

RADFORD UNIVERSITY

2018-2023 Strategic Plan

Embracing the Tradition and Envisioning the Future

Academic Excellence and Research

Spring 2019 and Fall 2019 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.

Substrategy 1A1: Create a central location where writing and oral communication experts (in specialty areas) are available for tutoring and other support throughout each student's four-year degree program.



Green = Progress is on track.

Describe progress toward target: The Office of Academic Programs submitted a successful U.S. Department of Education institutional waiver to apply for the Strengthening Institutions Program Title III grant. This waiver allows for the submission of the Radford WREATH Program, which will provide funding for support of reading, writing, and critical thinking for all students and professional development for faculty.

Describe challenges: Title III grant is highly competitive, and the RFP from the federal government is still in process.

Who are you collaborating with? Faculty Senate and Harvey Knowledge Center (Dr. Jessica Beckett)

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 Strategy 1B

Describe next steps: Next steps include continued grant development work.

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

Name of person completing this Strategic Plan Progress Report: Jeanne Mekolichick (Associate Provost for Academic Programs)

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.

Substrategy 1A1: Create a central location where writing and oral communication experts (in specialty areas) are available for tutoring and other support throughout each student's four-year degree program experience.



Green = Progress is on track.

Describe progress toward target: The Harvey Knowledge Center hired additional writing coaches, began changes in training for writing coaches, coordinated with the College of Humanities and Behavioral Sciences Core Writing Center, and advertised writing services to students. The Harvey Knowledge Center also funds Net Tutor, an online tutoring service that provides supplemental writing support, including after-hours and distance assistance. The Harvey Knowledge Center has coordinated with the Department of Psychology to provide writing support to students enrolled in PSYC 222: Orientation to the Psychology Major.

Describe challenges: Challenges include: confusion between writing centers; providing comprehensive training and support of students who can assist in the development of another student's writing skills takes time and effort, and the Harvey Knowledge Center has limited professional staffing to provide such support.

Who are you collaborating with? College of Humanities and Behavioral Sciences Core Writing Center and Department of Psychology

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

Describe next steps: Next steps include collaborating with the new College of Humanities and Behavioral Sciences Core Writing Center director regarding scheduling systems; coach training, advertising and clarification of services, and cross-center programming; and creating a new full-time administrative and professional faculty position to require expertise in writing or writing centers.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Harvey Knowledge Center will reallocate some of the wage funds previously used to pay graduate students and request a small supplemental investment for the hiring of a full-time administrative faculty member.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Affairs) and Jessica Beckett (Director of the Harvey Knowledge Center)

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.

Substrategy 1A1: Create a central location where writing and oral communication experts (in specialty areas) are available for tutoring and other support throughout each student's four-year degree program experience.



Green = Progress is on track.

Describe progress toward target: OURS 100 includes opportunities for Accelerated Research Opportunities (ARO) Living Learning Community (LLC), which was modified and assessed using the VALUE rubrics for written communication and oral communication. The assessment plan for OURS 200 using the VALUE rubrics for written communication; oral communication; and problem solving has been developed for implementation in Spring 2020.

Describe challenges: Challenges include the attrition rate of freshmen interested in research in the fall that do not follow through with a project in the spring.

Who are you collaborating with? 38 faculty mentors across 21 majors and all six undergraduate colleges

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

Describe next steps: Next steps include continued collection of artifacts from the class and evaluation by rubrics to inform programmatic changes.

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) with support from Jeanne Mekolichick (Associate Provost for Academic Affairs) and Joe Wirgau (Director of the Office of Undergraduate Research and Scholarship)

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.

Substrategy 1A3: Consistently offer professional development opportunities to support faculty in developing and embedding high-impact pedagogies and alternative delivery modes in the curriculum in order to improve targeted academic skills.



Green = Progress is on track.

Describe progress toward target: Faculty Senate moved forward with the revisions to general education. Committees were convened, and faculty worked to create foundational values and guiding principles. Following this work, Faculty Senate passed the REAL model.

Describe challenges: General education reform is a challenging, sensitive, and time-intensive process.

Who are you collaborating with? Faculty Senate, Academic Affairs Leadership Team, academic colleges, academic departments/schools, and faculty.

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 Strategy B

Describe next steps: New committees are formed to explore learning goals and outcomes, as well as planning and procedures.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Assistance with funding for the AACU General Education Reform Summit in summer of 2019 provided support for faculty to attend (\$6,400) plus travel.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Affairs)

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.

Substrategy 1A3: Consistently offer professional development opportunities to support faculty in developing and embedding high-impact pedagogies and alternative delivery modes in the curriculum in order to improve targeted academic skills.



Green = Progress is on track.

Describe progress toward target: College of Humanities and Behavioral Sciences student participants in the Student Engagement Forum included 86 presentations involving 167 individuals. The Department of Psychology Research Symposium showcased 31 presentations, resulting from the research work of 84 student authors.

Describe challenges: Challenges include: expanding opportunities to more and more students, not just the academically motivated ones in research programs; and teaching students to model professionalism that is expected in professional environments.

Who are you collaborating with? Partners in the field, such as law enforcement in criminal justice, etc.

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 and Strategy B and Goal 4 and Strategy E and Student Success Goal 1 Strategy A and Goal 3

Describe next steps: The College of Humanities and Behavioral Sciences CORE Writing Center has a newly-hired Director this summer aimed at developing stronger foundational programming and increasing student participation.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: New Director of the College of Humanities and Behavioral Sciences CORE Writing Center (teaching and research faculty member)

Name of person completing this Strategic Plan Progress Report: Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

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.

Substrategy 1A3: Consistently offer professional development opportunities to support faculty in developing and embedding high-impact pedagogies and alternative delivery modes in the curriculum in order to improve targeted academic skills.



Green = Progress is on track.

Describe progress toward target: There is an on-going effort to refine and revise curricula to remain fresh and on top of trends within our respective fields. In this area, the College of Visual and Performing Arts (CVPA) made significant curricular revisions this academic year to the following programs: graphic design, music therapy, fashion merchandising, and Art-Studio. Students and faculty from the dance, art, and music departments traveled out of the country (Korea, Spain, and Nepal) to conduct research, workshops, and presentations in front of global communities.

Describe challenges: N/A

Who are you collaborating with? Nabi Art Center and Choreographer Marcus Neustetter (Korea); Nepal Public School Systems; Center for Global Education and Engagement

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 Strategy 1B

Describe next steps: N/A

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: New investments include the hiring of new faculty members who can offer fresh perspectives and new skills that can be infused into our programs. Two new gift agreements created for the college during 2018-19 academic year translates to an additional \$25,000 available specifically for student scholarships for the 2019-20 academic year.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Margaret Devaney (College of Visual and Performing Arts Dean)

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.

Substrategy 1A3: Consistently offer professional development opportunities to support faculty in developing and embedding high-impact pedagogies and alternative delivery modes in the curriculum in order to improve targeted academic skills.



Green = Progress is on track.

Describe progress toward target: The Waldron College of Health and Human Services hosted Interprofessional Education and Practice Symposia in Fall 2018 and Spring 2019. More than 400 students and 50 faculty participated across three colleges. Completed multiple interprofessional simulation activities across disciplines, including new programs beginning in the Department of Occupational Therapy and School of Social Work.

Describe challenges: Challenges include limitations in faculty and students' time within lock-step professional curriculum programs, as well as limited funding for additional faculty and staff to support the Clinical Simulation Center.

Who are you collaborating with? Academic programs in the Waldron College of Health and Human Services, Artis College of Science and Technology, College of Education and Human Development, and Radford University Carilion (RUC)

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 Strategy 1B

Describe next steps: Next steps include continuing with current planning and expand to include RUC programs with Carilion Clinic and Virginia Tech Carilion as partners.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Waldron College Center for Interprofessional Practice and Education was developed. New initiative requests were submitted in 2017 and 2018 to hire a director and staff member for that center. This is an on-going need in the Waldron College of Health and Human Services for successful on-going implementation of the strategic plan.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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.

Substrategy 1A3: Consistently offer professional development opportunities to support faculty in developing and embedding high-impact pedagogies and alternative delivery modes in the curriculum in order to improve targeted academic skills.



Green = Progress is on track.

Describe progress toward target: In the Department of Criminal Justice, the faculty make use of simulation equipment, mock crime scenes, mock trials, processing items in the forensic lab, client-based projects, research and practice-focused independent studies, emergency exercise simulations, field trips, demonstrations and training on equipment used in the field, problem-solving exercises, presentations by criminal justice agency professionals, and more. The College of Humanities and Behavioral Sciences continues to expand the scope and quality of its internship offerings. The Department of History has expanded experiential offerings by tying its HIST 400 Digital Archives course to archival work with various partners, including Botetourt County, the Stonewall Jackson Museum, and the American Civil War Ancestor. The Department of Philosophy and Religious Studies also launched its first departmental intern in the spring.

Describe challenges: Challenges include additional faculty being needed to fully develop and administer expanded programs, such as Digital History internships.

Who are you collaborating with? Numerous regional partners

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 Strategy A

Describe next steps: Next steps include the Department of History studying the feasibility of a Digital History program as either an undergraduate certificate or a minor.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Faculty time for internship development

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

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.

Substrategy 1A3: Consistently offer professional development opportunities to support faculty in developing and embedding high-impact pedagogies and alternative delivery modes in the curriculum in order to improve targeted academic skills.



Green = Progress is on track.

Describe progress toward target: The Center for Innovative Teaching and Learning (CITL) instructional design staff coach their faculty clients to design courses, which include goals, objectives, and learning activities aligned with critical thinking and reasoning skills, written and oral communication skills, and characteristics of professionalism. Consultations include: the REALISE program, the Citizen Leader program (digital media showcase presentations); School of Communication (program syllabus reviews); and the Department of Criminal Justice (student podcast production).

Describe challenges: N/A

Who are you collaborating with? REALISE program; Citizen Leader program (Jean Mistele); School of Communication (Leigh Anne Kelley); and Department of Criminal Justice (Kyshawn Smith)

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

Describe next steps: Next steps include seeking opportunities for CITL instructional design Staff to connect with the general education writing teams.

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) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Charley Cosmato (Director of Center for Innovative Teaching and Learning)

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.

Substrategy 1B1: Increase value-added interprofessional education and collaborative opportunities to enhance creative critical thinking, reasoning and problem-solving skills.



Green = Progress is on track.

Describe progress toward target: The REALISE program is providing training and reassigned time for faculty to develop problem-based learning opportunities and inclusive pedagogy in introductory science lab courses. The REALISE program has provided kickbox grant funds for faculty.

Describe challenges: The REALISE program completed its second year of implementation in 2018-19. Faculty cohorts #4 received training in faculty learning community workshops during summer. Assessment of redesigned courses is occurring in fall.

Who are you collaborating with? Faculty in all departments of the Artis College of Science and Technology, as well as selected faculty in the College of Education and Human Development and the College of Humanities and Behavioral Sciences

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

Describe next steps: Next steps include continuing REALISE program implementation, faculty development, and overall assessment, as well as continuing to provide new opportunities for student engagement and programs designed to enhance student retention.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Funds are provided by a Howard Hughes Medical Institute (HHMI) grant, which was received to support the REALISE program.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Orion Rogers (Artis College of Science and Technology Dean)

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.

Substrategy 1B2: Consistently offer professional development opportunities to support faculty in developing and embedding high-impact pedagogies and alternative delivery modes in the curriculum to best address.



Green = Progress is on track.

Describe progress toward target: Drs. Bruce Mahin from the College of Visual and Performing Arts (CVPA) and West Bowers from the College of Humanities and Behavioral Sciences (CHBS) continue to work on a Creative Media proposal in collaboration with the CVPA and CHBS Deans and faculty members from the Davis College of Business and Economics and the College of Humanities and Behavioral Sciences. The excitement of the proposal is the truly cross-disciplinary connection across colleges with the immediacy of the course content and the diverse approaches to course delivery. This proposal may serve as the pilot for creating the approval pathway for these kind of degree programs within our University. Additionally, programmatic collaboration between the Department of Theatre and the School of Communication continues to move forward on a new cross-disciplinary Cinematic Arts degree program. Northern Virginia Community College (NOVA) has expressed a genuine interest as they have numerous students that would like to obtain a four-year degree in this discipline. With this partnership, an interdisciplinary degree in cinema will provide a pathway for current NOVA graduates to complete their bachelor's degree at Radford in two years. Finally, college participation in the Venture Lab Committee includes exploring student success through a creative cross-disciplinary focus on entrepreneurship.

Describe challenges: Challenges include finding the time and funding to support suggestions from faculty members and students when opportunities arise.

Who are you collaborating with? Faculty members and outside professionals

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth Goal 2 Strategy A and Goal 4 Strategy A

Describe next steps: Next steps include continued analysis of new programmatic options in CVPA to research demand and duplication.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: New endowed funds were introduced this academic year that will give students additional financial support (\$20,000) to specifically explore opportunities in

creative problem solving, reasoning through collaboration, high impact practice, and interprofessional experiences.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Margaret Devaney (College of Visual and Performing Arts Dean)

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.

Substrategy 1B2: Consistently offer professional development opportunities to support faculty in developing and embedding high-impact pedagogies and alternative delivery modes in the curriculum to best address.



Green = Progress is on track.

Describe progress toward target: All MGNT 240, 250, 350, and 450 students (N ~ 150) participated in extracurricular Davis College of Business and Economics Innovation Tournament available to all Radford students in Fall 2018 where student teams pitch their innovative business ideas. A HIP grant was obtained and implemented during Fall 2018. A “Sustainability Games” board game tournament was held for students in any major promoting awareness of environmental sustainability. An inter-professional faculty team from geospatial science, social work, history, biology, and business collaborated to create and implement the event. Furthermore, design students and faculty from North Carolina State University collaborated to create the board games. The Student Managed Investment Portfolio Organization (SMIPO) provides professional training in a corporate-like setting. This includes hiring across majors and programs and handling Foundation funds in actual investments. SMIPO also participates in national competitions. The revised, rebranded, and relaunched COBE Fellows Program (now the Davis College of Business and Economics Fellows Program) is aimed at being more inclusive and sustainable. The Davis College of Business and Economics faculty co-created, developed, and taught or co-taught UNIV 100, COBE 150, and COBE 200 (Engaging Innovation) to foster and enhance interdisciplinary perspectives and learning across disciplines.

Describe challenges: The Davis College of Business and Economics Fellows Program is being completely revamped for the 2019-20 academic year due to low membership and lack of external funding.

Who are you collaborating with? Faculty from Davis College of Business and Economics departments, faculty from other colleges on campus, and faculty/students from North Carolina State University

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

Describe next steps: The Davis College of Business and Economics Innovation Tournament will be held each fall. The Sustainability Games board games, a total of six, are available for any courses wishing to use them.

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) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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.

Substrategy 1B2: Consistently offer professional development opportunities to support faculty in developing and embedding high-impact pedagogies and alternative delivery modes in the curriculum to best address.



Green = Progress is on track.

Describe progress toward target: The Doctor of Education was established following approval by SCHEV and SACSCOC in spring. The program will be delivered online to reach an expansive catchment area. Courses will be taught on a seven-week schedule for working adults with real-world application and practice.

Describe challenges: N/A

Who are you collaborating with? School of Teacher Education and Leadership faculty; College of Graduate Studies and Research; and Office of University Relations

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

Describe next steps: Next steps include preparing for the program launch (in spring 2020); preparing a search for a program director; working with the College of Graduate Studies and Research on the application portal; and preparing a virtual information session for prospective students.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: New office space in Cook Hall for January of 2020; adjunct costs; marketing costs; and reallocated position for Director

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Tamara Wallace (College of Education and Human Development Interim Dean)

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.

Substrategy 1B2: Consistently offer professional development opportunities to support faculty in developing and embedding high-impact pedagogies and alternative delivery modes in the curriculum to best address.



Green = Progress is on track.

Describe progress toward target: Accelerated Research Opportunities (ARO) Living Learning Community (LLC) students; work was assessed by the VALUE rubrics on problem solving, oral, and written communication. The percentage of ARO students who reached milestone level of performance on the Problem Solving rubric ranged from 65.4% (“implement solution”) to 84.6% (“define problem”) and on the Oral Communication rubric 80.8% (“supporting material”) to 88.5% (“Organization, language, and central message”). For the ARO students who successfully presented at the Student Engagement Forum, 100% reached the milestone level of performance on the Written Communication VALUE rubric in all the areas except “Content Development” (92.3%). This spring, 15 freshmen in ARO and 14 freshmen and sophomores in the Highlander Research Rookies program successfully created and presented original undergraduate research, scholarship, and creative activities (URSCA). These new projects this spring have resulted in 24 separate research presentations and another eight external presentations from Radford to Bath, England.

Describe challenges: Challenges include getting freshmen ready for their own project and finding faculty who are both willing and able to mentor freshmen.

Who are you collaborating with? 40 faculty across all academic colleges and the Division of Enrollment Management

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

Describe next steps: Next steps include recruiting students and faculty for the 2019-2020 cohorts for ARO LLC and the Highlander Research Rookies program.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: \$120,000 in support has been invested in the newly-founded Highlander Research Rookies program.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick

(Associate Provost for Academic Affairs) and Joe Wirgau (Director of the Office of Undergraduate Research and Scholarship)

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.

Substrategy 1B2: Consistently offer professional development opportunities to support faculty in developing and embedding high-impact pedagogies and alternative delivery modes in the curriculum to best address.



Green = Progress is on track.

Describe progress toward target: Interdisciplinary training in using eportfolios has occurred, as well as classroom consultations with Center for Innovative Teaching and Learning (CITL), resulting in utilization by 4,228 students. This is up from 2,923 students this time last year, representing a 44% increase. The Spring Digital Media Showcase. A partnership between CITL and the Office of Undergraduate Research and Scholarship (OURS) garnered 38 student presentations of digital creativity and scholarship.

Describe challenges: Challenges include deep investment in ePortfolio use as a high-impact practice requires curricular integration at the program level. To date, the School of Nursing has committed, as well as Radford University Carilion (RUC), which has expressed interest in programmatic adoptions. There is a need to expand strategies to obtain additional program adoptions.

Who are you collaborating with? Center for Innovative Teaching and Learning (Dr. Samantha Blevins); Division of Information Technology; individual faculty members; School of Nursing; School of Teacher Education and Leadership; Department of Counselor Education; and RUC

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

Describe next steps: Next steps include engaging in an awareness campaign during 'Our Turn' training sessions (January, May, and August) and furthering dialogue with RUC partners and programs.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Division of Information Technology renewed the D2L contract via an Internet II negotiated pricing agreement and expanded capacity of D2L for a variety of features and product integrations, including Portfolium, an eportfolio platform.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Charley Cosmato (Director of Center for Innovative Teaching and Learning)

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.

Substrategy 1B3: Increase student engagement in high-impact practice experiences within and beyond majors/programs and map faculty development to student outcomes, e.g., first-year experience, undergraduate.



Green = Progress is on track.

Describe progress toward target: A reallocated position; the Director of Experiential Learning for the College of Education and Human Development, was created. The director is responsible for developing a common set of professional characteristics and dispositions across all program areas. This is a temporary position until the spring of 2020.

Describe challenges: The temporary position is challenging when the college is dependent upon high-quality placements for at least 85% of their programs. This quality assurance and enhanced experience for students creates excellent conditions for retention.

Who are you collaborating with? All departments in the College of Education and Human Development; The Schoolhouse LLC; local partners; and clinical placements

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

Describe next steps: Next steps include establishing a process for training students across all program areas on the new professional characteristics and dispositions, as well as developing an assessment tool to measure students' professional characteristics and dispositions throughout their experience in our professional programs (before, during, and after completion).

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The temporary line was created from a reallocation.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Tamara Wallace (College of Education and Human Development Interim Dean)

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.

Substrategy 1B3: Increase student engagement in high-impact practice experiences within and beyond majors/programs and map faculty development to student outcomes, e.g., first-year experience, undergraduate research, community engagement, international education, e-portfolio, internship/practicum/field placements, capstone projects and learning communities.



Green = Progress is on track.

Describe progress toward target: The High Impact Practices (HIPs) Internal Grant program is designed to enhance the classroom experience through the purchase of instructional supplies, materials, and travel associated with HIPs. In AY 2018-2019, 20 faculty representing all six academic colleges participated, thereby delivering HIPs experiences to 743 students.

Describe challenges: At times, the demand for funding has exceeded available funding for projects. While we have had broad participation in the HIPS grants from across the colleges, we are continually working to increase awareness of the opportunity.

Who are you collaborating with? Academic deans for opportunity awareness; campus faculty for implementation of HIPs through student experiences; Faculty Senate; academic departments; and individual faculty

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

Describe next steps: The HIPs grant program is being utilized by faculty and offering support to implement HIPs across all the academic colleges. We will continue to fund this initiative and work to increase awareness. Also, general education committees are formed to explore (1) learning goals and outcomes and (2) implementation planning and procedures. We will continue to ensure functioning of core curriculum, while faculty revise the general education curriculum.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: We are continuing to invest in the HIPs grants at the same allocated level. In AY 2018-2019, \$8,990 was spent on this initiative. The Office of Academic Programs provided strategic investments in general education of (1) \$1,500 to support faculty travel to a general education summit and (2) \$6,459 investment in faculty stipends to conduct work on the learning goals and outcomes committee in the first part of Summer 2019.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs)

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.

Substrategy 1B3: Increase student engagement in high-impact practice experiences within and beyond majors/programs and map faculty development to student outcomes, e.g., first-year experience, undergraduate research, community engagement, international education, e-portfolio, internship/practicum/field placements, capstone projects and learning communities.



Green = Progress is on track.

Describe progress toward target: Students in the Honors College increased their travel to external conferences through the Office of Undergraduate Research and Scholarship (OURS) from 17 trips in 2017-18 to 20 trips in 2018-19, representing a 17% increase. Also, the Honors College hosted its first grant-writing workshop for its students.

Describe challenges: Students do not attend off-campus conferences. Major barriers are likely costs (OURS provides \$500 per trip), student anxiety, timelines for project completion, and opportunities to participate in presentation-level research projects. This grant-writing workshop received low attendance, which will be addressed in the 2019-20 iteration of this workshop.

Who are you collaborating with? Office of Undergraduate Research and Scholarship.

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

Describe next steps: Next steps include improved outreach and promotion for the grant-writing workshop.

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) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Niels Christensen (Honors College Director)

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.

Substrategy 1B3: Increase student engagement in high-impact practice experiences within and beyond majors/programs and map faculty development to student outcomes, e.g., first-year experience, undergraduate research, community engagement, international education, e-portfolio, internship/practicum/field placements, capstone projects and learning communities.



Green = Progress is on track.

Describe progress toward target: To support students and foster the skills needed to succeed in rigorous and experiential education, the Harvey Knowledge Center transitioned its student staff from serving as peer tutors to serving as peer academic coaches. The position of academic coach emphasizes independence and transferrable skills, collaboration, problem-solving and reasoning, and ongoing learning. This change shifts from short-term answer-based assistance to a partnership with students to use their short-term questions to build ongoing and long-term development. The academic coaches, work study office staff, and graduate assistants working for the Harvey Knowledge Center participate in professional experiences that align with the principles of High Impact Practices (HIPs). Student staff are engaged in goal setting, work toward professional standards, and are required to participate in ongoing professional development. This work-integrated learning experience emphasizes collaboration, reflection, and continuous improvement; provides an environment rich with support and feedback; and creates a link between their current job and a future career.

Describe challenges: While many of the current peer tutoring staff of the Harvey Knowledge Center have responded positively to the transition to the new role of academic coach, several have seen the transition as an identity shift away from the tutor role they valued for many years. Professionalization of student work experiences requires a greater commitment to preparation, supervision, assessment and monitoring, and feedback.

Who are you collaborating with? Center for Innovative Teaching and Learning; the Center for Career and Talent Development; the College of Graduate Studies and Research

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

Describe next steps: Harvey Knowledge Center leadership will introduce a model of individual and group mentoring to be provided to the student staff in parallel with their training. This model will provide tiered mentoring that gives more focused attention to each group and utilizes advanced groups to mentor others. This model will also introduce teaching faculty as mentors for academic coaches. Harvey Knowledge Center leadership

will work with the Center for Career and Talent Development to integrate goal-setting and career preparation into the Handshake system. Harvey Knowledge Center leadership will also collaborate with the Division of Information Technology (DOIT) to coordinate training for student office staff desiring to enhance Microsoft office skills.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Harvey Knowledge Center will reallocate some of the wage funds freed up from the use of graduate assistants and request a small supplemental investment for the hiring of a full-time administrative and professional faculty member.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Affairs) and Jessica Beckett (Director of the Harvey Knowledge Center)

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.

Substrategy 1B3: Increase student engagement in high-impact practice experiences within and beyond majors/programs and map faculty development to student outcomes, e.g., first-year experience, undergraduate research, community engagement, international education, e-portfolio, internship/practicum/field placements, capstone projects and learning communities.



Green = Progress is on track.

Describe progress toward target: The Sustainability Leadership Team internship program included seven students in 2017-2018 and nine students in 2018-2019. The internship provides students with instruction and support in planning and implementing sustainability projects on campus. Sustainability Interns will collaborate with other interns and internal and external partners to identify needs and develop solutions. Interns are from a wide variety of majors and backgrounds to participate in the program. Primary program components include: Sustainability Literacy, Leadership, Professional Skills Development, NACE Career Readiness Competencies, and Education and Outreach. The Sustainability Office is engaging students in initiatives that promote leadership and service in sustainability. Facilitated experiences provide students with the opportunity to practice leadership, critical thinking, problem solving, and cross-sector collaboration to integrate knowledge across disciplines and understand how this leads to more effective and innovative solutions to 21st Century challenges.

Describe challenges: Challenges include personnel limitations and budget restraints.

Who are you collaborating with? Dining Services; Student Activities; Student Government Association; Green Team; Department of Geospatial Science; Center for Diversity and Inclusion; Center for Career and Talent Development; and Leadership Minor

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

Describe next steps: Next steps include continuing to expand programming as resources allow and working with new partners.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Four work study positions were reassigned to support these efforts.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick

(Associate Provost for Academic Programs) and Josh Nease (Sustainability and Selu Conservancy Academic Program Manager)

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: MGNT 361 (Professional Communication and Negotiation) was created and is being offered each semester as required MGNT elective or free elective for non-business majors. Currently, the course has 40-50 students enrolled per semester. Tutoring in accounting and in finance by Beta Alpha Psi provides help to students in mastering the basics in these classes. Student Managed Investment Portfolio Organization (SMIPO) provides a corporate-like setting for handling actual money, making investments decisions, and learning about investing and money management. 85% of Marketing Analytics students are certified by Microsoft.

Describe challenges: Challenges include adequate tutors to provide services and adequate students to take advantage of the available sessions.

Who are you collaborating with? Davis College of Business and Economics Advising Center in collaboration with Harvey Knowledge Center for tutoring efforts and support

Does strategy overlap with other goal/strategy? If so, which one? Academic Affairs and Research Goal 1 Strategy 1C

Describe next steps: Next steps include placing an emphasis on tutoring for the 2019-20 academic year.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: A total of \$5,000 was invested in the Harvey Knowledge Center for peer-tutoring in business courses.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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: Several departments continue to expand their online offerings. All history survey courses are now delivered in an online format during intersessions. The Department of Criminal Justice has expanded its online course offerings to include a fully online graduate program, a fully online post-baccalaureate certificate in crime analysis, and the ability for students to complete upper-division required coursework online. In addition, all summer courses are fully online. Select academic departments in the College of Humanities and Behavioral Sciences helped pilot the new seven-week course format in hybrid form.

Describe challenges: Funds are needed for curriculum development of additional online courses.

Who are you collaborating with? N/A

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

Describe next steps: The Department of Political Science and Department of Criminal Justice are developing a post-baccalaureate/undergraduate minor in Disaster and Emergency Management, to be offered in a hybrid, flexible model to support working professionals and current undergraduate students. One faculty member in the Department of Political Science and one in the Department of Criminal Justice will offer one additional course per year to support this program.

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

Name of person completing this Strategic Plan Progress Report: Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

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 College of Visual and Performing Arts (CVPA) increased its online offerings from 29 distance learning courses offered in 2017-18 to 38 distance learning courses in 2018-19.

Describe challenges: Many disciplines within the arts are difficult or sometimes impossible to offer practical online solutions. However, we continue to discuss innovative ways to bring more course content online for broader accessibility via distance education.

Who are you collaborating with? CVPA faculty and staff and University instructional technology support staff in the Center for Innovative Teaching and Learning

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

Describe next steps: Next steps include reviewing the MFA in Studio Art with the intention to develop a plan to transition to an online degree program.

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) with support from Margaret Devaney (College of Visual and Performing Arts Dean)

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 Master of Business Administration, or MBA, program will move to a new mode of delivery named “tri-modal instruction” to allow simultaneous access to face-to-face and online students (synchronous and asynchronous). A “small” classroom, Kyle Hall 163 with a capacity of 18 students, has been converted to a full-Zoom equipped room. This tri-modal instruction was piloted by the Center for Innovation and Analytics for teaching data analytics at the MBA level. It incorporated synchronous instruction for both face-to-face and online students, statistical modeling software from the SAS cloud, and an asynchronous component. Zoom, a web conferencing tool, was used as the modality platform. Students from as far away as Europe and South America were able to connect, see the live presentation, participate, and access all required statistical software. All sessions were recorded for future reference by students.

The Department of Management initiated collaboration with Kozminski University’s Center for Simulation Gaming and Gamification for 2019-20 implementation of a professional presentation virtual reality (VR) simulation in MGNT 271 (Workplace Diversity and Inclusion) and MGNT 361 (Professional Communication and Negotiation). This will include best practices video tutorials and enable cutting edge pedagogy and research data collection embedded in courses, not just individual demonstration projects.

Describe challenges: The tri-modal instruction is new for Davis College of Business and Economics faculty. As such, significant learning of this new pedagogy needs to occur. Also, the Davis College of Business and Economics requesting additional Zoom-equipped classrooms or spaces to expand the hybrid/tri-modal offerings across all programs.

Who are you collaborating with? Connie Leathers (Division of Information Technology representative); Dr. Angela Stanton (Associate Dean), Analytics Graduate Faculty; and Dr. Gary Schirr (Director of the MBA program)

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 Strategy 1A

Describe next steps: Next steps include promoting the MBA and the Graduate Certificate in Business Analytics aggressively featuring the tri-modal instructional modality as a competitive advantage.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Davis College of Business and Economics will work with the Division of Information Technology to explore additional funding, possibly ETF, to convert an additional classroom in Kyle Hall. Some minor additional equipment purchases in Fall 2019 and a possible software licensing fee in Spring 2020 are being examined.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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: Feedback was collected from all Waldron College of Health and Human Services faculty regarding options for seven-week interprofessional seminar and hybrid courses in interprofessional education. The data is currently being analyzed. Faculty from the main campus, Radford University Carilion (RUC), and Virginia Tech Carilion (VTC) have met over the past year and now courses are ready to be delivered in both online and hybrid formats.

Describe challenges: Challenges include differences in schedules among main campus, RUC, and VTC.

Who are you collaborating with? All disciplines in Waldron College of Health and Human Services, as well as faculty and administration at RUC and VTC

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

Describe next steps: Next steps include establishing an interprofessional steering committee and implementing multiple projects.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Waldron College Center for Interprofessional Practice and Education was developed. New initiative requests were submitted in 2017 and 2018 to hire a director and staff member for that center. This is an on-going need in the Waldron College of Health and Human Services for successful on-going implementation of the strategic plan.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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 Center for Innovative Teaching and Learning (CITL) offered Faculty Development Institutes (FDIs) in Online Course Design, Backward Design, and Online Course Facilitation (new Spring 2019) during the Summer, Fall, Wintermester, and Spring semesters. Targeted sessions included faculty participating in the REALISE program. The CITL Faculty Innovator Café (Faculty Learning Community) convened during Fall 2018 and Spring 2019 to encourage dialogue, scholarship, and practical application of innovative instructional methods and strategies.

Describe challenges: It is challenging for a single organizational unit to develop, facilitate, and support training for both online and face-to-face course delivery in the areas of course design and facilitation. While many similarities exist, the target learners for online programs and face-to-face programs tend to vary considerably.

Who are you collaborating with? REALISE program and academic programs in the FDIs

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

Describe next steps: Next steps include developing modular (short single-topic) versions of most popular FDI topics and inviting faculty members involved in RUC to participate in FDI programs as appropriate.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Three instructional designers/learning architects were hired in CITL to support course design efforts and lead FDIs in order to continue developing connections with faculty and programs.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Charley Cosmato (Director of Center for Innovative Teaching and Learning)

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: Wintermester enrollment increased from 520 to 781 over a one-year period. Also, summer session enrollment increased from 4,485 to 4,673, also over a one-year period.

Describe challenges: Challenges include increased competition, which can result in enrollment changes.

Who are you collaborating with? N/A

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

Describe next steps: Next steps include establishing criteria and goals for summer course offerings and seeing how the suspension policy change impacts summer enrollment.

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) with support from George Santopietro (Assistant Provost for Academic Operations)

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.

Substrategy 2A1: Maintain rigorous academic demands of students.



Green = Progress is on track.

Describe progress toward target: Drs. Angela Mickle and Pamela Frasier engaged five students in the Athletic Training program in their grant entitled, “Engaging ethnically diverse students in professional education about sudden cardiac death.” The faculty members and students created an online professional development course to further educate athletic trainers about sudden cardiac death. They collaborated with local health professionals from Carilion Clinic, who will serve as content experts on the research project.

Describe challenges: N/A

Who are you collaborating with? Carilion Clinic

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

Describe next steps: N/A

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) with support from Tamara Wallace (College of Education and Human Development Interim Dean)

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.

Substrategy 2A1: Maintain rigorous academic demands of students.



Green = Progress is on track.

Describe progress toward target: The Department of Psychology is in the third and final year of its Health Resources and Services Administration (HRSA) grant, which supports integrated/interprofessional care training for students working in community health centers in four different counties in Southwest Virginia. Additionally, School Psychology faculty and students are conducting mindfulness training for parents of students in Radford City Schools with support from the King Foundation.

Describe challenges: The HRSA grant comes to a close this year, and we have applied for a new grant to take its place. We are eagerly awaiting word on its application for funding.

Who are you collaborating with? The Psy.D. program has formed a partnership with the Health Wagon in Wise, Virginia. The entity provides service to Wise, Lee, Russell, Scott, Dickensen, and Buchanan counties. As part of this partnership, students will be providing telehealth services through the clinics in Wise and Clintwood.

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

Describe next steps: Faculty members in the Department of Psychology have applied for a HRSA grant to support interprofessional training in Substance Abuse Diagnosis and Treatment, Opioid Abuse Diagnosis and Treatment, as well as Telehealth for students, faculty, and community health professionals in four different counties in Southwest Virginia.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: HRSA grant funds

Name of person completing this Strategic Plan Progress Report: Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

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.

Substrategy 2A1: Maintain rigorous academic demands of students.



Green = Progress is on track.

Describe progress toward target: A substantial amount of time and energy was invested in developing our proposed Center for Adaptive Innovation and Creativity. The proposed building was designed to support a wide variety of collaborative opportunities with healthcare programs and the arts. The Design Thinking and Music Therapy programs continue work within the field of healthcare. The Music Therapy program requires students in their sophomore, junior, and senior years to complete a total 180 hours of clinical observation and practice in local area health and/or wellness facilities. Design Thinking is working with the Virginia Tech Carilion (VTC) School of Medicine on a qualitative study to operationalize and apply select design thinking processes to implement positive change within academics, assessment, and evaluation.

Describe challenges: N/A

Who are you collaborating with? VTC School of Medicine; community housing partners, New River Valley Community Services; Carilion Clinic; Medi-Home Health Hospice; Radford City Schools; Salem Nursing Home; and Virginia Tech Adult Day Services

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 2 Strategy 2B

Describe next steps: The Design Thinking study has been submitted for a \$10,000 American Medical Association (AMA) grant.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Time for faculty and administrators

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Margaret Devaney (College of Visual and Performing Arts Dean)

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.

Substrategy 2A2: Enhance and invest in value-added interprofessional education and collaborative opportunities by creating a Center for Interprofessional Education and Practice.



Green = Progress is on track.

Describe progress toward target: The Waldron College of Health and Human Services hosted Interprofessional Education and Practice Symposia in Fall 2018 and Spring 2019. More than 400 students and 50 faculty participated across three colleges. Completed multiple interprofessional simulation activities across disciplines, including new programs beginning in the Department of Occupational Therapy and School of Social Work. New programs are being created in the Department of Communication Sciences and Disorders. Critical thinking and reasoning skills, as well as professionalism, were addressed. The initial planning stages for a combined main campus/Radford University Carilion (RUC)/Virginia Tech Carilion (VTC) interprofessional simulation day at Carilion Clinic's Simulation Center.

Describe challenges: Challenges include limitations in faculty and students' time within lock-step curricula, as well as limited funding for additional faculty and staff support in Clinical Simulation Center.

Who are you collaborating with? RUC, VTC, and Carilion Clinic Simulation Center

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 2 and Strategy 2D

Describe next steps: Next steps include completing coordination and implementation of all of the above programs.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Waldron College Center for Interprofessional Practice and Education was developed. New initiative requests were submitted in 2017 and 2018 to hire a director and staff member for that center. This is an on-going need in the Waldron College of Health and Human Services for successful on-going implementation of the strategic plan.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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.

Substrategy 2B1: Maintain rigorous academic demands of students.



Green = Progress is on track.

Describe progress toward target: The College of Education and Human Development is collaborating with the Southwest Virginia Higher Education Center to offer a master's degree program in School Counseling in Spring 2020. To support this effort, a grant proposal was submitted for additional faculty and staff members, technology tool, and tuition support.

Describe challenges: Challenges include funding and personnel.

Who are you collaborating with? Southwest Virginia Higher Education Center

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

Describe next steps: Next steps include notifying interested graduate students when the application goes "live."

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: New investments and/or reinvestments include reallocated faculty line for temporary faculty for three years to complete first cohort, as well as time and travel to meet with Tobacco Commission for grant proposal development and revisions.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Tamara Wallace (College of Education and Human Development Interim Dean)

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.

Substrategy 2B1: Maintain rigorous academic demands of students.



Green = Progress is on track.

Describe progress toward target: The Music Therapy program partners with sixteen community service providers and continues to seek additional collaborative opportunities.

Describe challenges: Challenges include travel distance for students between providers and campus, as well as funding to support student travel.

Who are you collaborating with? Community housing partners, New River Valley Community Services, Carilion Clinic, Medi-Home Health Hospice, Radford City Schools, Salem Nursing Home, Virginia Tech Adult Day Services, Montgomery County Schools, and Christiansburg Detention Center

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 2 Strategy 2A

Describe next steps: N/A

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Departmental funds for travel

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Margaret Devaney (College of Visual and Performing Arts Dean)

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.

Substrategy 2B1: Maintain rigorous academic demands of students.



Green = Progress is on track.

Describe progress toward target: The Doctor of Psychology (Psy.D.) program is partnered with the Health Wagon in Wise. It also partners with Tri-Area Community Health Centers (Floyd, Laurel Fork, and Ferrum), as well as the Community Health Center of the New River Valley (Christiansburg, Giles, and Dublin). Additionally, School Psychology faculty and students are partnering with Radford City Schools with support from the King Foundation. The Center for Assessment and Psychological Services (CAPS) partners with the Montgomery County Schools, also supported by the King Foundation. It is also partnered with the Health Wagon in Wise, along with the Psy.D. program.

Describe challenges: N/A

Who are you collaborating with? Tri-Area Community Health Centers (Floyd, Laurel Fork, and Ferrum), Community Health Center of the New River Valley (Christiansburg, Giles, and Dublin), Radford City Schools, Montgomery County Schools, and Health Wagon in Wise

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 2 Strategy A

Describe next steps: N/A

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Grant funds are being utilized to support this effort.

Name of person completing this Strategic Plan Progress Report: Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

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.

Substrategy 2B2: Enhance and invest in value-added interprofessional education and collaborative opportunities by creating a Center for Interprofessional Education and Practice.



Green = Progress is on track.

Describe progress toward target: The merger of Jefferson College of Health Sciences into Radford University occurred on July 1, 2019. Additionally, multiple planning meetings have occurred and continue to occur between the Interprofessional Education (IPE) Working Group, which includes main campus, Radford University Carilion (RUC), and Virginia Tech Carilion (VTC) faculty and administrators.

Describe challenges: Challenges include funding to support regional projects, administration (e.g. Director and staff member for the Center for Interprofessional Practice and Education), and time for both faculty and students to plan and implement projects.

Who are you collaborating with? RUC and VTC

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 2 Strategy 2C

Describe next steps: Next steps include establishing an interprofessional steering committee and implementing multiple projects.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Investments include time commitments by faculty and administrators.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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.

Substrategy 2C1: Maintain rigorous academic demands of students.



Green = Progress is on track.

Describe progress toward target: The University has participated in planning for Partnership II sessions at the South Boston Higher Education Center.

Describe challenges: A challenge is the distance to South Boston.

Who are you collaborating with? South Boston Higher Education Center

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

Describe next steps: Next steps include continued planning process to identify programs, degrees, and professional development that can be offered at this location.

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) with support from George Santopietro (Assistant Provost for Academic Operations)

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.

Substrategy 2C1: Maintain rigorous academic demands of students.



Green = Progress is on track.

Describe progress toward target: Dr. Amy Rubens assumed the first Presidential Fellowship this fall with the goal of creating a Health Humanities minor that would serve both main campus and Radford University Carilion.

Describe challenges: N/A

Who are you collaborating with? Other health related programs across campus to create a cross-disciplinary approach

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

Describe next steps: Dr. Rubens will report on her progress at the completion of the fall term.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Adjuncts are being utilized to provide coverage for Dr. Ruben's courses.

Name of person completing this Strategic Plan Progress Report: Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

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.

Substrategy 2C1: Maintain rigorous academic demands of students.



Green = Progress is on track.

Describe progress toward target: The Department of Music is pursuing articulation agreement opportunities for the master's degree in music therapy with James Madison University and Virginia Commonwealth University.

Describe challenges: The time required for faculty and administrators to travel to these institutions to meet and discuss articulation agreements has been difficult to manage given other time commitments.

Who are you collaborating with? James Madison University and Virginia Commonwealth University

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

Describe next steps: Next steps include holding meetings via ZOOM or face-to-face with collaborating universities.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Faculty time and travel

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Margaret Devaney (College of Visual and Performing Arts Dean)

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.

Substrategy 2C2: Enhance and invest in value-added interprofessional education and collaborative opportunities by creating a Center for Interprofessional Education and Practice.



Green = Progress is on track.

Describe progress toward target: The merger of Jefferson College of Health Sciences into Radford University occurred on July 1, 2019. Additionally, multiple planning meetings have occurred and continue to occur between the Interprofessional Education (IPE) Working Group, which includes main campus, Radford University Carilion (RUC), and Virginia Tech Carilion (VTC) faculty and administrators.

Describe challenges: Challenges include funding to support regional projects, administration (e.g. Director and staff member for the Center for Interprofessional Practice and Education), and time for both faculty and students to plan and implement projects.

Who are you collaborating with? RUC and VTC

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 2 Strategy 2B

Describe next steps: Next steps include establishing an interprofessional steering committee and implementing multiple projects.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Investments include time commitments by faculty and administrators.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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.

Substrategy 2D2: Enhance and invest in value-added interprofessional education and collaborative opportunities by creating a Center for Interprofessional Education and Practice.



Green = Progress is on track.

Describe progress toward target: The Waldron College of Health and Human Services hosted Interprofessional Education and Practice Symposia in Fall 2018 and Spring 2019. More than 400 students and 50 faculty participated across three colleges. Completed multiple interprofessional simulation activities across disciplines, including new programs beginning in the Department of Occupational Therapy and School of Social Work.

Describe challenges: Challenges include limitations in faculty and students' time within lock-step professional curriculum programs, as well as limited funding for additional faculty and staff to support the Clinical Simulation Center.

Who are you collaborating with? Academic programs in the Waldron College of Health and Human Services, Artis College of Science and Technology, College of Education and Human Development, and Radford University Carilion (RUC)

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 Strategy 2B

Describe next steps: Next steps include continuing with current planning and expand to include RUC programs with Carilion Clinic and Virginia Tech Carilion as partners.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Waldron College Center for Interprofessional Practice and Education was developed. New initiative requests were submitted in 2017 and 2018 to hire a director and staff member for that center. This is an on-going need in the Waldron College of Health and Human Services for successful on-going implementation of the strategic plan.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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.

Substrategy 2D2: Enhance and invest in value-added interprofessional education and collaborative opportunities by creating a Center for Interprofessional Education and Practice.



Green = Progress is on track.

Describe progress toward target: The Waldron College of Health and Human Services hosted Interprofessional Education and Practice Symposia in Fall 2018 and Spring 2019. More than 400 students and 50 faculty participated across three colleges. Completed multiple interprofessional simulation activities across disciplines, including new programs beginning in the Department of Occupational Therapy and School of Social Work. New programs are being created in the Department of Communication Sciences and Disorders. Critical thinking and reasoning skills, as well as professionalism, were addressed.

Describe challenges: Challenges include limitations in faculty and students' time within lock-step professional curriculum programs, as well as limited funding for additional faculty and staff to support the Clinical Simulation Center.

Who are you collaborating with? Academic programs in the Waldron College of Health and Human Services, Artis College of Science and Technology, College of Education and Human Development, and Radford University Carilion (RUC)

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 Strategy 2B

Describe next steps: Next steps include continuing with current planning and expand to include RUC programs with Carilion Clinic and Virginia Tech Carilion as partners.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Waldron College Center for Interprofessional Practice and Education was developed. New initiative requests were submitted in 2017 and 2018 to hire a director and staff member for that center. This is an on-going need in the Waldron College of Health and Human Services for successful on-going implementation of the strategic plan.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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.

Substrategy 2D2: Enhance and invest in value-added interprofessional education and collaborative opportunities by creating a Center for Interprofessional Education and Practice.



Green = Progress is on track.

Describe progress toward target: The Center for Innovative Teaching and Learning (CITL) met with the instructional technology/instructional design staff and leadership at Jefferson College of Health Sciences (now Radford University Carilion or RUC) on two occasions to compare services and explore transition needs and challenges. CITL is working with RUC and campus partners to provide a dedicated New Faculty Orientation for RUC.

Describe challenges: Challenges include determining how to “roll-out” opportunities to RUC faculty and students in order to leverage ePortfolio (high-impact practices) in courses/programs as they become part of Radford University, as well as effectively integrating and/or segregating instructional design support for the main campus in Radford and RUC in Roanoke.

Who are you collaborating with? N/A

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 Strategy 1B

Describe next steps: Next steps include continuing to onboard new faculty at RUC and engaging in collaborative planning for transition and service extension to newly merged 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: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs)

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.

Substrategy 3A4: Enhance and invest in value-added interprofessional education and collaborative opportunities, including a new course (Introduction to Security Information), available to all students.



Green = Progress is on track.

Describe progress toward target: The University, in collaboration with the Artis College of Science and Technology, specifically the Department of Information Technology, partnered with Brazilian institutions in two grant proposals to create interaction and synergy between Radford and Brazilian faculty and students to explore innovative solutions to current issues. Additionally, Davis College of Business and Economics continues to require Certiport certification for students. Certifications improve knowledge and awareness of security issues with Microsoft Office software, which should lead to enhanced information safety and security.

Describe challenges: For the Davis College of Business and Economics for certifications, challenges include resources (funding and personnel) to proctor and administer the exams. This includes the time required to give the exams and its impact on scheduled classes due to using Kyle Hall 215 for administering Certiport exams.

Who are you collaborating with? Artis College of Science and Technology, specifically the Department of Information Technology, and Brazilian universities, as well as Certiport

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

Describe next steps: Next steps include continuing to build on these initial efforts.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: In May, funding was received on a grant proposal for partnership with Brazilian universities.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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.

Substrategy 3A4: Enhance and invest in value-added interprofessional education and collaborative opportunities, including a new course (Introduction to Security Information), available to all students.



Green = Progress is on track.

Describe progress toward target: The Bachelor of Science (BS) degree program in Cybersecurity (CIP code: 11.1003) was approved via the Facilitated Staff Approval process on November 16, 2018 to initiate effective spring 2019 and conferral in spring 2020. The Cyber Defense Club is a student organization that trains with a faculty coach and competes at cybersecurity events such as CyberSEED, the Cyber Fusion Conference and Virginia Cyber Cup Competition, and the Mid-Atlantic Regional Cyber Defense Competition.

Describe challenges: N/A

Who are you collaborating with? Division of Academic Affairs (Office of the Provost) and Commonwealth of Virginia (State Council of Higher Education for Virginia)

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

Describe next steps: Next steps include enrolling students in the B.S. in Cybersecurity degree program; providing advising for qualified students to graduate with conferred degrees in spring 2020; and continuing to support the Cyber Defense Club participation in competitions.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Richard Joyce was hired in Fall 2018 as a special purpose faculty member to assist with cybersecurity instruction and outreach, as well as with advising and coaching the Cyber Defense Club. His primary contribution in 2018-19 was promotion of the RUSecure the Flag competition.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Orion Rogers (Artis College of Science and Technology Dean)

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

Substrategy 3B1: Identify potential public and private partnerships that reinforce the objectives of Radford University's Information Safety and Security Initiative.



Green = Progress is on track.

Describe progress toward target: Faculty members in the Department of Information Technology contributed to the Commonwealth Cyber Initiative (CCI) Southwest Virginia (SWVA) node proposal. The CCI is a \$25 million project funded in the 2018-20 Virginia budget.

Describe challenges: The Virginia Research Investment Committee (VRIC) established a process for public institutions to collaborate as the Southwest Virginia node, and Radford University contributed to the proposal to seek F47 Certification.

Who are you collaborating with? Dr. Gretchen Matthews, Professor of Mathematics at Virginia Tech, and higher education institutions in the Commonwealth of Virginia

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

Describe next steps: Dr. Art Carter, Chair of the Department of Information Technology, is representing Radford University as the primary contact with writing the proposal for the SWVA node to gain certification. Dr. Carter fulfilled all requests for data and narrative from Dr. Gretchen Matthews to contribute to the SWVA node proposal that was submitted on April 30, 2019.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The special purpose faculty position filled by Richard Joyce starting in Fall 2018 is dedicated to assisting with cybersecurity instruction and outreach.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Orion Rogers (Artis College of Science and Technology Dean)

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.

Substrategy 3C1: Identify potential cooperative agreements that reinforce the objectives of Radford University's Information Safety and Security Initiatives.



Green = Progress is on track.

Describe progress toward target: Dr. Art Carter wrote the narrative and collaborated with the Office of Budget and Financial Planning to submit the institutional plans for the Tech Talent Investment Program proposal from Radford University. The core of Radford University's proposal is focused on partnering with the Virginia Community College System (VCCS) to develop a distance completion program for students from the VCCS to transfer to Radford University and complete bachelor's degrees in computer science and cybersecurity. Also, Dr. Jeff Pittges is conducting Cybersecurity camps for commuter students from Radford City Public Schools, Floyd County Public Schools, and Pulaski County Public Schools, as well as a residential summer camp for students from Lancaster County.

Describe challenges: N/A

Who are you collaborating with? Division of Finance and Administration (Vice President for Finance and Administration and Chief Financial Officer) for Tech Talent Investment Program proposal and Division of Academic Affairs (Provost and Vice President for Academic Affairs) for Cybersecurity camps for commuter students

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

Describe next steps: The Radford University proposal for the Virginia Tech Talent Investment Program was submitted on May 3, 2019. In late May, draft MOUs will be provided to Wave 1 institutions. Dr. Pittges will conduct the camps over the summer months.

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) with support from Orion Rogers (Artis College of Science and Technology Dean)

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.

Substrategy 3C1: Identify potential cooperative agreements that reinforce the objectives of Radford University's Information Safety and Security Initiatives.



Green = Progress is on track.

Describe progress toward target: Faculty from the Artis College of Science and Technology developed curriculum for the Cybersecurity certificate that is provided as competency-based education by the Vinod Chachra IMPACT Lab. Faculty from the Artis College of Science and Technology also developed curriculum for the Geointelligence certificate that is provided as competency-based education by the Vinod Chachra IMPACT Lab.

Describe challenges: N/A

Who are you collaborating with? Vinod Chachra IMPACT Lab

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

Describe next steps: Next steps include continuing to explore new curriculum opportunities and new potential business partners for competency-based education.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Investments include faculty time to create curriculum in cybersecurity and funding from the IMPACT Lab for faculty summer work.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Orion Rogers (Artis College of Science and Technology Dean)

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.

Substrategy 3D1: Establish centers of excellence to support the implementation of Radford University's Security Studies Initiative and Summer Institute and the Geohazards and Unmanned Systems Research Center.



Green = Progress is on track.

Describe progress toward target: Dr. Chester (Skip) Watts and faculty members of the Department of Geology conducted research in engineering geology and rock slope stability for the Virginia Department of Transportation, as well as private companies through the Geohazards and Unmanned Systems.

Describe challenges: A meeting between John Cox, Chief Executive Officer of the Radford University Foundation, and Chad Reed, Vice President for Finance and Administration and Chief Financial Officer, occurred in mid-spring to determine areas for further collaboration and greater partnership.

Who are you collaborating with? Virginia Department of Transportation and private companies

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

Describe next steps: The Geohazards and Unmanned Systems Research Center continues to pursue projects. ITEC 145 Data Ethics, Privacy and Security was taught as an online course in Wintermester, Spring, and Summer I.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: A budget of \$8,000 in seed funding was provided to support the Geohazards and Unmanned Systems Research Center.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Orion Rogers (Artis College of Science and Technology Dean)

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.



Green = Progress is on track.

Describe progress toward target: Faculty and students collaborated on directed studies in Advanced Marketing Analytics and SAS.

Describe challenges: N/A

Who are you collaborating with? N/A

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

Describe next steps: N/A

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) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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



Green = Progress is on track.

Describe progress toward target: The Waldron College of Health and Human Services hosted Interprofessional Education and Practice Symposia in Fall 2018 and Spring 2019. More than 400 students and 50 faculty participated across three colleges. Completed multiple interprofessional simulation activities across disciplines, including new programs beginning in the Department of Occupational Therapy and School of Social Work. New programs are being created in the Department of Communication Sciences and Disorders. Critical thinking and reasoning skills, as well as professionalism, were addressed.

Describe challenges: Challenges include limitations in faculty and students' time within lock-step professional curriculum programs, as well as limited funding for additional faculty and staff to support the Clinical Simulation Center.

Who are you collaborating with? Academic programs in the Waldron College of Health and Human Services, Artis College of Science and Technology, College of Education and Human Development, and Radford University Carilion (RUC)

Does strategy overlap with other goal/strategy? If so, which one? Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 Strategy 1A and 1B

Describe next steps: Next steps include continuing with current planning and expand to include RUC programs with Carilion Clinic and Virginia Tech Carilion as partners.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Waldron College Center for Interprofessional Practice and Education was developed. New initiative requests were submitted in 2017 and 2018 to hire a director and staff member for that center. This is an on-going need in the Waldron College of Health and Human Services for successful on-going implementation of the strategic plan.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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



Green = Progress is on track.

Describe progress toward target: The Davis College of Business and Economics initiated collaborative planning with MemberOne Credit Union in Roanoke to provide MBA student opportunities for analytics projects with actual business datasets and valuable practical business recommendations. The Governmental and Nonprofit Assistance Center (GNAC) has developed partnerships with the Government Finance Officers Association of the United States and Canada, Virginia Government Finance Officers Association, Maryland Government Finance Officers Association, and the Treasures Association of Virginia to provide professional training to finance officials in local government. The GNAC provides a variety of both live and online professional development workshop each year. Several Davis College of Business and Economics faculty are involved in proving these programs. Additionally, faculty members in the Department of Economics achieved the following in pursuit of this goal and strategy: conducted workshop on Public Finance and Budget Management and Management of Foreign Aid at Duke University's Center for International Development and Sanford University's School of Public Policy; participated in the US State Department-funded Oral History Project; organized Southwest Virginia Teachers Conference at Radford University during the summer; and organized The US and the World Economy Workshop for Roanoke County Schools through the Center for Economic Education.

Describe challenges: Challenges include creating a long-term relationship with MemberOne to expand extent of student and faculty involvement.

Who are you collaborating with? Davis College of Business and Economics (Office of the Dean, Center for Innovation and Analytics, Department of Management faculty, and Department of Marketing, and MBA Director); MemberOne senior executives, and various business and government entities and partners

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

Describe next steps: Davis College of Business and Economics Dean is conducting a second planning visit with MemberOne at their Roanoke headquarters. There is ongoing work with regard to collaborative project plans for MGNT 671 (Artificial Intelligence and Machine Learning for Managers) in Fall 2019. There is also work to update and develop new workshops.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Revenue from the partnership provides resources to both maintain the program support and provide funds for development of new programs.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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



Green = Progress is on track.

Describe progress toward target: The merger of Jefferson College of Health Sciences into Radford University occurred on July 1, 2019. Additionally, multiple planning meetings have occurred and continue to occur between the Interprofessional Education (IPE) Working Group, which includes main campus, Radford University Carilion (RUC), and Virginia Tech Carilion (VTC) faculty and administrators.

Describe challenges: Challenges include funding to support regional projects and time for both faculty and students to plan and implement projects.

Who are you collaborating with? RUC and VTC

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 2 Strategy 2B and 2C

Describe next steps: Next steps include establishing an interprofessional steering committee and implementing multiple projects.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Investments include time commitments by faculty and administrators.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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



Green = Progress is on track.

Describe progress toward target: In the Department of Political Science, faculty-student research collaborations have resulted in being invited by the United Nations to join an Anti-Poverty Working group and task force. In the Department of Criminal Justice, the newly opened Center for Police Practice, Policy, and Research is building relationships between faculty associates and practitioners in the field by pursuing opportunities for collaborations on grants, research, and other projects. Also, the Digital History course has developed partnerships with Botetourt County, the Stonewall Brigade Museum, and American Civil War Ancestor, a privately-owned research company. HIST 400 and interns engage students and faculty in various research projects.

Describe challenges: Funds are needed to provide to interns for travel to sites to engage in additional research on site for the Digital History project.

Who are you collaborating with? United Nations; Center for Police Practice, Policy, and Research; Botetourt County; Stonewall Brigade Museum; and American Civil War Ancestor

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

Describe next steps: Next steps include continuing to grow existing partnerships and develop additional partnerships. The work of the Center will continue as new opportunities are pursued.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Support has been provided for students to travel to present their research (such as travel to the United Nations).

Name of person completing this Strategic Plan Progress Report: Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

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



Green = Progress is on track.

Describe progress toward target: A designated faculty-student collaborative research fund for the Department of Health and Human Performance has been established (i.e., Ames Scholars). A faculty mentor has been identified to mentor student research in the Gait Lab.

Describe challenges: N/A

Who are you collaborating with? N/A

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

Describe next steps: N/A

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Funds are being utilized from the Ames Scholarship.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Tamara Wallace (College of Education and Human Development Interim Dean)

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



Green = Progress is on track.

Describe progress toward target: Josh Nease, Sustainability Manager, is serving on the City of Radford Sustainability Working Group. Additionally, he has participated in the New River Watershed Roundtable and developed a working relationship with Radford – Fairlawn Daily Bread. On May 17, 2019, the 2nd Sustainability Across Curriculum Workshop was held. City officials participated and spoke with faculty about potential collaborative research and education opportunities.

Describe challenges: Challenges include limited faculty and staff time.

Who are you collaborating with? City of Radford, New River Conservancy, New River Valley Regional Commission, Radford-Fairlawn Daily Bread, and New River Valley Community Foundation

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 Strategy 1A and 1B.

Describe next steps: Next steps include continuing to develop relationships and create research 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: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs)

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



Green = Progress is on track.

Describe progress toward target: The Department of Music has developed partnerships with the IBLA international music competition for music business majors and the Nepal agreement for music education research. Also, the Department of Theatre signed a Memorandum of Understanding with the Long Way Home Inc. to collaborate and produce the outdoor drama “Walk to Freedom: The Mary Draper Ingles Story,” which included student performers and crew.

Describe challenges: N/A

Who are you collaborating with? Nepal Public Education and Long Way Home, Inc.

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 Strategy 1B

Describe next steps: Next steps include implementing activities in all partnerships.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Investments were funded through departmental budgets.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Margaret Devaney (College of Visual and Performing Arts Dean)

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



Green = Progress is on track.

Describe progress toward target: The Center for Innovative Teaching and Learning (CITL) collaborated in the Annual Hebocon (Robot Battle) competition, Word Festival, and Film challenges in order to provide opportunities for Radford University students and faculty to work with area K-12 students in the areas of science, technology, engineering, and mathematics (STEM) and maker-based creativity. CITL participates actively in the Radford University and Radford City Public Schools maker partnership, which is designed to provide more opportunities for collaboration, thereby resulting in creative student works in both organizations.

Describe challenges: Challenges include limited time and staff resources to work on external partnerships and the lack a metric for determining target schools.

Who are you collaborating with? Radford City Public Schools; Springhouse Community School; and various Radford University faculty and students who take the initiative to be involved in outreach and external partnerships

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

Describe next steps: Next steps include exploring metrics to assess the impact of these experiences for current students and the value of them as recruitment tools for prospective students.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Investments were provided through the CITL budget.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Charley Cosmato (Director of Center for Innovative Teaching and Learning)

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.



Green = Progress is on track.

Describe progress toward target: A faculty member in the School of Nursing served as a mentor in the Highlander Research Rookies program. In 2019, there were a total of 15 students who were selected for participation in the Highlander Research Rookies program. All of those students completed the first semester. 14 students completed the full program. Additionally, faculty are encouraged to apply for and request release time and/or additional funding to support grant-based funding opportunities.

Describe challenges: Challenges include staffing in order to fully engage with students in these important efforts.

Who are you collaborating with? All academic programs and individual faculty

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

Describe next steps: N/A

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) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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.



Green = Progress is on track.

Describe progress toward target: This strategy is implemented only for independent studies performed during Intersessions. The Department of Management initiated independent research study project planning with Department of Biology faculty for students during the for AY 2019-20. The purpose is to assess the impact of electric vehicle lithium-ion battery production and supply chain effects on endangered species hotspots around the world.

Describe challenges: The green supply chain project will require significant data collection and collaboration for interdisciplinary dataset construction.

Who are you collaborating with? Department of Biology and Department of Management faculty and students

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

Describe next steps: Next steps include dataset construction for the green supply chain project, as well as completion and submission of research paper for social entrepreneurship project.

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) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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.



Green = Progress is on track.

Describe progress toward target: Several departments have policies regarding “counts” of these types of activities, such that once a faculty member has reached a specified number, that faculty member is allowed one course reassigned in recognition of their work in mentoring students.

Describe challenges: N/A

Who are you collaborating with? N/A

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

Describe next steps: Next steps include continuing to collect counts of contributions meeting this area and expanding if provided with additional funding.

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

Name of person completing this Strategic Plan Progress Report: Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

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.



Green = Progress is on track.

Describe progress toward target: The Office of Undergraduate Research and Scholarship (OURS) is in the process of writing letters to department chairs and supervisors of the many mentors for various programs in order to recognize their contribution to the University and the development of our students through their successful participation in undergraduate research, scholarship, and creative activities (URSCA).

Describe challenges: Although we continue to work to support and recognize the work of URSCA mentors, true systematic rewards would need the buy in of academic deans and department chairs and the reallocation of funds in order to accomplish fully.

Who are you collaborating with? N/A

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

Describe next steps: N/A

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) with support from Jeanne Mekolichick (Associate Provost for Academic Affairs) and Joe Wirgau (Director of the Office of Undergraduate Research and Scholarship)

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



Green = Progress is on track.

Describe progress toward target: The College of Education and Human Development, the Office of University Advancement, and faculty at Emory and Henry College are working collaboratively to establish a summer high school pipeline program in the healthcare and human services fields.

Describe challenges: Challenges include limited time and professional development resources to support grant writing.

Who are you collaborating with? College of Education and Human Development and Emory and Henry College

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

Describe next steps: Next steps include continue to provide support to faculty and complete grant application (DuPont Foundation and National Institutes of Health) with Dr. Melissa Grimm in the College of Education and Human Development, the Office of University Advancement, and Emory and Henry College faculty.

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) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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



Green = Progress is on track.

Describe progress toward target: Revenue collected from administering MOS Certification Exams by Center for Innovation and Analytics has been used to foster a dynamic and interactive community of data analytics research, teaching, and innovation within the Davis College of Business and Economics. The Center for Innovation and Analytics launched an annual grant program focused on the area of learning analytics. In this context, proposals are required to demonstrate that the grant requested will provide faculty development in such areas as non-credit analytics instruction, faculty credential enhancement, and faculty competencies enhancement in teaching analytics. The Davis College of Business and Economics has revised the Faculty Policies and Procedures Manual to ensure that “inauthentic” publications are defined and not counted towards annual evaluations, promotion or tenure of faculty.

Describe challenges: Summer grants require careful planning given the annual University budget closeout as expenditures and activities supported by the grants may not conform to the closeout timeline and may cross multiple fiscal years.

Who are you collaborating with? Davis College of Business and Economics (Office of the Dean and faculty) and McConnell Library

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

Describe next steps: Next steps include beginning the planning for supporting faculty during the next academic year.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: McConnell Library has agreed to use a part of the savings from cancellation of journals from the Davis College of Business and Economics towards the annual subscription to Cabell’s Blacklist of journals in order to assist faculty in identifying fraudulent research outlets.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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



Green = Progress is on track.

Describe progress toward target: From May through July 2019, 10 weekly professional development sessions were held to support summer researchers. 23 students and 21 different research projects are being funded as part of the Summer Undergraduate Research Fellowships (SURF) program. The previous year, there were 18 students with research projects, resulting in a 33% increase.

Describe challenges: Challenges include attendance at events during the summer as there are less researchers on campus, and people have inconsistent summer schedules with vacations and professional development activities.

Who are you collaborating with? Center for Innovative Teaching and Learning, Harvey Knowledge Center, Career and Talent Development, and faculty experts

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

Describe next steps: Next steps include finalizing dates and publications across campus.

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) with support from Jeanne Mekolichick (Associate Provost for Academic Affairs) and Joe Wirgau (Director of the Office of Undergraduate Research and Scholarship)

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



Green = Progress is on track.

Describe progress toward target: The Department of Dance features the Horth Scholarship for summer study and research and a Summer Undergraduate Research Fellowships (SURF) award to a junior dance major for summer research. Students in the dance program also presented at a symposium in South Korea with support from SURF, the Office for Undergraduate Research and Scholarship (OURS), the College of Visual and Performing Arts Office of the Dean, and the Office of the Provost. Faculty and students in the Department of Music conducted music education research in Nepal and presented their work in the United Kingdom with assistance from a CVPA research grant and OURS. Additionally, CVPA students are being provided the opportunity to be counselors for summer arts residential programs: Governor’s School for the Visual and Performing Arts and Humanities and the International Summer Intensive Program (ISIP) in dance.

Describe challenges: N/A

Who are you collaborating with? Three major dance centers in Japan; Nabi Art Center in Korea; the Virginia Department of Education; Music Education Association; Summer Undergraduate Research Fellowships (SURF); Office for Undergraduate Research and Scholarship (OURS); and the Center for Global Education and Engagement

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 Strategy 1B and Goal 4 Strategy 4C

Describe next steps: N/A

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: New endowed funds were introduced this academic year that will give students additional financial support (\$20,000) to specifically explore opportunities in creative problem solving, reasoning through collaboration, high impact practices (HIPs), and interprofessional experiences.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Margaret Devaney (College of Visual and Performing Arts Dean)

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 Office of Undergraduate Research and Scholarship (OURS) provided material and logistical support for the semester end presentations of students in lower division science courses as part of the REALISE program. 130 students presented 56 projects with 11 faculty from six different departments. OURS is also developing a “Winter Creative Activities and Research Day” (Winter CARD) on December 3, 2019 to allow a place for students participating in undergraduate research, scholarship, and creative activities (URSCA) projects to publicly present their work. This event is aimed to help students just starting URSCA projects have a positive first experience presenting and accepting of presentations of class projects.

Describe challenges: Challenges include handling the flow of information from many sources and properly communicating expectations to students participating in an event of this kind for the first time, as well as increasing campus awareness about a new event and getting participation from smaller stand-alone events already held across campus at this time.

Who are you collaborating with? Artis College of Science and Technology programs and faculty, as well as Department of Psychology and Department of Health and Human Performance which are holding smaller versions of this event independently

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

Describe next steps: Next steps include reserving space, picking a date, and meeting with potential faculty mentors.

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) with support from Jeanne Mekolichick (Associate Provost for Academic Affairs) and Joe Wirgau (Director of the Office of Undergraduate Research and Scholarship)

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: Every program in Waldron College of Health and Human Services requires their students to participate in interprofessional programming, such as the Interprofessional Education and Practice Symposium and the Interprofessional Symposium and Expo.

Describe challenges: Challenges include limited professional development resources to support faculty.

Who are you collaborating with? Academic programs in the Waldron College of Health and Human Services and the Center for Innovative Teaching and Learning (CITL)

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

Describe next steps: Next steps include continuing to provide support to faculty by discussing professional development opportunities with CITL, as well as reinforcing involvement with all disciplines in the Waldron College of Health and Human Services interprofessional activities.

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) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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: In PSYC 301 (Research Methods) and PSYC 491 (Research in Select Topic in Psychology), both of which are project based, require every student to do multiple projects to complete their degree. HIST 400 (Digital Archives) had students in spring section participate in the Office of Undergraduate Research and Scholarship (OURS) forum.

Describe challenges: For the Department of Psychology, the challenge is staffing issues for the lab courses.

Who are you collaborating with? N/A

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

Describe next steps: N/A

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

Name of person completing this Strategic Plan Progress Report: Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

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 program is providing training and reassigned time for faculty to develop problem-based learning and inclusive pedagogical opportunities in introductory science lab courses. Kickbox grant funds for faculty are being provided to develop inclusive pedagogy.

Describe challenges: The REALISE program has completed its second year of implementation, so assessment of redesigned courses occurred in the fall of 2019.

Who are you collaborating with? Faculty in all departments of Artis College of Science and Technology, as well as selected faculty in College of Education and Human Development and the College of Humanities and Behavioral Sciences

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

Describe next steps: The REALISE program faculty cohort #4 received training through faculty learning community workshops in the summer of 2019, and new funding opportunities, such as Collaborative Course Redesign grants, will be implemented.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Dr. Sharon Jones joined the REALISE Core Leadership Team in the spring of 2019 to support inclusive pedagogy training and consultation.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Orion Rogers (Artis College of Science and Technology Dean)

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 High Impact Practices (HIPs) Internal Grant program is designed to enhance the classroom experience through the purchase of instructional supplies, materials, and travel associated with HIPs. In AY 2018-2019, 20 faculty representing all six academic colleges participated, delivering HIP experiences to 743 students.

Describe challenges: At times, the demand for funding has exceeded available funding for projects. While we have had broad participation from across the colleges, we are continually working to increase awareness.

Who are you collaborating with? Academic deans for opportunity awareness; campus faculty for implementation of HIP student experiences.

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 Strategy 1B

Describe next steps: The HIPs grant program is being utilized by faculty and offering support to implement HIPs across all the academic colleges. We will continue to fund this initiative and work to increase awareness.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: We are continuing to invest in the HIPs grants at the same allocated level. In AY 2018-2019, \$8,990 was spent on this initiative.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs)

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: Progress includes facilitating bi-annual Sustainability Across Curriculum workshops that provide a stipend to faculty who participate and integrate sustainability concepts into at least one of their courses.

Describe challenges: Challenges include identifying funding to support faculty stipends. It is important to note that High Impact Practices (HIPs) generously funds such stipends.

Who are you collaborating with? All academic programs and individual faculty

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

Describe next steps: Next steps include preparing a budget and proposal for Spring 2021 workshop, as well as recruiting faculty partners to assist in implementation.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Office of Academic Programs provided a strategic investment of \$5,000.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Josh Nease (Sustainability and Selu Conservancy Academic Program Manager)

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: In the first semester of Citizen Leader, \$20,000 in learning opportunities have been provided. The call for courses was distributed to faculty for course designation. Assessment measures are being finalized. The demand for Highlander Chats tickets outpaces the supply, thereby forcing the program manager to re-evaluate the resource. RUOutdoors hosted its first targeted trip with an underrepresented student organization and their faculty advisor.

Describe challenges: Challenges include the timing of University-wide Civic Engagement Committee, which has slowed Citizen Leader, but is an important matching process.

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

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

Describe next steps: Next steps include weekly Civic Engagement and Citizen Leader meetings focusing on assessment of learning measures. The Mentoring Academically Successful Highlanders (MASH) program will continue. An outreach model for additional RUOutdoors opportunities, in collaboration with the Center for Diversity and Inclusion, will be developed.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: New funding was allocated to the Division of Student Affairs in support of Citizen Leader this year. All other programs are funded with existing resources.

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

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: In collaboration with the Office for Undergraduate research and Scholarship (OURS), General Education/CORE Curriculum and Citizen Leader wrote a successfully funded ETF budget request to establish an ePoster presentation space on campus. This resource improves capacity of students/faculty to disseminate research results locally and at scholarly meetings. This progress also demonstrates capacity to potential funding sources. Additionally, the new ePoster infrastructure was piloted during the Student Forum by hosting a 36 participant Digital Media Showcase. The vast majority of students showcased course research portfolios. Five students showcased other forms of creative digital media such as film, personal ePortfolios, or digital narratives.

Describe challenges: Challenges include ongoing support and costs for running an ePoster presentation space on campus, including the establishment of a permanent space, training, documentation, and resource reservations.

Who are you collaborating with? Office of Academic Programs (Dr. Jeanne Mekolichick); Office of Undergraduate Research and Scholarship (Dr. Joe Wirgau); General Education/CORE Curriculum (Dr. Nicole Hendrix); and Citizen Leader (Dr. Jean Mistele)

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

Describe next steps: Next steps include convening a planning group to further develop recommendations for resource scheduling, usage policies, documentation and training, and impact measures.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: ETF funds in the amount of \$26,508 were utilized to cover initial facilities development. Also, staff members were assigned to administer the ePoster space. There was a work study position in Fall 2019.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Charley Cosmato (Director of Center for Innovative Teaching and Learning)

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 Waldon College of Health and Human Services' annual scholarship and service networking program, Let's Get WIRED, was offered in the fall semesters to encourage and support collaboration among faculty and students in scholarship and creative activities. Faculty liaisons in each unit were determined to establish mentor program to encourage and support students' submissions of proposals to this year's annual Interprofessional Symposium and Expo.

Describe challenges: Challenges include faculty time to meet with and coordinate schedules with students, as well as professional development to support best practices in faculty mentorship.

Who are you collaborating with? All disciplines in Waldron College of Health and Human Services

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

Describe next steps: Next steps include continuing to support liaisons to facilitate student and faculty involvement in each program, as well as identifying and working with faculty liaisons for each of the Radford University Carilion (RUC) 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: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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 Department of Management initiated the Entrepreneurship Learning Community (ELC) in Fall 2018. Freshmen are brought in as a cohort, housed in the same residential hall, and take initial entrepreneurship courses together, as well as participate in extracurricular activities in support of developing entrepreneurial skills.

Describe challenges: Challenges include creating awareness in high schools of this opportunity, as well as promoting the opportunity and attracting new students from across campus.

Who are you collaborating with? Dr. Jerry Kopf and Dr. Steve Childers

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

Describe next steps: Planning has been initiated to increase awareness of the ELC among high school students and/or new freshmen.

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) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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 Department of History currently has one learning community led by Dr. Brock Cutler. Additional efforts are being led in HIST 111 (Dr. Mary Ferrari) and CORE 101 (Dr. Michele Ren).

Describe challenges: Challenges include needing to collect data on engagement and success of these efforts.

Who are you collaborating with? N/A

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

Describe next steps: Next steps include the possible expansion of current efforts with some sort of incentive to faculty for curriculum development.

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

Name of person completing this Strategic Plan Progress Report: Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

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 Accelerated Research Opportunities (ARO) Living Learning Community (LLC) works with nearly 40 faculty yearly and trains underclassmen, as well as freshmen, for success in undergraduate research, scholarship, and creative activity or URSA projects. The Office of Undergraduate Research and Scholarship (OURS) provided workshops for the Highlander Research Rookies program, ARO LLC, and the Student Engagement Forum aimed to help students and alleviate some of the burden on faculty for mentoring students and their professional development.

Describe challenges: Staff vacancies and ongoing searches have delayed progress toward this goal.

Who are you collaborating with? Center for Innovative Teaching and Learning, Harvey Knowledge Center, and Center for Career and Talent Development.

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

Describe next steps: Next steps include solidifying topics of interest and informing campus groups that they can attend or request a workshop for their unit.

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) with support from Jeanne Mekolichick (Associate Provost for Academic Affairs) and Joe Wirgau (Director of the Office of Undergraduate Research and Scholarship)

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: Two faculty from the Department of Design participated in a one-day seminar on how to conduct research and get published within the Journal of Interior Design. A faculty member from the same department participated in the Women of Color Conference and the pre-conference writing workshop. The College of Visual and Performing Arts (CVPA) was provided training on advanced motion design techniques using After Effects software. This knowledge will be shared with photography and graphic design majors and work study students assigned to this position. Six faculty members received CVPA research grants, which directly advanced this area of the strategic plan.

Describe challenges: N/A

Who are you collaborating with? N/A

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 Strategy 1B

Describe next steps: N/A

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Funding was utilized from academic departmental budget, as well as the Office of the Provost budget.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Margaret Devaney (College of Visual and Performing Arts Dean)

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: Radford University created and filled a new position of Executive Director of Faculty Development beginning July 1, 2019.

Describe challenges: N/A

Who are you collaborating with? Division of Academic Affairs

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

Describe next steps: Next steps including building out the scope of work for the full academic year and implement it.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Director of Faculty Development position was elevated to Executive Director from a reallocated position in the Division of Academic Affairs.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs)

RADFORD UNIVERSITY

2018-2023 Strategic Plan

**Embracing the Tradition
and Envisioning the Future**

Brand Identity

**Spring 2019 and Fall 2019
Updates**

Strategy 1A: Establish the Center for Highlander Engagement.



Green = Progress is on track.

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

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

Who are you collaborating with? University Relations Team

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

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

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

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

Strategy 1B: Establish a Highlander Advisory Board.



Green = Progress is on track.

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

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

Who are you collaborating with? University Relations Team

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

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

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

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

Strategy 1C: Provide training and guidance to current faculty and staff to help them understand, practice and incorporate Highlander identity and values (Responsive, Resilient, Real) into their daily activities.



Green = Progress is on track.

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

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

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

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

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

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

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

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



Green = Progress is on track.

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

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

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

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

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

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

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

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



Green = Progress is on track.

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

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

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

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

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

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

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

Strategy 2A: Identify expanded opportunities for brand communication.



Green = Progress is on track.

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

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

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

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

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

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

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

RADFORD UNIVERSITY

2018-2023 Strategic Plan

Embracing the Tradition and Envisioning the Future

Economic Development and Community Partnerships

Spring 2019 and Fall 2019 Updates

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.

Substrategy 2: In the area of economic development and diversification, help build entrepreneurial and technology support, foster incubators, micro-lending and investment strategies and funds, partner with other institutions of higher education for initiatives when possible, develop partnerships, cooperatives and internships, and contribute to overall workforce development.



Green = Progress is on track.

Describe progress toward target:

- A six-day Manufacturing Leadership Academy was planned for and held as part of Fall 2018/Spring 2019. In total, 22 employees from seven different companies registered and participated
- In May 2019, a Master of Business Administration (MBA) Lunch and Learn with 16 attendees, including representative from Emory & Henry College regarding the articulation agreement and representatives from the Appalachian College of Pharmacy regarding the development of a Doctor of Pharmacy/MBA joint effort.
- Support was provided for the development of a ROPES Program grant proposal as part of the Appalachian Regional Commission (ARC) POWER (Partnerships for Opportunity and Workforce and Economic Revitalization), which is a congressionally funded initiative that targets federal resources to help communities and regions that have been affected by job losses in coal mining, coal power plant operations, and coal-related supply chain industries due to the changing economics of America's energy production.. The grant was submitted by the Southwest Virginia Workforce Development Board. If the grant is secured, the Univeristy will provide curriculum for employers to create recovery-safe environments.

Describe challenges: N/A

Who are you collaborating with? Administrators, faculty, and staff in the Davis College of Business and Economics

Does strategy overlap with other goal/strategy? If so, which one? Economic Development and Community Partnerships Goal 3 Strategy B

Describe next steps: N/A

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) with support from George Santopietro (Assistant Provost for Academic Operations)

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.

Substrategy 3: In the area of health and wellness, including physical, oral and behavioral health prevention and treatment, assist with issues related to drug abuse, homecare for the aging population, childcare and diet and nutrition, and contribute to the efforts of community organizations.



Green = Progress is on track.

Describe progress toward target:

- A Clinical Supervision Training was held in May 2019 and June 2019.
- A Substance Abuse Disorder Academy was hosted in March 2019 with over 100 attendees at eight locations throughout the state
- A Guys in Crisis Conference was held in March 2019 with 35 attendees in attendance. The event resulted in requests for additional sessions on this topic
- The Master of Science in Counselor Education will be offered again starting January 2020.

Describe challenges:

- Identifying specific training needs; and
- Timing and repeating for maximum participation.

Who are you collaborating with? Administrators, faculty, and staff in the College of Education and Human Development (Department of Counselor Education)

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

Describe next steps: Planning for Play therapy training, repeating Supervisor training, and planning for additional Guys in Crisis conferences

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) with support from George Santopietro (Assistant Provost for Academic Operations)

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

Substrategy 2A1: Design the Student Venture Lab to integrate external stakeholders into the university's innovation ecosystem, to serve as a vehicle for student, faculty and stakeholder interaction, and to provide a vehicle for economic growth in the region.



Green = Progress is on track.

Describe progress toward target: The Radford University Venture Lab officially opened in September of 2019.

Describe challenges: Allowing inclusion and buy-in campus wide, while building a vibrant entrepreneurial community

Who are you collaborating with? Faculty, staff and administrators representatives from across campus

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

Describe next steps: Completion of construction and operational policies and procedures during the summer of 2019 with plans to hire a part-time coordinator

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Support and start-up funding from the Office of the Provost for consultant, furnishings, and successful ETF Grant proposal

Name of person completing this Strategic Plan Progress Report: Joy Bhadury, Dean of the Davis College of Business and Economics, and Kenna Colley, Interim Provost and Vice President for Academic Affairs

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.

Substrategy 2B1: Facilitate student involvement with Radford City's tourism department by directly channeling students into areas of need for the design, promotion and implementation of special events in the community.



Green = Progress is on track.

Describe progress toward target: The College of Visual and Performing Arts continues to provide events and activities to support the City of Radford and the New River Valley for tourism, social, and cultural activities. The Department of Theatre signed a memorandum of understanding, or MOU, for “Walk to Freedom: The Mary Draper Ingles Story” to collaborate and produce the outdoor drama.

Describe challenges: Funding is always a consideration when accommodating fees and advertising associated with these events. These events also require substantial time commitments to approve contracts, make accommodations for lodging, load-ins, set-ups, etc.

Who are you collaborating with? Columbia Artists; Opus 3 Artists; CAMI Music; Bread and Puppet, Inc.; Scottish Voices; American Shakespeare Center; University Performance Series Committee; and Donors: Ross, Bowles and Israel

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

Describe next steps: N/A

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

Name of person completing this Strategic Plan Progress Report: Margaret Devaney, Dean of the College of Visual and Performing Arts, and Kenna Colley, Interim Provost and Vice President for Academic Affairs

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.

Substrategy 2B2: Apply for grants through the Virginia Tourism Corporation to seek funding for tourism promotion in Radford and the New River Valley.



Green = Progress is on track.

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

- The Honors College is developing a new, signature honors course that centers on the New River Valley region based on the City-As-Text program from the National Collegiate Honors Council.
- A prototype for this course, co-taught by Jason Davis and Niels Christensen, is scheduled as an HNRS 310 (Advanced Honors Seminar) in Fall 2019. Fourteen students are currently enrolled.

Describe challenges:

- Transporting students to off-campus locations is a challenge and expense. This could be an insurmountable barrier to offering this course to freshmen.
- Serving the increasingly large population of honors students for an off-campus course would be logistically complicated. The entering class is 98 freshmen, which would require at least five sections.

Who are you collaborating with? Dr. Theresa Burriss in the Appalachian Regional and Rural Studies Center for input and ideas

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

Describe next steps: Jason Davis and Niels Christensen are arranging community partners to meet with students enrolled in the course.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Time by faculty and leadership of the Honors College

Name of person completing this Strategic Plan Progress Report: Niels Christensen, Director of the Honors College; Jeanne Mekolichick, Associate Provost for Academic Programs; and Kenna Colley, Interim Provost and Vice President for Academic Affairs

RADFORD UNIVERSITY

2018-2023 Strategic Plan

**Embracing the Tradition
and Envisioning the Future**

**Philanthropic Giving and
Alumni Engagement**

**Spring 2019 and Fall 2019
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: The Alumni Relations team secured an additional staff member to focus on growth areas and chapter development. An administrative staff support position will be added to support the Associate Vice President of Advancement and the major gift officers. Additional time will be allocated to meet the needs of the Advancement Services team. This addition will enhance our ability to focus strategically on fundraising and streamline efficiencies for the team overall.

Describe challenges: N/A

Who are you collaborating with? N/A

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

Describe next steps: Next steps include continuing to review the structure of the team in order to maximize performance.

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

Name of person completing this Strategic Plan Progress Report: 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: There has been successful identification and engagement of the newly established Parents and Families Council. Additionally, the University is utilizing the engagement and services of parents in recruitment of new students. Parent and family related strategies are in place for the identification of those who have the potential to support the University in terms of philanthropy. Strategic invites to events, individual engagement, and opportunities to volunteer have been provided. For the Fall 2019 semester, there will be a separation of Family Weekend and Homecoming, as they will be held on separate weekends with specialized programming.

The University Advancement, Enrollment Management, and Student Affairs staff working group continues their work as a steering committee. The Family Programs Steering Committee has developed a Family Engagement Roundtable comprised of representatives from offices and areas that have a direct connection with families. The Engagement Roundtable was formed with the goal to further develop and coordinate interactions and connections with families. The Family Programs Steering committee continues to make progress in planning Family Weekend. This will be the first year Family Weekend has not been held in conjunction with Alumni Weekend allowing for an intentional and more targeted programming focus. The Highlander Family Advisory Board met during the Volunteer Summit. Feedback received is being used to help inform and shape aspects of future programming and service provision.

The Honors College held a session at the Alumni Volunteer Summit in February 2019. Additionally, outreach to prospective members of the Honors College External Advisory Board has been initiated for first meeting during Homecoming Weekend 2019.

Describe challenges: Challenges include continuing to collect parent data in a timely manner and allowing involvement early on in their Radford University experience. This level of program development and outreach involves multiple areas throughout the University. There is a continued effort to bring these areas together in the most collaborative and meaningful manner possible. The largest challenge is getting parents and families to participate in the programming, which has expanded and largely unknown by the general population.

Also, the Honors faculty member guiding the quarterly newsletter development has left the University. And, prototype work on the newsletter revealed that it is difficult to produce a newsletter that includes high-quality content and professional-looking design without

expert support.

Who are you collaborating with? Division of Enrollment Management; Division of Student Affairs; and Division of Academic Affairs (Honors College)

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: Next steps include preparing for Family Weekend to be held during Fall 2019. Continue collaboration to support outreach and services for parents and families; continue to promote opportunities for parents and families to connect to Radford University; 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; and increase collaboration across all areas.

For the Honors College, the following next steps are being considered. Work with the Office of University Relations to move prototype newsletter to approved format for University branding and develop contact list of honors graduates using LinkedIn.

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: Wendy Lowery (Vice President for University Advancement) and Susan Trageser (Vice President for Student Affairs) with support from Kenna Colley (Interim Provost and Vice President for Academic Affairs)

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



Green = Progress is on track.

Describe progress toward target: Nearly 400 students attended our Spring Fever Bash, an event designed to increase awareness among our faculty, staff, and students regarding giving to the university. Last year, 250 students attended. 500 students contributed during our week-long campaign. Additionally, our senior giving continues to be a focus of our annual giving efforts with an increase of \$1,300 compared to last year (as of May 7, 2019).

Describe challenges: Continuing to time our appeals appropriately, use vehicles that are attractive to student demographics, and continue to develop programs that ignite giving back earlier in their Radford career.

Who are you collaborating with? Annual Giving works closely with the Office of the President and the Office of University Relations.

Does strategy overlap with other goal/strategy? If so, which one? Continued partnership with Alumni Relations to increase annual giving revenue and identify potential support and champions for various initiatives.

Describe next steps: Evaluate progress this year and determine appropriate areas to adjust based off of performance, and areas that need additional attention for continued growth and exploration.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: No additional investments

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

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



Green = Progress is on track.

Describe progress toward target: The first annual Senior Signing Day was held in conjunction with the Russell Hall Block Party and had strong participation. Preliminary discussions have occurred for the development of a committee to address the two major challenges, one, broadening the student's understanding of giving beyond just the monetary amount, but also giving of their time and talent and two, to incorporate giving into the student experience in a deeper way.

Describe challenges: The largest challenge continues to be 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); Enrollment Management (Financial Aid); 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 ensure a broader understanding of giving and ensure that giving of time, talent or treasure is part of the student experience.

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.



Green = Progress is on track.

Describe progress toward target: The Office of the President and the Office of Alumni Relations have successfully launched the Highlander Family Tour, visiting eight locations in North Carolina and Virginia where we have large populations of alumni. At the conclusion of the tour, we expect to have engaged with approximately 600 alumni, encouraging them to become more engaged with the university. Major gift officers were strategically placed at each event and utilized each opportunity to cultivate potential donors and steward existing supporters. The Volunteer Summit was held in February 2019 and hosted approximately 175 alumni and friends who were exposed to numerous volunteer opportunities with each academic Dean providing breakout sessions exposing those interested in select college opportunities and updates. Numerous regional events have been conducted, including our largest golf tournament to date. Collaboration with Admissions to welcome admitted students and their families continue along with an ever-growing partnership with Career and Talent Development - providing internship opportunities for current students.

Describe challenges: None

Who are you collaborating with? Partnership with the Office of the President, Admissions, and Career and Talent Development continue to grow and prove to be successful. The Alumni Office continues to work with all aspects of the campus community to promote alumni engagement opportunities both in and out of the classroom. The annual Volunteer Summit brings awareness to the work of each of our colleges, ways to engage on campus with students, and support our athletic programming. The Identification of potential donors continues to be a priority in all aspects of their work.

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

Describe next steps: Evaluate the events and programs conducted in the fiscal year for efficiencies, value, and additional collaboration opportunities. Define the calendar for the 2019-2020 year and consider the public launch of the capital campaign.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Investment in support of the Highlander Family Tours were made in partnership with the Radford University Foundation.

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

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



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

Describe progress toward target: We have the allocated positions requested to meet the fundraising needs of each college and athletics for this phase of the campaign and maturity of the overall operation. As we continue to grow the amount of dollars raised, additional support may be needed as we prepare for the next strategic plan.

Describe challenges: N/A

Who are you collaborating with? Office of the President; Division of Finance and Administration; and Department of Athletics

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

Describe next steps: Continue to assess the performance of the team and respond to the needs and fully utilize opportunities for realignment presented by retirements or staff turnover.

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

Name of person completing this Strategic Plan Progress Report: 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.



Green = Progress is on track.

Describe progress toward target: We continue to focus on increasing alumni participation through all mechanisms of the advancement operation. We are on progress to see continued growth, final figures will be provided at the end of the fiscal year. Our Highlander Family Tours are expected to increase participation, coupled with private capital campaign related events.

Describe challenges: N/A

Who are you collaborating with? Office of the President; Division of Academic Affairs; Division of Student Affairs; and Athletics Department

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

Describe next steps: Analyze final fiscal year results; determine areas of opportunity; and develop strategic initiatives to respond to the 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: Wendy Lowery (Vice President for University Advancement)

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: Last fiscal year, the goal of raising \$15 million was accomplished. Our structure has centered around a continued focus of raising \$15 million annually. This year, we are on track to raise \$13 million.

Describe challenges: N/A

Who are you collaborating with? Entire campus community and all University constituents with articular collaboration with the Office of the President and the Office of University Relations

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

Describe next steps: Analyze FY19 final fundraising data; identify areas of opportunity; and structure fundraising targets for individual gift officers to meet the \$15 million fundraising target.

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

Name of person completing this Strategic Plan Progress Report: 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.



Green = Progress is on track.

Describe progress toward target: The Highlander Family Tour responds to this particular target through a face-to-face interactive strategy with a broad base of alumni. Providing them with opportunities to meet key leaders, learn about engagement, and give back. Alumni and donor features are created and shared monthly, thereby highlighting alumni who are strongly engaged and connected with the University (shared on website, social media, RU Connected, and The Magazine of Radford University). Incorporation of alumni testimonials in direct mail campaigns, thereby highlighting the value of giving back. Strategically recognizing alumni and donors in speaking engagements, campus recognition opportunities, and the development of the Spirit of the Tartan award for engaged alumni.

Describe challenges: N/A

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

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

Describe next steps: Continued focus on reflection, evaluation, and opportunities to increase awareness.

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

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: Focus on enhancement of current stewardship events (Partners in Excellence programming and format, Celebration of Giving, and individual donor recognition opportunities). In the Call Center, student callers are incorporating thank you calls in our call center calendar. Evaluating a consecutive giving society with a launch in FY20.

Describe challenges: Staff assignment and program ownership

Who are you collaborating with? Office of the President

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

Describe next steps: Implement consecutive giving society.

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

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

Strategy 3C: Develop relevant materials and events.



Green = Progress is on track.

Describe progress toward target: Case for Support for Capital Campaign completed and available for distribution.

Describe challenges: N/A

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

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

Describe next steps: Develop a Capital Campaign website.

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

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

RADFORD UNIVERSITY

2018-2023 Strategic Plan

Embracing the Tradition and Envisioning the Future

Strategic Enrollment Growth

Spring 2019 and Fall 2019 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: Cross-functional Enrollment Data Council is meeting on average once per month. Topics discussed during 2018-2019 academic year included predictive analytics work in the Davis College of Business and Economics, post-merger enrollment reporting, Data Catalog, and EDUCAUSE.

Describe challenges: Merger commitments resulted in two cancelled meetings during the 2018-2019 academic year. Council members have been encouraged to participate in establishing the agenda and dialogue.

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

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

Describe next steps: Next steps include assessing how the Council can best support enrollment initiatives and composition of the group to determine value of adding faculty and/or staff representation.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: No financial investment is required.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management) and Danny Kemp (Vice President for Information Technology)

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



Green = Progress is on track.

Describe progress toward target: The Office of Admissions has divided the Northern Virginia (NOVA) market into smaller territories, which allows for improved opportunity for relationship building. A Senior Associate Director of Admissions (hired January 2018) has a territory assignment.

Describe challenges: NOVA is a robust recruitment market for in-state and out-of-state colleges and universities. There are many excellent universities within two to three hours of NOVA. Radford's location, while a tremendous asset, is a greater distance for prospective students.

Who are you collaborating with? Primary responsibility is with the Division of Enrollment Management with critical collaborators in the Division of Academic Affairs, Division of Student Affairs, and Office of University Relations. External partners include school counselors at NOVA secondary schools, EAB, and Fuseideas.

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

Describe next steps: Next steps include continuing to enhance territory management in NOVA, focus promotional and advertising resources in NOVA, and develop a targeted communication plan for NOVA.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Additional time was devoted to NOVA by staff in the Office of Admissions.

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

Strategy 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 Office of Admissions and the Financial Aid Office are utilizing Facebook, Facebook Live, and texting to complement traditional recruitment communication and engage additional students and families in the recruitment process. The Office of Admissions website underwent a makeover in 2018, thereby providing more intuitive navigation and better organization.

Describe challenges: Challenges include developing and utilizing assessment vehicles to track student and family participation in and usage of non-traditional communication; competing for the attention of students and families; and continuing efforts to be creative and innovative in an always-growing field of competitors.

Who are you collaborating with? Division of Enrollment Management; Division of Information Technology (supporter of Mongoose, the University's texting platform); and Office of University Relations

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth, Goal 3, Strategy B

Describe next steps: Next steps include exploring additional options for texting campaigns and increasing use of Facebook Live-type activities throughout the recruitment cycle.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Additional time was devoted to these efforts by staff in the Office of Admissions and Financial Aid Office.

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

Strategy 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: The strategy of targeting specific out-of-state markets (Maryland, District of Columbia, North Carolina, and West Virginia) in new freshman recruitment efforts is realizing results. Territory management continues to be the foundation to support recruitment efforts in these areas and additional staff resources have been dedicated to these important markets.

Describe challenges: Challenges include a wide range of competitors being present in these markets including highly regarded in-state and out-of-state colleges and universities. Our out-of-state costs can prove challenging when compared to another state's in-state costs.

Who are you collaborating with? Office of University Relations, EAB, and Fuseideas

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

Describe next steps: Next steps include evaluating current territory management efforts; identifying enhancements; and working with the Office of University Relations to explore options in order to support out-of-state recruitment efforts.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Resources in the Office of Admissions were dedicated to support staff travel, off-site receptions, and events in these markets.

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

Strategy 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 Office of Admissions and the Financial Aid Office are utilizing Facebook, Facebook Live, and texting to complement traditional recruitment communication and engage additional students and families in the recruitment process. The Office of Admissions website underwent a makeover in 2018, providing more intuitive navigation and better organization.

Describe challenges: Challenges include developing and utilizing assessment vehicles to track participation and usage and competing for the attention of students and families and continuing efforts to be creative and innovative in an always-growing field of competitors.

Who are you collaborating with? Division of Enrollment Management; Division of Information Technology (supporter of Mongoose, the University's texting platform); and Office of University Relations

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth, Goal 2, Strategy B

Describe next steps: Next steps include exploring additional options for texting campaigns and increasing use of Facebook Live-type activities throughout the recruitment cycle.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Additional time was devoted to these efforts by staff in the Office of Admissions and Financial Aid Office. Texting requires financial support in order for each territory manager can be active.

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

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



Green = Progress is on track.

Describe progress toward target: A new partnership agreement was signed with New River Community College in April 2019. Development of an additional partnership enhancement is already underway. Ongoing conversations are being held with representatives from Wytheville Community College and Germanna Community College.

Describe challenges: Challenges include declining enrollment across the Virginia Community College System (VCCS) with a more than 20 percent decline since 2012. The VCCS population is the source of about 80 percent of Radford University's new transfer enrollment. Simply put, there is *increased* competition for fewer students.

Who are you collaborating with? Primary responsibility is with the Division of Enrollment Management with critical collaborators in the Division of Academic Affairs, Division of Student Affairs, and Office of University Relations. External partners include transfer counselors and faculty at campuses throughout VCCS, as well as Fuseideas.

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

Describe next steps: Next steps include implementing new staff structure in order to support transfer partnerships and recruitment initiatives; exploring ways to draw attention to the importance and value of transfer students across the campus; and developing enhanced relationships with additional VCCS partners.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Faculty and staff time has been devoted to support partnership development.

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

Strategy 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 Office of Admissions and the Financial Aid Office are utilizing Facebook, Facebook Live, and texting to complement traditional recruitment communication and engage additional students and families in the recruitment process. The Office of Admissions website underwent a makeover in 2018, providing more intuitive navigation and better organization.

Describe challenges: Challenges include increasing opportunities for connection with prospective transfer student populations.

Who are you collaborating with? Division of Enrollment Management; Division of Information Technology (supporter of Mongoose, the University's texting platform); and Office of University Relations

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

Describe next steps: Next steps include creating a timeline of transfer-focused activities for the 2019-2020 academic year and implement it.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Additional time was devoted to these efforts by staff in the Office of Admissions and Financial Aid Office. Texting requires financial support in order for each territory manager can be active.

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

Strategy 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.



Yellow = Progress has begun, but may be delayed.

Describe progress toward target: New leadership in the Military Resource Center is very supportive of utilizing Center staff and currently enrolled veterans and active military students in new student recruitment activities.

Describe challenges: Public institutions located near military installations have realized the most significant veteran and military student enrollments. This is also true for colleges and universities that have grown online degree offerings.

Who are you collaborating with? Division of Enrollment Management (Office of Admissions) and Division of Academic Affairs (Military Resource Center)

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

Describe next steps: In Summer 2019, staff in the Office of Admissions and the Military Resource Center met to develop plans to support short- and long-term recruitment activities. Now, that work continues.

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)

Strategy 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.



Yellow = Progress has begun, but may be delayed.

Describe progress toward target:

The Office of Admissions and the Financial Aid Office are utilizing Facebook, Facebook Live, and texting to complement traditional recruitment communication and engage additional students and families in the recruitment process. The Office of Admissions website underwent a makeover in 2018, providing more intuitive navigation and better organization. These efforts have mainly been focused on the recruitment of traditional students and transfer students rather than veteran and active military students.

Describe challenges: There is a need to develop and implement activities specifically for military students and Veterans. A lack of specialized programming limits the University's ability to be highly-effective in a highly-competitive market.

Who are you collaborating with? Division of Enrollment Management (Office of Admissions) and Division of Academic Affairs (Military Resource Center)

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

Describe next steps: Next steps include creating a timeline of transfer-focused activities for the 2019-2020 academic year and implement it.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Additional time was devoted to these efforts by staff in the Office of Admissions and Financial Aid Office. Texting requires financial support in order for each territory manager can be active.

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

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



Green = Progress is on track.

Describe progress toward target: In November 2018, Drs. Jeanne Mekolichick and Steve Childers traveled to Brazil on a discovery mission to meet with possible partner institutions and begin conversations toward dual-degree programs. Of the institutions visited, Radford University is moving forward in conversations with UniEVANGELICA exploring possible dual/degree programs with three departments across two colleges. Radford University also contracted with Jose Ulises Toledo to explore dual-degree programs with institutions in Mexico. These conversations are ongoing.

Describe challenges: Successes have been suppressed by the highly volatile national and international climate, as well as personnel transitions in the Center for Global Education and Engagement.

Who are you collaborating with? The Division of Academic Affairs, through the Center for Global Education and Engagement, is partnering with the Office of the President; the Division of Enrollment Management, and all of the academic colleges.

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth, Goal 6, Strategy B

Describe next steps: Next steps include continuing conversations with UniEVANGELICA and the academic departments to further develop the dual-degree program opportunities, as well as continuing conversations with Jose Ulises Toledo to explore viable opportunities for dual-degree programs with institutions in Mexico.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: There was a reallocation of \$27,000 in existing resources to support the efforts outlined above.

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

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



Green = Progress is on track.

Describe progress toward target: Radford University holds contracts with international student recruitment agencies working in strategic locations including China, India, Africa, and Nepal to recruit international students and explore 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: Successes have been suppressed by the highly volatile national and international climate, as well as personnel transitions in the Center for Global Education and Engagement.

Who are you collaborating with? The Division of Academic Affairs, through the Center for Global Education and Engagement, is partnering with the Office of the President; the Division of Enrollment Management, and all of the academic colleges.

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth, Goal 6, Strategy A

Describe next steps: Next steps include continuing to develop 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: There was a reallocation of \$27,000 in existing resources to support the efforts outlined above. Also, the leader of the Center for Global Education and Engagement, formerly the International Education Center, was elevated from a Director to an Assistant Provost.

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

Strategy 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: The Center for Global Education and Engagement is developing infrastructure for an English Language Culture Program with support offices across campus. The Center for Global Education and Engagement is in close connection with Admissions to monitor potential student ESL need in Fall 2019.

The Center for Global Education and Engagement looks forward to welcoming students as demand dictates. We have developed a curriculum, calendar, space, a scalable budget plan, and hired ESL staff to support immediate tutoring needs who has the capability to help build the ESL program as needed. We are in the process of developing the website, online application tools, and back-end IT elements.

Describe challenges: Successes have been suppressed by the highly volatile national and international climate and personnel transitions in the Center for Global Education and Engagement.

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

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth, Goal 6, Strategy A and B

Describe next steps: Continue 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 leader of the Center for Global Education and Engagement, formerly the International Education Center, was elevated from a Director to an Assistant Provost.

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

Strategy 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:

- Attend Radford University recruiting events such as the graduate School Fair, Student Engagement Forum, Education Fair, Majors and Minors Fair, First-Year Achievers event, JumpStart Conference, and all New Student and Transfer Quest Sessions.
- Use signage on campus, as well as host tours, for students from Concord University and Livingstone College.
- Attend graduate fairs in Virginia and other states.

Describe challenges: Current staff includes one recruiter.

Who are you collaborating with? Graduate program coordinators; Center for Career and Talent Development; Career Explorers; Office of Undergraduate Scholarship and Research (OURS); Office of Admissions; and Office of Alumni Relations.

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrolment Growth Strategy 7B

Describe next steps: Request a full-time recruiter dedicated to social media outreach and a graduate assistant from strategic communications to assist with social media marketing

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: End-of-year funding for Fiscal Year 2019 was approved for purchasing signage. Funds were used for purchasing lunch during campus tours for students from other universities.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy, Vice President for Enrollment Management, with support from Orion Rogers, Dean of the Artis College of Science and Technology

Strategy 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:

- Working with Access to conduct photoshoots with more diversity that is program specific.
- Use mail blasts and cards, as well as sandwich boards and sidewalk signs on campus.

Describe challenges: Current staff includes one recruiter.

Who are you collaborating with? Access, graduate program coordinators, and Office of University Relations

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrolment Growth Strategy 7A

Describe next steps: Request a full-time recruiter dedicated to social media outreach and a graduate assistant from strategic communications to assist with social media marketing.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: End-of-year money in fiscal year 2019 was approved for purchasing signage.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy, Vice President for Enrollment Management, with support from Orion Rogers, Dean of the Artis College of Science and Technology

Strategy 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: Admissions criteria for the MBA program was streamlined to facilitate a simpler admissions process. The MBA program establish tri-modal method to allow greater access to the program. In order to assist the Director of the MBA program in attracting and enrolling increased numbers of students, the CIA (Center for Innovation and Analytics), along with the Associate Dean of the Davis College of Business and Economics, developed a relationship with SAS Global Academic Programs at SAS Institute World Headquarters in Carry, NC. This resulted in the creation of a proposal for a Joint Graduate Certificate in Business Analytics between SAS and the Davis College. Analytics talent is in short supply and insufficient to meet the growing demand for skilled analytics professionals. The proposal for a Joint Certificate was designed to bridge that gap. The proposal was approved through University Internal Governance and subsequently approved by SCHEV. Radford University was the first (and still only) public university in Virginia to offer such a joint certificate. The Certificate became operational in mid-fall semester 2018.

Describe challenges: Lack of sufficient marketing funds for promotion of programs. And although existing resources are being used, in order to meet the demand by students for the Joint Certificate, additional courses may be required.

Who are you collaborating with? Emory & Henry College and Appalachian College of Pharmacy; Graduate College; IT department; Jerry L. Oglesby, Senior Director, Global Academic Programs; Gary Schirr, MBA Director; Angela Stanton, Associate Dean; members of the Davis College of Business and Economics Graduate Curriculum.

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrolment Growth Strategy 7A

Describe next steps: Actively promote collaborations, tri-modal, streamlined requirements for MBA and the Graduate Certificate in Business Analytics.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Marketing for new graduate certificate and MBA program

Name of person completing this Strategic Plan Progress Report: Joy Bhadury, Dean of the Davis College of Business and Economics, and Kenna Colley, Interim Provost and Vice President for Academic Affairs

Strategy 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 customer relations management system is Prospect that is integrated with Admit and Fixie for graduate fairs. Prospect sends a tailored message to prospective students with a link to the application. Other strategies include datamining for Mathem.

Describe challenges: Only preliminary data is available at this time. Graduate fairs need four years of data to assess visits since some early prospects are years away from being graduate school applicants.

Who are you collaborating with? CollegeNET and Alumni Affairs.

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrolment Growth Strategy 7B

Describe next steps: Analyze data to determine plans

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Graduate assistant hours dedicated to datamining for Math Education and Education Leadership

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy, Vice President for Enrollment Management, with support from Orion Rogers, Dean of the Artis College of Science and Technology

Strategy 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: Accelerated graduate program partnerships have been signed with Emory and Henry College in MBA, M.S. in Strategic Communication, and M.S. or M.A. in English graduate degrees. There are six Special Education certificates, one Reading Specialist Literacy certificate.

Describe challenges: Faculty lines are needed to develop and teach the curriculum in the new graduate programs. Additional staff are needed to maintain the database.

Who are you collaborating with? Graduate program coordinators; Office of the Provost; and SCHEV

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

Describe next steps: Explore and propose additional 2 + 3 and 4 + 1 programs with other colleges

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Faculty line for the Doctor of Education program

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy, Vice President for Enrollment Management, with support from Orion Rogers, Dean of the Artis College of Science and Technology

Strategy 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 University is using the Prospect System to identify early prospects and to recruit them to apply and enroll.

Describe challenges: A single recruiter limits opportunities for face-to-face interactions and campus tours when the recruiter is traveling to graduate fairs off campus.

Who are you collaborating with? Graduate program coordinators and faculty

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

Describe next steps: Request additional recruiter position in the College of Graduate Studies and Research

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: None

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy, Vice President for Enrollment Management, with support from Orion Rogers, Dean of the Artis College of Science and Technology

Strategy 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: In 2017-2018 academic year, the online MFA in Design Thinking (Department of Design) program began collecting recruitment data for the program. Since its inception the program has had students from 23 different states and Korea. Growth is being measured by counting the number of students who enter in the program each year. Data thus far is as follows: in 2015, 7 students started the program; in 2016, 8 students started the program; in 2017, 15 students started the program; and in 2018, 15 students started the program.

Describe challenges: N/A

Who are you collaborating with? N/A

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrolment Growth Strategy 7

Describe next steps: Continued data collection for Design Thinking recruitment program

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

Name of person completing this Strategic Plan Progress Report: Margaret Devaney, Dean of the College of Visual and Performing Arts, and Kenna Colley, Interim Provost and Vice President for Academic Affairs

Strategy 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:

- The newly formed Brother 4 Brother program and Ladies of Leadership student organization offer mentoring for approximately 40 underrepresented students. The laptop loaner program through the Center for Diversity and Inclusion which supports students unable to purchase a laptop continues to see high use.
- Thirty laptops were assigned to students during the spring semester. The Center for Accessibility Services continues to offer workshops for academic success.

Describe challenges: The biggest challenge continues to be identifying those students with the greatest needs and motivating them to take advantage of the resources that can support their short- and long-term success.

Who are you collaborating with? Division of Enrollment Management; Division Finance and Administration (Institutional Research); Division of Student Affairs (Student Success and Retention, Center for Accessibility Services, and Center for Diversity and Inclusion); Information Technology; and Division of Academic Affairs

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

Describe next steps: Next steps include developing assessment plan and measures.

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 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:

- Cross-divisional team of eight from the Division of Academic Affairs; Division of Student Affairs; and Division of Enrollment Management participated in the AAC&U Diversity, Equity and Student Success (DESS) conference held in March 2019. We are continuing to meet monthly to collaborate and implement change.
- The Living-Learning Community (LLC) Operations group meets monthly, co-convened by Associate Provost for Academic Programs and the Assistant Vice President for Retention and Student Success. This group includes faculty and residential life staff from each LLC, along with representatives from the Office of the Registrar, the Office of New Student and Family Programs, the Office of Institutional Assessment and Quality Improvement, Office of Student Success and Retention, the Office of Admissions, Honors College, Office of Undergraduate Research and Scholarship, College of Visual and Performing Arts, the School of Teacher Education and Leadership, and the Department of Biology.
- Fall: Academic and general resources for specific under-represented populations have been developed and implemented beginning Fall 2018. These include a mentoring program for African American men, Academic Success presentations through the Center for Accessibility Services, laptop loaner program for low-income students, support groups and activities targeting first generation students, and counseling groups focused on student success are all active programs in Fall 2018. Additionally, an early intervention project for potential “retention risk” students coordinated through the Office of Student Success and Retention (OSSR) is being piloted this fall. Finally, OSSR will examine data of students who have not been retained to determine risk factors in order to develop additional support mechanisms for at risk populations.
- Spring: Progress on track. The Brother for Brother and Ladies of Leadership programs offer mentoring for approximately 40 underrepresented students. The laptop loaner program which supports lower income students unable to purchase a laptop continues to see high use. Thirty laptops were assigned to students during the spring semester. CAS continues to offer workshops for academic success.

Describe challenges: Identifying students who are at risk and convincing them to engage in interventions.

Who are you collaborating with? Diversity Awareness Action Committee; REALISE

program; CDI; OSSR; New Student and Family Programs; Institutional Assessment and Quality Improvement; Admissions; Registrar; STEL; College of Visual and Performing Arts; Department of Biology; and Honors College.

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

Describe next steps:

- Summer 2019 -- Implement Students and Families of Color reception at the two-day Quest sessions
- Fall 2019 -- Convene key partners to review initiatives and develop assessment plan
- Spring 2020 -- Develop Assessment Plan
- Continue campus DESS partnerships; implement Students and Families of Color reception at the Summer 2019 two-day Quest sessions
- Continue to convene the LLC group during the academic year. Include the new Director of Housing and Residential Life. Continue to assess the retention and student success impact of the LLC initiative. Continue campus DESS partnerships

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Academic Programs strategic investment in AAC&U DESS conference \$10,000. New investment from Provost budget to launch two new LLCs (Schoolhouse and Entrepreneurship Learning Community) \$33,000 (for adjunct backfill and programming funding).

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 Susan Trageser, Vice President for Student Affairs

Strategy 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:

- The Davis College of Business and Economics is partnering with Harvey Knowledge Center to initiate an organized process for peer-tutoring from Fall 2019
- The Davis College of Business and Economics undertook a thorough evidence-based study of courses with high DFW rates within the College.
- All Davis College of Business and Economics departments conduct an annual departmental convocation for students.
- Davis College of Business and Economics faculty continue to increase their usage of use of Starfish to track academic progress and advising.
- The Department of Marketing has completed its own internal planning and identified two goals and four initiatives that will be implemented to enhance retention and student success.
- The Department of Economics used Meet and Greet, Econovocation, Book Club, and Economics is Everywhere Lecture Series to engage and enhance access and promote success.

Describe challenges: Having sufficient resources to afford additional tutors and increasing the usage of peer-tutoring by students who need them.

Who are you collaborating with? Department faculty; Harvey Knowledge Center; and Office of Student Success and Retention

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

Describe next steps: To ensure a successful implementation of peer-tutoring plans from Fall 2019. After departmental discussions, a few policy ideas have emerged to address the same, which will be studied in Fall 2019 for possible adoption.

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

Name of person completing this Strategic Plan Progress Report: Joy Bhadury, Dean of the Davis College of Business and Economics, and Kenna Colley, Interim Provost and Vice President for Academic Affairs

Strategy 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:

- College of Visual and Performing Arts scholarships, including the Arts Society scholarships, the general College scholarships and the discipline-specific endowed scholarships, total \$183,000, an 16% increase from last year. These scholarships are very valuable to the college in terms of retaining current qualified students as well as recruiting new ones.
- As part of a University partnerships with the Northern Virginia Community College System and New River Community College, developed transfer guides for specific College of Visual and Performing Arts academic degree programs creating seamless pathways to two-year degree completion at Radford.
- The College's living-learning community, Community of Artists, continues to grow each year in popularity and scope. This fall, we added a third UNIV 100 cohort and increased the community's membership from 55 to 75 participants.
- This year, new retention strategies included creating two classes specifically for freshman, participating in 20/80 Processor, establishing freshman course pre-packages to streamline QUEST registration and offering 7-week courses for both our fall and spring semesters.
- Continue to work with the Provost to develop a university policy that supports fee waivers for use of university facilities needed for college-sponsored programs, summer workshops, conferences and events directly related to recruitment and community outreach.

Describe challenges: N/A

Who are you collaborating with? Division of Academic Affairs; Division of Student Affairs; Division of Enrollment Management (Office of Admissions), as well as regional community colleges

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

Describe next steps: We will continue to look for opportunities to connect with community colleges and other entities to enhance our recruitment/retention efforts.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: This past year, the College of Visual and Performing Arts has received significant financial support from numerous and varied constituencies including four new gift agreements, which will translate to nearly \$50,000 of additional funds to support scholarships, guest artist residencies, and student awards/gifts for the next academic year.

Name of person completing this Strategic Plan Progress Report: Margaret Devaney,
Dean of the College of Visual and Performing Arts

Strategy 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:

- Criminal Justice hosted its annual “Criminal Justice Day” event in April, attended by high school students from schools throughout the Commonwealth. Programming included presentations from department faculty, demonstrations of department facilities, the opportunity to engage with current students, and a presentation and campus tour from the Office of Admissions. The Department has also hosted visits from students enrolled in criminal justice courses at Wytheville Community College and Carroll County High School, with presentations from department faculty and demonstrations of department facilities.
- History is in its third year of offering a free peer tutoring service.

Describe challenges: For History’s tutoring center, the challenge is getting students to use it; student tutors are volunteers; funding to provide some payment to students would allow expansion of program.

Who are you collaborating with? Office of Admissions and faculty from institutions who bring students for visits.

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

Describe next steps: N/A

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

Name of person completing this Strategic Plan Progress Report: Matthew Smith, Interim Dean of the College of Humanities and Behavioral Sciences, and Kenna Colley, Interim Provost and Vice President for Academic Affairs

Strategy 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:

- REALISE IE program is providing training and reassigned time for faculty to develop problem-based learning opportunities and inclusive pedagogy in introductory science lab courses.
- REALISE IE program has provided training and leadership opportunities for Peer Role Models, now called REALISE students, to contribute to the academic and social success of their peers.

Describe challenges: REALISE IE program completed its first full year with twelve Peer Role Models in 2018-2019, so assessment of student activities and events is in early stages.

Who are you collaborating with? Faculty in all departments of Artis College of Science and Technology, as well as selected faculty in the College of Education and Human Development and the College of Humanities and Behavioral Sciences

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

Describe next steps: Further develop REALISE IE program training and leadership opportunities for REALISE students. Continue to assess REALISE IE program success for the next three years.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Funds are provided by HHMI grant received for HHMI IE REALISE program. An additional REALISE student has been hired for 2019-20 to increase the students available for social and academic support from twelve to thirteen.

Name of person completing this Strategic Plan Progress Report: Orion Rogers, Dean of the Artis College of Science and Technology, and Kenna Colley, Interim Provost and Vice President for Academic Affairs

Strategy 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:

- Significant changes for Military Resource Center, including:
 - New Director;
 - New home and furniture in Russell Hall;
 - Overhauled website;
 - Support for Student Veteran Association activities including travel to national conference, Suicide Awareness March;
 - Establishment of faculty and staff advisory group; and
 - Training program for student workers.

Describe challenges: Visibility and identifying veterans not receiving GI benefits

Who are you collaborating with? Office of the Provost; all academic colleges; Career and Talent Development; as well as Deanna Mabe and Kitty McCarthy

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

Describe next steps: Work with the Office of Admissions on identifying veterans and additional programming and outreach

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Increased funding in budget development process by reallocating from other offices

Name of person completing this Strategic Plan Progress Report: George Santopietro, Assistant Provost for Academic Operations, and Kenna Colley, Interim Provost and Vice President for Academic Affairs

Strategy 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:

- Participation in Academic Programs Leadership Team ‘program inclusiveness’ planning led to Appointment of CITL professional faculty member to the Diversity Equity Action Committee.
- Development of a “Diversity, Equity and Inclusion” training for piloting during May, 2019 “Our Turn and Training Week.” Registrations indicate upwards of fifty unique participants in one or more sessions.

Describe challenges:

- This is a growth area for CITL, programming not typically aligned with ‘Innovative Teaching and Learning’ - additional leadership (Executive Director of Faculty Development starting July 1, 2019), professional development for staff needed to institutionally to build this effectively.

Who are you collaborating with? Jeanne Mekolichick and Academic Programs leadership team, Sharon Jones.

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

Describe next steps: Discuss path forward for programming in this domain with the Executive Director of Faculty Development, July, 2019.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: New Executive Director of Faculty Development (reallocated position).

Name of person completing this Strategic Plan Progress Report: Charley Cosmato, Director of Center for Innovative Teaching and Learning; Jeanne Mekolichick, Associate Provost for Academic Programs; and Kenna Colley, Interim Provost and Vice President for Academic Affairs

Strategy 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:

- The Harvey Knowledge Center partnered with the Office of New Student and Family Programs to provide access and support to students on academic probation by offering interactive workshops for each section of UNIV 150: Achieving Academic Success. Workshops covered college success skills designed to provide an equitable foundation for all students, including first generation students and those from underprepared populations.
- As part of the transition and rebranding, the Harvey Knowledge Center has begun to professionalize its student staff. Coaches participate in training based on national standards, receive mentoring from advanced students, and participate in professional development, all designed to promote intentionality, self-reflection, and ongoing learning. Coaches also participate in Social Change Leadership training offered through the Center for Diversity and Inclusion, in order to enhance an environment of inclusivity. This professionalization allows the Harvey Knowledge Center to join academic outreach and retention efforts, welcoming, engaging, and supporting students as they are encouraged to strive for their own success.

Describe challenges: Based on student and faculty feedback, topics offered to UNIV 150 sections were beneficial to students in lower performing groups, but less beneficial to students in the higher performing groups; in addition, the design and frequency of workshops was a large time investment for the Harvey Knowledge Center and used a significant number of labor hours. While many of the current peer tutoring staff of the Harvey Knowledge Center have responded positively to professionalization efforts, several have not desired the increased intellectual and emotional investments this professionalization requires.

Who are you collaborating with? Office of New Student and Family Programs, Center for Diversity and Inclusion, Center for Innovative Teaching and Learning, and the College of Graduate Studies and Research

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

Describe next steps: Leadership in the Harvey Knowledge Center will collaborate with staff in the Office of New Student and Family Programs to provide more customization.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Student wage and graduate assistant labor hours typically reserved for traditional tutoring or center administration were reassigned to the planning, preparation,

and facilitation of workshops for 18 sections of UNIV 150. Each section of UNIV 150 participated in 4 HKC workshops over the course of the Spring 2019 semester, comprising a total of 72 workshop sessions.

Name of person completing this Strategic Plan Progress Report: Jessica Beckett, Director of the Harvey Knowledge Center; Jeanne Mekolichick, Associate Provost for Academic Programs; and Kenna Colley, Interim Provost and Vice President for Academic Affairs

Strategy 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: In advancing the University’s Climate Action Plan and working to fulfill the University’s commitment in the American College & University Presidents’ Climate Commitment, the Radford Sustainability Office has programs and goals that meet the objectives of Student Enrollment Growth Strategy 8A. The Sustainability Office collaborates with campus partners to create high impact programming that aims to attract students, enhance academic programming, and keep students interested and engaged. We aim to maintain a diverse student team that is accessible to everyone. This includes internships, student employment, project-based learning independent study, and participation in Quest and Quest Staff Training.

Describe challenges: Personnel limitations and budget constraints

Who are you collaborating with? Division of Enrollment Management (Office of New Student and Family Programs); Division of Student Affairs (Office of Housing and Residential Life); Division of Academic Affairs (Academic Programs; Eco Living-Learning Community; Sustainability and Environmental Studies Certificate Program; and several academic departments).

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

Describe next steps: Implement programming with the Center for Diversity and Inclusion

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Four work study students reassigned to the Sustainability Office.

Name of person completing this Strategic Plan Progress Report: Josh Nease, Sustainability and Selu Conservancy Academic Program Manager; Jeanne Mekolichick, Associate Provost for Academic Programs; and Kenna Colley, Interim Provost and Vice President for Academic Affairs

RADFORD UNIVERSITY

2018-2023 Strategic Plan

**Embracing the Tradition
and Envisioning the Future**

Student Success

**Spring 2019 and Fall 2019
Updates**

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

Substrategy 1: Embed research, scholarship and creative activities in the curriculum.



Green = Progress is on track.

Describe progress toward target:

- The Center for Innovative Teaching and Learning (CITL) continues to grow partnerships with faculty members and academic units to increase student involvement in creative and/or scholarly activities such as: the Highlander Research Rookies Program; Hebocon; Word Festival; the Davis College of Business and Economics Innovation Challenge; the Spring Film Festival; and the Undergraduate Forum: Digital Media Showcase.
- The buildout of the renovated CITL digital makerspace and StudioOne multi-purpose recording studio was completed in McConnell Library during the 2018-2019 academic year.
- In the Artis College of Science and Technology, five faculty were sent to the Council on Undergraduate Research Broadening Participation Institute. Additionally, the Artis College supported two additional Summer Undergraduate Research Fellow (SURF) projects for Summer 2019.

Describe challenges: Challenges include faculty development and workload considerations, as well as funding availability.

Who are you collaborating with? N/A

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

Describe next steps: Next steps include continuing promotion and expansion of existing partnerships, as well as seek new partnerships. In the Artis College, next steps include implementing a college-wide interdisciplinary undergraduate research welcome in August 2019 with a group of incoming first-year students and collecting data on the program.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: For the Artis College items outlined below, the college budget provided \$6,000 in existing funding, and Academic Programs, under the Division of Academic Affairs, provided \$4,000 for two additional SURF projects.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs); Charley Cosmato (Director of the Center for Innovative Teaching and Learning); and all of the academic colleges (including Artis College of Science and Technology Dean Orion Rogers)

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

Substrategy 2: Increase co-curricular opportunities such that all students have the opportunity to participate in at least one research, scholarship or creative activity experience.



Green = Progress is on track.

Describe progress toward target:

- The Sustainability Office is engaging students in initiatives that promote leadership and service in sustainability. Facilitated experiences provide students with the opportunity to practice teamwork, leadership, critical thinking, problem solving, and cross-sector collaboration to integrate knowledge across disciplines and understand how this leads to more effective and innovative solutions to 21st Century challenges. The internship team has grown by 28 percent, and work study positions have increased from two to four, representing a 100 percent increase. The Sustainability Office is also working with faculty to integrate sustainability into and across curriculum. Many academic departments, standing strong at 86 percent, have sustainability focused or related course offerings with 68 percent of research producing departments engaging in sustainability research. A number of faculty researchers, representing 22 percent, are engaged in sustainability related research. In Spring 2019, Radford University hosted its second Sustainability Across Curriculum Workshop with 19 faculty members enrolled. This workshop focused on project-based learning on campus and with community partners.
- The College of Visual and Performing Arts (CVPA) provides internal research grant funding and works with the Office of Undergraduate Research and Scholarship (OURS) to facilitate traditional forms of research/scholarship. CVPA's number of internal student productions and exhibitions increased by 11 percent when compared to last year.
- Several faculty included student engagement in their Waldon College of Health and Human Services research awards. Seven Honors College students completed capstone/research projects under Waldron College faculty across the three undergraduate disciplines.

Describe challenges: Challenges include workload considerations and funding availability.

Who are you collaborating with?

- The Sustainability Office is collaborating with the following: the Division of Academic Affairs (Center for Career and Talent Development); Division of Finance and Administration (Facilities and Dining Services); and Division of Student Affairs (Student Activities).
- CVPA is collaborating with the following: national and international guest artists, community arts venues, and faculty and students from other academic disciplines.
- The Waldron College is collaborating across its academic departments.

Does strategy overlap with other goal/strategy? If so, which one? This substrategy has alignment and overlap with other strategies and substrategies under Academic Excellence and Research, as well as Strategic Enrollment Growth.

Describe next steps:

- For the Sustainability Office, next steps include: enhancing the current student experience through new curriculum, meaningful partnerships, and engaging projects; capturing the current intern and work study experiences and excitement to recruit new students; and developing assessment tools to better measure the student experience and overall learning.
- For CVPA, next steps include creating a formalized strategy to track the number of students involved in all creative activities on an annual cycle.
- For the Waldron College, next steps include college-based research awards for Fall 2019.

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

- In the Sustainability Office, there are now a total of four work study positions.
- For CVPA, new endowed funds were introduced this year and will provide \$20,000 next year to invite professional guest artists to campus in order to explore opportunities in creative collaboration, high-impact practice, and interprofessional experiences with students.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs); Josh Nease (Sustainability and Selu Conservancy Academic Program Manager); and all of the academic colleges (including CVPA Dean Margaret Devaney and Waldron College of Health and Human Services Dean Ken Cox and Associate Dean Corey Cassidy)

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

Substrategy 3: Institute a "Research Scholar" graduation distinction such that undergraduates who have been significantly active in research outside the classroom are recognized for their accomplishment.



Green = Progress is on track.

Describe progress toward target: The Office of Undergraduate Research and Scholarship Advisory Committee is developing a "Research Scholar" graduation distinction proposal over Summer 2019. Examples from other institutions were examined Spring 2019.

Results include a total of 24 students being awarded Summer Undergraduate Research Fellow (SURF) projects during the 2018-2019 academic year, which is up from 18 during the prior academic year, representing a 33 percent increase. Also, 14 students and 15 faculty completed the inaugural year of the Highlander Research Rookies Program.

Describe challenges: Challenges include slow movement of the "Research Scholar" distinction as members of the OURS Advisory Committee were stretched thin in the Spring 2019 semester with their general OURS responsibilities, as well as the review of SURF grants and Highlander Research Rookies candidates.

Who are you collaborating with? Division of Academic Affairs (OURS Advisory Committee and Faculty Senate) and Division of Enrollment Management

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

Describe next steps: Next steps include finalizing a proposal for review and feedback from campus stakeholders, as well as workshop development and implementation for SURF and the Highlander Research Rookies Program.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: \$65,150 was allocated to support of the SURF program, and \$120,000 in new funding was allocated to support the Highlander Research Rookies Program.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Joe Wirgau (Director of the Office of Undergraduate Research and Scholarship)

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 the Fall 2019 semester.

Describe challenges: Challenges include staffing transitions, which 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; and Center for Diversity and Inclusion)

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

Describe next steps: Next steps include working to continue toward completion of the needs assessment for development 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: Susan Trageser (Vice President for Student Affairs)

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: The Harvey Knowledge Center has grown the nature of services offered and the size of the peer coaching staff to provide more responsive and accessible academic support. In Fall 2019, 32% of appointments were held for subject-specific coaching, while 26% were for assistance preparing for an exam, 16% for help developing study skills, 15% for learning reading and writing strategies, and 9% for assistance in project planning. This shift towards services that move beyond subject-specific support demonstrates student eagerness for assistance with various tasks and stages of their course work. In addition, the Harvey Knowledge Center has begun to offer drop-in coaching sessions in the Harvey Knowledge Center, in residence halls, and in other academic buildings, providing students with a ready community for learning, completing individual work, and for troubleshooting and engaging in collaborative learning. The Harvey Knowledge Center has also provided training for peer academic coaches to emphasize active learning, problem solving, and student independence, as well as the importance of rapport building and providing emotional support. Coaches complete synchronous and asynchronous training and participate in small mentoring and research groups to further develop their skills, reflect on their progress, learn new techniques and strategies, and encourage and advise one another.

Describe challenges: There is currently inadequate professional staffing to manage growth and new initiatives.

Who are you collaborating with? Faculty in the Department of Psychology, Davis College of Business and Economics, the Department of Chemistry, Housing and Residential Life, the Center for Innovative Teaching and Learning, and the Harvey Knowledge Center Advisory Board

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

Describe next steps: N/A

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Harvey Knowledge Center will reallocate some of the wage funds previously used to pay graduate students and request a small supplemental investment for the hiring of a full-time administrative faculty member.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Jessica Beckett (Director of the Harvey Knowledge Center)

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: The Department of Management in the Davis College of Business and Economics has placed further emphasis by faculty on support resources available for students at the University, including formal list of most resources and contact information in every course syllabus.

Describe challenges: Challenges include greater tracking of academic progress with Starfish for both encouragement and voicing concerns to students and having more faculty recommend counseling when necessary.

Who are you collaborating with? Department of Management Faculty

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

Describe next steps: Next steps include encouraging faculty to advise students to seek professional support from University support offices at a lower level of perceived stress.

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) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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: The Community of Artists housed in Trinkle Hall keeps an active agenda of support activities thanks to the efforts of Dana Trask. Academic departments, such as Music and Design, require faculty members to report to their chairs if student absences become problematic.

Describe challenges: N/A

Who are you collaborating with? N/A

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth Strategy Goal 8 Strategy A

Describe next steps: N/A

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) with support from Margaret Devaney (College of Visual and Performing Arts Dean)

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: The Department of Psychology provides counseling and assessment services to the campus community through the Center for Assessment and Psychological Services, or CAPS, and through the Students Completing Practicum experiences in Student Counseling Services.

Describe challenges: The Psychology Graduate Program enrollments limit the number of students that can serve in these areas. These enrollments are limited by the availability of out-of-state tuition waivers and graduate assistantships. Also, student practitioners need to be supervised by licensed faculty which further strains program and department resources.

Who are you collaborating with? The Department of Psychology collaborates with Student Counseling Services to provide services where possible.

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

Describe next steps: N/A

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) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

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: The Office of Institutional Effectiveness supports this goal of “providing enhanced resources for student academic and emotional support” by organizing the administration of the National Survey of Student Engagement (NSSE). The NSSE annually collects information at hundreds of four-year colleges and universities about first-year and senior students' participation in programs and activities that institutions provide for their learning and personal development. The results provide an estimate of how undergraduates spend their time and what they gain from attending college. Radford University faculty and administrators use the reports supplied by NSSE to make programmatic decisions both inside and outside of the classroom. During the 2019 administration of the NSSE, 928 students participated in the survey, resulting in a 22.3% response rate.

Describe challenges: The biggest challenge to administering the NSSE is the poor response rate of freshmen and seniors. Part of the challenge comes from the fact that the survey is administered by Indiana University with students being contacted directly from that institution via email asking for their involvement. We have found that many college students today tend to use other means of communication than email. This year we were able to increase the response rate from 13.0% to 22.3% by including a direct link to the survey on the “My RU” portal and by placing cards with NSSE information in places where students study and congregate (e.g., library, student commons, study areas in academic buildings).

Who are you collaborating with? The Division of Information Technology assisted in the link to the NSSE Survey on the “My RU” portal. The Office of University Relations assisted with designing and printing the information cards.

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

Describe next steps: N/A

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Next year, the Office of Institutional Effectiveness and Quality Improvement would like to see about the possibility of partnering with the Master of Fine Arts in Design Thinking program to improve the student participation rate.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Sandra Baker (Director of Institutional Effectiveness and Quality Improvement)

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: In partnership with the Harvey Knowledge Center, the Office of Housing and Residential Life co-hosted six tutoring sessions for high DFW classes in math, science, and history courses. Additionally, a writing “help” session was offered weekly. Attendance at these sessions has not been extremely high; however, it traditionally takes at least a year for these types of programs to take root in the residence halls.

Describe challenges: One challenge is ensuring students are aware of and motivating them to utilize this additional resource.

Who are you collaborating with? Division of Academic Affairs (Harvey Knowledge Center, Academic Programs, and Office of the Provost); Division of Finance and Administration (Office of Institutional Research); and the Division of Student Affairs (Office of Student Success and Retention and Office of Housing and Residential Life)

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth Strategy Goal 8 Strategy A

Describe next steps: Next steps include evaluating success of tutoring (grade outcomes of student participants) and service utilization by students.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: A budget was allocated for FY19.

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

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: The Center for Innovative Teaching and Learning (CITL) had a team member appointed to the Diversity Equity Action Committee (DEAC) and has begun actively programming for diversity, equity, and inclusion (DEI) with partners in the School of Teacher Education and Leadership (STEL) and through development of a DEI strand during the “May Our Turn and Training Week.”

Describe challenges: CITL staff need DEI training to help initiatives move forward.

Who are you collaborating with? Center for Innovative Teaching and Learning; Diversity Equity Action Committee; School of Teacher Education and Leadership; and Division of Finance and Administration (Department of Human Resources)

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

Describe next steps: Next steps include continuing to develop and enhance DEI professional development support.

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) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Charley Cosmato (Director of Center for Innovative Teaching and Learning)

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: Conducting foundation work with faculty introducing them to concepts of diversity, equity, and inclusion (DEI). Specifically, 12 DEI sessions were solicited and delivered as a strategic focus in May 2019 Our Turn. Dr. Tia McNair, Vice President of Diversity, Equity, and Student Success at AAC&U, provided the keynote at Institutional Effectiveness Day in August 2019 and led campus conversation on inclusive excellence at Radford University. Dr. Sharon Jones and the Center for Diversity and Inclusion implemented the student campus climate survey and hosted students of color focus groups to gather baseline data. Diverse Faculty Hiring webinar was hosted. Discussion was held on developing a Lumina foundation ask on DEI. Artis College of Science and Technology faculty supported the CUR Broadening Participation Institute. Additionally, a cross-divisional team of eight from the Divisions of Academic Affairs, Enrollment Management, and Student Affairs participated in AAC&U Diversity, Equity, and Student Success (DESS) Conference in March 2019. Since the conference, they are continuing to meet monthly to collaborate and implement change.

Describe challenges: Challenges include funding to hire a consultant for a multi-year commitment to develop and implement a DEI awareness, knowledge, and skills program.

Who are you collaborating with? Diversity Awareness Action Committee; Division of Academic Affairs (REALISE Program, Artis College of Science and Technology, Honors College, School of Teacher Education and Leadership, and Office of Institutional Effectiveness and Quality Improvement); Division of Student Affairs (Center for Diversity and Inclusion and Office of Student Success and Retention); and Division of Finance and Administration (Department of Human Resources)

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

Describe next steps: Next steps include continuing DEI strategic initiative in future, such as Our Turn sessions (DEI in New Faculty Orientation), DEI faculty learning community (FLC) in Fall 2019; DEI faculty development programming, a partnership with the Department of Human Resources on diverse hiring practices for faculty, DESS campus partnerships, and collaboration with the Artis College to launch a three-year DEI awareness, knowledge, and skill training led by Dr. Sharon Jones (in collaboration with the REALISE program).

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Academic Programs made several strategic investments in DEI, totaling \$22,410. The AAC&U DESS Conference totaled \$ 10,000. Additional investments are as follows.

- Students of Color focus groups - \$400
- Diversity faculty hiring webinar - \$100
- Books for two DEI faculty learning communities (FLCs) academic year 2019-2020 (Whistling Vivaldi and Blind Spot) - \$910
- CUR Broadening Participation Institute (co-funding split with Artis College) - \$6,000
- Student Campus Climate Survey (HERI) - \$5,000

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs)

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: The Waldron College of Health and Human Services' Equity Committee implemented the annual year-long Character Campaign with monthly service-learning opportunities/community service programs provided to vulnerable populations in the New River Valley by faculty, staff, and students.

Describe challenges: The challenges are limited time and limited funding.

Who are you collaborating with? Faculty, staff, and students across campus and community agencies

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

Describe next steps: Next steps are to solidify plans for community service activities and associated round table discussions 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) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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: The Department of Management initiated course development and implementation of a special topics course on Workplace Diversity and Inclusion (MGNT 471) in support of increasing understanding and skills of majors and minors and any students interested in taking a free elective in topic of interest and relevance.

Describe challenges: A challenge is creating awareness of course availability to students.

Who are you collaborating with? N/A

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

Describe next steps: Next steps including assessing demand for the course in AY 2019-20 and, if warranted, establishing it as a required MGNT elective option.

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) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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



Green = Progress is on track.

Describe progress toward target: There is an ongoing emphasis and incentives for pedagogical development by faculty in professional development workshops on and off campus.

Describe challenges: A challenge is that professional development workshops are often not tailored to the specific needs of pedagogical development, course management, and behaviorally-based best practices.

Who are you collaborating with? Center for Innovative Teaching and Learning (CITL)

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

Describe next steps: Next steps include the Department of Management initiating planning and implementation of intensive virtual coaching sessions for a few faculty volunteers with specific issues affecting student engagement.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Contract with experienced virtual coaching service for limited series of intensive feedback sessions

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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



Green = Progress is on track.

Describe progress toward target: The Department of Political Science allocated department budget funds to offer support to any full-time faculty who wanted to attend teaching and learning conferences. The Department Chair hosted a “brown bag” lunch discussion about student challenges and supporting students, invited the Harvey Knowledge Center director to attend department meeting, and liaised with the Center for Accessibility Services to strategize ways to support students with accommodation needs.

Describe challenges: N/A

Who are you collaborating with? Harvey Knowledge Center, Center for Accessibility Services, and the College of Behavioral Sciences New Faculty Mentoring Group

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

Describe next steps: N/A

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) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

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



Green = Progress is on track.

Describe progress toward target: The REALISE program is providing training and reassigned time for faculty to develop problem-based learning opportunities and inclusive pedagogy in introductory science lab courses.

Describe challenges: The REALISE program completed its second year of implementation in 2018-19, so assessment of redesigned courses will occur in fall 2019.

Who are you collaborating with? Faculty in all academic departments of the Artis College of Science and Technology; selected faculty in the College of Education and Human Development and the College of Humanities and Behavioral Sciences; the Center for Innovative Teaching and Learning (CITL); Diversity Equity Action Committee (DEAC) and Office of Academic Programs

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

Describe next steps: N/A

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Funds are provided by the Howard Hughes Medical Institute (HHMI) grant received for the REALISE program.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Orion Rogers (Artis College of Science and Technology Dean)

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



Green = Progress is on track.

Describe progress toward target: The Center for Innovative Teaching and Learning (CITL) has set a strategic goal for the unit to increase faculty learning communities (FLCs). Participation in the 2018-2019 academic year rose substantially by offering three additional FLCs.

Describe challenges: A challenge is to cultivate more facilitators for FLCs with more varied opportunities to develop pedagogical expertise.

Who are you collaborating with? Office of Academic Programs, REALISE program, and faculty population at large

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

Describe next steps: Next steps include partnering with Matthew DeCarlo in the School of Social Work to offer an open educational resources (OER) FLC, as well as seeking partnership with the Office of Academic Programs (Sharon Jones) to offer a diversity, equity, and inclusion (DEI) FLC.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: There was a re-allocation of funds from the prior “Director of Faculty Development” to the “Executive Director of Faculty Development” to help lead the culture change. Additionally, Dr. Sharon Jones was reassigned to the Office of Academic Programs to support DEI initiatives in the REALISE program and for the campus community.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Charley Cosmato (Director of Center for Innovative Teaching and Learning)

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



Green = Progress is on track.

Describe progress toward target: The Faculty Development service unit was restricted with the hiring of a founding Executive Director of Faculty Development who began her tenure on July 1, 2019. The Executive Director was charged with developing a more robust slate of faculty development programming aimed toward fostering a culture change and addressing all aspects of the professorate. There are plans underway for a faculty learning community (FLC) for new faculty. The number and richness of faculty development programming increased in AY 2018-2019. The Center for Innovative Teaching and Learning (CITL) increased faculty learning community (FLC) offerings. New Faculty Orientation was revised in Fall 2019 as themed to the three areas of the professorate (teaching, research, and service) with a more interactive and dynamic format and broad exposure and engagement with faculty from across campus. CITL created an advisory board to more deeply engage with the academic colleges and individual faculty.

Describe challenges: Culture change is challenging work.

Who are you collaborating with? Center for Innovative Teaching and Learning; academic colleges; department chairs and school directors; and faculty

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

Describe next steps: Next steps include continue focusing on FLCs, as well as faculty writing groups and other ongoing faculty development programming.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Academic Programs strategic investment in FLC books for academic year 2019-2020 totals \$3,200.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs)

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: The Waldron College of Health and Human Services' Equity Committee implemented the annual year-long Character Campaign with monthly service-learning opportunities/community service programs provided to vulnerable populations in the New River Valley by faculty, staff, and students.

Describe challenges: The challenges are limited time and limited funding.

Who are you collaborating with? Faculty, staff, and students across campus and community agencies

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

Describe next steps: Next steps are to solidify plans for community service activities and associated round table discussions 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) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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: The Davis College of Business and Economics has the BB&T Global Capitalism Lecture Series, Executive in Residence, and the Economics is Everywhere Speaker Series. Our honors organizations (BGS and BAP) have speakers on a range of topics, including global issues. The BB&T Capitalism Lecture in Fall 2018 was focused on economic development in Africa. We also have required courses in our majors that address international issues, helping to improve awareness of some cultural diversity problems regularly dealt with by business professionals.

Describe challenges: A challenge is the availability and willingness of experts to visit campus and discuss such topics.

Who are you collaborating with? N/A

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

Describe next steps: Next steps include solidifying plans for community service activities and associated round table discussions 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) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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: Poli Sci Day are two days of programming engaging more than 700 students as they attend and participate in sessions focused on international politics, domestic and local public affairs and politics, career opportunities, and research by faculty and students.

Describe challenges: N/A

Who are you collaborating with? International scholars, national scholars, and College of Humanities and Behavioral Sciences alumni

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

Describe next steps: Next steps include developing and hosting this event annually.

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) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

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: The University is hosting or facilitating documentary films related to sustainability. In collaboration with the Citizen Leader program housed under the Division of Student Affairs, the University hosted director and author Josh Tickell on campus for a screening of his new film, “The Revolution Generation”, and for a workshop on “Sustainability and “Environmental Careers” and “Understanding Millennials” with the Division of Student Affairs.

Describe challenges: Challenges include personnel limitations and budget constraints.

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? N/A

Describe next steps: Next steps include securing funding for films and guest speakers.

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) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Josh Nease (Sustainability and Selu Conservancy Academic Program Manager)

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: The University established diversity, equity, and inclusion (DEI) programming strand for Our Turn in May 2019 and the Innovator Café Faculty Learning Community in Fall 2019. The Division of Academic Affairs, specifically the Office of Academic Programs, partnered with the School of Teacher Education and Leadership, led by Amanda Bozack, and the Department of Human Resources to provide DEI professional development to Faculty Hiring Committees in April of 2019.

Describe challenges: Challenges include institutional structures to support DEI initiatives being rooted in gender and race studies and/or legal compliance. There is a need to move to more culturally appreciative models. Also, coordinated leadership is needed in order to organize and set institutional priorities/action plans.

Who are you collaborating with? Division of Academic Affairs (Office of Academic Programs with Jeanne Mekolichick and Sharon Jones) and School of Teacher Education and Leadership (Amanda Bozack); and Division of Finance and Administration (Department of Human Resources with Ruby Cline)

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

Describe next steps: Next steps include continuing to collaborate with campus partners.

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) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Charley Cosmato (Director of Center for Innovative Teaching and Learning)

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: The Citizen Leader program supported one faculty campus event (Miss Virginia Wheelchair) and three program events (Inclusion Week; Revolution Generation Movie, and Sustainability Workshop).

Describe challenges: Challenges include the process and tracking system to promote or support events requested by the Citizen Leader program continue to be under development. The program, as a whole, is new and under development.

Who are you collaborating with? Division of Academic Affairs (Citizen Leader Advisory Board and Co-Director Jean Mistele; and Office of Sustainability) and Division of Student Affairs (Jessica Twiest and Center for Accessibility Services)

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 Strategy A3 and Student Success Goal 1

Describe next steps: Next steps include streamlining current processes.

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) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Jean Mistele (Co-Director of Citizen Leader Program)

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: The Center for Global Education and Engagement continues to offer cultural programming in partnership with units from across campus. In academic year 2018-2019, 13 events were delivered and aimed at promoting cultural understanding. The Office of Academic Programs, in partnership with the Department of English, the Center for Diversity and Inclusion (CDI), and Diversity Awareness Programming (DAP) welcomed award-winning author and activist Jocelyn Johnson to campus for a reading and discussion on contemporary diversity and activism.

Describe challenges: Challenges include campus communication of provided opportunities.

Who are you collaborating with? Division of Academic Affairs (Center for Global Education and Engagement; Diversity Awareness Programming; College of Visual and Performing Arts; Department of English; and Department of Foreign Languages and Literatures); Division of Student Affairs (Center for Diversity and Inclusion and Latino Student Alliance); and Division of Finance and Administration (Chartwell's)

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

Describe next steps: Next steps include continuing to work across campus, developing partnerships, increasing awareness, and bringing students, faculty, and staff together for these events.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Center for Global Education and Engagement contributed \$22,236 in funding and the Office of Academic Programs contributed a strategic investment of \$1,000.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs)

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).



To date, there is no measurable progress to report.

Describe progress toward target: To date, there is no progress to report. Progress may be available at a later time.

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? Student Success Goal 2 and Strategy C and D

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

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

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

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: The implementation of the Citizen Leader program during spring 2019 offers opportunities for faculty to integrate co-curricular activities into courses. Campaigns are being developed to encourage and support the use of RUIInvolved by students, faculty, and staff to centralize the tracking of events. Other processes to make faculty aware of campus events and available activities are being explored and developed.

Describe challenges: Challenges include that a campus culture shift and training are needed to use a centralized tracking and reporting system for events, as well integration as part of course curriculum.

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 Goal 2 Strategy A and B

Describe next steps: Next steps include continuing to develop an ad-hoc committee for the 2019-2020 academic year, as well as provide training and promotion related to RUIInvolved and create university-wide event calendar.

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

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

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: Faculty have been encouraged to integrate campus events into their syllabi. More than 400 faculty and students participated in the fall and spring semester Waldron College of Health and Human Services Interprofessional Education and Practice Symposia, as well as the annual Waldron College of Health and Human Services Interprofessional Symposium and Expo. This event is embedded in curricula across disciplines in the Waldron College of Health and Human Services, College of Education and Human Development, and College of Humanities and Behavioral Sciences.

Describe challenges: N/A

Who are you collaborating with? College of Education and Human Development; College of Humanities and Behavioral Sciences; and Radford University Carilion, including Virginia Tech Carilion

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

Describe next steps: Next steps include planning and execution of the following events: February 21, 2020 - Waldron College Interprofessional Education and Practice Symposium; April 16, 2020 - Waldron College Interprofessional Symposium and Expo; and early to Mid-April for RUC/RU IPE Simulation Day at Carilion Clinic

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Waldron College of Health and Human Services developed the Center for Interprofessional Practice and Education. New initiative requests were submitted in 2017 and 2018 to hire a director and staff member for that initiative. This is an ongoing need in the Waldron College of Health and Human Services and critical for the successful on-going implementation of this goal/strategy in the strategic plan.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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: The Davis College of Business and Economics faculty continue to invite students to participate in all events, such as BB&T Global Capitalism Lecture Series, Executive-In-Residence, Economics-Is-Everywhere lectures, as well as other campus-wide events. Campus-wide events are routinely posted on monitors in the halls of Kyle Hall for other students to view.

Describe challenges: N/A

Who are you collaborating with? N/A

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

Describe next steps: N/A

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) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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: All College of Visual and Performing Arts general education classes require students to attend campus events for evaluation and reflection. The Department of Design's pre-internship DSN 320 course required students to either attend the Jump Start Conference or to complete a community service project.

Describe challenges: N/A

Who are you collaborating with? Office of University Relations

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

Describe next steps: N/A

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) with support from Margaret Devaney (College of Visual and Performing Arts Dean)

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: The Department of Political Science faculty advise five student clubs: Political Science Society, Model UN, Public Policy Organization, Young Republicans, and Young Democrats. The Young Democrats won an award for the best chapter in Virginia for their active engagement in local and state level politics. Also, the Center for Gender Studies sponsors programming that does this, including co-sponsoring research conferences and research talks. This year the list includes talks by faculty in the Departments of Political Science, Sociology, and Philosophy and Religious Studies, and programming with the Cinematic Arts program and Women's Entrepreneurship Week.

Describe challenges: N/A

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? N/A

Describe next steps: N/A

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) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

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: The Sustainability Office creates campus events throughout the academic year. Sustainability Week and events during Earth Week are larger events. Many faculty require or incentivize students to get involved on campus. Some of these events includes Physical and Psychological Barriers to Climate Change with Rick Van Noy, Undergraduate Stormwater Certification Course, and The Revolution Generation screening and discussion.

Describe challenges: Challenges include personnel limitations and budget constraints.

Who are you collaborating with? Student organizations

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

Describe next steps: N/A

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Four student work study employees were reassigned to the Sustainability Office.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Josh Nease (Sustainability and Selu Conservancy Academic Program Manager)

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: Following the Retention Summit held in January, the University contracted with Ruffalo Noel Levitz to help guide our retention efforts with an initial focus on first year students. The arrival of the new Director of Housing and Residential Life also creates an opportunity to enhance existing dialogue, which occurs regularly in a cross-divisional manner in order to provide a forum for new student engagement initiatives to be imagined and developed, as well as open up communication about current and on-going successful programs that have meaningful impact for participants.

Describe challenges: Challenges include identifying the strategies that are most effective and impactful. Given that staff and faculty across divisions and departments work with retention initiatives it is important to ensure consistent messaging and communication.

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 implementation of the recommendations from the Retention Summit report. Also, a success plan is being developed with Ruffalo Noel Levitz.

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

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

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 Office of Institutional Effectiveness and Quality Improvement held the 5th Annual Institutional Effectiveness Day on August 20, 2018. IE Day is an event that brings faculty and staff from across the institution together to share and discuss ideas to improve the experiences of our students. For 2018, the structure of IE Day was changed to a mini-conference format. This allowed participants to actively engage in the event. Approximately 200 participants attended this past event, which included a panel discussion on “Creating Success for Gen Z Students” and eight presentations during the two break-out sessions. Completed evaluations indicated that 82% were satisfied or very satisfied with the overall event, and 91% indicated they were satisfied or very satisfied with the new format.

Describe challenges: Challenges include finding a date that will allow all faculty and staff to take part in the event and encouraging more faculty to attend. Last year, Institutional Effectiveness Day fell on one of the “move-in” days for returning students. This meant that many of the staff from housing were not able to attend.

Who are you collaborating with? The Office of Institutional Effectiveness and Quality Improvement collaborated with the Division of Academic Affairs and Division of Student Affairs, with assistance from the Associate Provost for Student Programs and the Assistant Vice President for Student Success.

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

Describe next steps. For the 2019 Institutional Effectiveness Day, we have scheduled the day, so that it does not overlap with other important events on campus, such as “move-in” day.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: For 2019 Institutional Effectiveness Day, the Office of Institutional Effectiveness and Quality Improvement has asked, Tia McNair, Vice President for Diversity, Equity, and Student Success, to be the keynote speaker for the event. The inclusion of a guest speaker will require a realignment of existing resources to pay for her honorarium and travel expenses (amount unknown at this time).

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Sandra Baker (Director of Institutional Effectiveness and Quality Improvement)

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 College of Visual and Performing Arts has a variety of points of connection, including: a living-learning community called the Community of Artists; Academic Affairs Leadership Team meetings as a very effective hub for communication between academic areas; and strong college engagement at the Retention Summit.

Describe challenges: N/A

Who are you collaborating with? Division of Student Affairs (Office of Housing and Residential Life) and outside sources of expertise

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth Goal 8 Strategy A

Describe next steps. N/A

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) with support from Margaret Devaney (College of Visual and Performing Arts Dean)

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: Collaborative programming with the Office of Housing and Residential life includes: the Sustainability Ambassadors Program; HRL Student Sustainability Coordinator Work Study Employee; Highlander Cup Residence Hall Sustainability Competition; and the Eco Living-Learning Community. Collaborative programming with the Division of Student Affairs includes: student project: “Integrating Sustainability into CPC and other student programming”; The Revolution Generation film screening and discussion with the Citizen Leader program; Josh Tickell’s presentation on “Understanding Millennials”; and Sustainability and Environmental Careers with the Center for Career and Talent Development.

Describe challenges: Challenges include common partnership/collaboration issues, such as communication and participation.

Who are you collaborating with? Division of Student Affairs (Office of Housing and Residential Life)

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

Describe next steps. Next steps include continuing to develop partnerships and programming; work with residential life to implement programming; and work with student activities and internship team to implement programming.

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) with support from Jeanne Mekolichick (Associate Provost for Academic Programs)

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 Honors College has invited participation in the Honors Advisory Committee meetings from both the Office of Housing and Residential Life (Floyd Hall resident directors and resident assistants), Office of Student Activities (Alice Coughlin), and the professional academic advisers.

Describe challenges: Challenges include other offices on campus having their own priorities (outside of honors students) and limited time.

Who are you collaborating with? Division of Student Affairs (Office of Housing and Residential Life and Office of Student Involvement, and the professional academic advisers

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

Describe next steps. Next steps include continuing to contact relevant offices.

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) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Niels Christensen (Director of the Honors College)

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 Harvey Knowledge Center partnered with the Office of Housing and Residential Life to offer academic coaching in the residence halls, specifically for courses with high DFW rates. Sessions provided two hours of drop-in assistance for BIOL 131, 132, CHEM 111, 112, HIST 101, 111, MATH 114, 116, 125, 126, 137, and any 100-level math class, as well as writing support for any class. The Harvey Knowledge Center also partnered with the Center for Accessibility Services, Student Counseling Services, the Office of Student Standards and Conduct, McConnell Library, and the Department of Chemistry to offer a College Success Workshop Series. Workshops covered topics like procrastination, time management, test-taking strategies, reading strategies, exam anxiety, APA style citation practices, developing a growth mindset, and an algebra refresher. Workshops were designed to engage, support, and empower students to connect with their peers and the campus, while practicing skills for success.

Describe challenges: Challenges include communicating sessions offered in residence halls and encouraging students to attend. Workshops had low attendance, despite faculty and students expressing interest or value in the topics offered.

Who are you collaborating with? Division of Student Affairs (Office of Housing and Residential Life; Office of Student Success and Retention; Center for Accessibility Services; Student Counseling Services; and Office of Student Standards and Conduct) and Division of Academic Affairs (McConnell Library and Department of Chemistry)

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

Describe next steps. Next steps include considering alternative residence hall locations and collaborating more intentionally with departments and faculty teaching courses covered in residence hall coaching sessions to increase attendance. Redesign workshops to be available as in-class presentations, allowing faculty to request a Harvey Knowledge Center staff member to lead one in their classroom and collaborate specifically with interested faculty to offer workshops for their courses or as extra credit opportunities that fit with their class schedules. Continue to reach-out to these offices and other relevant offices. Work will continue on contacting relevant offices.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Funding for wage hours for residence hall coaching supplied by the Office of Housing and Residential Life through the creation of new wage positions for peer academic coaches, such as DFW tutors.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Jessica Beckett (Director of the Harvey Knowledge Center)

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 Living-Learning Community (LLC) Operations Group meets monthly, co-convened by Associate Provost for Academic Programs and the Assistant Vice President of Retention and Student Success. This group includes faculty and residence hall staff from each LLC, along with representatives from the Office of the Registrar, Office of New Student and Family Programs, Office of Institutional Assessment and Quality Improvement, Office of Student Success and Retention, Admissions Office, Honors College, Office of Undergraduate Research and Scholarship, College of Visual and Performing Arts, the School of Teacher Education and Leadership, and Department of Biology.

Describe challenges: Challenges include scheduling meetings across so many disparate units is challenging.

Who are you collaborating with? Division of Academic Affairs (Honors College; Office of Academic Programs; Office of Undergraduate Research and Scholarship; Office of Institutional Assessment and Quality Improvement; and faculty); Division of Enrollment Management (Office of the Registrar, Admissions Office, and New Student and Family Programs); Division of Student Affairs (Office of Housing Residential Life and Office of Student Success and Retention)

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth Goal 8 Strategy A

Describe next steps. Next steps include continuing to convene the group during the 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) with support from Jeanne Mekolichick (Associate Provost for Academic Programs)

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 University purchased Mongoose texting service for Advising Centers to deliver a consistent communication plan and protocol to engage students with advising needs. Also, the Pre-Major Advising Center was rebranded to the Advising Center for Major Exploration with a restructure of the Director position to include engagement with (1) Transfer Admissions and (2) the Center for Career and Talent Development.

Describe challenges: N/A

Who are you collaborating with? Division of Information Technology; Division of Academic Affairs (Academic Advising Centers, Center for Career and Talent Development, Academic Advising Centers, and Faculty); Division of Student Affairs (Center for Diversity and Inclusion); and Office of University Relations

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

Describe next steps. Next steps include working through the co-chairs of the Academic Advising Committee to develop a communication plan and protocols to use the Mongoose texting system to support our students; welcoming the inaugural Director for the Advising Center for Major Exploration in June 2019 following by on-boarding;; collaborating with Transfer Admissions to develop recruitment and engagement plan with community colleges; and collaborating with the Center for Career and Talent Development to develop a structured program for incoming Academic Explorers.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Office of Academic Programs provided a strategic investment of \$3,000 in Mongoose. The office of Academic Programs also provided a strategic investment of \$3,950 for re-branding Advising Center for Major Exploration.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs)

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: Working with Center for Career and Talent Development, the Advising Center in the Davis College of Business and Economics, which advises all freshmen and sophomores in the college, is mandating all freshmen and sophomores to schedule with their career coach. The Advising Center helps the students with the scheduling process as needed. Also, the Department of Department of Accounting, Finance, and Business Law has a firm night each fall by bringing in recruiters looking for accounting majors or finance majors. The first part of the evening is for seniors only for full-time post-graduate positions. The second part of the evening is open to all majors, allowing students seeking internships or shadowing opportunities to meet with firm representatives and to begin to network within the field. Finally, the Department of Marketing has initiated partnerships with two organizations University of Virginia Health System and Enterprise, to facilitate student internship opportunities.

Describe challenges: Challenges include students not following through with their appointments even after those are scheduled and the need for additional firms to attend firm night. (NOTE: Every year, we have added a few new ones to the list, but more are still needed.)

Who are you collaborating with? Center for Career and Talent Development (Teresa Dickens).

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

Describe next steps. Next steps include developing plan to improve success rate of Davis College of Business and Economics students having a completed Handshake profile and seeing their career coach.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: This initiative requires a substantial additional time commitment from Davis College of Business and Economics advisors, which is a resource that is scarce, especially in light of the additional demands being placed on them.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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: With the generous donations of families, faculty, staff and the community, the Career Closet, coordinated by and housed in the Center for the Career and Talent Development, has increased its impact to our students. Year to date, the Career Closet has collected 429 articles of clothing from donors. Over 300 students have been supported on their respective career journeys with professional attire. Also, new monitors and Zoom video conferencing software were installed in the interview spaces and Employer Lounge in the Center for Career and Talent Development. The technology supports career development services to our student population by offering digital and virtual interviewing training, as well as increasing space utilization of the rooms. Students can now reserve the rooms to prepare and conduct their virtual interviews in a professional setting.

Describe challenges: Challenges include staffing and planning. *For staffing, the following is shared.* Given the dynamic change of the job market and the focus on retention and placement, the roles of the career coach have been modified. Currently, there are four career coaches supporting 9500 students. The ratio of coach to student is higher than the national average. The coaching format is evolving to include group coaching; however, an additional coach would enable more student impact. A recommendation to expand the coaching staff has been made. *For planning, the following is shared.* A large portion of our students do not engage in career services until the last few semesters of their time at Radford. This has resulted in lower positive career outcomes and was highlighted in the recent Ruffalo Noel Levitz report. It was recommended that Career Planning and Exploration be included in Quest (New Student Orientation) and UNIV 100 in partnership with Academic Advising to include questions/referrals as part of their advising protocol. The idea is to shift from a more reactionary type of intervention to a proactive/intentional approach to career planning each semester.

Who are you collaborating with? Division of Academic Affairs (Leadership Team and Academic Advising; Division of Student Affairs; and Division of Finance and Administration

Does strategy overlap with other goal/strategy? If so, which one? Student Success Goal 3 Strategy B, C, D, and E

Describe next steps. Next steps are focused on staffing and identifying resources to expand team.

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) with support from Angela Joyner (Executive Director of the Center for Career and Talent Development)

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, Thrive career plan was introduced in the 2018-19 Career Development Guide. The guide included a customizable career plan and checklist. Then, the focus was to reviewing and optimizing career development workshops to include “Discover, Experience, and Thrive” approach. Now, the focus is on developing new career development modules to be included in UNIV 100 and professional development courses on campus. This will provide an opportunity to provide a comprehensive and consistent approach to career planning and exploration on campus. This initiative will help students create their first career plan, resume and Handshake profile in preparation for on campus employment and internships. Note: The Career Planning and Exploration has now been changed from “optional” to “required” content for the UNIV 100 classes.

Describe challenges: Challenges include building awareness of and support for earlier and frequent career planning intervention with students as there is an opportunity to increase positive career outcomes for students by accelerating their career planning earlier in their academic careers.

Who are you collaborating with? Division of Academic Affairs (Academic Advising Council and General Education Review Team); Division of Student Affairs; and Division of Enrollment Management (Office of New Student and Family Programs and Admissions Office)

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

Describe next steps. Next steps include formalizing coaching approach; provide training and materials to share with academic advisors, a well as faculty and staff; identifying opportunities for integration in existing outreach and programs.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: There was a \$10,000 reinvestment, or realigned funding, to support development and distribution of 2019-20 Career Development Guide, as well as a \$1,000 investment in Career Development Skills Workshops (materials, incentives, promotion, etc.).

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Angela Joyner (Executive Director of the Center for Career and Talent Development)

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



Green = Progress is on track.

Describe progress toward target: Each year since 2013, the Waldron College of Health and Human Services hosts an average of 25 health and human services agencies as part of the Interprofessional Symposium and Expo.

Describe challenges: Challenges include expansion beyond who has been invited in the past is limited by the space currently utilized on campus.

Who are you collaborating with? Waldron College of Health and Human Services academic disciplines, community partners, and agencies across the region

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

Describe next steps. Next steps include the additional of Radford University Carilion and Virginia Tech Carilion, as well as others across additional disciplines with space permitting.

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) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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



Green = Progress is on track.

Describe progress toward target: The Davis College of Business and Economics is actively working to promote usage of Handshake amongst all majors and minors. The Department of Management promotes LinkedIn workshops held regularly by the Center for Career and Talent Development. Also, all departments heavily promote internships for credit, as well as those without academic credit. Student participation in internships for credit included: 15 in Summer 2018; 15 in Fall 2018; 25 in Spring 2019; and 5 in Summer 2019. Internships included Volvo, GEICO, The White House, and other local governments. The Department of Marketing created marketing alumni data file to be utilized for connecting external organizations with current students and faculty. Also, an initiative is underway to create alumni advisory group. Finally, the Department of Department of Accounting, Finance, and Business Law does this with Firm Night and with professional organizations, such as BGS and BAP.

Describe challenges: Challenges include finding time in courses to provide awareness and skills related to career opportunities/activities.

Who are you collaborating with? Center for Career and Talent Development

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

Describe next steps. Next steps include embedding activities in human resource and talent development courses to enhance professional networking and career management skills.

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) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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



Green = Progress is on track.

Describe progress toward target: The College of Visual and Performing Arts developed and nurtured relationships with a number of outside businesses this academic year, including: Columbia Artist Management, Inc.; CAMI/Music; Opus 3 Arts; American Shakespeare Center; projects + gallery; Hartz Gallery, MO; and Taubman Museum.

Describe challenges: N/A

Who are you collaborating with? Various business and organizations (Columbia Artist Management, Inc., CAMI/Music, Opus 3 Arts, American Shakespeare Center, projects + gallery, Hartz Gallery, MO, Taubman Museum, Dorothy Gillespie Foundation, Berlin Opera Academy, Franklin Park Arts Center, and Louden County)

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 Strategy B; Academic Excellence and Research Goal 4 Strategy B; and Strategic Enrollment Growth Goal 8 Strategy A

Describe next steps. N/A

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) with support from Margaret Devaney (College of Visual and Performing Arts Dean)

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



Green = Progress is on track.

Describe progress toward target: The Department of Criminal Justice hosts an annual career expo. The Center for Career and Talent Development and students in the Lambda Alpha Epsilon (the criminal justice professional fraternity) assist with planning and hosting the event. Recruiters from multiple criminal justice agencies come to campus to speak with students about career and internship opportunities in their areas. Also, the Department of Criminal Justice regularly hosts visits from individual agency recruiters to speak to classes and host open interest sessions. These have included the Supreme Court of the United States Police Department, Virginia State Police, U.S. Capital Police, and Target Asset Protection and Loss Prevention.

Describe challenges: Challenges include determining how to accommodate the number of agencies who wish to visit campus outside of formal career fair events (e.g., who want to speak to classes or meet with students), as well as effectively advertising these opportunities to students.

Who are you collaborating with? Center for Career and Talent Development

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

Describe next steps. Next steps include representatives from the Department of Criminal Justice meeting with the Center for Career and Talent Development to discuss how to develop a more formal plan for offering opportunities for criminal justice-themed employment programming.

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) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

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



Green = Progress is on track.

Describe progress toward target: The University increased the number of employers actively recruiting Radford students an additional 2,731 by expanding lead sources using Handshake Career Center platform, employer target lists, alumni relations events, advancement connections, and faculty leads. The total increase since the implementation of the strategic plan is 8,496. The average number of employers in the previous database was approximately 1,300. Additionally, the University increased the number of internships and full-time employment opportunities from 15,812 to 24,624 from the last report (an increase of +8,812 opportunities). Prior to transitioning to Handshake, the average was approximately 3,000 jobs in the previous database. Also, the University developed an employer cultivation strategy and simple tracking document as a placeholder; provided training to the Center for Career and Talent Development team in employer cultivation; and identified best practices internally and externally on delivering exceptional customer experience. Finally, the University piloted a “Part-Time Job Fair” to help students find employment/internships in the local area. Over 25 employers and 125 students attended the fair. The intent was to highlight job opportunities on and near campus for students. Ideally, this will help support retention efforts for our students.

Describe challenges: A challenge includes identifying existing employer relationships, job leads and student placements not currently generated through the Center for Career and Talent Development. *(NOTE: We believe that Radford University’s placement rate and reported employer information may be significantly underreported. Opportunities for improved communication and collaboration efforts exist.)* Another challenge includes developing a consistent method of identifying, tracking, and communicating employer relationships. *(NOTE: Most of the communication is currently through word of mouth and excel spreadsheets. There is an opportunity for a more consistent method of engaging employer partners and documenting the cultivation of that relationship.)* A final challenge is training faculty, staff, and on campus partners on Handshake and encouraging the practice of sharing leads could help mitigate duplicative efforts and miscommunication.

Who are you collaborating with? Division of Academic Affairs (colleges and faculty); Office of University Advancement (Alumni Relations); Office of University Relations; students/parents

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

Describe next steps. Next steps include cultivating relationships and expanding job opportunities by including all work-study, on-campus, and local part-time and full-time opportunities within the local area on Handshake. This will serve as a feeder for new internships, but also as a retention opportunity.

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) with support from Angela Joyner (Executive Director of the Center for Career and Talent Development)

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: The Career Guide integration included several pages focusing on financial literacy topics (i.e. budgeting, negotiating an offer, evaluating an offer, what is compensation, etc.). It also included a link to iGrad financial literacy tool, as well as Candid Career videos. Also, the JumpStart Career Development Conference incorporated a financial literacy panel and a workshop titled “Pursue A Debt Free Degree.” Over 130 students attended the conference on March 2, 2019 with representatives ((Edward Jones, Wells Fargo, student representatives, and alumni) from the financial sector to discuss financial advising, budgeting, planning, and financial insecurity.

Describe challenges: Challenges include building awareness of the iGrad tool and integrating Financial literacy tools and initiatives on campus.

Who are you collaborating with? Division of Enrollment Management (Enrollment Management Task Force and Financial Aid Office)

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

Describe next steps: Next steps include continuing to participate in discussions with the enrollment management and financial aid staff about co-hosting financial literacy workshops and promoting iGrad, as well as developing concrete action plan to implement additional workshops.

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) with support from Angela Joyner (Executive Director of the Center for Career and Talent Development)

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: The Davis College of Business and Economics already has a class in financial literacy, and it is part of at least one minor at this time. With the roll-out of the REAL general education program, the class may be included in additional minors. The Center for Financial Literacy offers workshops for high school teachers in the summer. These workshops stress methods for teaching financial literacy. Finally, the Davis College of Business and Economics and the Governmental and Nonprofit Assistance Center are working with Junior Achievement of Roanoke to offer financial literacy programs to high school students.

Describe challenges: Challenges include a limited number of faculty with an academic specialization in financial literacy.

Who are you collaborating with? Junior Achievement, Governmental and Nonprofit Assistance Center, and Office of University Advancement

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

Describe next steps: Next steps include successfully implementing planned and future courses and workshops.

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) with support from Joy Bhadury (Davis College of Business and Economics Dean)