

RADFORD UNIVERSITY

2018-2023 Strategic Plan

Embracing the Tradition and Envisioning the Future

Student Success Fall 2018 Updates

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



Green = Progress is on track.

Describe progress toward target: The following has been achieved in support of this strategy:

- Implementation of the Highlander Research Rookies Program with a beginning cohort of 15 students during the 2018-2019 academic year;
- Increase in the Summer Undergraduate Research Fellowships (SURF) from 15 to 18 student participants;
- Expansion of the Radford Amazonian Research Expedition (RARE) Program to include additional participating colleges;
- 13 percent participation increase for the Accelerated Research Opportunities (ARO) Living-Learning Community from 22 to 25 students;
- Development of Undergraduate Research, Scholarship and Creative Activity (URSCA) student workshops;
- Implementation of the Council for Undergraduate Research (CUR) Transformation grants for faculty;
- Year two activities and implementation of the REALising Inclusive Science Excellence (REALISE) Grant Program for inclusive pedagogy in Science, Technology, Engineering and Mathematics (STEM) fields;
- Attendance at the Undergraduate Research Institute by a team of faculty from music, design and history;
- Increased student presentations at regional, state and national conferences; and
- Faculty receiving college research awards in which many include student research.

Describe challenges: Funding for SURF is still needed, as well as continued faculty development and compensation for their time for mentorship of research. The lack of release time for faculty remains an issue for continued expansion and growth for this strategy.

Who are you collaborating with? Faculty Senate; College Deans; Department Chairs; Faculty; Center for Innovative Teaching and Learning; Office of Undergraduate Research and Scholarship; Center for Global Education and Engagement; Honors College; and Division of Enrollment Management

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

Describe next steps: Next steps include the following activities: continue to support and identify expansion opportunities for the Research Rookies Program; provide critical support for SURF students; and continue to develop URSCA student workshops.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: The following investments have been made: \$120,000 in the Research Rookies Program; \$25,000 in the RARE Program; and the reallocation of existing positions for the Executive Director of Faculty Development.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

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 during the Fall 2019 semester.

Describe challenges: Staffing transitions 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; Center for Diversity and Inclusion; and Center for Accessibility Services) and Division of Academic Affairs (Provost's Office and Harvey Knowledge Center)

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

Describe next steps: Work continues to complete development of the needs assessment 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: Vice President for Student Affairs Susan Trageser

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: The Academic Affairs Leadership Team (AALT) focused on DWF data as part of their summer planning retreat, which was held in August 2018. College Deans utilized the Fall 2018 semester to begin developing plans with Department Chairs on how to approach changes to these courses.

Describe challenges: DWF data provide an in-depth analysis of problematic classes. From this analysis, plans need to be carefully constructed and implemented.

Who are you collaborating with? Academic Affairs Leadership Team; Office of Student Success and Retention; and Harvey Knowledge Center

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

Describe next steps: College Deans continue to work on college-specific plans and share strategies with their colleagues.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Investments in the Harvey Knowledge Center include the following: renovation costs for library space; reallocation of position and funds to hire new Director; increased marketing materials; and increased tutoring funds.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

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: A search has been conducted for new Executive Director of Faculty Development. The new director will begin working in July 2019. Additional activities include: securing and implementing the REALISE Grant and engaging with and supporting the Diversity and Equity Action Team, an internal governance committee, which is working on developing workshops and training related to access and equity.

Describe challenges: This area includes a variety of stakeholders across campus. Therefore, it will require a great deal of engagement and time. These items remain a focus moving forward.

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

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all strategies under Student Success Goal 1.

Describe next steps: The new Executive Director of Faculty Development will develop a detailed plan for 2019-2020 activities upon arriving in early summer.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: Investments include the reallocation of two existing positions into one for the Executive Director of Faculty Development and funding for the REALISE Grant.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

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



Green = Progress is on track.

Describe progress toward target: Continued programming is offered as part of the Center for Innovative Teaching and Learning (CITL) instruction in online pedagogy, teaching strategies, instructional technology and optimum student assessment.

Describe challenges: There needs to be enhanced leadership and continued planning.

Who are you collaborating with? Division of Academic Affairs

Does strategy overlap with other goal/strategy? If so, which one? Student Success 1D

Describe next steps: A strategic plan is being developed for CITL in order to align with the university-wide strategic plan and active planning by the new Executive Director.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: There was a reallocation of two positions for the new Executive Director of Faculty Development.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

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: There have been collaborative discussions with the Diversity and Equity Action Committee and Student Affairs programming units, such as the Office of Diversity and Inclusion.

Describe challenges: At the present time, planning is very segmented. There is a need for university-wide planning.

Who are you collaborating with? Division of Academic Affairs; Division of Student Affairs; and Diversity and Equity Action Committee

Does strategy overlap with other goal/strategy? If so, which one? Student Success 1D

Describe next steps: Moving forward, there will be an increased effort on engaging in campus-wide dialogue and creating a university-wide plan of action.

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) on behalf of the Academic Affairs Leadership Team

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).



Red = No progress has been reported.

Describe progress toward target: To date, there is no measurable progress to report.

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? N/A

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

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

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

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: University 100 incorporates campus events into the curriculum. Other individual courses are under development.

Describe challenges: There is a lack of university-wide awareness, as well as coordinated planning and available training.

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 2B

Describe next steps: An ad-hoc committee is being created 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) on behalf of the Academic Affairs Leadership Team

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 Retention Summit was held on January 17, 2019. A full report will be released in mid-February 2019. In order to examine best practices in critical areas, the Task Force on New Student and Family Programs; Student Success and Retention; and Academic Advising was established and held its initial meeting in mid-January 2019.

Describe challenges: There are a large number of variables that impact retention. As a result, planning must include strategies that are developed collaboratively across multiple divisions and units.

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 the following: release of the report from the Retention Summit and work of the Task Force mentioned above.

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) on behalf of the Academic Affairs Leadership Team

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 second annual Academic Advising Conference was held to share best practices. Also, the professional advisors have developed a strategic plan and an advising handbook for utilization across all colleges.

The Advising Conference will feature sessions that relate to student development, student issues, data and assessment, as well as technology and techniques to assist student support professionals and faculty, while working with students.

Describe challenges: The biggest challenge is allocating adequate time for bringing professional advisors together in order to focus on developing protocol and plans for moving forward.

Who are you collaborating with? Division of Academic Affairs (Academic Advising Committee)

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

Describe next steps: The third annual Academic Advising Conference will be held in mid-February 2019.

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) on behalf of the Academic Affairs Leadership Team

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: The Center for Career and Talent Development has robust operations with active programming, assessment and student engagement.

Describe challenges: The Center for Career and Talent Development requires additional staffing support in order to increase overall efforts and related services.

Who are you collaborating with? Division of Academic Affairs (Center for Career and Talent Development)

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all strategies under Student Success Goal 3.

Describe next steps: Next steps will be focused on continuing to develop the Center for Career and Talent Development and related programming.

Describe any new investments or reinvestments (realignment of existing resources) to this initiative: There was a recent investment in new space for the Center for Career and Talent Development located in Russell Hall.

Name of person completing this Strategic Plan Progress Report: Kenna Colley (Interim Provost and Vice President for Academic Affairs) on behalf of the Academic Affairs Leadership Team

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 and Thrive” customized career development plan was launched during the Fall 2018 semester.

Describe challenges: There is currently a focus on complete implementation, full utilization and on-going assessment.

Who are you collaborating with? Division of Academic Affairs (Center for Career and Talent Development)

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all strategies under Student Success Goal 3.

Describe next steps: Next steps include: addressing the above referenced challenges by focusing on complete implementation, full utilization and on-going assessment.

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) on behalf of the Academic Affairs Leadership Team

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



Green = Progress is on track.

Describe progress toward target: There has been significant progress in terms of developing expanded partnerships.

Describe challenges: The Center for Career and Talent Development requires additional staffing support in order to increase overall efforts and related services.

Who are you collaborating with? Division of Academic Affairs (Center for Career and Talent Development)

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all strategies under Student Success Goal 3.

Describe next steps: Next steps include the following: regular outreach to new employers to develop partnerships, internship and co-op connections and increase job placement rates.

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) on behalf of the Academic Affairs Leadership Team

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: There has been significant progress in terms of workshop development and implementation. Work remains with regard to financial literacy.

Describe challenges: The Center for Career and Talent Development is focused on increasing awareness and participation among students.

Who are you collaborating with? Campus-wide Partners

Does strategy overlap with other goal/strategy? If so, which one? This strategy is related to all strategies under Student Success Goal 3.

Describe next steps: Next steps include the following: developing an ad-hoc committee or working group to focus on financial literacy.

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) on behalf of the Academic Affairs Leadership Team