. Additionally, promotional materials were ordered during the Spring 2019 semester and distributed during the Fall 2019 semester. During the Fall 2019 semester, the Center for Highlander Engagement participated in Club Fair. The event provided great discussion with students and exposure for the Center's mission and work.

Describe challenges: The Center for Highlander Engagement was to be established during the Fall 2018 semester. The establishment was delayed by a semester in order to provide adequate time to ensure appropriate staffing and a strategic approach.

Who are you collaborating with? University Relations Team

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Brand Identity strategies, which are closely aligned regarding awareness and promotion of the University and its mission.

Describe next steps: The immediate next step is grow awareness and outreach of the Center for Highlander Engagement, its purpose, and its work.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Associate Vice President for University Relations serves as the Director of the Center for Highlander Engagement. The position of Associate Vice President for University Relations was posted and filled during the Fall 2018 semester. The individual began serving in the role in January 2019. As part of the Spring 2019 semester activities, a total of \$15,000 was invested in promotional materials.

Name of person completing this Strategic Plan Progress Report: Ashley Schumaker (Chief of Staff and Vice President for University Relations)

Strategy 1B: Establish a Highlander Advisory Board.



Green = Progress is on track.

Describe progress toward target: The Highlander Advisory Board is in the process of being established. The position of Associate Vice President for University Relations was posted and filled during the Fall 2018 semester. The Associate Vice President for University Relations serves as the initial convener and primary staffer for the Highlander Advisory Board as part of the position's regular duties and responsibilities.

Describe challenges: The Highlander Advisory Board was to be established during the Spring 2019 semester. As such, the Board was on schedule for establishment; however, the first meeting has not been held.

Who are you collaborating with? University Relations Team

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Brand Identity strategies, which are closely aligned regarding awareness and promotion of the University and its mission.

Describe next steps: The immediate next step is holding the initial meeting with quarterly meetings moving forward.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Associate Vice President for University Relations serves as the initial convener and primary staffer for the Highlander Advisory Board. The position of Associate Vice President for University Relations was posted and filled during the Fall 2018 semester. The individual began serving in the role in January 2019. No other additional investments or reinvestments have been made at this time.

Name of person completing this Strategic Plan Progress Report: Ashley Schumaker (Chief of Staff and Vice President for University Relations)

Strategy 1C: 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.



Green = Progress is on track.

Describe progress toward target: Training and guidance for current faculty and staff are currently under development.

Describe challenges: Training and guidance for current faculty and staff were to be developed during Fall 2018 and Spring 2019 and implemented during Fall 2019. This work remains on-going. There are no challenges that have been identified at this time.

Who are you collaborating with? University Relations Team; Academic Affairs; and Finance and Administration

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Brand Identity strategies, which are closely aligned regarding awareness and promotion of the University and its mission.

Describe next steps: Next steps include finalizing the training and guidance to be included as part of events and/or programs, including but not limited to New Faculty Institute as coordinated by the Division of Academic Affairs and New Employee Orientation as coordinated by the Department of Human Resources. Once finalized, the events and/or programs will be widely promoted on campus to obtain the desired level of faculty and staff engagement with 90 percent participation during their employment period.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Existing University Relations staff will be utilized to provide the training and guidance to current faculty and staff.

Name of person completing this Strategic Plan Progress Report: Ashley Schumaker (Chief of Staff and Vice President for University Relations)

Strategy 1D: Promote training and guidance to current students to help them understand, practice and incorporate Highlander identity and values (Responsive, Resilient, Real) into their daily activities.



Green = Progress is on track.

Describe progress toward target: Training and guidance for current students are currently under development. A preliminary presentation was provided as part of the Quest Assistant (QA) training program. From that feedback and interaction, expansion and modification of the presentation are currently underway.

Describe challenges: Training and guidance for current students were to be developed during Fall 2018 and Spring 2019 and implemented during Fall 2019. This work remains on-going. There are no challenges that have been identified at this time.

Who are you collaborating with? University Relations Team; Enrollment Management; and Student Affairs

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Brand Identity strategies, which are closely aligned regarding awareness and promotion of the University and its mission.

Describe next steps: Next steps include finalizing the training and guidance to be included as part of events and/or programs, including but not limited to Quest and UNIV 100, as coordinated by the Division of Enrollment Management (Office of New Student and Family Programs) and Club Fair and other student-focused programming as coordinated by the Division of Student Affairs (Office of Student Activities). Once finalized, the events and/or programs will be widely promoted on campus to obtain the desired level of student engagement with 90 percent undergraduate participation prior to their graduation.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Existing University Relations staff will be utilized to provide the training and guidance to current students.

Name of person completing this Strategic Plan Progress Report: Ashley Schumaker (Chief of Staff and Vice President for University Relations)

Strategy 1E: Increase visibility of the Highlander brand identity and values around campus.



Green = Progress is on track.

Describe progress toward target: During the Spring 2019 semester, the Division of Finance and Administration installed new exterior building signage across campus. For merchandising, the one-year growth from January 1 to March 31 in 2018 to 2019 was 113 to 115 in licensees; \$186,839.93 to \$269,848.35 in sales; and \$16,859.35 to \$19,223.26 in royalties.

Describe challenges: There are no challenges that have been identified at this time.

Who are you collaborating with? University Relations Team; Finance and Administration; and Athletics Department

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Brand Identity strategies, which are closely aligned regarding awareness and promotion of the University and its mission.

Describe next steps: Next steps include the on-going monitoring of identified key performance indicators (total merchandise sales, royalties collected, and number of licensees) for continued growth and incremental progress toward overall goals.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: No new investments or reinvestments are needed for this strategy, which provides positive exposure and increasing revenue for the University.

Name of person completing this Strategic Plan Progress Report: Ashley Schumaker (Chief of Staff and Vice President for University Relations)

Strategy 2A: Identify expanded opportunities for brand communication.



Green = Progress is on track.

Describe progress toward target: University Relations, in collaboration with Enrollment Management, has been engaged in a multi-year marketing campaign to promote Radford University, its programs, and its services. The marketing campaign has been geared toward student recruitment efforts with the goal of increasing overall student enrollment. This remains a top priority moving forward. During the Spring 2019 semester, University Relations launched an online story series, Responsive. Resilient. Real. The ongoing series celebrates the Highlander spirit of students, faculty, staff, and alumni by sharing their unique stories and their strong sense of Highlander pride. Through being responsive, resilient, and real, Highlanders are making a positive impact and leaving a lasting legacy on our campus and in communities around the world.

Describe challenges: Implementation was to occur during the Spring 2018 semester. Work began during the Fall 2018 semester with the launch of a new online story series during the Spring 2019 semester. This work remain on-going and was expanded during the Fall 2019 semester with the launch of a re-branded marketing campaign featuring a more modern approach, feel, and look. Additionally, brand communication opportunities will expand through the ability to promote the main campus, as well as the new educational site, Radford University Carilion (RUC), located in Roanoke, Virginia.

Who are you collaborating with? University Relations Team; Enrollment Management; and University Advancement

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Brand Identity strategies, which are closely aligned regarding awareness and promotion of the University and its mission.

Describe next steps: Next steps include the continuation and further development of the re-branded marketing campaign and the new markets and messages associated with RUC.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: New placements and markets are being identified within defined budgetary resources through both the main campus and RUC. However, with an increased investment, additional progress would be made with regard to this strategy. Some placements can be expanded and/or introduced utilizing University resources, such as e-mail distribution lists and existing web pages.

Name of person completing this Strategic Plan Progress Report: Ashley Schumaker (Chief of Staff and Vice President for University Relations)