

**2026 - 2031 University
Communication Plan**



Find Your Place. **Here.**



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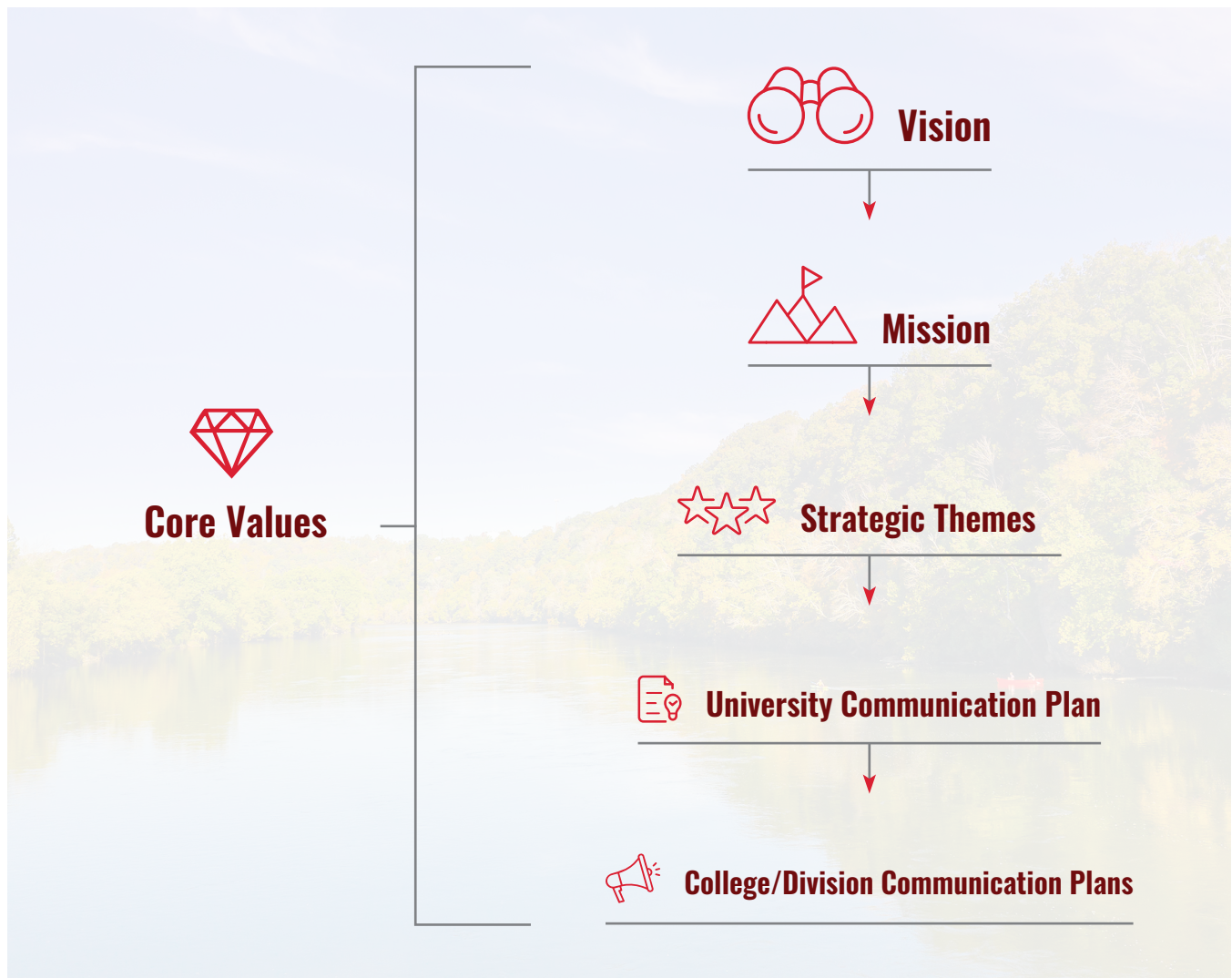
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Strategic Communication Framework

Radford University's strategic communication framework is guided by three elements: the university's vision, mission and strategic themes, as defined in the new strategic plan. These elements shape the university communication plan, as well as the planning template used to facilitate development of customized communication plans at the college and administrative division levels and ensure their alignment with the university's plan. While the vision, mission and strategic themes guide what we communicate (i.e., key messages, student stories, alumni profiles), our core values inform how we communicate and behave with each other and our external constituencies.



Strategic Planning Elements



Vision

At Radford University, students will find their voices and build confidence through real-world experiences to help define their purpose and path forward. Within our close-knit community, Highlanders will be empowered to lead with compassion and drive positive impact in their communities.



Mission

Empower Brighter Futures, Build Stronger Communities

Radford University empowers lifelong success through inclusive education, innovation and collaboration. We foster personal growth, professional development and community impact while building strong partnerships and addressing societal needs in southwest Virginia and the Commonwealth.

**Approved by the Radford University Board of Visitors on December 5, 2025, pending State Council of Higher Education for Virginia (SCHEV) approval.*



Strategic Themes

- Culture of Care
- Academic Achievement and Intellectual Discovery
- Student Success and Experiential Learning
- Strategic Partnerships and Community Engagement
- Organizational Excellence and Continuous Improvement
- Communication and Collaboration



Core Values

- Collaboration
- Community
- Culture of Care
- Empowerment
- Innovation
- Intellectual Freedom

University Communication Plan



Role of Strategic Communications

Strategic Communications oversees the marketing and communication functions for Radford University, providing campuses and learning locations in Radford, Roanoke (Radford University Carilion and Roanoke Higher Education Center) and Abingdon (Southwest Virginia Higher Education Center) with a broad range of services. These services include marketing and advertising, media relations, video and photography, writing and editing, creative design, brand management, web and digital design, social media, internal communications and executive communications.

Purpose of the University Communication Plan

The purpose of the University Communication Plan is to support Radford University's new vision and mission statements, advance strategic themes, instill core values and cultivate a culture of care. It also serves, as a model to guide communication activities at the college and administrative division levels.

The communication plan encompasses several key elements that are essential to fulfilling its purpose, including communication goals, strategy, audiences, messaging, tactics and key performance indicators (KPIs), which define specific measures of success.

Communication Goals

The University Communication Plan seeks to achieve four goals:

GOAL 1

Strategic-Focus: Advance the vision, mission, themes and core values in the new strategic plan through executive communications, university events and strategic initiatives.

GOAL 2

Awareness and Engagement: Increase internal and external awareness of and engagement in academic programs, university events, extracurricular activities, and support services and resources.

GOAL 3

Reputation: Positively influence the university's reputation by communicating key messages and success stories and effectively managing crises and other reputational risks.

GOAL 4

Brand: Enhance the university's brand equity by promoting our graphic identity, pillar messages and campaign tagline in a credible, consistent and compelling manner.

Communication Strategy

Strategic Communications will use an integrated mix of communication channels to consistently deliver *distinctive messages* and *compelling storytelling* in a proactive manner, targeting internal and external audiences.

When we deliver key messages — which include, but are not limited to, our vision and mission statements, strategic themes and brand pillars — we will validate them with evidence, or “proof points,” in the form of university accomplishments, internal measures, external recognition and third-party data.

When we share stories with internal and external audiences, they will reflect the rich diversity of our university community, told in the authentic voices of Highlanders. These will be stories that only Radford University can tell.

We will measure the success of our communication efforts through a variety of key performance indicators (KPIs) to determine their impact on university-wide communication goals and strategic plan themes, striving to continuously improve our work based on these measures.

Audience Analysis

Radford University targets a range of primary and secondary audiences in our communications efforts. The university's various audiences include both internal and external constituencies. Identifying and understanding these audiences, their relationships to the university and their communication needs and wants is essential to creating and implementing a well-organized and successful communication plan. Following are brief descriptions of those audiences. We work with the Registrar's Office, Institutional Research, Student Affairs and other campus partners to update audience information from year to year.

PRIMARY AUDIENCES



Current students



Parents/guardians of current students



Current employees



Prospective students and their families

Current students: For the 2025-26 academic year, Radford University had approximately 7,837 students, including 6,206 undergraduate students and 1,631 graduate and continuing education students. Of these, 2,560 were male, 5,252 were female, and 25 were other/unknown gender. In addition, 2,290 were first-generation, and 381 were affiliated with the military (veterans, current service members, dependents).

Parents/guardians of current students: It is important for the parents and guardians of our students to receive timely information and stay connected to Radford University. They often raise questions and concerns on behalf of their children and, due to FERPA restrictions, we must be responsible for the type of information we share with them. Strategic Communications collaborates with Student Affairs, the Dean of Students and the Registrar's Office, among other campus partners, to keep parents/guardians updated and engaged.

Current employees: Radford University employs approximately 1,335 individuals at our campuses and learning locations in Radford, Roanoke and Abingdon. Our employees are a talented and diverse group of teaching and research faculty, administrators, professionals and classified staff committed to serving our students, each other, our surrounding communities and the Commonwealth of Virginia.

Prospective students and their families: This segment includes a range of prospects for undergraduate and graduate programs and continuing education courses, certificates and licensures, primarily living in the commonwealth, as well as contiguous states:

- ▶ First-year-in-college, first-generation and Pell-eligible undergraduate prospects;
- ▶ Nontraditional undergraduate prospects ages 25 and older;
- ▶ Transfer undergraduate prospects, with a particular focus on students at the 8 community colleges participating in the Tartan Transfer program
- ▶ Military-affiliated prospects (veterans, current service members, dependents) for undergraduate and graduate programs;
- ▶ Prospects for graduate programs and continuing education courses, certificates and licenses, including current undergraduate students and working professionals



Board of Visitors



Alumni



Donors



Elected Officials

Board of Visitors: The Radford University Board of Visitors (BOV) is composed of 15 voting members appointed by the Governor of the Commonwealth of Virginia, subject to confirmation by the General Assembly. Each member serves a term of four years. In addition, each year the board selects a student and a faculty member to serve as non-voting advisory representatives on the BOV. It is essential to keep board members up to date with the latest university information to guide their decision making and support their advocacy efforts on behalf of the university.

Alumni: Radford University has more than 94,000 alumni throughout the world with approximately 56,000 living in the Commonwealth of Virginia. The Alumni Association is led by a Board of Directors, with 25 members who represent class years from 1970 to 2020 and work in a variety of industries and nonprofits. The alumni board seeks to broaden alumni engagement through a range of initiatives that meet the needs of the constituents while supporting Radford University's strategic priorities. Strategic Communications collaborates with the Office of Alumni Relations to support a variety of communications for alumni, from semiannual alumni magazines to promotion and coverage of alumni events, activities and achievements.

Donors: Radford University has a vested interest in communicating with current and potential donors. Strategic Communications collaborates with University Advancement to produce compelling storytelling that brings the authentic voices of donors and beneficiaries to life in an effort to cultivate a culture of giving across our university community and beyond.

Elected officials: Radford University's Government Relations Office works with the commonwealth's General Assembly and executive branch to establish and foster relationships and monitor issues and related legislation. The office also serves as a resource to public officials, including delegates and senators in Radford, Roanoke and surrounding counties. Sustaining their awareness of our priorities and fostering their appreciation for the university's work is critical to our future success.

SECONDARY AUDIENCES



Strategic partners



Business leaders



K-12 employees



Community members



Media

Strategic partners: Radford forges strategic partnerships with a wide range of organizations, from community colleges participating in our Tartan Transfer program to universities collaborating with us on research and businesses offering internships or providing clinical spaces for our students to experience real-world training.

Business leaders: Radford University interacts with business leaders throughout Southwest Virginia and across the commonwealth in mutually beneficial activities, including career fairs and employer showcases for job placement/talent recruitment; joint research and consulting projects; and degree, certificate and competency-based education programming for working professionals and adult learners.

K-12 employees: Teachers and administrators at K-12 schools throughout Southwest Virginia are partners in our educational mission. Keeping them informed of our academic programming and outreach programs is a key to increasing awareness of Radford University and building pipelines for future Highlanders.

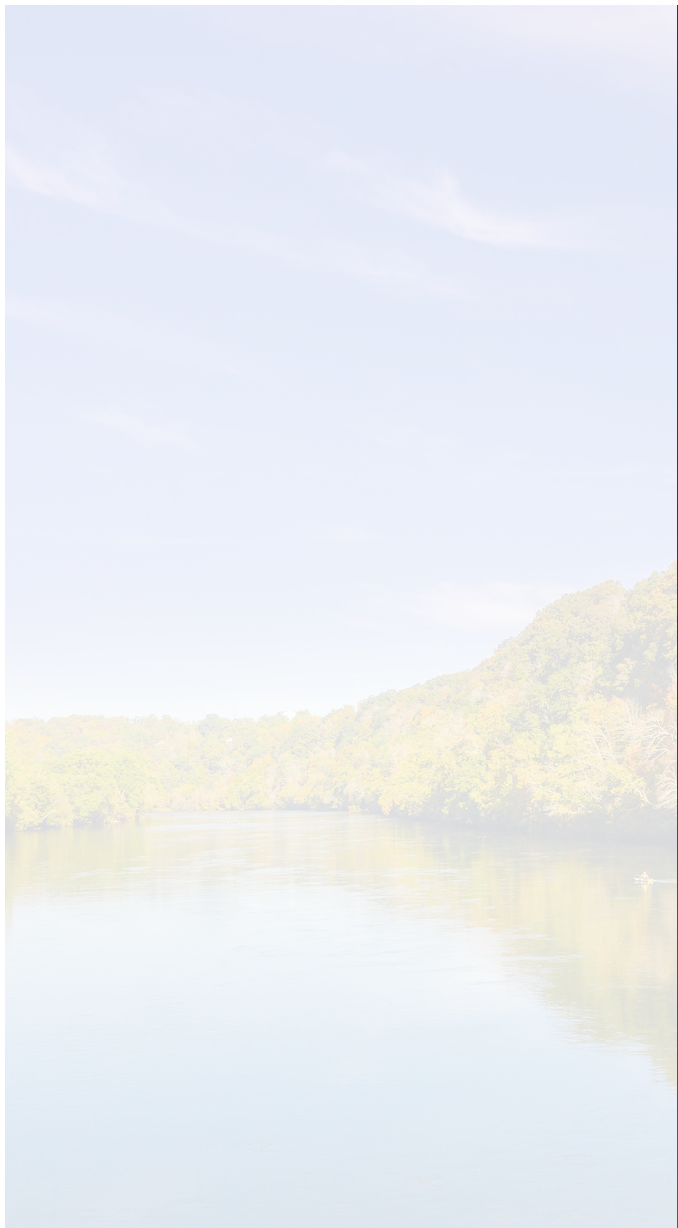
Community members: Radford University strives to be a trusted community partner in Radford, Roanoke, Abingdon and other communities throughout Southwest Virginia. This entails inviting community members and local elected officials to university events and activities as well as collaborating on mutually beneficial projects.

Media: Strategic Communications maintains ongoing relationships with reporters at traditional and digital media outlets at the local, regional and state-wide levels, as well as reporters at national higher education media outlets. In addition to responding in a timely manner to media requests, we target reporters and media outlets with proactive pitches promoting university leaders and subject matter experts who can speak on a variety of relevant news topics while delivering strategic university messages.

University Message Board

Strategic Communications has developed several strategic messages based on Radford University's vision and mission statements and strategic plan themes, as well as the brand campaign tagline and five brand pillars. This University Message Board provides a framework for these messages and supporting "proof points." We will update the message board on a semiannual basis and use it to deliver key messages to internal and external audiences through a variety of communication channels, including newsletters, emails, digital screens, and printed signs, posters and flyers. These messages will also guide our storytelling in print, on the web and in video; in proactive pitches to local, regional and statewide media outlets; and in a variety of leadership communications.

The following messages articulate distinctive aspects of Radford University's educational experience, which — in concert — differentiate our university from all others. We validate the credibility of each message with evidence, or proof points, in the form of university accomplishments, internal measures, external recognition and third-party data. Examples of these are provided below.



☆☆ Strategic Themes

- Culture of Care
- Academic Achievement and Intellectual Discovery
- Student Success and Experiential Learning
- Strategic Partnerships and Community Engagement
- Organizational Excellence and Continuous Improvement
- Communication and Collaboration

△ Brand Campaign Tagline

- Find Your Place. Here.

🏛 Brand Pillar Messages

- Excellence that is easily accessible
- Centered on those we serve
- Freedom to learn from experience
- Active learning and active doing
- Ready for all life's roles



☆☆ Strategic Themes

Culture of Care: Radford University fosters a comprehensive culture of care that prioritizes the holistic well-being and success of every community member. We create supportive environments where students, faculty and staff feel valued and empowered to thrive through proactive, coordinated support systems.

- Radford University’s “We Are Radford” recognition program acknowledges and celebrates the work of employees whose daily interactions with students and colleagues embody the Highlander core values and represent the best of the Radford experience. Since its launch in August 2024, the program has recognized a different employee every month, holding them up as a role model of the kind of care and compassion that distinguishes our university community from others.

Academic Achievement and Intellectual Discovery: Radford University pursues academic distinction through innovative teaching, impactful research and creative scholarship. We’re strengthening what we do best – our core programs in arts and humanities, natural and social sciences, business, health and education – while embracing new technologies and supporting our faculty to deliver exceptional learning experiences.

- In 2025, Radford University had four teams selected for the Council on Undergraduate Research’s Scholars Transforming Through Research program — among just 38 teams chosen nationwide. This gave us the largest single-institution representation this year and extended our distinction as the only institution to participate in the program every year since its launch.

Student Success and Experiential Learning: Radford University ensures student success through transformative educational experiences and hands-on learning opportunities that develop professional competencies, ethical foundations and critical thinking skills which ultimately prepare graduates for meaningful careers and purposeful lives.

- In 2025, Radford University was named an Opportunity College and University – Higher Access, Higher Earnings by the Carnegie Classification of Institutions of Higher Education. The classification places the university among a select group of 379 institutions out of nearly 4,000 nationwide (top 16%), that are recognized for providing exceptional value to students through both access to higher education and strong post-graduate outcomes.



Strategic Partnerships and Community Engagement: Radford University serves as a catalyst for prosperity through intentional partnerships with industry, government and community stakeholders. We build lasting relationships that align our strengths with regional needs, enhancing educational and philanthropic opportunities and positioning ourselves as an indispensable partner in Southwest Virginia and beyond.

- Since 1995, the Radford University/City of Radford Joint Commission has achieved numerous successes, including launching the annual Radford Community Fest in 2024, collaborating on the Radford Foundry redevelopment and opening The HUB at Radford University – a dynamic 12,000 square foot facility offering private offices, collaborative workspaces and an authorized Pearson VUE certification testing center for students, working professionals and small businesses throughout Southwest Virginia.

Organizational Excellence and Continuous Improvement: Radford University operates with excellence across all aspects of our work, continuously evolving systems and practices to better serve our community. We embrace and utilize data-informed decision-making, operational efficiency and collaborative problem-solving that removes barriers and enhances experiences for everyone.

- Thanks in large part to its responsible budget management practices and streamlined administrative processes, Radford University is able to control costs to students. With a total undergraduate in-state cost of \$24,608, which is 14% below the state average, Radford is the fourth-most affordable four-year public institution in Virginia, according to SCHEV.

Communication and Collaboration: Radford University builds success through effective communication and meaningful engagement as a collaborative, transparent institution. We foster open dialogue, break down silos and ensure all voices are valued while telling our story through authentic relationships that strengthen our shared purpose.

- Several times a year, Radford University President Bret Danilowicz hosts an open forum on Zoom for all employees called Coffee with the President. During these forums, the three senate presidents of our Teaching and Research Faculty, Administrative and Professional Faculty, and Classified Staff read questions from their constituents for the president to answer. No question is too big or too small. From curriculum questions, to freedom of speech concerns, to questions about parking, President Danilowicz answers them all, seeking to build a sense of trust through transparency throughout the university community.

▲ Brand Campaign Tagline

Find Your Place. Here.: Radford University's current branding tagline is "Find Your Place. Here." The university is committed to instilling in our students, employees and other stakeholders a strong sense of belonging. The university strives to accomplish this through four behaviors:

1. Welcoming each individual as a unique and valued member of our community.
 2. Ensuring that every Highlander enjoys access to our academic resources and support services.
 3. Honoring cultural differences while celebrating shared values.
 4. Inviting every voice into conversation and listening with the intent to learn.
- Radford University's Connected Communities fosters a welcoming campus environment that helps all students and employees develop a strong sense of belonging, regardless of their backgrounds or beliefs. The group provides educational and social experiences to boost awareness of and appreciation for the multifaceted aspects of our identity that each of us brings to the table. For example, in November 2025, Connected Communities celebrated National First-Gen Week to recognize the achievements, resilience and success of our first-generation students, who make up nearly 40% of our student population.





Brand Pillar Messages

Excellence that is easily accessible: At Radford University, we believe that everyone deserves a high-quality, affordable education delivered in an intimate learning environment. Our small, tight-knit community is nestled near the Blue Ridge Mountains. We are big enough to provide incredible resources yet small enough that students can easily access them. Our community is small enough that students are seen and heard — our faculty get to know their aspirations, struggles and ambitions — yet big enough to offer diverse perspectives and experiences that help our students grow into well-rounded people and successful future professionals.

- As part of our continued commitment to serve students from across the Commonwealth of Virginia, Radford University offers the Radford Tuition Promise. Incoming freshmen and transfer students with Virginia residency whose families have an adjusted gross income (AGI) of \$100,000 or less according to their federal income tax and a Student Aid Index (SAI) of less than 15,000 as determined by the FAFSA will receive federal, state and gift aid to cover the cost of their tuition at Radford.

Centered on those we serve: Students come first at Radford University. We are dedicated to providing a personalized, well-rounded, and affordable education that matches the needs and aspirations of each student. We have a variety of academic programs, career-focused experiences, and comprehensive support services that help students reach their potential and excel in their chosen fields. We also maintain a culture of care, respect, and inclusion that values the diversity and dignity of every member of our community. Radford University serves our local communities as well as business and industry across the commonwealth and the nation by providing them with compassionate and career-ready professionals.

- Individuals transitioning from the armed services to student life are supported by Radford's Military Resource Center, which supports the academic efforts of student veterans, active military and reserve members and their dependents. The center assists military-affiliated students in applying for admission, taking advantage of G.I. Bill benefits, scholarship opportunities and financial aid and obtaining solid academic advice.

Freedom to learn from experience: Within Radford University's tight-knit, supportive community, students can explore a variety of pathways, experience occasional setbacks and find their way forward with confidence. Here, students can feel comfortable taking on new challenges and learning from their mistakes. Our students don't back down in the face of difficulty — they embrace it as an opportunity to grow. We encourage students to approach failure with a positive mindset and a willingness to improve, which in turn allows them to build resilience, humility and other strengths that will serve them in their future professional endeavors.

- Radford fosters transparency and a welcoming atmosphere through its commitment to free speech and academic freedom. In 2023, President Danilowicz initiated a university task force on Civil Discourse and Freedom of Expression. The university subsequently implemented recommendations that earned Radford a rare "green light" distinction from the Foundation for Individual Rights and Expression (FIRE). Radford was one of only 63 universities nationwide to receive such recognition at the time.

Active learning and active doing: Radford University offers an education that encourages active participation, challenges students from the outset and provides early access to industry-aligned opportunities. As early as their freshman year, students get hands-on experience, conduct research and run simulations that go beyond what many internships or co-ops even offer. We bring the real world to our students on campus. Regardless of their major, every student at Radford University can engage in career-driven experiences that connect them meaningfully to their future profession.

- The university's award-winning Wicked Problems program teaches students how to apply what they learn to solve local and global issues. In spring 2025, 360 students participated in the festival. Eleven Radford faculty members from 15 courses or programs assigned wicked problems to their students. Five Radford University colleges participated: the Artis College of Science and Technology, CHBS, Davis College of Business and Economics, Honors College and the College of Visual and Performing Arts.

Ready for all life's roles: At Radford University, we believe in the power of personal growth and professional exploration. We guide our students to bright futures in rewarding careers by helping them develop the hard and soft skills required for success in the workplace and in life. Our students undergo transformative growth as they prepare for life after college, not only as professionals in their field but also as active citizens who are eager to make a difference in their communities and proud alumni who cheer on and support the next generation of Radford students. At Radford University, we empower our students to make a positive impact in all the roles they will play throughout their lives.

- In 2025, Radford University's 25th annual Advocacy Day in Richmond continued one of the longest running experiences of its kind among Virginia's four-year public institutions. The unique program, which features student-led engagement with state lawmakers to advance issues critical to higher education, offers students experiential learning, professional networking and participation in the legislative process.

Key Performance Indicators

The Strategic Communications team uses a variety of tools to measure the effectiveness of its efforts in quantitative and qualitative terms, including, but not limited to, the following:

- Google website analytics
- Real-time website tool assessing accessibility, search engine optimization, broken links and spelling
- Pixels embedded in digital ads, webpages, RFI forms, etc.
- Annual brand perception surveys
- Tools in email/enewsletter marketing software measuring views, open rates and clicks
- Views, followers, shares, reposts, etc. on social media platforms
- Anecdotal feedback from internal and external audiences

The team uses these tools to track a range of KPIs, including unique visitors, average time per visit and desired actions taken on the website, as well as impressions, clicks, click-through rate, cost per click, conversions, conversion rate and cost per acquisition/lead for digital ads. These KPIs are used to determine the success of marketing and communication efforts, optimize the performance of various platforms and inform future planning efforts.

The following communication planning matrix provides an overview of how Strategic Communications supports the four university communication goals as well as the new strategic plan.

Communication Planning Matrix

Strategic Communications leads an integrated communication planning effort with campus partners across the university to achieve our four communication goals. The following matrix illustrates the mix of one-time campaigns and recurring activities we implement to reach target audiences with specific tactics while supporting strategic plan themes and objectives.

➤ Goal 1: Advance the university's new strategic plan			
Campaigns/Activities	Audiences	Tactics	Strategic Plan Themes/ Objectives Supported
1. New strategic plan rollout	Employees, students, BOV members, alumni, donors, DOV members, community members, business leaders, strategic partners, elected officials, media, general public	New website, townhall meetings, video, president's presentation, talking points for leaders, internal and external emails, social media, enewsletters, digital screens, news release	All 6 themes and their objectives

➤ **Goal 1: Advance the university's new strategic plan (continued)**

Campaigns/Activities	Audiences	Tactics	Strategic Plan Themes/ Objectives Supported
2. University events, including Convocation, Commencement, Radford Community Fest, Highlanders Festival, Coffee with the President, Provost's RadTalks Series, new facility openings	Students and their families, employees, alumni, donors, community members, media, BOV members, elected officials	Invitation emails, enewsletters and digital screens; website promotions and content; executive speeches and presentations; news stories, photo and video coverage; social media	Culture of Care 1.2, Student Success and Experiential Learning 3.3, 3.5, Strategic Partnerships and Community Engagement 4.2, 4.3, 4.4, Communication and Collaboration 6.5
3. President's communications	Students, employees, alumni, donors, business leaders, community members, prospective students and families	Internal and external speeches and presentations, social media and other print, email and video messages	Culture of Care 1.2, Academic Achievement and Intellectual Discovery 2.1, Student Success and Experiential Learning 3.3, Strategic Partnerships and Community Engagement 4.2, Organizational Excellence and Continuous Improvement 5.4, Communication and Collaboration 6.1, 6.2, 6.4
4. President's media relations	Local, regional and statewide media, as well as reporters at national higher ed outlets, general public	TV and radio interviews, proactive media pitches, op-eds and bylined articles	Academic Achievement and Intellectual Discovery 2.1, Strategic Partnerships and Community Engagement 4.2, 4.5, Communication and Collaboration 6.1, 6.4, 6.5
5. Board of Visitors meetings	BOV members, employees, general public, media, elected officials	Speeches, slides, print and electronic handouts, talking points for conversations with elected officials, web content, media advisories, news releases, photography, videos, website content	Strategic Partnerships and Community Engagement 4.2, 4.4, Communication and Collaboration 6.1, 6.4, 6.5
6. Government relations activities	Elected officials, campus community, media	News coverage, photos, social media for elected official visits and president visits to legislators; print materials for legislators; proposals for legislative funding	Communication and Collaboration 6.1, 6.4, 6.5



Radford
UNIVERSITY

Radford Tuition Promise

Tuition covered for Virginians
earning \$100,000 or less

► Goal 2: Increase internal and external awareness and engagement

Campaigns/Activities	Audiences	Tactics	Strategic Plan Themes/ Objectives Supported
1. University Communication Plan, including University Message Board	All primary and secondary audiences	Print and electronic collateral, website content	Communication and Collaboration 6.1, 6.2, 6.3, 6.4
2. Customized communication plans for colleges and divisions	Students and employees in specific colleges, employees in specific divisions, all students and employees, strategic partners for different colleges	Leader emails, college newsletters, social media, videos, photos, news stories, website content	Communication and Collaboration 6.1, 6.2, 6.3
3. “Culture of Care” campaign explaining support services and resources, as well as professional development opportunities	Current students and employees, prospective students and parents/guardians, prospective employees	Website content, promotional emails and newsletter stories, digital screens, print and electronic materials, banners, executive speeches and presentations	Culture of Care 1.1, 1.2; Student Success and Experiential Learning 3.4
4. “Win-Win Partnerships” campaign	Local business leaders and community members, alumni, donors, government and nonprofit agencies throughout Southwest Virginia, strategic partners	Website content, promotional emails and newsletters, sponsored events, executive speaking engagements, print and electronic materials, media pitches to local and regional media outlets	Strategic Partnerships and Community Engagement 4.2, 4.4



➤ **Goal 2: Increase internal and external awareness and engagement (continued)**

Campaigns/Activities	Audiences	Tactics	Strategic Plan Themes/Objectives Supported
5. Community Engagement communication plan	Local business leaders and community members, alumni, donors, government and nonprofit agencies throughout Southwest Virginia, strategic partners	Website content, promotional emails and newsletters, digital and traditional advertisements, sponsored events, print and electronic materials for events, branded gear/swag	Strategic Partnerships and Community Engagement 4.2, 4.4; Communication and Collaboration 6.1, 6.5
6. “Active Learning and Active Doing” campaign, including student research, work-based learning, club sports and outdoor recreation/adventure	Prospective students and parents/guardians, current students and employees, alumni, donors, local community members and businesses, elected officials	News stories, photography, videos, website content, emails, newsletters, press releases, media pitches, bylined articles and op-eds.	Student Success and Experiential Learning 3.5, Communication and Collaboration 6.1, 6.2
7. Advertising campaign	Prospective students and parents/guardians, K-12 employees, alumni, donors, local community members and businesses, general public, elected officials	Digital and traditional ads across multiple platforms, including digital display, search and social media; digital and static billboards on roadsides, in community venues and at high schools; booths and signs at sponsored events; local radio and TV spots	Intellectual Discovery 2.1, Student Success and Experiential Learning 3.4, 3.5, Communication and Collaboration 6.1, 6.2



➤ **Goal 3: Positively influence the university's reputation**

Campaigns/Activities	Audiences	Tactics	Strategic Plan Themes/ Objectives Supported
1. Three-pronged external storytelling campaign focused on: 1) teaching and research expertise of faculty, 2) academic success and experiential learning of students and 3) career outcomes of alumni	Reporters at local, regional, state-wide and higher-ed media outlets; elected officials; business and community leaders; general public	News stories, photography and videos; proactive media advisories, pitches, news releases, bylined articles and op-eds; website content; emails and newsletters	Academic Achievement and Intellectual Discovery 2.1, Student Success and Experiential Learning 3.4, 3.5, Communication and Collaboration 6.1, 6.2
2. Promotion of university subject matter experts list	Local, regional and statewide media, reporters at national higher-ed outlets, general public	Website content; proactive media advisories, pitches, news releases, bylined articles and op-eds; emails, phone calls, and print and electronic materials in response to media requests	Academic Achievement and Intellectual Discovery 2.1, Communication and Collaboration 6.1
3. Reactive media relations	Local, regional and statewide media, reporters at national higher-ed outlets, as well as legislators, general public, prospective students and parents/guardians, business and community leaders, federal agencies/grantors	Interviews with subject matter experts; emails, phone calls, and print and electronic materials in timely response to media requests	Organizational Excellence and Continuous Improvement 5.5, Communication and Collaboration 6.1, 6.4
4. Proactive and reactive management of reputational-risk issues	Local, regional and statewide media; elected officials; general public; prospective students and parents/guardians	Interviews with spokespersons; emails, phone calls, and print and electronic materials in timely response to media requests	Culture of Care 1.2, Organizational Excellence and Continuous Improvement 5.5, Communication and Collaboration 6.1, 6.4
5. Emergency management and crisis communications training and responses	Local, regional and statewide media; legislators; general public; prospective students and parents/guardians	Interviews with spokespersons; emails, phone calls, and print and electronic materials in timely response to media requests	Culture of Care 1.2, Organizational Excellence and Continuous Improvement 5.5, Communication and Collaboration 6.1, 6.4



➤ **Goal 4: Enhance the university's brand equity**

Campaigns/Activities	Audiences	Tactics	Strategic Plan Themes/Objectives Supported
1. Advertising campaign	Prospective students and parents/guardians, K-12 employees, alumni, donors, local community members and businesses, general public, elected officials	Digital and traditional ads across multiple platforms, including digital display, search and social media; digital and static billboards on roadsides, in community venues and at high schools; booths and signs at sponsored events; local radio and TV spots	Culture of Care 1.2, Academic Achievement and Intellectual Discovery 2.1, Student Success and Experiential Learning 3.4, 3.5, Communication and Collaboration 6.1, 6.2
2. "Radford Proud" campaign focused on brand pillars, core values and university success stories	Students, employees, alumni, donors	News stories, photography and videos; website content; emails and newsletters; print and electronic materials, website content	Culture of Care 1.1, 1.2, Student Success and Experiential Learning 3.2, Organizational Excellence and Continuous Improvement 5.2, 5.4, Communication and Collaboration 6.1
3. "Marcom Roadshow" (covering branding messages, graphic elements and use cases, as well as Marcom templates, communication platforms, and Lytho forms and request process)	Students, employees, alumni	Internal, alumni and community presentations (in person and Zoom); website content; emails and newsletters; print and electronic materials and templates; photography and videos	Culture of Care 1.1, 1.2, Strategic Partnerships and Community Engagement 4.4, Organizational Excellence and Continuous Improvement 5.2, 5.4, 5.5, Communication and Collaboration 6.3, 6.4, 6.5



➤ **Goal 4: Enhance the university's brand equity (continued)**

Campaigns/Activities	Audiences	Tactics	Strategic Plan Themes/ Objectives Supported
4. University-wide events sponsorship plan	Current students and employees, prospective students and parents/guardians, alumni, donors, business leaders, community members, strategic partners	Website content; promotional emails and newsletters; digital and traditional advertisements; print materials and branded gear/swag	Strategic Partnerships and Community Engagement 4.1, 4.2, 4.3, 4.4, 4.5, Communication and Collaboration 6.5
5. "Campus Brand Saturation" project for main campus	Students, employees, prospective students and their parents/guardians, and campus visitors including alumni, donors, local community members and elected officials	Print and digital signs, banners, wall-clings and standoff framed photos for interior spaces and exterior building facades and spaces	Culture of Care 1.2, Communication and Collaboration 6.1, 6.4
6. University and College of Nursing branding rollout at RHEC	RHEC students and employees, prospective students and parents/guardians, and campus visitors including alumni, donors, local community members and elected officials, and strategic clinical partners for the College of Nursing	Print and digital signs, banners, wall-clings and standoff framed photos for interior walls, doors and spaces	Culture of Care 1.2, Communication and Collaboration 6.1, 6.4



Radford
UNIVERSITY