

RADFORD UNIVERSITY

MEETING NOTES

Monthly Meeting of Strategic Planning Task Force Tuesday, February 21, 2017 Heth Hall, Lower Level, 043

Present

Jack Call, Co-Chair
Kenna Colley, Co-Chair
Vicki Bierman, Faculty Representative
Holly Cline, Faculty Representative
Jerry Kopf, Faculty Representative
Dave Sallee, Faculty Representative
Carter Turner, Faculty Representative
Skip Watts, Faculty Representative
Sandra Bond, Administrative and Professional Faculty Representative
Eric Lovik, Administrative and Professional Faculty Representative
Karen Montgomery, Classified Staff Representative
Patti Williamson, Classified Staff Representative
Nancy Artis, Alumni/Community Representative
Jeff Price, Alumni/Community Representative
Stephanie Ballein, At-Large Appointment
Irvin Clark, At-Large Appointment
Angela Joyner, At-Large Appointment
Danny Kemp, At-Large Appointment
Ebenezer Kolajo, At-Large Appointment
Chad Reed, At-Large Appointment
David Ridpath, At-Large Appointment
Sherry Wallace, At-Large Appointment
Richard Alvarez, Administrative Representative (Vice Presidents)
Joe Scartelli, Administrative Representative (Vice Presidents)
Ken Cox, Administrative Representative (Deans)
Margaret Devaney, Administrative Representative (Deans)
Ashley Schumaker, Administrative Liaison

Absent

Jacinda Jones, Student Representative
Aaron Sarmiento, Student Representative
Kitty McCarthy, Administrative Representative (Vice Presidents)
George Low, Administrative Representative (Deans)

Also in attendance were the following Subgroup Co-Chairs:

Brad Bizzell, Strategic Enrollment Growth; Joe Carpenter, Brand Identity; Mike Chatham, Budget; Bruce Cunningham, Philanthropic Giving and Alumni Engagement; Leslie Daniel, Challenges and Opportunities; Jason Davis, Mission, Vision, and Core Values; Jane Machin, Brand Identity; and Cassidy Urista, Student Success

The meeting began at 8:00 AM with a review of the January 11, 2017 meeting notes by Task Force Co-Chair Jack Call. Dr. Call asked that Task Force members review the provided document and advise regarding any suggested edits prior to approval. With no suggested edits, the notes were approved.

Task Force Co-Chair Kenna Colley requested that subgroup co-chairs provide updates regarding their work to date:

- Due to a scheduling conflict, Dr. Colley advised that the agenda order was revised, and the Strategic Enrollment Growth Subgroup would provide the first update. Dr. Brad Bizzell advised that the full group has been meeting in five groups on a weekly basis with the full group meeting every other week in order to receive feedback. The five groups have been receiving detailed presentations from various on-campus groups regarding their work. Dr. Bizzell noted that there has been much discussion about strategic versus tactical approaches and initiatives. He noted that significant progress has been made in each of the five areas, including the following: developing a center specific to veterans; credit for experience, such as competency-based education; dual degrees; an English as a Second Language (ESL) program and agents to assist with international recruitment; new tuition rates, including metro and online; and predictive analysis.
- Joe Carpenter and Dr. Jane Machin provided an update for the Brand Identity Subgroup. They advised that the subgroup has divided into teams and is reviewing sub-brands of Radford University and other institutions. A handout was distributed and is provided as *Attachment A*. There is an on-going effort among the group to update the ideal positioning of the Radford University brand and clearly identify target audiences. At this time, the group has moved out of the brainstorming phase and is currently working on recommendations. The Task Force held a general discussion regarding the University's brand at this time and its ideal brand in 2023.
- Dr. Joe Scartelli provided an update for the Academic Excellence and Research Subgroup. He reviewed the five areas that the subgroup has divided into and discussed an upcoming survey instrument to be released to the campus community.
- In the absence of Dr. George Low, Joe Carpenter provided an update for the Economic Development and Community Partnerships Subgroup. He highlighted the January 19, 2017 community forum and noted that there were approximately 80 individuals in attendance. He thanked fellow Task Force member Jeff Price for his support of the community forum. He also provided an overview of the January 24, 2017 campus forum and noted that there were approximately 35 individual in attendance. He also highlighted survey responses and on-going work to group such responses.
- Dr. Holly Cline provided an update for the Philanthropic Giving and Alumni Engagement Subgroup. She noted that the group recently welcomed Bruce Cunningham as Co-Chair and also welcomed two new students. The group has been reviewing U.S. News & World Report rankings, including Radford University's standing with regard to alumni giving.

The subgroup members are carefully reviewing the top 20 schools in terms of alumni giving to gauge the types of activities and initiatives coordinated by the respective institutions. They have divided into specific areas to narrow their focus, such as students; faculty, staff, and retirees; alumni; current and former parents; and community. Dr. Cline advised that the Philanthropic Giving and Alumni Engagement Subgroup is interested in participating in the upcoming survey and campus forums.

- Richard Alvarez provided an update for the Budget Subgroup. It was noted that a budget template document was approved and should be utilized as a secondary form when submitting recommendations to the Task Force. The approved document was distributed in the form of a handout and is provided as *Attachment B*. Ashley Schumaker advised that the form would be uploaded on the OneDrive for each subgroup. Mr. Alvarez noted that instructions on how to complete the form will be developed and provided to Ashley Schumaker for subsequent distribution to subgroup co-chairs and loading on the OneDrive. Mr. Alvarez asked Chad Reed to provide an overview of the current legislative session, specifically the proposed budget cuts, and noted that the next meeting will be held on February 24, 2017 to discuss revenue-generating ideas.
- Dr. Cassidy Urista provided an update for the Student Success Subgroup. She noted that the group has concluded the process of defining student success. She discussed the concept of student success being unique in terms of three elements: confidence, persistence, and cultural awareness. Dr. Urista advised that the Student Success Subgroup is interested in participating in the upcoming survey and campus forums.

Drs. Call and Colley jointly thanked the members of the Mission, Vision, and Core Values Subgroup, including Co-Chairs Jason Davis and Dennis Grady, for their work. It was noted that the final report appears on page 8 and 9 of the February 21, 2017 meeting materials and is provided as *Attachment C*. Dr. Colley noted that the report was provided in draft form as part of the January 11, 2017 meeting. During that meeting, the draft report was discussed in detail, and several adjustments were made based on Task Force recommendations. Dr. Colley asked Dr. Jason Davis to provide any additional remarks prior to action by the Task Force. Dr. Davis thanked the Task Force for the opportunity to work on this important and rewarding project and expressed his appreciation to his fellow co-chair, Dennis Grady, and all subgroup members. Dr. Davis indicated that he would be pleased to attend any subgroup meetings and present the work of his group. Dr. Scartelli made a motion to accept the report as submitted. Dr. Cline seconded the motion, and it passed.

Dr. Colley asked Danny Kemp and Dr. Leslie Daniel to present the work of the Challenges and Opportunities Subgroup. Mr. Kemp and Dr. Daniel advised that their group is meeting later today and tomorrow in order to finalize their work. They indicated that the final revisions to the white paper will seek to reduce the overall length from 13 pages to approximately 10 pages. Dr. Colley encouraged all Task Force members to carefully review the contents of the white paper and promptly provide any feedback to the Mr. Kemp and Dr. Daniel so that they can share it with their group. Dr. Colley noted that no action is being requested by the Task Force as part of today's meeting. She stated that acceptance of the final white paper will be listed on the March 16, 2017 meeting agenda.

Ashley Schumaker noted that President Hemphill met with the Mission, Vision, and Core Values Subgroup and the Challenges and Opportunities Subgroup. She noted that he will meet with all subgroups during the month of April to discuss progress to date. She asked the subgroup co-chairs to review their schedules and provide possible dates and times in order to confirm the meetings.

Dr. Call announced that template submissions should be submitted in May, specifically by the second week. He noted the importance of this deadline in order to provide ample time for the writing team to work during the summer months.

Based on Task Force discussion, it was decided that three subgroups (Academic Excellence and Research; Philanthropic Giving and Alumni Engagement; and Students Success) will join together for a survey and campus forum. The survey will be distributed in the near future, and the campus forums will be held following Spring Break. Exact dates and times will be determined and announced to the Task Force, as well as all students, faculty, and staff.

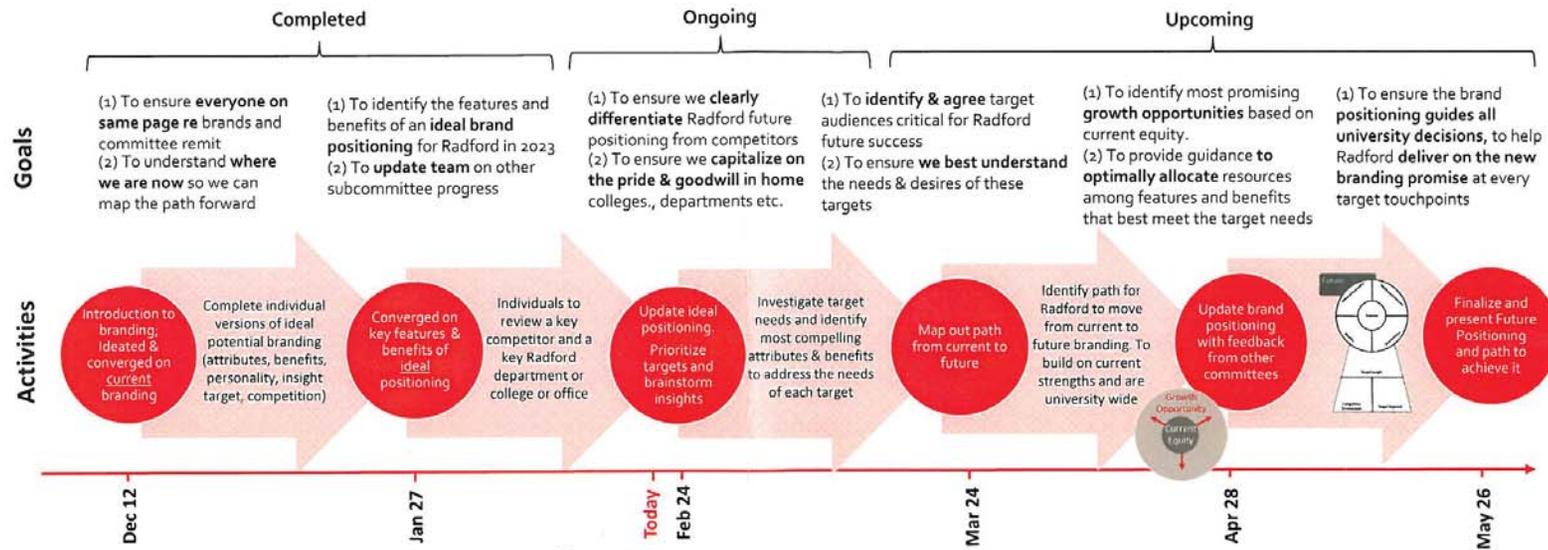
Ashley Schumaker reminded Task Force members that there will be monthly meetings on March 16, 2017 and April 13, 2017. Both meetings will be held from 1:00 PM to 3:00 PM in Heth Hall, Lower Level, 043.

Dr. Call advised that, for the monthly meetings during the summer months, a conference call option will be provided for those who may not be on-campus. Additionally, the August, September, and October 2017 meetings will be established prior to the end of the academic year in order to provide adequate notice for planning purposes.



Branding Subcommittee: Progress and Planned Timeline

(will be updated based on updates from other subcommittees)



| | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec | Jan |
|--------------------|------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|------|-----|-----|-----|
| Task Force Meeting | | | 11 | 11 | 11 | 11 | 11 | 11 | | | | | | | | | |
| Branding Meeting | | | 13 | 13 | 17 | 14 | 14 | 18 | 16 | (24) | (18) | (25) | (19) | (27) | | | |
| Writing Team | | | | | | | | | | | | | | | | | |
| Draft Plan | | | | | | | | | | | | | | | | | |
| Proposed Plan | | | | | | | | | | | | | | | | | |
| Introduction | | | | | | | | | | | | | | | | | |

● Work completed **during** meeting

→ Work completed **between** meetings



**Strategic Plan Initiative
Budget Detail Template - Part A (Narrative)**

Initiative Title:

Brief Narrative:

Initiative Impact:

Identify all external partners involved with the execution of this initiative, if any, and explain any financial aspect of the partnership.

Please explain where the operational aspects of the strategy will be located and what, if any, additional space needs may be required.

If any one-time expenses are associated with the strategy, please explain the nature of the expenses.

Additional Information *(Please include any other budget relevant information that has not been addressed. If necessary, you may attach additional supporting documentation as necessary)*

If additional information is needed, to whom should questions be addressed?

Name:

Title:

Email:

Phone:



**Strategic Plan Initiative
Budget Detail Template - Part B (Financial Schedule)**

Initiative Title:

| | Year 1 2018-19 | Year 2 2019-20 | Year 3 2020-21 | Year 4 2021-22 | Year 5 2022-23 | Year 6+ 2023-+ | Grand Total |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|
| POSITIONS (FTE) | | | | | | | |
| T&R Faculty | | | | | | | 0.00 |
| A/P Faculty | | | | | | | 0.00 |
| Classified Staff | | | | | | | 0.00 |
| Total Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| REVENUES | | | | | | | |
| Tuition | | | | | | | 0 |
| Sales & Services | | | | | | | 0 |
| Grants & Contracts | | | | | | | 0 |
| Foundation/Private Support | | | | | | | 0 |
| Other Revenue | | | | | | | 0 |
| Total Revenues | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| EXPENSES | | | | | | | |
| Full-Time Personnel | | | | | | | |
| T&R Salaries | | | | | | | \$0 |
| A/P Salaries | | | | | | | 0 |
| Classified Salaries | | | | | | | 0 |
| Total Full-Time Salaries | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Part-Time Personnel | | | | | | | |
| Adjunct | | | | | | | 0 |
| Wages | | | | | | | 0 |
| Student Wages | | | | | | | 0 |
| Total Part-Time Wages | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| <i>Fringe Benefits</i> | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Personal Services Expenses | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Operating Expenses | | | | | | | |
| Contractual Services | | | | | | | 0 |
| Travel/Telecom/Postage | | | | | | | 0 |
| Equipment & Supplies | | | | | | | 0 |
| Miscellaneous Operating | | | | | | | 0 |
| Total Operating Expenses | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Recurring Expenses | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| One-Time Expenses | | | | | | | |
| One-Time Operating | | | | | | | 0 |
| Grand Total Operating Expenses | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

Final Report
Mission, Vision and Core Values Group
Strategic Planning Taskforce
Radford University
January 2017

Members:

| | |
|-------------------------|---|
| Margaret McManus | University Auditor |
| Mick Stewart | Professor Emeritus/community member |
| Tod Branscome | Emergency Planner - Safety Program |
| Pam Huffman | Contract Officer – Procurement and Contracts |
| Beth Lyman | Chair/Associate Professor – Department of Sociology |
| Brett Taylor | Chair/Professor – Department of Physics |
| Deneen Evans | MSW Coordinator/Assistant Professor – School of Social Work |
| Erin Webster-Garrett | Director, QEP/Professor – Department of English |
| Philip Sweet | Professor – Department of Foreign Languages and Literatures |
| Susan Kwilecki | Professor – Department of Philosophy and Religious Studies |
| Taylor Brock | Student |
| Skyler Carrell | Student |
| Ken Cox | Dean – Waldron College of Health and Human Services |
| Jason Davis (co-chair) | Associate Director, Honors College/Associate Professor – Department of Biology |
| Dennis Grady (co-chair) | Dean – College of Graduate Studies and Research |

In late October 2016, immediately after learning that they had been identified to lead the Mission, Vision and Core Values group of the Strategic Planning Taskforce, the co-chairs distributed information to the members via OneDrive regarding: how to write mission, vision and core value statements and how their purposes varied; examples of mission, vision and core value statements from seven peer and aspirational universities; the current strategic plan and the list of activities undertaken in the past nine years to implement the plan; information from the consultants regarding the branding campaign of two years ago; and the report from the Futures Group of 2014

The group met initially on November 11, 2016 following the Taskforce charge meeting from President Hemphill. At that meeting the co-chairs presented the group with its specific charge which was to develop new Mission, Vision and Core Value statements with significant input from the campus community by the end of January, 2017. Also during the initial meeting, the members agreed to a set of process rules and divided the committee into two sub-groups to accommodate the members' schedules. It was determined that the Davis sub-group would meet on Monday's at 9:00 am and the Grady sub-group would meet on Tuesdays at 2:00 pm. All members would meet jointly on Fridays at 3:00 pm.

The group scheduled campus fora jointly with the Challenges and Opportunities Group for November 30 and December 1 in the Bonnie Auditorium. Just over 50 individuals attended each

one and a half hour long session. Additionally, a survey was distributed broadly to the entire campus community, from which the group received approximately 25 comments. The comments from both fora and the written submissions were distilled and distributed to all group members for their review.

Between November 11 and January 20, the MVCV group met a total of 12 hours in sub-group and full group meetings. In sequencing the tasks, the group took on the core values assignment first, moved on to the mission statement and finished with the vision statement. Following Robert's Rules, the core values statement received a 13-0 vote, the mission statement a 12-0 vote and the vision statement a 12-1 vote.

The product of the work is the following:

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.

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, service, and sustainability.

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.