



MEETING NOTES
Initial Meeting of Strategic Planning Task Force
Monday, October 24, 2016
Martin Hall, 3rd Floor, Board Room

Present

Brian O. Hemphill, President
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
Jacinda Jones, Student Representative
Aaron Sarmiento, Student Representative
Sandra Bond, Administrative and Professional Faculty 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 (*Represented by Stephanie Jennelle*)
David Ridpath, At-Large Appointment
Sherry Wallace, At-Large Appointment
Richard Alvarez, Administrative Representative (Vice Presidents)
Kitty McCarthy, Administrative Representative (Vice Presidents)
Joe Scartelli, Administrative Representative (Vice Presidents)
Ken Cox, Administrative Representative (Deans)
Margaret Devaney, Administrative Representative (Deans)
George Low, Administrative Representative (Deans)
Ashley Schumaker, Administrative Liaison

Absent

Eric Lovik, Administrative and Professional Faculty Representative
Karen Montgomery, Classified Staff Representative

The meeting began at 1:00 PM with a welcome by Task Force Co-Chairs Jack Call and Kenna Colley. There was an introduction of members followed by a charge from President Hemphill, who provided a presentation, which is attached (*Attachment A*).

At the conclusion of President Hemphill's presentation, he engaged in a discussion with the Task Force and responded to a variety of questions, including the duration of the strategic plan. President Hemphill advised that the Task Force and the respective subgroups are charged with the development of a five-year plan from 2018 to 2023; however, he noted that the goals and strategies developed and implemented as a part of the plan will shape the future of the University for the next two decades.

The Task Force also engaged in discussion regarding the need to publicly share information regarding the work of the Task Force and the subgroups. The group also discussed the availability of data and other information to support the Task Force and subgroups, as well as how to align the January 2018 implementation date for the plan with the fiscal year cycle for the budget.

Following the group discussion, Co-Chairs Call and Colley gave a presentation, which is attached (*Attachment B*), outlining the following areas:

- Strategic Planning Timeline;
- Organizational and Reporting Structure;
- Subgroup Structure and Proposed Co-Chairs;
- Subgroup Submission Template;
- Formation and Work of Writing Team;
- November 3, 2016 Co-Chairs Meeting; and
- Next Steps.

As a part of the discussion regarding next steps, the Co-Chairs shared the upcoming meeting schedule, including the November 11, 2016 Joint Meeting of Task Force and Subgroups, as well as the need for future monthly meetings. Based on Task Force discussion, December 1, 2016 and January 13, 2017, both at 8:30 AM, were announced as preliminary monthly meeting dates and times. It was noted that a confirmation would be provided to the Task Force, and a different meeting location would be utilized in order to accommodate the full group.

SCHEDULING NOTE: Following the October 24, 2016 meeting, the below monthly meeting dates were confirmed and announced to the Task Force.

December 2016 Monthly Meeting: *The meeting will be held on Thursday, December 8, 2016 beginning at 3:00 PM in Heth Hall 014. The meeting is expected to conclude no later than 4:30 PM.*

January 2017 Monthly Meeting: *The meeting will be held on Wednesday, January 11, 2017 beginning at 10:00 AM in Heth Hall 014. The meeting is expected to conclude no later than 11:30 AM.*

ATTACHMENT A

Embracing the Tradition Envisioning the Future

RADFORD
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Brian O. Hemphill, Ph.D.

October 24, 2016

It is clear. The time is now...

- **We must adapt to new learners.**
- **We must adapt to the speed at which society is moving.**
- **We must adapt to the changing funding model for higher education.**

Our response will decide Radford's future...

- **Brand Identity**
- **Academic Excellence and Research**
- **Student Success**
- **Strategic Enrollment Growth**
- **Economic Development and Community Partnerships**
- **Philanthropic Giving and Alumni Engagement**

The Path Forward

- **New Degree Programs**
- **New Delivery Models**
- **Competency-Based Education**
- **Accelerated Degree Programs**
- **Interdisciplinary Approaches**
- **Define Signature Programs**
- **Research Growth**
- **Grow Online Presence**
- **Centers of Excellence**

The Path Forward

- **Improve Retention and Graduation Rates**
- **Increase International Enrollment**
- **Increase Out-of-State Enrollment**
- **Affordable Tuition**
- **Expand Summer School**
- **Embrace Globalization**
- **Strategic Partnerships**
- **Economic Impact**

Words of Wisdom

- **Engage in the process.**
- **Participate in robust discussions.**
- **Focus on being strategic and innovative.**
- **Get outside of your comfort zone.**
- **Think outside of the box about our future.**

Innovation must be our new normal.

- **To adapt. Be creative. Be innovative.**
- **Move beyond our single focus and look for new opportunities and niche markets.**
- **Focus on innovation and being responsive to societal needs.**
- **Define this University for the next...**

20 years!

ATTACHMENT B

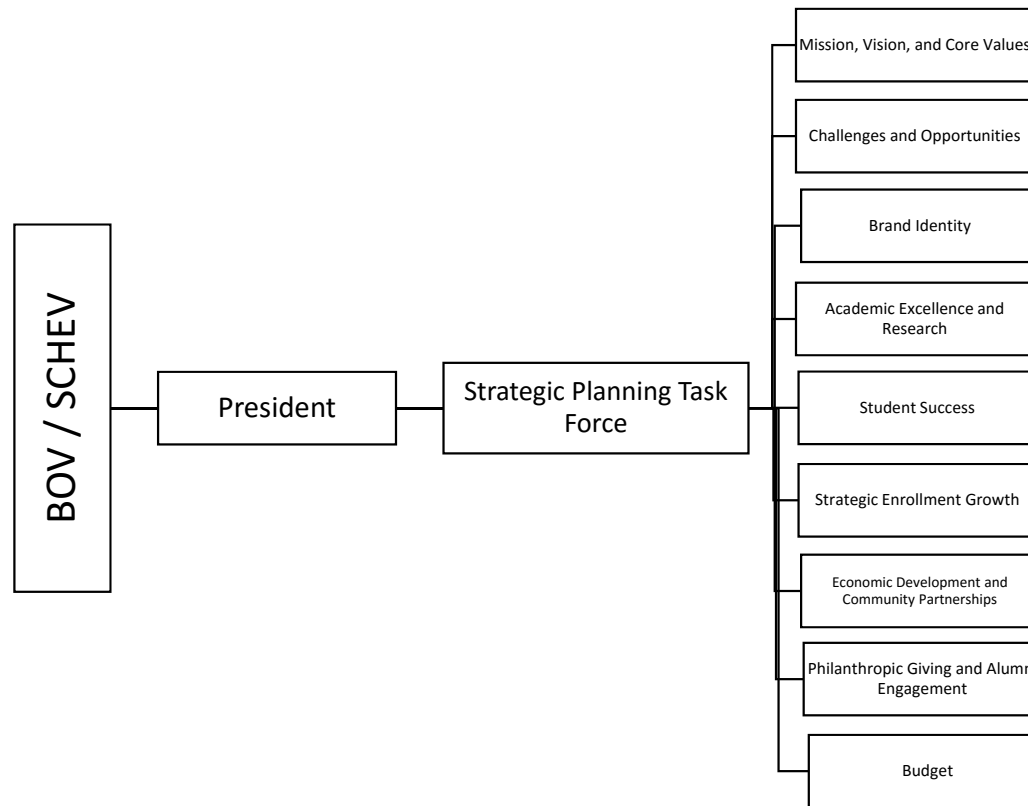
Initial Meeting of the Strategic Planning Task Force

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Strategic Planning Timeline

- **September 2016** – Request for Appointments from Shared Governance Leaders
- **October 2016** – Formal Appointments to Task Force
- **October 24, 2016** – Initial Meeting of Task Force
- **October 2016-October 2017** – Monthly Meetings of Task Force
- **Early November** – Formal Appointments to Subgroups
- **November 11, 2016** – Joint Meeting of Task Force and All Subgroups and Initial Meeting of Individual Subgroups
- **November 2016-October 2017** – Regular Meetings of Subgroups
- **June/September 2017** – Formation and Work of Writing Team
- **September 2017** – Board of Visitors Presentation of DRAFT Plan for Feedback
- **October/November 2017** – Board of Visitors Presentation of Proposed Plan for Review and Approval
- **October/November 2017** – SCHEV Presentation of Proposed Plan for Review and Approval
- **November/December 2017** – Awareness and Distribution Campaign
- **January 2018** – Formal Implementation

Organizational and Reporting Structure



Subgroup Structure and Proposed Co-Chairs

- **Mission, Vision, and Core Values** – Dennis Grady and Jason Davis
- **Challenges and Opportunities** – Danny Kemp and Leslie Daniel
- **Brand Identity** – Joe Carpenter and Jane Machin
- **Academic Excellence and Research** – Joe Scartelli and Carter Turner
- **Student Success** – Irvin Clark and Cassady Urista
- **Strategic Enrollment Growth** – Kitty McCarthy and Brad Bizzell
- **Economic Development and Community Partnerships** – George Low and Laura Jacobsen
- **Philanthropic Giving and Alumni Engagement** – Melissa Wohlstein and Holly Cline
- **Budget** – Richard Alvarez and Mike Chatham

Subgroup Submission Template

- **Goal**
- **Strategy**
- **Key Performance Indicator**
 - Baseline
 - Target (Annual and Comprehensive)
- **Responsible Party**
- **Timeline**
- **Budget (Business Plan)**
- **Other**

RADFORD UNIVERSITY
2018-2023 Strategic Planning Subgroup Submission

Submitted by: _____ Date: _____

Goal: _____

Strategy: _____

Key Performance Indicator

- Baseline: _____
- Target
 - Annual (if applicable): _____
 - Comprehensive (2023): _____

Responsible Party: _____

Timeline: _____

Budget: _____

Other: _____

Other Items

- **Formation and Work of Writing Team**
- **November 3, 2016 Co-Chairs Meeting**
- **Next Steps**
 - Meeting Schedule
 - November 11, 2016: Joint Meeting of Task Force and Subgroups
 - TBD: December Monthly Task Force Meeting
 - Spring 2017 Monthly Meeting Dates
 - Fall 2017 Monthly Meeting Dates