

# **RADFORD** UNIVERSITY

## **2018-2023 Strategic Plan**

### **Embracing the Tradition and Envisioning the Future**

#### **Strategic Enrollment Growth**

#### **Fall 2018 Updates**

**Strategy 1A: Create a cross-functional Enrollment Data Council to prioritize data needs associated with improved recruitment and retention to be represented by Academic Affairs, Institutional Research, Information Technology, Enrollment Management and Student Affairs. Personnel in the Division of Enrollment Management will assist the Council in the use of predictive analytics and other techniques to meet data needs.**



Green = Progress is on track.

***Describe progress toward target:*** The Enrollment Data Council was created in the fall of 2017, in anticipation of the launch of the University's Strategic Plan. The Council is chaired by Danny Kemp, Vice President for Information Technology and Kitty McCarthy, Vice President for Enrollment Management. The remaining fourteen members come from the Divisions of Academic Affairs, Enrollment Management, Finance and Administration, Information Technology and Student Affairs. Discussions throughout the 2017-18 academic year focused on sources of institutional data, data analytics to support student success and an analytics index.

These concepts will continue to be priorities during the 2018-19 academic year as will additional topics such as dashboards and data conversion and collection to support the JCHS/RU merger. Recommendations from the Council will support these and other enrollment-related data needs.

***Describe challenges:*** There are no challenges to report at this time.

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

***Does strategy overlap with other goal/strategy? If so, which one?*** No. This strategy supports efforts associated with recruitment and retention strategies.

***Describe next steps:*** Continue efforts as outlined. The Enrollment Data Council will meet throughout the 2018-19 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:*** Kitty McCarthy (Vice President for Enrollment Management)

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



Green = Progress is on track.

***Describe progress toward target:*** Northern Virginia continues to be an undergraduate recruitment priority especially in light of erosion in the market over the past few years. New approaches are in place to support Fall 2019 new freshman recruitment and enrollment including:

- Collaboration between University Relations and Enrollment Management to support advertising and visibility through social media;
- Additional support through existing territory management program;
- Fall 2018 school counselor bus trip to campus; and
- Fall 2018 reception for prospective students and families.

***Describe challenges:*** The most significant challenge is intense competition from in-state and out-of-state colleges and universities; especially those within one to two hours of the region.

***Who are you collaborating with?*** Enrollment Management Team and University Relations

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

***Describe next steps:*** Next steps are to implement schedule as planned and continue to seek opportunities for outreach and visibility.

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

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

**Goal 2B: Increase the visibility of Radford University with in-state freshman students through an enhanced portfolio of traditional, digital, mobile, web, social media and virtual reality marketing tools and resources.**



Green = Progress is on track.

***Describe progress toward target:*** The plan for 2018-19 is underway with a robust schedule including social media, video and traditional communication and outreach.

***Describe challenges:*** There are no challenges to report at this time.

***Who are you collaborating with?*** Enrollment Management Team and University Relations

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

***Describe next steps:*** Next steps are to implement the schedule as planned and continue to seek additional opportunities for outreach to and visibility for in-state freshman students.

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

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

**Goal 3A: Focus out-of-state recruitment efforts in Maryland, Washington, D.C., West Virginia and North Carolina.**



Green = Progress is on track.

***Describe progress toward target:*** Maryland, Washington D.C., West Virginia and North Carolina continue to be important feeder markets for Radford University. A territory manager is assigned to each of these markets and supports all outreach efforts.

For Fall 2018, we saw growth in new freshman headcount in Washington D.C. Other areas remained flat.

***Describe challenges:*** Competition is keen for new freshmen in each of these feeder markets.

***Who are you collaborating with?*** Primary responsibility lies with Enrollment Management with support from others across campus.

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

***Describe next steps:*** Implement recruitment plans.

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

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

**Goal 3B: Increase the visibility of Radford University with out-of-state freshman students through an enhanced portfolio of traditional, digital, mobile, web, social media and virtual reality marketing tools and resources.**



Green = Progress is on track.

***Describe progress toward target:*** The plan for 2018-19 is underway with a robust schedule including social media, video and traditional communication and outreach. Focus for video and live sessions is on encouraging application, opportunities to visit campus, FAFSA submission and yield.

Virtual reality remains of interest. Implementation options will be considered for 2019-20.

***Describe challenges:*** There are no challenges to report at this time.

***Who are you collaborating with?*** Enrollment Management Team and University Relations

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

***Describe next steps:*** Next steps are to implement schedule as planned and continue to seek opportunities for outreach to and visibility for out-of-state freshman students.

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

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

**Goal 4A: Enhance recruitment efforts across the Virginia Community College System (VCCS).**



Green = Progress is on track.

***Describe progress toward target:*** Traditionally, approximately 80% of new transfer students are from the Virginia Community College System (VCCS). While enrollment at the VCCS is down (a function of demographic shifts and a strong economy), the University's reliance on the VCCS will continue.

To strengthen our commitment to the VCCS and increase opportunities and visibility, these efforts are underway:

- New and robust approaches to partnerships with VCCS partners;
- Transfer student twilight tours, on- and off-site application review; and
- Enhanced procedures for transfer credit evaluation.

In addition, space has been made available to the University at New River Community College (Dublin and New River Valley Mall), NOVA Annandale Campus and Virginia Highlands Community College. These spaces support recruitment, admission counseling and academic advising.

***Describe challenges:*** The biggest challenges are VCCS enrollment trends and intense competition from in-state and out-of-state colleges and universities.

***Who are you collaborating with?*** Enrollment Management Team and University Relations

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

***Describe next steps:*** Next steps are to implement activities as identified and continue existing efforts to support outreach, application submission and yield.

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

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

**Goal 4B: Increase the visibility of Radford University with transfer students through an enhanced portfolio of traditional, digital, mobile, web, social media and virtual reality marketing tools and resources.**



Green = Progress is on track.

***Describe progress toward target:*** The plan for 2018-19 is underway, which includes a robust schedule of social media, video and traditional communication and outreach. Focus for video and live sessions is on encouraging application, opportunities to visit campus, FAFSA submission and yield.

***Describe challenges:*** There are no challenges to report at this time.

***Who are you collaborating with?*** Enrollment Management Team and University Relations

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

***Describe next steps:*** Next steps are to implement schedule as planned and continue to seek opportunities for outreach to and visibility for transfer students.

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

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

**Goal 5A: Partner with Academic Affairs, through the Military Resource Center, and Finance and Administration, through Institutional Research, to identify and implement activities to recruit veterans and active military students.**



Green = Progress is on track.

***Describe progress toward target:*** Institutional Research provides admissions and enrollment data to the Military Resource Center as requested in support of the Center's efforts to support military and veteran students. That work is also utilized by Enrollment Management to support outreach, application submission and yield.

***Describe challenges:*** There are no challenges to report at this time.

***Who are you collaborating with?*** Enrollment Management; Academic Affairs (Military Resource Center); and Finance and Administration (Institutional Research)

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

***Describe next steps:*** Next steps are to implement activities and continue existing efforts to support outreach, application submission and yield.

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

***Name of person completing this Strategic Plan Progress Report:*** Chad Reed (Vice President for Finance and Administration and Chief Financial Officer)

**Goal 5B: Increase the visibility of Radford University with veteran and active military students through an enhanced portfolio of traditional, digital, mobile, web, social media and virtual reality marketing tools and resources.**



Green = Progress is on track.

***Describe progress toward target:*** The plan for 2018-19 is underway, which includes a robust schedule of social media, video and traditional communication and outreach. Focus for video and live sessions is on encouraging application, opportunities to visit campus, FAFSA submission and yield.

***Describe challenges:*** There are no challenges to report at this time.

***Who are you collaborating with?*** Enrollment Management; Academic Affairs (Military Resource Center); Finance and Administration (Institutional Research); and University Relations

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

***Describe next steps:*** Next steps are to implement schedule as planned and continue to seek opportunities for outreach to and visibility for veteran and active military students.

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

***Name of person completing this Strategic Plan Progress Report:*** Ashley Schumaker (Chief of Staff and Vice President for University Relations) on behalf of Kitty McCarthy (Vice President for Enrollment Management)

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



Green = Progress is on track.

***Describe progress toward target:*** Our first 2+2 dual degree program in Accounting has been established with Shandong Youth University of Political Science in China. Two students were welcomed to the program in the Spring 2018.

***Describe challenges:*** Given the national climate, international recruitment and enrollment is highly volatile.

Radford University is very much in building mode with regard to international outreach and recruitment. There is excitement for the future with the new leadership in the International Education Center, which is now the Center for Global Education and Engagement, and the development of enrollment pipelines.

***Who are you collaborating with?*** Enrollment Management; Academic Affairs (Center for Global Education and Engagement and Academic Colleges); and Office of the President

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

***Describe next steps:*** Next steps are continue developing relationships in strategic international locations, institutions and agents, which closely align to the University's mission and goals to bring international students to Radford; exploring faculty connections, networks and travel for international recruitment opportunities; and working with Radford University deans, chairs and faculty and international partners/institutions/recruiters to map programs with international partners for dual degree programs.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** The position of Director of International Education Center has been elevated to Assistant Provost for Global Education and Engagement. Investments are being made to international recruiting activities.

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

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



Green = Progress is on track.

***Describe progress toward target:*** Radford University has contracted with three international student recruitment agencies which are working in strategic locations including China, Vietnam, India, Congo and Nepal to recruit international students and develop dual degree partnerships.

The University has engaged in additional strategic contractual relationships and is exploring partnerships with two universities in Mexico and opportunities in Brazil.

***Describe challenges:*** Given the national climate, international recruitment and enrollment is highly volatile.

Radford University is very much in building mode with regard to international outreach and recruitment. There is excitement for the future with the new leadership in the International Education Center, which is now the Center for Global Education and Engagement, and the development of enrollment pipelines.

***Who are you collaborating with?*** Enrollment Management; Academic Affairs (Center for Global Education and Engagement and Academic Colleges); and Finance and Administration

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

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

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** The position of Director of International Education Center has been elevated to Assistant Provost for Global Education and Engagement. Investments are being made to international recruiting activities.

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

**Goal 6C: Implement an English language and culture program that will prepare students for Radford University degree programs.**



Green = Progress is on track.

***Describe progress toward target:*** Institutional Research is participating in conversations with the International Education Center (now the Center for Global Education and Engagement and other support offices on campus on the implementation of the English Language and Culture program. Those discussions are being driven by Academic Affairs in collaboration with Enrollment Management.

Progress has been made, and we look forward to welcoming students in summer or fall of 2019. The following program elements have been created or identified:

- Scalable budget plan;
- Curriculum;
- Space; and
- IT infrastructure.

***Describe challenges:*** Changes in leadership have created challenges and opportunities. New leadership will provide a fresh perspective and commitment to an English language and culture program.

***Who are you collaborating with?*** Academic Affairs (Center for Global Education and Engagement and Academic Colleges); Finance and Administration; and Information Technology

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

***Describe next steps:*** Next steps are to continue the development and proceed with implementation of the English language and culture program.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** The position of Director of International Education Center has been elevated to Assistant Provost for Global Education and Engagement.

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management) with support from Jeanne Mekolichick (Associate Provost for Academic Programs) and Chad Reed (Vice President for Finance and Administration and Chief Financial Officer)

**Goal 7A: Focus recruitment efforts on primary feeder institutions, including current Radford University undergraduates and other public and private colleges and universities in Virginia and surrounding states.**



Green = Progress is on track.

***Describe progress toward target:*** The College of Graduate Studies and Research expanded use of high-touch, personalized recruitment strategies, including use of CollegeNet Prospect as a customer-relations management system and working with Mongoose Cadence as a vendor for enterprise text messaging services. The College also significantly expanded its social media presence, utilizing data-driven marketing by program. Our marketing vendor, Access Inc., designed a new recruitment video, marketing materials and pull-up banners for approximately half of our programs to significantly improve our College's brand and visibility.

New cross-institutional, accelerated degree partnerships with Emory & Henry College in business administration, strategic communication and English have been approved for implementation in Fall 2019. To diversify graduate enrollments in the future, the College expanded outreach to HBCUs, such as by arranging an all-day visit to Radford by undergraduates from Livingstone College. The College also collaborated with prospective partners at the Chongqing International Education Research Institute in China on possible future recruitment plans.

Also, Institutional Research provides admissions and enrollment data to the College as requested in support of graduate recruiting efforts.

***Describe challenges:*** There is a decline in graduate enrollments across the Commonwealth.

***Who are you collaborating with?*** Academic Affairs (Academic Colleges); Office of the President; Enrollment Management; Finance and Administration (Institutional Research); and External Vendors

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

***Describe next steps:*** Next steps include continued implementation of ongoing and new activities.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** New investments include increased investment in recruitment

marketing in our contract with Access Inc. and new contract with Mongoose Cadence for enterprise text messaging.

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management) with support from Laura Jacobsen (Acting Dean of the College of Graduate Studies and Research)

**Goal 7B: Increase the visibility of the Radford University College of Graduate Studies and Research with an enhanced portfolio of traditional, digital, mobile, web and social media marketing tools and resources.**



Green = Progress is on track.

***Describe progress toward target:*** The College of Graduate Studies and Research expanded use of high-touch, personalized recruitment strategies, including use of CollegeNet Prospect as a customer-relations management system and working with Mongoose Cadence as a vendor for enterprise text messaging services. The College also significantly expanded its social media presence, utilizing data-driven marketing by program. Our marketing vendor, Access Inc., designed a new recruitment video, marketing materials and pull-up banners for approximately half of our programs to significantly improve our College's brand and visibility. Also, Institutional Research provides admissions and enrollment data to the College as requested in support of graduate recruiting efforts.

***Describe challenges:*** There is a decline in graduate enrollments across the Commonwealth.

***Who are you collaborating with?*** Academic Affairs (Academic Colleges); Enrollment Management; Finance and Administration (Institutional Research); University Relations; and External Vendors

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

***Describe next steps:*** Next steps include continued implementation of ongoing and new activities.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** New investments include increased investment in recruitment marketing in our contract with Access Inc. and new contract with Mongoose Cadence for enterprise text messaging.

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management) with support from Laura Jacobsen (Acting Dean of the College of Graduate Studies and Research)

**Goal 7C: Improve use of a customer relations management system and data analytics to help guide and inform the recruitment process.**



Green = Progress is on track.

***Describe progress toward target:*** The College of Graduate Studies and Research expanded use of high-touch, personalized recruitment strategies, including use of CollegeNet Prospect as a customer-relations management system and working with Mongoose Cadence as a vendor for enterprise text messaging services. The College also significantly expanded its social media presence, utilizing data-driven marketing by program. Our marketing vendor, Access Inc., designed a new recruitment video, marketing materials and pull-up banners for approximately half of our programs to significantly improve our College's brand and visibility.

***Describe challenges:*** There is a decline in graduate enrollments across the Commonwealth.

***Who are you collaborating with?*** Academic Affairs (Academic Colleges); Enrollment Management; University Relations; and External Vendors

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

***Describe next steps:*** Next steps include continued implementation of ongoing and new activities.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** New investments include increased investment in recruitment marketing in our contract with Access Inc. and new contract with Mongoose Cadence for enterprise text messaging.

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management) with support from Laura Jacobsen (Acting Dean of the College of Graduate Studies and Research)

**Goal 7D: Create and promote new academic program options, such as 2 + 3, 4 + 1, graduate certificates, graduate degrees and competency-based education.**



Green = Progress is on track.

***Describe progress toward target:*** New cross-institutional, accelerated degree partnerships with Emory & Henry College in business administration, strategic communication and English have been approved for implementation in Fall 2019. To diversify graduate enrollments in the future, the College of Graduate Studies and Research expanded outreach to HBCUs, such as by arranging an all-day visit to Radford by undergraduates from Livingstone College. The College also collaborated with prospective partners at the Chongqing International Education Research Institute in China on possible future recruitment plans.

***Describe challenges:*** There is a decline in graduate enrollments across the Commonwealth.

***Who are you collaborating with?*** Academic Affairs (Academic Colleges); Enrollment Management; University Relations; and External Vendors

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

***Describe next steps:*** Next steps include continued implementation of ongoing and new activities.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** New investments include increased investment in recruitment marketing in our contract with Access Inc. and new contract with Mongoose Cadence for enterprise text messaging.

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management) with support from Laura Jacobsen (Acting Dean of the College of Graduate Studies and Research)

**Goal 7E: Use high-touch recruiting strategies that involve ongoing, face-to-face interactions with prospective students at all stages of the recruitment process, from early prospect through active enrollment.**



Green = Progress is on track.

***Describe progress toward target:*** The College of Graduate Studies and Research expanded use of high-touch, personalized recruitment strategies, including use of CollegeNet Prospect as a customer-relations management system and working with Mongoose Cadence as a vendor for enterprise text messaging services. The College also significantly expanded its social media presence, utilizing data-driven marketing by program. Our marketing vendor, Access Inc., designed a new recruitment video, marketing materials and pull-up banners for approximately half of our programs to significantly improve our College's brand and visibility.

***Describe challenges:*** There is a decline in graduate enrollments across the Commonwealth.

***Who are you collaborating with?*** Academic Affairs (Academic Colleges); Enrollment Management; University Relations; and External Vendors

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

***Describe next steps:*** Next steps include continued implementation of ongoing and new activities.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** New investments include increased investment in recruitment marketing in our contract with Access Inc. and new contract with Mongoose Cadence for enterprise text messaging.

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management) with support from Laura Jacobsen (Acting Dean of the College of Graduate Studies and Research)

**Goal 8A: Align student recruitment, academic outreach and retention activities to enhance access, inclusiveness and student success.**



Green = Progress is on track.

***Describe progress toward target:*** Improvement in first to second year retention is the focus of predictive analytics projects underway in academic units -- Data and Information Management (DAIM) and the Center for Innovation and Analytics. Using characteristics of new freshmen, these projects are working to identify those students at possible risk of not returning for a second year. With this information, the Office of Student Success and Retention will work to connect students with resources to support their persistence and success. The DAIM program is generating data each week for consideration and follow-up by the Office of Student Success and Retention. Progress is also being made by the Center for Innovation and Analytics.

***Describe challenges:*** The biggest challenge is connecting with students and motivating them to take advantage of the resources that can support their short- and long-term success.

***Who are you collaborating with?*** Academic Affairs; Enrollment Management; Information Technology; and Student Affairs

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

***Describe next steps:*** Next steps include continued development, enhancement and implementation of results of predictive analytics, which over time should inform our understanding of student behavior and how best to target academic and non-academic resources.

***Describe any new investments or reinvestments (realignment of existing resources) to this initiative:*** Consideration for support of predictive analytics work is ongoing and has been primarily dedicated to student interns and summer stipends for faculty. This support has come from various budgets, including Academic Affairs, Enrollment Management, Information Technology and Student Affairs.

***Name of person completing this Strategic Plan Progress Report:*** Kitty McCarthy (Vice President for Enrollment Management) with support from Susan Trageser (Vice President for Student Affairs)