



Radford
UNIVERSITY

Shaping Tomorrow – Together:

RADFORD UNIVERSITY STRATEGIC PLAN

2026-2031





Find Your Place. Here.

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BRET DANILOWICZ, Ph.D.

A Word from Our President



Dear Highlander Community,

I'm excited to share "Shaping Tomorrow - Together," our strategic vision for 2026-2031. Borne out of numerous planning meetings, feedback sessions and surveys with our Highlander community, the new plan reflects our shared commitment to building a culture of care, deepening our community engagement throughout Southwest

Virginia and beyond, and strengthening our academic programs through hands-on learning that connects classroom knowledge with career-level experience.

In this document, you will learn more about our refined mission statement that calls upon us to empower brighter futures and build stronger communities. Six strategic themes represent the common ideas that emerged from the diverse voices of all those who participated in the effort, and these will serve as connective threads holding all the parts of the plan together as we move from planning to implementation. Corresponding bold commitments articulate the tangible impact that the plan will have on our students, employees, alumni, partners, employers and communities.

The new plan is ambitious, yet achievable. It requires all of us to embrace our shared responsibility for shaping tomorrow. Together, we will empower Highlanders to lead with compassion and drive positive impact in their communities.

As we complete our two-year strategic plan in 2025 and transition to implementing Shaping Tomorrow - Together, our core values will help guide the change process inherent to such an undertaking. Foremost among these core values is our culture of care. By taking care of each other — in every communication, through every interaction — we will elevate this university and our students to new heights.

With gratitude and excitement for what lies ahead,

Bret Danilowicz, Ph.D.
President
Radford University

INTRODUCING “SHAPING TOMORROW – TOGETHER”

Foreword from the Strategic Plan Committee Chairs



Sharon Roger Hepburn, Ph.D.



Angela Joyner, Ph.D.

To our Radford Community,

It is with immense pride that we present to you “Shaping Tomorrow – Together,” Radford University’s strategic plan for 2026-2031. This comprehensive roadmap represents far more than a planning document – it embodies our collective vision, shared values and unwavering commitment to excellence in higher education.

“Shaping Tomorrow – Together” was developed through a truly collaborative process, engaging a broad-based group of on-campus and external stakeholders who brought their unique insights and experiences to every discussion. We extend our sincere appreciation to the countless individuals who contributed their time, expertise and passion to this endeavor. The thoughtful analysis provided by our dedicated subcommittees has been instrumental in crafting a plan that truly reflects the diverse perspectives and aspirations of our community. From faculty and staff to students and alumni, from community partners to external stakeholders, each voice has helped shape this vision for our future.

This effort stands as a testament to our institution’s culture of care – care for our students who entrust us with their educational journey, care for our faculty and staff who dedicate themselves to excellence every day, care for our alumni who continue to champion our mission and care for the broader community we are privileged to serve. The collaborative spirit that defined this process showcases the best of what makes Radford University special.

Now, as we embark on this exciting journey toward 2031, we look forward to working with each of you to transform these strategic priorities into meaningful action. Together, we will shape tomorrow – creating new opportunities, build on our proud legacy and helping all Highlanders find their place here at Radford University.

Sincerely,

Sharon Roger Hepburn, Ph.D. and Angela Joyner, Ph.D.

Shaping Tomorrow – Together:

Radford University Strategic Plan 2026-2031

Background of Radford University

WHO WE ARE



Radford University is a regional comprehensive public university of 7,863 students that has received national recognition for many of its undergraduate and graduate academic programs, as well as its sustainability initiatives. Radford University serves the Commonwealth of Virginia and the nation through a wide range of academic, cultural, human service and research programs. Well known for its strong faculty/student bonds, a commitment to shared governance, innovative use of technology in the learning environment and vibrant student life on a beautiful 211-acre American classical campus, Radford University offers students many opportunities to get involved and succeed in and out of the classroom. Radford University builds sustainability into everything it does while inspiring students to explore, learn and make a positive impact on their community and environment. The university offers 75 bachelor's degree programs in 47 disciplines and six certificates at the undergraduate level; 27 master's programs in 23 disciplines and five doctoral programs at the graduate level; and 21 post-baccalaureate certificates and one post-master's certificate. A Division I member of the NCAA and Big South Conference, Radford University competes in 16 men's and women's varsity athletics. With over 250 clubs and organizations, Radford University offers many opportunities for student engagement, leadership development and community service. In addition to robust academic offerings and engaging student experiences on the main campus located in Radford, Virginia, the university also offers a clinical-based educational experience for more than 1,000 students living and learning in Roanoke, Virginia as part of Radford University Carilion, a public-private partnership focused on the cutting-edge delivery of health sciences programming, outreach and service.

WHO WE SERVE

Radford University primarily serves students seeking undergraduate, graduate and continuing education, including a population of diverse backgrounds, veterans and working professionals. Beyond its student body and their families, the university also serves the broader Commonwealth of Virginia and the nation through academic, research and human service programs, as well as the Radford community and the region through various outreach efforts and partnerships.



Students and Families

Radford University serves students from various backgrounds who seek comprehensive educational experiences both inside and outside the classroom. We are committed to fostering a welcoming environment where every individual can feel seen and valued. By encouraging students to find and become part of thriving communities while appreciating multifaceted identities, we strive to cultivate mutual respect, understanding, and appreciation for differences. The university provides resources for students and families to facilitate student learning, engagement and enhance the quality of life.



Community

Radford University serves the city of Radford, the surrounding New River Valley region, and the Commonwealth of Virginia through economic development partnerships, community service programs and educational outreach. The university's students, faculty and staff contribute to the economic prosperity and social well-being of these communities by engaging in volunteer work, supporting local businesses and offering human service programs. Radford University alumni join the workforce, often in high demand areas, and continue to make a positive impact in their communities.



Radford University's two-year 2024-2025 strategic plan marked a pivotal chapter in the institution's history, strengthening its identity, expanding access and advancing its role as a driver of regional growth. Through initiatives such as the Tartan Transfer Program and the Radford Tuition Promise, the university expanded opportunity for students and families while stabilizing enrollment and realigning resources to meet the needs of a changing higher education landscape, and the opening of The HUB at Radford brought new opportunity to connect the university with the broader community. These efforts not only reinforced Radford's legacy of student-focused innovation but also laid the groundwork for the university's next era of growth and impact.

Looking ahead, Radford enters an exciting new chapter with the launch of a six-year strategic plan that will guide the university through 2031. Rooted in collaboration across students, employees and community members, the plan embraces a bold mission: Empower Brighter Futures, Build Stronger Communities. More than a roadmap, this plan reflects Radford's spirit and its promise to transform lives, strengthen communities and lead with purpose into the future.

Strategic Planning Development Methodology

OVERVIEW

The university employed a systematic approach to developing a comprehensive strategic plan that translated institutional vision into actionable implementation through data-informed decision-making and stakeholder engagement.

★ Foundational Analysis

Baseline Data Collection: The planning team gathered quantitative institutional performance data including enrollment, finances, academics and operations, as well as qualitative stakeholder input through interviews, surveys and focus groups.

SWOT Analysis: A comprehensive analysis was conducted of internal strengths and weaknesses alongside external opportunities and threats to identify strategic leverage points and vulnerabilities.

★ Mission, Vision and Values Alignment

The institutional mission was refined and confirmed, an inspiring vision for the future state was developed, and core values were articulated to guide decision-making and resource allocation throughout strategic plan implementation.

★ Goal Setting by Focus Area

Strategic focus areas were identified including academic excellence, student success, research, community engagement, operations and financial sustainability. One overarching SMART goal was developed for each area through stakeholder consultation and best practice research.

★ Strategic Imperatives Identification

To help shape the strategies, essential imperatives were identified for each goal – critical conditions or achievements necessary for success – through gap analysis and success factor assessment. Imperatives were prioritized based on impact potential, resource requirements and implementation feasibility.

★ Strategy Development

Multiple strategic options were generated for achieving each imperative, feasibility and resource requirements were evaluated, and final strategies were selected based on alignment with institutional mission, available capabilities and risk assessment.

★ Action Planning

Each strategy was broken down into specific, manageable actions with clear deliverables, success criteria, resource requirements and sequenced timelines. Each action was designed to contribute directly to a strategy. This work will be shared to support operational plans.

★ Implementation Planning

Comprehensive implementation plans were developed for each focus area, including:

- RACI Matrix: Roles and responsibilities were defined (Responsible, Accountable, Consulted, Informed)
- Metrics: Outcome measures, process indicators and benchmarking standards were established
- Resources: Human, financial, infrastructure and external resources were allocated
- Timelines: Initial timelines were created
- Investments: Initial investments were generated

This work will be used to support operational plans.

Strategic Planning Timeline



Summer 2024

Board of Visitors is briefed on the upcoming strategic planning process. Initial assumptions, data and situation assessment framework is obtained.



Fall 2024

Strategic Planning Committee charged by President Danilowicz. Subcommittees begin their work and convene regularly. Strategic work session scheduled to gather insights and input from campus and community stakeholders. Subcommittees begin to identify goals, objectives and strategies to address input from the work sessions.



Spring 2025

Subcommittees complete their work and submit their recommendations to the subcommittee chairs. An implementation planning team is selected. The team develops an implementation plan that includes a RACI model and provides initial guidance on resources and timing. The mission is presented for consideration to the Board of Visitors, and the vision and core values are refined.



Summer 2025

The mission was approved by the Board of Visitors. The draft plan, including strategies, bold commitments and vision, is presented to the board to gain initial feedback on direction of the plan prior to submission. The full strategic planning committee reconvenes, and campus town halls are held to share progress of plan.



Winter 2025

Submit proposed plan to Board of Visitors for approval



January 2026

Radford University launches its strategic plan, Shaping Tomorrow – Together: 2026-2031 Strategic Plan



TRANSPARENCY

Our strategic planning process has prioritized transparency to keep all campus community members, alumni and regional partners informed of our progress. We established a publicly accessible website early in the process, providing information about committee membership, progress updates, town hall schedules, work sessions and timelines. Campus forums were held in both Radford and Roanoke, along with one off-campus focus group, to gather broad community input. Throughout the process, students, faculty, staff, administrators and board members have received regular updates on strategic planning activities through scheduled meetings, town halls and other communication channels.

This comprehensive approach ensures our strategic direction reflects input from across our entire institutional community.

Mission and Vision



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.

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.

Core Values



Collaboration

We are committed to a spirit of cooperation, embracing all members of our Highlander community.



Empowerment

We engage and support our students, staff and faculty in the discovery and pursuit of their own unique paths.



Community

We foster relationships and a culture of service and sustainability within and beyond our university community.



Innovation

We inspire and support creativity through experiential learning, scholarship, service and research.



Culture of Care

We provide students, staff and faculty with the opportunities and resources necessary to enjoy a Highlander experience that supports their well-being through care and compassion.



Intellectual Freedom

We encourage and defend a fearless exploration of knowledge in all its forms.

Overarching 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.



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.



STUDENT SUCCESS AND EXPERIENTIAL LEARNING

Radford University ensures student success through transformative educational experiences that prepare graduates for meaningful careers and purposeful lives. We provide every student with hands-on learning opportunities that develop professional competencies, ethical foundations and critical thinking skills for responsible citizenship.





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 the regional needs, enhancing educational and philanthropic opportunities and positioning ourselves as an indispensable partner in Southwest Virginia and beyond.



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 data-informed decision-making, operational efficiency and collaborative problem-solving that removes barriers and enhances experiences for everyone.



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.





ACCOMPLISHING THE STRATEGIC PLAN





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, staff and alumni feel valued and empowered to thrive through proactive, coordinated support systems.

GOAL: Foster a comprehensive culture of care that ensures the well-being and success of all community members.



Create supportive networks that help students feel welcomed, connected and successful at every step of their journey

STRATEGIES

- Cultivate a coordinated care approach that anticipates needs and drives holistic student support.
- Leverage innovative technologies and support tools to proactively connect students with the resources they need to thrive.
- Promote a culture of resilience and well-being for students through a stepped care support model.
- Strengthen connection initiatives to foster belonging and support for first-year, transfer and graduate students.

Build a campus community where faculty and staff feel supported and able to thrive

STRATEGIES

- Cultivate a shared sense of excitement among faculty and staff about being a part of Radford University.
- Ensure the university is sufficiently staffed and resourced and structures and processes are put in place for training, growth, retention and well-being of employees.
- Develop robust onboarding programs, mentorship opportunities and other knowledge sharing approaches.



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.

GOAL: Foster a vibrant academic environment dedicated to experiential learning, inspiring lifelong intellectual curiosity and empowering individuals to grow and lead flourishing communities.



Develop an academic and research plan that capitalizes on the unique identities and opportunities of Radford University

STRATEGIES

- Ensure that the university's academic mission is structured around strategic portfolio areas that align our educational programs, research excellence, and student success initiatives across our core strengths (arts and humanities, natural and social sciences, education, health, business and economics).
- Amplify the impact of Radford University's research and creative scholarship on advancing healthy, thriving communities.
- Become the premier destination for health education and talent in Southwest Virginia.
- Develop a plan to embed the use of emerging technology (such as artificial intelligence) in the curriculum and providing faculty with the appropriate educational and training opportunities.
- Continue strategic development of Radford's online academic portfolio to best meet the needs of students and faculty.

Ensure reliable and accessible services and structures that best serve the Highlander community

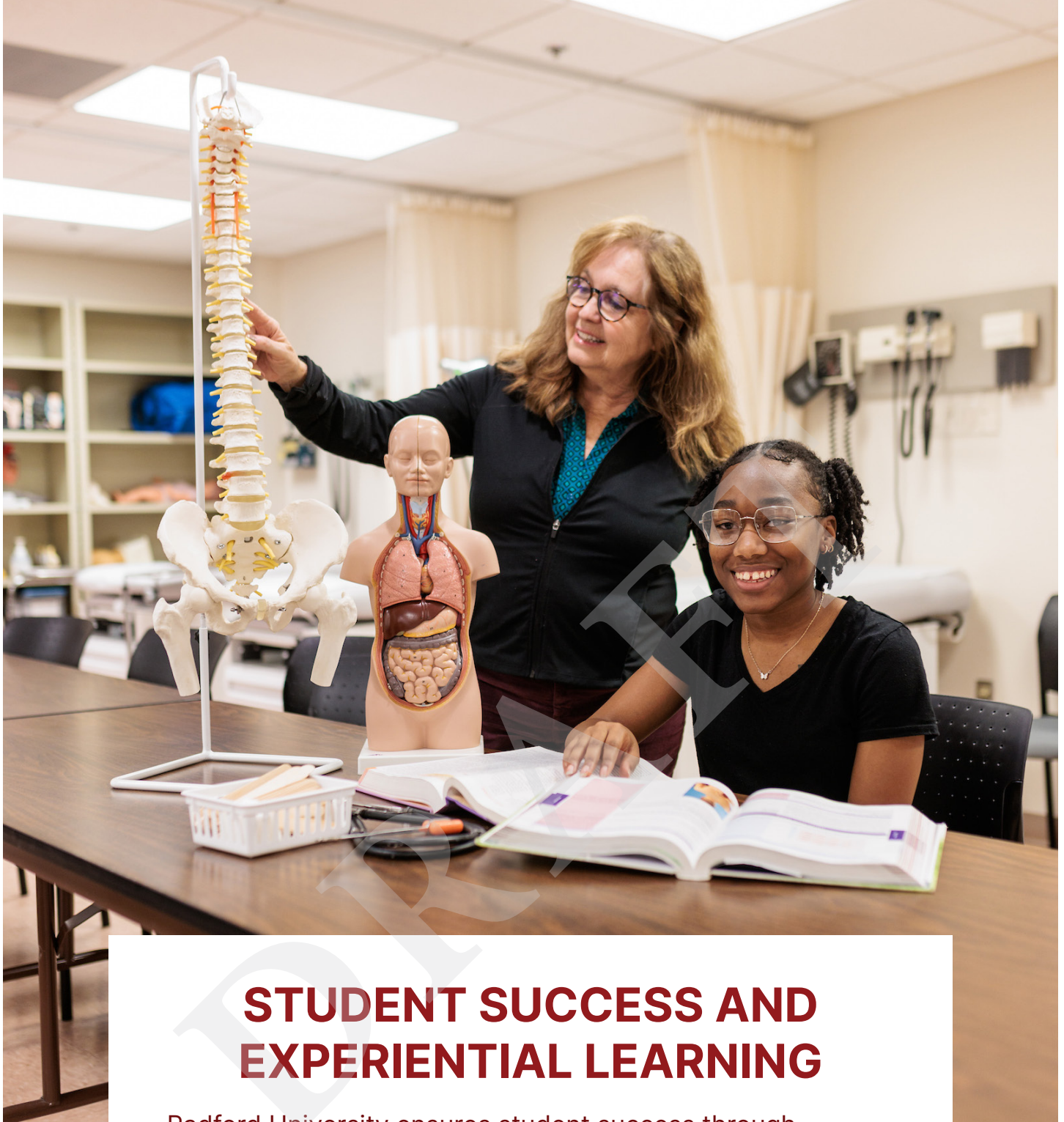
STRATEGIES

- Provide consistent availability of resources, facilities and spaces across all campuses.

Create a more supportive and effective environment that fosters academic achievement and long-term success

STRATEGIES

- Enhance professional development opportunities for faculty and staff that best support Radford's academic and research plan.
- Assess staff and faculty responsibilities and workload and realign to best support Radford University's academic and research plan.



STUDENT SUCCESS AND EXPERIENTIAL LEARNING

Radford University ensures student success through transformative educational experiences that prepare graduates for meaningful careers and purposeful lives. We provide every student with hands-on learning opportunities that develop professional competencies, ethical foundations and critical thinking skills for responsible citizenship.

GOAL: Ensure all students achieve success through transformative experiential learning and comprehensive support.



Give every student real-world learning experience that prepares them for their future and make a positive difference in their communities

STRATEGIES

- Advance and deepen the university commitment to work-based learning as a core element of the student experience (e.g., on-campus employment).
- Require experiential learning and work-related experience opportunities to all students.
- Instill in our students the skills, competencies and dispositions needed to live just and ethical lives.
- Create opportunities to develop career readiness and workplace skills, relevant to specific disciplines.

Cultivate experiences that connect students to Radford and strengthen their sense of belonging

STRATEGIES

- Define and deliver the distinctive Radford experience across the student lifecycle by enhancing support, resources and opportunities that deepen engagement and connection.

Make research and creative work an exciting part of every student's education

STRATEGIES

- Advance our undergraduate and graduate research programs as a hallmark of the student experience.





Work together across campus to provide the support resources needed to help every student reach their full potential

STRATEGIES

- Champion a shared commitment to student success by aligning goals, resources and staffing to deliver high-impact services, strengthen accountability and achieve meaningful outcomes.

Expand varied activities and experiences that fosters student growth, engagement and learning

STRATEGIES

- Cultivate a thriving athletics culture by enhancing the student-athlete journey, modernizing facilities and creating fan experiences that energize campus life, strengthen alumni and donor connections and elevate the Highlander spirit.
- Expand club sports and student organizations through strategic support and leadership development.
- Leverage Radford's natural environment to enrich outdoor experiences that promote wellness, community and learning.



STRATEGIC PARTNERSHIPS AND COMMUNITY ENGAGEMENT

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

GOAL: Build transformative partnerships that amplify regional impact and create mutually beneficial opportunities.

Develop lasting, meaningful partnerships that benefit everyone involved

STRATEGIES

- Create a cohesive approach to developing strategic partnerships and nurturing lifelong relationships.

Help our community partners discover how Radford can support their goals

STRATEGIES

- Build awareness of university priorities, resources and capabilities that best align with the needs of our partners (e.g., faculty, staff and alumni expertise and affinities).

Make it easier for people and organizations to connect and work with us

STRATEGIES

- Identify and remove barriers for those who want to engage and partner with Radford University (e.g., eliminate internal siloes, duplicative efforts or communication challenges).





Create more opportunities for people to get involved and give back to their community



STRATEGIES

- Identify and build awareness of philanthropic and community engagement opportunities at Radford University and beyond.
- Increase community and philanthropic engagement by creating capacity and making it easier for people to serve and give back.
- Measure and communicate the effectiveness and impact of Radford University's community engagement and sustainability initiatives.

Become the go-to partner for workforce development in Southwest Virginia and the commonwealth

STRATEGIES

- Collaborate with industry, government and regional agencies to understand and be more responsive to workforce needs (e.g., skills, training, educational programs, expertise and talent).
- Expand strategic partnerships that will increase work-based learning opportunities, research collaborations, student employment and lifelong learning programs to address workforce needs.



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 data-informed decision-making, operational efficiency and collaborative problem-solving that removes barriers and enhances experiences for everyone.

GOAL: Achieve operational excellence through data-informed decision making and continuous process improvement.

Use meaningful measures to continually improve what we do



STRATEGIES

- Implement a balanced framework of leading and lagging indicators to drive continuous improvement.
- Drive continuous improvement through data-informed decisions to deliver a responsive student experience.

Design processes that are simple, helpful and focused on what people need

STRATEGIES

- Design our administrative processes with our end users in mind while identifying and eliminating redundancy and complexity in all operational processes.
- Leverage and deploy technology and training to support operational efficiencies and adaption to emerging technologies across the university.

Use data wisely to make better decisions and improve outcomes and encourage a strategic mindset

STRATEGIES

- Formalize a university data governance strategy and approach with measurable metrics.
- Increase awareness of available data, enhance and leverage our understanding of how to effectively use quantitative and qualitative data to make informed decisions.
- Consolidate, report and analyze data in a manner that leverages information from multiple systems.
- Engage in robust professional development activities that expand data analytic capabilities and competencies across the university.



Encourage creativity and empower stakeholders to help make things better



STRATEGIES

- Empower employees to address and resolve inefficiencies and brainstorm and suggest solutions or improvements to larger, more complex issues.
- Explore, identify and assess new and emerging practices, technologies and ideas.
- Encourage managers and supervisors to embed continuous improvement goals within all employee performance plans.
- Dedicate time to tackle areas of continuous improvement.

Work together seamlessly and share knowledge across the university

STRATEGIES

- Align policies, processes and technologies in a manner that creates seamless and easy access to university practices and workstreams while stimulating the identification and sharing of best practices.
- Create a feasibility model for prioritizing change initiatives.

A photograph of a red brick wall at Radford University. A large, bright red rectangular sign is mounted on the wall, featuring the words 'RADFORD UNIVERSITY' in white, three-dimensional, serif capital letters. The sign is slightly angled. In the background, a concrete sidewalk runs alongside the wall, and a multi-story brick building is visible under a clear blue sky.

RADFORD UNIVERSITY

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.

GOAL: Build a connected, transparent community through effective communication and meaningful engagement.

Tell Radford's story in ways that inspire and engage our audiences

STRATEGIES

- Develop a comprehensive communications plan that effectively tells our story and increase engagement in Radford University's brand.

Make sure everyone's voice is heard and valued in university decisions

STRATEGIES

- Provide structures, policies, processes and practices to ensure that staff, faculty, student and alumni perspectives are solicited, understood and valued while information is accessible.

Break down walls between departments and work together more effectively

STRATEGIES

- Breakdown organizational siloes and remove barriers to accessing university-wide information and communication while providing clarity and fostering opportunities for innovation, strong relationships and continuous improvement.

Keep everyone informed and engaged in our shared mission

STRATEGIES

- Provide continuous points of knowledge sharing and education to inform all Radford stakeholders of the student journey.

Create meaningful ways for our community to contribute ideas and drive positive change

STRATEGIES

- Design effective mechanisms for the university community to offer perspectives and suggestions for innovation and improvement and have a meaningful role in their design.



Bold Commitments

Radford University strategically identified bold commitments that address significant statewide needs while leveraging the university's proven strengths and expertise. Selection criteria helped to highlight initiatives with high impact potential, substantial investment opportunities, institutional capacity and collaborative partnerships that ensure sustainable successes.

1

Guaranteeing experiential learning for students and supporting workforce needs

Ensuring every student engages in hands-on, real-world learning opportunities while preparing graduates who meet the evolving demands of employers.

2

Building and fostering a culture of care

Creating a supportive, inclusive environment where students, faculty and staff feel valued, supported and empowered to thrive both personally and professionally.

3

Becoming the premier destination for healthcare education and talent in Southwest Virginia

Establishing Radford University as the premier destination for healthcare training, research and professional development in the region, producing skilled healthcare professionals who serve local communities.

4

Modernizing our technology and business processes

Ensure our technology infrastructure and streamlined operational systems enhance learning, improve efficiency and supports end users across all university functions.

5

Expanding regional economic opportunity and partnerships

Strengthening collaborations with local businesses, organizations and communities to drive economic growth and address regional challenges through education, research, philanthropy and service.

6

Building affinity for and pride in Radford University

Cultivating a strong sense of belonging, loyalty and institutional pride among students, alumni, faculty, staff and the broader community through exceptional experiences and achievements.

Fiscal Stewardship




BUDGET

Moving forward, annual budget planning and decision-making processes will be integral to the university's six-year plan refinement. This integration ensures that resource allocation directly supports strategic objectives and long-term institutional goals.

As the university transitions from strategic planning to implementation, the Office of Budget and Financial Planning and the University Planning and Budget Advisory Committee will serve as critical resources, providing advice to ensure the alignment of fiscal decisions with institutional priorities. These groups will be instrumental in evaluating funding considerations as each area completes budget development for the upcoming year and beyond.

INTRODUCING OUR STRATEGIC PLANNING PARTICIPANTS

Acknowledgments



The strategic plan was made possible by the team members who participated in extensive planning sessions. The teams were intentionally developed to ensure all corners of the university were represented, including students, alumni, community members, campus leaders, faculty and staff. We acknowledge their hard work and dedication.

ACADEMIC ACHIEVEMENT

***Sharon Roger Hepburn, Ph.D.** – Co-Chair, Chair and Professor, Department of History
***Donna McCloskey, Ph.D.**, Dean, Davis College of Business and Economics
***Paul Thomas, Ph.D.**, Professor, Department of Philosophy and Religion
Judy Smith, Ph.D., Professor, Department of Physician Assistant
Carrie Sanders, Ph.D., Associate Professor, Department of Counselor Education
Darleen Hoffert, D.N.P., Assistant Professor, College of Nursing
Sabrina Musick, Graduate Student, Occupational Therapy
Susan Carroll, President of Inova Loudon Hospital and Senior Vice President of Inova Health System

ADMINISTRATIVE EXCELLENCE

***Deana Sentman** – Subcommittee Chair, Associate Vice President of Finance and University Controller
***Ed Oakes**, Associate Vice President of Information Technology and CIO
***Christine Small, Ph.D.**, Associate Dean and Professor, Department of Biology
Holly Cline, Ph.D., Chair and Professor, Department of Design and NCAA Faculty Representative
Sharon Proffitt, Procurement Specialist, Procurement and Contracts
***Bobbie Webster**, Director, Advancement Services and Information Technology
Susan Trageser, Ed.D., Vice President for Student Affairs

EXTERNAL ENGAGEMENT AND PARTNERSHIPS

***Angela Joyner, Ph.D.** – Co-Chair, Vice President For Economic Development and Corporate Education
Laura Turk, Executive Director, Alumni Relations
Kevin Byrd, Executive Director, New River Valley Regional Commission
Erin Burcham, President, Verge
David Ridpath, Former Radford City Manager
Landon Hinton, Director – 7 Hills Advisors
***Samantha Steidle, Ph.D.**, Assistant Professor, Entrepreneurship, Leadership and Strategy, Director of Venture Lab
Bethany M. Usher, Ph.D., Provost and Senior Vice President for Academic Affairs
***David Perryman, Ph.D.**, Associate Vice President for Strategic Communications

STUDENT SUCCESS

***Jerel Benton, Ed.D.** – Subcommittee Chair, Assistant Provost for Student Success
Paula Vaughn Burroughs, Assistant Director, Housing and Residential Life
Cory Durand, Deputy Athletics Director
D.J. Preston, Director, Student Recreation and Wellness
Meg Konkell, Ph.D., Former Associate Professor, Design Thinking
Scott Shaffer, Captain, Police Department
Cameron Cardwell, Undergraduate Student, Management
***Riane Bolin, Ph.D.**, Chair and Associate Professor, Department of Criminal Justice
***Sarah Tate**, Interim Associate Vice President for Enrollment Management and Director of Admissions

*Implementation Planning Team Members

SEGAL TEAM

Scott Nostaja, Senior Vice President and National Organizational Effectiveness Practice Leader
Christopher Nickson, Vice President
Rebecca Robb, Consultant
Chaz Chapman, Senior Associate

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Mary Anne Holbrook
George Mendiola Jr.
Anthony Moore
David A. Smith
Jonathan D. Sweet
James C. Turk
Matthew Close, Ph.D., Faculty Representative
Dominika Butler, Student Representative

DESIGN AND PRODUCTION TEAM PLACEHOLDER

