



# RADFORD UNIVERSITY

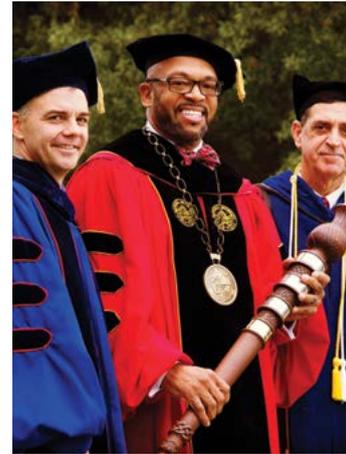
## 2018-2023 Strategic Plan

*Embracing the Tradition and  
Envisioning the Future*



The focus on student access and success through collaboration and innovation both in and beyond the classroom reflects a commitment not only to the university's tradition, but to the future of higher education.

# Executive Summary



"On behalf of the Radford family, I am pleased to present Radford University's 2018-2023 Strategic Plan: *Embracing the Tradition and Envisioning the Future*. The goals identified within this five-year plan reflect the hopes and dreams of Radford University and those it proudly serves, including our students, faculty, staff, alumni, community and friends. The plan will drive each of us in our daily interactions and collaborative efforts to selflessly serve current and future generations of Highlanders."

— President Brian O. Hemphill, Ph.D.

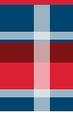
"As Co-Chairs of the Radford University Strategic Planning Task Force, we express our sincere appreciation and lasting gratitude to those who contributed to the in-depth and insightful research, the thoughtful and reflective analysis and the detailed and technical writing of the university's five-year strategic plan. Through the work of the Task Force and various subgroups, *Embracing the Tradition and Envisioning the Future* was developed by a broad-based group of on- and off-campus constituents and subsequently approved by the Radford University Board of Visitors."

— Jack E. Call, J.D., Ph.D.

*Professor of Criminal Justice and Criminal Justice Internship Coordinator*

— Kenna M. Colley, Ed.D.

*Interim Provost and Vice President for Academic Affairs and former Dean of the College of Education and Human Development*



## THE HISTORY OF RADFORD UNIVERSITY

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### 1913

The first students enter the State Normal and Industrial School for Women at Radford and enroll in a two-year degree program.

### 1921

The first bachelor's degrees are awarded.



### 1932

The John Preston McConnell Library opens.



### 1964

Radford College separates from Virginia Tech.



### 1972

The college doubles its recruitment pool by admitting male undergraduates.

### 1979

Radford College becomes Radford University.

### 2008

Radford University offers its first doctoral program, the Doctor of Psychology.

### 2010

The Doctor of Nursing Practice program opens.

### 2016

30 percent of full-time freshmen who enrolled in fall 2016 identify as part of an ethnic minority group.

### 2018

The Radford family implements a bold vision for the future with the adoption and implementation of a new strategic plan.

For a comprehensive history of Radford University from its founding in 1910 to the present, please visit [www.radford.edu/strategic-plan-history](http://www.radford.edu/strategic-plan-history) and learn how Highlanders have a rich and storied history with a tradition of change.

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## THE STRATEGIC PLANNING PROCESS

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- Fall 2016**  
Task Force and subgroups begin their work and meet regularly. President Hemphill visits each subgroup.
- Spring 2017**  
Task Force and subgroups continue their work. Board of Visitors receives an update.
- Summer 2017**  
Subgroups complete their work and submit their recommendations to the Task Force. Task Force reviews and approves subgroup recommendations and budget. Writing Team drafts the strategic plan.
- Fall 2017**  
University Relations creates final layout of the strategic plan. Board of Visitors reviews and approves the strategic plan.
- January 2018**  
Radford University launches its 2018-2023 Strategic Plan: *Embracing the Tradition and Envisioning the Future*.

For a comprehensive overview of Radford University's year-long strategic planning process, including role of the Task Force and nine subgroups, please visit [www.radford.edu/strategic-plan-process](http://www.radford.edu/strategic-plan-process) and learn how the campus and the community came together to chart the future of Radford University.

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## VISION

Radford University aspires to be the premier, innovative, student-centered university in the Commonwealth of Virginia and beyond with a keen focus on teaching, research and service.

# MISSION

As a mid-sized, comprehensive public institution dedicated to the creation and dissemination of knowledge, **Radford University empowers students from diverse backgrounds by providing transformative educational experiences**, from the baccalaureate to the doctoral level, within and beyond the classroom. As an inclusive university community, we specialize in cultivating relationships among students, faculty, staff, alumni and other partners, and in providing a culture of service, support and engagement. We embrace innovation and tradition and instill students with purpose and the ability to think creatively and critically. We provide an educational environment and the tools to address the social, economic and environmental issues confronting our region, nation and the world.

# CORE VALUES

**Student Empowerment and Success** — We engage and support our students in the discovery and pursuit of their own unique paths.

**Excellence** — We expect our community to strive for the highest standards.

**Inclusiveness** — We are committed to a spirit of cooperation and collaboration, embracing and honoring the diversity of our community.

**Community** — We foster relationships and a culture of service within and beyond our university community.

**Intellectual Freedom** — We encourage and defend a fearless exploration of knowledge in all its forms.

**Innovation** — We inspire and support creativity in research, scholarship, pedagogy and service.

**Sustainability** — We are committed to integrating sustainable practices into all aspects of our operations and engage students across the curriculum to learn, discover and contribute to positive current and future environmental solutions.

## ACADEMIC EXCELLENCE AND RESEARCH

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1. Be a leading institution of higher education in the Commonwealth of Virginia to produce students with a high level of applied learning capabilities for productive professional and personal lives
2. Garner recognition for signature academic programs in health sciences, healthcare and human services across the lifespan
3. Garner recognition for signature academic programs that provide expertise for enhancing information safety and security for Virginians and the global community
4. Increase faculty and student-faculty collaborative research, scholarship and creative activities that are externally validated through peer review and supported by grants



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## BRAND IDENTITY

1. Cultivate a fierce pride among internal constituents (i.e., current students, faculty and staff) through a shared understanding and experience of the Highlander identity and values (Responsive, Resilient, Real)
2. Integrate the Highlander brand identity and values (Responsive, Resilient, Real) into communications with external constituents (e.g., alumni, employers, prospective students and family members)

## ECONOMIC DEVELOPMENT AND COMMUNITY PARTNERSHIPS

1. Contribute to overall economic growth and increased employment opportunities in the region through both indirect and direct economic development activities in the health, education, arts and culture, natural resources and infrastructure sectors
2. Facilitate and support the City of Radford and the New River Valley as focal points for business, social, tourism and cultural activities



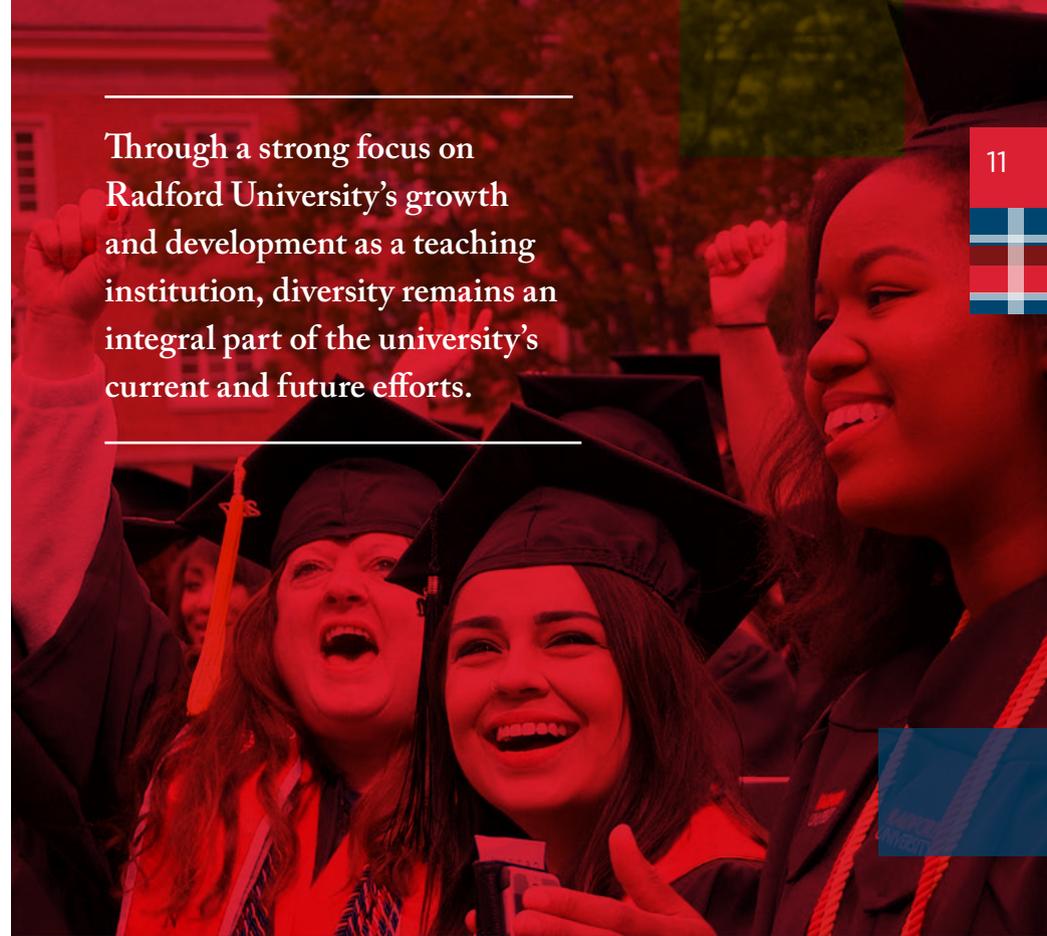
## PHILANTHROPIC GIVING AND ALUMNI ENGAGEMENT

1. Broaden engagement for all constituents
2. Increase giving and engagement
3. Inform constituents about giving opportunities and highlight success and impact

## STRATEGIC ENROLLMENT GROWTH

1. Support enrollment growth through the development and utilization of actionable data and predictive analytics
2. Grow in-state freshman student headcount enrollment by three percent annually
3. Grow out-of-state freshman student headcount enrollment by three percent annually
4. Grow new transfer student headcount enrollment by three percent annually
5. Grow veteran and active military student headcount enrollment by ten percent annually
6. Grow international student headcount enrollment by 50 students annually
7. Grow graduate student headcount enrollment by three percent annually
8. Increase academic success of the undergraduate student population

Through a strong focus on Radford University's growth and development as a teaching institution, diversity remains an integral part of the university's current and future efforts.



## STUDENT SUCCESS

1. Assist students in becoming more independent, self-confident and effective learners who disseminate knowledge, innovate and solve problems creatively
2. Increase student engagement in both the social and academic arenas to enrich the Radford experience and increase student retention and success
3. Intentionally lead students from their transition into Radford University through graduation toward their unique path in life



## THE FUTURE OF RADFORD UNIVERSITY

Radford University's commitment to embrace its traditions and envision its future stands tall and shines bright despite the challenges ahead. With this strategic plan in place, Radford University is well positioned to overcome challenges and seize opportunities that will make an even greater difference for all within its reach. For a copy of the full strategic plan, including strategies, key performance indicators and implementation timeline, please visit [www.radford.edu/strategic-plan](http://www.radford.edu/strategic-plan).

Updates related to the progress of the strategic plan can be found at [www.radford.edu/strategic-plan-progress](http://www.radford.edu/strategic-plan-progress).



“Due to the work of so many, Radford University is poised for limitless opportunity and future success — success that is only possible due to the dedication and passion of individuals who devote themselves to the ideals and mission of our beloved university. Without question, Radford University has a storied history built upon strong tradition. With the implementation of *Embracing the Tradition and Envisioning the Future*, there is no limit to what the future holds and what we can achieve together as one Radford family.”

— President Brian O. Hemphill, Ph.D.



# RADFORD UNIVERSITY

The Reason is Radford