

RADFORD UNIVERSITY

2018-2023 Strategic Plan

Embracing the Tradition and Envisioning the Future

Economic Development and Community

Partnerships

Spring 2020 and Fall 2020

Updates

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

Substrategy 1: Offer competency-based education (CBE) programs to non-traditional adult learners in the Commonwealth of Virginia and beyond to prepare them for employment or advancement in current and future job markets.



Green = Progress is on track.

Describe progress toward target: The Vinod Chachra IMPACT Lab has partnered with 32 cybersecurity and geospatial intelligence companies and organizations, resulting in 73 adult learners enrolled in these programs.

Describe challenges: Continuing enrollment growth momentum and innovation development

Who are you collaborating with? Division of Academic Affairs and external partners

Does strategy overlap with other goal/strategy? If so, which one? The Vinod Chachra IMPACT Lab strategies are aligned with Academic Excellence and Research, Goal 3, Strategy A (CBE); Economic Development and Community Partnerships, Goal 1, Strategy A; and Strategic Enrollment Growth, Goal 7, Strategy D (CBE).

Describe next steps: Explore additional high demand program areas to inform future workforce development solutions and develop a comprehensive growth strategy to expand competency-based education offerings and partnerships to serve the Commonwealth and beyond

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

Name of person completing this Strategic Plan Progress Report: Angela M. Joyner, Special Advisor to the President for Partnerships and Chief Innovation Officer

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

Substrategy 3: Partner with local and state agencies to harness state and federal funds for economic and workforce development.



Green = Progress is on track.

Describe progress toward target: The Vinod Chachra IMPACT Lab has established a formal partnership with the West Virginia Department of Education to allow elementary school teachers to renew their teaching license by completing math focused K-12 micro-credentials. The Vinod Chachra IMPACT Lab is also in negotiations with the Virginia Department of Education to determine how we can provide micro-credentials throughout the state at a sustainable and scalable cost. Furthermore, the Vinod Chachra IMPACT Lab is serving local education agencies across twelve states because of the U.S. Department of Education grant initiative.

Describe challenges: Transitioning the business model for K-12 micro-credentials post grant award and continuing enrollment momentum

Who are you collaborating with? Division of Academic Affairs and external partners (e.g. West Virginia Department of Education)

Does strategy overlap with other goal/strategy? If so, which one? The Vinod Chachra IMPACT Lab strategies are aligned with Academic Excellence and Research, Goal 3, Strategy A (CBE); Economic Development and Community Partnerships, Goal 1, Strategy A; and Strategic Enrollment Growth, Goal 7, Strategy D (CBE).

Describe next steps: The Vinod Chachra IMPACT Lab is continuing its ongoing efforts to cultivate partnerships with businesses and organizations, as well as state and local agencies, to provide workforce development solutions.

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

Name of person completing this Strategic Plan Progress Report: Angela M. Joyner, Special Advisor to the President for Partnerships and Chief Innovation Officer

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

Substrategy 4: Engage the university community in supporting downtown revitalization, business development, workforce development, community support programs and recreation and tourism opportunities.



Green = Progress is on track.

Describe progress toward target: The Vinod Chachra IMPACT Lab provides competency-based education in cybersecurity, geospatial intelligence and K-12 professional development via a business-to-business model aimed at working adults. Through the cybersecurity and geospatial intelligence programs, the Vinod Chachra IMPACT Lab has partnered with 32 companies and organizations, resulting in 73 adult learners enrolled. Through the Appalachian Support for Specialized Education Training (ASSET) (www.radford.edu/asset), funded through the U.S. Department of Education Supporting Effective Educator Development (SEED) grant program (Award # U423A170051), the Vinod Chachra IMPACT Lab has provided access to online, competency-based professional development to approximately 5,750 teachers and administrators (including re-enrollments) across twelve states (Alabama, Georgia, Kentucky, Maryland, Mississippi, North Carolina, South Carolina, Ohio, Pennsylvania, Tennessee, Virginia and West Virginia).

Describe challenges: Transitioning micro-credentials to sustainable fee-based offering, while maintaining enrollment momentum

Who are you collaborating with? Division of Academic Affairs, Division of Finance and Administration (1 - Budget and Financial Planning and 2 - Information Technology Services) and external partners (e.g. West Virginia Department of Education)

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Economic Development and Community Partnerships strategies. In addition, the Vinod Chachra IMPACT Lab strategies are aligned with Academic Excellence and Research, Goal 1, Strategy C; Academic Excellence and Research, Goal 3, Strategy A (CBE); and Strategic Enrollment Growth, Goal 7, Strategy D (CBE).

Describe next steps: The Vinod Chachra IMPACT Lab is continuing its ongoing efforts to cultivate partnerships with businesses and organizations, as well as state and local agencies, to provide workforce development solutions.

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

Name of person completing this Strategic Plan Progress Report: Angela M. Joyner, Special Advisor to the President for Partnerships and Chief Innovation Officer

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 1: In the area of education, foster literacy and adult education programs, competency-based and online program options, interdisciplinary teamteaching and degree and certificate options in a variety of disciplines.



Green = Progress is on track.

Describe progress toward target: In the Spring of 2020, the Department of Counselor Education launched a new graduate level School Counseling cohort at the Southwest Virginia Higher Education Center in Abingdon, Virginia. At the completion of the program, students will earn a Master of Science in School Counseling and the School Counseling endorsement, which is the credential to practice as a school counselor in Virginia.

Describe challenges: The COVID-19 global pandemic has posed a challenge. Faculty had to rearrange the course sequence and, as a result, they had to delay the first practicum course. Faculty were unable to secure practicum placements because of the mandated closures resulting from the stay-at-home order.

Who are you collaborating with? Commonwealth of Virginia's Tobacco Region Revitalization Commission

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 University received a \$325,000 grant from the Tobacco Commission to support the administrative costs (i.e., personnel, equipment, supplies/materials and contractual services) of implementing this program.

Name of person completing this Strategic Plan Progress Report: Tamara Wallace, Dean of the College of Education and Human Development

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

Substrategy 1: Design the Student Venture Lab to integrate external stakeholders into the university's innovation ecosystem, to serve as a vehicle for student, faculty and stakeholder interaction and to provide a vehicle for economic growth in the region.



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

Describe progress toward target: Faculty in the Davis College of Business and Economics, specifically, Dr. Steve Childers, facilitated the opening and operation of the Venture Lab and led the Venture Lab Steering Committee, while hosting events and tours. The Davis College of Business and Economics Dean, Dr. Joy Bhadury, supported fundraising efforts.

Describe challenges: Keeping the momentum of the Venture Lab going with continued outreach and programming

Who are you collaborating with? Faculty, staff and administrators representatives from across campus, including the Venture Lab Committee

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

Describe next steps: Currently being operated by the Division of Academic Affairs through High Impact Practices

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Time and effort by Drs. Bhadury and Childers, as well as High Impact Practices

Name of person completing this Strategic Plan Progress Report: Joy Bhadury, Dean of the Davis College of Business and Economics

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 1: 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 Department of Foreign Languages and Literatures holds numerous activities per year for the campus and the community, including the Chinese Mid-Autumn Festival, the Chinese New Year Festival and the Hispanic Heritage Month series of events with a film series, numerous cultural events and scholarly presentations. Dr. Brock Cutler in the Department of History provides community service as a participant in the ReNew the River initiative.

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: Matthew Smith, Dean of the College of Humanities and Behavioral Sciences

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 1: 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 University Performance Series Committee was forced to cancel some special events during this academic year due to coronavirus; however, the committee has already identified events it will bring to campus when conditions allow for large audiences to gather.
- The Department of Dance presented the Fall Dance Festival, Informance Concert, New Student Seminar Concert and the Radford University Ballet Youth Fall Dance Showcase virtually, including both live and pre-recorded performances. These were all presented free of charge to the community. Plans are to continue for the Radford University Ballet Youth program to serve local students ages 3 and up.
- The Department of Design produced a video version of their fashion show.
- The Department of Theatre offered multiple live productions online for audiences to be able to enjoy live theatre.
- The Department of Music offered numerous face-to-face and virtual instrumental and choral events.
- RUAM “Leaves of the Tree” and “More Leaves of the Tree” exhibitions were available in the Covington Center and Tyler Avenue Gallery.

Describe challenges: Marketing events

Who are you collaborating with? Columbia Artists, Opus 3 Artists, CAMI Music, University Performance Series Committee, regional visual artists, School of Communication (College of Humanities and Behavioral Sciences) and College of Visual and Performing Arts donors

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