

RADFORD UNIVERSITY

2018-2023 Strategic Plan

**Embracing the Tradition
and Envisioning the Future**

Student Success

**Spring 2019 and Fall 2019
Updates**

Strategy 1A: Increase the number of students engaged with research, scholarship and creative activities within and beyond the classroom.

Substrategy 1: Embed research, scholarship and creative activities in the curriculum.



Green = Progress is on track.

Describe progress toward target:

- The Center for Innovative Teaching and Learning (CITL) continues to grow partnerships with faculty members and academic units to increase student involvement in creative and/or scholarly activities such as: the Highlander Research Rookies Program; Hebocon; Word Festival; the Davis College of Business and Economics Innovation Challenge; the Spring Film Festival; and the Undergraduate Forum: Digital Media Showcase.
- The buildout of the renovated CITL digital makerspace and StudioOne multi-purpose recording studio was completed in McConnell Library during the 2018-2019 academic year.
- In the Artis College of Science and Technology, five faculty were sent to the Council on Undergraduate Research Broadening Participation Institute. Additionally, the Artis College supported two additional Summer Undergraduate Research Fellow (SURF) projects for Summer 2019.

Describe challenges: Challenges include faculty development and workload considerations, as well as funding availability.

Who are you collaborating with? N/A

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

Describe next steps: Next steps include continuing promotion and expansion of existing partnerships, as well as seek new partnerships. In the Artis College, next steps include implementing a college-wide interdisciplinary undergraduate research welcome in August 2019 with a group of incoming first-year students and collecting data on the program.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: For the Artis College items outlined below, the college budget provided \$6,000 in existing funding, and Academic Programs, under the Division of Academic Affairs, provided \$4,000 for two additional SURF projects.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs); Charley Cosmato (Director of the Center for Innovative Teaching and Learning); and all of the academic colleges (including Artis College of Science and Technology Dean Orion Rogers)

Strategy 1A: Increase the number of students engaged with research, scholarship and creative activities within and beyond the classroom.

Substrategy 2: Increase co-curricular opportunities such that all students have the opportunity to participate in at least one research, scholarship or creative activity experience.



Green = Progress is on track.

Describe progress toward target:

- The Sustainability Office is engaging students in initiatives that promote leadership and service in sustainability. Facilitated experiences provide students with the opportunity to practice teamwork, leadership, critical thinking, problem solving, and cross-sector collaboration to integrate knowledge across disciplines and understand how this leads to more effective and innovative solutions to 21st Century challenges. The internship team has grown by 28 percent, and work study positions have increased from two to four, representing a 100 percent increase. The Sustainability Office is also working with faculty to integrate sustainability into and across curriculum. Many academic departments, standing strong at 86 percent, have sustainability focused or related course offerings with 68 percent of research producing departments engaging in sustainability research. A number of faculty researchers, representing 22 percent, are engaged in sustainability related research. In Spring 2019, Radford University hosted its second Sustainability Across Curriculum Workshop with 19 faculty members enrolled. This workshop focused on project-based learning on campus and with community partners.
- The College of Visual and Performing Arts (CVPA) provides internal research grant funding and works with the Office of Undergraduate Research and Scholarship (OURS) to facilitate traditional forms of research/scholarship. CVPA's number of internal student productions and exhibitions increased by 11 percent when compared to last year.
- Several faculty included student engagement in their Waldon College of Health and Human Services research awards. Seven Honors College students completed capstone/research projects under Waldron College faculty across the three undergraduate disciplines.

Describe challenges: Challenges include workload considerations and funding availability.

Who are you collaborating with?

- The Sustainability Office is collaborating with the following: the Division of Academic Affairs (Center for Career and Talent Development); Division of Finance and Administration (Facilities and Dining Services); and Division of Student Affairs (Student Activities).
- CVPA is collaborating with the following: national and international guest artists, community arts venues, and faculty and students from other academic disciplines.
- The Waldron College is collaborating across its academic departments.

Does strategy overlap with other goal/strategy? If so, which one? This substrategy has alignment and overlap with other strategies and substrategies under Academic Excellence and Research, as well as Strategic Enrollment Growth.

Describe next steps:

- For the Sustainability Office, next steps include: enhancing the current student experience through new curriculum, meaningful partnerships, and engaging projects; capturing the current intern and work study experiences and excitement to recruit new students; and developing assessment tools to better measure the student experience and overall learning.
- For CVPA, next steps include creating a formalized strategy to track the number of students involved in all creative activities on an annual cycle.
- For the Waldron College, next steps include college-based research awards for Fall 2019.

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

- In the Sustainability Office, there are now a total of four work study positions.
- For CVPA, new endowed funds were introduced this year and will provide \$20,000 next year to invite professional guest artists to campus in order to explore opportunities in creative collaboration, high-impact practice, and interprofessional experiences with students.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs); Josh Nease (Sustainability and Selu Conservancy Academic Program Manager); and all of the academic colleges (including CVPA Dean Margaret Devaney and Waldron College of Health and Human Services Dean Ken Cox and Associate Dean Corey Cassidy)

Strategy 1A: Increase the number of students engaged with research, scholarship and creative activities within and beyond the classroom.

Substrategy 3: Institute a “Research Scholar” graduation distinction such that undergraduates who have been significantly active in research outside the classroom are recognized for their accomplishment.



Green = Progress is on track.

Describe progress toward target: The Office of Undergraduate Research and Scholarship Advisory Committee is developing a “Research Scholar” graduation distinction proposal over Summer 2019. Examples from other institutions were examined Spring 2019.

Results include a total of 24 students being awarded Summer Undergraduate Research Fellow (SURF) projects during the 2018-2019 academic year, which is up from 18 during the prior academic year, representing a 33 percent increase. Also, 14 students and 15 faculty completed the inaugural year of the Highlander Research Rookies Program.

Describe challenges: Challenges include slow movement of the “Research Scholar” distinction as members of the OURS Advisory Committee were stretched thin in the Spring 2019 semester with their general OURS responsibilities, as well as the review of SURF grants and Highlander Research Rookies candidates.

Who are you collaborating with? Division of Academic Affairs (OURS Advisory Committee and Faculty Senate) and Division of Enrollment Management

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

Describe next steps: Next steps include finalizing a proposal for review and feedback from campus stakeholders, as well as workshop development and implementation for SURF and the Highlander Research Rookies Program.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: \$65,150 was allocated to support of the SURF program, and \$120,000 in new funding was allocated to support the Highlander Research Rookies Program.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Joe Wirgau (Director of the Office of Undergraduate Research and Scholarship)

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



Green = Progress is on track.

Describe progress toward target: A needs assessment regarding students' awareness of and access to various support resources is being developed. The target for implementation of the needs assessment is the Fall 2019 semester.

Describe challenges: Challenges include staffing transitions, which have slowed the development and coordination of the needs assessment.

Who are you collaborating with? Division of Student Affairs (Student Counseling Services; Substance Abuse and Violence Education Support Services; Student Health Center; Student Recreation and Wellness; Office of Student Success and Retention; and Center for Diversity and Inclusion)

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

Describe next steps: Next steps include working to continue toward completion of the needs assessment for development and determine appropriate means for implementation.

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

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

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



Green = Progress is on track.

Describe progress toward target: The Harvey Knowledge Center has grown the nature of services offered and the size of the peer coaching staff to provide more responsive and accessible academic support. In Fall 2019, 32% of appointments were held for subject-specific coaching, while 26% were for assistance preparing for an exam, 16% for help developing study skills, 15% for learning reading and writing strategies, and 9% for assistance in project planning. This shift towards services that move beyond subject-specific support demonstrates student eagerness for assistance with various tasks and stages of their course work. In addition, the Harvey Knowledge Center has begun to offer drop-in coaching sessions in the Harvey Knowledge Center, in residence halls, and in other academic buildings, providing students with a ready community for learning, completing individual work, and for troubleshooting and engaging in collaborative learning. The Harvey Knowledge Center has also provided training for peer academic coaches to emphasize active learning, problem solving, and student independence, as well as the importance of rapport building and providing emotional support. Coaches complete synchronous and asynchronous training and participate in small mentoring and research groups to further develop their skills, reflect on their progress, learn new techniques and strategies, and encourage and advise one another.

Describe challenges: There is currently inadequate professional staffing to manage growth and new initiatives.

Who are you collaborating with? Faculty in the Department of Psychology, Davis College of Business and Economics, the Department of Chemistry, Housing and Residential Life, the Center for Innovative Teaching and Learning, and the Harvey Knowledge Center Advisory Board

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: The Harvey Knowledge Center will reallocate some of the wage funds previously used to pay graduate students and request a small supplemental investment for the hiring of a full-time administrative faculty member.

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

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



Green = Progress is on track.

Describe progress toward target: The Department of Management in the Davis College of Business and Economics has placed further emphasis by faculty on support resources available for students at the University, including formal list of most resources and contact information in every course syllabus.

Describe challenges: Challenges include greater tracking of academic progress with Starfish for both encouragement and voicing concerns to students and having more faculty recommend counseling when necessary.

Who are you collaborating with? Department of Management Faculty

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

Describe next steps: Next steps include encouraging faculty to advise students to seek professional support from University support offices at a lower level of perceived stress.

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

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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



Green = Progress is on track.

Describe progress toward target: The Community of Artists housed in Trinkle Hall keeps an active agenda of support activities thanks to the efforts of Dana Trask. Academic departments, such as Music and Design, require faculty members to report to their chairs if student absences become problematic.

Describe challenges: N/A

Who are you collaborating with? N/A

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth Strategy Goal 8 Strategy 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: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Margaret Devaney (College of Visual and Performing Arts Dean)

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



Green = Progress is on track.

Describe progress toward target: The Department of Psychology provides counseling and assessment services to the campus community through the Center for Assessment and Psychological Services, or CAPS, and through the Students Completing Practicum experiences in Student Counseling Services.

Describe challenges: The Psychology Graduate Program enrollments limit the number of students that can serve in these areas. These enrollments are limited by the availability of out-of-state tuition waivers and graduate assistantships. Also, student practitioners need to be supervised by licensed faculty which further strains program and department resources.

Who are you collaborating with? The Department of Psychology collaborates with Student Counseling Services to provide services where possible.

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: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

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



Green = Progress is on track.

Describe progress toward target: The Office of Institutional Effectiveness supports this goal of “providing enhanced resources for student academic and emotional support” by organizing the administration of the National Survey of Student Engagement (NSSE). The NSSE annually collects information at hundreds of four-year colleges and universities about first-year and senior students' participation in programs and activities that institutions provide for their learning and personal development. The results provide an estimate of how undergraduates spend their time and what they gain from attending college. Radford University faculty and administrators use the reports supplied by NSSE to make programmatic decisions both inside and outside of the classroom. During the 2019 administration of the NSSE, 928 students participated in the survey, resulting in a 22.3% response rate.

Describe challenges: The biggest challenge to administering the NSSE is the poor response rate of freshmen and seniors. Part of the challenge comes from the fact that the survey is administered by Indiana University with students being contacted directly from that institution via email asking for their involvement. We have found that many college students today tend to use other means of communication than email. This year we were able to increase the response rate from 13.0% to 22.3% by including a direct link to the survey on the “My RU” portal and by placing cards with NSSE information in places where students study and congregate (e.g., library, student commons, study areas in academic buildings).

Who are you collaborating with? The Division of Information Technology assisted in the link to the NSSE Survey on the “My RU” portal. The Office of University Relations assisted with designing and printing the information cards.

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: Next year, the Office of Institutional Effectiveness and Quality Improvement would like to see about the possibility of partnering with the Master of Fine Arts in Design Thinking program to improve the student participation rate.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Sandra Baker (Director of Institutional Effectiveness and Quality Improvement)

Strategy 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.



Green = Progress is on track.

Describe progress toward target: In partnership with the Harvey Knowledge Center, the Office of Housing and Residential Life co-hosted six tutoring sessions for high DFW classes in math, science, and history courses. Additionally, a writing “help” session was offered weekly. Attendance at these sessions has not been extremely high; however, it traditionally takes at least a year for these types of programs to take root in the residence halls.

Describe challenges: One challenge is ensuring students are aware of and motivating them to utilize this additional resource.

Who are you collaborating with? Division of Academic Affairs (Harvey Knowledge Center, Academic Programs, and Office of the Provost); Division of Finance and Administration (Office of Institutional Research); and the Division of Student Affairs (Office of Student Success and Retention and Office of Housing and Residential Life)

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth Strategy Goal 8 Strategy A

Describe next steps: Next steps include evaluating success of tutoring (grade outcomes of student participants) and service utilization by students.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: A budget was allocated for FY19.

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

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



Green = Progress is on track.

Describe progress toward target: The Center for Innovative Teaching and Learning (CITL) had a team member appointed to the Diversity Equity Action Committee (DEAC) and has begun actively programming for diversity, equity, and inclusion (DEI) with partners in the School of Teacher Education and Leadership (STEL) and through development of a DEI strand during the “May Our Turn and Training Week.”

Describe challenges: CITL staff need DEI training to help initiatives move forward.

Who are you collaborating with? Center for Innovative Teaching and Learning; Diversity Equity Action Committee; School of Teacher Education and Leadership; and Division of Finance and Administration (Department of Human Resources)

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

Describe next steps: Next steps include continuing to develop and enhance DEI professional development support.

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

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

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



Green = Progress is on track.

Describe progress toward target: Conducting foundation work with faculty introducing them to concepts of diversity, equity, and inclusion (DEI). Specifically, 12 DEI sessions were solicited and delivered as a strategic focus in May 2019 Our Turn. Dr. Tia McNair, Vice President of Diversity, Equity, and Student Success at AAC&U, provided the keynote at Institutional Effectiveness Day in August 2019 and led campus conversation on inclusive excellence at Radford University. Dr. Sharon Jones and the Center for Diversity and Inclusion implemented the student campus climate survey and hosted students of color focus groups to gather baseline data. Diverse Faculty Hiring webinar was hosted. Discussion was held on developing a Lumina foundation ask on DEI. Artis College of Science and Technology faculty supported the CUR Broadening Participation Institute. Additionally, a cross-divisional team of eight from the Divisions of Academic Affairs, Enrollment Management, and Student Affairs participated in AAC&U Diversity, Equity, and Student Success (DESS) Conference in March 2019. Since the conference, they are continuing to meet monthly to collaborate and implement change.

Describe challenges: Challenges include funding to hire a consultant for a multi-year commitment to develop and implement a DEI awareness, knowledge, and skills program.

Who are you collaborating with? Diversity Awareness Action Committee; Division of Academic Affairs (REALISE Program, Artis College of Science and Technology, Honors College, School of Teacher Education and Leadership, and Office of Institutional Effectiveness and Quality Improvement); Division of Student Affairs (Center for Diversity and Inclusion and Office of Student Success and Retention); and Division of Finance and Administration (Department of Human Resources)

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

Describe next steps: Next steps include continuing DEI strategic initiative in future, such as Our Turn sessions (DEI in New Faculty Orientation), DEI faculty learning community (FLC) in Fall 2019; DEI faculty development programming, a partnership with the Department of Human Resources on diverse hiring practices for faculty, DESS campus partnerships, and collaboration with the Artis College to launch a three-year DEI awareness, knowledge, and skill training led by Dr. Sharon Jones (in collaboration with the REALISE program).

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Academic Programs made several strategic investments in DEI, totaling \$22,410. The AAC&U DESS Conference totaled \$ 10,000. Additional investments are as follows.

- Students of Color focus groups - \$400
- Diversity faculty hiring webinar - \$100
- Books for two DEI faculty learning communities (FLCs) academic year 2019-2020 (Whistling Vivaldi and Blind Spot) - \$910
- CUR Broadening Participation Institute (co-funding split with Artis College) - \$6,000
- Student Campus Climate Survey (HERI) - \$5,000

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

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



Green = Progress is on track.

Describe progress toward target: The Waldron College of Health and Human Services' Equity Committee implemented the annual year-long Character Campaign with monthly service-learning opportunities/community service programs provided to vulnerable populations in the New River Valley by faculty, staff, and students.

Describe challenges: The challenges are limited time and limited funding.

Who are you collaborating with? Faculty, staff, and students across campus and community agencies

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

Describe next steps: Next steps are to solidify plans for community service activities and associated round table discussions for the 2019-2020 academic year.

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

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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



Green = Progress is on track.

Describe progress toward target: The Department of Management initiated course development and implementation of a special topics course on Workplace Diversity and Inclusion (MGNT 471) in support of increasing understanding and skills of majors and minors and any students interested in taking a free elective in topic of interest and relevance.

Describe challenges: A challenge is creating awareness of course availability to students.

Who are you collaborating with? N/A

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

Describe next steps: Next steps including assessing demand for the course in AY 2019-20 and, if warranted, establishing it as a required MGNT elective option.

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

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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



Green = Progress is on track.

Describe progress toward target: There is an ongoing emphasis and incentives for pedagogical development by faculty in professional development workshops on and off campus.

Describe challenges: A challenge is that professional development workshops are often not tailored to the specific needs of pedagogical development, course management, and behaviorally-based best practices.

Who are you collaborating with? Center for Innovative Teaching and Learning (CITL)

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

Describe next steps: Next steps include the Department of Management initiating planning and implementation of intensive virtual coaching sessions for a few faculty volunteers with specific issues affecting student engagement.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Contract with experienced virtual coaching service for limited series of intensive feedback sessions

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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



Green = Progress is on track.

Describe progress toward target: The Department of Political Science allocated department budget funds to offer support to any full-time faculty who wanted to attend teaching and learning conferences. The Department Chair hosted a “brown bag” lunch discussion about student challenges and supporting students, invited the Harvey Knowledge Center director to attend department meeting, and liaised with the Center for Accessibility Services to strategize ways to support students with accommodation needs.

Describe challenges: N/A

Who are you collaborating with? Harvey Knowledge Center, Center for Accessibility Services, and the College of Behavioral Sciences New Faculty Mentoring Group

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: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

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



Green = Progress is on track.

Describe progress toward target: The REALISE program is providing training and reassigned time for faculty to develop problem-based learning opportunities and inclusive pedagogy in introductory science lab courses.

Describe challenges: The REALISE program completed its second year of implementation in 2018-19, so assessment of redesigned courses will occur in fall 2019.

Who are you collaborating with? Faculty in all academic departments of the Artis College of Science and Technology; selected faculty in the College of Education and Human Development and the College of Humanities and Behavioral Sciences; the Center for Innovative Teaching and Learning (CITL); Diversity Equity Action Committee (DEAC) and Office of Academic Programs

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

Describe next steps: N/A

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Funds are provided by the Howard Hughes Medical Institute (HHMI) grant received for the REALISE program.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Orion Rogers (Artis College of Science and Technology Dean)

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



Green = Progress is on track.

Describe progress toward target: The Center for Innovative Teaching and Learning (CITL) has set a strategic goal for the unit to increase faculty learning communities (FLCs). Participation in the 2018-2019 academic year rose substantially by offering three additional FLCs.

Describe challenges: A challenge is to cultivate more facilitators for FLCs with more varied opportunities to develop pedagogical expertise.

Who are you collaborating with? Office of Academic Programs, REALISE program, and faculty population at large

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

Describe next steps: Next steps include partnering with Matthew DeCarlo in the School of Social Work to offer an open educational resources (OER) FLC, as well as seeking partnership with the Office of Academic Programs (Sharon Jones) to offer a diversity, equity, and inclusion (DEI) FLC.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: There was a re-allocation of funds from the prior “Director of Faculty Development” to the “Executive Director of Faculty Development” to help lead the culture change. Additionally, Dr. Sharon Jones was reassigned to the Office of Academic Programs to support DEI initiatives in the REALISE program and for the campus community.

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

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



Green = Progress is on track.

Describe progress toward target: The Faculty Development service unit was restricted with the hiring of a founding Executive Director of Faculty Development who began her tenure on July 1, 2019. The Executive Director was charged with developing a more robust slate of faculty development programming aimed toward fostering a culture change and addressing all aspects of the professorate. There are plans underway for a faculty learning community (FLC) for new faculty. The number and richness of faculty development programming increased in AY 2018-2019. The Center for Innovative Teaching and Learning (CITL) increased faculty learning community (FLC) offerings. New Faculty Orientation was revised in Fall 2019 as themed to the three areas of the professorate (teaching, research, and service) with a more interactive and dynamic format and broad exposure and engagement with faculty from across campus. CITL created an advisory board to more deeply engage with the academic colleges and individual faculty.

Describe challenges: Culture change is challenging work.

Who are you collaborating with? Center for Innovative Teaching and Learning; academic colleges; department chairs and school directors; and faculty

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

Describe next steps: Next steps include continue focusing on FLCs, as well as faculty writing groups and other ongoing faculty development programming.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Academic Programs strategic investment in FLC books for academic year 2019-2020 totals \$3,200.

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

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



Green = Progress is on track.

Describe progress toward target: The Waldron College of Health and Human Services' Equity Committee implemented the annual year-long Character Campaign with monthly service-learning opportunities/community service programs provided to vulnerable populations in the New River Valley by faculty, staff, and students.

Describe challenges: The challenges are limited time and limited funding.

Who are you collaborating with? Faculty, staff, and students across campus and community agencies

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

Describe next steps: Next steps are to solidify plans for community service activities and associated round table discussions for the 2019-2020 academic year.

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

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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



Green = Progress is on track.

Describe progress toward target: The Davis College of Business and Economics has the BB&T Global Capitalism Lecture Series, Executive in Residence, and the Economics is Everywhere Speaker Series. Our honors organizations (BGS and BAP) have speakers on a range of topics, including global issues. The BB&T Capitalism Lecture in Fall 2018 was focused on economic development in Africa. We also have required courses in our majors that address international issues, helping to improve awareness of some cultural diversity problems regularly dealt with by business professionals.

Describe challenges: A challenge is the availability and willingness of experts to visit campus and discuss such topics.

Who are you collaborating with? N/A

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

Describe next steps: Next steps include solidifying plans for community service activities and associated round table discussions for the 2019-2020 academic year.

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

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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



Green = Progress is on track.

Describe progress toward target: Poli Sci Day are two days of programming engaging more than 700 students as they attend and participate in sessions focused on international politics, domestic and local public affairs and politics, career opportunities, and research by faculty and students.

Describe challenges: N/A

Who are you collaborating with? International scholars, national scholars, and College of Humanities and Behavioral Sciences alumni

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

Describe next steps: Next steps include developing and hosting this event annually.

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

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

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



Green = Progress is on track.

Describe progress toward target: The University is hosting or facilitating documentary films related to sustainability. In collaboration with the Citizen Leader program housed under the Division of Student Affairs, the University hosted director and author Josh Tickell on campus for a screening of his new film, “The Revolution Generation”, and for a workshop on “Sustainability and “Environmental Careers” and “Understanding Millennials” with the Division of Student Affairs.

Describe challenges: Challenges include personnel limitations and budget constraints.

Who are you collaborating with? Division of Academic Affairs and Division of Student Affairs

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

Describe next steps: Next steps include securing funding for films and guest speakers.

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

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

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



Green = Progress is on track.

Describe progress toward target: The University established diversity, equity, and inclusion (DEI) programming strand for Our Turn in May 2019 and the Innovator Café Faculty Learning Community in Fall 2019. The Division of Academic Affairs, specifically the Office of Academic Programs, partnered with the School of Teacher Education and Leadership, led by Amanda Bozack, and the Department of Human Resources to provide DEI professional development to Faculty Hiring Committees in April of 2019.

Describe challenges: Challenges include institutional structures to support DEI initiatives being rooted in gender and race studies and/or legal compliance. There is a need to move to more culturally appreciative models. Also, coordinated leadership is needed in order to organize and set institutional priorities/action plans.

Who are you collaborating with? Division of Academic Affairs (Office of Academic Programs with Jeanne Mekolichick and Sharon Jones) and School of Teacher Education and Leadership (Amanda Bozack); and Division of Finance and Administration (Department of Human Resources with Ruby Cline)

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

Describe next steps: Next steps include continuing to collaborate with campus partners.

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

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

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



Green = Progress is on track.

Describe progress toward target: The Citizen Leader program supported one faculty campus event (Miss Virginia Wheelchair) and three program events (Inclusion Week; Revolution Generation Movie, and Sustainability Workshop).

Describe challenges: Challenges include the process and tracking system to promote or support events requested by the Citizen Leader program continue to be under development. The program, as a whole, is new and under development.

Who are you collaborating with? Division of Academic Affairs (Citizen Leader Advisory Board and Co-Director Jean Mistele; and Office of Sustainability) and Division of Student Affairs (Jessica Twiest and Center for Accessibility Services)

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 Strategy A3 and Student Success Goal 1

Describe next steps: Next steps include streamlining current processes.

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

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Jean Mistele (Co-Director of Citizen Leader Program)

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



Green = Progress is on track.

Describe progress toward target: The Center for Global Education and Engagement continues to offer cultural programming in partnership with units from across campus. In academic year 2018-2019, 13 events were delivered and aimed at promoting cultural understanding. The Office of Academic Programs, in partnership with the Department of English, the Center for Diversity and Inclusion (CDI), and Diversity Awareness Programming (DAP) welcomed award-winning author and activist Jocelyn Johnson to campus for a reading and discussion on contemporary diversity and activism.

Describe challenges: Challenges include campus communication of provided opportunities.

Who are you collaborating with? Division of Academic Affairs (Center for Global Education and Engagement; Diversity Awareness Programming; College of Visual and Performing Arts; Department of English; and Department of Foreign Languages and Literatures); Division of Student Affairs (Center for Diversity and Inclusion and Latino Student Alliance); and Division of Finance and Administration (Chartwell's)

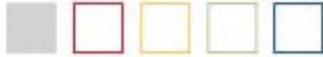
Does strategy overlap with other goal/strategy? If so, which one? N/A

Describe next steps: Next steps include continuing to work across campus, developing partnerships, increasing awareness, and bringing students, faculty, and staff together for these events.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Center for Global Education and Engagement contributed \$22,236 in funding and the Office of Academic Programs contributed a strategic investment of \$1,000.

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

Strategy 2B: In order to facilitate communication about campus events, all relevant social media sites will be updated with information about campus events and programming (see ACCESS Radford goal in Economic Development and Community Partnerships).



To date, there is no measurable progress to report.

Describe progress toward target: To date, there is no progress to report. Progress may be available at a later time.

Describe challenges: At this time, specific groups, offices, and organizations need to be identified for inclusion in this process moving forward.

Who are you collaborating with? Division of Academic Affairs; Division of Student Affairs; and Office of University Relations

Does strategy overlap with other goal/strategy? If so, which one? Student Success Goal 2 and Strategy C and D

Describe next steps: Next steps include hosting an initial meeting of collaborators and establishing a regular meeting schedule for such meetings.

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

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

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



Green = Progress is on track.

Describe progress toward target: The implementation of the Citizen Leader program during spring 2019 offers opportunities for faculty to integrate co-curricular activities into courses. Campaigns are being developed to encourage and support the use of RUInvolved by students, faculty, and staff to centralize the tracking of events. Other processes to make faculty aware of campus events and available activities are being explored and developed.

Describe challenges: Challenges include that a campus culture shift and training are needed to use a centralized tracking and reporting system for events, as well integration as part of course curriculum.

Who are you collaborating with? Division of Academic Affairs and Division of Student Affairs

Does strategy overlap with other goal/strategy? If so, which one? Student Success Goal 2 Strategy A and B

Describe next steps: Next steps include continuing to develop an ad-hoc committee for the 2019-2020 academic year, as well as provide training and promotion related to RUInvolved and create university-wide event calendar.

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

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

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



Green = Progress is on track.

Describe progress toward target: Faculty have been encouraged to integrate campus events into their syllabi. More than 400 faculty and students participated in the fall and spring semester Waldron College of Health and Human Services Interprofessional Education and Practice Symposia, as well as the annual Waldron College of Health and Human Services Interprofessional Symposium and Expo. This event is embedded in curricula across disciplines in the Waldron College of Health and Human Services, College of Education and Human Development, and College of Humanities and Behavioral Sciences.

Describe challenges: N/A

Who are you collaborating with? College of Education and Human Development; College of Humanities and Behavioral Sciences; and Radford University Carilion, including Virginia Tech Carilion

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

Describe next steps: Next steps include planning and execution of the following events: February 21, 2020 - Waldron College Interprofessional Education and Practice Symposium; April 16, 2020 - Waldron College Interprofessional Symposium and Expo; and early to Mid-April for RUC/RU IPE Simulation Day at Carilion Clinic

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Waldron College of Health and Human Services developed the Center for Interprofessional Practice and Education. New initiative requests were submitted in 2017 and 2018 to hire a director and staff member for that initiative. This is an ongoing need in the Waldron College of Health and Human Services and critical for the successful on-going implementation of this goal/strategy in the strategic plan.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

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



Green = Progress is on track.

Describe progress toward target: The Davis College of Business and Economics faculty continue to invite students to participate in all events, such as BB&T Global Capitalism Lecture Series, Executive-In-Residence, Economics-Is-Everywhere lectures, as well as other campus-wide events. Campus-wide events are routinely posted on monitors in the halls of Kyle Hall for other students to view.

Describe challenges: N/A

Who are you collaborating with? N/A

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: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Joy Bhadury (Davis College of Business and Economics Dean)

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



Green = Progress is on track.

Describe progress toward target: All College of Visual and Performing Arts general education classes require students to attend campus events for evaluation and reflection. The Department of Design's pre-internship DSN 320 course required students to either attend the Jump Start Conference or to complete a community service project.

Describe challenges: N/A

Who are you collaborating with? Office of University Relations

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: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Margaret Devaney (College of Visual and Performing Arts Dean)

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



Green = Progress is on track.

Describe progress toward target: The Department of Political Science faculty advise five student clubs: Political Science Society, Model UN, Public Policy Organization, Young Republicans, and Young Democrats. The Young Democrats won an award for the best chapter in Virginia for their active engagement in local and state level politics. Also, the Center for Gender Studies sponsors programming that does this, including co-sponsoring research conferences and research talks. This year the list includes talks by faculty in the Departments of Political Science, Sociology, and Philosophy and Religious Studies, and programming with the Cinematic Arts program and Women's Entrepreneurship Week.

Describe challenges: N/A

Who are you collaborating with? Division of Academic Affairs and Division of Student Affairs

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: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

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



Green = Progress is on track.

Describe progress toward target: The Sustainability Office creates campus events throughout the academic year. Sustainability Week and events during Earth Week are larger events. Many faculty require or incentivize students to get involved on campus. Some of these events includes Physical and Psychological Barriers to Climate Change with Rick Van Noy, Undergraduate Stormwater Certification Course, and The Revolution Generation screening and discussion.

Describe challenges: Challenges include personnel limitations and budget constraints.

Who are you collaborating with? Student organizations

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: Four student work study employees were reassigned to the Sustainability Office.

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

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



Green = Progress is on track.

Describe progress toward target: Following the Retention Summit held in January, the University contracted with Ruffalo Noel Levitz to help guide our retention efforts with an initial focus on first year students. The arrival of the new Director of Housing and Residential Life also creates an opportunity to enhance existing dialogue, which occurs regularly in a cross-divisional manner in order to provide a forum for new student engagement initiatives to be imagined and developed, as well as open up communication about current and on-going successful programs that have meaningful impact for participants.

Describe challenges: Challenges include identifying the strategies that are most effective and impactful. Given that staff and faculty across divisions and departments work with retention initiatives it is important to ensure consistent messaging and communication.

Who are you collaborating with? Division of Academic Affairs; Division of Enrollment Management; and Division of Student Affairs.

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

Describe next steps. Next steps include implementation of the recommendations from the Retention Summit report. Also, a success plan is being developed with Ruffalo Noel Levitz.

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

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

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



Green = Progress is on track.

Describe progress toward target: The Office of Institutional Effectiveness and Quality Improvement held the 5th Annual Institutional Effectiveness Day on August 20, 2018. IE Day is an event that brings faculty and staff from across the institution together to share and discuss ideas to improve the experiences of our students. For 2018, the structure of IE Day was changed to a mini-conference format. This allowed participants to actively engage in the event. Approximately 200 participants attended this past event, which included a panel discussion on “Creating Success for Gen Z Students” and eight presentations during the two break-out sessions. Completed evaluations indicated that 82% were satisfied or very satisfied with the overall event, and 91% indicated they were satisfied or very satisfied with the new format.

Describe challenges: Challenges include finding a date that will allow all faculty and staff to take part in the event and encouraging more faculty to attend. Last year, Institutional Effectiveness Day fell on one of the “move-in” days for returning students. This meant that many of the staff from housing were not able to attend.

Who are you collaborating with? The Office of Institutional Effectiveness and Quality Improvement collaborated with the Division of Academic Affairs and Division of Student Affairs, with assistance from the Associate Provost for Student Programs and the Assistant Vice President for Student Success.

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

Describe next steps. For the 2019 Institutional Effectiveness Day, we have scheduled the day, so that it does not overlap with other important events on campus, such as “move-in” day.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: For 2019 Institutional Effectiveness Day, the Office of Institutional Effectiveness and Quality Improvement has asked, Tia McNair, Vice President for Diversity, Equity, and Student Success, to be the keynote speaker for the event. The inclusion of a guest speaker will require a realignment of existing resources to pay for her honorarium and travel expenses (amount unknown at this time).

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Sandra Baker (Director of Institutional Effectiveness and Quality Improvement)

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



Green = Progress is on track.

Describe progress toward target: The College of Visual and Performing Arts has a variety of points of connection, including: a living-learning community called the Community of Artists; Academic Affairs Leadership Team meetings as a very effective hub for communication between academic areas; and strong college engagement at the Retention Summit.

Describe challenges: N/A

Who are you collaborating with? Division of Student Affairs (Office of Housing and Residential Life) and outside sources of expertise

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth Goal 8 Strategy 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: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Margaret Devaney (College of Visual and Performing Arts Dean)

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



Green = Progress is on track.

Describe progress toward target: Collaborative programming with the Office of Housing and Residential life includes: the Sustainability Ambassadors Program; HRL Student Sustainability Coordinator Work Study Employee; Highlander Cup Residence Hall Sustainability Competition; and the Eco Living-Learning Community. Collaborative programming with the Division of Student Affairs includes: student project: “Integrating Sustainability into CPC and other student programming”; The Revolution Generation film screening and discussion with the Citizen Leader program; Josh Tickell’s presentation on “Understanding Millennials”; and Sustainability and Environmental Careers with the Center for Career and Talent Development.

Describe challenges: Challenges include common partnership/collaboration issues, such as communication and participation.

Who are you collaborating with? Division of Student Affairs (Office of Housing and Residential Life)

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

Describe next steps. Next steps include continuing to develop partnerships and programming; work with residential life to implement programming; and work with student activities and internship team to implement programming.

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

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

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



Green = Progress is on track.

Describe progress toward target: The Honors College has invited participation in the Honors Advisory Committee meetings from both the Office of Housing and Residential Life (Floyd Hall resident directors and resident assistants), Office of Student Activities (Alice Coughlin), and the professional academic advisers.

Describe challenges: Challenges include other offices on campus having their own priorities (outside of honors students) and limited time.

Who are you collaborating with? Division of Student Affairs (Office of Housing and Residential Life and Office of Student Involvement, and the professional academic advisers

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

Describe next steps. Next steps include continuing to contact relevant offices.

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

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Niels Christensen (Director of the Honors College)

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



Green = Progress is on track.

Describe progress toward target: The Harvey Knowledge Center partnered with the Office of Housing and Residential Life to offer academic coaching in the residence halls, specifically for courses with high DFW rates. Sessions provided two hours of drop-in assistance for BIOL 131, 132, CHEM 111, 112, HIST 101, 111, MATH 114, 116, 125, 126, 137, and any 100-level math class, as well as writing support for any class. The Harvey Knowledge Center also partnered with the Center for Accessibility Services, Student Counseling Services, the Office of Student Standards and Conduct, McConnell Library, and the Department of Chemistry to offer a College Success Workshop Series. Workshops covered topics like procrastination, time management, test-taking strategies, reading strategies, exam anxiety, APA style citation practices, developing a growth mindset, and an algebra refresher. Workshops were designed to engage, support, and empower students to connect with their peers and the campus, while practicing skills for success.

Describe challenges: Challenges include communicating sessions offered in residence halls and encouraging students to attend. Workshops had low attendance, despite faculty and students expressing interest or value in the topics offered.

Who are you collaborating with? Division of Student Affairs (Office of Housing and Residential Life; Office of Student Success and Retention; Center for Accessibility Services; Student Counseling Services; and Office of Student Standards and Conduct) and Division of Academic Affairs (McConnell Library and Department of Chemistry)

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

Describe next steps. Next steps include considering alternative residence hall locations and collaborating more intentionally with departments and faculty teaching courses covered in residence hall coaching sessions to increase attendance. Redesign workshops to be available as in-class presentations, allowing faculty to request a Harvey Knowledge Center staff member to lead one in their classroom and collaborate specifically with interested faculty to offer workshops for their courses or as extra credit opportunities that fit with their class schedules. Continue to reach-out to these offices and other relevant offices. Work will continue on contacting relevant offices.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Funding for wage hours for residence hall coaching supplied by the Office of Housing and Residential Life through the creation of new wage positions for peer academic coaches, such as DFW tutors.

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

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



Green = Progress is on track.

Describe progress toward target: The Living-Learning Community (LLC) Operations Group meets monthly, co-convened by Associate Provost for Academic Programs and the Assistant Vice President of Retention and Student Success. This group includes faculty and residence hall staff from each LLC, along with representatives from the Office of the Registrar, Office of New Student and Family Programs, Office of Institutional Assessment and Quality Improvement, Office of Student Success and Retention, Admissions Office, Honors College, Office of Undergraduate Research and Scholarship, College of Visual and Performing Arts, the School of Teacher Education and Leadership, and Department of Biology.

Describe challenges: Challenges include scheduling meetings across so many disparate units is challenging.

Who are you collaborating with? Division of Academic Affairs (Honors College; Office of Academic Programs; Office of Undergraduate Research and Scholarship; Office of Institutional Assessment and Quality Improvement; and faculty); Division of Enrollment Management (Office of the Registrar, Admissions Office, and New Student and Family Programs); Division of Student Affairs (Office of Housing Residential Life and Office of Student Success and Retention)

Does strategy overlap with other goal/strategy? If so, which one? Strategic Enrollment Growth Goal 8 Strategy A

Describe next steps. Next steps include continuing to convene the group during the academic year.

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

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

Strategy 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.



Green = Progress is on track.

Describe progress toward target: The University purchased Mongoose texting service for Advising Centers to deliver a consistent communication plan and protocol to engage students with advising needs. Also, the Pre-Major Advising Center was rebranded to the Advising Center for Major Exploration with a restructure of the Director position to include engagement with (1) Transfer Admissions and (2) the Center for Career and Talent Development.

Describe challenges: N/A

Who are you collaborating with? Division of Information Technology; Division of Academic Affairs (Academic Advising Centers, Center for Career and Talent Development, Academic Advising Centers, and Faculty); Division of Student Affairs (Center for Diversity and Inclusion); and Office of University Relations

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

Describe next steps. Next steps include working through the co-chairs of the Academic Advising Committee to develop a communication plan and protocols to use the Mongoose texting system to support our students; welcoming the inaugural Director for the Advising Center for Major Exploration in June 2019 following by on-boarding;; collaborating with Transfer Admissions to develop recruitment and engagement plan with community colleges; and collaborating with the Center for Career and Talent Development to develop a structured program for incoming Academic Explorers.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Office of Academic Programs provided a strategic investment of \$3,000 in Mongoose. The office of Academic Programs also provided a strategic investment of \$3,950 for re-branding Advising Center for Major Exploration.

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

Strategy 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.



Green = Progress is on track.

Describe progress toward target: Working with Center for Career and Talent Development, the Advising Center in the Davis College of Business and Economics, which advises all freshmen and sophomores in the college, is mandating all freshmen and sophomores to schedule with their career coach. The Advising Center helps the students with the scheduling process as needed. Also, the Department of Department of Accounting, Finance, and Business Law has a firm night each fall by bringing in recruiters looking for accounting majors or finance majors. The first part of the evening is for seniors only for full-time post-graduate positions. The second part of the evening is open to all majors, allowing students seeking internships or shadowing opportunities to meet with firm representatives and to begin to network within the field. Finally, the Department of Marketing has initiated partnerships with two organizations University of Virginia Health System and Enterprise, to facilitate student internship opportunities.

Describe challenges: Challenges include students not following through with their appointments even after those are scheduled and the need for additional firms to attend firm night. (NOTE: Every year, we have added a few new ones to the list, but more are still needed.)

Who are you collaborating with? Center for Career and Talent Development (Teresa Dickens).

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

Describe next steps. Next steps include developing plan to improve success rate of Davis College of Business and Economics students having a completed Handshake profile and seeing their career coach.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: This initiative requires a substantial additional time commitment from Davis College of Business and Economics advisors, which is a resource that is scarce, especially in light of the additional demands being placed on them.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Joy Bhadury (Davis College of Business and Economics Dean)

Strategy 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.



Green = Progress is on track.

Describe progress toward target: With the generous donations of families, faculty, staff and the community, the Career Closet, coordinated by and housed in the Center for the Career and Talent Development, has increased its impact to our students. Year to date, the Career Closet has collected 429 articles of clothing from donors. Over 300 students have been supported on their respective career journeys with professional attire. Also, new monitors and Zoom video conferencing software were installed in the interview spaces and Employer Lounge in the Center for Career and Talent Development. The technology supports career development services to our student population by offering digital and virtual interviewing training, as well as increasing space utilization of the rooms. Students can now reserve the rooms to prepare and conduct their virtual interviews in a professional setting.

Describe challenges: Challenges include staffing and planning. *For staffing, the following is shared.* Given the dynamic change of the job market and the focus on retention and placement, the roles of the career coach have been modified. Currently, there are four career coaches supporting 9500 students. The ratio of coach to student is higher than the national average. The coaching format is evolving to include group coaching; however, an additional coach would enable more student impact. A recommendation to expand the coaching staff has been made. *For planning, the following is shared.* A large portion of our students do not engage in career services until the last few semesters of their time at Radford. This has resulted in lower positive career outcomes and was highlighted in the recent Ruffalo Noel Levitz report. It was recommended that Career Planning and Exploration be included in Quest (New Student Orientation) and UNIV 100 in partnership with Academic Advising to include questions/referrals as part of their advising protocol. The idea is to shift from a more reactionary type of intervention to a proactive/intentional approach to career planning each semester.

Who are you collaborating with? Division of Academic Affairs (Leadership Team and Academic Advising; Division of Student Affairs; and Division of Finance and Administration

Does strategy overlap with other goal/strategy? If so, which one? Student Success Goal 3 Strategy B, C, D, and E

Describe next steps. Next steps are focused on staffing and identifying resources to expand team.

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

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Angela Joyner (Executive Director of the Center for Career and Talent Development)

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



Check = This goal and strategy of the strategic plan has been successfully completed.

Describe progress toward target: The Discover, Experience, Thrive career plan was introduced in the 2018-19 Career Development Guide. The guide included a customizable career plan and checklist. Then, the focus was to reviewing and optimizing career development workshops to include “Discover, Experience, and Thrive” approach. Now, the focus is on developing new career development modules to be included in UNIV 100 and professional development courses on campus. This will provide an opportunity to provide a comprehensive and consistent approach to career planning and exploration on campus. This initiative will help students create their first career plan, resume and Handshake profile in preparation for on campus employment and internships. Note: The Career Planning and Exploration has now been changed from “optional” to “required” content for the UNIV 100 classes.

Describe challenges: Challenges include building awareness of and support for earlier and frequent career planning intervention with students as there is an opportunity to increase positive career outcomes for students by accelerating their career planning earlier in their academic careers.

Who are you collaborating with? Division of Academic Affairs (Academic Advising Council and General Education Review Team); Division of Student Affairs; and Division of Enrollment Management (Office of New Student and Family Programs and Admissions Office)

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

Describe next steps. Next steps include formalizing coaching approach; provide training and materials to share with academic advisors, a well as faculty and staff; identifying opportunities for integration in existing outreach and programs.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: There was a \$10,000 reinvestment, or realigned funding, to support development and distribution of 2019-20 Career Development Guide, as well as a \$1,000 investment in Career Development Skills Workshops (materials, incentives, promotion, etc.).

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Angela Joyner (Executive Director of the Center for Career and Talent Development)

Strategy 3D: Actively cultivate employer relationships across multiple industries.



Green = Progress is on track.

Describe progress toward target: Each year since 2013, the Waldron College of Health and Human Services hosts an average of 25 health and human services agencies as part of the Interprofessional Symposium and Expo.

Describe challenges: Challenges include expansion beyond who has been invited in the past is limited by the space currently utilized on campus.

Who are you collaborating with? Waldron College of Health and Human Services academic disciplines, community partners, and agencies across the region

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

Describe next steps. Next steps include the additional of Radford University Carilion and Virginia Tech Carilion, as well as others across additional disciplines with space permitting.

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

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Ken Cox (Waldron College of Health and Human Services Dean) and Corey Cassidy (Waldron College of Health and Human Services Associate Dean)

Strategy 3D: Actively cultivate employer relationships across multiple industries.



Green = Progress is on track.

Describe progress toward target: The Davis College of Business and Economics is actively working to promote usage of Handshake amongst all majors and minors. The Department of Management promotes LinkedIn workshops held regularly by the Center for Career and Talent Development. Also, all departments heavily promote internships for credit, as well as those without academic credit. Student participation in internships for credit included: 15 in Summer 2018; 15 in Fall 2018; 25 in Spring 2019; and 5 in Summer 2019. Internships included Volvo, GEICO, The White House, and other local governments. The Department of Marketing created marketing alumni data file to be utilized for connecting external organizations with current students and faculty. Also, an initiative is underway to create alumni advisory group. Finally, the Department of Department of Accounting, Finance, and Business Law does this with Firm Night and with professional organizations, such as BGS and BAP.

Describe challenges: Challenges include finding time in courses to provide awareness and skills related to career opportunities/activities.

Who are you collaborating with? Center for Career and Talent Development

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

Describe next steps. Next steps include embedding activities in human resource and talent development courses to enhance professional networking and career management skills.

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

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Joy Bhadury (Davis College of Business and Economics Dean)

Strategy 3D: Actively cultivate employer relationships across multiple industries.



Green = Progress is on track.

Describe progress toward target: The College of Visual and Performing Arts developed and nurtured relationships with a number of outside businesses this academic year, including: Columbia Artist Management, Inc.; CAMI/Music; Opus 3 Arts; American Shakespeare Center; projects + gallery; Hartz Gallery, MO; and Taubman Museum.

Describe challenges: N/A

Who are you collaborating with? Various business and organizations (Columbia Artist Management, Inc., CAMI/Music, Opus 3 Arts, American Shakespeare Center, projects + gallery, Hartz Gallery, MO, Taubman Museum, Dorothy Gillespie Foundation, Berlin Opera Academy, Franklin Park Arts Center, and Louden County)

Does strategy overlap with other goal/strategy? If so, which one? Academic Excellence and Research Goal 1 Strategy B; Academic Excellence and Research Goal 4 Strategy B; and Strategic Enrollment Growth Goal 8 Strategy 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: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Margaret Devaney (College of Visual and Performing Arts Dean)

Strategy 3D: Actively cultivate employer relationships across multiple industries.



Green = Progress is on track.

Describe progress toward target: The Department of Criminal Justice hosts an annual career expo. The Center for Career and Talent Development and students in the Lambda Alpha Epsilon (the criminal justice professional fraternity) assist with planning and hosting the event. Recruiters from multiple criminal justice agencies come to campus to speak with students about career and internship opportunities in their areas. Also, the Department of Criminal Justice regularly hosts visits from individual agency recruiters to speak to classes and host open interest sessions. These have included the Supreme Court of the United States Police Department, Virginia State Police, U.S. Capital Police, and Target Asset Protection and Loss Prevention.

Describe challenges: Challenges include determining how to accommodate the number of agencies who wish to visit campus outside of formal career fair events (e.g., who want to speak to classes or meet with students), as well as effectively advertising these opportunities to students.

Who are you collaborating with? Center for Career and Talent Development

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

Describe next steps. Next steps include representatives from the Department of Criminal Justice meeting with the Center for Career and Talent Development to discuss how to develop a more formal plan for offering opportunities for criminal justice-themed employment programming.

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

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Matthew Smith (College of Humanities and Behavioral Sciences Dean)

Strategy 3D: Actively cultivate employer relationships across multiple industries.



Green = Progress is on track.

Describe progress toward target: The University increased the number of employers actively recruiting Radford students an additional 2,731 by expanding lead sources using Handshake Career Center platform, employer target lists, alumni relations events, advancement connections, and faculty leads. The total increase since the implementation of the strategic plan is 8,496. The average number of employers in the previous database was approximately 1,300. Additionally, the University increased the number of internships and full-time employment opportunities from 15,812 to 24,624 from the last report (an increase of +8,812 opportunities). Prior to transitioning to Handshake, the average was approximately 3,000 jobs in the previous database. Also, the University developed an employer cultivation strategy and simple tracking document as a placeholder; provided training to the Center for Career and Talent Development team in employer cultivation; and identified best practices internally and externally on delivering exceptional customer experience. Finally, the University piloted a “Part-Time Job Fair” to help students find employment/internships in the local area. Over 25 employers and 125 students attended the fair. The intent was to highlight job opportunities on and near campus for students. Ideally, this will help support retention efforts for our students.

Describe challenges: A challenge includes identifying existing employer relationships, job leads and student placements not currently generated through the Center for Career and Talent Development. (*NOTE: We believe that Radford University’s placement rate and reported employer information may be significantly underreported. Opportunities for improved communication and collaboration efforts exist.*) Another challenge includes developing a consistent method of identifying, tracking, and communicating employer relationships. (*NOTE: Most of the communication is currently through word of mouth and excel spreadsheets. There is an opportunity for a more consistent method of engaging employer partners and documenting the cultivation of that relationship.*) A final challenge is training faculty, staff, and on campus partners on Handshake and encouraging the practice of sharing leads could help mitigate duplicative efforts and miscommunication.

Who are you collaborating with? Division of Academic Affairs (colleges and faculty); Office of University Advancement (Alumni Relations); Office of University Relations; students/parents

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

Describe next steps. Next steps include cultivating relationships and expanding job opportunities by including all work-study, on-campus, and local part-time and full-time opportunities within the local area on Handshake. This will serve as a feeder for new internships, but also as a retention opportunity.

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

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Angela Joyner (Executive Director of the Center for Career and Talent Development)

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



Green = Progress is on track.

Describe progress toward target: The Career Guide integration included several pages focusing on financial literacy topics (i.e. budgeting, negotiating an offer, evaluating an offer, what is compensation, etc.). It also included a link to iGrad financial literacy tool, as well as Candid Career videos. Also, the JumpStart Career Development Conference incorporated a financial literacy panel and a workshop titled “Pursue A Debt Free Degree.” Over 130 students attended the conference on March 2, 2019 with representatives ((Edward Jones, Wells Fargo, student representatives, and alumni) from the financial sector to discuss financial advising, budgeting, planning, and financial insecurity.

Describe challenges: Challenges include building awareness of the iGrad tool and integrating Financial literacy tools and initiatives on campus.

Who are you collaborating with? Division of Enrollment Management (Enrollment Management Task Force and Financial Aid Office)

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

Describe next steps: Next steps include continuing to participate in discussions with the enrollment management and financial aid staff about co-hosting financial literacy workshops and promoting iGrad, as well as developing concrete action plan to implement additional workshops.

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

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Angela Joyner (Executive Director of the Center for Career and Talent Development)

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



Green = Progress is on track.

Describe progress toward target: The Davis College of Business and Economics already has a class in financial literacy, and it is part of at least one minor at this time. With the roll-out of the REAL general education program, the class may be included in additional minors. The Center for Financial Literacy offers workshops for high school teachers in the summer. These workshops stress methods for teaching financial literacy. Finally, the Davis College of Business and Economics and the Governmental and Nonprofit Assistance Center are working with Junior Achievement of Roanoke to offer financial literacy programs to high school students.

Describe challenges: Challenges include a limited number of faculty with an academic specialization in financial literacy.

Who are you collaborating with? Junior Achievement, Governmental and Nonprofit Assistance Center, and Office of University Advancement

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

Describe next steps: Next steps include successfully implementing planned and future courses and workshops.

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

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) with support from Joy Bhadury (Davis College of Business and Economics Dean)