

RADFORD UNIVERSITY

2018-2023 Strategic Plan

**Embracing the Tradition
and Envisioning the Future**

**Brand Identity
Fall 2018 Updates**

Strategy 1A: Establish the Center for Highlander Engagement.



Yellow = Progress has begun, but may be delayed.

Describe progress toward target: The Center for Highlander Engagement is in the process of being established. The position of Associate Vice President for University Relations was posted and filled during the Fall 2018 semester. The Associate Vice President for University Relations will serve as the Director of the Center for Highlander Engagement as part of the position's regular duties and responsibilities. The Center's purpose and structure will be finalized during the months of January and February of 2019. The formal establishment of the Center will be made public during the month of March or April of 2019 with initial activities, including a formal web presence, to occur before the end of the Spring 2019 semester.

Describe challenges: The Center for Highlander Engagement was to be established during the Fall 2018 semester. The establishment was delayed by a semester due to personnel changes, specifically the departure of the former Vice President for University Relations, the naming of a new Vice President for University Relations, and the hiring of dedicated staff for this initiative.

Who are you collaborating with? University Relations Team

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Brand Identity strategies, which are closely aligned regarding awareness and promotion of the University and its mission.

Describe next steps: Next steps include finalizing the Center's purpose and structure, making a public announcement about the Center's establishment, and beginning the Center's activities. All of this work will occur before the end of the Spring 2019 semester.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Associate Vice President for University Relations will serve as the Director of the Center for Highlander Engagement. The position of Associate Vice President for University Relations was posted and filled during the Fall 2018 semester.

Name of person completing this Strategic Plan Progress Report: Ashley Schumaker (Chief of Staff and Vice President for University Relations)

Strategy 1B: Establish a Highlander Advisory Board.



Green = Progress is on track.

Describe progress toward target: The Highlander Advisory Board is in the process of being established. The position of Associate Vice President for University Relations was posted and filled during the Fall 2018 semester. The Associate Vice President for University Relations will serve as the initial convener and primary staffer for the Highlander Advisory Board as part of the position's regular duties and responsibilities. The Board's membership and structure will be finalized during the months of January and February of 2019. The first meeting of the Board will be held during the month of March 2019. A second meeting will be held during the final weeks of the Spring 2019 semester or at the beginning of the Summer 2019 terms. Moving forward, the Board will meet on a quarterly basis with the goal of two meetings during fall and two meetings during spring.

Describe challenges: The Highlander Advisory Board was to be established during the Spring 2019 semester. As such, the Board is on schedule for establishment and/or implementation. There are no challenges that have been identified at this time.

Who are you collaborating with? University Relations Team

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Brand Identity strategies, which are closely aligned regarding awareness and promotion of the University and its mission.

Describe next steps: Next steps include finalizing the Board's membership and holding the initial meeting and a subsequent meeting during the Spring 2019 semester.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The Associate Vice President for University Relations will serve as the initial convener and primary staffer for the Highlander Advisory Board. The position of Associate Vice President for University Relations was posted and filled during the Fall 2018 semester.

Name of person completing this Strategic Plan Progress Report: Ashley Schumaker (Chief of Staff and Vice President for University Relations)

Strategy 1C: Provide training and guidance to current faculty and staff to help them understand, practice and incorporate Highlander identity and values (Responsive, Resilient, Real) into their daily activities.



Green = Progress is on track.

Describe progress toward target: Training and guidance for current faculty and staff are currently under development.

Describe challenges: Training and guidance for current faculty and staff are to be developed during Fall 2018 and Spring 2019 and implemented during Fall 2019. As such, the training and guidance are on schedule. There are no challenges that have been identified at this time.

Who are you collaborating with? University Relations Team

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Brand Identity strategies, which are closely aligned regarding awareness and promotion of the University and its mission.

Describe next steps: Next steps include finalizing the training and guidance to be included as part of an event and/or program. Once finalized, the events and/or programs will need to be widely promoted on campus to obtain the desired level of faculty and staff engagement with 90 percent participation during their employment period.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Existing University Relations staff will be utilized to provide the training and guidance to current faculty and staff.

Name of person completing this Strategic Plan Progress Report: Ashley Schumaker (Chief of Staff and Vice President for University Relations)

Strategy 1D: Provide training and guidance to current students to help them understand, practice and incorporate Highlander identity and values (Responsive, Resilient, Real) into their daily activities.



Green = Progress is on track.

Describe progress toward target: Training and guidance for current students are currently under development.

Describe challenges: Training and guidance for current students are to be developed during Fall 2018 and Spring 2019 and implemented during Fall 2019. As such, the training and guidance are on schedule. There are no challenges that have been identified at this time.

Who are you collaborating with? University Relations Team

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Brand Identity strategies, which are closely aligned regarding awareness and promotion of the University and its mission.

Describe next steps: Next steps include finalizing the training and guidance to be included as part of an event and/or program. Once finalized, the events and/or programs will need to be widely promoted on campus to obtain the desired level of student engagement with 90 percent undergraduate participation prior to their graduation.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Existing University Relations staff will be utilized to provide the training and guidance to current students.

Name of person completing this Strategic Plan Progress Report: Ashley Schumaker (Chief of Staff and Vice President for University Relations)

Strategy 1E: Increase visibility of the Highlander brand identity and values around campus.



Green = Progress is on track.

Describe progress toward target: During the Spring 2018 semester, the Division of Finance and Administration designed and constructed a new entrance at the corner of Tyler Avenue and Jefferson Street. The new entrance reinforces the Radford brand and University logo as individuals approach campus and visitors see campus for the first time. A similar design with an integrated stairway was implemented in front of Moffett Lawn to enhance the overall Commencement experience and related program structure.

In terms of merchandising, there was \$1,145,617.67 in total merchandise sales; \$99,168.21 in royalties collected; and 113 licensees for Fiscal Year 2018 (July 1, 2017 to June 30, 2018). For the 2018 calendar year (January 1, 2018 – December 31, 2018), there was \$935,428.86 in total merchandise sales; \$80,235.04 in royalties collected; and 110 licensees.

Describe challenges: There are no challenges that have been identified at this time.

Who are you collaborating with? University Relations Team; Division of Finance and Administration; and Athletics Department

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Brand Identity strategies, which are closely aligned regarding awareness and promotion of the University and its mission.

Describe next steps: Next steps include the on-going monitoring of identified key performance indicators (total merchandise sales, royalties collected, and number of licensees) for continued growth and incremental progress toward overall goals.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: No new investments or reinvestments are needed for this strategy, which provides positive exposure and increasing revenue for the University.

Name of person completing this Strategic Plan Progress Report: Ashley Schumaker (Chief of Staff and Vice President for University Relations)

Strategy 2A: Identify expanded opportunities for brand communication.



Yellow = Progress has begun, but may be delayed.

Describe progress toward target: University Relations, in collaboration with Enrollment Management, has been engaged in a multi-year marketing campaign to promote Radford University programs and services. The marketing campaign has been geared toward student recruitment efforts with the goal of increasing overall student enrollment. This remains a top priority moving forward. In addition to a comprehensive marketing campaign focused on telling the Radford story and highlighting individual journeys, University Relations has been actively engaged in identifying new markets and placements to fit within existing budgetary resources. This work is occurring in close partnership with Enrollment Management and University Relations.

Describe challenges: Implementation was to occur during the Spring 2018 semester. The establishment was delayed due to personnel changes, specifically the departure of the former Vice President for University Relations and the naming of a new Vice President for University Relations. Work began during the Fall 2018 semester and will remain on-going.

Who are you collaborating with? University Relations Team; Vice President for Enrollment Management and Team; and Vice President for University Advancement and Team

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all Brand Identity strategies, which are closely aligned regarding awareness and promotion of the University and its mission.

Describe next steps: Next steps include generating a prioritized listing of markets and placements for implementation with current resources and as additional resources become available.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: At this time, new placements and markets are being identified within current budgetary resources. However, with an increased investment, additional progress would be made with regard to this strategy. Some placements can be expanded and/or introduced utilizing University resources, such as e-mail distribution lists and existing web pages.

Name of person completing this Strategic Plan Progress Report: Ashley Schumaker (Chief of Staff and Vice President for University Relations)