

The Commission for the Future of Radford University

Task Force for Driving Forces

ROLE AND PURPOSE:

Any institution must know how it fits into general societal conditions, the overall higher education landscape, the current student marketplace and the competition within this marketplace.

This task force will:

- Do a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis for Radford University.
- Based on this analysis, determine what are the most significant SWOT findings that have implications for: (a) Radford University's strategic future and (b) enhancing Radford University's institutional distinctiveness and comparative advantages?
- Based on this SWOT analysis, identify external and internal "driving forces" (e.g. demographic, economic, political, social, technological, educational, marketplace, competitors, geography, etc.) within and beyond the Commonwealth have the most significance for Radford University's future. Identify the significance of these forces.
- Recommend how Radford University should respond strategically to these forces.
- From this analysis, recommend the planning assumptions (e.g. Commonwealth public policies, public expectations, demographics, market forces, enrollment, financial expectations, etc.) that will inform and guide the strategic planning process.

Membership:

Dr. Wil Stanton – Chair

Ms. Nancy Agee

Ms. Shelley Gentry

Mr. John Alderson

Dr. William Kennan

Mr. Edwin Tirona

Dr. Florine Graham

Mr. David Rundgren

Dr. Carol Bienstock

Dr. Mark Cline

Dr. Hwajung Lee

Dr. Joe Derrick

Task Force for Governing Ideas

ROLE AND PURPOSE:

Success and excellence do not happen by chance or in a vacuum -- both require vision and planning. An institution must have an effective plan in order to progress. This plan should be aspirational and achievable.

This task force will:

- Review and assess current statements of mission, vision, all previous strategic plans, the university's "Six Year Plan" and any other documents it considers pertinent.
- Identify the core values that should characterize Radford University's culture and guide our daily conduct, the formulation of policy, institutional practices and decision-making.
- Provide answers to these questions: Whom should Radford University serve? What should be the characteristics of Radford University's student body? What should Radford University's responsibility be to non-traditional, out-of-state and international students? What should be our aspirations?
- Propose strategic general directions related to the University's vision, mission and core values.
- Based on the core values identified, develop a vision statement for Radford University that expresses our desired future, inspires others to join and support us, and enhances our distinctiveness and comparative advantages. (The recommended vision statement should preferably be one sentence in length, easy to remember, and be understandable to both internal and external publics.)
- Based on the core values identified, develop a new mission statement for Radford University.

Membership:

Dr. Joseph Scartelli – Chair

Ms. Betsy Beamer

Ms. Barbara-lyn Morris

The Honorable Nelson Harris

Dr. Raymond Linville

Mr. Daniel Evans

Mr. Bittle Porterfield

Mr. Thomas Fraim

Dr. Sam Zeakes
Dr. Angela Stanton
Ms. Ericka Patillo
Ms. Amanda Crisp

Task Force for Academic Centers of Distinctiveness

ROLE AND PURPOSE:

Radford University recognizes that we must define the institutional strengths and distinctions that set us apart from other colleges and universities.

The purpose of the task force is to:

- Determine what definitions, conceptual frameworks and classification systems should be used to guide our analysis and decision-making with regard to the identification and development of centers of academic distinctiveness and distinction.
- Determine what criteria and processes should be used to identify centers of academic distinctiveness and distinction.
- Identify existing programs (i.e. disciplines, inter-disciplinary and multi-disciplinary academic programs) that have achieved a level of distinction within and/or beyond the Commonwealth and have the potential to be designated as centers of distinctiveness and distinction.
- Identify academic programs that are best positioned to enhance the university's national visibility, academic reputation and competitiveness. Then develop strategic goals for the further enhancement of these programs and hence, the distinctiveness of Radford University.
- Develop mechanisms to be used to assess, or validate, our progress with regard to centers of distinctiveness and distinction.

Membership:

Dr. Karma Castleberry – Chair

Dr. Joe Chase

Ms. Margaret Devaney

Mr. Scott Silverthorne

Ms. Jenny Wagstaff

Ms. Gia Troiano

Ms. Anna Kate Patton

Dr. Rachel Janney

Dr. Christine Small

Dr. Stephen Owen

Dr. Deborah Bays

Dr. Siefe Dendir

Dr. Teresa Love

Dr. Theresa Burris

Task Force for Undergraduate Education

ROLE AND PURPOSE:

Keeping in mind that teaching and learning are the essence of higher education, this task force is to define what Radford University must do to make this paramount in the minds of all students, faculty, administration and all other employees.

This task force will:

- Determine what existing attributes (i.e. programs and services; approaches to pedagogy, both in and out of class) are contributing, or could contribute, to a distinctive educational experience for all Radford University students, regardless of major, and could enhance Radford University's comparative advantages.
- Determine what new attributes (i.e. programs, services, pedagogies, etc.) could add value to Radford University's total educational experience (for all students, regardless of major) and could add distinctiveness and comparative advantages to Radford University.
- Determine what national trends in undergraduate education have implications for how Radford shapes its undergraduate experience.
- Consider what can be done to enhance all undergraduate in-classroom learning in order to achieve excellence.
- Consider what can be done to enhance all undergraduate out-of-classroom learning in order to achieve excellence.
- Consider the role that distance education should play in undergraduate education at Radford University.
- Determine how we define the "Radford University Undergraduate Experience" so that it is truly special and distinctive. (I.e., what is the common experience that students can get only at Radford University?)
- Determine what should be the distinctive characteristics of all graduates of Radford University.
- Determine what mechanisms should be used to assess and validate our progress in achieving our undergraduate aspirations.
- Consider whether there are any undergraduate programs that Radford University should institute or eliminate.

Membership:

Dr. Ivan Liss – Chair

Dr. Pat Shoemaker

Mr. Marc Jacobsen

Ms. Jasmine Elmore

Ms. Paula Crawford Squires

Dr. Steve Lerch

Dr. Joe King

Mr. Al Wojtera

Mr. Jeremy Wojdak

Dr. Ed Udd

Ms. Courtney Lerch

Task Force for Graduate Education

ROLE AND PURPOSE:

Radford University will strengthen its current master's level degree program while developing and implementing doctoral level and professional programs as planning and demand dictate. The purpose of this task force is to define what Radford University needs to do to accomplish this.

Keeping in mind that teaching, learning and research are the essence of graduate education, this task force will:

- Define the mission (i.e. the role, scope and priorities) of graduate education at Radford University. Identify who should be served by the graduate programs at Radford University. Determine the criteria that should be used in making these decisions.
- Determine the most pressing needs at the graduate level within and beyond the Commonwealth.
- Determine what trends at the graduate level in the Commonwealth or nationally should be considered as Radford University defines its graduate mission.
- Identify existing strengths in graduate education at Radford University. Indicate how these strengths should be nurtured in the future and determine which ones are, or could, provide Radford University with enhanced distinctiveness, distinction and comparative advantages.
- Determine what new possibilities or opportunities exist for enhancing Radford University's graduate mission, its distinctiveness, distinction and comparative advantages.
- Determine what financial and human resources are needed to enhance graduate education.
- Consider what can be done to enhance graduate in-classroom learning.
- Consider what can be done to enhance graduate out-of-classroom learning.
- Determine what mechanisms should be used to assess and validate our progress in achieving our graduate education aspirations.
- Consider whether there are any graduate programs that Radford University should institute or eliminate.

Membership:

Dr. Alice Anderson – Chair

Dr. Allen Bures

Dr. Carole Seyfrit

Mr. Brandi Mullins

Dr. Thomas Pierce

Dr. J. O. Rogers

Dr. Erin Webster

Dr. Susan Leahy

Task Force for Public Engagement and Service

ROLE AND PURPOSE:

This task force will develop strategic goals to insure that Radford University plays an increasingly critical role in the economic and cultural health and development of the New River Valley, the Commonwealth of Virginia, the nation and beyond.

This task force will:

- Assess Radford University's current efforts in public engagement and service.
- Determine the mission (i.e. role, scope, priorities, etc.) of Radford University's public engagement and service mission. Identify the criteria to be applied in making such decisions?
- Determine the Commonwealth's expressed needs and priorities that have implications for Radford University's public engagement and service mission.
- Determine national trends with regard to this mission and the implication of such trends may have on how we shape our mission.
- Establish what existing public engagement and service programs and services should be nurtured because they do, or could, add to Radford University's distinctiveness, distinction and comparative advantages.
- Determine what new possibilities or opportunities exist for enhancing Radford University's public engagement and service mission, its distinctiveness, distinction and comparative advantages.
- Determine mechanisms to assess and validate our progress in achieving our public engagement and service aspirations.
- Determine ways to enhance the development of community leaders on campus and in the community.
- Determine ways to increase cooperation between the university and all levels of community: local, statewide, nationally and beyond.

Membership:

Dr. Bill Dempsey – Chair

The Honorable Barbara Stafford

Ms. Mallery Spencer

Ms. Connie Phillips

Mr. Peter Huber
Mr. Tony Cox
Mr. David DeHart
Mr. David Denny
Dr. Duncan Herrington
Dr. Bob McCracken
Dr. Janet McDaniel
Mr. David Shanks
Dr. Isaac Van Patten
Mr. David Zuschin

Task Force for Enhancement and Engagement of Faculty

ROLE AND PURPOSE:

Radford University recognizes that an outstanding faculty--well-trained, well-compensated and highly motivated-- will best serve the mission of educating our students.

This task force will develop strategic goals to:

- Determine what external driving forces have implications for the recruitment, development and retention of a top quality faculty at Radford University during the coming decade and beyond. Identify national trends in higher education policy and practice that may have implications for the development of Radford's faculty.
- Determine how the role and expectations of faculty at Radford University should be defined so as to support the mission and priorities of the University.
- Determine how the faculty should be structured (i.e. proportions of full-time to part-time; tenure to untenured; adjuncts and temporary faculty; etc.) so as to ensure that a highly qualified and productive faculty is in place, while also providing for necessary flexibility in deploying Radford University's most important resource.
- Determine what needs to be done to ensure that Radford University is able to recruit, support, develop, reward, and retain a highly qualified, productive and satisfied faculty.
- Determine how the university can enable its most promising faculty to achieve distinction within and beyond the Commonwealth.
- Foster an environment in which the morale of faculty and staff members is maximized.
- Enhance the human and intellectual diversity in our faculty and staff, while fostering a climate that values equity, respect for human dignity, and positions Radford University as a place of choice, of support, and of pride.
- Determine what mechanisms should be used to assess and validate our progress in engaging and enhancing our faculty resources.

Membership:

Dr. Claire Waldron – Chair

Dr. Arthur Carter

Ms. Linda Whitley-Taylor

Ms. Mary Ann Hovis

Dr. Andrea Stanaland

Dr. Danielle Currier

Dr. Niels Christensen

Mr. Regis McKoy

Dr. Russell Gregory

Dr. Faith Teel

Dr. Dale Henderson

Dr. Courtney Bosworth

Task Force for Campus Life and Co-Curricular Activities

ROLE AND PURPOSE:

Radford University is committed to the development of the whole student, intellectually, physically, socially, culturally and ethically. To accomplish this purpose, students must be actively engaged in their own learning both in and out of the classroom.

The purpose of the task force is to:

- Identify elements of Campus Life, 1) that best serve the total campus community (students, faculty and staff), 2) that need to be improved, 3) that need to be added, and 4) that may need to be eliminated. Include such items as dining service, residence halls, activities and recreation, parking, safety, aesthetics of the campus, accessibility, etc.
- Identify elements of Campus Life that enhance and add distinctiveness to the learning and overall environment for the campus community.
- Identify what co-curricular activities that 1) now add distinctiveness and distinction to our university, and 2) indicate how these activities can be enhanced.
- Identify existing services and programs that have achieved a level of distinction within and/or beyond the Commonwealth and have the potential to enhance the reputation of the university.
- Identify co-curricular programs that are best positioned to enhance the university's national visibility, overall reputation and competitiveness. Then develop strategic goals for the further enhancement of these programs and hence, the distinctiveness of Radford University.

Membership:

Dr. Norleen Pomerantz – Chair

Mr. Mike Anderson

Mr. Ken Bonk

Dr. Clarence Rose

Mr. Bill Dalton

Mr. Tom Lillard

Mr. Ron Downs

Ms. Laurie Buchwald
Ms. Stacey Price
Mr. Matt Crisp
Ms. Christy Jackson
Ms. Chalana Williams
Ms. Sara Morrisroe
Ms. Ashley Hall
Dr. Kathleen Poole
Mr. Joe Sheffey
Ms. Debbie Palmer