PLANNING AND ADMINISTRATION

Radford University will make sustainability a primary consideration of the planning and administration process, rather than a secondary addition. This will have profound impacts on the institution and provide the pathway for the transformational change outlined in this plan. These strategies focus on Planning & Administration, Diversity & Affordability, Investment & Finance, and Wellbeing & Work.

GOAL 1
Radford University will institutionalize and implement sustainability at a high level of the University’s administration and governance to ensure widespread adoption and extensive campus engagement. Strive to support sustainability at every opportunity.

Strategies
A. Formalize the institutional framework for the administration of sustainability programs.
   1. Maintain support for the existing Sustainability Office and expand as needed to effectively implement the Sustainability and Climate Action Plan. Consider adding positions focused on “Academics and Student Engagement” and “Facilities and Operations”.
   2. Maintain support for existing Sustainability Steering Committee as a body for institution-wide sustainability coordination.
   3. Create a network of sustainability coordinators throughout Divisions and Colleges, hold bi-annual meetings, and establish an email listserv to share and discuss information.
   4. Develop a pathway or framework to provide information and feedback to University leadership in order to integrate sustainability goals and objectives into high level, strategic decisions of the University. Consider a leadership council or cabinet-level sustainability officer and other direct reporting strategies.
   5. Develop and formalize a list of key sustainability criteria that are consistent with the Sustainability and Climate Action Plan for use in budget and planning processes.
B. Integrate sustainability and climate action into the University’s next Strategic Plan.
C. Include sustainability and climate action in the University’s fundraising strategy, e.g. capital campaign and annual giving.
D. Evaluate issues of environmental justice when planning new infrastructure and work with community to develop equitable solutions.

GOAL 2
Radford University will support and collaborate to advance a Diversity, Equity, and Inclusion Action Plan, in accordance with the ONE Virginia Strategic Plan for Inclusive Excellence.

Strategies
A. Maintain the existing Diversity & Equity Action Committee (DEAC) or other institution-wide body for advancing diversity, equity, and inclusion.
B. Adopt and implement a Diversity, Equity, and Inclusion Plan in accordance with the ONE Virginia Strategic Plan for Inclusive Excellence.
1. Require all students and all employees to participate in cultural competence, anti- 
oppression, anti-racism, and/or social inclusion trainings or activities.

2. Engage in a structured assessment process to improve diversity, equity, and inclusion on 
campus.

3. Consider creating training and development programs, teaching fellowships, and/or other 
programs that specifically aim to support and prepare students from underrepresented 
groups for careers as faculty.

**GOAL 3**

Radford University will create support programs that improve the affordability and accessibility of 
Radford University for underrepresented groups, low-income students, and first-generation students.

**Strategies**

A. Establish and advance the Center for Opportunity & Social Mobility to support first generation 
students and other underrepresented groups.

B. Evaluate and establish support programs for serving low-income students and other 
underrepresented groups as feasible, e.g. scholarships, childcare assistance, and food and 
shelter assistance.

**GOAL 4**

Radford University will collaborate with Radford University Foundation to encourage and support the 
transition of Radford University investments to socially responsible, fossil fuel-free investments.

**Strategies**

A. Establish a committee or subcommittee for investor responsibility that includes faculty, staff, 
and students to investigate and evaluate sustainable investment opportunities.

B. Encourage the Radford University Foundation to invest in Socially Responsible funds and/or an 
Environmental, Social, and Governance fund.

C. Consider making a snapshot of investment holdings available to the public.

D. Inquire with the Student Managed Investment Portfolio Organization (SMIPO) about their 
sustainable investment strategies and/or socially responsible investing. Encourage and support 
these investments as appropriate.

**GOAL 5**

Radford University will strive to provide University employees a living wage.

**Strategies**

A. Make a formal commitment to pursuing a living wage for University employees and contractors.

B. Develop policy or guidelines to provide employees and long-term contractors a living wage.
**GOAL 6**
Radford University will support and encourage employee health, wellness, and satisfaction through programs, benefits, and other incentives.

**Strategies**
A. Conduct a survey or other assessment that allows for anonymous feedback to measure employee satisfaction and engagement.

B. Maintain and enhance student and employee fitness and wellness programs and facilities.

C. Evaluate smoking policies and redefine designated smoking areas as necessary.

D. Investigate costs, benefits, and opportunities of providing an employee wellness incentive program and implement programs as appropriate.