RADFORD UNIVERSITY

2018-2023 Strategic Planning Subgroup Submission

Submitted by: Economic Development & Community Partnerships

Date: 6/20/17

Goal: Contribute to overall economic growth and increased employment opportunities in the region through both indirect and direct economic development activities in health, education, arts and culture, natural resources, and infrastructure sectors.

Strategy: Consolidate, build, and promote a comprehensive economic development, outreach, and continuing education office, ACCESS Radford.

Key Performance Indicator

- Baseline: No existing baseline data; baseline would need to be established in year 1 by conducting an inventory of the total number of CE offerings with connection to industry, participation in CE offerings with connection to industry, number of public and private university partnerships with connection to industry, and number of clients served via these partnerships.
- Target
    - Annual: Growth in the number of CE offerings; growth in the total participation in CE offerings; growth in the number of public and private university partnerships with connection to industry, and growth in the number of clients served via these partnerships.
    - Comprehensive: Be financially self-sustaining by year 3, including by obtaining grant funding to support economic development.

Responsible Party: Director of the new office, once established. If that position is not approved, responsible party may vary based upon implementation; e.g., Provost, Vice Provost for Academic Operations, Vice President for University Relations, Dean of the Graduate College

Timeline: Variable depending upon resourcing and staffing

Budget: A small-scale Continuing Education Office could be initiated with a minimum of one full-time director position ($45,000-$60,000 + benefits) and one full-time program coordinator ($30,000-$35,000 + benefits), as well as $10,000 for marketing, and $7,500 for professional development and networking.

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Minimum annual cost $122,500-$142,500 (funded through 3 years of one-time funds, with the program self-sustaining within 3 years). See budget model addendum for a more aggressive, larger-scale option.

A comprehensive ACCESS Radford office is outward-facing toward the community, region, commonwealth, and beyond—guided in mission to provide educational opportunities and to foster mutually beneficial partnerships that strengthen communities, strengthen the regional and state economy, grow and bolster our University, and help all learners and citizens realize their personal and professional goals. By providing support services, such as for economic development, community partnerships, outreach programs and a community calendar, adult degree completion programs, professional certifications and endorsements, flexible competency-based modules and certificates, and test preparation services (e.g., SAT, GRE, GMAT), ACCESS Radford enables the university to serve as a hub for advanced learning, economic growth, and personal and professional development. ACCESS Radford will be a central office for community engagement, helping to organize and facilitate existing and potential partnerships.

Sub-strategy: Offer Competency-Based Education (CBE) to non-traditional markets of adult learners in the Commonwealth of Virginia and beyond to prepare them for current and future job markets.

Sub-strategy: Create and operate a university research consortium that lends technical assistance and expertise to local and regional governments and to economic development groups and alliances.

Sub-strategy: Partner with local and state agencies to harness state and federal funds for economic and workforce development.

Sub-strategy: Engage the university community in supporting downtown revitalization, business development, workforce development, community support programs, and recreation and tourism opportunities.

NOTE: Per Task Force approval, conduct a market analysis with more exploration on field research and business plan.

ACCESS Radford

Proposal to create
Radford University's Office of Outreach and Advanced Learning
Submitted by Laura Jacobsen, Acting Dean, Graduate College, and Continuing Education Administrator

Outreach = Community hub sharing "access" to opportunities between the university and community
Continuing Education = "Adult, Corporate, and Community Education ServiceS (ACCESS)"

Radford University needs to be on the cutting edge of education in the 21st century and beyond. In order to attract millennial students as well as their parents, grandparents, siblings, and coworkers, Radford University will need a hub for outreach and continuing education. The *ACCESS Radford* office will meet the needs of current students, returning students, and community members who benefit from a seamless process to gain access to educational and state resources at Radford University. We recognize that we have a diverse, changing workforce which needs Radford University's *dynamic faculty and programs to help educate.*

An Office of Outreach and Continuing Education at Radford University has the opportunity to pool educational services and programs to provide valuable resources to citizens in our local and global communities. With cutting edge online programming as well as offerings such as youth camps, citizen learner programs, endorsements, and certificate programs, Radford University's Office of Outreach and Continuing Education will coordinate the university's efforts to meet the global learner where they are now and to seamlessly facilitate university and community partnerships that ultimately enhance the economy.

The Virginia Plan for Higher Education notes that by 2030, Virginia should be the most educated state in the United States. With competency-based models, we will have the ability to offer credit to students with prior, real-life experience; interdisciplinary programs will tear down borders between currently siloed programs. The Radford University model will provide flexible opportunities to help prepare people with the knowledge and skills that are sought after for today and for the future.

In addition to helping Virginia become the most educated state, there are incentives for our local students, staff, faculty, and Radford community. Students will have a diversified learning experience by interacting with professionals with not only life, but corporate, experience. Faculty and staff at Radford University will benefit from additional monetary gains as well as enriching their faculty portfolios with a more diverse teaching landscape. The City of Radford at large will benefit from cutting-edge, faculty-taught classes and workshops, enhanced economic development, a shared university and community calendar, and diverse, cross-cultural community interactions.

Mission Statement for ACCESS Radford
To provide educational opportunities and to foster partnerships that strengthen communities, strengthen the regional and state economy, and help all learners realize their personal and professional dreams.[1]

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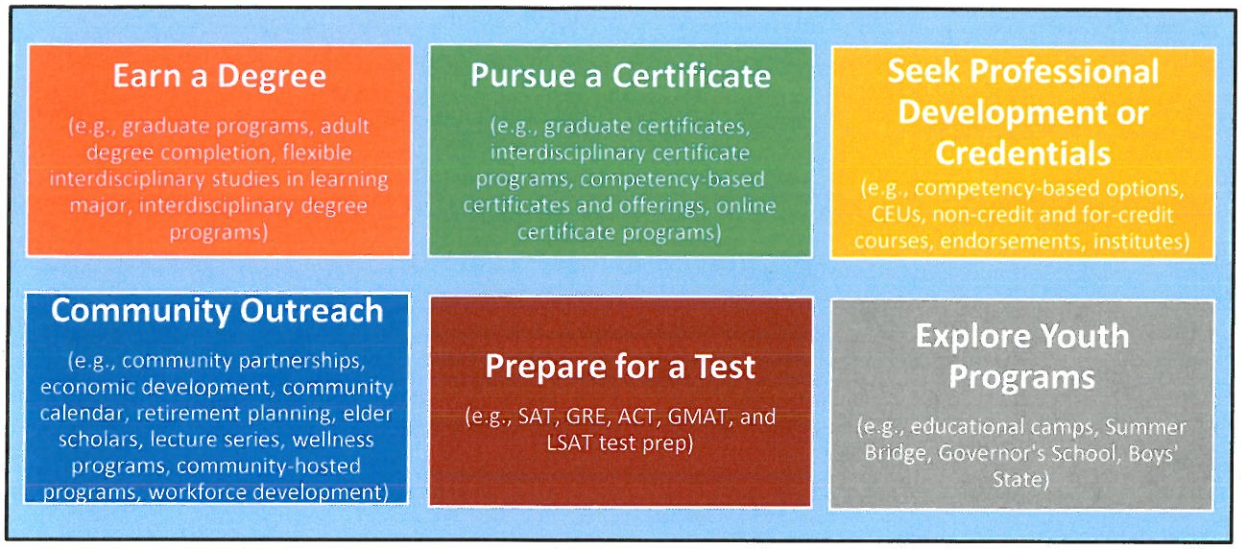
[1] Associating an economic development representative with this office may help create a collaborative, rather than a competitive, environment for serving communities and learners. This likewise may facilitate ease of communication and alignment of goals while increasing possibilities for funding and limiting redundancy of efforts.

Vision Statement for ACCESS Radford

To serve as a community partnership and community learning hub that uses the knowledge resources and human capital at Radford University to transform the lives of citizens of the region, the Commonwealth, and beyond.

Opportunities made more easily accessible through ACCESS Radford (e.g., website information):



Additional Justification

All major public institutions in Virginia have an office dedicated to continuing education and/or university outreach. Links to these offices are provided below. Radford University and the College of William and Mary are the only large Virginia public institutions that do not have a dedicated office for this purpose. The absence of such an office at Radford University is unusual for an institution of our size and stature. See Appendix A, Virginia Institutions' Program Data

George Mason University
Norfolk State University
University of Virginia
Virginia Military Institute
James Madison University
Old Dominion University
UVA at Wise
Virginia State University
Longwood University
University of Mary Washington[2]
Virginia Commonwealth University
Virginia Tech

How to Get Started

Many of these operations are ongoing in some form and need leadership to coordinate community outreach and opportunity development. Among needed operational support is support for website development and maintenance, marketing of opportunities, advocacy internally and externally leading to additional new opportunities, and improved support for registration, payment processing, and event management. See Appendix B for a draft of startup cost needs. These offices on other campuses are generally started through several years' commitment of one-time funds, with additional costs generated through revenue creation.

[2] Adult Degree Completion only. Also see http://dahlgren.umw.edu/.

Example revenues supporting ACCESS Radford:

- Tuition for all non-degree courses, minus 30% overhead (including tuition paid by grants)
- Tuition for all interdisciplinary programs
- Tuition for adult degree completion program
- Profits from continuing education programs, institutes, camps, test prep courses, etc.

Appendix A:
Virginia Institutions' Program Data

Breadth of programs: Community outreach programs (C), Continuing education/conferences for specific degree programs (CE), Certificate programs (CP), Youth (Y), For credit (FC), Not-for credit (NC)

Peer institutions:

Virginia Tech:
Staff members: 37
Programs: (CE), (CP), (Y); 200+ programs
Online offerings: Y

Virginia Commonwealth University:
Staff members: 15
Programs: (C), (CE), (CP), (FC), (NC); 100+ programs
Online offerings: Y

University of Mary Washington: http://www.umw.edu/admissions/graduate/degrees/endorsements/
http://publications.umw.edu/academicproceduresdirectory/continuing-education-units-ceus/
Staff member:
Programs: (C), (CE), (CP), (Y), (CM), (FC), (NC); 2 programs
Online offerings:

Appalachian State University:
Staff member:
Programs: (C), (CE), (Y), (FC), 28 programs
Online offerings: Y

Longwood University:
Staff member: 1.5
Programs: (C), (CE), (CP), (Y), (FC), (NC); programs – large due to graduate programs included
Online offerings: Y

Virginia State University:
Staff member: 3
Programs: (FC), (NC) *Mainly focused on students and non-degree seeking students… no clear program listings*
Online offerings: (Y), (OLC)

University of Virginia – Wise:
Staff member: 4
Programs: (C), (CE), (CP), (Y), (FC); 55+ programs
Online offerings: Y

Old Dominion University:
Staff member: 13
Programs: (C), (CE), (CP), (FC), (NC); 29+ programs
Online offerings: Y

James Madison University:
Staff member: 15
Programs: (C), (CE), (CP), (Y), (FC), (NC); 53+ programs
Online offerings: Y

Virginia Military Institute:
Staff member: 10
Programs: (CE), (CP); 20+ programs
Online offerings: N

University of Virginia:
Staff members: 17 (Faculty - ~83)
Programs: (CE), (CP), (FC); 20 programs 522 courses
Online offerings: Y

George Mason University:
Staff members: 22
Programs: (CE), (CP); 39 programs
Online offerings: Y

Norfolk State University:
Staff members: 6
Programs: (C), (CE), (CP), (FC), (NC); 74 programs
Online offerings: Y (ed2go)

Appendix B
Start-Up Cost Estimates

Year 1:

Assistance from the University:

Director of Outreach and Continuing Education:	$45,000-$60,000
ACCESS Coordinator	$30,000-$35,000
Benefits for both positions	$30,000
Marketing of Opportunities	$10,000
Institutional membership to UPCEA:	$2,500
Travel to UPCEA conference:	$5,000
Total:	**$122,500-$142,500**

Year 2:
Same as year 1

Year 3:
Same as year 1

Year 4 and beyond:
Self sufficient