

RADFORD UNIVERSITY

2018-2023 Strategic Plan

Embracing the Tradition and Envisioning the Future

Academic Excellence and Research

Fall 2018 Updates

Strategy 1A: Require students in each degree program to complete program components in which critical thinking and reasoning skills, written and oral communication skills and characteristics of professionalism are taught and demonstrated so that students can synthesize and apply these skills to solve local and global problems.



Green = Progress is on track.

Describe progress toward target: The CORE Writing Center (for students in CORE 101 and 102) was created in 2017. In collaboration with the Harvey Knowledge Center, the CORE Writing Center works on enhancing the foundational writing skills of students. The Harvey Knowledge Center, reimagined and re-tooled during the Fall 2018 semester, provides tutoring and student support in academic skills, including technical and discipline-specific writing skill development.

Describe challenges: There was a failed search for the Director of the CORE Writing Center during the Spring 2018 semester. Additional resources and investments are needed in order to build the Writing Center.

Who are you collaborating with? Division of Academic Affairs (Academic Colleges and Harvey Knowledge Center); Division of Finance and Administration; Division of Student Affairs (Office of Student Success and Retention)

Does strategy overlap with other goal/strategy? If so, which one? Student Success 1B and 2C

Describe next steps: Next steps include the following: re-launch search for Director of the CORE Writing Center and increase collaboration between the CORE Writing Center and the Harvey Knowledge Center.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The College of Humanities and Behavioral Sciences budget assisted in the following areas: supporting faculty in providing services to the CORE Writing Center, repurposing a faculty position for the Director of the CORE Writing Center (from English), investing in CORE faculty with adjuncts to provide writing support for students; and space in the College of Humanities and Behavioral Sciences Building for the CORE Writing Center. Also, the Harvey Knowledge Center build-out in McConnell Library on 4th floor, included new space, furniture and materials.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 1B: Provide educational opportunities for students that help them learn creative problem-solving and reasoning skills through collaboration across degree programs, experiential/high-impact practice and interprofessional experiences.



Green = Progress is on track.

Describe progress toward target: Recent progress includes the following activities:

- Interprofessional symposium in the College of Visual and Performing Arts, the Waldron College of Health and Human Services; and the College of Education and Human Development through case studies;
- COBE 200 offering for the Fall 2018 semester for students campus-wide in order to develop critical thinking, reasoning and communication skills;
- BB&T Innovation Competition where students learn from an innovative process;
- Google Analytics Challenge by providing students ability to work with non-profit groups across the country;
- Enhanced freshman and senior seminars in the College of Visual and Performing Arts;
- Utilization of critical thinking and reasoning skills embedded into instruction; and
- Interdisciplinary Living and Learning Communities with support for 151 students and the addition of two new Living and Learning Communities beginning with the Fall 2018 semester.

Describe challenges: It is difficult to capture and track all examples across campus due to the volume of activity. There is a need for increased funding for campus events that are cross-disciplinary and inter-disciplinary with students from as many disciplines as possible. There is a critical need for students to increase their collaboration and communication skills.

Who are you collaborating with? Division of Academic Affairs (All Colleges)

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: Next steps include expanding faculty professional development for instructional modes and methods.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 1C: To meet the needs of a diverse population of students, expand delivery modes and methods of instruction and develop a flexible academic calendar, e.g., face-to-face, online and hybrid models, competency-based education and augmented/virtual reality.



Green = Progress is on track.

Describe progress toward target: The Vinod Chachra IMPACT Lab provides competency-based education utilizing a business to business model. Through strategic partners, the Lab provides students with a world-class education through an online platform. The initiative was publicly launched in September 2017. As detailed in the 2018 Annual Report, year one accomplishments include the following:

- First four-year public university in Virginia to offer CBE certificates in cybersecurity and geospatial intelligence;
- 13 cybersecurity and geospatial intelligence partners resulting in 40 adult learners;
- Largest grant in the history of the university (\$13.9 million);
- 464 education adult learners from four different states; and
- Major gift from Vinod Chachra, Ph.D., and naming of the lab in his honor.

Describe challenges: N/A

Who are you collaborating with? Vinod Chachra IMPACT Lab; Division of Academic Affairs; Division of Enrollment Management; and Division of Finance and Administration

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: Next steps include expanding strategic partners, student enrollment and available programs.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

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

Strategy 2A: Promote lifelong learning and an appreciation of what it means to be a service provider and leader in tomorrow's world of health sciences, healthcare and human services through engagement by and student participation with faculty in original and innovative research; high-quality mentorship by faculty; experiential learning opportunities that are diverse and inclusive; and support of faculty and student scholarship via interprofessional opportunities both on campus and in the community.



Green = Progress is on track.

Describe progress toward target: Athletic Training, Allied Health Sciences and Nutrition and Dietetics have grade point average (GPA), certification/license exams and criteria to gain admittance to the programs and rigorous testing to remain in the programs.

Strict criteria are in place for Nursing, Physical Therapy and Occupational Therapy programs with rigorous standards for entrance and completion requirements.

Describe challenges: Academic support needs to be enhanced for freshmen who are interested in obtaining entrance into health care and health sciences programs, which have rigorous standards.

Who are you collaborating with? Division of Academic Affairs (All Colleges)

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: With the merger of Jefferson College of Health Sciences into Radford University, there will be increased opportunities for students.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 2B: Create public and private partnerships in which faculty and students will engage in health sciences, healthcare and human services throughout the Roanoke and New River valleys and across the region.



Green = Progress is on track.

Describe progress toward target: In January 2018, Radford University joined with Carilion Clinic and Jefferson College of Health Sciences to announce the intent to merge the Roanoke health sciences campus and related programs into Radford University. Since that time, more than 100 individuals in Roanoke and Radford have been working collaboratively to bring the merger to life. Fall 2018 efforts were focused on reviewing programs and staffing; developing a financial plan; and preparing the required state and accreditor documents. There has also been a communication and outreach plan that has been utilized to provide e-mail updates, host small group meets, maintain a website and distribute a monthly newsletter.

Describe challenges: N/A

Who are you collaborating with? Campus-Wide Partners

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: Next steps include the following: securing state and accreditor approvals and executing the merger for the Fall 2019 semester.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

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

Strategy 2C: Implement cooperative agreements with entities, such as other higher education institutions and healthcare agencies throughout the Roanoke and New River valleys and across the region, to offer a wider range of bachelor's, master's and doctoral degree programs relating to health sciences, healthcare and human services.



Green = Progress is on track.

Describe progress toward target: Interprofessional Education opportunities continue to grow with collaborative experiences for faculty and students with two case studies per year in the Waldron College of Health and Human Services; College of Visual and Performing Arts; College of Education and Human Development; and Davis College of Business and Economics. Also, there are on-going discussions between Jefferson College of Health Sciences and Radford University to combine the two centers of Interprofessional Education and Practice.

Describe challenges: There needs to be additional personnel that are dedicated to this effort. Also, defining interprofessional practice more succinctly is important within programs, across departments, and within colleges.

Who are you collaborating with? Division of Academic Affairs (All Colleges)

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: Build Interprofessional Education and Practice Center through the following activities:

- Identify an approach, guidelines, programs and offerings;
- Define needed resources;
- Promote campus-wide for optimum collaboration; and
- Determine if it physically "lives" on both campus sites (Radford and Roanoke).

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 2D: Provide opportunities through which students in health sciences, healthcare and human services programs will consistently engage in high-impact practices and interprofessional experiential opportunities.



Red = No progress has been reported.

Strategy 3A: Promote an awareness and working knowledge of cybersecurity through engagement by and student participation with faculty in original and innovative research, including scholarship that addresses cyber safety in the workforce; high-quality mentorship by faculty; experiential learning opportunities that are diverse and inclusive; and support of faculty and student scholarship via collaborative opportunities both on campus and in the community.



Red = No progress has been reported.

Strategy 3B: Create public and private partnerships in which faculty and students will engage in information and physical security arenas across the region.



Red = No progress has been reported.

Strategy 3C: Implement cooperative agreements with community colleges and public schools to offer pathways for students to pursue information safety and security certificate and degree programs.



Green = Progress is on track.

Describe progress toward target: Agreements with Northern Virginia Community College and New River Community College have been developed.

Describe challenges: Additional partnerships are needed in order to provide greater opportunity for current and future students.

Who are you collaborating with? Division of Academic Affairs and Division of Enrollment Management

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: New partnership opportunities will continue to be identified and cultivated.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

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

Strategy 3D: Provide opportunities through which students in information safety and security programs will be consistently engaged in high-impact practices and co-curricular experiential opportunities.



Red = No progress has been reported.

Strategy 4A: 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.



Red = No progress has been reported.

Strategy 4B: Create public and private partnerships through which faculty and students will engage in research, scholarship and creative activities.



Red = No progress has been reported.

Strategy 4C: 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.



Red = No progress has been reported.

Strategy 4D: Increase scholarly participation and productivity by creating a robust summer research, scholarship and creative activities program.



Red = No progress has been reported.

Strategy 4E: 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.



Green = Progress is on track.

Describe progress toward target: The REALISE Grant Program provides professional development and training to develop problem-based learning opportunities in introductory science lab courses. REALISE has provided funding for faculty to develop inclusive pedagogy for introductory science lab courses. High Impact Teaching and Learning Grants: provides funding for faculty who embed high impact practices and experiences into their coursework with 31 faculty with a total investment of \$12,500 during the 2017-2018 academic year. The Office of Institutional Effectiveness provides grant funding to faculty for assessment of high impact pedagogical practices in coursework. Also, the Davis College of Business and Economics provides SEED funding for Women and Minorities Entrepreneurship Scholarships.

Describe challenges: N/A

Who are you collaborating with? Division of Academic Affairs (All Colleges)

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: Next steps include continued implementation of the aforementioned activities with expansion in future semesters.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 4F: Create systematic faculty development, such as learning communities, for mentoring research students, grant writing and publishing.



Green = Progress is on track.

Describe progress toward target: The following progress has been made:

- Creation of Executive Director of Faculty Development position;
- Increased and enhanced support from the Office of Undergraduate Research and Scholarship (OURS);
- Restructuring of Faculty Development opportunities; including diversity and inclusion, leadership development, academic and scholarly support and Living-Learning Communities involvement;
- Support for living and learning communities in College of Visual and Performing Arts; the Davis College of Business and Economics; the College of Education and Human Development; Office of the Sustainability; and the Office of Undergraduate Research and Scholarship (OURS);
- Office of Sponsored Programs and Grants Management provides services in research and grants advisement and grant writing editorial assistance with centralized pre- and post-award support to principal investigators;
- The Waldron College of Health and Human Services' Let's Get Wired in fall and spring celebrates faculty and student research collaborations; and
- The Waldron College of Health and Human Services' Annual Interprofessional Symposium and Expo.

Describe challenges: N/A

Who are you collaborating with? Division of Academic Affairs (All Colleges)

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: Student Success 1A, 1D and 1E

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

RADFORD UNIVERSITY

2018-2023 Strategic Plan

**Embracing the Tradition
and Envisioning the Future**

**Brand Identity
Fall 2018 Updates**

Strategy 1A: Establish the Center for Highlander Engagement.



Yellow = Progress has begun, but may be delayed.

Describe progress toward target: The Center for Highlander Engagement 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 will serve 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 will be finalized during the months of January and February of 2019. The formal establishment of the Center will be made public during the month of March or April of 2019 with initial activities, including a formal web presence, to occur before the end of the Spring 2019 semester.

Describe challenges: The Center for Highlander Engagement was to be established during the Fall 2018 semester. The establishment was delayed by a semester due to personnel changes, specifically the departure of the former Vice President for University Relations, the naming of a new Vice President for University Relations, and the hiring of dedicated staff for this initiative.

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: Next steps include finalizing the Center's purpose and structure, making a public announcement about the Center's establishment, and beginning the Center's activities. All of this work will occur before the end of the Spring 2019 semester.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Associate Vice President for University Relations will serve 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.

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 will serve as the initial convener and primary staffer for the Highlander Advisory Board as part of the position's regular duties and responsibilities. The Board's membership and structure will be finalized during the months of January and February of 2019. The first meeting of the Board will be held during the month of March 2019. A second meeting will be held during the final weeks of the Spring 2019 semester or at the beginning of the Summer 2019 terms. Moving forward, the Board will meet on a quarterly basis with the goal of two meetings during fall and two meetings during spring.

Describe challenges: The Highlander Advisory Board was to be established during the Spring 2019 semester. As such, the Board is on schedule for establishment and/or implementation. There are no challenges that have been identified at this time.

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: Next steps include finalizing the Board's membership and holding the initial meeting and a subsequent meeting during the Spring 2019 semester.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Associate Vice President for University Relations will serve 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.

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 are to be developed during Fall 2018 and Spring 2019 and implemented during Fall 2019. As such, the training and guidance are on schedule. There are no challenges that have been identified at this time.

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: Next steps include finalizing the training and guidance to be included as part of an event and/or program. Once finalized, the events and/or programs will need to 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: 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.



Green = Progress is on track.

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

Describe challenges: Training and guidance for current students are to be developed during Fall 2018 and Spring 2019 and implemented during Fall 2019. As such, the training and guidance are on schedule. There are no challenges that have been identified at this time.

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: Next steps include finalizing the training and guidance to be included as part of an event and/or program. Once finalized, the events and/or programs will need to 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 2018 semester, the Division of Finance and Administration designed and constructed a new entrance at the corner of Tyler Avenue and Jefferson Street. The new entrance reinforces the Radford brand and University logo as individuals approach campus and visitors see campus for the first time. A similar design with an integrated stairway was implemented in front of Moffett Lawn to enhance the overall Commencement experience and related program structure.

In terms of merchandising, there was \$1,145,617.67 in total merchandise sales; \$99,168.21 in royalties collected; and 113 licensees for Fiscal Year 2018 (July 1, 2017 to June 30, 2018). For the 2018 calendar year (January 1, 2018 – December 31, 2018), there was \$935,428.86 in total merchandise sales; \$80,235.04 in royalties collected; and 110 licensees.

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

Who are you collaborating with? University Relations Team; Division of 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.



Yellow = Progress has begun, but may be delayed.

Describe progress toward target: University Relations, in collaboration with Enrollment Management, has been engaged in a multi-year marketing campaign to promote Radford University programs and 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. In addition to a comprehensive marketing campaign focused on telling the Radford story and highlighting individual journeys, University Relations has been actively engaged in identifying new markets and placements to fit within existing budgetary resources. This work is occurring in close partnership with Enrollment Management and University Relations.

Describe challenges: Implementation was to occur during the Spring 2018 semester. The establishment was delayed due to personnel changes, specifically the departure of the former Vice President for University Relations and the naming of a new Vice President for University Relations. Work began during the Fall 2018 semester and will remain on-going.

Who are you collaborating with? University Relations Team; Vice President for Enrollment Management and Team; and Vice President for University Advancement and 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: Next steps include generating a prioritized listing of markets and placements for implementation with current resources and as additional resources become available.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: At this time, new placements and markets are being identified within current budgetary resources. 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)

RADFORD UNIVERSITY

2018-2023 Strategic Plan

Embracing the Tradition and Envisioning the Future

Economic Development and Community

Partnerships

Fall 2018 Updates

Strategy 1A: Consolidate, build and promote a comprehensive economic development, outreach and continuing education office, ACCESS Radford.



Yellow = Progress has begun, but may be delayed.

Describe progress toward target: The ACCESS Radford Office has not been formally established; however, much work has occurred, and progress has been made.

The Vinod Chachra IMPACT Lab provides competency-based education in cybersecurity, geospatial intelligence, and education via a business-to-business model aimed at working adults. Through the ASSET grant from the U.S. Department of Education; training is being funded for teachers in rural Appalachia related to providing instruction to children and youth with disabilities. The first IMPACT graduate completed the program in July 2018. For Fall 2018, Radford University enrolled 488 IMPACT students, including those participating in the ASSET grant. Also, Radford University's Geohazards and Unmanned Systems provides consultation for the Virginia Department of Transportation and other agencies.

Work is on-going with non-profits for data collection and the creation of research reports. This effort is through the Sociology Department and the Women's Resource Center. Additionally, there is shared expertise of faculty on local governing and non-profit boards utilizing disciplinary expertise. Finally, the campus-based economic development liaison represents Radford University on local economic development boards, such as Onward NRV and GO Virginia.

Describe challenges: This strategy include many facets of the campus and its operations. It will be important to develop an overarching plan and facilitate interaction among these individuals to ensure continued development and progress.

Who are you collaborating with? Vinod Chachra IMPACT Lab; Academic Affairs (Provost's Office and Academic Colleges);

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Economic Development and Community Partnerships strategies, which are closely aligned.

Describe next steps: Next steps include continued development of the initiatives outlined above and others outlined in the strategic plan that have not been started.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 1B: Establish an Appalachian Community Outreach Institute (centered in Abingdon) to improve the health, vitality and economic sustainability of Southwest Virginia communities, while connecting Radford University with these communities.



Green = Progress is on track.

Describe progress toward target: Staffing changes have been made with regard to Radford University's presence at the Southwest Virginia Higher Education Center located in Abingdon in order to begin and support the work of the Appalachian Community Outreach Institute. The Institute is led by Theresa Burriss.

For Fall 2018, a Leadership in Management Workshop Series was developed and provided at the Abingdon site. In total, 20 participants from middle management positions participated in a six-part series of workshops with facilitators and presenters from the Davis College of Business and Economics; the College of Education and Human Development; and the College of Visual and Performing Arts. Also, workshops have been offered in Abingdon to share the ideals and strategies of Design Thinking and market the graduate program. A partnership has been developed with WIZE Solutions, a healthcare informatics company located in Abingdon that is interested in creating a center of excellence at Radford University. Jeff Pittges is a member of the Advisory Board at WIZE Solutions. The potential partnership would include students working in Healthcare Informatics, while taking coursework at Radford University.

Describe challenges: The original staffing and programming plan has not been fully operationalized to date. Work remains on-going for future staffing and programmatic expansion.

Who are you collaborating with? Academic Affairs (Provost's Office and Academic Colleges)

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Economic Development and Community Partnerships strategies, which are closely aligned.

Describe next steps: Next steps include fully establishing the Appalachian Community Outreach Institute, continuing the initiatives outlined above, and other initiatives contained within the strategic plan.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The part-time administrative assistant position was elevated to a recruiter with the hiring of Amanda Baldwin Estep, who is well connected to the communities there and is working diligently to grow opportunities for Radford University.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 2A: Establish and operate a business incubator, Student Venture Lab, to promote new start-ups.



Green = Progress is on track.

Describe progress toward target: During Spring 2018, work began toward initial ideas related to the Venture Lab. Steve Childers has completed work on the start-up design and goals. The first meeting of the Advisory Committee was held in October 2018. Dean Joy Bhadury has offered to contact a consultant/former coworker at The University of North Carolina at Greensboro that has built a similar lab. Work is on-going to identify a space on campus for the Venture Lab. At this time, current available shell space has been identified in the Davis College of Business and Economics. Furthermore, a concept design has been developed for this program as the final design and construction are awaiting funding.

Describe challenges: In the strategic planning process, the name was set as the Student Venture Lab. Since that time, the lab, in concept, will primarily serve students, but also provide support to faculty and staff. As such, there is discussion regarding change the formal name to Venture Lab. Additional discussion is around the concept of the Highlander Venture Lab. The name will need to be finalized prior to fully implementing this strategy. Implementation is slated for Fall 2020.

Who are you collaborating with? Division of Finance and Administration and Academic Affairs (Davis College of Business and Economics)

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Economic Development and Community Partnerships strategies, which are closely aligned.

Describe next steps: Next steps include continued work on space location and needs with the Division of Finance and Administration; establish monthly meetings for Advisory Committee with clear goals and strategies; and bring consultant to campus in early 2019 to work with the Advisory Committee.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: A stipend is being provided to Steve Childers for his work during the summer months, his attendance at the Entrepreneur and Innovation Conference; and his visit to The University of Virginia's College at Wise to explore their NEST Venture Lab. Books for Advisory Board members have also been purchased to help frame the conversation and the path forward.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 2B: Develop a Tourism and Special Events Resource Lab to engage students and faculty in collaborative community projects to promote tourism in Radford and the New River Valley.



Yellow = Progress has begun, but may be delayed.

Describe progress toward target: Work is currently underway for the development of a Tourism Lab that connects the campus and the community with local tourism agencies and events. Currently, students under faculty supervision are working on managing content on the local tourism websites with assistance for web design and services.

Describe challenges: This strategy was to be implemented in Fall 2018. Work remains on-going. As such, the Tourism Lab is slated for future implementation. Therefore, progress has been made; however, the Tourism Lab is behind schedule. Also, at this time, no advisory board is in place.

Who are you collaborating with? Tourism Faculty; Jeff Pittges; Academic Colleges; City of Radford; and Local Counties and Tourism Boards

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Economic Development and Community Partnerships strategies, which are closely aligned.

Describe next steps: Next steps include continued development of the Tourism Lab and an examination for reinvestments.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: A stipend is being provided to Jeff Pittges for his work during the summer months.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

RADFORD UNIVERSITY

2018-2023 Strategic Plan

Embracing the Tradition and Envisioning the Future

Philanthropic Giving and Alumni Engagement Fall 2018 Updates

Strategy 1A: 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.



Green = Progress is on track.

Describe progress toward target: Since the adoption of the strategic plan, additional staffing has been added to University Advancement in both office-based and college-based personnel. The current staffing level for 30 personnel is broken down in the following areas.

Vice President for University Advancement Office: 3

Major Gifts: 9

Alumni Relations: 6

Annual Giving: 3

Donor Relations: 1

Advancement Communications: 2

Advancement Services and Operations: 6

Describe challenges: N/A

Who are you collaborating with? University Advancement Team

Does strategy overlap with other goal/strategy? If so, which one? This strategy provides the personnel needed in order to execute the work of University Advancement and accomplish the strategies contained under Philanthropic Giving and Alumni Engagement.

Describe next steps: University Advancement strives to maintain and attract top talent in order to enhance current outreach and programming opportunities.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

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

Strategy 1B: Develop parent and family outreach strategies to forge meaningful connections with the university community, while providing opportunities to enhance the overall student experience.



Green = Progress is on track.

Describe progress toward target: The Office of New Student Programs was recently renamed to reflect the University's focus on parent engagement.

As part of both Homecoming and Family Weekend, which were held on the same weekend in October 2018, a parent advisory group/family focus group meeting was held. Parents were selected by Student Affairs and University Advancement leadership and invited to participate in the initial conversation. Some of the parent participants were alumni. As such, they provided a multi-faceted perspective. Participants provided a wide range of feedback on a variety of events, including Quest. Also, during Family Weekend, there was a session held titled, "Communicating with Your Student." During the session, Bruce Hayden, Associate Dean of Students and parent of a Radford University student, talked about how parents and students can effectively communicate.

Describe challenges: The largest challenge is getting parents and families to participate in the programming, which has expanded and largely unknown by the general population.

Who are you collaborating with? Enrollment Management (New Student and Family Programs); Student Affairs (Student Life); University Relations; and University Advancement (Alumni Affairs)

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Philanthropic Giving and Alumni Engagement strategies, which are closely aligned.

Describe next steps: Continue collaboration to support outreach and services for parents and families. Continue to promote opportunities for parents and families to connect to Radford. Develop assessment measures to determine value of programming offered to parents and families. Consider possible measures to connect engagement of parents and families with student persistence. Increase collaboration across all areas.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Existing resources are being used at this time.

Name of person completing this Strategic Plan Progress Report: Susan Trageser (Vice President for Student Affairs)

Strategy 1C: Educate, engage and excite students about the importance and impact of supporting the university, while developing a culture of philanthropy.



Green = Progress is on track.

Describe progress toward target: University Advancement, through Alumni Relations, has a growing senior giving program in which seniors provide a nominal donation to the University. This is a symbolic gesture that begins their service as both alumni and donors immediately following graduation. For 2018, \$37,174 was raised for the Highlander Senior Class Scholarship with \$5,049 of that total amount from 474 senior donors. Also, during Spring Fever Bash 2018, 250 students participated.

Describe challenges: The largest challenge is creating a cultural shift that focuses on students giving back and participating in programming, which is newly-expanded in the amount of focus and number of initiatives.

Who are you collaborating with? University Advancement (Alumni Relations); Student Affairs (All Areas); and Academic Affairs (Center for Career and Talent Development)

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Philanthropic Giving and Alumni Engagement strategies, which are closely aligned.

Describe next steps: Continue the development of scholarship creation initiatives. Develop committees to ensure that giving is a part of the student experience. Increase collaboration across all areas in order to maximize student engagement and giving.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Existing resources are being used at this time.

Name of person completing this Strategic Plan Progress Report: Susan Trageser (Vice President for Student Affairs)

Strategy 1D: Increase 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.



Red = No progress has been reported.

Strategy 2A: Increase staffing in the advancement office in order to improve capacity to engage and raise funds.



Green = Progress is on track.

Describe progress toward target: Since the adoption of the strategic plan, additional staffing has been added to University Advancement in both office-based and college-based personnel. The current staffing level for 30 personnel is broken down in the following areas.

Vice President for University Advancement Office: 3

Major Gifts: 9

Alumni Relations: 6

Annual Giving: 3

Donor Relations: 1

Advancement Communications: 2

Advancement Services and Operations: 6

Describe challenges: N/A

Who are you collaborating with? University Advancement Team

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: This strategy provides the personnel needed in order to execute the work of University Advancement and accomplish the strategies contained under Philanthropic Giving and Alumni Engagement.

Describe next steps: University Advancement strives to maintain and attract top talent in order to enhance current outreach and programming opportunities.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

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

Strategy 2B: Increase participation in alumni giving through leadership giving, student philanthropy, young alumni giving and affinity-based giving.



Red = No progress has been reported.

Strategy 2C: Secure at least \$15 million annually by 2023 through annual fund, major gifts, planned gifts and corporate/foundation gifts.



Green = Progress is on track.

Describe progress toward target: For Fiscal Year 2018, the University secured \$15.2 million in philanthropic giving to support programs and students. Of the \$15.2 million, \$11.1 million was dedicated to student scholarships. The strategic plan established a goal of raising \$15 million annually by 2023. As such, the goal was met in the first year of implementation.

Describe challenges: The University averaged approximately \$4 million per year before record-breaking fiscal years in 2016 at \$8 million followed by 2017 at \$10.7 million and 2018 at \$15.2 million. As such, the challenge will be to continue the forward momentum and the increasing levels of support.

Who are you collaborating with? University Advancement Team; Office of the President; Academic Affairs (All Colleges); and University Relations

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Philanthropic Giving and Alumni Engagement strategies, which are closely aligned.

Describe next steps: The University will continue to build new relationships and enhance existing relations. University Advancement, in collaboration with many campus entities, will continue to identify programmatic and students needs and align those with current and future donors.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Existing resources are being used at this time.

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

Strategy 3A: Develop and execute an education plan to inform constituents on the variety of ways to give and how giving and participation impact rankings, showcase needs and highlight success stories.



Yellow = Progress has begun, but may be delayed.

Describe progress toward target: The scholarship function is very complex and involves University Advancement and other entities on-campus and off-campus. With so many tentacles and all with a variety of objectives, we must work diligently to ensure that we are all on the same page in order to create an opportunity. In Spring 2018, a committee was formed to include representation from all entities in order to better work together to meet the needs of all parties involved, while focusing on improving our ability to steward scholarship benefactors and providing every opportunity to recruit and retain students through scholarship support.

Describe challenges: The education plan was to be developed in Spring 2018 with implementation in Fall 2018. The plan remains under development at this time.

Who are you collaborating with? University Advancement Team; Radford University Foundation, Inc.; Enrollment Management (Financial Aid); and Athletics Department

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Philanthropic Giving and Alumni Engagement strategies, which are closely aligned.

Describe next steps: For stewardship, University Advancement is currently working within our team to focus on building a comprehensive stewardship plan by utilizing existing staff. For promoting philanthropic awareness, University Advancement is evaluating our website and ensuring that it is easy to use and promotes current contributions and alumni accomplishments. For scholarship, University Advancement is focusing on objectives identified in the Fall 2018 committee meeting, the first official meeting of newly-formed committee.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: All other initiatives at this stage have been implemented with minimal budgetary requirements and through support from the Radford University Foundation, Inc.

Name of person completing this Strategic Plan Progress Report: Wendy Lowery (Vice President for University Advancement)

Strategy 3B: Plan and implement stewardship programs.



Green = Progress is on track.

Describe progress toward target: University Advancement continues to regularly host signature events in order to acknowledge donors for their engagement with and support of the University. These events are also critical in attracting and inspiring new donors. On April 6, 2018, the Celebration of Giving events were held for the past academic year. On October 18, 2018, the Partners in Excellence Luncheon was held. The Celebration of Giving events will be held on April 5, 2019. These events are for the current academic year. Other annual events include Homecoming and Reunion Weekend and the Alumni Winter Celebration. During Summer 2018, University Advancement hosted the Highlander Hometown Tour with 31 stops in 25 cities across four states. This event was highly successful and has provided a strong foundation for a series of Spring and Summer 2019 events to be hosted by President Brian O. Hemphill, Ph.D. throughout the Commonwealth and in neighboring states.

The following donor recognition areas are available and highlighted on the University Advancement website: Benefactor (\$25,000 and above); Investor (\$10,000 - \$24,999); Partner (\$5,000 - \$9,999); Shareholder (\$2,500 - \$4,999); Charter (\$1,000 - \$2,499); Fellow (\$750 - \$999); Ambassador (\$500 - \$749); Associate (\$250 - \$499); Century (\$100 - \$249); and Friends (up to \$99), as well as the Society of 1910; President's Circle; Businesses, Corporations, and Foundations; and Matching Gift Companies.

Describe challenges: University Advancement continues to host events and provide related programming that is both new in look and feel. It is important to keep these events fresh to ensure donors and other individuals remain engaged.

Who are you collaborating with? University Advancement Team; Office of the President; and University Relations

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Philanthropic Giving and Alumni Engagement strategies, which are closely aligned.

Describe next steps: These programs will continue to be offered, and methods for expansion will be evaluated and implemented where possible.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Existing resources are being used at this time.

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

Strategy 3C: Develop relevant materials and events.



Green = Progress is on track.

Describe progress toward target: University Advancement continues to regularly disseminate high-quality materials and consistently host engaging events. Examples of such work include the creation and dissemination of the “Giving Thanks” video series before the 2017 and 2018 end of year holidays and The Magazine for Radford University.

Describe challenges: University Advancement continues to disseminate materials, host events, and provide related programming that is both new in look and feel. It is important to keep these materials and events fresh to ensure donors and other individuals remain engaged.

Who are you collaborating with? University Advancement Team; Office of the President; and University Relations; and Information Technology (Printing Services)

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Philanthropic Giving and Alumni Engagement strategies, which are closely aligned.

Describe next steps: The materials will continue to be produced, and events will continue to be hosted, while methods for expansion will be evaluated and implemented where possible.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Existing resources are being used at this time.

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

RADFORD UNIVERSITY

2018-2023 Strategic Plan

Embracing the Tradition and Envisioning the Future

Strategic Enrollment Growth

Fall 2018 Updates

Strategy 1A: Create a cross-functional Enrollment Data Council 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.



Green = Progress is on track.

Describe progress toward target: The Enrollment Data Council was created in the fall of 2017, in anticipation of the launch of the University's Strategic Plan. The Council is chaired by Danny Kemp, Vice President for Information Technology and Kitty McCarthy, Vice President for Enrollment Management. The remaining fourteen members come from the Divisions of Academic Affairs, Enrollment Management, Finance and Administration, Information Technology and Student Affairs. Discussions throughout the 2017-18 academic year focused on sources of institutional data, data analytics to support student success and an analytics index.

These concepts will continue to be priorities during the 2018-19 academic year as will additional topics such as dashboards and data conversion and collection to support the JCHS/RU merger. Recommendations from the Council will support these and other enrollment-related data needs.

Describe challenges: There are no challenges to report at this time.

Who are you collaborating with? Academic Affairs; Enrollment Management; Finance and Administration; Information Technology; and Student Affairs

Does strategy overlap with other goal/strategy? If so, which one? No. This strategy supports efforts associated with recruitment and retention strategies.

Describe next steps: Continue efforts as outlined. The Enrollment Data Council will meet throughout the 2018-19 academic year.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management)

Goal 2A: Place greater emphasis on recruitment of students from Northern Virginia.



Green = Progress is on track.

Describe progress toward target: Northern Virginia continues to be an undergraduate recruitment priority especially in light of erosion in the market over the past few years. New approaches are in place to support Fall 2019 new freshman recruitment and enrollment including:

- Collaboration between University Relations and Enrollment Management to support advertising and visibility through social media;
- Additional support through existing territory management program;
- Fall 2018 school counselor bus trip to campus; and
- Fall 2018 reception for prospective students and families.

Describe challenges: The most significant challenge is intense competition from in-state and out-of-state colleges and universities; especially those within one to two hours of the region.

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

Does strategy overlap with other goal/strategy? If so, which one? No.

Describe next steps: Next steps are to implement schedule as planned and continue to seek opportunities for outreach and visibility.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management)

Goal 2B: 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.



Green = Progress is on track.

Describe progress toward target: The plan for 2018-19 is underway with a robust schedule including social media, video and traditional communication and outreach.

Describe challenges: There are no challenges to report at this time.

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

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Next steps are to implement the schedule as planned and continue to seek additional opportunities for outreach to and visibility for in-state freshman students.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management)

Goal 3A: Focus out-of-state recruitment efforts in Maryland, Washington, D.C., West Virginia and North Carolina.



Green = Progress is on track.

Describe progress toward target: Maryland, Washington D.C., West Virginia and North Carolina continue to be important feeder markets for Radford University. A territory manager is assigned to each of these markets and supports all outreach efforts.

For Fall 2018, we saw growth in new freshman headcount in Washington D.C. Other areas remained flat.

Describe challenges: Competition is keen for new freshmen in each of these feeder markets.

Who are you collaborating with? Primary responsibility lies with Enrollment Management with support from others across campus.

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Implement recruitment plans.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management)

Goal 3B: 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.



Green = Progress is on track.

Describe progress toward target: The plan for 2018-19 is underway with a robust schedule including social media, video and traditional communication and outreach. Focus for video and live sessions is on encouraging application, opportunities to visit campus, FAFSA submission and yield.

Virtual reality remains of interest. Implementation options will be considered for 2019-20.

Describe challenges: There are no challenges to report at this time.

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

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Next steps are to implement schedule as planned and continue to seek opportunities for outreach to and visibility for out-of-state freshman students.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management)

Goal 4A: Enhance recruitment efforts across the Virginia Community College System (VCCS).



Green = Progress is on track.

Describe progress toward target: Traditionally, approximately 80% of new transfer students are from the Virginia Community College System (VCCS). While enrollment at the VCCS is down (a function of demographic shifts and a strong economy), the University's reliance on the VCCS will continue.

To strengthen our commitment to the VCCS and increase opportunities and visibility, these efforts are underway:

- New and robust approaches to partnerships with VCCS partners;
- Transfer student twilight tours, on- and off-site application review; and
- Enhanced procedures for transfer credit evaluation.

In addition, space has been made available to the University at New River Community College (Dublin and New River Valley Mall), NOVA Annandale Campus and Virginia Highlands Community College. These spaces support recruitment, admission counseling and academic advising.

Describe challenges: The biggest challenges are VCCS enrollment trends and intense competition from in-state and out-of-state colleges and universities.

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

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Next steps are to implement activities as identified and continue existing efforts to support outreach, application submission and yield.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management)

Goal 4B: 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.



Green = Progress is on track.

Describe progress toward target: The plan for 2018-19 is underway, which includes a robust schedule of social media, video and traditional communication and outreach. Focus for video and live sessions is on encouraging application, opportunities to visit campus, FAFSA submission and yield.

Describe challenges: There are no challenges to report at this time.

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

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Next steps are to implement schedule as planned and continue to seek opportunities for outreach to and visibility for transfer students.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management)

Goal 5A: Partner with Academic Affairs, through the Military Resource Center, and Finance and Administration, through Institutional Research, to identify and implement activities to recruit veterans and active military students.



Green = Progress is on track.

Describe progress toward target: Institutional Research provides admissions and enrollment data to the Military Resource Center as requested in support of the Center's efforts to support military and veteran students. That work is also utilized by Enrollment Management to support outreach, application submission and yield.

Describe challenges: There are no challenges to report at this time.

Who are you collaborating with? Enrollment Management; Academic Affairs (Military Resource Center); and Finance and Administration (Institutional Research)

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Next steps are to implement activities and continue existing efforts to support outreach, application submission and yield.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Chad Reed (Vice President for Finance and Administration and Chief Financial Officer)

Goal 5B: 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.



Green = Progress is on track.

Describe progress toward target: The plan for 2018-19 is underway, which includes a robust schedule of social media, video and traditional communication and outreach. Focus for video and live sessions is on encouraging application, opportunities to visit campus, FAFSA submission and yield.

Describe challenges: There are no challenges to report at this time.

Who are you collaborating with? Enrollment Management; Academic Affairs (Military Resource Center); Finance and Administration (Institutional Research); and University Relations

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Next steps are to implement schedule as planned and continue to seek opportunities for outreach to and visibility for veteran and active military students.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Ashley Schumaker (Chief of Staff and Vice President for University Relations) on behalf of Kitty McCarthy (Vice President for Enrollment Management)

Goal 6A: Establish dual/double degree programs with international universities.



Green = Progress is on track.

Describe progress toward target: Our first 2+2 dual degree program in Accounting has been established with Shandong Youth University of Political Science in China. Two students were welcomed to the program in the Spring 2018.

Describe challenges: Given the national climate, international recruitment and enrollment is highly volatile.

Radford University is very much in building mode with regard to international outreach and recruitment. There is excitement for the future with the new leadership in the International Education Center, which is now the Center for Global Education and Engagement, and the development of enrollment pipelines.

Who are you collaborating with? Enrollment Management; Academic Affairs (Center for Global Education and Engagement and Academic Colleges); and Office of the President

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Next steps are continue developing relationships in strategic international locations, institutions and agents, which closely align to the University's mission and goals to bring international students to Radford; exploring faculty connections, networks and travel for international recruitment opportunities; and working with Radford University deans, chairs and faculty and international partners/institutions/recruiters to map programs with international partners for dual degree programs.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The position of Director of International Education Center has been elevated to Assistant Provost for Global Education and Engagement. Investments are being made to international recruiting activities.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management) with support from Jeanne Mekolichick (Associate Provost for Academic Programs)

Goal 6B: Launch worldwide, commission-based network of agents.



Green = Progress is on track.

Describe progress toward target: Radford University has contracted with three international student recruitment agencies which are working in strategic locations including China, Vietnam, India, Congo and Nepal to recruit international students and develop dual degree partnerships.

The University has engaged in additional strategic contractual relationships and is exploring partnerships with two universities in Mexico and opportunities in Brazil.

Describe challenges: Given the national climate, international recruitment and enrollment is highly volatile.

Radford University is very much in building mode with regard to international outreach and recruitment. There is excitement for the future with the new leadership in the International Education Center, which is now the Center for Global Education and Engagement, and the development of enrollment pipelines.

Who are you collaborating with? Enrollment Management; Academic Affairs (Center for Global Education and Engagement and Academic Colleges); and Finance and Administration

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Next steps are to continue developing relationships in strategic international locations, institutions and agents, which closely align the University's mission and goals to bring international students to Radford.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The position of Director of International Education Center has been elevated to Assistant Provost for Global Education and Engagement. Investments are being made to international recruiting activities.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management) with support from Jeanne Mekolichick (Associate Provost for Academic Programs)

Goal 6C: Implement an English language and culture program that will prepare students for Radford University degree programs.



Green = Progress is on track.

Describe progress toward target: Institutional Research is participating in conversations with the International Education Center (now the Center for Global Education and Engagement and other support offices on campus on the implementation of the English Language and Culture program. Those discussions are being driven by Academic Affairs in collaboration with Enrollment Management.

Progress has been made, and we look forward to welcoming students in summer or fall of 2019. The following program elements have been created or identified:

- Scalable budget plan;
- Curriculum;
- Space; and
- IT infrastructure.

Describe challenges: Changes in leadership have created challenges and opportunities. New leadership will provide a fresh perspective and commitment to an English language and culture program.

Who are you collaborating with? Academic Affairs (Center for Global Education and Engagement and Academic Colleges); Finance and Administration; and Information Technology

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Next steps are to continue the development and proceed with implementation of the English language and culture program.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The position of Director of International Education Center has been elevated to Assistant Provost for Global Education and Engagement.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Chad Reed (Vice President for Finance and Administration and Chief Financial Officer)

Goal 7A: 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.



Green = Progress is on track.

Describe progress toward target: The College of Graduate Studies and Research expanded use of high-touch, personalized recruitment strategies, including use of CollegeNet Prospect as a customer-relations management system and working with Mongoose Cadence as a vendor for enterprise text messaging services. The College also significantly expanded its social media presence, utilizing data-driven marketing by program. Our marketing vendor, Access Inc., designed a new recruitment video, marketing materials and pull-up banners for approximately half of our programs to significantly improve our College's brand and visibility.

New cross-institutional, accelerated degree partnerships with Emory & Henry College in business administration, strategic communication and English have been approved for implementation in Fall 2019. To diversify graduate enrollments in the future, the College expanded outreach to HBCUs, such as by arranging an all-day visit to Radford by undergraduates from Livingstone College. The College also collaborated with prospective partners at the Chongqing International Education Research Institute in China on possible future recruitment plans.

Also, Institutional Research provides admissions and enrollment data to the College as requested in support of graduate recruiting efforts.

Describe challenges: There is a decline in graduate enrollments across the Commonwealth.

Who are you collaborating with? Academic Affairs (Academic Colleges); Office of the President; Enrollment Management; Finance and Administration (Institutional Research); and External Vendors

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Next steps include continued implementation of ongoing and new activities.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: New investments include increased investment in recruitment

marketing in our contract with Access Inc. and new contract with Mongoose Cadence for enterprise text messaging.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management) with support from Laura Jacobsen (Acting Dean of the College of Graduate Studies and Research)

Goal 7B: 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.



Green = Progress is on track.

Describe progress toward target: The College of Graduate Studies and Research expanded use of high-touch, personalized recruitment strategies, including use of CollegeNet Prospect as a customer-relations management system and working with Mongoose Cadence as a vendor for enterprise text messaging services. The College also significantly expanded its social media presence, utilizing data-driven marketing by program. Our marketing vendor, Access Inc., designed a new recruitment video, marketing materials and pull-up banners for approximately half of our programs to significantly improve our College's brand and visibility. Also, Institutional Research provides admissions and enrollment data to the College as requested in support of graduate recruiting efforts.

Describe challenges: There is a decline in graduate enrollments across the Commonwealth.

Who are you collaborating with? Academic Affairs (Academic Colleges); Enrollment Management; Finance and Administration (Institutional Research); University Relations; and External Vendors

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Next steps include continued implementation of ongoing and new activities.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: New investments include increased investment in recruitment marketing in our contract with Access Inc. and new contract with Mongoose Cadence for enterprise text messaging.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management) with support from Laura Jacobsen (Acting Dean of the College of Graduate Studies and Research)

Goal 7C: Improve use of a customer relations management system and data analytics to help guide and inform the recruitment process.



Green = Progress is on track.

Describe progress toward target: The College of Graduate Studies and Research expanded use of high-touch, personalized recruitment strategies, including use of CollegeNet Prospect as a customer-relations management system and working with Mongoose Cadence as a vendor for enterprise text messaging services. The College also significantly expanded its social media presence, utilizing data-driven marketing by program. Our marketing vendor, Access Inc., designed a new recruitment video, marketing materials and pull-up banners for approximately half of our programs to significantly improve our College's brand and visibility.

Describe challenges: There is a decline in graduate enrollments across the Commonwealth.

Who are you collaborating with? Academic Affairs (Academic Colleges); Enrollment Management; University Relations; and External Vendors

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Next steps include continued implementation of ongoing and new activities.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: New investments include increased investment in recruitment marketing in our contract with Access Inc. and new contract with Mongoose Cadence for enterprise text messaging.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management) with support from Laura Jacobsen (Acting Dean of the College of Graduate Studies and Research)

Goal 7D: Create and promote new academic program options, such as 2 + 3, 4 + 1, graduate certificates, graduate degrees and competency-based education.



Green = Progress is on track.

Describe progress toward target: New cross-institutional, accelerated degree partnerships with Emory & Henry College in business administration, strategic communication and English have been approved for implementation in Fall 2019. To diversify graduate enrollments in the future, the College of Graduate Studies and Research expanded outreach to HBCUs, such as by arranging an all-day visit to Radford by undergraduates from Livingstone College. The College also collaborated with prospective partners at the Chongqing International Education Research Institute in China on possible future recruitment plans.

Describe challenges: There is a decline in graduate enrollments across the Commonwealth.

Who are you collaborating with? Academic Affairs (Academic Colleges); Enrollment Management; University Relations; and External Vendors

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Next steps include continued implementation of ongoing and new activities.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: New investments include increased investment in recruitment marketing in our contract with Access Inc. and new contract with Mongoose Cadence for enterprise text messaging.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management) with support from Laura Jacobsen (Acting Dean of the College of Graduate Studies and Research)

Goal 7E: 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.



Green = Progress is on track.

Describe progress toward target: The College of Graduate Studies and Research expanded use of high-touch, personalized recruitment strategies, including use of CollegeNet Prospect as a customer-relations management system and working with Mongoose Cadence as a vendor for enterprise text messaging services. The College also significantly expanded its social media presence, utilizing data-driven marketing by program. Our marketing vendor, Access Inc., designed a new recruitment video, marketing materials and pull-up banners for approximately half of our programs to significantly improve our College's brand and visibility.

Describe challenges: There is a decline in graduate enrollments across the Commonwealth.

Who are you collaborating with? Academic Affairs (Academic Colleges); Enrollment Management; University Relations; and External Vendors

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Next steps include continued implementation of ongoing and new activities.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: New investments include increased investment in recruitment marketing in our contract with Access Inc. and new contract with Mongoose Cadence for enterprise text messaging.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management) with support from Laura Jacobsen (Acting Dean of the College of Graduate Studies and Research)

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



Green = Progress is on track.

Describe progress toward target: Improvement in first to second year retention is the focus of predictive analytics projects underway in academic units -- Data and Information Management (DAIM) and the Center for Innovation and Analytics. Using characteristics of new freshmen, these projects are working to identify those students at possible risk of not returning for a second year. With this information, the Office of Student Success and Retention will work to connect students with resources to support their persistence and success. The DAIM program is generating data each week for consideration and follow-up by the Office of Student Success and Retention. Progress is also being made by the Center for Innovation and Analytics.

Describe challenges: The biggest challenge is connecting with students and motivating them to take advantage of the resources that can support their short- and long-term success.

Who are you collaborating with? Academic Affairs; Enrollment Management; Information Technology; and Student Affairs

Does strategy overlap with other goal/strategy? If so, which one? Aspects of this strategy overlap with Student Success activities, but in general provide support to those activities.

Describe next steps: Next steps include continued development, enhancement and implementation of results of predictive analytics, which over time should inform our understanding of student behavior and how best to target academic and non-academic resources.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Consideration for support of predictive analytics work is ongoing and has been primarily dedicated to student interns and summer stipends for faculty. This support has come from various budgets, including Academic Affairs, Enrollment Management, Information Technology and Student Affairs.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management) with support from Susan Trageser (Vice President for Student Affairs)

RADFORD UNIVERSITY

2018-2023 Strategic Plan

Embracing the Tradition and Envisioning the Future

Student Success Fall 2018 Updates

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



Green = Progress is on track.

Describe progress toward target: The following has been achieved in support of this strategy:

- Implementation of the Highlander Research Rookies Program with a beginning cohort of 15 students during the 2018-2019 academic year;
- Increase in the Summer Undergraduate Research Fellowships (SURF) from 15 to 18 student participants;
- Expansion of the Radford Amazonian Research Expedition (RARE) Program to include additional participating colleges;
- 13 percent participation increase for the Accelerated Research Opportunities (ARO) Living-Learning Community from 22 to 25 students;
- Development of Undergraduate Research, Scholarship and Creative Activity (URSCA) student workshops;
- Implementation of the Council for Undergraduate Research (CUR) Transformation grants for faculty;
- Year two activities and implementation of the REALising Inclusive Science Excellence (REALISE) Grant Program for inclusive pedagogy in Science, Technology, Engineering and Mathematics (STEM) fields;
- Attendance at the Undergraduate Research Institute by a team of faculty from music, design and history;
- Increased student presentations at regional, state and national conferences; and
- Faculty receiving college research awards in which many include student research.

Describe challenges: Funding for SURF is still needed, as well as continued faculty development and compensation for their time for mentorship of research. The lack of release time for faculty remains an issue for continued expansion and growth for this strategy.

Who are you collaborating with? Faculty Senate; College Deans; Department Chairs; Faculty; Center for Innovative Teaching and Learning; Office of Undergraduate Research and Scholarship; Center for Global Education and Engagement; Honors College; and Division of Enrollment Management

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research 4E

Describe next steps: Next steps include the following activities: continue to support and identify expansion opportunities for the Research Rookies Program; provide critical support for SURF students; and continue to develop URSCA student workshops.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The following investments have been made: \$120,000 in the Research Rookies Program; \$25,000 in the RARE Program; and the reallocation of existing positions for the Executive Director of Faculty Development.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 1B: Provide enhanced resources for student academic and emotional support, thereby recognizing the interdependence and importance of academic and emotional support services.



Green = Progress is on track.

Describe progress toward target: A needs assessment regarding students' awareness of and access to various support resources is being developed. The target for implementation of the needs assessment is during the Fall 2019 semester.

Describe challenges: Staffing transitions have slowed the development and coordination of the needs assessment.

Who are you collaborating with? Division of Student Affairs (Student Counseling Services; Substance Abuse and Violence Education Support Services; Student Health Center; Student Recreation and Wellness; Office of Student Success and Retention; Center for Diversity and Inclusion; and Center for Accessibility Services) and Division of Academic Affairs (Provost's Office and Harvey Knowledge Center)

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: Work continues to complete development of the needs assessment and determine appropriate means for implementation.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Vice President for Student Affairs Susan Trageser

Strategy 1C: 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.



Green = Progress is on track.

Describe progress toward target: The Academic Affairs Leadership Team (AALT) focused on DWF data as part of their summer planning retreat, which was held in August 2018. College Deans utilized the Fall 2018 semester to begin developing plans with Department Chairs on how to approach changes to these courses.

Describe challenges: DWF data provide an in-depth analysis of problematic classes. From this analysis, plans need to be carefully constructed and implemented.

Who are you collaborating with? Academic Affairs Leadership Team; Office of Student Success and Retention; and Harvey Knowledge Center

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: College Deans continue to work on college-specific plans and share strategies with their colleagues.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Investments in the Harvey Knowledge Center include the following: renovation costs for library space; reallocation of position and funds to hire new Director; increased marketing materials; and increased tutoring funds.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 1D: Engage with nationally recognized experts in diversity, access and equity literacy to create a diversity policy and a training center for faculty development.



Green = Progress is on track.

Describe progress toward target: A search has been conducted for new Executive Director of Faculty Development. The new director will begin working in July 2019. Additional activities include: securing and implementing the REALISE Grant and engaging with and supporting the Diversity and Equity Action Team, an internal governance committee, which is working on developing workshops and training related to access and equity.

Describe challenges: This area includes a variety of stakeholders across campus. Therefore, it will require a great deal of engagement and time. These items remain a focus moving forward.

Who are you collaborating with? Division of Academic Affairs; Division of Finance and Administration; and Division of Student Affairs

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all strategies under Student Success Goal 1.

Describe next steps: The new Executive Director of Faculty Development will develop a detailed plan for 2019-2020 activities upon arriving in early summer.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Investments include the reallocation of two existing positions into one for the Executive Director of Faculty Development and funding for the REALISE Grant.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 1E: Institute an expectation of continuing pedagogy education for all teaching faculty.



Green = Progress is on track.

Describe progress toward target: Continued programming is offered as part of the Center for Innovative Teaching and Learning (CITL) instruction in online pedagogy, teaching strategies, instructional technology and optimum student assessment.

Describe challenges: There needs to be enhanced leadership and continued planning.

Who are you collaborating with? Division of Academic Affairs

Does strategy overlap with other goal/strategy? If so, which one? Student Success 1D

Describe next steps: A strategic plan is being developed for CITL in order to align with the university-wide strategic plan and active planning by the new Executive Director.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: There was a reallocation of two positions for the new Executive Director of Faculty Development.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 2A: Promote cultural programming (arts, international, diversity, etc.) that encourages students, faculty and staff to actively engage with and understand different cultural viewpoints.



Green = Progress is on track.

Describe progress toward target: There have been collaborative discussions with the Diversity and Equity Action Committee and Student Affairs programming units, such as the Office of Diversity and Inclusion.

Describe challenges: At the present time, planning is very segmented. There is a need for university-wide planning.

Who are you collaborating with? Division of Academic Affairs; Division of Student Affairs; and Diversity and Equity Action Committee

Does strategy overlap with other goal/strategy? If so, which one? Student Success 1D

Describe next steps: Moving forward, there will be an increased effort on engaging in campus-wide dialogue and creating a university-wide plan of action.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 2B: 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 and Community Partnerships).



Red = No progress has been reported.

Describe progress toward target: To date, there is no measurable progress to report.

Describe challenges: At this time, specific groups, offices, and organizations need to be identified for inclusion in this process moving forward.

Who are you collaborating with? Division of Academic Affairs; Division of Student Affairs; and Office of University Relations

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: Next steps include the following: hosting an initial meeting of collaborators and establishing a regular meeting schedule for collaborators.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Vice President for Student Affairs Susan Trageser

Strategy 2C: Recognizing that faculty plays an important role in student engagement with campus life, faculty members will be strongly encouraged to integrate campus events as part of their course curriculum expectations.



Green = Progress is on track.

Describe progress toward target: University 100 incorporates campus events into the curriculum. Other individual courses are under development.

Describe challenges: There is a lack of university-wide awareness, as well as coordinated planning and available training.

Who are you collaborating with? Division of Academic Affairs and Division of Student Affairs

Does strategy overlap with other goal/strategy? If so, which one? Student Success 2B

Describe next steps: An ad-hoc committee is being created for the 2019-2020 academic year.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 2D: Encourage communication and regular dialogue among residential life, academic affairs and student affairs to enhance student retention.



Green = Progress is on track.

Describe progress toward target: The Retention Summit was held on January 17, 2019. A full report will be released in mid-February 2019. In order to examine best practices in critical areas, the Task Force on New Student and Family Programs; Student Success and Retention; and Academic Advising was established and held its initial meeting in mid-January 2019.

Describe challenges: There are a large number of variables that impact retention. As a result, planning must include strategies that are developed collaboratively across multiple divisions and units.

Who are you collaborating with? Division of Academic Affairs; Division of Enrollment Management; and Division of Student Affairs

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: Next steps include the following: release of the report from the Retention Summit and work of the Task Force mentioned above.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 3A: 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.



Green = Progress is on track.

Describe progress toward target: The second annual Academic Advising Conference was held to share best practices. Also, the professional advisers have developed a strategic plan and an advising handbook for utilization across all colleges.

The Advising Conference will feature sessions that relate to student development, student issues, data and assessment, as well as technology and techniques to assist student support professionals and faculty, while working with students.

Describe challenges: The biggest challenge is allocating adequate time for bringing professional advisers together in order to focus on developing protocol and plans for moving forward.

Who are you collaborating with? Division of Academic Affairs (Academic Advising Committee)

Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: The third annual Academic Advising Conference will be held in mid-February 2019.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 3B: 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.



Green = Progress is on track.

Describe progress toward target: The Center for Career and Talent Development has robust operations with active programming, assessment and student engagement.

Describe challenges: The Center for Career and Talent Development requires additional staffing support in order to increase overall efforts and related services.

Who are you collaborating with? Division of Academic Affairs (Center for Career and Talent Development)

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all strategies under Student Success Goal 3.

Describe next steps: Next steps will be focused on continuing to develop the Center for Career and Talent Development and related programming.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: There was a recent investment in new space for the Center for Career and Talent Development located in Russell Hall.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 3C: Develop the “Discover, Experience and Thrive” customized career development plan.



Check = This goal and strategy of the strategic plan has been successfully completed.

Describe progress toward target: The “Discover, Experience and Thrive” customized career development plan was launched during the Fall 2018 semester.

Describe challenges: There is currently a focus on complete implementation, full utilization and on-going assessment.

Who are you collaborating with? Division of Academic Affairs (Center for Career and Talent Development)

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all strategies under Student Success Goal 3.

Describe next steps: Next steps include: addressing the above referenced challenges by focusing on complete implementation, full utilization and on-going assessment.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 3D: Actively cultivate employer relationships across multiple industries.



Green = Progress is on track.

Describe progress toward target: There has been significant progress in terms of developing expanded partnerships.

Describe challenges: The Center for Career and Talent Development requires additional staffing support in order to increase overall efforts and related services.

Who are you collaborating with? Division of Academic Affairs (Center for Career and Talent Development)

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all strategies under Student Success Goal 3.

Describe next steps: Next steps include the following: regular outreach to new employers to develop partnerships, internship and co-op connections and increase job placement rates.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

Strategy 3E: Expand current workshops offered by the Center for Career and Talent Development to include financial literacy.



Green = Progress is on track.

Describe progress toward target: There has been significant progress in terms of workshop development and implementation. Work remains with regard to financial literacy.

Describe challenges: The Center for Career and Talent Development is focused on increasing awareness and participation among students.

Who are you collaborating with? Campus-wide Partners

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all strategies under Student Success Goal 3.

Describe next steps: Next steps include the following: developing an ad-hoc committee or working group to focus on financial literacy.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: N/A

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team