

Two-Year Strategic Plan

2024-2025



Distinction: *Revise Brand*

Tactic	Metrics	Baseline	Target	Reporting	Unit Responsible
1. Revise Radford University's brand to increase brand equity	Brand recognition surveys	Current brand recognition among potential students, K-12 employees and regional businesses	Statistically significant increases of perception study indicators of brand awareness including recognition of "Find Your Way. Here." as slogan	Quarterly	Enrollment Management and Strategic Communications
2. Release updated website	Website analytics	Current website use analytics and accessibility limitations	Increase general traffic to site from campaign sources (EAB, AP, VisionPoint, SEO, etc.) by 10%	Annually at late spring BOV meeting	Enrollment Management and Strategic Communications

Distinction: *Improve Academic Programming*

Tactic	Metrics	Baseline	Target	Reporting	Unit Responsible
1. Define an intentional catalog of programs that are distinctive to Radford	Types of programs offered at Radford University compared to peers and documented in course catalog; Distinctive program portfolio at all instructional sites	Current array of programs compared to peers	Academic programs identified and process in place to align existing curriculum by June 2024, program updates June 2025	Quarterly	Academic Affairs
2. Revise REAL structure and implementation to support major exploration and transfer student success	Understanding of REAL, increased student course enrollment breadth, reduced total credits	62% of students understand REAL (moderately, very, extremely), other baseline data available by Dec. 2023	90% of 2024-25 FTIC and transfer students understand REAL, others to be added	Quarterly	Academic Affairs
3. Increase number of graduating students that have completed at least one high-impact experiential learning activity	Institutional data from career services surveys and other experiential learning coordinating offices	72% of seniors participated in either research with faculty or internships	80% for 2026 graduates	Annually; Sept.	Academic Affairs
4. Students who participate in high-impact experiential learning activities will demonstrate top career readiness competencies	Supervisor/faculty evaluations	Develop baseline 2023-24	80% of students will demonstrate proficiency or mastery of the career readiness skills	Annually; Sept.	Academic Affairs
5. Implement Civil Discourse and Freedom of Expression Task Force recommendations to enhance constructive dialogue	National Survey of Student Engagement, institutional data	63% of FTIC self-identify as having ability to "participate in a constructive dialogue with someone who disagrees with you"	75% for 2024-25 FTIC, 80% for 2025-26 FTIC	Annually; Sept.	Academic Affairs

Distinction: *Broaden and individualize student services around multidimensional well-being*

Tactic	Metrics	Baseline	Target	Reporting	Unit Responsible
1. Expansion of outdoor programs	Participant registrations for wellness walks, guided walks, Roanoke 5K, Highlander Float, etc.	Establish baseline in 2023-24	Increase participation by 15% per year across all outdoor programs	Annually; Dec.	Student Affairs
2. Utilize Selu as a space for well-being engagement	Attendance, focus group interviews	Create baseline in fall 2023	5% increase per year after baseline; Focus groups report increased feeling of well-being after events	Annually; June	Student Affairs
3. Provide space and programs for students to de-stress, reset and re-center	Wellness program participation, unique visitors to wellness web pages, use of wellness spaces	Establish participation and space-use baselines and website analytics in 2023-24	10% increase in participation and website access per year after baseline; Create at least two calming spaces per year; Increase usage of distressing spaces by 10% each year over baseline fall	Annually; June	Student Affairs

Distinction: *Highlight alumni success stories that demonstrate areas of distinction*

Tactic	Metrics	Baseline	Target	Reporting	Unit Responsible
1. Create a range of multi-media content to showcase the professional and personal journeys of alumni	Traffic to the Alumni website, Advancement websites, online magazine, E-newsletters and social media	Social media and website analytics (FY23), VisionPoint perception study	10% increase in web traffic and social media engagement	Annually; June	University Advancement

Economic Development: *Grow non-traditional enrollment and associated revenue*

Tactic	Metrics	Baseline	Target	Reporting	Unit Responsible
1. Market programs, expand partnerships and program portfolio	For CBE/CE programs, measure enrollment, revenue, completion rate, number of active partnerships and number of CBE/CE program launches	Enrollment: 414 Revenue: \$533.3K Completion rate: 66% Partnerships: 5 Program Launches: K-12 Cybersecurity	Enrollment: 472 Revenue: \$1.3M Completion rate: 70% Partnerships: 12(new), each with minimum of 5 enrollees Program Launches: 2, each with a minimum of 10 enrollees	Quarterly	Economic Development and Corporate Education
2. Develop strong grant pipeline and external funding sources to support revenue generation	CBE/CE grant/contract submissions and awards	Grant pipeline: \$14M submissions, \$1M awards	Grant pipeline: \$5M+, \$2M awards	Quarterly	Economic Development and Corporate Education

Economic Development: *Become essential conduit for regional economic development*

Tactic	Metrics	Baseline	Target	Reporting	Unit Responsible
1. Develop business model for The HUB at Radford. Conduct needs assessment to inform programming and partnerships. Develop Community Impact Report.	Approved business model; Approved plan for programming; Approved priority for partnerships; Community impact report	Capacity does not exist	Approved plans/reports in place by June 2025	Quarterly	Economic Development and Corporate Education
2. Develop strong grant pipeline and external funding sources to support initiatives	Economic development grant submissions and awards	Establishing baseline 2023-24	Grant pipeline: \$250K; \$100K awards (totals for all partners, not just Radford University)	Quarterly	Economic Development and Corporate Education
3. Establish internships with a focus on paid-internship opportunities	Number of partnership agreements (MOUs) with students participating in internships; Percent of students (undergraduate and graduate) participating in work-based learning opportunities (WBLO); Percent in paid WBLO	Establishing baseline 2023-24	Add three internship bearing MOUs per year; Increase WBLO by 1% annually; Increase paid WBLO by 1% annually	Annually; Sept.	Academic Affairs Economic Development and Corporate Education

Stabilize Enrollment: *Increase retention and progression rates*

Tactic	Metrics	Baseline	Target	Reporting	Unit Responsible
1. Improve pathways for externally-earned credits to transfer to Radford through the VCCS, including putting web-based, self-service course articulation in place	Number of pathways developed; Number of students signing up for Tartan Transfer; annual number of transfer students from universities with agreements in place	Pathway data being collected; 2022-23: 761 transfer students, 48% with associate degree; 0 students currently using Tartan Transfer	100% of majors have a transfer pathway by June 2025; 1000 transfer students with 50% associate degree in 2025-26; By fall 2025 have web-based, self-service course articulation in place	Bi-annually; Feb. and June	Academic Affairs Enrollment Management and Strategic Communications
2. Implementation of RISE (Realizing Inclusive Student Excellence) QEP to improve grades and reduce performance gaps	Student grades in 100/200 level courses	100 level = 73% pass rate; 200 level = 79% pass rate	Prior to fall 2026, 100 level: 80% pass; 200 level: 86% pass; 5% reduction in performance gaps	Bi-annually; Feb. and June	Academic Affairs
3. Implement coordinated retention and completion programs through Highlander Success Center and academic units	Retention and graduation rates for FTIC, transfer and graduate students	FTIC (2016 entering) 6-year graduation: 54%; FTIC retention (fall 2021-22): 68.3%; Transfer graduation: waiting on data; Master's 3-year graduation rate (2013 entering class): 82%	FTIC (2023 entering) 6-year graduation: 60%; FTIC retention (fall 24-25): 76%; Transfer graduation: TBD; Master's graduation rate (2025 entering class): 90%	Quarterly; by appropriate metric (majority in Sept. for previous year)	Academic Affairs
4. Evaluate instructional needs by program and efficiently offer course sections based on need (Establish criteria and assess under/over-enrolled courses sections, adjust mode/frequency/curricular alignment)	Number of under-enrolled or over-enrolled course sections	Baseline will be established from fall 2023 schedule and baseline distributed by March 2024	Maximized course section offerings and reduced under-enrolled courses	Bi-annually; Feb. and June	Academic Affairs
5. Complete process maps from the student end-user perspective	Number of process maps completed; Satisfaction rate surveys of users	Baseline will be established in 2023-24	By July 2025, a minimum of 20 process maps will be developed, each with a satisfaction rate of 80% by users	Annually; Sept.	Student Affairs
6. Document engagement in programs and events	Documented engagement in programs and services including newly offered programs	Baseline established from 2023-24 data	100% of new entering students (FTIC, transfer) engage in minimum 4 touch points per semester	Bi-annually; Dec. and June	Student Affairs

Stabilize Enrollment: *Maintain or increase FTIC numbers*

Tactic	Metrics	Baseline	Target	Reporting	Unit Responsible
1. Increase campus visitation program, which implements busing program to bring area students to campus	Number of K-12 visitors to campus, including guidance counselors and teachers. Increase number of Community College visitors to campus.	Aug. 2022- Aug. 2023 K-12 visitors were 1,400; Community college visitors not known (baseline = 0).	Increase number of K-12 visitors to 2500 and prospective transfer students to 500	Annually; Sept.	Enrollment Management and Strategic Communications
2. Implement a Direct Admissions program for any student with a 3.3 GPA and Algebra II	Number of direct admitted students	Currently no direct admission	30% of FTIC yield will come from direct admitted students	Annually; Sept. Census	Enrollment Management and Strategic Communications
3. Promote affordability through Radford Tuition Promise	Proportion and number of applicants who apply and file FAFSA, enrollment from Radford Tuition Promise qualifiers; Financial performance Radford Tuition Promise	Fall 2023 FAFSA filers; Fall 2023 enrollment GPA; Financial plan for RTP over 4 years	Increase yield of FTIC by 3% using same aid dollars and additional institutional commitment to Promise, increase yield of high-achieving (3.0 and above) applicants by 20%; Finances of RTP at or better than predicted, with continuing sustainable for an additional 4 years	Annually; Dec.	Enrollment Management and Strategic Communications Finance and Administration

Stabilize Enrollment: *Engage student employees to increase their retention*

Tactic	Metrics	Baseline	Target	Reporting	Unit Responsible
1. Pre- and post-tests measuring NACE competency development	Analysis of the pre- and post-test and the amount of change documented	Spring 2023 pilot data	Student employees will demonstrate NACE competency increases from pre- to post-assessment	Bi-annually; March and Sept.	Student Affairs
2. Increase grade profiles, retention and progression of student employees	Semester and cumulative GPA report for all student employees; Retention and graduation reports of student employees	Spring 2023 pilot training and fall 2023 GPA data	Undergraduate student employees will have a higher cumulative GPA of 0.2 than the overall undergraduate GPA and be retained/progress at a rate of 5% higher	Bi-annually; March and Sept.	Student Affairs

Stabilize Enrollment: *Enhance retention through staff professional development that embraces our culture of care*

Tactic	Metrics	Baseline	Target	Reporting	Unit Responsible
1. Improve quality of service provided to students	Satisfaction rates of each student service area	2023-24	Between 2024-25, increase in satisfaction 5% in each service area	Annually; June	Student Affairs

Reposition Resources to Maintain Affordability:

Develop comprehensive budget and support processes

Tactic	Metrics	Baseline	Target	Reporting	Unit Responsible
1. Create autonomy through training, accountability and incentives down to local levels	End of year budgets vs. actuals at the unit level; Distribution of metric based incentives	Baseline analysis FY24; No incentives currently distributed	Unit budgets +/-5%, with umbrella budgets +/- 1% at all levels. 5% of carry forward E&G distributed as vision aligned incentives for FY26.	Bi-annually; Dec. and June	Finance and Administration
2. Create a culture of innovation and customer service in Finance and Administrative Services	Customer satisfaction surveys; Productivity metrics (to be developed)	Baseline analysis FY24	Annually, achieve year-over-year improvement on customer satisfaction surveys	Bi-annually; Dec. and June	Finance and Administration
3. Restructure then fill administrative roles in Academic Affairs	Productivity metrics specific to each work-flow	Baseline analysis FY24	Save 20% or more effort with any introduced technology	Bi-annually; Dec. and June	Finance and Administration

Reposition Resources to Maintain Affordability:

Reposition academic programs and administration to increase efficiency and effectiveness

Tactic	Metrics	Baseline	Target	Reporting	Unit Responsible
1. Identify then implement ways to enhance distinctive programs, merge/re-design related concentrations or programs and reduce under-enrolled programs, minors and concentrations	Radford University catalog; Identified list of distinctive programs; Enrollment in programs, minors and concentrations	Current array of programs, minors, concentrations; IR reports on enrollments from fall 2023	Program updates completed June 2024, enrollment in all programs, minors and concentrations meets SCHEV minimums or sunset clause placed onto program by fall 2025	Annually; Dec.	Academic Affairs
2. Maximize faculty expertise based on instructional needs by program	Percentage of tenure-line faculty; Funds spent on adjuncts and overload; Faculty workloads; Faculty to major and credit ratios per college and program	71.4% tenure-line faculty (2022); \$4.7M (AY 2022-23) spent on adjuncts, intersession and overload; Establishing criteria for faculty to major/credits ratios and faculty workload per college, baseline to be finalized by May 2024	80% tenure-line faculty (2026); reduce adjunct and overload by \$1M (FY26); Stable or increased faculty to student/credit ratios per college. Faculty workload policies developed per college.	Annually; June	Academic Affairs
2. Restructure then fill administrative roles in academic affairs	Organizational chart, number of administrative vacancies	4 interim deans, 1 interim associate provost, 2 assistant/associate provost vacancies	Re-aligned and fully staffed provost team by June 2025	Annually; June	Academic Affairs

Reposition Resources to Maintain Affordability:

Cultivate long-term and meaningful relationships with alumni to increase engagement, volunteering and philanthropic giving for the long-term stability of the university

Tactic	Metrics	Baseline	Target	Reporting	Unit Responsible
1. Recruit and retain alumni volunteers to support university initiatives	Number of unique alumni volunteers; Total number of unique volunteer roles; Satisfaction survey of alumni volunteers; Rate of alumni volunteers annual giving	1,372 alumni volunteers in FY23; Baseline analysis 2023-24 for other metrics	Increase number of unique volunteers by 5% annually; Increase alumni satisfaction with engagement opportunities by 10%	Annually; Sept.	University Advancement
2. Increase donor satisfaction	Donor retention rates	33% donor retention in FY23	Increase donor retention to 40% by Dec. 2025	Annually; Sept.	University Advancement
3. Increase alumni giving rates and giving amount	Increase alumni giving rates and giving amount	1,699 alumni donors in FY23, total alumni annual giving in FY23 TBD	Increase number of alumni donors to 1,870 (10%) and annual dollars giving by 10% by Dec. 2025; Improve alumni satisfaction with services by 10%	Annually; Sept.	University Advancement

Reposition Resources to Maintain Affordability:

To establish a data-driven annual fundraising goal that aligns with the financial needs, strategic priorities and long term stability of the university

Tactic	Metrics	Baseline	Target	Reporting	Unit Responsible
1. Complete TOGETHER – The Campaign for Radford University	Meet the \$100,000,000 by June 30, 2024	\$91,800,000 currently raised	Celebration in fall 2024 - Recognize donors and volunteers	Dec. 2024	University Advancement
2. Relaunch the Society of 1910 and improve donor engagement with planned giving	Number of members in the Society of 1910; Proportion of donors using planned giving; Satisfaction survey of donors using planned giving	Currently 140 households are members; 28% planned giving in FY23; Satisfaction baseline 2023-24	Increase to 154 households as members (10%); Increase planned giving percentage to 30% annually, increase donor satisfaction measures by 10%	Annually; Sept.	University Advancement
3. Feasibility study for future athletic capital campaign	Completion of feasibility study including targets and timeline	Baseline analysis in 2023-24	Determine a data informed campaign goal; Develop a case statement and collateral materials; Determine the campaign budget and funding sources; Recruit campaign steering committee	Quarterly; Beginning Sept. 2024	University Advancement

Reposition Resources to Maintain Affordability:

Create a comprehensive program plan for physical space and facilities

Tactic	Metrics	Baseline	Target	Reporting	Unit Responsible
1. Promote proper stewardship and effective usage of university assets	Capacity and usage rates; Footprint of externally leased space	FY23 footprint of externally leased space; FY23 room usage rates	Decrease externally leased space by 50% (main campus); Bifurcate capacity into unused space (for other uses) and increased use (10% above baseline)	Bi-annually; Dec. and June	Finance and Administration
2. Translate university vision into a program plan that articulates specific space/ square footage needs, including opportunities for optimization	Plan milestones are met and completed on schedule	Plans do not currently exist	Program plans are completed for Roanoke by 2023 and main campus by Dec. 2025	Bi-annually; Dec. and June	Finance and Administration

Reposition Resources to Maintain Affordability:

Implement an integrated workforce development model

Tactic	Metrics	Baseline	Target	Reporting	Unit Responsible
1. Build effective recruitment, hiring, onboarding and retention processes (comp study/career laddering/ succession planning)	Turnover rates; Exit interviews; Satisfaction surveys	Establishing baselines FY24	Reduce Voluntary Turnover rate by 2% over 2 years; Increase employee satisfaction with an orientation to 90% overall; Implementation of compensation structure with career laddering for at least 2 job functions or families	Bi-annually; Dec. and June	Finance and Administration
2. Offer training programs to enable staff members to enhance their skills and continuously improve performance	Enrollment and completion of training; % of employees utilizing programs	Establishing baselines FY24	Enrollment, completion and utilization increases by 5% annually over baseline	Bi-annually; Dec. and June	Finance and Administration
3. Create leadership development opportunities focused on building morale, engagement, skills and empowerment throughout the workforce	Enrollment and completion of leadership programs; % of employees utilizing leadership programs	Establishing baselines FY24	Enrollment, completion and utilization increases by 5% over baseline	Bi-annually; Dec. and June	Academic Affairs Finance and Administration