



PROGRESS SNAPSHOT

2018-2023 Strategic Plan

*Embracing the Tradition and
Envisioning the Future*



#HighlanderPride



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RADFORD UNIVERSITY

Center for Highlander Engagement

Academic Research and Excellence

GOAL 1 Radford University will be a leading institution of higher education in the Commonwealth of Virginia to produce students with a high level of applied learning capabilities for productive professional and personal lives.

1A Require students in each degree program to complete program components in which critical thinking and reasoning skills, written and oral communication skills, and characteristics of professionalism are taught and demonstrated so that students can synthesize and apply these skills to solve local and global problems.

1. Create a central location where writing and oral communication experts (in specialty areas) are available for tutoring and other support throughout each student's four-year degree program experience.
2. Develop and implement best practices for the recruitment and retention of faculty who are from diverse backgrounds and have a demonstrated commitment to excellence in teaching in their respective fields.
3. Consistently offer professional development opportunities to support faculty in developing and embedding high-impact pedagogies and alternative delivery modes in the curriculum in order to improve targeted academic skills.

1B Provide educational opportunities for students that help them learn creative problem solving and reasoning skills through collaboration across degree programs, experiential/high-impact practice and interprofessional experiences.

1. Increase value-added interprofessional education and collaborative opportunities to enhance creative critical thinking, reasoning and problem-solving skills.
2. Consistently offer professional development opportunities to support faculty in developing and embedding high-impact pedagogies and alternative delivery modes in the curriculum to best address targeted academic skills.
3. Increase student engagement in high-impact practice experiences within and beyond majors/programs and map faculty development to student outcomes, e.g., first-year experience, undergraduate research, community engagement, international education, e-portfolio, internship/practicum/field placements, capstone projects and learning communities.
4. Through the Center for Career and Talent Development and in conjunction with advisors, track the majority of students' career development plans throughout their academic careers and employment outcomes after graduation, using software to help students direct their own pathways.

1C To meet the needs of a diverse population of students, expand delivery modes and methods of instruction and develop a flexible academic calendar; e.g., face-to-face, online and hybrid models, competency-based education, augmented/virtual reality.

GOAL 2 Radford University will garner recognition for signature academic programs in health sciences, healthcare and human services across the lifespan.

2A Promote lifelong learning and an appreciation of what it means to be a service provider and leader in tomorrow's world of health sciences, healthcare, and human services through engagement by and student participation with faculty in original and innovative research; high-quality mentorship by faculty; experiential learning opportunities that are diverse and inclusive; and support of faculty and student scholarship via interprofessional opportunities both on campus and in the community.

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1. Maintain rigorous academic demands of students.



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



2B Create public and private partnerships in which faculty and students will engage in health sciences, healthcare and human services throughout the Roanoke and New River valleys and across the region.



1. Maintain rigorous academic demands of students.



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



2C Implement cooperative agreements with entities such as other higher education institutions and healthcare agencies throughout the Roanoke and New River valleys and across the region to offer a wider range of bachelor's, master's and doctoral degree programs relating to the health sciences, healthcare and human services.



1. Maintain rigorous academic demands of students.



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



GOAL 3 Radford University will garner recognition for signature academic programs that provide expertise for enhancing information safety and security for Virginians and the global community.

3A Promote an awareness and working knowledge of cybersecurity through engagement by and student participation with faculty in original and innovative research, including scholarship that addresses cyber safety in the workforce; high-quality mentorship by faculty; experiential learning opportunities that are diverse and inclusive; and support of faculty and student scholarship via collaborative opportunities both on campus and in the community.



1. Rearticulate targeted degree/certificate programs for a competency-based system that permits "competency mapping" to be used in assessing whether candidates meet criteria for courses and degree programs by:



a. Designing a system of assessing experiences and life achievements that apply to respective course credit.



b. Designing a competency-based structure based on identification of the highest-demand majors for target populations.



c. Developing a marketing strategy to inform target populations of this alternative option for degree or certificate completion.



d. Increasing education efforts to clarify the concept of competency-based education (CBE) for prospective students and employers.



2. Target and market CBE programs to nontraditional student populations who would best benefit from a competency-based option for pursuit and ultimate completion of a desired degree or certificate.



3. Establish centers of excellence to support the Radford University Security Studies Initiative and Summer Institute and the Geohazards and Unmanned Systems Research Center.



Academic Research and Excellence

GOAL 3 *continued*

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

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



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



2. Increase the number of public and private partnerships.



3C Implement cooperative agreements with community colleges and public schools to offer pathways for students to pursue information safety and security certificate and degree programs.



1. Identify potential cooperative agreements that reinforce the objectives of Radford University's Information Safety and Security Initiatives.



2. Increase the number of cooperative agreements.



3D Provide opportunities through which students in information safety and security programs will be consistently engaged in high-impact practices and co-curricular experiential opportunities.



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



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



GOAL 4 Radford University will increase faculty and student – faculty collaborative research, scholarship and creative activities that are externally validated through peer review and supported by grants.

4A Define a new or existing position for advancing all research, scholarship and creative activities on campus; the position will serve on the Academic Affairs Leadership Team with the responsibility for advancing research on campus.



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



4C Create systematic rewards and incentives, such as recognition of independent studies and research credit hours in teaching assignments, for faculty to mentor students, produce scholarship and seek funding.



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



4E Provide incentives and support for embedding research, scholarship and creative activities in required classes within majors and for all students, particularly those from underrepresented groups.



4F Create systematic faculty development, such as learning communities, for mentoring research students, grant writing and publishing.



Brand Identity

GOAL 1 Radford University will cultivate a fierce pride among internal constituents (i.e., current students, faculty and staff) through a shared understanding and experience of the Highlander identity and values (Responsive, Resilient, Real).

- 1A Establish the Center for Highlander Engagement.
- 1B Establish a Highlander Advisory Board.
- 1C Provide training and guidance to current faculty and staff.
- 1D Provide training and guidance to current students.
- 1E Increase visibility of the Highlander brand identity and values around campus.

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GOAL 2 Radford University will integrate the Highlander brand identity and values (Responsive, Resilient, Real) into communications with external constituents (e.g., alumni, employers, prospective students and family members).

- 2A Identify expanded opportunities for brand communication.



Economic Development and Community Partnerships

GOAL 1 Radford University will contribute to overall economic growth and increased employment opportunities in the region through both indirect and direct economic development activities in health, education, arts and culture, natural resources and infrastructure sectors.

- 1A Consolidate, build and promote a comprehensive economic development, outreach and continuing education office, ACCESS Radford.
 - 1. Offer competency-based education (CBE) programs to non-traditional adult learners in the Commonwealth of Virginia and beyond to prepare them for employment or advancement in current and future job markets.
 - 2. Create and operate a university consortium that provides technical assistance and research expertise to local and regional governments and to economic development groups and alliances.
 - 3. Partner with local and state agencies to harness state and federal funds for economic and workforce development.
 - 4. Engage the university community in supporting downtown revitalization, business development, workforce development, community support programs and recreation and tourism opportunities.
- 1B Establish an Appalachian Community Outreach Institute (centered in Abingdon) to improve the health, vitality and economic sustainability of Southwest Virginia communities while connecting Radford University with these communities.
 - 1. In the area of education, foster literacy and adult education programs; competency-based and online program options; interdisciplinary team teaching; and degree and certificate options in a variety of disciplines.

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Economic Development and Community Partnerships

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GOAL 1 *continued*

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



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



4. Help develop a think tank/research hub/archive to support grant development and funding; geographic information system (GIS) work; health initiatives; community-based research and needs assessments; and development of an oral history archive.



GOAL 2 Radford University will facilitate and support the City of Radford and the New River Valley as focal points for business, social, tourism and cultural activities.

2A Establish and operate a business incubator, Student Venture Lab, to promote new startups.



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



2. Create, fund and design systems to operate the Highlander Venture Fund (HVF). The HVF will take on the identity of an "Angel Investor" in student ventures. The fund is envisioned to be managed by the Student Managed Investment Portfolio Organization (SMIPO), an award-winning student finance organization. The HVF will serve to provide critical start-up funds to vetted student initiatives, while providing SMIPO members experience in making real-life investment decisions.



2B Develop a Tourism and Special Events Resource Lab to engage students and faculty in collaborative community projects to promote tourism to Radford and the New River Valley.



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



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



3. Create a Tourism and Special Events academic program for adult and professional learners.



Philanthropic Giving and Alumni Engagement

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GOAL 1 Radford University will broaden engagement for all constituents.

1A Increase staffing to strengthen and/or grow regional chapters, signature events, collaborative partnerships and personal outreach; create new volunteer program opportunities; and enhance data collection from across all campus partners.



1B Develop parent and family outreach strategies to forge meaningful connections with the university community while providing opportunities to enhance the overall student experience.



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



1D Increase awareness about the value and impact of alumni and donor engagement with faculty, staff, retirees and community to leverage expertise, provide a welcoming campus environment and showcase opportunities for support.



GOAL 2 Radford University will increase giving and engagement.

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



2B Increase participation in alumni giving through leadership giving, student philanthropy, young alumni giving and affinity-based giving.



2C Secure at least \$15 million annually by 2023 through annual fund, major gifts, planned gifts and corporate/foundation gifts.



GOAL 3 Radford University will inform constituents about giving opportunities and highlight success and impact.

3A Develop and execute an education plan to inform constituents on the variety of ways to give and how giving and participation impact rankings, showcase needs and highlight success stories.



3B Plan and implement stewardship programs.



3C Develop relevant materials and events.



Strategic Enrollment Growth

GOAL 1 Radford University will support enrollment growth through the development and utilization of actionable data and predictive analytics.

1A Create a cross-functional Enrollment Data Council (EDC).



GOAL 2 Radford University will grow in-state freshmen headcount enrollment through traditional, distance, and homeschool students by 3% annually through the 2023-2024 academic year.



2A and 2B Grow in-state freshmen headcount.



Strategic Enrollment Growth

GOAL 3 Radford University will grow out-of-state freshmen headcount enrollment through traditional, distance, and homeschool students by 3% annually through the 2023-2024 academic year.

3A and 3B Grow out-of-state freshmen headcount.

GOAL 4 Radford University will grow new transfer student headcount enrollment by 3% annually through the 2023-2024 academic year.

4A and 4B Grow new transfer student headcount.

GOAL 5 Radford University will grow veteran and active military student enrollment by 10% annually through the 2023-2024 academic year.

5A and 5B Grow veteran and active military student enrollment.

GOAL 6 Radford University will grow international student headcount enrollment by 50 students annually through the 2023-2024 academic year.

6A, 6B and 6C Grow international student headcount.

GOAL 7 Radford University will grow graduate student headcount enrollment by 3% annually through the 2023-2024 academic year.

7A, 7B, 7C, 7D and 7E Grow graduate student headcount.

GOAL 8 Radford University will increase academic success of the undergraduate student population.

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

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Student Success

GOAL 1 Radford University will assist students in becoming more independent, self-confident and effective learners who disseminate knowledge, innovate and solve problems creatively.

1A Increase the number of students engaged with research, scholarship and creative activities (URSCA) within and beyond the classroom.

1B Provide enhanced resources for student academic and emotional support, thereby recognizing the interdependence and importance of academic and emotional support services.

1C Examine the courses with high DFW (grade of D, failed or withdrawn) rates to determine the best strategy for improving course outcomes, achieving success and providing access to appropriate academic support.

1D Engage with nationally recognized experts in diversity, access and equity literacy to create a diversity policy and a training center for faculty development.

1E Institute an expectation of continuing pedagogy education for all teaching faculty.



Student Success

GOAL 2 Increase student engagement in both the social and academic arenas to enrich the Radford experience and increase student retention and success.

2A Promote cultural programming (arts, international, diversity, etc.) that encourages students, faculty and staff to actively engage with and understand different cultural viewpoints.

2B In order to facilitate communication about campus events, all relevant social media sites will be updated with information about campus events and programming.

2C Recognizing that faculty play an important role in student engagement with campus life, faculty will be strongly encouraged to integrate campus events as part of their course curriculum expectations.

2D Encourage communication and regular dialogue among residential life, academic affairs and student affairs to enhance student retention.

GOAL 3 Intentionally lead students from their transition into Radford University through graduation toward their unique path in life.

3A Create a consistent university-wide academic advising protocol and assessment plan for faculty and professional advisers with oversight from an assistant provost in collaboration with the Academic Affairs Leadership Team.

3B Support the Center for Career and Talent Development, an innovative physical space that will help create our brand identity and outreach plan that inspires collaboration among career coaches, faculty, employers and alumni to empower student career and talent development and life skills.

3C Develop the “Discover, Experience and Thrive” customized career development plan.

3D Actively cultivate employer relationships across multiple industries.

3E Expand current workshops offered by the Center for Career and Talent Development to include financial literacy.

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*This snapshot was developed specifically for the April 2022 Board of Visitors meeting.
The full strategic plan update will be provided on the website by May 2022.*





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