

Shaping Tomorrow – Together:

RADFORD UNIVERSITY STRATEGIC PLAN

2026-2031





Radford
UNIVERSITY

Strategic Planning Subcommittee Chairs

Student Success



Jerel Benton

External Engagement and
Partnerships



Angela Joyner

Academic Achievement



Sharon Roger Hepburn

Administrative Excellence



Deana Sentman



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.



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.



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.



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.



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Overarching Themes



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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.





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.

ACADEMIC ACHIEVEMENT AND INTELLECTUAL DISCOVERY OBJECTIVE 2.1

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.

ACADEMIC ACHIEVEMENT AND INTELLECTUAL DISCOVERY OBJECTIVE 2.2

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.



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.

Accountability: Metrics



Theme	Objective	Strategy	Potential Metric
Culture of Care	Create supportive networks that help students feel welcomed, connected and successful at every step of their journey	Cultivate a coordinated care approach that anticipates needs and drives holistic student support	Student Satisfaction Score, Retention rate, Program engagement scores
Culture of Care	Build a campus community where faculty and staff feel supported and able to thrive	Develop robust onboarding programs, mentorship opportunities and other knowledge sharing approaches	Onboarding Completion Rate
Academic Achievement and Intellectual Discovery	Develop an academic and research plan that capitalizes on the unique identities and opportunities of Radford University	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)	Number of Research Publications; grant awards; research productivity; research collaboration growth; Program health
Academic Achievement and Intellectual Discovery	Create a more supportive and effective environment that fosters academic achievement and long-term success	Enhance professional development opportunities for faculty and staff that best support Radford's academic and research plan	Employee Engagement Index



Accountability: External Dashboards

Strategic Plan Progress

Context Corner

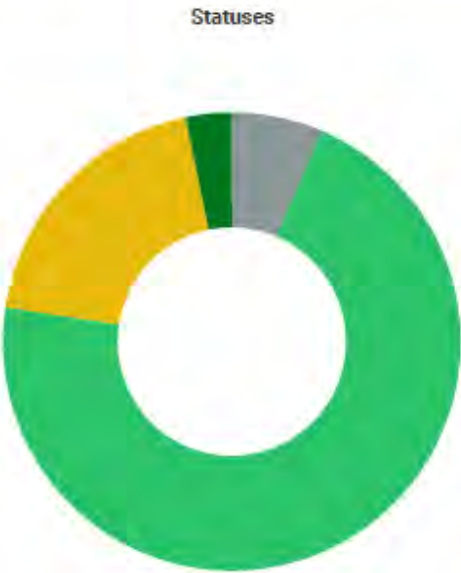
This dashboard is used in our strategic plan overview meetings and reports. It helps us ensure we are celebrating the wins and zeroing in on areas we should collaborate on.

Core Values

- Student Empowerment and Success – We engage and support our students in the discovery and pursuit of their own unique paths.
- Excellence – We expect our community to strive for the highest standards.
- Inclusiveness – We are committed to a spirit of cooperation and collaboration, embracing and honoring the diversity of our community.
- Community – We foster relationships and a culture of service within and beyond our university community.
- Intellectual Freedom – We encourage and defend a fearless exploration of knowledge in all its forms.
- Innovation – We inspire and support creativity in research, scholarship, pedagogy and service.
- Sustainability – We are committed to integrating sustainable practices into all aspects of our operations and engage students across the curriculum to learn, discover and contribute to positive current and future environmental solutions.



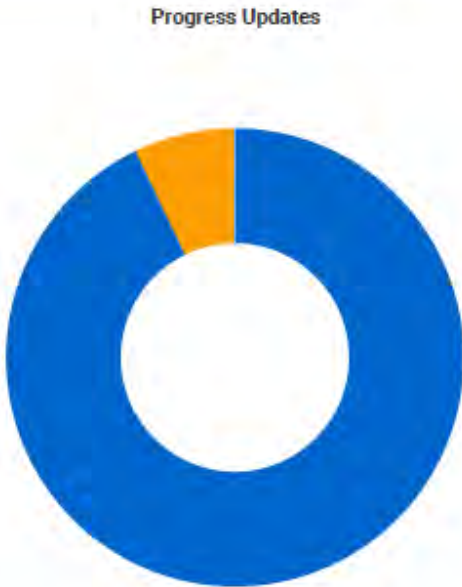
Radford University Strategic Plan Progress



Not Started	2	(6%)
On Track	22	(71%)
Off Track	6	(19%)
Achieved	1	(3%)



Not Past Due	29	(100%)
Past Due	0	(0%)



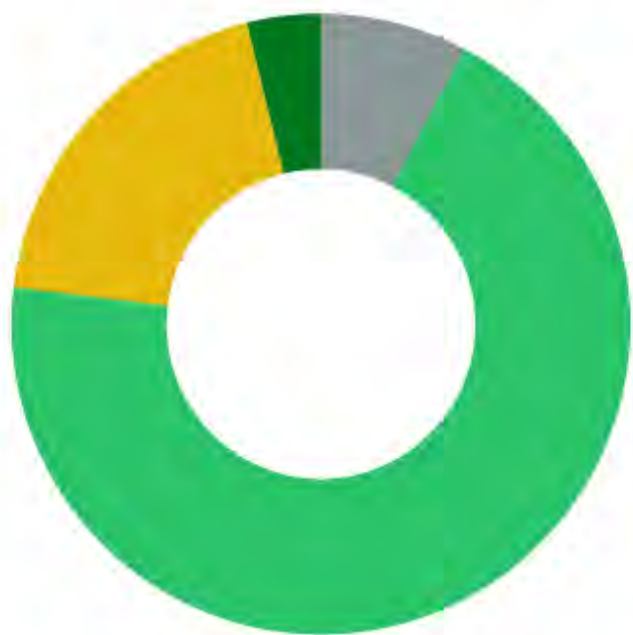
Up-to-Date	26	(93%)
Late	2	(7%)
Pending	0	(0%)

Accountability: Internal Dashboards



Progress of Objectives & Strategies

Academic Achievement Progress



Not Started	2	(8%)
On Track	18	(69%)
Off Track	5	(19%)
Achieved	1	(4%)

Academic Achievement Objectives & Strategies

Level	Name	Status	Metric Description	Current Value	Last Comment
Pillar	Academic Achievement	On Track			
Objective	Develop an academic plan that capitalizes on the unique identities and opportunities of Radford University	On Track	Move from baseline of 0% to target of 100%	25% <div><div></div></div>	We've started identifying the priorities for this plan and are meeting with the Departments in the next month to make more progress in alignment.
Strategy	Ensure that the University Academic plan is centered on our core portfolio: Arts and Humanities, Science and Environment, Business and Economics, Health, Education.	On Track			
Strategy	Amplify the impact of Radford University's research and creative scholarship on advancing healthy, thriving communities.	Off Track			This is something that we've wanted to focus on for some time and have had to shift some priorities related to student success. That said, we have a group established and meet to discuss ways to get this on track next week.
Strategy	Formulate a University strategy for the implementation of artificial intelligence (AI) in higher education.	On Track	Move from baseline of 0% to target of 100%	25% <div><div></div></div>	
Strategy	Become the premier destination for health education and talent in southwest Virginia.	On Track			

Next Steps



Activity	Timing
BOV review and provides feedback	September 26 , 2025
Communication and launch strategy development	September - December
Begin division/operation planning	October
Begin budget development	October
BOV approval	December
Launch	January 2026

