

RADFORD UNIVERSITY

MEETING NOTES

Monthly Meeting of Strategic Planning Task Force Wednesday, January 11, 2017 Heth Hall, Lower Level, 014

Present

Jack Call, Co-Chair
Kenna Colley, Co-Chair
Vicki Bierman, Faculty Representative
Holly Cline, Faculty Representative
Jerry Kopf, Faculty Representative
Dave Sallee, Faculty Representative
Carter Turner, Faculty Representative
Sandra Bond, Administrative and Professional Faculty Representative
Eric Lovik, Administrative and Professional Faculty Representative
Karen Montgomery, Classified Staff Representative
Patti Williamson, Classified Staff Representative
Nancy Artis, Alumni/Community Representative
Stephanie Ballein, At-Large Appointment
Irvin Clark, At-Large Appointment
Angela Joyner, At-Large Appointment
Danny Kemp, At-Large Appointment
Ebenezer Kolajo, At-Large Appointment
Chad Reed, At-Large Appointment
Sherry Wallace, At-Large Appointment
Richard Alvarez, Administrative Representative (Vice Presidents)
Kitty McCarthy, Administrative Representative (Vice Presidents)
Joe Scartelli, Administrative Representative (Vice Presidents)
Ken Cox, Administrative Representative (Deans)
Margaret Devaney, Administrative Representative (Deans)
George Low, Administrative Representative (Deans)
Ashley Schumaker, Administrative Liaison

Absent

Skip Watts, Faculty Representative
Jacinda Jones, Student Representative
Aaron Sarmiento, Student Representative
Jeff Price, Alumni/Community Representative
David Ridpath, At-Large Appointment

Also in attendance were the following Subgroup Co-Chairs:

Joe Carpenter, Brand Identity; Jason Davis, Mission, Vision, and Core Values; Dennis Grady, Mission, Vision, and Core Values; Jane Machin, Brand Identity; and Cassady Urista, Student Success

The meeting began at 10:00 AM with a review of the December 8, 2016 meeting notes by Task Force Co-Chair Jack Call. Dr. Call asked that Task Force members review the provided document and advise regarding any suggested edits prior to approval. With no suggested edits, the notes were approved.

Dr. Colley requested that Subgroup Co-Chairs provide updates regarding their work to date:

The following updates were provided by Subgroup Co-Chairs:

- Joe Carpenter and Dr. Jane Machin provided an update for the Brand Identity Subgroup. Joe Carpenter highlighted the process and progress to date, including meetings held on November 11, 2016 and December 12, 2016 with a meeting scheduled for January 27, 2017. He stated that the group has benefited from good participation from its members. He noted that, to date, the focus has been on establishing a process and developing concurrence on their charge. The members have prioritized key audiences and the needs of those audiences, as well as discussing building off of the current brand, ensuring consistency, and identifying key benefits and strategies. Dr. Jane Machin discussed the development of a brand key with two critical components: the bottom half is focused on understanding competition and audiences, as well as developing insights, while the top half is focused on brand attributes, key features, and program benefits.
- Dr. Joe Scartelli provided an update for the Academic Excellence and Research Subgroup. He stated that the members met before the holidays in order to frame the definition of their charge and purpose around the topics of academic excellence and research. Dr. Scartelli noted that the group is now poised to discuss goals, strategies, and tactics.
- Dr. Cassady Urista provided an overview of the Student Success Subgroup. Dr. Urista noted that the group met before the holidays to define student success, as well as identify barriers and strategies. She stated that the group is interested in participating in a campus forum and e-mail survey. Based on group discussion, Kitty McCarthy noted that she would provide coordination with the Council for Student Success and Engagement as the Student Success Subgroup and Strategic Enrollment Growth Subgroup will likely have overlapping areas of need for data and information, which may already be available due to the work of the Council.
- Kitty McCarthy provided an update for the Strategic Enrollment Growth Subgroup. She stated that the group met on December 9, 2016 and plans to meet this Friday for a three-hour meeting with the goal of breaking into five groups: first-time, full-time freshman students; transfer, veteran, and adult students; international students; tuition modeling; and big data.
- Dr. George Low provided an update for the Economic Development and Community Partnerships Subgroup. He stated that the group would be hosting a community forum on January 19, 2017 and a campus forum on January 24, 2017. (*NOTE: Based on Dean Low's report, the December 8, 2016 notes will be updated to reflect the correct dates for these forums.*) He also noted that the group will be meeting weekly moving forward in order to

stay on schedule and possibly complete their work early. He stated that a survey has been developed and will be released soon. Based on group discussion, there were a variety of suggestions to engage regional economic development leaders in order to discuss ideas from main street to regional initiatives. Dr. Jerry Kopf suggested looking at this group in two areas, including those implementing initiatives regionally and those providing funding for such initiatives.

- Dr. Holly Cline provided an update for the Philanthropic Giving and Alumni Engagement Subgroup. She noted that the group has met three times with the last meeting focused on brainstorming ideas. The group is beginning to think critically regarding various questions. *Why do people give? Why do they not give? Why are people engaged? Why are people not engaged?* Dr. Cline noted that she has encouraged the group to identify a large-scale, but exclusive event, to showcase Radford University and all that it has to offer. She is also challenging members to share ideas, such as video clips, on a daily basis. Members will be meeting every other week through April, at which time they will begin meeting weekly.
- Richard Alvarez provided an update for the Budget Subgroup. His update focused on the budget reporting template, which was presented at the group's last meeting. The group is soliciting comments via e-mail and with an anticipated approval date during the next meeting scheduled for January 26, 2017. Once the template is approved, it will be loaded on the OneDrive, along with the regular submission template.

Dr. Colley asked Dr. Dennis Grady and Dr. Jason Davis to present the work of the Mission, Vision, and Core Values Subgroup. Drs. Grady and Davis discussed a handout, *Attachment A*, and provided an overview of their group's work through January 9, 2017. They spoke about the group's overall process and regular meetings, as well as the draft mission statement and draft core values. Drs. Grady and Davis noted that work on the vision remains ahead of the group. Based on group discussion, Drs. Grady and Davis were asked to ensure the mission statement is in alignment with accreditation standards and any associated impact.

Dr. Colley then asked Danny Kemp to present the work of the Challenges and Opportunities Subgroup. Danny Kemp noted that work remains on-going and has been informed by regular meetings, two open forums, and an online survey. He noted that the group will be holding two four-hour meetings this week to collapse data into smaller, defined lists and prepare a draft white paper.

Ashley Schumaker noted that President Hemphill will meet with all groups in the near future to discuss progress to date. Meetings with the Mission, Vision, and Core Values Subgroup and the Challenges and Opportunities Subgroup will be scheduled for the coming weeks. Other groups will meet with President Hemphill during the month of April.

Drs. Call and Colley asked that Subgroup Co-Chairs confirm their intent to participate in upcoming campus and community forums, as well as surveys, by February 1, 2017. At that time, it will be decided when the forums will be held and when the surveys will be distributed. Based on the progress associated with the Economic Development and Community Partnerships Subgroup, it was decided that they will proceed with their scheduled forums and developed survey.

As a follow-up to the previous Task Force meeting, Ashley Schumaker presented the mock-up website for the strategic planning process. Due to time constraints, she asked that members review the information and provide feedback as the launch of the website will be included in President Hemphill's welcome back message to be distributed to all students, faculty, and staff next Tuesday, the first day of classes for the Spring 2017 semester. She requested that all agendas and minutes be e-mailed to her, as well as the Co-Chairs, for review prior to posting on the website. She also noted that agendas and minutes should be loaded on the OneDrive.

The next agenda item, *Future Report Out Structure and Time Limits on Reporting by Co-Chairs Jack Call and Kenna Colley*, will be moved to the next monthly meeting agenda due to time constraints.

Ashley Schumaker noted that a Doodle poll was distributed in order to confirm the February, March, and April 2017 meetings. She noted that an e-mail confirmation and meeting invitations will be distributed on January 17, 2017. She also noted that any agenda items should be sent to her, along with the Co-Chairs, one week prior to the meetings.

Before adjourning the meeting, it was announced that May, June, July, August, September, and October 2017 meeting dates would be discussed at the next meeting. It was noted that future meetings will be allotted a total of two hours in order to provide adequate time for presentations and discussions. Also, all Subgroup Co-Chairs will be included in Task Force correspondence, including Doodle polls, meeting confirmations, agenda distributions, etc.

Status Report of the Mission, Vision and Core Values Subgroup of the Strategic Planning Taskforce – January 9, 2017

The MVCV subgroup of the Strategic Planning Taskforce met first on November 11, 2016 following President Hemphill's charge to the entire Taskforce. At the initial meeting the co-chairs, Davis and Grady, outlined the work expected of the group, provided a set of operating rules to facilitate the work of the group, and discussed logistics on future meetings. It was quickly determined that, due to the size of the group and the schedules of the members, the group would need to divide itself into two working groups to accommodate schedules. Based upon the members' schedules, the group broke almost evenly between the Davis group which would meet on Monday's at 9:00 am and the Grady group which would meet Tuesday's at 2:00. It was also determined that the whole group could gather weekly at 3:00 on Friday afternoons

Since that first meeting, the group has:

- Reviewed articles on writing mission, vision and values statements and on how these statements differ in their purpose;
- Examined the mission, vision and values statements of seven peer and aspirational universities;
- Held two public fora in conjunction with the Challenges and Opportunities sub-group where over 50 individuals attended each event and spoke for over three hours combined.
- Received and reviewed 24 written statements from the community.
- Met as a group a total of five times from November 11 to December 16.
- Met as subgroups an additional four times.

The product of the group's effort to date is the following.

Mission Statement Draft – January 9, 2017

As a mid-sized, comprehensive, public institution, Radford University empowers students from diverse backgrounds by providing transformative educational experiences within and beyond the classroom. As an inclusive university, we cultivate relationships among students, faculty, staff, alumni and other strategic partners, and provide a culture of support and engagement for all members of our community. We embrace innovation and tradition and instill students with purpose and the ability to think creatively and critically. We provide an educational environment where every member of our community is provided the tools to address the social, economic and environmental issues confronting our region, nation and the world.

Draft Core Values – January 9, 2017

Student empowerment and success

Excellence

Inclusiveness

Community

Intellectual freedom

Innovation