



2018-2023 – Strategic Planning Subgroup Submission

Submitted by: Strategic Enrollment Growth (#1)

Date: June 8, 2017

Goal: Provide support for enrollment growth through the development and utilization of actionable data and predictive analytics

Strategy: Create a cross-functional Enrollment Data Council (EDC) with the purpose of prioritizing data needs associated with improved recruitment and retention. Under the leadership of the Vice President for Enrollment Management, the Council will utilize existing and new solutions and approaches to meet data needs.

Key Performance Indicator

- **Baseline:** No current structure in place
- **Target:**
 - **Annual:** Fall 2017 -- Enrollment Data Council is created and charged; thereafter actionable data is created through a variety of sources, and utilized in recruitment and retention functions
 - **Comprehensive (2023):** Predictive models for recruitment and retention are functioning and assessed annually

Responsible Party: Vice President for Enrollment Management

Timeline:

- Year 1 – development of EDC and data analytics for recruitment and retention purposes
- Year 2 – pilot data analytics; use for recruitment and retention purposes
- Year 3 – actively use data analytics for recruitment and retention purposes

Budget:

- \$36,000 per year to employ students enrolled in Data Information and Management program to work as interns; create data models and replicable work flow for retention prediction
- \$20,000 per year investment in *Rapid Insight*/predictive analytics to support new student recruitment



2018-2023 – Strategic Planning Subgroup Submission

Submitted by: Strategic Enrollment Growth (#2)

Date: June 8, 2017

Goal: Grow in-state freshmen headcount enrollment annually through academic year 2023-2024

Strategy:

1. Place greater emphasis on recruitment of students from certain markets
2. Increase the visibility of Radford University with an enhanced portfolio of traditional, digital, mobile, web, social media and virtual reality marketing tools and resources

Key Performance Indicator

- **Baseline:** Fall 2016 in-state freshmen
- **Target**
 - **Annual:** TBD
 - **Comprehensive (2023):** TBD

Responsible Party: Vice President for Enrollment Management

Timeline: Strategies will be utilized beginning year 1 and will be assessed and refined annually.

Budget:

- \$5,000 per year to support creation of regional School Counselor Advisory Council
- \$15,000 per year to support bus trips to campus for students and school counselors from certain markets
- \$12,000 per year to support development and implementation of student and parent workshops designed to support the college search process for first generation and Latino students
- \$50,000 per year to develop and utilize virtual reality initiatives in support of new student recruitment



2018-2023 – Strategic Planning Subgroup Submission

Submitted by: Strategic Enrollment Growth (#3)

Date: June 5, 2017

Goal: Grow out-of-state freshmen headcount enrollment annually through academic year 2023-2024

Strategy:

1. Primary focus for out-of-state recruitment efforts in select markets
2. Increase the visibility of Radford University with an enhanced portfolio of traditional, digital, mobile, web, social media and virtual reality marketing tools and resources

Key Performance Indicator

- **Baseline:** Fall 2016 freshmen
- **Target**
 - **Annual:** TBD
 - **Comprehensive (2023):** TBD

Responsible Party: Vice President for Enrollment Management

Timeline: All strategies will be utilized beginning year 1 and will be assessed and refined annually.

Budget:

- \$20,000 annual funding for additional travel and support of out-of-state recruitment



2018-2023 – Strategic Planning Subgroup Submission

Submitted by: Strategic Enrollment Growth (#4)

Date: June 5, 2017

Goal: Grow new transfer student headcount enrollment annually through academic year 2023-2024

Strategy:

1. Enhance recruitment efforts across the Virginia Community College System (VCCS)
2. Increase the visibility of Radford University with an enhanced portfolio of traditional, digital, mobile, web, social media and virtual reality marketing tools and resources

Key Performance Indicator

- **Baseline:** Fall 2016 new transfers from VCCS
- **Target**
 - **Annual:** TBD
 - **Comprehensive (2023):** TBD

Responsible Party: Vice President for Enrollment Management

Timeline: All strategies will be utilized beginning year 1 and will be assessed and refined annually.

Budget:

- \$100,000 in year 2017-18 to fund transfer student scholarships; \$200,000 in subsequent years (includes renewals)
- \$30,000 annually to support publications and mailings to prospective students and VCCS transfer counselor programming



2018-2023 – Strategic Planning Subgroup Submission

Submitted by: Strategic Enrollment Growth (#5)

Date: June 5, 2017

Goal: Grow Veteran enrollment annually through academic year 2023-2024

Strategy:

1. Partner with Academic Affairs, specifically the Military Resource Center, and Finance and Administration, specifically Institutional Research, to identify and implement activities to recruit veterans and activity military students.
2. Increase the visibility of Radford University with an enhanced portfolio of traditional, digital, mobile, web, social media and virtual reality marketing tools and resources.

Key Performance Indicator

- **Baseline:** Fall 2016 Veteran enrollment
- **Target**
 - **Annual:** TBD
 - **Comprehensive (2023):** TBD

Responsible Party: Vice President for Enrollment Management

Timeline: Strategies will be utilized beginning year 1 and will be assessed and refined annually.

Budget: \$20,000 annually to support travel and recruitment materials.



2018-2023 – Strategic Planning Subgroup Submission

Submitted by: Strategic Enrollment Growth (#6)

Date: June 8, 2017

Goal: Grow international headcount enrollment annually through academic year 2023-2024

Strategy:

1. Establish Dual/Double degree programs with international universities
2. Launch worldwide, commission-based network of agents
3. Implement an English Language and Culture Program (ELCP) that will prepare students for RU degree programs

Key Performance Indicator

- **Baseline:** Fall 2016 international undergraduate enrollment
- **Target**
 - **Annual:** TBD
 - **Comprehensive (2023):** TBD

Responsible Party: Director of International Education

Timeline:

- Year 1 – establish English Language and Culture Program; establish dual degree programs; develop relationships with agents
- Year 2 – establish additional dual degree programs; expand agent network
- Years 3-5 – establish additional dual degree programs; expand agent network

Budget:

\$116,000 annually includes:

\$43,000 for recruitment travel

\$37,000 (\$32,000 + fringe for instructor; \$5,000 for supplies)

\$36,000 for marketing/agents



2018-2023 – Strategic Planning Subgroup Submission

Submitted by: Strategic Enrollment Growth (#7)

Date: June 8, 2017

Goal: Grow graduate headcount enrollment annually through academic year 2023-2024

Strategy:

1. Focus recruitment efforts on primary feeder institutions, including current Radford University undergraduates, as well as other public and private colleges and universities in Virginia and surrounding states
2. Increase the visibility of the Radford University College of Graduate Studies and Research with an enhanced portfolio of traditional, digital, mobile, web, and social media marketing tools and resources
3. Improve use of a customer relations management system and data analytics to help guide and inform the recruitment process
4. Create and promote new academic program options such as 2 + 3, 4 + 1, graduate certificates, graduate degrees, and competency-based education
5. Utilize high-touch recruiting strategies that involve ongoing, face-to-face interactions with prospective students at all stages of the recruitment process, from early suspect through enrollment

Key Performance Indicator

- **Baseline:** Fall 2016 graduate student enrollment
- **Target**
 - **Annual:** TBD
 - **Comprehensive (2023):** TBD

Responsible Party: College Deans and Department Chairs

Timeline: All strategies will be utilized beginning year 1 and will be assessed and refined annually.

Budget: Create second permanent graduate recruiting position. This position is currently in place; however it is funded with one-time resources.
\$32,619 + benefits



2018-2023 – Strategic Planning Subgroup Submission

Submitted by: Strategic Enrollment Growth (#8)

Date: June 8, 2017

Goal: Increase the diversity and academic success of the undergraduate student population.

Strategy: Align student recruitment, academic outreach, and retention activities to enhance access, inclusiveness, and student success.

Key Performance Indicator

- **Baseline:** Fall 2016
 - Freshman Enrollment
 - First to Second Year Retention Fall 2015 to Fall 2016
- **Target**
 - **Annual:** TBD
 - **Comprehensive (2023):** TBD

Responsible Party: Vice President for Enrollment Management, Vice President for Student Affairs, and Academic Deans

Timeline: Strategy will be utilized beginning year 1 and will be assessed and refined annually.

Budget: No cost at this time.