

RADFORD UNIVERSITY

2018-2023 Strategic Plan

Embracing the Tradition and Envisioning the Future

Strategic Enrollment Growth

Spring 2019 and Fall 2019 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.



Green = Progress is on track.

Describe progress toward target: Cross-functional Enrollment Data Council is meeting on average once per month. Topics discussed during 2018-2019 academic year included predictive analytics work in the Davis College of Business and Economics, post-merger enrollment reporting, Data Catalog, and EDUCAUSE.

Describe challenges: Merger commitments resulted in two cancelled meetings during the 2018-2019 academic year. Council members have been encouraged to participate in establishing the agenda and dialogue.

Who are you collaborating with? Division of Academic Affairs; Division of Enrollment Management; Division of Finance and Administration; Division of Information Technology; and Division of Student Affairs

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

Describe next steps: Next steps include assessing how the Council can best support enrollment initiatives and composition of the group to determine value of adding faculty and/or staff representation.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: No financial investment is required.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management) and Danny Kemp (Vice President for Information Technology)

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



Green = Progress is on track.

Describe progress toward target: The Office of Admissions has divided the Northern Virginia (NOVA) market into smaller territories, which allows for improved opportunity for relationship building. A Senior Associate Director of Admissions (hired January 2018) has a territory assignment.

Describe challenges: NOVA is a robust recruitment market for in-state and out-of-state colleges and universities. There are many excellent universities within two to three hours of NOVA. Radford's location, while a tremendous asset, is a greater distance for prospective students.

Who are you collaborating with? Primary responsibility is with the Division of Enrollment Management with critical collaborators in the Division of Academic Affairs, Division of Student Affairs, and Office of University Relations. External partners include school counselors at NOVA secondary schools, EAB, and Fuseideas.

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Next steps include continuing to enhance territory management in NOVA, focus promotional and advertising resources in NOVA, and develop a targeted communication plan for NOVA.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Additional time was devoted to NOVA by staff in the Office of Admissions.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (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: The Office of Admissions and the Financial Aid Office are utilizing Facebook, Facebook Live, and texting to complement traditional recruitment communication and engage additional students and families in the recruitment process. The Office of Admissions website underwent a makeover in 2018, thereby providing more intuitive navigation and better organization.

Describe challenges: Challenges include developing and utilizing assessment vehicles to track student and family participation in and usage of non-traditional communication; competing for the attention of students and families; and continuing efforts to be creative and innovative in an always-growing field of competitors.

Who are you collaborating with? Division of Enrollment Management; Division of Information Technology (supporter of Mongoose, the University's texting platform); and Office of University Relations

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth, Goal 3, Strategy B

Describe next steps: Next steps include exploring additional options for texting campaigns and increasing use of Facebook Live-type activities throughout the recruitment cycle.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Additional time was devoted to these efforts by staff in the Office of Admissions and Financial Aid Office.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy, 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: The strategy of targeting specific out-of-state markets (Maryland, District of Columbia, North Carolina, and West Virginia) in new freshman recruitment efforts is realizing results. Territory management continues to be the foundation to support recruitment efforts in these areas and additional staff resources have been dedicated to these important markets.

Describe challenges: Challenges include a wide range of competitors being present in these markets including highly regarded in-state and out-of-state colleges and universities. Our out-of-state costs can prove challenging when compared to another state's in-state costs.

Who are you collaborating with? Office of University Relations, EAB, and Fuseideas

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Next steps include evaluating current territory management efforts; identifying enhancements; and working with the Office of University Relations to explore options in order to support out-of-state recruitment efforts.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Resources in the Office of Admissions were dedicated to support staff travel, off-site receptions, and events in these markets.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (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: The Office of Admissions and the Financial Aid Office are utilizing Facebook, Facebook Live, and texting to complement traditional recruitment communication and engage additional students and families in the recruitment process. The Office of Admissions website underwent a makeover in 2018, providing more intuitive navigation and better organization.

Describe challenges: Challenges include developing and utilizing assessment vehicles to track participation and usage and competing for the attention of students and families and continuing efforts to be creative and innovative in an always-growing field of competitors.

Who are you collaborating with? Division of Enrollment Management; Division of Information Technology (supporter of Mongoose, the University's texting platform); and Office of University Relations

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth, Goal 2, Strategy B

Describe next steps: Next steps include exploring additional options for texting campaigns and increasing use of Facebook Live-type activities throughout the recruitment cycle.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Additional time was devoted to these efforts by staff in the Office of Admissions and Financial Aid Office. Texting requires financial support in order for each territory manager can be active.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (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: A new partnership agreement was signed with New River Community College in April 2019. Development of an additional partnership enhancement is already underway. Ongoing conversations are being held with representatives from Wytheville Community College and Germanna Community College.

Describe challenges: Challenges include declining enrollment across the Virginia Community College System (VCCS) with a more than 20 percent decline since 2012. The VCCS population is the source of about 80 percent of Radford University's new transfer enrollment. Simply put, there is *increased* competition for fewer students.

Who are you collaborating with? Primary responsibility is with the Division of Enrollment Management with critical collaborators in the Division of Academic Affairs, Division of Student Affairs, and Office of University Relations. External partners include transfer counselors and faculty at campuses throughout VCCS, as well as Fuseideas.

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Next steps include implementing new staff structure in order to support transfer partnerships and recruitment initiatives; exploring ways to draw attention to the importance and value of transfer students across the campus; and developing enhanced relationships with additional VCCS partners.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Faculty and staff time has been devoted to support partnership development.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management)

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: The Office of Admissions and the Financial Aid Office are utilizing Facebook, Facebook Live, and texting to complement traditional recruitment communication and engage additional students and families in the recruitment process. The Office of Admissions website underwent a makeover in 2018, providing more intuitive navigation and better organization.

Describe challenges: Challenges include increasing opportunities for connection with prospective transfer student populations.

Who are you collaborating with? Division of Enrollment Management; Division of Information Technology (supporter of Mongoose, the University's texting platform); and Office of University Relations

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Next steps include creating a timeline of transfer-focused activities for the 2019-2020 academic year and implement it.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Additional time was devoted to these efforts by staff in the Office of Admissions and Financial Aid Office. Texting requires financial support in order for each territory manager can be active.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (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.



Yellow = Progress has begun, but may be delayed.

Describe progress toward target: New leadership in the Military Resource Center is very supportive of utilizing Center staff and currently enrolled veterans and active military students in new student recruitment activities.

Describe challenges: Public institutions located near military installations have realized the most significant veteran and military student enrollments. This is also true for colleges and universities that have grown online degree offerings.

Who are you collaborating with? Division of Enrollment Management (Office of Admissions) and Division of Academic Affairs (Military Resource Center)

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: In Summer 2019, staff in the Office of Admissions and the Military Resource Center met to develop plans to support short- and long-term recruitment activities. Now, that work continues.

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

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management)

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.



Yellow = Progress has begun, but may be delayed.

Describe progress toward target:

The Office of Admissions and the Financial Aid Office are utilizing Facebook, Facebook Live, and texting to complement traditional recruitment communication and engage additional students and families in the recruitment process. The Office of Admissions website underwent a makeover in 2018, providing more intuitive navigation and better organization. These efforts have mainly been focused on the recruitment of traditional students and transfer students rather than veteran and active military students.

Describe challenges: There is a need to develop and implement activities specifically for military students and Veterans. A lack of specialized programming limits the University's ability to be highly-effective in a highly-competitive market.

Who are you collaborating with? Division of Enrollment Management (Office of Admissions) and Division of Academic Affairs (Military Resource Center)

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Next steps include creating a timeline of transfer-focused activities for the 2019-2020 academic year and implement it.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Additional time was devoted to these efforts by staff in the Office of Admissions and Financial Aid Office. Texting requires financial support in order for each territory manager can be active.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management)

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



Green = Progress is on track.

Describe progress toward target: In November 2018, Drs. Jeanne Mekolichick and Steve Childers traveled to Brazil on a discovery mission to meet with possible partner institutions and begin conversations toward dual-degree programs. Of the institutions visited, Radford University is moving forward in conversations with UniEVANGELICA exploring possible dual/degree programs with three departments across two colleges. Radford University also contracted with Jose Ulises Toledo to explore dual-degree programs with institutions in Mexico. These conversations are ongoing.

Describe challenges: Successes have been suppressed by the highly volatile national and international climate, as well as personnel transitions in the Center for Global Education and Engagement.

Who are you collaborating with? The Division of Academic Affairs, through the Center for Global Education and Engagement, is partnering with the Office of the President; the Division of Enrollment Management, and all of the academic colleges.

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth, Goal 6, Strategy B

Describe next steps: Next steps include continuing conversations with UniEVANGELICA and the academic departments to further develop the dual-degree program opportunities, as well as continuing conversations with Jose Ulises Toledo to explore viable opportunities for dual-degree programs with institutions in Mexico.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: There was a reallocation of \$27,000 in existing resources to support the efforts outlined above.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management) and Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs)

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



Green = Progress is on track.

Describe progress toward target: Radford University holds contracts with international student recruitment agencies working in strategic locations including China, India, Africa, and Nepal to recruit international students and explore dual degree partnerships. The University has engaged in additional strategic contractual relationships and is exploring partnerships with two universities in Mexico and opportunities in Brazil.

Describe challenges: Successes have been suppressed by the highly volatile national and international climate, as well as personnel transitions in the Center for Global Education and Engagement.

Who are you collaborating with? The Division of Academic Affairs, through the Center for Global Education and Engagement, is partnering with the Office of the President; the Division of Enrollment Management, and all of the academic colleges.

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth, Goal 6, Strategy A

Describe next steps: Next steps include continuing to develop relationships in strategic international locations, institutions, and agents, which closely align the University's mission and goals to bring international students to Radford.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: There was a reallocation of \$27,000 in existing resources to support the efforts outlined above. Also, the leader of the Center for Global Education and Engagement, formerly the International Education Center, was elevated from a Director to an Assistant Provost.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management) and Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs)

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: The Center for Global Education and Engagement is developing infrastructure for an English Language Culture Program with support offices across campus. The Center for Global Education and Engagement is in close connection with Admissions to monitor potential student ESL need in Fall 2019.

The Center for Global Education and Engagement looks forward to welcoming students as demand dictates. We have developed a curriculum, calendar, space, a scalable budget plan, and hired ESL staff to support immediate tutoring needs who has the capability to help build the ESL program as needed. We are in the process of developing the website, online application tools, and back-end IT elements.

Describe challenges: Successes have been suppressed by the highly volatile national and international climate and personnel transitions in the Center for Global Education and Engagement.

Who are you collaborating with? Division of Enrollment Management; Division of Information Technology; Division of Student Affairs; and Division of Finance and Administration.

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth, Goal 6, Strategy A and B

Describe next steps: Continue development and proceed with implementation of the English language and culture program.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The leader of the Center for Global Education and Engagement, formerly the International Education Center, was elevated from a Director to an Assistant Provost.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy (Vice President for Enrollment Management) and Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs)

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:

- Attend Radford University recruiting events such as the graduate School Fair, Student Engagement Forum, Education Fair, Majors and Minors Fair, First-Year Achievers event, JumpStart Conference, and all New Student and Transfer Quest Sessions.
- Use signage on campus, as well as host tours, for students from Concord University and Livingstone College.
- Attend graduate fairs in Virginia and other states.

Describe challenges: Current staff includes one recruiter.

Who are you collaborating with? Graduate program coordinators; Center for Career and Talent Development; Career Explorers; Office of Undergraduate Scholarship and Research (OURS); Office of Admissions; and Office of Alumni Relations.

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrolment Growth Strategy 7B

Describe next steps: Request a full-time recruiter dedicated to social media outreach and a graduate assistant from strategic communications to assist with social media marketing

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: End-of-year funding for Fiscal Year 2019 was approved for purchasing signage. Funds were used for purchasing lunch during campus tours for students from other universities.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy, Vice President for Enrollment Management, with support from Orion Rogers, Dean of the Artis College of Science and Technology

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:

- Working with Access to conduct photoshoots with more diversity that is program specific.
- Use mail blasts and cards, as well as sandwich boards and sidewalk signs on campus.

Describe challenges: Current staff includes one recruiter.

Who are you collaborating with? Access, graduate program coordinators, and Office of University Relations

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrolment Growth Strategy 7A

Describe next steps: Request a full-time recruiter dedicated to social media outreach and a graduate assistant from strategic communications to assist with social media marketing.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: End-of-year money in fiscal year 2019 was approved for purchasing signage.

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy, Vice President for Enrollment Management, with support from Orion Rogers, Dean of the Artis College of Science and Technology

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: Admissions criteria for the MBA program was streamlined to facilitate a simpler admissions process. The MBA program establish tri-modal method to allow greater access to the program. In order to assist the Director of the MBA program in attracting and enrolling increased numbers of students, the CIA (Center for Innovation and Analytics), along with the Associate Dean of the Davis College of Business and Economics, developed a relationship with SAS Global Academic Programs at SAS Institute World Headquarters in Carry, NC. This resulted in the creation of a proposal for a Joint Graduate Certificate in Business Analytics between SAS and the Davis College. Analytics talent is in short supply and insufficient to meet the growing demand for skilled analytics professionals. The proposal for a Joint Certificate was designed to bridge that gap. The proposal was approved through University Internal Governance and subsequently approved by SCHEV. Radford University was the first (and still only) public university in Virginia to offer such a joint certificate. The Certificate became operational in mid-fall semester 2018.

Describe challenges: Lack of sufficient marketing funds for promotion of programs. And although existing resources are being used, in order to meet the demand by students for the Joint Certificate, additional courses may be required.

Who are you collaborating with? Emory & Henry College and Appalachian College of Pharmacy; Graduate College; IT department; Jerry L. Oglesby, Senior Director, Global Academic Programs; Gary Schirr, MBA Director; Angela Stanton, Associate Dean; members of the Davis College of Business and Economics Graduate Curriculum.

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrolment Growth Strategy 7A

Describe next steps: Actively promote collaborations, tri-modal, streamlined requirements for MBA and the Graduate Certificate in Business Analytics.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Marketing for new graduate certificate and MBA program

Name of person completing this Strategic Plan Progress Report: Joy Bhadury, Dean of the Davis College of Business and Economics, and Kenna Colley, Interim Provost and Vice President for Academic Affairs

Strategy 7C: Improve use of a 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 customer relations management system is Prospect that is integrated with Admit and Fixie for graduate fairs. Prospect sends a tailored message to prospective students with a link to the application. Other strategies include datamining for Mathem.

Describe challenges: Only preliminary data is available at this time. Graduate fairs need four years of data to assess visits since some early prospects are years away from being graduate school applicants.

Who are you collaborating with? CollegeNET and Alumni Affairs.

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrolment Growth Strategy 7B

Describe next steps: Analyze data to determine plans

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Graduate assistant hours dedicated to datamining for Math Education and Education Leadership

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy, Vice President for Enrollment Management, with support from Orion Rogers, Dean of the Artis College of Science and Technology

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: Accelerated graduate program partnerships have been signed with Emory and Henry College in MBA, M.S. in Strategic Communication, and M.S. or M.A. in English graduate degrees. There are six Special Education certificates, one Reading Specialist Literacy certificate.

Describe challenges: Faculty lines are needed to develop and teach the curriculum in the new graduate programs. Additional staff are needed to maintain the database.

Who are you collaborating with? Graduate program coordinators; Office of the Provost; and SCHEV

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Explore and propose additional 2 + 3 and 4 + 1 programs with other colleges

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Faculty line for the Doctor of Education program

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy, Vice President for Enrollment Management, with support from Orion Rogers, Dean of the Artis College of Science and Technology

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: The University is using the Prospect System to identify early prospects and to recruit them to apply and enroll.

Describe challenges: A single recruiter limits opportunities for face-to-face interactions and campus tours when the recruiter is traveling to graduate fairs off campus.

Who are you collaborating with? Graduate program coordinators and faculty

Does strategy overlap with other goal/strategy? If so, which one? No

Describe next steps: Request additional recruiter position in the College of Graduate Studies and Research

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

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy, Vice President for Enrollment Management, with support from Orion Rogers, Dean of the Artis College of Science and Technology

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: In 2017-2018 academic year, the online MFA in Design Thinking (Department of Design) program began collecting recruitment data for the program. Since its inception the program has had students from 23 different states and Korea. Growth is being measured by counting the number of students who enter in the program each year. Data thus far is as follows: in 2015, 7 students started the program; in 2016, 8 students started the program; in 2017, 15 students started the program; and in 2018, 15 students started the program.

Describe challenges: N/A

Who are you collaborating with? N/A

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrolment Growth Strategy 7

Describe next steps: Continued data collection for Design Thinking recruitment program

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

Name of person completing this Strategic Plan Progress Report: Margaret Devaney, Dean of the College of Visual and Performing Arts, and Kenna Colley, Interim Provost and Vice President for Academic Affairs

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 newly formed Brother 4 Brother program and Ladies of Leadership student organization offer mentoring for approximately 40 underrepresented students. The laptop loaner program through the Center for Diversity and Inclusion which supports students unable to purchase a laptop continues to see high use.
- Thirty laptops were assigned to students during the spring semester. The Center for Accessibility Services continues to offer workshops for academic success.

Describe challenges: The biggest challenge continues to be identifying those students with the greatest needs and motivating them to take advantage of the resources that can support their short- and long-term success.

Who are you collaborating with? Division of Enrollment Management; Division Finance and Administration (Institutional Research); Division of Student Affairs (Student Success and Retention, Center for Accessibility Services, and Center for Diversity and Inclusion); Information Technology; and Division of Academic Affairs

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

Describe next steps: Next steps include developing assessment plan and measures.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Existing resources are being used at this time.

Name of person completing this Strategic Plan Progress Report: Susan Trageser, Vice President for Student Affairs

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:

- Cross-divisional team of eight from the Division of Academic Affairs; Division of Student Affairs; and Division of Enrollment Management participated in the AAC&U Diversity, Equity and Student Success (DESS) conference held in March 2019. We are continuing to meet monthly to collaborate and implement change.
- The Living-Learning Community (LLC) Operations group meets monthly, co-convened by Associate Provost for Academic Programs and the Assistant Vice President for Retention and Student Success. This group includes faculty and residential life staff from each LLC, along with representatives from the Office of the Registrar, the Office of New Student and Family Programs, the Office of Institutional Assessment and Quality Improvement, Office of Student Success and Retention, the Office of Admissions, Honors College, Office of Undergraduate Research and Scholarship, College of Visual and Performing Arts, the School of Teacher Education and Leadership, and the Department of Biology.
- Fall: Academic and general resources for specific under-represented populations have been developed and implemented beginning Fall 2018. These include a mentoring program for African American men, Academic Success presentations through the Center for Accessibility Services, laptop loaner program for low-income students, support groups and activities targeting first generation students, and counseling groups focused on student success are all active programs in Fall 2018. Additionally, an early intervention project for potential “retention risk” students coordinated through the Office of Student Success and Retention (OSSR) is being piloted this fall. Finally, OSSR will examine data of students who have not been retained to determine risk factors in order to develop additional support mechanisms for at risk populations.
- Spring: Progress on track. The Brother for Brother and Ladies of Leadership programs offer mentoring for approximately 40 underrepresented students. The laptop loaner program which supports lower income students unable to purchase a laptop continues to see high use. Thirty laptops were assigned to students during the spring semester. CAS continues to offer workshops for academic success.

Describe challenges: Identifying students who are at risk and convincing them to engage in interventions.

Who are you collaborating with? Diversity Awareness Action Committee; REALISE

program; CDI; OSSR; New Student and Family Programs; Institutional Assessment and Quality Improvement; Admissions; Registrar; STEL; College of Visual and Performing Arts; Department of Biology; and Honors College.

Does strategy overlap with other goal/strategy? If so, which one? Student Success Strategy 1B

Describe next steps:

- Summer 2019 -- Implement Students and Families of Color reception at the two-day Quest sessions
- Fall 2019 -- Convene key partners to review initiatives and develop assessment plan
- Spring 2020 -- Develop Assessment Plan
- Continue campus DESS partnerships; implement Students and Families of Color reception at the Summer 2019 two-day Quest sessions
- Continue to convene the LLC group during the academic year. Include the new Director of Housing and Residential Life. Continue to assess the retention and student success impact of the LLC initiative. Continue campus DESS partnerships

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Academic Programs strategic investment in AAC&U DESS conference \$10,000. New investment from Provost budget to launch two new LLCs (Schoolhouse and Entrepreneurship Learning Community) \$33,000 (for adjunct backfill and programming funding).

Name of person completing this Strategic Plan Progress Report: Kitty McCarthy, Vice President for Enrollment Management, with support from Jeanne Mekolichick, Associate Provost for Academic Programs, 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.



Green = Progress is on track.

Describe progress toward target:

- The Davis College of Business and Economics is partnering with Harvey Knowledge Center to initiate an organized process for peer-tutoring from Fall 2019
- The Davis College of Business and Economics undertook a thorough evidence-based study of courses with high DFW rates within the College.
- All Davis College of Business and Economics departments conduct an annual departmental convocation for students.
- Davis College of Business and Economics faculty continue to increase their usage of use of Starfish to track academic progress and advising.
- The Department of Marketing has completed its own internal planning and identified two goals and four initiatives that will be implemented to enhance retention and student success.
- The Department of Economics used Meet and Greet, Econovocation, Book Club, and Economics is Everywhere Lecture Series to engage and enhance access and promote success.

Describe challenges: Having sufficient resources to afford additional tutors and increasing the usage of peer-tutoring by students who need them.

Who are you collaborating with? Department faculty; Harvey Knowledge Center; and Office of Student Success and Retention

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

Describe next steps: To ensure a successful implementation of peer-tutoring plans from Fall 2019. After departmental discussions, a few policy ideas have emerged to address the same, which will be studied in Fall 2019 for possible adoption.

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

Name of person completing this Strategic Plan Progress Report: Joy Bhadury, Dean of the Davis College of Business and Economics, and Kenna Colley, Interim Provost and Vice President for Academic Affairs

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:

- College of Visual and Performing Arts scholarships, including the Arts Society scholarships, the general College scholarships and the discipline-specific endowed scholarships, total \$183,000, an 16% 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.
- As part of a University partnerships with the Northern Virginia Community College System and New River Community College, developed transfer guides for specific College of Visual and Performing Arts academic degree programs creating seamless pathways to two-year degree completion at Radford.
- The College's living-learning community, Community of Artists, continues to grow each year in popularity and scope. This fall, we added a third UNIV 100 cohort and increased the community's membership from 55 to 75 participants.
- This year, new retention strategies included creating two classes specifically for freshman, participating in 20/80 Processor, establishing freshman course pre-packages to streamline QUEST registration and offering 7-week courses for both our fall and spring semesters.
- Continue to work with the Provost to develop a university policy that supports fee waivers for use of university facilities needed for college-sponsored programs, summer workshops, conferences and events directly related to recruitment and community outreach.

Describe challenges: N/A

Who are you collaborating with? Division of Academic Affairs; Division of Student Affairs; Division of Enrollment Management (Office of Admissions), as well as regional community colleges

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

Describe next steps: We will continue to look for opportunities to connect with community colleges and other entities to enhance our recruitment/retention efforts.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: This past year, the College of Visual and Performing Arts has received significant financial support from numerous and varied constituencies including four new gift agreements, which will translate to nearly \$50,000 of additional funds to support scholarships, guest artist residencies, and student awards/gifts for the next academic year.

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.



Green = Progress is on track.

Describe progress toward target:

- Criminal Justice hosted its annual “Criminal Justice Day” event in April, attended by high school students from schools throughout the Commonwealth. Programming included presentations from department faculty, demonstrations of department facilities, the opportunity to engage with current students, and a presentation and campus tour from the Office of Admissions. The Department has also hosted visits from students enrolled in criminal justice courses at Wytheville Community College and Carroll County High School, with presentations from department faculty and demonstrations of department facilities.
- History is in its third year of offering a free peer tutoring service.

Describe challenges: For History’s tutoring center, the challenge is getting students to use it; student tutors are volunteers; funding to provide some payment to students would allow expansion of program.

Who are you collaborating with? Office of Admissions and faculty from institutions who bring students for visits.

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 Smith, Interim Dean of the College of Humanities and Behavioral Sciences, and Kenna Colley, Interim Provost and Vice President for Academic Affairs

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:

- REALISE IE program is providing training and reassigned time for faculty to develop problem-based learning opportunities and inclusive pedagogy in introductory science lab courses.
- REALISE IE program has provided training and leadership opportunities for Peer Role Models, now called REALISE students, to contribute to the academic and social success of their peers.

Describe challenges: REALISE IE program completed its first full year with twelve Peer Role Models in 2018-2019, so assessment of student activities and events is in early stages.

Who are you collaborating with? Faculty in all departments of Artis College of Science and Technology, as well as selected faculty in the College of Education and Human Development and the College of Humanities and Behavioral Sciences

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Strategy 4E

Describe next steps: Further develop REALISE IE program training and leadership opportunities for REALISE students. Continue to assess REALISE IE program success for the next three years.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Funds are provided by HHMI grant received for HHMI IE REALISE program. An additional REALISE student has been hired for 2019-20 to increase the students available for social and academic support from twelve to thirteen.

Name of person completing this Strategic Plan Progress Report: Orion Rogers, Dean of the Artis College of Science and Technology, and Kenna Colley, Interim Provost and Vice President for Academic Affairs

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:

- Significant changes for Military Resource Center, including:
 - New Director;
 - New home and furniture in Russell Hall;
 - Overhauled website;
 - Support for Student Veteran Association activities including travel to national conference, Suicide Awareness March;
 - Establishment of faculty and staff advisory group; and
 - Training program for student workers.

Describe challenges: Visibility and identifying veterans not receiving GI benefits

Who are you collaborating with? Office of the Provost; all academic colleges; Career and Talent Development; as well as Deanna Mabe and Kitty McCarthy

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

Describe next steps: Work with the Office of Admissions on identifying veterans and additional programming and outreach

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Increased funding in budget development process by reallocating from other offices

Name of person completing this Strategic Plan Progress Report: George Santopietro, Assistant Provost for Academic Operations, and Kenna Colley, Interim Provost and Vice President for Academic Affairs

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:

- Participation in Academic Programs Leadership Team ‘program inclusiveness’ planning led to Appointment of CITL professional faculty member to the Diversity Equity Action Committee.
- Development of a “Diversity, Equity and Inclusion” training for piloting during May, 2019 “Our Turn and Training Week.” Registrations indicate upwards of fifty unique participants in one or more sessions.

Describe challenges:

- This is a growth area for CITL, programming not typically aligned with ‘Innovative Teaching and Learning’ - additional leadership (Executive Director of Faculty Development starting July 1, 2019), professional development for staff needed to institutionally to build this effectively.

Who are you collaborating with? Jeanne Mekolichick and Academic Programs leadership team, Sharon Jones.

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

Describe next steps: Discuss path forward for programming in this domain with the Executive Director of Faculty Development, July, 2019.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: New Executive Director of Faculty Development (reallocated position).

Name of person completing this Strategic Plan Progress Report: Charley Cosmato, Director of Center for Innovative Teaching and Learning; Jeanne Mekolichick, Associate Provost for Academic Programs; and Kenna Colley, Interim Provost and Vice President for Academic Affairs

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 Harvey Knowledge Center partnered with the Office of New Student and Family Programs to provide access and support to students on academic probation by offering interactive workshops for each section of UNIV 150: Achieving Academic Success. Workshops covered college success skills designed to provide an equitable foundation for all students, including first generation students and those from underprepared populations.
- As part of the transition and rebranding, the Harvey Knowledge Center has begun to professionalize its student staff. Coaches participate in training based on national standards, receive mentoring from advanced students, and participate in professional development, all designed to promote intentionality, self-reflection, and ongoing learning. Coaches also participate in Social Change Leadership training offered through the Center for Diversity and Inclusion, in order to enhance an environment of inclusivity. This professionalization allows the Harvey Knowledge Center to join academic outreach and retention efforts, welcoming, engaging, and supporting students as they are encouraged to strive for their own success.

Describe challenges: Based on student and faculty feedback, topics offered to UNIV 150 sections were beneficial to students in lower performing groups, but less beneficial to students in the higher performing groups; in addition, the design and frequency of workshops was a large time investment for the Harvey Knowledge Center and used a significant number of labor hours. While many of the current peer tutoring staff of the Harvey Knowledge Center have responded positively to professionalization efforts, several have not desired the increased intellectual and emotional investments this professionalization requires.

Who are you collaborating with? Office of New Student and Family Programs, Center for Diversity and Inclusion, Center for Innovative Teaching and Learning, and the College of Graduate Studies and Research

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

Describe next steps: Leadership in the Harvey Knowledge Center will collaborate with staff in the Office of New Student and Family Programs to provide more customization.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Student wage and graduate assistant labor hours typically reserved for traditional tutoring or center administration were reassigned to the planning, preparation,

and facilitation of workshops for 18 sections of UNIV 150. Each section of UNIV 150 participated in 4 HKC workshops over the course of the Spring 2019 semester, comprising a total of 72 workshop sessions.

Name of person completing this Strategic Plan Progress Report: Jessica Beckett, Director of the Harvey Knowledge Center; Jeanne Mekolichick, Associate Provost for Academic Programs; and Kenna Colley, Interim Provost and Vice President for Academic Affairs

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: In advancing the University’s Climate Action Plan and working to fulfill the University’s commitment in the American College & University Presidents’ Climate Commitment, the Radford Sustainability Office has programs and goals that meet the objectives of Student Enrollment Growth Strategy 8A. The Sustainability Office collaborates with campus partners to create high impact programming that aims to attract students, enhance academic programming, and keep students interested and engaged. We aim to maintain a diverse student team that is accessible to everyone. This includes internships, student employment, project-based learning independent study, and participation in Quest and Quest Staff Training.

Describe challenges: Personnel limitations and budget constraints

Who are you collaborating with? Division of Enrollment Management (Office of New Student and Family Programs); Division of Student Affairs (Office of Housing and Residential Life); Division of Academic Affairs (Academic Programs; Eco Living-Learning Community; Sustainability and Environmental Studies Certificate Program; and several academic departments).

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

Describe next steps: Implement programming with the Center for Diversity and Inclusion

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Four work study students reassigned to the Sustainability Office.

Name of person completing this Strategic Plan Progress Report: Josh Nease, Sustainability and Selu Conservancy Academic Program Manager; Jeanne Mekolichick, Associate Provost for Academic Programs; and Kenna Colley, Interim Provost and Vice President for Academic Affairs