

RADFORD UNIVERSITY

2018-2023 Strategic Plan

Embracing the Tradition and Envisioning the Future

Strategic Enrollment Growth

Spring 2020 and Fall 2020 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.



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

Describe progress toward target: The Enrollment Data Council was established in Fall of 2017 and held regular meetings through Spring of 2019. During that time, significant progress was made in creating, utilizing and establishing data-informed projects ranging from aid leveraging to student recruitment. These efforts have streamlined the data collection and distribution allowing for a more informed and easily accessible data set available across all divisions.

Describe challenges: N/A

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

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

Describe next steps: The Enrollment Data Council met its goal and is no longer meeting.

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

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

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



Green = Progress is on track.

Describe progress toward target: Admissions staff that live in Eastern and Northern Virginia continue to build pipelines with colleges and universities, students and high school guidance counselors. New tools with the implementation of our Slate CRM have allowed for more detailed reports, by counselor, to effectively track student matriculation data points to set-up priority for focused interactions and follow-up. In addition, strong collaboration with University Relations and the implementation of focused communications, a new virtual tour and program-specific outreaches will allow for a more immersive student recruitment experience. This approach will allow us to take Radford more to the students who can or will not visit.

Describe challenges: The combination of COVID-19 and competition continue to be a challenge for student recruitment. Students wanting to stay closer to home in the larger population areas on the east side of the state can influence student college decisions. As we are unable to hold large recruitment activities, most efforts are done virtually, which limits our ability to expose students to Radford.

Who are you collaborating with? Office of Admissions and Office of Advancement and University Relations

Does strategy overlap with other goal/strategy? If so, which one? This strategy intersects with all Strategic Enrollment Growth strategies.

Describe next steps: Next steps include continuing to analyze student matriculation metrics and adapt overall strategies as needed.

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

Name of person completing this Strategic Plan Progress Report: Craig Cornell, 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: Significant process has made in this effort over the past year with the following:

- Hiring a new marketing vendor and developing an entirely new marketing campaign with University Relations;
- Implementing a new campus-based tour for Fall 2020 recruits;
- Procuring and implementing Slate CRM, a best in breed communications tool allowing for customized communications for student recruits; and
- Significantly increasing virtual events from Highlander Days, to Quest orientation events, to college-specific open-house events due to COVID-19 concerns.

Describe challenges: Challenges include developing all of our communications and marketing modalities into an effective strategy to move students through to matriculation without overwhelming them with too much unwanted information.

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

Does strategy overlap with other goal/strategy? If so, which one? This strategy intersects with all Strategic Enrollment Growth strategies.

Describe next steps: Next steps include continuing to refine and enhance of our marketing plans through effective utilization of our CRM for student recruitment communications and program-specific marketing across all academic areas.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The newly acquired YouVisit platform was procured in Fall 2020 through one-time monies and will need to be permanently accounted for in the budgetary process.

Name of person completing this Strategic Plan Progress Report: Craig Cornell, 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: Continued refinement on outreach activities to select out-of-state markets was met with mixed results for the Fall 2020 class, mostly due to the overall COVID-19 impact on freshman enrollments. Although the overall freshman class saw a loss of new out-of-state student enrollments by 25 students, the out-of-state percentage of the freshman class at 9.7% was one of the highest on record. This shows that the continued refinement of the strategy, additional recruitment efforts, enhanced scholarship leveraging; and enhanced tailored communications have the potential to move numbers closer to the overall growth targets for out-of-state enrollments.

Describe challenges: COVID-19 has been and will continue to be a significant disrupter in the enrollment field. Research is showing students are wanting to stay closer to home, which runs counter to an out-of-state strategy.

Who are you collaborating with? Office of Admissions; Division of Finance and Administration; and Office of Advancement and University Relations

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

Describe next steps: Continued analysis and refinement of name and list buys, allowing for shifting of markets based on results, will be necessary to continue to be successful with this approach. Tailored aid strategies, as well as communications and outreach activities, will need to continue to evolve to meet the changing needs of a more distant student recruitment base considering COVID-19 concerns.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Potential investments of student lead delivery channels will be present over the next few years as traditional name buys from testing agencies will no longer be available in the same volume as over 60% of schools across the nation, including Radford University, will no longer require standardized tests for admissions decisions.

Name of person completing this Strategic Plan Progress Report: Craig Cornell, 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: Continual efforts to increase the visibility of Radford University to broader out-of-state markets continues. This is most clearly represented through re-engineering our application fulfillment efforts this past year by shifting our testing and survey-based name purchases based on past enrollment growth areas in Maryland. In addition, tailored communications, scholarship leveraging and admissions staffing recruitment efforts have been made over the past year to reach, recruit, and enroll this population of students.

Describe challenges: The COVID impact on enrollment management efforts is causing many shifts in traditional student recruitment opportunities and student choices related to colleges to attend. This immediate impact was felt last year, but the lingering effects of the COVID disruption will be felt for many years and will be particularly challenging for out-of-state enrollments.

Who are you collaborating with? Enrollment Management, University Relations and Academic Affairs

Does strategy overlap with other goal/strategy? If so, which one? All enrollment management strategies overlap and intersect with this strategy.

Describe next steps: Continued analysis and refinement of the overall communications, marketing, recruitment, aid leveraging, and enrollment areas will be necessary to meet the established goal.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Additional survey and list source names were purchased in Fall 2020, with an out-of-state component. This will need to continue moving forward. Additional outreach and recruitment costs will incur as new approaches and customization for this cohort of students is developed over the next year for everything from marketing costs to recruitment costs.

Name of person completing this Strategic Plan Progress Report: Craig Cornell, 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: The inaugural cohort of students in the Bridge Program with New River Community College (NRCC) this year of 54 students is a true milestone for both Radford and NRCC that exceeded both campus goals. New leadership has been established in the Office of Undergraduate Admissions with the hiring of a Sr. Director for Undergraduate Transfer Admissions tasked with developing an effective strategy for increasing transfer enrollments.

Describe challenges: Across the nation, public 2-year institutions have seen a drop of over 10% in enrollments for 2-year public institutions since 2016. In Virginia, this number is greater than 7.5% for 2016-2019. The enrollment effects of COVID have had a significant effect for the VCCS system, with the entire system going to online learning and expected additional enrollment drops over the 2020-21 school year. The inability to meet students on their campus, and their interrupted matriculation through their 2-year program due to moving online, have significantly hampered an already highly competitive market.

Who are you collaborating with? Enrollment Management; New River Community College; Student Affairs; Academic Affairs; Finance and Administration

Does strategy overlap with other goal/strategy? If so, which one? This intersects with many of the Enrollment Management goals and strategies.

Describe next steps: Continued development and enhancement of the Bridge Program. Continued VCCS and RU/RUC collaborations and student pathway development. Consideration as to how the REAL program can be best aligned to potential community college students will be necessary in the future also.

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

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

Strategy 4A: Enhance recruitment efforts across the Virginia Community College System (VCCS). Submission 2



Green = Progress is on track.

Describe progress toward target: The College of Education and Human Development has initiated articulation agreements with several community colleges to establish pipelines into their four-year programs. Currently, the college has articulation agreements with Virginia Western Community College (VWCC), Southwest Community College (SWCC), and Lord Fairfax Community College (LFCC). Program faculty have also been participating in the Transfer Virginia Initiative.

Describe challenges: N/A

Who are you collaborating with? • Colleagues from Virginia Western Community College, Southwest Virginia Community College, and Lord Fairfax Community College and representatives from the Transfer Virginia Initiative.

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

Describe next steps: Programs will continue to work with the representatives from the Virginia Community College system as well as discipline colleagues across the Commonwealth on the coursework that will be published on the statewide transfer database.

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

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

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: Using SLATE CRM, we have been able to develop transfer student tailored communications throughout the recruitment cycle. We have implemented "Transfer Thursdays" as a regular student virtual recruitment time for events, tailored outreach and presentations.

Describe challenges: VCCS schools have all been online with campuses closed since the beginning of the COVID pandemic. This has greatly reduced our ability to meet with students, build relations and develop academic pathways as has been the traditional approach. This will continue throughout the Spring semester, and is why we have developed several new outreach, virtual events, and communications to reach and recruit these students.

Who are you collaborating with? Enrollment Management, University Relations and Finance and Administration.

Does strategy overlap with other goal/strategy? If so, which one? All enrollment management strategies.

Describe next steps: Continued enhancement and tailored communications and virtual events are necessary to reach these students. The development of our program-specific marketing and communication tools (including our online tour) will be used to specifically outreach to and target future transfer students.

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

Name of person completing this Strategic Plan Progress Report: Craig Cornell, 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.



Green = Progress is on track.

Describe progress toward target: Veteran students are tracked through Institutional Research and shared broadly. This data is used to effectively determine the impact of veteran support and recruitment activities to inform decision making and prioritization of activities. Specific recruitment events were held for Veteran Students throughout the last cycle through a virtual veteran recruitment event and published advertisements in veteran publications.

Describe challenges: None to report currently.

Who are you collaborating with? Enrollment Management, University Relations and Finance and Administration.

Does strategy overlap with other goal/strategy? If so, which one? None

Describe next steps: Continued data analytics as to the efficacy of focused recruitment events for veterans will help inform strategies in effective recruitment.

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

Name of person completing this Strategic Plan Progress Report: Craig Cornell, 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. Submission 2



Yellow= Progress has begun, but may be delayed.

Describe progress toward target: Working on the new ROTC agreement with Dean of College of Humanities and Behavioral Sciences

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: Kim Dulaney, Executive Director of Strategic Sourcing, Procurement and Contracts

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.



Green = Progress is on track.

Describe progress toward target: For the Fall 2020 recruitment cycle, specific efforts for veteran and active military students were implemented. These included both virtual and print publication recruitment efforts to reach this population directly.

Describe challenges: There are no challenges to report currently.

Who are you collaborating with? Enrollment Management and University Relations

Does strategy overlap with other goal/strategy? If so, which one? None

Describe next steps: Determine the efficacy of efforts and explore new opportunities for Veterans and Active Military students, specifically at the RUC campus with the focus on the medical based programs that tend to be popular by these students.

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

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

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



Green = Progress is on track.

Describe progress toward target: Despite the challenges represented with the current pandemic, there continues to be explicit interest from international partners to establish collaborations with Radford University. This includes the following potential partnerships being discussed: (1) a DBA in France, (2) a Graduate Music Program in Germany, (3) a Cybersecurity program in several location sponsored by the U.S. Department of State, and an (4) undergraduate programs in Ballet in South Korea and Japan. The last 10 months have also been utilized, although not exclusively, to connecting with current partners to expand opportunities within existing contracts. In addition, a new academic collaboration agreement template was developed and approved by the appropriate stakeholders.

Describe challenges: The COVID-19 pandemic has made it almost impossible for international students to enter the United States and this time.

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

Does strategy overlap with other goal/strategy? If so, which one? None

Describe next steps: Radford University will continue to source and locate new partnership interested in dual degree programs as well as other academic collaborations such as 2+2's and beyond.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Funding for international recruitment efforts was provided by the President's Office. Unfortunately, because of the pandemic, funds were not spent as expected.

Name of person completing this Strategic Plan Progress Report: Ismael Betancourt, Assistant Provost for Global Education and Engagement, and Craig Cornell, Vice President for Enrollment Management .

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



Green = Progress is on track.

Describe progress toward target: Radford University has identified three recruitment agencies (Mexico/Israel, UK and India) to help us recruit international students.

Describe challenges: The COVID-19 pandemic has made it almost impossible for international students to enter the United States and this time. As such, international enrollment has declined.

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

Does strategy overlap with other goal/strategy? If so, which one? None

Describe next steps: We will identify an additional 20-30 agencies to help us recruit international students. Preference will be given to AIRC certified agencies.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Funding for international recruitment efforts was provided by the President's Office. Unfortunately, because of the pandemic, funds were not spent as expected.

Name of person completing this Strategic Plan Progress Report: Ismael Betancourt, Assistant Provost for Global Education and Engagement, and Craig Cornell, Vice President for Enrollment Management.

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: An Intensive English Program (IEP) structure has been developed. This includes the development of the curriculum as well as the proposed budget and fees. The proposed budget and fees have been submitted in September 2020 to the CFO's office for approval.

Describe challenges: The COVID-19 pandemic has made it almost impossible for international students to enter the United States and this time.

Who are you collaborating with? Academic Affairs (McGlothlin Center for Global Education and Engagement and Academic Colleges) and Finance and Administration.

Does strategy overlap with other goal/strategy? If so, which one? None

Describe next steps: Once approved, we will need to source the teaching staff and begin the recruitment of students.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Funding for international recruitment efforts was provided by the President's Office. Unfortunately, because of the pandemic, funds were not spent as expected.

Name of person completing this Strategic Plan Progress Report: Ismael Betancourt, Assistant Provost for Global Education and Engagement, and Craig Cornell, Vice President for Enrollment Management.

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: Graduate enrollment met its 3% increase target in fall 2019. However, while undergraduate enrollment declined for fall 2020 due to COVID-19's impact, graduate enrollment was nearly flat with a slight increase of 13 students over 2019. Graduate College staff attend recruiting events (in person or virtually) at institution or open college fairs regularly in both VA, WV, NC and eastern TN. Graduate College staff members have attended events sponsored by the center for Career and Talent Development and individual departments (i.e. Sociology Career Day) to reach out to current Radford undergraduate about graduate program opportunities. Faculty from individual graduate programs also visit local and regional colleges and universities when invited.

Describe challenges: The Graduate College has only one recruiter to cover all events; some events overlap and with a single recruiter cannot attend all potential recruiting events. COVID-19 eliminated nearly all in-person events severely cutting down on recruiting opportunities during 2020.

Who are you collaborating with? Center for Career and Talent Development, Sociology Department

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth 7.B, 7.C and 7.D

Describe next steps: Continue working with traditional feeder institutions and build new relationships and partnerships as we have done with Appalachian College of Pharmacy and Hollins University.

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

Name of person completing this Strategic Plan Progress Report: Ben Caldwell, Dean of the College of Graduate Studies and Research

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. Submission 2



Green = Progress is on track.

Describe progress toward target: Graduate enrollment met its 3% increase target in fall 2019. While undergraduate enrollment declined for Fall 2020, mostly due to the impact of the COVID pandemic, graduate enrollment remained nearly flat in Fall 2020 with a slight increase of 13 students over 2019. During 2020 Graduate College staff continued attend recruiting events, almost entirely virtually, hosted by institutions or open college fairs in VA, WV, NC and eastern TN. Graduate College staff members have attended events sponsored by the Center for Career and Talent Development and individual departments (i.e. Sociology Career Day) focused on reaching out to current Radford undergraduate about graduate program opportunities. Faculty from individual graduate programs also visit local and regional colleges and universities for recruitment.

Describe challenges: Limited personnel and funds – The Graduate College has only one recruiter to cover all events; some events overlap and with a single recruiter we cannot attend all potential recruiting events. COVID-19 eliminated nearly all in-person events severely cutting down on recruiting opportunities during 2020.

Who are you collaborating with? Center for Career and Talent Development, Sociology Department

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth 7.B, 7.C and 7.D

Describe next steps: Continue working with traditional feeder institutions to build new relationships and partnerships as we have done with Appalachian College of Pharmacy and Hollins University. We will also continue to work with individual departments on campus to raise awareness of Radford students about graduate education opportunities. We have also started hosting virtual open house and information sessions for individual 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: Ben Caldwell, Dean of the College of Graduate Studies and Research

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: Social Media marketing campaigns via University Relations focusing on RUC Healthcare programs - Healthcare Heroes campaign (TV, and social media) as well as Graduate College marketing. Increased use of social media by Graduate College for advertising virtual events.

Describe challenges: Limited financial resources within Graduate College budget, roughly \$54,000 was spend on marketing graduate programs; but additional funds would help expand our reach; personnel to monitor digital landscape; need to reach into other areas such as LinkedIn and other professionally oriented social media outlets.

Who are you collaborating with? University Relations, Access (marketing firm out of Roanoke) and VisionPoint (Radford University marketing firm).

Does strategy overlap with other goal/strategy? If so, which one? Brand Identity Goal 2 - To enhance recruitment opportunities we must work increase awareness of graduate program opportunities within the local area, state and the region

Describe next steps: The Graduate College is working with University Relations to develop a marketing subcontract with VisionPoint to assist with marketing efforts that are graduate program specific and updating marketing strategies.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: \$54,000 for marketing services

Name of person completing this Strategic Plan Progress Report: Ben Caldwell, Dean of the College of Graduate Studies and Research

Strategy 7C: Improve use of 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 Graduate College utilizes data analytics from social media campaigns to assist in determine effectiveness of campaigns to monitor effectiveness of campaigns and media placement.

Describe challenges: Limited personnel, and expertise in market analysis; marketing firms provide analytics data but do not always aid on analysis. More training of staff would help in better utilizing data and how to best position advertising within markets.

Who are you collaborating with? University Relations, VisionPoint (Radford University marketing firm).

Does strategy overlap with other goal/strategy? If so, which one? Brand Identity Goal 2

Describe next steps: Work with University Relation and marketing partner VisionPoint to assist in evaluating market analysis data and analytics data to make best use of advertising funds and marketing placement.

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

Name of person completing this Strategic Plan Progress Report: Ben Caldwell, Dean of the College of Graduate Studies and Research

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: The rollout of “tri-modal” instructional delivery in the MBA program and Graduate Certificate in Business Analytics was initiated in Fall 2019. Initial feedback from students has been positive. Combined graduate enrollment across the two programs was at 70 in Fall 2020, a substantial improvement from Fall 2018.

- The Accelerated MBA, initiated in 2018-19, has grown to an enrollment of 12 students.
- In Spring 2020, an articulation agreement between Radford University and the Appalachian College of Pharmacy was signed which will allow Doctor of Pharmacy graduates a streamlined process for enrolling in our MBA program.

Describe challenges: Loss of 11% of full-time faculty at the end of 2019-20 in Davis College.

Who are you collaborating with? Graduate College

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

Describe next steps: Continue recruitment efforts for the "tri-modal" MBA and Graduate Certificate in Business Analytics. Develop and implement an RU-wide internal recruitment plan for Accelerated Master’s Program track. Work with online program management company Academic Partnerships to develop a 100% asynchronous online MBA track to recruit more students

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: \$45,000/year in MBA Director stipend, support staff, recruitment expenses.

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

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



Green = Progress is on track.

Describe progress toward target: Graduate faculty in the School of Teacher Education and Leadership (STEL) have been working to establish partnerships with K-12 school divisions across the state to recruit professional educators into their respective graduate degree and certificate programs. As a result of these efforts, an MOU was established between Radford University and Chesterfield County Public Schools (CCPS) to offer CCPS mathematics teachers an opportunity to complete the Post-Baccalaureate Mathematics Education Certificate Program. The Literacy Education program faculty partnered with Roanoke County Public Schools (RCPS) to offer RCPS teachers an opportunity to complete the Master of Science in Literacy Education program.

Describe challenges: Funding is needed to support tuition costs. Many of our students are completing our programs on a part-time basis and need financial support other than student loans, as they are working full-time and supporting families of their own. Without grant support or support from their employers, many of these students simply cannot afford to pay for a graduate degree.

Who are you collaborating with? Chesterfield County Public Schools Roanoke County Public Schools

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

Describe next steps: STEL graduate faculty will continue to promote graduate degree and certificate programs in Education, Mathematics Education, Special Education, Literacy Education, and Educational Leadership to school divisions across the Commonwealth. Programs will continue to highlight the discounted tuition rate for professional educators in their promotional materials.

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

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

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



Green = Progress is on track.

Describe progress toward target: The Vinod Chachra IMPACT Lab has developed and launched an 18-credit hour certificate in cybersecurity, a 14-credit hour certificate in geospatial intelligence, and 15 K-12 professional development micro-credentials. In addition, IMPACT is currently developing a Data Science certificate in coordination with the Commonwealth of Virginia’s Office of Data Governance and Analytics and the Chief Data Officer.

Describe challenges: Balancing high quality course and program development, integrating the learning science best practices and meeting dynamic market needs.

Who are you collaborating with? The Vinod Chachra IMPACT Lab is collaborating with Academic Affairs, external vendors (e.g., D2L), and external partners (e.g., Commonwealth of Virginia).

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 1, Strategy C; Academic Excellence and Research, Goal 3, Strategy A (CBE); and Economic Development and Community Partnerships, Goal 1, Strategy A.

Describe next steps: In coordination with external strategic partners, the Vinod Chachra IMPACT Lab is exploring how it can support the university’s mission with additional program development and drive enrollment growth.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: To be determined.

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

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



Green = Progress is on track.

Describe progress toward target: Several new programs, program options, or partnerships have been initiated. The Ed.D. in Educational Leadership started its first class of students in January 2020 with a full class of 22 new students. A new Master of Science in Athletic Training program was approved by SCHEV in 2020. Its first class of students will start in summer 2021. Radford finalized partnership agreements with Emory & Henry College for three separate programs in 2019 (English, MBA, and Strategic Communication). In February 2020, the MBA program announced a partnership with Appalachian College of Pharmacy in which APC students may enroll in the MBA program while completing the Doctor of Pharmacy degree at APC. A similar agreement is being investigated with Appalachian School of Law. The Graduate College is negotiating new partnership agreements with Hollins University to reserve seats in specific programs for Hollins graduates. A partnership agreement was approved for the Master of Counselor Education program, and agreements are being developed for the Master of Social Work, Master of Occupational Therapy programs. Accelerated tracks are being actively encouraged for programs that are not restricted by external accreditation or other limiting factors.

Describe challenges: Accelerated students are an underdeveloped source of students that need to be an area of focus, especially since RU undergraduates are the largest single source of students.

Who are you collaborating with? Appalachian College of Pharmacy, Hollins University

Does strategy overlap with other goal/strategy? If so, which one? Brand Identity 2.A.; Academic Excellence and Research 2.C.

Describe next steps: Continue to encourage Radford undergraduates to consider RU graduate programs as post-graduation options. The Graduate College is working with the Center for Career and Talent Development and the Academic Success Center to raise awareness of graduate program opportunities. Continue to pursue collaborations with potential undergraduate partner institutions. The MBA and MSN online programs will be working with Academic Partnerships to recruit and significantly increase enrollment in these online programs. Other online programs, especially at RUC, may be included once these initial efforts have been implemented and processes have been optimized.

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

Name of person completing this Strategic Plan Progress Report: Ben Caldwell, Dean of the College of Graduate Studies and Research

Strategy 7D: Create and promote new academic program options, such as 2 + 3, 4 + 1, graduate certificates, graduate degrees and competency-based education.
Submission 5



Green = Progress is on track.

Describe progress toward target: The MFA in Design Thinking is a completely online degree program that also offers graduate certificates. In the five years, the MFA in Design Thinking degree program has experienced a 24% increase in student enrollment. The graduate program received an additional Special Purpose faculty line to the program and hired Dr. Bruce Parsons during this reporting period.

Describe challenges: N/A

Who are you collaborating with? College of Graduate Studies and Research

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

Describe next steps: Review the MFA in Studio Art with the intention of transitioning to a fully online degree program.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: MFA in Design Thinking program received special purpose faculty line.

Name of person completing this Strategic Plan Progress Report: Margaret Devaney, Dean of the College of Visual and Performing Arts

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: College of Humanities and Behavioral Sciences (CHBS) faculty report 36 counts of participating in admissions events (Open House/ Highlander Days) with individual contact with 257 prospective undergraduate students. An additional 57 contact activities reached another 144 prospective students. CHBS faculty attended 23 graduate events reaching 223 prospective graduate students and engaged in another 124 contact events that reached 223 prospective students.

Describe challenges: N/A

Who are you collaborating with? CHBS worked with Admissions and the Graduate College in these events.

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

Describe next steps: Given the mediation required by the pandemic, CHBS departments are planning individual programmatic events this spring to connect with prospective students virtually.

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 J. Smith, Dean of College of Humanities and Behavioral Sciences

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. Submission 2



Green = Progress is on track.

Describe progress toward target: The Graduate College uses a variety of recruiting strategies included face to face (Graduate and Career Fairs) and with COVID has included virtual recruiting open houses and information sessions. The CollegeNet and Prospect systems used in Graduate Admissions and Recruiting allows for a communications stream with inquiries and applicants, to keep applicants updated on where their application stands and what materials may still need to be submitted to complete an application. When a prospective student submits inquiries, graduate faculty in programs of interest are contacted immediately and asked to reach out to the prospective student as quickly as possible as we know that direct interaction with program faculty can be one of the most effective recruiting factors.

Describe challenges: COVID-19 eliminated most in-person recruiting events during the spring and fall of 2020. Nearly all recruitment event switched to virtual formats. This reduced the opportunities that face to face event often provide for catch potential students who might not have thought of Radford as a first choice. However, inquiries submitted have been found to be more serious. Having only one recruiter can be difficult in covering recruiting activities as well as being responsive to inquiries and assisting applicants through the application process. The Graduate College has included a second recruiter and communications specialist in its 6-year budget development plan. A second recruiter could help in covering overlapping events as well as covering in house while the other recruiter is off campus. This person would also develop communication plans with Prospect for each program to provide a more comprehensive flow of information to prospective students.

Who are you collaborating with? Collaboration with academic departments and graduate program directors and graduate faculty are essential to the recruiting process.

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth 7.A-D.

Describe next steps: The Graduate College will continue to participate in virtual recruiting events and will continue offering virtual events even when conditions will allow in-person recruiting events. Virtual recruiting events may increase our exposure to students at greater distance or under circumstances that prevent them from visiting our campuses.

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

Name of person completing this Strategic Plan Progress Report: Ben Caldwell, Dean of the College of Graduate Studies and Research

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. Submission 3



Green = Progress is on track.

Describe progress toward target: The Graduate College uses a variety of recruiting strategies included face to face (Graduate and Career Fairs) as well as virtual recruiting open houses and information session. The CollegeNet and Prospect systems used in Graduate Admissions and Recruiting allows for a communications stream with inquiries and applicants, to keep them updated on where their application stands and what materials may still need to be submitted to complete an application.

Describe challenges: COVID-19 eliminated most in person recruiting event during the spring and fall of 2020. Nearly all recruitment event switched to virtual formats. This reduced the opportunities that face to face event often provide for catch potential students who might not have thought of Radford as a first choice. However, inquiries have been more serious. Having only one recruiter can be difficult in covering recruiting activities as well as being responsive to inquiries and assisting applicants through the application process. the Graduate College has included a second recruiter and communications specialist in its 6-year budget development plan. A second recruiter could help in covering overlapping events as well as covering in house while the other recruiter is off campus. This person would also develop communication plans with Prospect for each program to provide a more comprehensive flow of information to prospective students.

Who are you collaborating with? Academic departments and graduate faculty

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment and Growth Goals 7.A-D

Describe next steps: The Graduate College will continue to participate in virtual recruiting events as necessary and will continuing offering virtual events even when conditions will allow in-person recruiting events. Virtual recruiting events may increase our exposure to students at greater distance or under circumstances that prevent them from visiting our campuses.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: A new recruitment and communication specialist position.

Name of person completing this Strategic Plan Progress Report: Ben Caldwell, Dean of the College of Graduate Studies and Research

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 REALISE Inclusiveness Excellence program provides training and leadership opportunities for undergraduates called REALISE Students to contribute to the academic and social success of their peers. The Artis College has also invested funds to partner with Mentor Collective to establish the Artis Mentor Collective program for new freshmen and transfer students who are mentees to be mentored by upper-level Artis College majors called mentors. The interactions of mentors and mentees are through text messaging, and mentors receive training from Mentor Collective. During Fall 2020, 117 mentees and 47 upper-class mentors communicated through 645 conversations and 2452 text messages.

Describe challenges: All new freshmen and transfer students don't take advantage of the opportunity to be mentees, and all the upper-level students who express interest in being a mentor do not complete the training.

Who are you collaborating with? The REALISE Students are possible through a collaboration with the Howard Hughes Medical Institute and the Artis Mentor Collective program is through a collaboration with Mentor Collective.

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

Describe next steps: The REALISE Students will continue to contribute to the REALISE program by providing academic and social support to Artis College majors. The Artis Mentor Collective Program will continue to recruit new mentees and mentors to build on the success of the first semester in Fall 2020.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The REALISE Students are funded through the HHMI REALISE Inclusive Excellence grant, and 2020-21 is year four of a five-year grant. The Artis Mentor Collective is in year one of a three-year contract.

Name of person completing this Strategic Plan Progress Report: Orion Rogers, Dean of the Artis College of Science and Technology

Strategy 8A: Align student recruitment, academic outreach and retention activities to enhance access, inclusiveness and student success. Submission 2



Green = Progress is on track.

Describe progress toward target: A group of dedicated Political Science program alumni developed a Facebook group titled, “Radford University Political Science Students and Alumni Network.” The group has been active in building opportunities to offer programming and mentoring for current students. Group members also contributed videos about their experiences with the Political Science program, which were edited by University Relations into a recruiting video for studying Political Science at Radford University. Pre-Law programming coordinated by the University’s Pre-Law Advisor, Dr. Allyson Yankle, also provides numerous opportunities to students preparing for law school, including programming, pre-law advising, assistance with LSAT preparation, and more. This serves to promote recruiting students to Radford University and helping them to successfully pursue their goals while they are here.

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 J. Smith, Dean of the College of Humanities and Behavioral Sciences

Strategy 8A: Align student recruitment, academic outreach and retention activities to enhance access, inclusiveness and student success. Submission 3



Green = Progress is on track.

Describe progress toward target: Significant efforts have been made over the past year to fully align recruitment and retention efforts. The development and launch of the Highlander Distinction program provided for the first time a fully data-driven student merit award component to students, resulting in improved student academic quality metrics in the freshman class. In addition, the development of the Academic Success Center, which brings together the Student Success office from Student Affairs, the New Student and Family Program Office from Enrollment Management and the academic advising staff from the colleges in Academic Affairs has created a one-stop opportunity for new student engagement and support for current and future years. Significant progress in student retention metrics was also observed this past year with an increase of 3.4% to a total of 74.7% for freshman to sophomore retention in Fall 2020. This is the highest rate for new student retention in the past three years.

Describe challenges: The effects of COVID on student populations, ranging from family affordability to student adjustments to online learning and a changed college environment are unknown factors on student success.

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

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

Describe next steps: Next steps include continued development, enhancement and implementation of the Student Success Center, and the effective use of data analytics, student success tools and curricular changes with Quest, UNIV 100 and UNIV 150 are all being coordinated to assure continued student success growth.

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 and Craig Cornell, Vice President for Enrollment Management

Strategy 8A: Align student recruitment, academic outreach and retention activities to enhance access, inclusiveness and student success. Submission 4



Green = Progress is on track.

Describe progress toward target: Citizen Leader retention rate meets or exceeds campus wide retention rate

Describe challenges: Ensuring students are motivated to complete requirements of the program. Communicating with students the important information to succeed in the program. Ensuring students know their status in the program.

Who are you collaborating with? Admissions, Advising Center for Major Exploration, New Student and Family Programs, Academic Affairs and Student Success

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

Describe next steps: Continue to have a presence at all events: QUEST, Club Fair, Open Houses, First-Year Success, Major/Minors Fair

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Ranking events by levels (I, II, III) to better leverage human resources.

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

Strategy 8A: Align student recruitment, academic outreach and retention activities to enhance access, inclusiveness and student success. Submission 5



Yellow= Progress has begun, but may be delayed.

Describe progress toward target: Students participating in Learning Communities continue to exceed institutional retention rates and average GPA (student success). Retention data from 2019 indicates good news again this year, with our LC initiative retaining students at a higher rate (84.7%) than our non-LC students (72.6%) and yielding higher GPAs 3.27 vs. 2.92.

Describe challenges: The ongoing pandemic depressed student participation in learning communities. Physical distancing requirements limited ability to engage in all desired programming.

Who are you collaborating with? Housing and Residential Life, Academic Programs, Admissions, Registrar's Office, New Student and Family Programs, Faculty, Office of Institutional Equity and Quality Improvement, Advising

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

Describe next steps: Continue the implementation of assessment to strengthen the programming; work closely with Admissions to recruit in the COVID-19 era; continue alignment and collaboration across faculty and residential life staff.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Consistent level fiscal and human resources allocated.

Name of person completing this Strategic Plan Progress Report: Jeanne Mekolichick, Associate Provost for Academic Programs and Anthony White, Director of Housing and Residential Life

Strategy 8A: Align student recruitment, academic outreach and retention activities to enhance access, inclusiveness and student success. Submission 6



Green = Progress is on track.

Describe progress toward target: Collaboration between Radford University Carilion (RUC) Academic Support Services and McGlothlin Center for Global Education and Engagement, English Language Learning (ELL) to develop best practices for RUC writing support for English language learners. Materials developed and shared.

Describe challenges: Awareness of ELL support services among faculty and students at RUC.

Who are you collaborating with? Academic Support Services at RUC, RUC Department of English; McGlothlin Center for Global Education and Engagement; RUC Information Technology Services

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

Describe next steps: Develop communication pathways with RUC faculty and students to increase awareness of support. Continue to develop ELL resources.

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 8A: Align student recruitment, academic outreach and retention activities to enhance access, inclusiveness and student success. Submission 7



Yellow= Progress has begun, but may be delayed.

Describe progress toward target: The Harvey Knowledge Center has partnered with New Student and Family Programs to offer a customized and ad-hoc style support for University 150 courses. Following evaluation of the uneven effectiveness of planned workshops on students within various performance groups and upon re-evaluation of the budget and labor hours necessary for the previous intensive workshop schedule, the Harvey Knowledge Center now hosts a hybrid support: In Spring 2020, the HKC reach 52 students on academic probation through these workshops.

Describe challenges: The transition to distance learning that took place in the middle of the spring 2020 semester, resulted in several workshops being cancelled, as the faculty had to readjust plans or redesign their courses.

Who are you collaborating with? New Student and Family Programs

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

Describe next steps: Assess student reflection and plans for application of workshop topics collected at each workshop.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Existing Graduate Assistant hours reallocated to manage workshop requests, facilitation training, and scheduling.

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

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



Green = Progress is on track.

Describe progress toward target: The College of Visual and Performing Arts (CVPA) scholarships, including the Arts Society scholarships, the general CVPA scholarships and the discipline-specific endowed scholarships, total \$191,160.00, an 7% 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. The College’s living-learning community, Community of Artists, continues to grow each year in popularity and scope. Despite COVID-19 restrictions, the living-learning community engaged in several virtual, as well as “safe” face-to-face events. Theatre continued its practice of monthly departmental meetings of all majors and minors along with the faculty (shifting to virtual meetings once school shutdown in the spring) CVPA hosted numerous virtual gatherings for prospective students during this reporting period. Constituencies across campus are working with Ruffalo Noel Levitz consulting group to create a holistic first year experience for all new freshman.

Describe challenges: Retention and recruitment efforts are more challenging given the pandemic environment.

Who are you collaborating with? Enrollment Management, Student Affairs, Academic Affairs offices, Ruffalo Noel Levitz, regional community colleges and professionals in respective arts fields.

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

Describe next steps: Exploring new innovative intercollegiate degree programs that could attract prospective students to Radford University: Creative Media Degree - CVPA, CHBS, DCOBE and Cinematic Arts degree - CHUBS, CVPA

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Submitting Strategic Investment Proposals to Provost February 1, 2021.

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. Submission 9



Green = Progress is on track.

Describe progress toward target: Significant efforts have been made over the past year to fully align recruitment and retention efforts. The development and launch of the Highlander Distinction program provided for the first time a fully data-driven student merit award component to students, resulting in improved student academic quality metrics in the freshman class. In addition, the development of the Academic Success Center, which brings together the Student Success office from Student Affairs, the New Student and Family Program Office from Enrollment Management and the academic advising staff from the colleges in academic affairs has created a one-stop opportunity for new student engagement and support for current and future years. Significant progress in student retention metrics was also observed this past year with an increase of 3.4% to a total of 74.7% for freshman to sophomore retention in fall 2020. This is the highest rate for new student retention in the past three years.

Describe challenges: The effects of COVID-19 on student populations, ranging from family affordability to student adjustments to online learning and a changed college environment are unknown factors on student success.

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

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

Describe next steps: Exploring new innovative intercollegiate degree programs that could attract prospective students to Radford University: Creative Media Degree - CVPA, CHBS, DCOBE and Cinematic Arts degree - CHBS, CVPA

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Submitting Strategic Investment Proposals to Provost February 1, 2021.

Name of person completing this Strategic Plan Progress Report: Craig Cornell, Vice President for Enrollment Management, 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. Submission 10



Green = Progress is on track.

Describe progress toward target: The Academic Success Center (ASC) launched in June 2020. Dr. Corey Cassidy is serving as the executive director and is actively working with her team to create a strong network of support to promote student success. In strong collaboration with the academic colleges, New Student and Faculty Programs, the Office of Student Success and Retention, the Vice President for Student Affairs, the Vice President for Enrollment Management and the Provost, the Center has a strong agenda and work is being done to build a cohesive strategic plan.

Describe challenges: As with any new initiative, there are many moving parts. Strong leadership and collaboration will allow the Center to move forward and be effective.

Who are you collaborating with? The Center is operating collaboratively across the areas of Academic Affairs, Student Affairs, and Enrollment Management.

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

Describe next steps: The Center will continue to build its strategic plan, and work to improve student's support. The Center will be fully staffed as of June 2021, when the remaining academic advisors (who currently still reside in their academic college homes) make the permanent move to Young Hall and the ASC.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: To be determined.

Name of person completing this Strategic Plan Progress Report: Carolyn Lepre, Provost and Vice President for Academic Affairs