



Radford University

Strategic Planning Initiative

Launch Meeting

September 13, 2024



Strategic Planning Committee

<p>Angela Joyner, Ph.D. Vice President For Economic Development and Corporate Education</p>	<p>Meg Konkel, Ph.D. Associate Professor, Design Thinking</p>	<p>Sarah Tate Interim Associate Vice President for Enrollment Management and Director of Admissions</p>
<p>Sharon Roger Hepburn, Ph.D. Chair and Professor, Department of History</p>	<p>Samantha Steidle, Ph.D. Assistant Professor, Entrepreneurship, Leadership and Strategy, Director of Venture Lab</p>	<p>David Perryman, Ph.D. Associate Vice President for Strategic Communications</p>
<p>Paul Thomas, Ph.D. Professor, Department of Philosophy and Religion</p>	<p>Judy Smith, Ph.D. Professor, Department of Physician Assistant</p>	<p>Cameron Cardwell Junior, Management</p>
<p>Paula Vaughn Burroughs Assistant Director, Housing and Residential Life</p>	<p>Holly Cline, Ph.D. Chair and Professor, Department of Design and NCAA Faculty Representative</p>	<p>Bethany M. Usher, Ph.D. Provost and Senior Vice President for Academic Affairs</p>
<p>Sharon Proffitt Procurement Specialist, Procurement and Contracts</p>	<p>Cory Durand Deputy Athletics Director</p>	<p>Susan Trageser, Ed.D. Vice President for Student Affairs</p>
<p>Scott Shaffer Captain, Police Department</p>	<p>Jerel Benton, Ed.D. Assistant Provost for Student Success</p>	<p>Sabrina Musick Graduate, Occupational Therapy</p>
<p>Donna McCloskey, Ph.D. Dean, Davis College of Business and Economics</p>	<p>D.J. Preston Director, Student Recreation and Wellness</p>	<p>Kevin Byrd Executive Director, New River Valley Regional Commission</p>
<p>Christine Small, Ph.D. Associate Dean and Professor, Department of Biology</p>	<p>Laura Turk Executive Director, Alumni Relations</p>	<p>Erin Burcham President, Verge</p>
<p>Carrie Sanders, Ph.D. Associate Professor, Department of Counselor Education</p>	<p>Bobbie Webster Director, Advancement Services and Information Technology</p>	<p>David Ridpath Radford City Manager</p>
<p>Riane Bolin, Ph.D. Chair and Associate Professor, Department of Criminal Justice</p>	<p>Deana Sentman Associate Vice President of Finance and University Controller</p>	<p>Landon Hinton Director – 7 Hills Advisors</p>
<p>Darleen Hoffert, D.N.P. Assistant Professor, College of Nursing</p>	<p>Ed Oakes Associate Vice President of Information Technology and CIO</p>	<p>Susan Carroll President of Inova Loudon Hospital and Sr. Vice President of Inova Health System</p>

Strategic Planning Charge

Charge to Committee:

The Radford University Strategic Planning Committee was established to guide and facilitate the development of a comprehensive and forward-looking strategic plan for the institution. The strategic plan will serve as a roadmap to enhance Radford University's mission, vision, values, and goals over the next six years. You are to engage in a collaborative and inclusive process that assesses the current state of Radford University, anticipates future challenges and opportunities, and sets strategic priorities to ensure the university's continued success and impact.

Charge:

- Conduct an environmental scan to be familiar with the current context of Radford University
- Define a process that ensures engagement of stakeholders inside and outside the institution
- Realign Mission, Vision, and Core Values
- Establish three to five key goals that align with the revised Mission and Vision statements
- Define strategies necessary to achieve those goals that are measurable with baselines, reporting frequency, milestones, and responsible person/position. The measured change should be meaningful to the institution
- Define resource needs for strategies, with identified funding sources where possible (including efficiencies and reallocations)
- The resulting plan must be ready to be approved by BOV in November 2025
- The discussions of the committee are not confidential as we are trying to ensure people feel engaged with the process, especially those not serving on the committee. But discussions are not for sharing with news agencies internal or external to RU; updates will be made regularly on the university website, which is the formal communication channel for information related to the strategic planning committee
 - While not confidential per se, committee members should be thoughtful and respectful in respect to individuals when discussing strategic planning discussions among colleagues

Considerations (not formally part of Charge):

- Vision statements of a single sentence are memorable and ensure that the institution is moving towards a unified destination
- A strategic plan is not a plan to address everyone's priorities. Focus on items that will have a disproportionately positive impact on the institution as a whole

Strategic Planning Roles

President

- Sponsor and champion the strategic planning initiative
- Provide organizational insights and directional guidance
- Review and approve project direction at key decision points

Board of Visitors

- Serve in advisory capacity in development of new strategic plan
- Provide thought leadership and guidance on external factors and influences

Committee Co-Chairs

- Provide organizational insights and directional guidance
- Advance committee conversations and help committee stay on track
- Support transparency of planning process, keep stakeholders informed, solicit feedback on critical questions

Sub-Team Leads

- Foster collaborative team discussion and debate
- Communicate sub-teamwork products with other sub-team leads, co-chairs, and other stakeholders
- Provide strategic thought leadership in the development of the strategic plan

Strategic Planning Committee

- Discuss, debate, and consider alternatives to current strategic plan
- Develop and present new draft strategic plan
- Support goals of transparency and inclusion in development of new draft strategic plan

Segal

- Serve as subject matter experts and provide methodologies and practices
- Develop and manage the project plan ensure key deliverables are completed on time
- Facilitate meetings and prepare all materials, reports, communications, etc.

Strategic Planning Sub-Teams

Academic Achievement	Student Success	Administrative Excellence	External Engagement and Partnerships
<p>Sharon Roger Hepburn, Ph.D. – Team Lead <i>Chair and Professor, Department of History</i></p>	<p>Jerel Benton, Ed.D. – Team Lead <i>Assistant Provost for Student Success</i></p>	<p>Deana Sentman – Team Lead <i>Associate Vice President of Finance and University Controller</i></p>	<p>Angela Joyner, Ph.D. – Team Lead <i>Vice President For Economic Development and Corporate Education</i></p>
<p>Donna McCloskey, Ph.D. <i>Dean, Davis College of Business and Economics</i></p>	<p>Paula Vaughn Burroughs <i>Assistant Director, Housing and Residential Life</i></p>	<p>Ed Oakes <i>Associate Vice President of Information Technology and CIO</i></p>	<p>Laura Turk <i>Executive Director, Alumni Relations</i></p>
<p>Paul Thomas, Ph.D. <i>Professor, Department of Philosophy and Religion</i></p>	<p>Cory Durand <i>Deputy Athletics Director</i></p>	<p>Christine Small, Ph.D. <i>Associate Dean and Professor, Department of Biology</i></p>	<p>Kevin Byrd <i>Executive Director, New River Valley Regional Commission</i></p>
<p>Judy Smith, Ph.D. <i>Professor, Department of Physician Assistant</i></p>	<p>D.J. Preston <i>Director, Student Recreation and Wellness</i></p>	<p>Holly Cline, Ph.D. <i>Chair and Professor, Department of Design and NCAA Faculty Representative</i></p>	<p>Erin Burcham <i>President, Verge</i></p>
<p>Carrie Sanders, Ph.D. <i>Associate Professor, Department of Counselor Education</i></p>	<p>Sabrina Musick <i>Graduate, Occupational Therapy</i></p>	<p>Sharon Proffitt <i>Procurement Specialist, Procurement and Contracts</i></p>	<p>David Ridpath <i>Radford City Manager</i></p>
<p>Darleen Hoffert, D.N.P. <i>Assistant Professor, College of Nursing</i></p>	<p>Scott Shaffer <i>Captain, Police Department</i></p>	<p>Bobbie Webster <i>Director, Advancement Services and Information Technology</i></p>	<p>Landon Hinton <i>Director – 7 Hills Advisors</i></p>
<p>Susan Carroll <i>President of Inova Loudon Hospital and Sr. Vice President of Inova Health System</i></p>	<p>Cameron Cardwell <i>Junior, Management</i></p>	<p>Susan Trageser, Ed.D. <i>Vice President for Student Affairs</i></p>	<p>Samantha Steidle, Ph.D. <i>Assistant Professor, Entrepreneurship, Leadership and Strategy, Director of Venture Lab</i></p>
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	<p>Sarah Tate <i>Interim Associate Vice President for Enrollment Management and Director of Admissions</i></p>		<p>David Perryman, Ph.D. <i>Associate Vice President for Strategic Communications</i></p>

Strategic Planning Approach

- Conduct high level environmental scan
- Identify key issues and opportunities to be addressed
- Shape Mission, Vision, and Values
- Develop a single overarching goal for each area of focus:
 - Academic Achievement
 - Student Success
 - Administrative Excellence
 - External Engagement and Partnerships
- Identify imperatives for achieving each goal
- Develop strategies for achieving imperatives
- Develop metrics, identify resources, and establish timelines

Strategic Planning Approach

Process and Methodology:

Defining where we're headed and our strategic goals and objectives; outlining organizational needs and vision for the future



Goals

Identifying the things we must get right to be successful in achieving the goals



Imperatives

Developing detailed plans and strategies for achieving the vision and goals



Strategies

Prioritizing our tasks, activities, investments, and measures to operationalize and execute the plans and strategies



Actions

