Business Affairs and Audit Committee

September 2023

RADFORD UNIVERSITY

Board of Visitors

RADFORD UNIVERSITY
Board of Visitors

BUSINESS AFFAIRS AND AUDIT COMMITTEE
9:00 A.M.**
SEPTEMBER 7, 2023
KYLE HALL, ROOM 340, RADFORD, VA

DRAFT
AGENDA

- **CALL TO ORDER**   Mr. Tyler Lester, *Chair*

- **APPROVAL OF AGENDA**   Mr. Tyler Lester, *Chair*

- **APPROVAL OF MINUTES**   Mr. Tyler Lester, *Chair*
  - June 8, 2023

- **REPORTS**
  - University Auditor's Report   Ms. Margaret McManus,
                                                                      University Auditor

- **RECOMMENDATIONS AND ACTION ITEMS**
  - Capital Project Update and Recommendation to   Mr. Jorge Coartney, *Associate Vice*
    approve the 2024-30 Six-Year Capital Plan   *President for Facilities Management*

  - Recommendation for Approval of Amendment   Ms. Stephanie Jennelle, *Associate Vice*
    to 401(a) Supplemental Retirement Plan   *President for Finance and University*
                                                                      Controller

  - Recommendation for Appointment as Trustee   Ms. Stephanie Jennelle, *Associate Vice*
    of Retirement Benefit Trust   *President for Finance and University*
                                                                      Controller

  - Recommendation to Approve the 2024-26   Dr. Rob Hoover, *Vice President for*
    Six-Year Plan   *Finance and Administration and Chief*
                                                                      Financial Officer

  - 2022-23 Financial Performance Report and   Dr. Rob Hoover, *Vice President for*
    Recommendation to Approve Radford   *Finance and Administration and Chief*
    University's 2023-24 Operating Budget   *Financial Officer*

- **OTHER BUSINESS**   Mr. Tyler Lester, *Chair*
  - Committee Discussion

- **ADJOURNMENT**   Mr. Tyler Lester, *Chair*

****   All start times for committees are approximate. Meetings may begin either before
        or after the listed approximate start time as committee members are ready to proceed.**

<u>**COMMITTEE MEMBERS**</u>
     Mr. Tyler W. Lester, Chair
     Mr. George Mendiola, Vice Chair
     Mr. Robert A. Archer
     Dr. Jay A. Brown
     Ms. Joann S. Craig
     Mr. James C. Turk

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September 2023 Meeting Materials

RADFORD UNIVERSITY

Board of Visitors

Policy Title: Internal Audit Charter	Effective Date: 2/22/2018
Policy Number: GEN-PO-1005	Date of Last Review: 7/2/2021
Oversight Department: Office of Audit and Advisory Services	Next Review Date: 7/1/2024

1. PURPOSE

The Office of Audit and Advisory Services, serving as the internal audit function for Radford University (University), was established by the Board of Visitors (Board) and the President as an integral part of the overall internal control structure of the University. The *Internal Audit Charter* describes the general purpose, authority, and responsibility of the Office of Audit and Advisory Services.

2. APPLICABILITY

The *Internal Audit Charter* applies to all University employees, departments, and activities.

3. DEFINITIONS

Business Affairs and Audit Committee: Per the *Radford University Board of Visitors Bylaws*, a standing committee of the Board of Visitors that is generally responsible for reviewing and recommending action to the Board regarding the financial and business affairs of the University, including but not limited to, capital projects, grants, contracts, and the naming of facilities. This committee also oversees the internal audit function of the University, receives the annual financial audit report of the Auditor of Public Accounts, and performs studies of financial matters as directed by the Board.

Internal Auditing: An independent and objective assurance and consulting activity that is guided by a philosophy of adding value to improve the operations of an organization. The mission of internal auditing is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight.

Internal Control: Based on the Internal Control – Integrated Framework (2013), published by the Committee of Sponsoring Organizations of the Treadway Commission, internal control is an ongoing process, effected by the Board of Visitors, management, and other University personnel designed to provide reasonable assurance regarding the achievement of objectives relating to operations, reporting, and compliance. Internal control consists of five major components: control environment, risk assessment, control activities, information and communication, and monitoring.

Management: The collective body of those who have the authority and responsibility to make decisions in order to manage or direct the various operations and business processes of the University. Management encompasses various levels of the organization including division heads, deans, directors, managers, and supervisors.

University Auditor: The senior position that is responsible for effectively managing the University's internal audit function in accordance with the *Internal Audit Charter* and the mandatory elements of the Institute of Internal Auditors (IIA) International Professional Practices Framework. The University Auditor is the Chief Audit Executive.

University Employee: Any person employed as a teaching faculty, administrative or professional faculty, classified employee, part-time or wage employee, student employee, work/study employee, or any other person paid through the University's payroll process.

4. **POLICY**

   A. The University's Board of Visitors and the President are dedicated to supporting the internal audit function (i.e. the Office of Audit and Advisory Services), an integral part of the overall internal control structure of the University (see *Internal Control Policy*).

   B. As the University's internal audit function, the Office of Audit and Advisory Services must be independent from the University's management to operate effectively. In order to provide for the independence of the Office of Audit and Advisory Services:

   1. The Office of Audit and Advisory Services staff will report to the University Auditor who will be administratively responsible to the President and functionally accountable to the Business Affairs and Audit Committee of the Board of Visitors.

   2. The University Auditor will be provided unrestricted access to communicate and interact directly with the Business Affairs and Audit Committee.

   3. The University Auditor will confirm to the Business Affairs and Audit Committee, at least annually, the organizational independence of the Office of Audit and Advisory Services.

   4. Any decision to remove the University Auditor must be approved by the Business Affairs and Audit Committee.

   C. As its mission, the Office of Audit and Advisory Services will assist the Board of Visitors, the President, and senior management in accomplishing the University's strategic objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of governance, risk management, and control processes.

   D. The Office of Audit and Advisory Services will be authorized to:

   1. have full, free, and unrestricted access to all functions, records, property, and personnel of the University.

   2. allocate resources, set frequencies, select subjects, determine scopes of work, and apply the techniques required to accomplish audit objectives and issue reports.

   3. obtain assistance from the necessary personnel of the University, as well as other specialized services from within or outside the University, in order to complete their work.

   E. University employees must cooperate with the Office of Audit and Advisory Services in accordance with its authority.

F. The Office of Audit and Advisory Services will not be authorized to:

1. perform any operational duties for the University or its affiliates.

2. initiate or approve transactions external to the Office of Audit and Advisory Services.

3. direct the activities of any University employee not employed by the Office of Audit and Advisory Services, except to the extent that such employees have been appropriately assigned to auditing teams, or to otherwise assist the audit team.

4. develop or write policies or procedures that they may later be called upon to evaluate. Draft materials developed by management may be reviewed for propriety or completeness; however, ownership of, and responsibility for, these materials remains with management.

5. PROCEDURES

A. Scope of Work

1. The scope of work for the Office of Audit and Advisory Services will be to ascertain that the system of internal control (see *Internal Control Policy*), as designed and represented by management, is adequate and functioning in a manner to provide reasonable assurance regarding the following:

   a. Achievement of the University's strategic objectives

   b. Effectiveness and efficiency of operations and programs

   c. Reliability and integrity of financial and operational information

   d. Safeguarding of assets

   e. Compliance with policies, standards, procedures, contracts, and applicable laws and regulations

2. Reviews and evaluations of internal control by the Office of Audit and Advisory Services will be advisory in nature. The University's management will continue to be responsible for establishing and maintaining an adequate internal control system.

3. The Office of Audit and Advisory Services may also perform advisory and consulting services, provided the Office of Audit and Advisory Services does not assume management responsibility.

B. Objectivity

1. All work performed by the Office of Audit and Advisory Services will be conducted in an objective manner.

2. The University Auditor will ensure that the Office of Audit and Advisory Services remains free from all conditions that threaten to impair the ability of audit staff to carry out their responsibilities in an unbiased manner, including matters of audit selection, scope, procedures, frequency, timing, and report content.

3. If such an impairment, either in fact or in appearance, is detected, the University Auditor will take the appropriate action to address and, if necessary, disclose the information to the appropriate parties.

4. The Office of Audit and Advisory Services staff will maintain an unbiased mental attitude that allows them to perform their work objectively and in such a manner that they will believe in their work product, that no quality compromises will be made, and that they will not subordinate their judgment on audit matters to others.

5. The Office of Audit and Advisory Services staff will have no direct operational responsibility or authority over any of the activities that they audit, nor will they have had any within the previous year.

C. **Responsibility**

The University Auditor and the Office of Audit and Advisory Services staff will have responsibility to:

1. develop a flexible annual audit plan, considering the input of senior management and the Business Affairs and Audit Committee. The plan will be developed using an appropriate risk-based methodology and presented to senior management and the Business Affairs and Audit Committee.

2. implement the annual audit plan, reviewing and adjusting it as necessary in response to changes in the University's business, risks, operations, programs, systems, and controls.

3. report to appropriate levels of management significant issues related to the processes for controlling the activities of the University, including potential improvements to those processes.

4. follow up with management to verify that corrective actions are taken on findings and recommendations, and report the results periodically to senior management and the Business Affairs and Audit Committee.

5. evaluate and assess significant merging/consolidating functions and new or changing systems, services, processes, operations, and control processes coincident with their development, implementation, and/or expansion.

6. perform special studies, reviews, or investigations requested by management.

7. perform consulting and advisory services related to governance, risk management, internal controls, or other areas of interest and concern.

8. conduct investigations of fraud, waste, and abuse, including those referred by the Office of the State Inspector General related to State Fraud, Waste, and Abuse Hotline cases. Results of these investigations will be communicated to management and the Business Affairs and Audit Committee, as appropriate.

9. coordinate with other control and monitoring functions and consider the scope of work of external auditors, as appropriate, to provide optimal audit coverage to the University at a reasonable overall cost.

10. periodically provide to the Business Affairs and Audit Committee information on the status and results of the annual audit plan and the results of activities and operations reviewed. Reports from "special request" audits may have more limited distribution.

11. ensure trends and emerging issues that could affect the University are considered and communicated to senior management and the Business Affairs and Audit Committee, as appropriate.

12. maintain a professional audit staff with sufficient knowledge, skills, and experience to meet the requirements of this *Internal Audit Charter,* and ensure that the principles of integrity, objectivity, confidentiality, and competency are applied and upheld. The impact of any resource limitations will be communicated to senior management and the Business Affairs and Audit Committee, as appropriate.

13. ensure emerging trends and successful practices in internal auditing are considered.

14. establish and ensure adherence to policies and procedures designed to guide the Office of Audit and Advisory Services.

15. ensure adherence to the University's relevant policies and procedures, unless such policies and procedures conflict with this *Internal Audit Charter*. Any such conflicts will be resolved or otherwise communicated to senior management and the Business Affairs and Audit Committee, as appropriate.

D. Standards of Practice

The Office of Audit and Advisory Services will conform to the mandatory elements of the Institute of Internal Auditors' International Professional Practices Framework, including the Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the International Standards for the Professional Practice of Internal Auditing (Standards), and the Definition of Internal Auditing.

E. Quality Assurance and Improvement Program

1. The Office of Audit and Advisory Services will maintain a quality assurance and improvement program that covers all aspects of the internal audit function. The program will include an evaluation of conformance with the Standards and application of the IIA's Code of Ethics.

2. The quality assurance and improvement program will include both internal and external assessments. Internal assessments will include ongoing monitoring and periodic assessments of the internal audit function. An external assessment will be performed at least once every five years by a qualified, independent assessor or assessment team.

3. The University Auditor will communicate results of the assessments to senior management and the Business Affairs and Audit Committee.

6. EXCLUSIONS

None

7. APPENDICES

None

8. REFERENCES

State Fraud, Waste, and Abuse Hotline

The Institute of Internal Auditors International Professional Practices Framework (IPPF)

Internal Control – Integrated Framework (2013), Committee of Sponsoring Organizations of the Treadway Commission

9. INTERPRETATION

The authority to interpret this policy rests with the President of the University and is generally delegated to the University Auditor.

10. APPROVAL AND REVISIONS

The *Internal Audit Charter* replaces and expands upon the *Charter* last adopted by the Board of Visitors on September 19, 2014. The newly developed *Internal Audit Charter* was developed in the University Policy Template, and was submitted to and approved by the President's Cabinet at the meeting held on January 8, 2018. The *Internal Audit Charter* was then submitted to and approved by the Radford University Board of Visitors at the meeting held on February 16, 2018. The President signed the *Internal Audit Charter* on February 22, 2018.

Effective July 2, 2021, the *Internal Audit Charter*, was reviewed by the oversight department and no substantive revisions were deemed necessary. Minor editorial changes were made that did not affect the substance or intent of the policy.

For general information concerning University policies, contact the [Office of Policy and Tax Compliance](#) – (540) 831-5794. For questions or guidance on a specific policy, contact the Oversight Department referenced in the policy.

RADFORD UNIVERSITY

Office of Audit and Advisory Services

Fiscal Year 2023 Activity Report

| Projects During Past Year |
|---|
| **AUDITS & INVESTIGATIONS - Completed**
Information Technology - DNS/DHCP and Firewalls
Information Technology - Networking
Information Technology - Voice Over Internet Protocol
Quality Assurance Review
Revenue Collection Point - Passport Acceptance Facility
Other Investigations (three cases)

AUDITS & INVESTIGATIONS - In Process
Contract Audit - Dining Services
Information Technology - IT Asset Management
Minors on Campus

ANNUAL AUDIT PROJECTS - Completed
Cash Counts (12 funds)
Fixed Asset Verifications (53 assets)
Follow-up on Internal Audit Report Issues
Follow-up on Auditor of Public Accounts (APA) Issues
Inventory - June 30, 2022
Payroll Reviews (17 employees over 24 pay periods)
Quality Assurance & Improvement Program Review
University Discretionary Fund Reviews (4 quarters)

OTHER AUDIT PROJECTS - Completed
Indirect Audit Activities
Coordination of APA Audit
Over 80 Management Advisory Projects |

RADFORD UNIVERSITY
Office of Audit and Advisory Services

Fiscal Year 2023 Expenditures - Actual

- 78% Personal Services
- 20% Contractual Services
- 2% Other
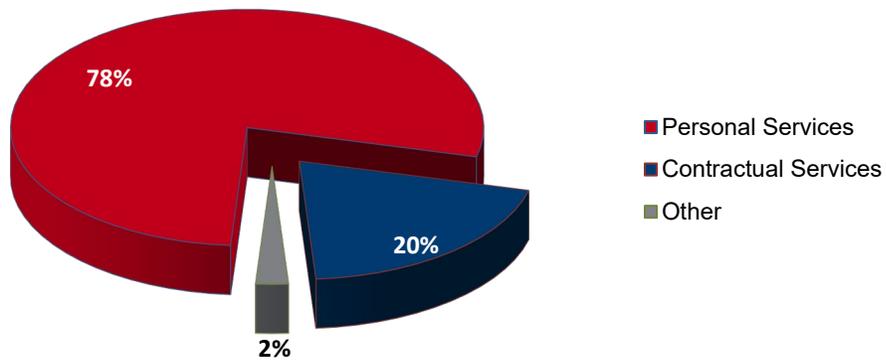
"Other" includes expenditures for travel, printing/postage/copier, telecommunications, and supplies & materials.

Fiscal Year 2023 Hours - Actual

- 43% Audits & Investigations
- 6% Advisory Services
- 25% Indirect Audit Activities
- 4% Professional Development
- 22% Administrative
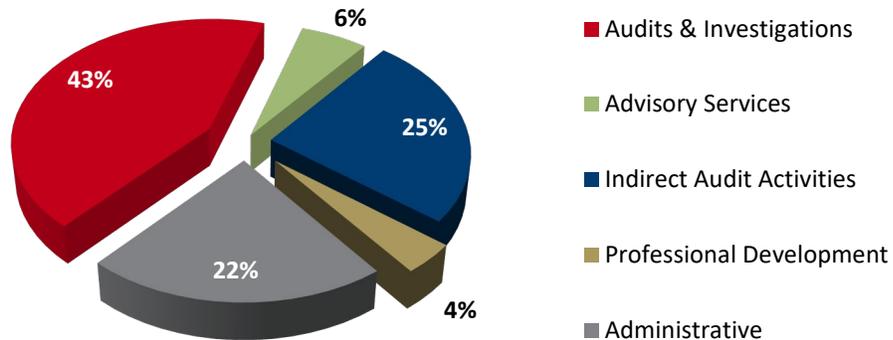
RADFORD UNIVERSITY
Office of Audit and Advisory Services

Fiscal Year 2024 Expenditures - Projected

- Personal Services
- Other

97%

3%
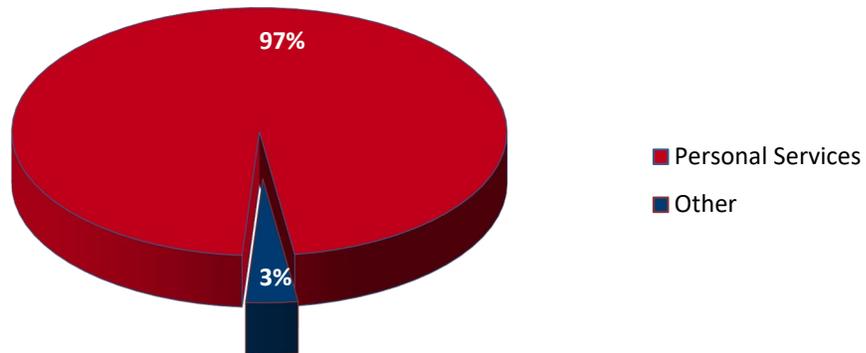
"Other" includes expenditures for travel, printing/postage/copier, contractual services telecommunications, and supplies & materials.

Fiscal Year 2024 Hours - Projected

- Audits & Investigations
- Advisory Services
- Indirect Audit Activities
- Professional Development
- Administrative

47%

5%

24%

19%

5%
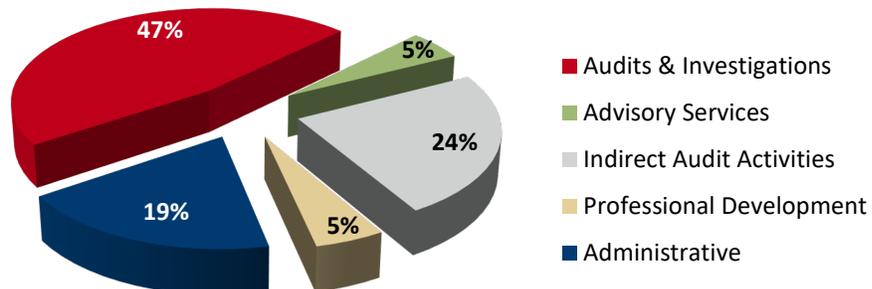
RADFORD UNIVERSITY
Office of Audit and Advisory Services
BALANCED SCORECARD
Fiscal Year 2023

#	Measurement Goal/Criteria	Goal	Results
	Personnel		
1.	Maintain acceptable percentage of staff members with professional certifications or advanced degrees.	Between 75%-100%	75%
2.	Each staff member obtains an acceptable number of professional continuing education hours per calendar year.	Between 40-60 hours	59 hours
	Productivity		
3.	Maintain an acceptable "administrative time" utilization ratio, based on hours worked.	25% or less	22%
	Reporting		
4.	Provide the Business Affairs and Audit Committee with periodic status updates.	Between 3-4 times/year	4 times
	Quality and Effectiveness		
5.	Maintain satisfactory results ("good" or 'excellent") on audit project customer satisfaction surveys.	Between 80%-100%	100%
6.	Maintain an acceptable percentage of business issues accepted by management.	Between 90%-100%	100%

RADFORD UNIVERSITY

Office of Audit and Advisory Services

Fiscal Year 2024 Audit Plan

AUDITS & INVESTIGATIONS

Projects from Prior Year (In Progress)
  Dining Services Contract Audit
  Information Technology (IT) Audit - IT Asset Management
  Minors on Campus

College Transition Audit - Davis College of Business and Economics
College Transition Audit - College of Visual and Performing Arts
College Transition Audit - School of Nursing
IT Audit - Cloud-Hosted Applications - Account Management
IT Audit - Data Center
IT Audit - User Computing
IT Audit - Information Security - Key Roles

State Hotline Investigations

Other Investigations

ANNUAL/ROUTINE AUDIT PROJECTS

Cash Counts
Inventory
Payroll Reviews
University Discretionary Fund Reviews
Follow-up on Internal Audit Report Issues
Follow-up on Auditor of Public Accounts (APA) Issues

OTHER PROJECTS

Indirect Audit Activities
Auditor of Public Accounts Audit Coordination
Advisory Services Projects

RADFORD UNIVERSITY – OFFICE OF AUDIT & ADVISORY SERVICES
Revenue Collection Point Audit – Passport Acceptance Facility
June 21, 2023

BACKGROUND
In fiscal year 2022, Radford University launched a Passport Acceptance Facility (PAF), administered by the McGlothlin Center for Global Education and Engagement. A PAF is a public sector office that is designated to accept and execute passport applications for U.S. citizens on behalf of the U.S. Department of State. The PAF accepts passport applications from first-time applicants and all minors. The services are available to all U.S. citizens.   The PAF also offers passport photos for a fee. In the first eleven months of fiscal year 2023 (July 2022 – May 2023), the PAF collected over $6,100 in passport acceptance fees and photo fees, combined.

SCOPE AND OBJECTIVES

The scope of the audit was limited to the University revenue associated with accepting passport applications and offering passport photos. The audit did not address any other revenue collected by the McGlothlin Center for Global Education and Engagement.
 	
The objectives of this audit were to determine whether:
    1. Internal controls over revenues are adequate.
    2. Revenues and deposits are handled in accordance with applicable contracts and State and Radford University policies and procedures.
 	
This audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

CONCLUSION
At the time of the audit and relative to the controls and processes reviewed, we noted that improvements are needed to provide reasonable assurance that the objectives noted above are met. Accordingly, we identified the following business issues.

BUSINESS ISSUES

The following issues were identified in this audit. Pages 2-3 contain information on planned actions and action completion dates and, accordingly, those pages are an integral part of this report.
 	
   1.   Improvements are needed in the PAF's funds handling processes.
   2.   The PAF lacks written procedures for the revenue collection and deposit processes.
   3.   Improvements are needed in the handling of fee waivers.

BUSINESS ISSUE	PLANNED ACTION	COMPLETION DATE
1. Improvements are needed in the PAF's funds handling processes. Specifically,		
1.1 Funds collected are not recorded in a pre-numbered receipt book or cash register/system as required by the University's Funds Handling Policy (Policy). Therefore, the PAF is unable to balance funds collected by date to their records supporting the collection of funds. Likewise, the PAF is unable to verify that deposits are timely, accurate, and intact.	1.1 The PAF will record funds collected in a pre-numbered receipt book, preparing receipts in triplicate. Someone independent of the receipt-writing process will review the receipt books periodically, and such review will be documented. Additionally, all funds collected will be balanced to receipts that support the collection of funds, before delivering the deposit to the Office of the Bursar (Bursar).	October 31, 2023
1.2 A copy of the deposit transmittal form is not maintained in the PAF while the deposit is being transported to the Bursar. Instead, they rely on the person delivering the deposit to return with the copy of the transmittal. If the person does not return with a copy, or if the deposit is lost or stolen while in transport, there is no record of the deposit amount.	1.2 The PAF will retain a copy of the fully-signed deposit transmittal while the deposit is being transported to the Bursar. After the deposit is made, that copy, along with the copy of the transmittal that was signed by the Bursar and the Banner Cash Receipt, will be retained in a deposit packet with the PAF's records supporting that deposit.	October 31, 2023
1.3 After a deposit is made, the Banner Cash Receipt from the Bursar is not consistently reviewed for accuracy or matched to the PAF's records, as required by the University's Policy. Also, it was not clear who was performing this function. This could allow discrepancies in the completeness and accuracy of the deposit to go undetected. Due to the items noted above, we were unable to verify that duties in the revenue collection process are adequately separated. We were also unable to perform testing of deposits to verify timeliness, accuracy, and completeness.	1.3 The PAF will reconcile the Banner Cash Receipt to the deposit records to verify the accuracy and completeness of the deposit, verifying both the amount and coding of the deposit.	October 31, 2023

	BUSINESS ISSUE		PLANNED ACTION	COMPLETION DATE
2.	The PAF lacks written procedures for the revenue collection and deposit processes. Per the University's Policy, departments must prepare written procedures detailing each step in the funds handling process for each person involved in the process. Departments must ensure that the following are defined and documented: responsibility for funds received (from time of receipt to time of deposit), separation of duties, and backup procedures. Creating written procedures and making them readily available to all involved in the process will help employees with the following: separation of duties, awareness of responsibilities, completion of tasks, and training in the event of employee turnover or vacancy.	2.	The PAF will create departmental funds handling procedures to reflect the requirements as outlined in the University's Policy and as described in the Instructions for Preparing Written Funds Handling Procedures appendix of the Policy.	October 31, 2023
3.	Improvements are needed in the handling of fee waivers. The PAF may occasionally waive portions of the $5 photo fee if the customer does not have the funds present at the time of the photo. Neither the waiver of the fee nor the amount of the waiver is documented. Radford University's Fee Policy prohibits such waivers without prior approval from the Vice President for Finance and Administration. The PAF has not requested authorization to grant such waivers. Also, waivers of fees without documentation could result in the misappropriation of funds.	3.	The PAF will no longer permit fee waivers. This prohibition will be incorporated into the revenue collection procedures, a copy of which will be provided to all employees involved in revenue collection.	October 31, 2023

RADFORD UNIVERSITY – OFFICE OF AUDIT & ADVISORY SERVICES
Information Technology Audit – Voice Over Internet Protocol
June 22, 2023

BACKGROUND
Radford University uses Voice over Internet Protocol (VoIP) technology for its multi-line telephone system (MLTS). This allows telephone calls to be sent over the Internet instead of over traditional (analog) lines. The University manages approximately 1,520 VoIP phones on the main campus and 160 VoIP phones on the Radford University Carilion (RUC) campus. All telephone services are regulated by the Federal Communications Commission (FCC). The University's VoIP multi-line telephone system is managed by Information Technology Services.

OBJECTIVES AND SCOPE
The objective of the audit was to assess the risks associated with the University's VoIP and to provide recommendations to lower those risks. The scope of this review was the University's VoIP MLTS. The scope excluded analog telephone lines. The audit procedures included a review of VoIP technology key controls and a comparison of them against information technology security industry best practices. Procedures also included a comparison to the FCC's requirements related to 911 calling contained in the Code of Federal Regulations. The audit was conducted by both the Office of Audit and Advisory Services and Securance Consulting who was contracted by the Office of Audit and Advisory Services.

CONCLUSION
The processes and controls reviewed should be strengthened to mitigate the risks associated with the University's VoIP MLTS.

BUSINESS ISSUES
The following issues were identified in this audit. Pages 2-3 contain information on planned actions and completion dates and, accordingly, those pages are an integral part of this report. 1. Improvements are needed in the University's MLTS dispatchable location configuration and notification configuration to fully comply with the FCC's requirements governing 911 calling. 2. For the RUC campus, when a 911 call is made, an erroneous "main number" not associated with the University is provided to the Public Service Answering Point.

RADFORD UNIVERSITY – OFFICE OF AUDIT & ADVISORY SERVICES
Information Technology Audit – Voice Over Internet Protocol
June 22, 2023

BUSINESS ISSUE	PLANNED ACTION	COMPLETION DATE
1. Improvements are needed in the University's MLTS dispatchable location configuration and notification configuration to fully comply with the FCC's requirements governing 911 calling. Specifically,		
Dispatchable location		
1.1 When a 911 call is made from the main campus, the MLTS does not provide any dispatchable location information, as required, to the Public Service Answering Point (PSAP) (Radford City Police Department). Dispatchable location, at a minimum, consists of the validated street address of the calling party, plus additional information such as suite, apartment, or similar information necessary to adequately identify the location of the calling party.	1.1 ITS will transition to Shentel's Intrado 1.2 911 service for both the main campus and the RUC campus. With that service, 911 caller ID information provided to each PSAP will include the callback number of the caller, along with building name, building 911 street address, and room/suite number of the extension that called.	August 11, 2023
1.2 When a 911 call is made from the RUC campus, the MLTS provides dispatchable location information consisting of the civic address and floor level information to the PSAP (Roanoke City Police Department). However, floor level information may not be precise enough to allow first responders to respond in a timely manner.		
Notification		
1.3 For the main campus, the MLTS does not provide an automatic notification to a central location, as required, when a 911 call is made.	1.3 Additionally, with that service, when a 1.4 911 call is made, Shentel will provide an automatic notification to the Radford University Police Department for the main campus, and to both the Radford University Police Department and the Carilion Police Department for the RUC campus. Each notification will also include a valid callback number.	August 11, 2023
1.4 For the RUC campus, although an automatic notification to a central location is provided when a 911 call is made, that notification does not contain a valid callback number; only the last four digits are provided.		

	BUSINESS ISSUE		PLANNED ACTION	COMPLETION DATE
2.	For the RUC campus, when a 911 call is made, an erroneous "main number" not associated with the University is provided to the PSAP. Although providing a "main number" is not required by the Code of Federal Regulations, providing inaccurate information to a PSAP could result in a delay in the response to an emergency.	2.	ITS will transition to Shentel's Intrado 911 service for both the main campus and the RUC campus. With that service, a "main number" will no longer be provided to the PSAP for 911 calls made from the RUC campus; only a valid callback number will be provided.	August 11, 2023

BACKGROUND

The University's Inventory asset on the Statement of Net Position is composed of warehouse supplies inventory and fuel inventory. The inventory totaled $693,676 as of June 30, 2023 and was composed of the following amounts:

Warehouse supplies inventory	$349,771
Fuel inventory	343,905
Total	$693,676

The University's inventory is managed by the Facilities Maintenance and Operations unit of Facilities Management.

SCOPE AND OBJECTIVES

The scope of the audit was the University's warehouse supplies inventory and fuel inventory. The objectives were to determine if the inventory appeared to be accurately counted and recorded as of June 30, 2023 and to provide the results to the Financial Reporting department for updating the University's records.

In accomplishing the objectives, our procedures included inventory observations, performing test counts of the physical inventory taken, tracing test counts to the inventory listing, and verifying the accuracy of the final listings as to quantity and total cost. Verifying the accuracy of inventory unit costs was outside of the scope of our procedures.

CONCLUSION

Based upon this work, we concluded that the June 30, 2023 inventory appeared to be accurately counted, recorded, extended, and totaled in all material respects. The information necessary to update the University's records has been provided to the Financial Reporting department.

BACKGROUND
The University's Physical Inventory Policy requires a physical inventory of tagged assets once every two years to properly safeguard assets and maintain fiscal accountability. During fiscal year 2023, the Office of Audit & Advisory Services conducted fixed asset verifications for the tagged assets in the President's Home (The Governor Tyler House at 915 Tyler Avenue) as well as in the designated storage area at 219 East Main Street. Those locations are known collectively as "Staff House" in the University's fixed assets system (Banner).

SCOPE AND OBJECTIVES
The scope of the review was limited to tagged assets in the locations noted above. The objectives were to perform verifications of these assets and to provide the results to the Fixed Assets Accounting department to update the University's records. In accomplishing the objectives, we based our initial verifications on a list of 50 assets generated from Banner for organization code #25109 ("Staff House"). We accounted for each asset on the list, and we verified the location and accuracy of the asset's description. Furthermore, any appropriate University-owned assets in the home that had not been previously tagged were assigned tag numbers. Tag assignments were made using the unique series of pre-numbered tags maintained by our office. The Equipment Liaison assisted us with our verifications, including identifying any assets that will no longer be used in the President's Home and, thus, should be removed from the list.

CONCLUSION
Based upon this work, we verified 48 of the 50 assets (96%) in the original listing; two assets were missing. We also identified three assets to be added to and 27 assets to be removed from the list. An updated list of assets is attached. The information necessary to update the University's records has been provided to the Fixed Assets Accounting department.

	Staff House				
	Listing of Tagged University Assets				
	As of June 2023				
	Asset ID	**Asset Description**	**Serial Number**	**MFG**	**Model**	**Location**
---	---	---	---	---	---	---
1	P0003	Dresser 9 Drawer W/ Mirror				Gov. Tyler House
2	P0006	Wallace Silverware-Knvs Frks Spns				Gov. Tyler House
3	P0015	Chest Marble Top 2 Drawers, Green				Gov. Tyler House
4	P0041	Table & 4 Chairs Wrought Iron				Gov. Tyler House
5	P0081	Nesting Table Bamboo Look				Not Located
6	P0082	Tables (2)Nesting Style		Lane		Gov. Tyler House
7	P0084	Chair w arms-wood trim-paisley fabric				Gov. Tyler House
8	P0087	Table Lane Deed Box	2581250			Gov. Tyler House
9	P0091	Table Sofa Glass Top				Gov. Tyler House
10	P0154	Table Oval-Wood-Small				Gov. Tyler House
11	P0186	Silver Candle Holders (2)		Gorham		Gov. Tyler House
12	P0198	Table, Coffee glass top/brass legs Bamboo Style				Gov. Tyler House
13	P0204	Wrought Iron Table, Rectangular				Gov. Tyler House
14	P0215	TV 46"	Z4TF3CXC501709L	Samsung	UN46ES6500FXZA	Not Located
15	P0216	TV	Z4TK3CV601547D	Samsung	UN40ES6100F	Gov. Tyler House
16	P0217	Golden Teak Outdoor Furniture				Gov. Tyler House
17	P0220	48" Samsung TV				Gov. Tyler House
18	P0222	TV	03NL3CEH214257F	Samsung	UN32J5500AF	Gov. Tyler House
19	P0224	Sony 43" 4K Ultra HD TV	5085096	Sony	XBR43X830C	Gov. Tyler House
20	P0225	Sony 65" 4K Ultra HD TV		Sony	XBR65X900C	Gov. Tyler House
21	P0228	Washer w/ pedestal		Maytag	MHW8200FC	Gov. Tyler House
22	P0229	Dryer w/ pedestal		Maytag	MED8200FC	Gov. Tyler House
23	P0233	Fire Pit Table, Gas 42"		Outdoor GreatRoom		Gov. Tyler House
24	P0234	Ice Maker, Undercounter	WWG497A69	Grainger	15CRS1XS	Gov. Tyler House
25	P0236	Ice Maker	22011320015329	Scotsman	CU50GA-IC	Gov. Tyler House
26	P0244	Security Surveillance Recorder and Hard Drives	ST214800182092	Luma		Gov. Tyler House

RADFORD UNIVERSITY

Office of Audit and Advisory Services

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2023

Audit: Sponsored Programs and Grants Management				
	Business Issue	Planned Action	Completion Date	Status
1.2	The University lacks a policy(ies) to define institutional base salary (IBS) and supplemental/extra-service pay. Such policy(ies) are required by the Uniform Guidance. Not having the required policy(ies) could result in unallowable compensation costs charged to Federal grants. One employee's supplemental pay amount was required to be revised after the original amount had been fully approved. The revision was required because the approved supplemental pay amount would violate a Federal requirement that the employee's total supplemental pay could not exceed the allowable percentage of the employee's normal salary. However, lack of University documentation outlining this requirement has led to confusion.	1.2 Human Resources, after consultation with SPGM and the Controller's Office, will develop a policy to address any restrictions that apply, such as the one noted on supplemental pay, in accordance with 2CFR§200.430 - Compensation - personal services. The new policy will be communicated campus-wide.	October 31, 2021 Revised to May 1, 2022 Revised to June 30, 2023 Revised to January 31, 2024	In Process
1.4	One PR-40 form (the form that is used to authorize supplemental pay) documented a 50% allocation to the ASSET grant, but the payments were allocated 100% to the grant. After further inquiry, we determined that management completed the form incorrectly, and the charge to the grant was deemed to be in accordance with the original intent. However, because the form on file wasn't corrected, it gives the appearance of unallowable activity. Furthermore, the form contained numerous mark-outs, revisions, and hand-written notes, making it difficult to determine the intent of the personnel action.	1.4 To improve upon existing PR-40 business practices, Human Resources will communicate the new PR-40 form procedures/ guidelines campus-wide.	March 31, 2021 Revised to March 31, 2022 Revised to June 30, 2022 Revised to January 6, 2023 Revised to March 31, 2023 Revised to June 9, 2023	Complete

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2023

Audit: Financial Aid – Enrollment Reporting			
Business Issue	**Planned Action**	**Completion Date**	**Status**
1.1 Improvements are needed in the unofficial withdrawals process to help ensure accuracy and efficiency. Specifically, our testing of the enrollment reporting of unofficial withdrawals identified one error in our sample of eight (13%) which resulted in an inaccurate date being reported to the National Student Loan Data System (NSLDS). This appeared to be due to a keying error on the spreadsheet where the Office of Financial Aid listed the unofficial withdrawals. Note: This issue was also included in the APA's Radford University Report on Audit for FY 2021 as part of the Improve Compliance over Enrollment Reporting finding.	1.1 The Office of Financial Aid will work with the Registrar's Office to implement a quality control process. To help ensure accuracy, the Office of Financial Aid will review unofficial withdrawal data at two different points in the process. This process will be used for Fall 2021. *The sample of Fall 2021 unofficial withdrawals tested by the Office of Audit & Advisory Services (OAAS) did not have keying errors such as the one found in the Fall 2020 testing. However, the testing discovered that an inaccurate withdrawal date was used for students for whom the semester midpoint date was the withdrawal date. OAAS will test Spring 2022 unofficial withdrawals during Summer 2022.* *Due to NSLDS outages, resulting from the launch of the NSLDS Professional Access website in Summer 2022, OAAS was unable to verify the accuracy and timeliness of Spring 2022 unofficial withdrawals. OAAS will test Fall 2022 unofficial withdrawals in Spring 2023.* *The sample of Fall 2022 unofficial withdrawals tested by OAAS did not have the errors found in prior testing. However, the testing discovered that process improvements were needed to ensure that enrollment information for students who had name changes was recorded in NSLDS accurately and timely. OAAS will test Spring 2023 unofficial withdrawals in Summer 2023.*	April 30, 2022 Revised to September 30, 2022 Revised to April 30, 2023 Revised to August 31, 2023	Follow up is in process

Audit: APA Audit 06/30/2021				
	Business Issue	Planned Action	Completion Date	Status
4.0	The University did not promptly return unclaimed student financial aid funds to ED within the required timeframe. In accordance with 34 CFR 668.164(l), if an institution attempts to disburse funds by check and the recipient does not cash the check, the institution must return the funds no later than 240 days after the date it issued that check or no later than 45 days after a rejected electronic funds transfer (EFT). Not returning funds timely can result in federal noncompliance and subject the institution to potential adverse actions affecting the institution's participation in Title IV aid programs. The University did not return $2,853 in unclaimed aid timely for aid year 2021. At the time we completed our audit, and after reviewing the full population of 47 students with aid outstanding, the University had not yet returned $374 to ED. Escheatment of the funds to the Commonwealth of Virginia rather than returning the funds to ED was the primary cause of the delay in returning the funds. The University should evaluate current policies and procedures for returning unclaimed student financial aid funds timely and implement corrective action to prevent future noncompliance. If the University is unable to successfully contact the federal aid recipient and the check remains uncashed or the EFT is rejected, the University should return the unclaimed funds to ED within the required timeframe.	4.0 The Office of Financial Aid and the Department of General Accounting are conducting a comprehensive review of current procedures for the timely return of funds. All necessary corrective action improvements will be finalized and validated by December 31, 2022.	December 31, 2022 Revised to March 31, 2023 Revised to August 30, 2023	Follow up is in process

RADFORD UNIVERSITY

Office of Audit and Advisory Services

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2023

Audit: IT-Networking				
	Business Issue		Planned Action	Completion Date	Status
1.1	Improvements are needed in router and switch security configurations. During the review of a sample of router and switch security configurations we identified the following: Technical vulnerabilities Details of this issue were communicated to management in a separate document marked Freedom of Information Act exempt under §2.2-3705.2(2) of the Code of Virginia due to it containing descriptions of security mechanisms.	1.1	Management provided a planned action under the same public disclosure exemption as noted in the business issue.	August 4, 2023	Complete
1.3	Improvements are needed in router and switch security configurations. Details of this issue were communicated to management in a separate document marked Freedom of Information Act exempt under §2.2-3705.2(2) of the Code of Virginia due to it containing descriptions of security mechanisms.	1.3	Management provided a planned action under the same public disclosure exemption as noted in the business issue.	July 1, 2023	Complete

RADFORD UNIVERSITY

Office of Audit and Advisory Services

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2023

Audit: IT-Voice Over Internet Protocol				
	Business Issue	Planned Action	Completion Date	Status
1.1	Improvements are needed in the University's MLTS dispatchable location configuration and notification configuration to fully comply with the FCC's requirements governing 911 calling. Specifically, Dispatchable location When a 911 call is made from the main campus, the MLTS does not provide any dispatchable location information, as required, to the Public Service Answering Point (PSAP) (Radford City Police Department). Dispatchable location, at a minimum, consists of the validated street address of the calling party, plus additional information such as suite, apartment, or similar information necessary to adequately identify the location of the calling party.	1.1 ITS will transition to Shentel's Intrado 911 service for both the main campus and the RUC campus. With that service, 911 caller ID information provided to each PSAP will include the callback number of the caller, along with building name, building 911 street address, and room/suite number of the extension that called.	August 11, 2023	Complete
1.2	Improvements are needed in the University's MLTS dispatchable location configuration and notification configuration to fully comply with the FCC's requirements governing 911 calling. Specifically, Dispatchable location When a 911 call is made from the RUC campus, the MLTS provides dispatchable location information consisting of the civic address and floor level information to the PSAP (Roanoke City Police Department). However, floor level information may not be precise enough to allow first responders to respond in a timely manner.	1.2 ITS will transition to Shentel's Intrado 911 service for both the main campus and the RUC campus. With that service, 911 caller ID information provided to each PSAP will include the callback number of the caller, along with building name, building 911 street address, and room/suite number of the extension that called.	August 11, 2023	Complete

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2023

	Audit: IT-Voice Over Internet Protocol (Continued)				
	Business Issue		Planned Action	Completion Date	Status
1.3	Improvements are needed in the University's MLTS dispatchable location configuration and notification configuration to fully comply with the FCC's requirements governing 911 calling. Specifically, Notification For the main campus, the MLTS does not provide an automatic notification to a central location, as required, when a 911 call is made.	1.3	With the transition to the Shentel Intrado 911 service, when a 911 call is made, Shentel will provide an automatic notification to the Radford University Police Department for the main campus, and to both the Radford University Police Department and the Carilion Police Department for the RUC campus. Each notification will also include a valid callback number. *Revised Planned Action:* *With the transition to the Shentel Intrado 911 service, when a 911 call is made from the main campus, Shentel will provide an automatic notification to the Radford University Police Department. The notification will also include a valid callback number.*	August 11, 2023	Complete

	Audit: IT-Voice Over Internet Protocol (Continued)				
	Business Issue		Planned Action	Completion Date	Status
1.4	Improvements are needed in the University's MLTS dispatchable location configuration and notification configuration to fully comply with the FCC's requirements governing 911 calling. Specifically, <u>Notification</u> For the RUC campus, although an automatic notification to a central location is provided when a 911 call is made, that notification does not contain a valid callback number; only the last four digits are provided	1.4	With the transition to the Shentel Intrado 911 service, when a 911 call is made, Shentel will provide an automatic notification to the Radford University Police Department for the main campus, and to both the Radford University Police Department and the Carilion Police Department for the RUC campus. Each notification will also include a valid callback number. *Revised Planned Action:* *With the transition to the Shentel Intrado 911 service, when a 911 call is made from the RUC campus, Shentel will provide an automatic notification to the Radford University Police Department. To ensure that the Carilion Police Department is aware that a 911 call has been made from RUC, the Radford University Police Department will call the Carilion Police Department each time the automatic notification is received. This process will remain in place until such time that the Carilion Police Department receives the automatic notifications directly. All notifications will include a valid callback number.*	August 11, 2023	Complete

	Audit: IT-Voice Over Internet Protocol (Continued)				
2.0	For the RUC campus, when a 911 call is made, an erroneous "main number" not associated with the University is provided to the PSAP. Although providing a "main number" is not required by the Code of Federal Regulations, providing inaccurate information to a PSAP could result in a delay in the response to an emergency.	2.0	ITS will transition to Shentel's Intrado 911 service for both the main campus and the RUC campus. With that service, a "main number" will no longer be provided to the PSAP for 911 calls made from the RUC campus; only a valid callback number will be provided. *Revised Planned Action:* *With the transition to the Shentel Intrado 911 service for both the main campus and the RUC campus, the telephone number provided to the PSAP is the valid callback number for the 911 caller. The "main number" is generated by the carrier system, and it is not a number that can be modified by Shentel or Radford University.*	August 11, 2023	Complete

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2023

Audit: IT- DNS, DHCP, and Firewall					
	Business Issue		Planned Action	Completion Date	Status
3.0	Improvements are needed in the Internet edge firewall rules (configuration). Specifically, rules are not in place to explicitly prevent certain DNS threats. These rules would significantly bolster the security of the DNS services provided by the Cisco Umbrella firewall.	3.0	The current firewall configuration only allows the use of Open DNS and Google DNS. There are exceptions defined for four specific servers to allow these servers to function as internal DNS servers. ITS will remove the Google DNS rules and remove the exceptions during the firewall upgrade scheduled for May 2023.	June 1, 2023	Complete
4.0	There is a potential vulnerability for unauthorized (rogue) DNS and DHCP servers. Although the University already runs vulnerability scans, it does not review for DNS and DHCP services that are running. Not reviewing for these services could allow unauthorized DNS and DHCP services to run on the University's network undetected.	4.0	DHCP snooping is currently configured on the network switches as a mitigating control to help prevent DHCP servers from running on switch ports. ITS will enhance vulnerability scans and alerts to include rogue DHCP and DNS servers.	June 1, 2023	Complete

FOLLOW-UP AUDIT STATUS REPORT
BUSINESS AFFAIRS AND AUDIT COMMITTEE
SEPTEMBER 2023

Audit: IT- Incident Response and Recovery				
	Business Issue	Planned Action	Completion Date	Status
2.1	Additional documentation is needed for the University's Disaster Recovery Strategy (DRS). Based on a review of the document against the components recommended by the Disaster Recovery Institute International, improvements should be made so that the DRS and any supporting documentation is readily available to direct external information technology professionals to assist in a recovery effort, if needed. Specifically, the following critical information is missing or not readily available: Specific recovery tasks needed to recover the infrastructure and critical applications identified in the Business Impact Analysis (BIA).	2.1 ITS will review the system disaster recovery plans for systems defined as critical in the BIA and ensure that each contains a task list that is appropriate for recovery of the system by a qualified engineer.	June 1, 2023	Complete

Status Updates on 2022-2023 Goals

1. **Obtain acceptance by management for 90% business issues identified in internal audits.**

   Status: 100% were accepted.

2. **Help enhance the University's Information Technology (IT) posture by executing IT audit projects annually in accordance with the five-year IT Audit Plan (20%).**

   Status: 20% of the five-year plan completed.

3. **The University will have no (0) repeat findings from the Auditor of Public Accounts (External Audits)**

   Status: 0 Repeat Findings from External Audits

Office of Audit and Advisory Services

Goals – FY 2023-2024

90% — Obtain acceptance by management for business issues identified in internal audits.

20% — Help enhance the University's Information Technology (IT) posture by executing IT audit projects annually in accordance with the five-year IT Audit Plan.

0 — The University will have no repeat findings from the Auditor of Public Accounts (External Audits)

Business Affairs and Audit Committee

RADFORD UNIVERSITY

Capital Project Update and Six-Year Capital Outlay Plan 2024-2030

RADFORD UNIVERSITY

Business Affairs and Audit Committee

RADFORD UNIVERSITY

Six-Year Capital Outlay Plan 2024-2030

- University prioritizes projects and indicates sources of funding

- Driven by Strategic Priorities and Master Plan

- Compiled in two-year Biennial groupings

- Utilized to prepare Capital Budget Request for inclusion in the Executive Budget Bill

Business Affairs and Audit Committee

RADFORD UNIVERSITY

Current Projects

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Business Affairs and Audit Committee

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Artis Center for Adaptive Innovation and Creativity

Business Affairs and Audit Committee

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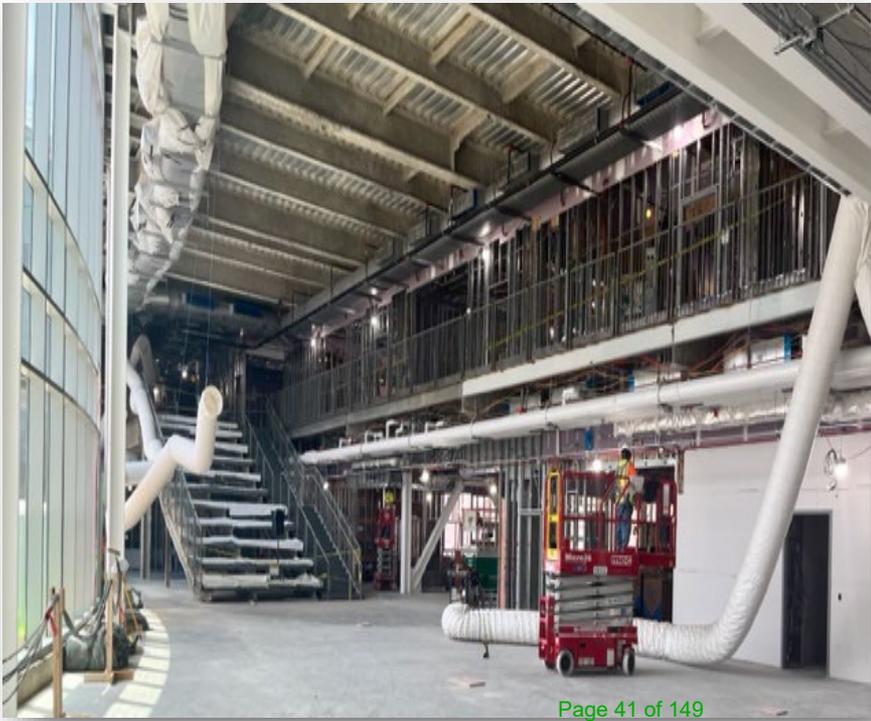
Tyler and Norwood Halls

Tyler

Norwood

Business Affairs and Audit Committee

RADFORD UNIVERSITY

1001 East Main

Business Affairs and Audit Committee

RADFORD UNIVERSITY

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs and Audit Committee
September 7, 2023

Information Item
Capital Projects and Information Technology Services Update

Item 1: Facilities Planning and Construction update on capital projects.

<u>**Artis Center for Adaptive Innovation and Creativity**</u>

Project Budget --- $126,631,000

Architect/Engineer Firm-- Hord Coplan and Macht

Construction Manager--- Skanska

The Artis Center for Adaptive Innovation and Creativity (Artis Center) will address an array of significant existing programmatic and building deficiencies across a number of academic colleges. The approximately 178,000-square-foot multi-story building will include state-of-the-art instruction, laboratory, maker, studio, computer, and collaborative spaces that integrate the arts and health sciences, along with office and other academic support functions. Specialty spaces will include an instructional auditorium and support spaces, health science clinical lab spaces, painting and drawing studio spaces, and music and dance studio spaces. The Artis Center will be located in a prominent area of campus directly adjacent to East Main Street, and will respond aesthetically to the existing buildings along this important campus corridor.

The project scope provides for demolition of the existing Porterfield East and West Halls and McGuffey Hall and construction of the new building and building systems and components including HVAC, plumbing, electrical, fire alarm and detection, fire suppression, lightning protection, and elevators. The project replaces existing facilities and building systems that are fifty years old and are inadequate for today's learning environment and technologies. Significant utility impacts will be accommodated, along with erosion/sediment control and stormwater management requirements. The University is also aggressively pursuing certification through the US Green Building Council's Leadership in Energy and Environmental Design (LEED) program.

In April 2021, the University and Skanska entered into a Gross Maximum Price Contract (GMP) with early site and demolition work beginning in June 2021. Due to extenuating circumstances related to the effects of COVID-19, such as supply chain disruptions and limited workforce availability in southwest Virginia, Skanska communicated a gap in funding from their executed GMP and subcontractor bids to complete the project. In April of 2023 the Commonwealth of Virginia's Six Year Capital Planning Committee authorized supplemental funding to the University for the project. The University issued a change order to Skanska on April 28, 2023 to allow project completion and occupancy August 2024.

The construction of the project is continuing to move forward. The brick veneer is mostly complete and a number of windows have been installed. The building is mostly dried in with the near completion of the roof covering and exterior veneer. A significant amount of curtain wall/glazing is being installed and the roof top units have been installed. The interior work is progressing with a significant number

of walls being constructed along with the mechanical, electrical, and plumbing work. Interior design work including furniture layout is also underway.

The Information Technology Services team continues to complete technology planning work for this new building. Discussions with architects, faculty and consultants continue as a review of the technology needs is underway and audio video specifications are being finalized. Fiber will be installed to the building during the fall to establish connectivity to the campus network.

Renovation of Tyler and Norwood Halls

Project Budget -- $30,000,000

Architect/Engineer Firm--- Hanbury

The Master Plan identifies Norwood Hall and Tyler Hall as the next on-campus residence halls to be renovated. The renovation scope will provide for the replacement of plumbing piping, fixtures, HVAC systems, fire alarm systems, electrical upgrades, accessibility improvements, and asbestos abatement, similar to the renovation scopes recently completed for the Moffett Quad residence halls in 2016. The renovations will also include significant improvements to the first-floor building entries, student support areas (i.e. lounges, kitchen, study spaces), along with activating the porch areas for student gathering space. These renovations will give vibrant new life to these buildings built in the early 1900's. The project is now transitioning from design to construction. Phase 1 of the project has begun with the non-structural selective demolition of the interior of the building. This is scheduled to be complete in July 2023.

Hanbury, the project design firm, has completed the design and is now in the process of obtaining approval for the drawings from the Department of Engineering Buildings (State Building Official). Once the drawings are approved and the permits are issued, construction is expected to commence in late fall 2023, with subsequent project completion in December 2024.

Combined Heat and Power/Co-Generation Facility

Project Budget --- $16,000,000

Architect/Engineer Firm--- Trane

The Combined Heat and Power/Co-Generation Facility project would convert an existing building (the Art Annex) into a combined heat and power (CHP) facility for the campus. The conversion of the facility to CHP would consist of two 3.3-megawatt natural gas fired reciprocating engines. The engines would generate electricity for campus utilization while the waste heat generated from the equipment would supplement the University steam plant generation. The overall project costs for construction are approximately $16.0 million. The project is estimated to save the University $2.0 million in annual operating cost. The approved 2022-24 Biennial Budget included $11.2 million in general funds and $4.8 million in non-general funds for this project. The Interconnect Agreement was submitted to the City of Radford and comments have been provided back. The University has responded to the questions defined in the City of Radford's Electrical Department Impact Study. The University with Virginia Department of Energy will notify Division of Engineering and Buildings of the intent to move forward.

Improve Campus Utilities Infrastructure

Project Budget --- $15,425,000

The Improve Campus Utilities Infrastructure project will provide improvements to campus utility infrastructure, including upgrade and enhancements to basic utilities and overall building safety and security. The project will address infrastructure concerns in advance of planned future facility needs and will enhance the resiliency and redundancy of the campus enterprise in order to mitigate the increased impacts of various weather, economic, and other external events and factors. The approved 2022-24 Biennial Budget included $15.4 million in general funds for this project.

The project will allow for significant campus utilities improvements and upgrades for the safety and security of students, employees, and guests, as well as for the efficiency and effectiveness of the infrastructure future needs. Many of the basic campus utilities were originally installed between 100 and 75 years ago, as part of the City of Radford. As the campus has grown and the facility footprint has increased, these original utility systems and components have reached end of life. As resources have been available, various utility improvement and upgrade projects have been undertaken across campus. This approach has been partially successful, but only a small portion of the campus, at the most critical locations, have been updated.

The existing infrastructure systems and components included in the construction portion of the umbrella project include: water, stormwater, sanitary, steam, electrical, chilled water, information technology, fire alarm, access control and security, and accessibility.

University planning and evaluation of the access control and security systems have begun with the intent to select a future direction for the University's card access and security systems.

The University has engaged the architectural firm of Wiley and Wilson from Lynchburg to develop a campus medium voltage electrical master plan. As part of the development of the electrical master plan, an evaluation of existing underground conduit was recently conducted with a brief shut down of power over a large portion of campus. Additional planning activities have begun and will continue following the completion of the medium voltage electrical master plan.

River Campus

The Master Plan identified development of the River Campus on University and City of Radford (City) properties adjacent to the New River. Stakeholder meetings have taken place, including academic and student affairs, and an initial visioning document has been compiled. The visioning document will serve to identify initial projects for execution, and planning and prioritization of further River Campus development projects.

The overall River Campus development includes zones for higher density public activities such as an amphitheater, event space, food and beverage areas, and associated support spaces; for quieter academic and passive recreation spaces; and for highly active recreation and student engagement areas.

An initial project was completed in Summer 2021 that included the greenway extension on University property adjacent to parking Lot Z and the New River. This project will also ultimately include outdoor seating, event areas, and spaces designed to accommodate informal gatherings. The design for a second phase in coordination with the City to link the University greenway to the City greenway is complete.

Construction of the trail connector was completed June 2022.

Further development projects include more significant public projects such as an amphitheater and food services, along with more recreation-based projects such as access to the river for people and boats, climbing walls and bouldering, and zip lines and ropes courses. An architect-engineer firm, hired by the University, has performed a feasibility study for the preferred location for an amphitheater that is currently being evaluated for next steps in conjunction with the City.

The City of Radford has completed the rehabilitation of Ripley Bridge on University Drive across the Norfolk Southern tracks adjacent to East Main Street.

Item 2: Information Technology Services (ITS) update on information technology projects.

Website Redesign and Content Management System Change

Marketing and Communications and Information Technology Services (ITS) continue to work with NewCity and Modern Campus on the website redesign project. Initial development of new website components has been completed. Updated marketing pages for programs, concentrations and certificates is underway with the goal to roll out these new pages on the existing web platform mid fall. To ensure the updated brand elements are included in the web site redesign, the anticipated launch of the new website has been revised to mid-spring 2024. Incremental updates to the existing website including a new header will be completed prior to the new launch.

IT Security Operational Update

Security Awareness Training
System Administrator role-based training was conducted to provide system administrators with annual training. This training is intended to reinforce security concepts among campus system administrators who are responsible for implementing, managing, and maintaining critical campus systems.

Review and Update of Disaster Recovery Plans
As part of our ongoing effort to ensure the availability of systems, Business Continuity and Disaster Recovery documentation was reviewed and updated. This step is an important part of our commitment to maintaining the seamless operation of the university's information systems. Keeping this information current prepares ITS teams to handle potential disruptions effectively.

Annual Lifecyle Replacements

ITS is committed to maintaining and enhancing campus technology to maximize its value while keeping up with technological advances and mitigating obsolescence risks. This is evidenced with Apple and Dell laptop replacements being rolled out to faculty and staff over the summer. As WiFi performance and coverage is critical to faculty and students, over the summer 179 WiFi access points were replaced in residence halls and apartments and 64 access points were replaced in academic buildings. In addition, software updates were completed on 259 network access switches.

Action: None. Informational only.

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs & Audit Committee
September 7, 2023

Action Item
Approval of the Six-Year Capital Plan for 2024-2030

Item:
Approval of the 2024-2030 Radford University Six-Year Capital Outlay Plan.

Background:
Every two years, the University compiles a Six-Year Capital Outlay Plan for Board of Visitors approval. This plan drives the University's capital budget request submitted to the Department of Planning and Budget. From those requests, the Executive Branch prioritizes capital projects for the Commonwealth and to inform their decision on which projects will be slated for inclusion in the Governor's Executive Budget Bill which is presented in December of each year.

The Six-Year Capital Outlay Plan reflects the mission of the university. The projects are driven by initiatives and actions included in the University's current strategic priorities and Master Plan. The projects are submitted in priority order and identify the requested source of funding. The overall guiding principles of the plan were to identify future capital projects that modernize and repurpose existing academic buildings for the changing environment in higher education delivery and pedagogy; address the need to co-locate academic and administrative functions to improve operational efficiencies and departmental synergies; and modernize existing residence halls by updating building infrastructure and systems.

A summary of the submitted projects, by biennium, is presented in Appendix A and a brief description of each project is provided in Appendix B.

Action:
Radford University Board of Visitors approval of the 2024-2030 Radford University Six-Year Capital Outlay Plan, as presented in Appendixes A and B.

Radford University Board of Visitors
RESOLUTION
Approval of the Six-Year Capital Outlay Plan for 2024-2030
September 8, 2023

       BE IT RESOLVED, the Radford University Board of Visitors approves the Radford University Six-Year Capital Outlay Plan for 2024-2030, as presented in Appendixes A and B.

RADFORD UNIVERSITY SIX YEAR CAPITAL PLAN 2024 - 2030

Capital Project Description	Funding	State General Fund	University Nongeneral Fund	University Debt	Other	Total Funding Requested
Current Active Projects						
Artis Center for Adaptive Innovation and Creativity	E&G	$128,437,350	$3,193,740	$0	$0	$131,631,090
Renovate Norwood Hall and Tyler Hall Residences	Auxiliary	$0	$30,000,000	$0	$0	$30,000,000
Property Acquisition - 1001 -1003 East Main Street & 110 Tyler Ave	Auxiliary	$0	$1,611,000	$0	$0	$1,611,000
Improve Campus Infrastructure - Utilities/Safety/Security	E&G	$15,425,000	$0	$0	$0	$15,425,000
Construct Combined Heat and Power Co-Generation Facility	E&G/Auxiliary	$11,200,000	$4,800,000	$0	$0	$16,000,000
2024-2026 Biennium						
Radford University Roanoke Campus Academic Building	E&G	$140,000,000	$0	$0	$0	$140,000,000
Radford University Roanoke Campus Auxiliary Building	Auxiliary	$0	$0	$100,000,000	$0	$100,000,000
Dalton Hall Renovation	Auxiliary	$0	$35,000,000	$0	$0	$35,000,000
Expand Create Riverway Experience	Auxiliary	$0	$5,000,000	$0	$5,000,000	$10,000,000
Athletics Umbrella Fund (Renovate Dedmon Center)	Auxiliary	$0	$0	$30,000,000	$0	$30,000,000
Muse Hall - Reduce University Square Footage	Auxiliary	$0	$10,000,000	$0	$0	$10,000,000
Renovate Waldron Hall	E&G	$43,350,000	$0	$0	$0	$43,350,000
2026-2028 Biennium						
Renovate Walker Hall	E&G	$35,000,000	$0	$0	$0	$35,000,000
Renovate Ingles Residence Hall	Auxiliary	$0	$0	$15,000,000	$0	$15,000,000
Renovate McConnell Library	E&G	$60,000,000	$0	$0	$0	$60,000,000
Renovate Peters Hall	E&G	$70,000,000	$0	$0	$0	$70,000,000
Renovate Governor's Quad Residence Halls (2 of 4 buildings)	Auxiliary	$0	$0	$30,000,000	$0	$30,000,000
2028-2030 Biennium						
Renovate Governor's Quad Residence Halls (2 of 4 buildings)	Auxiliary	$0	$0	$30,000,000	$0	$30,000,000
2031 and Beyond						
Construct Hurlburt Hall Addition	Auxiliary	$0	$20,000,000	$20,000,000	$0	$40,000,000
Renovate Armstrong Building	E&G	$15,000,000	$0	$0	$0	$15,000,000
Renovate Madison Hall	Auxiliary	$0	$0	$30,000,000	$0	$30,000,000
Renovate Martin Hall	E&G	$20,000,000	$0	$0	$0	$20,000,000
Renovate Cook Hall	E&G	$15,000,000	$0	$0	$0	$15,000,000
Renovate Covington Hall	E&G	$35,000,000	$0	$0	$0	$35,000,000
Totals		**$433,350,000**	**$70,000,000**	**$255,000,000**	**$5,000,000**	**$763,350,000**

*September 2023

Appendix B: Summary of Radford University's
Six-Year Capital Outlay Plan for 2024-2030

2024-2026 Biennium

Radford University Roanoke Campus Academic and Auxiliary Buildings
Radford University's 2019 merger with the Jefferson College of Health Sciences, Virginia created Radford University Carilion (RUC). RUC's operations are housed in Carilion Roanoke Community Hospital (CRCH), an active health care facility, which is part of the Carilion Clinic, a not-for-profit health care provider in southwest Virginia. CRCH is a 10-story, 408,000 square-foot hospital, providing a variety of health care services. RUC leases approximately 171,000 square feet in CRCH, including administrative, academic, laboratory, and other associated activities.

In today's environment, both RUC and Carilion have identified the need for expanded facilities to provide for both anticipated academic program growth and increased need for regional health care services. RUC's enrollment has grown over the last two years, and the demand for nursing and health sciences program graduates is very strong. RUC's current space in CRCH allows little to no flexibility to serve potential academic program growth, while future Carilion health care capital demands will likely require reclaiming of current RUC space. RUC's current programs benefit greatly from the immersive nature of the academic spaces within a working hospital; however, there are some basic academic and administrative needs which might be better served in a more flexible environment outside of the hospital proper.

The continued growth of health sciences initiatives in Roanoke offers unique opportunities to provide students with classroom, research, and real-world clinical education settings only a few steps away from one another. Along with the increased concentration of educational offerings will come the need for various student services. In January 2021, a Master Planning Committee was established that consisted of members from both Carilion Clinic and Radford University and was designed to also work collaboratively with the Virginia Tech Carilion (VTC) Master Planning Committee to ensure potential mutually beneficial approaches were identified to define desired growth areas of educational and research offerings, the layout of Roanoke Health Sciences campus, and facility needs both now and in the next 3 to 5 years. Initial findings highlighted the shared desire for increased academic space, expansion of student health and wellness space, as well as providing additional student housing and dining options. Additional priorities also included the need for expanded research and innovation space to support the cross pollination and collaboration of evolving activities and needs supported by Carilion Clinic, RUC, and VTC.

Since that time the University, utilizing consulting services, are conducting a space needs assessment of academic offerings in Roanoke. This assessment will help inform long-range planning of the Roanoke and Radford campuses and facilitate greater integration of the two campuses. The assessment will determine, in context of short- and long-term objectives, whether the current square footage is sufficient, if the composition of the current square footage is adequate, and what additional space needs may exist. Additionally, it will include what overall and targeted changes are needed in the short-term to stay in place (e.g., schedule changes, multipurpose spaces). This assessment will analyze current data and projections and engage with senior leaders, RUC leadership and key stakeholders to determine comprehensive space needs. The deliverable for this

work will include a detailed presentation containing an executive summary outlining observations, projections, and recommendations.

Dalton Hall Renovation

Dalton Hall, constructed in 1991 with approximately 74,000 square feet, houses the University's main dining facility, post office, and bookstore location. Aside from minor repairs and mechanical equipment replacement, the building has never received significant renovation efforts. The renovation project will address strategic goals by upgrading and maintaining facilities to meet the needs and desires of today's student.

The renovation will focus mainly on the building interior space and supporting mechanical and electrical systems bringing all changed components into current code compliance. The renovated space will provide for "right-sized" dining/kitchen, bookstore and post office space to address current trends and needs; create effective entrances; and enhance program efficiencies including location and operations. By addressing these items, it is anticipated to provide increased food service creativity and deliver for better student satisfaction and sense of belonging.

Expand Create Riverway Experience

The New River is directly adjacent to the Athletics/Recreation Campus, with boat access points at several locations near University property. Several gathering areas are proposed along this greenway development, to provide spaces for relaxation and contemplation along with potential academic research and student life activities. Boat and canoe launch ramps would be provided to provide direct access to the river for recreational use. Festival event areas including an amphitheater are being evaluated for potential partnering opportunity with the City of Radford. Recreational elements such as ziplines, ropes courses, and climbing walls would be located in the area, potentially for both student and public use. A rails-to-trails connection along the existing trestle bridge would provide connectivity to other greenways in the New River Valley.

To further enhance connections to the river campus area, the University is evaluating relocation of the RU Able program to campus from its current off-campus leased space location.

Athletics Umbrella Funding - Renovate Dedmon Center

The Dedmon Center was constructed in 1980, as a combination overall university recreation and athletic venue and support space. The facility originally included basketball, volleyball, gymnastics, and swimming performance venues along with locker rooms, training rooms, and athletics administrative offices. The facility is not designed for effective fan experiences in the way that current facilities are designed, and locker and training spaces are inadequate. Existing fixtures and building systems are going to require significant investment in the immediate future. Some examples of these required investments include boilers, chiller plants, and bleachers. The proposed project will reconfigure the arena seating to provide a more enhanced fan experience for indoor athletic events, and adjacent spaces will be renovated to include new locker rooms, athletic training rooms, and concessions.

Muse Hall - Reduce University Square Footage

Muse Hall is the largest residential housing unit on campus with approximately 900 beds. Built in 1970, the building has never undergone a complete renovation, and is in significant need of a variety of system repairs and upgrades. The building includes a 13-story resident tower along with a penthouse and three below-grade levels. The building is the only residence hall on campus where the majority of the rooms are not air conditioned, and is the least desirable on-campus housing option. The building also includes the university's secondary dining facility, currently only utilized for special events. The majority of the building systems such as plumbing and electrical are past anticipated life. Portions of the building contain hazardous materials such as asbestos and lead-based paint. Given the significant cost of renovations required and utilization impacts from declining traditional undergraduate housing demand has led the university to question the viability of further investment in this facility.

Renovate Waldron Hall

Waldron Hall was completed in the fall of 2000, and houses the Waldron College of Health and Human Services (WCHHS) and the School of Nursing (SON). Academic occupant groups include the Dean's Offices for WCHHS and SON; the Departments of Communication Sciences and Disorders, Physical Therapy, and Occupational Therapy; and the Schools of Nursing and Social Work. Special facilities include an interdisciplinary clinic and health services laboratories, along with campus general use classrooms and offices. The clinic spaces also support the community through immersive experiences for students in real-life settings with actual patients.

The WCHHS and SON represent signature programs of academic emphasis for the University as stated in the 2018 Strategic Plan. This emphasis is based on the current and projected strong demand for graduates from these medical fields, including nurses, therapists, and other health science professions. These professions have proven to be even more in demand in the aftermath of the COVID-19 pandemic. Further demands on the WCHHS/SON faculty and academic footprint have come about due to the introduction of the Radford University Carilion (RUC) campus in Roanoke. RUC has attracted additional students to the WCHHS/SON for the opportunity to go into these high-demand fields, with an accompanying growth in required facilities and faculty.

Much of the original equipment and furnishings are still in use in Waldron Hall, including outdated lab equipment and simulators. This places the students at a disadvantage, given the rapidly evolving nature of medical equipment, and does not portray the necessary environment when competing for students. The lab spaces are also still in their original configurations, which does not allow teaching and training to match current actual conditions in health care settings.

This project will allow the current building space footprint to be significantly revamped to provide more accurate teaching spaces in accordance with today's health care delivery methods. Certain conventional classroom settings will be repurposed into more appropriate lab and learning spaces. Existing equipment will be replaced, along with appropriate furnishings and casework. The renovation will also create a more effective and efficient overall building layout, and will create badly needed student study and collaborative spaces.

Given the age of the building, there are also a number of basic original building systems and components that are approaching their end of life. Further, the electrical power and data infrastructures are not readily adaptable to today's highly specialized clinical environments. This renovation project will replace these systems and equipment, along with greatly increasing the robustness of the data/IT backbone.

2026-2028 Biennium

Renovate Walker Hall
Walker Hall was originally constructed in 1935 with an addition in 1963, and has housed a multitude of different occupant groups over the life of the building. Partial renovations were completed in the 1990's and in 2003. Accessibility systems and components are not consistently provided in all building spaces, such that the building provides a circuitous and confusing wayfinding situation, and public facilities such as toilets have been grandfathered for continued use. Building security likewise has been provided through inconsistent systems and components which are not in line with current technology.

Various single pieces of HVAC equipment have been replaced as they have worn out, but no building-wide ventilation and indoor environment improvements have been undertaken. The remaining existing mechanical components do not operate with current efficiencies, such that energy consumption in the building is well above the campus average. The electrical secondary distribution systems and components are original in many parts of the building, which does not provide adequate support for today's academic and IT organizational power needs, and data systems and components have likewise been inconsistently assembled over time. The proposed renovation will replace all of the aged and inefficient building systems and equipment with modern efficient solutions.

The University's Department of Information Technology Services is currently scattered about campus housed at multiple locations. One objective of the project is to bring together the department's operations under one roof, which offers both production and fiscal efficiencies. The renovated building would house IT administration and support functions, and provide appropriate areas for computer deployment and repair, software installation, web and content development, and IT infrastructure. The renovated building would also utilize space for general use classrooms and computer labs for overall campus use. To support the critical continuity of operation required of the IT departments, emergency and UPS back-up power will be provided.

Renovate Ingles Residence Hall
Ingles Hall was built in 1950 as a residence hall for students during a period of growth of the University and was last renovated in 1999. The residence hall is in significant need of system repairs and upgrades. This project would modernize the building with renovated rooms, new finishes, and improved systems and components. The proposed renovation will replace aged and inefficient building systems and equipment with modern efficient solutions. The renovated rooms will be laid out in a manner to make them more appealing to students – less sharing of bathrooms spaces, provisions for some apartment-style accommodations, and improved student study and gathering areas.

Renovate McConnell Library

The footprint that forms the McConnell Library consists of an original 14,000 square foot building built in 1931, a 47,500 square foot addition built in 1965, and a 46,444 square foot addition built in 1995. Both the 1965 addition and the 1995 addition, which represent approximately 90 percent of the library's square footage and operations, remain in their original configuration with building systems and equipment which have exceeded their expected useful life. The original 1931 section of the building has been renovated for aesthetic improvements and space upfits, but still relies on end-of-life utility systems and components.

Given the fact that the building was constructed in multiple phases over many decades, with dozens of small interior upfit projects executed over the life of the building, there are a multitude of basic issues that need to be corrected by this overall renovation project. Accessibility systems and components are not consistently provided in all building spaces, such that the building provides a circuitous and confusing wayfinding situation, and public facilities such as toilets have been grandfathered for continued use. Building security likewise has been provided through inconsistent systems and components which are not in line with current technology. Portions of the building also contain hazardous materials such as asbestos and lead-based paint.

Various single pieces of HVAC equipment have been replaced as they have worn out, but no building-wide ventilation and indoor environment improvements have been undertaken. The remaining existing mechanical components do not operate with current efficiencies, such that energy consumption in the building is well above the campus average. Further, the HVAC humidity control capabilities do not meet current requirements for collections and archives storage. The electrical secondary distribution systems and components are original in many parts of the building, which does not provide adequate support for today's academic power needs, and data systems and components have likewise been inconsistently assembled over time. The proposed renovation will replace all of the aged and inefficient building systems and equipment with modern efficient solutions.

The renovation will also incorporate repurposing and space changes to provide amenities found in and expected within modern libraries. With the increasing move to electronic resources and purging of print collections, the University plans to repurpose print storage space for alternative configurations. The print collection located in these areas is in the process of being weeded and the remaining books moved to compact storage. The renovated space will also include student support areas for group study; provide technology-emphasized rooms for both instruction and information retrieval; incorporate student service functions such as tutoring and writing instruction.

Renovate Peters Hall

Peters Hall was originally constructed in 1951, with additions in 1956 and 1967, and a partial renovation and addition in 2001. The building is the home for the College of Education and Human Development (CEHD), but has also housed a multitude of different occupant groups over the life of the building, including the School of Dance, athletics, student recreation, and a swimming pool.

As several of these organizational units have moved to other locations on campus, remaining spaces have been upfit as well as possible using university funding in a somewhat piecemeal way.

The CEHD represents one of the signature programs of academic emphasis for the University as stated in the 2018 Strategic Plan. This emphasis is based on the current and projected strong demand for graduates from the CEHD to serve in various educational roles. In order to provide the types of spaces to support today's education pedagogical methods, it is necessary to reprogram many of the outdated classroom and lab spaces to provide an appropriate learning environment. There is also significant need for student study and collaborative spaces to support learning both inside and outside the classroom. This renovation project will reprogram and repurpose many spaces in the building to meet these needs.

Given the age of the building since the most recent renovation, there are also a number of basic original building systems and components that are approaching their end of life. Further, the electrical power and data infrastructures are not readily adaptable to today's highly specialized academic environments. This renovation project will replace these systems and equipment, along with greatly increasing the robustness of the data/IT backbone.

Renovate Governor's Quad Residences (2 of 4)
The Governor's Quad consists of four basically identical residence halls for students built in the mid-1960s during a period of growth of the University. The buildings included in the Governor's Quad are Trinkle, Stuart, Floyd, and Peery. The dormitory buildings underwent partial renovations in 2002-2005, but still need certain system repairs and upgrades. This project would modernize the building with renovated rooms, new finishes, and improved systems and components. The proposed renovation will replace all of the aged and inefficient building systems and equipment with modern efficient solutions, and will abate all remaining asbestos-containing materials. The renovated rooms will be done in a manner to make them more appealing to students – less sharing of bathrooms spaces, provisions of some apartment-style accommodations, and improved student study and gathering areas. This project would begin with the renovation of two of the four residence halls. This will ensure adequate space is available for student housing during the renovation period.

2028-2030 Biennium

Renovate Governor's Quad Residences (2 of 4)
This renovation will include the two remaining residence halls from the Renovate Governor's Quad residences state above.

2031 and Beyond

Construct Hurlburt Hall Addition
Various university student support functions and groups are currently housed in Hurlburt Hall. This project will provide an addition adjacent to Hurlburt Hall to expand the space for student support groups, along with campus-wide large meeting and gathering spaces, conference spaces, and event venues.

Renovate Armstrong Building
The Armstrong Building opened in 1994. The approximately 50,000 square foot facility is home to the University's Accounting Services, Central Receiving, Data Center, Environmental Health and Safety, Facilities Management, and Procurement and Contracts departments. While there have been minor modifications to the interior layout of the building, few system upgrades and replacements have occurred over the last 30 years. This project will address space, shop and warehouse efficiencies as well update mechanical and electrical systems.

Renovate Madison Hall
Madison Hall is a residential hall originally constructed in 1967 and last renovated in 2011. The systems and finishes upgraded in 2011 are approaching end of life and will need replacement and upgrading. This project would modernize the building with renovated rooms, new finishes, and improved systems and components. The proposed renovation will replace all of the aged and inefficient building systems and equipment with modern efficient solutions. Room renovations will be done in a manner to address student needs and expectations. These items may include provisions of some apartment-style accommodations and improved student study and gathering areas.

Renovate Martin Hall
Martin Hall originally constructed in 1996 is the University's main administrative building. While maintenance and repairs have been made to the systems and building, no significant improvements since the original construction have been performed. The renovation would upgrade mechanical, electrical and plumbing systems in addition to upgrading information technology infrastructure to be more efficient and applicable to needs as identified.

Renovate Cook Hall
Cook Hall was originally constructed in 1998 and is the home to the McGlothlin Center for Global Education and Engagement, Nursing Simulation Center, Department of Recreation and Tourism, and the Esports Center. The renovation would upgrade mechanical, electrical and plumbing systems in addition to upgrading information technology infrastructure. Additionally, academic space and programming needs would also be considered for the renovation.

Renovate Covington Hall

Covington Hall was originally constructed in 2008 and has received no significant upgrades since its original construction. The building includes rehearsal rooms, an art gallery, teaching studio, music media center, and a 350-seat recital hall with an adjustable acoustic ceiling. The renovation would upgrade mechanical, electrical and plumbing systems in addition to upgrading information technology infrastructure to ensure student needs are properly addressed.

2024-2026 Biennium

RADFORD
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Radford University – Roanoke Campus

- Currently housed in Carilion Roanoke Community Hospital

- Evaluating academic and student support programmatic needs

RADFORD UNIVERSITY

Renovate Dalton Hall

- Currently houses main dining location, dining retailers, bookstore and post office

- Upgrade mechanical and electrical systems

- Create effective entrances

- Enhance program efficiencies and effectiveness

Business Affairs and Audit Committee

RADFORD UNIVERSITY

Expand Create Riverway Experience

Analyze opportunities for:

- Academic and Recreational Activities

- RU Able

- Festival Event Area

- Amphitheater
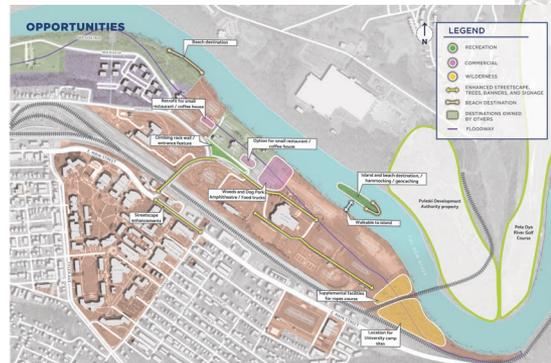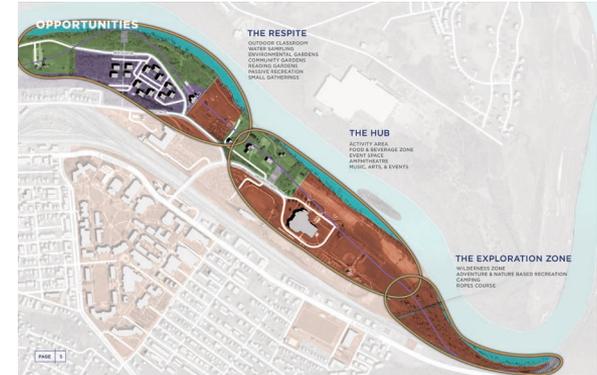
Renovate Dedmon Center

- Re-configure arena seating bowl

- Update river entrance to upper level for fan access

- Enhance concessions and restrooms

- Facilitates future improvements to Dedmon

Business Affairs and Audit Committee

RADFORD UNIVERSITY

Muse Hall – Reduce University Square Footage

- Largest residence hall – 13 resident tower

- Significant systems are at end of life

- No air conditioning

- Not aligned with current student expected experience

Business Affairs and Audit Committee

RADFORD UNIVERSITY

Renovate Waldron Hall

- Currently houses Waldron College of Health and Human Services and the School of Nursing

- Revamp space footprint

- Enhance lab and learning spaces

- Update equipment, simulators, electrical power, and data infrastructure

Business Affairs and Audit Committee

RADFORD UNIVERSITY

401(a) Supplemental Defined Benefit Plan Update

RADFORD UNIVERSITY

Supplemental Defined Benefit Plan for Faculty

- Plan administers distributions to retirees participating in the Faculty Early Retirement Program (FERP)

- Qualified plan under Section 401(a) of IRS Code

- Plan funded through a Trust in accordance with qualification requirements of the code

- Update to require lump sum annual payment

RADFORD UNIVERSITY

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs and Audit Committee
September 7, 2023

Action Item
Approval of the Radford University Supplemental Defined Benefit Plan for Faculty First Amendment

Item:
Approval of the Radford University Supplemental Defined Benefit Plan for Faculty (Plan) in accordance with Section 401(a) of the Internal Revenue Code (Code).

Background:
The Faculty Early Retirement Program (FERP) provides special benefits to tenured faculty who voluntarily retire from Radford University employment. This program is administered in accordance with the Code of Virginia requirements for the Voluntary Early Retirement Incentive Program. This program is authorized by the Code of Virginia §23.1-1302 and represents one of several transitional workforce programs supported by the Commonwealth.

The Radford University Supplemental Defined Benefit Plan for Faculty is a defined benefit plan qualified under Section 401(a) of the Internal Revenue Code to which the FERP's incentive payments will be paid so participants in the FERP can receive the payments in a tax-advantaged manner. The Plan is a governmental plan within the meaning of Code Section 414(d) and Section 3(32) of the Employee Retirement Income Security Act of 1974, as amended (ERISA). As a governmental plan, ERISA does not apply. The Plan is funded through a Trust in accordance with the qualification requirements of the Code.

The Radford University Supplemental Defined Benefit Plan is being amended to streamline plan distributions in a tax advantageous way to allow for annual single lump sum payments.

Action:
Radford University Board of Visitors approval of the Radford University Supplemental Defined Benefit Plan for Faculty First Amendment, as presented.

FIRST AMENDMENT TO THE
RADFORD UNIVERSITY SUPPLEMENTAL DEFINED BENEFIT PLAN FOR FACULTY
(Effective January 1, 2022)

WITNESSETH

WHEREAS, the Board of Visitors (the "Board") of Radford University (the "University") established and maintains the Radford University Supplemental Defined Benefit Plan for Faculty (the "Plan"), a defined benefit plan under Section 401(a) of the Internal Revenue Code, effective January 1, 2022;

WHEREAS, Section 11.01 of the Plan permits the University to amend the Plan at any time; and

WHEREAS the University desires to amend the Plan to simplify the distribution provisions.

NOW THEREFORE, in accordance with the foregoing, the Plan is hereby amended as follows effective January 1, 2023:

1.   Section 6.01 of the Plan, setting for the general rules for payment of benefits, shall be amended to be and read as follows:

> **Section 6.01.** **General Rule.** The annual benefit set forth in Section 4.01 and Section 4.02, as applicable, shall be paid in single lump sum, with the first payment made as soon as administratively practicable after the Retirement Date and each subsequent payment made on the yearly anniversary thereof.

2.   In all other respects the Plan shall be and remain unchanged.

IN WITNESS WHEREOF, the undersigned, being an authorized officer of the University, has caused this FIRST AMENDMENT TO THE RADFORD UNIVERSITY SUPPLEMENTAL DEFINED BENEFIT PLAN FOR FACULTY to be executed on behalf of the University as of the date set forth below, but effective January 1, 2023.

RADFORD UNIVERSITY

By:_____

Print:_____

Title:_____

Date:_____

Retirement Benefit Trust Agreement Trustees

RADFORD UNIVERSITY

Retirement Benefit Trust Update

- Trust established for funds contributed under the Supplemental Defined Contribution Benefit Plan 401(a)

- Utilized for the Faculty Early Retirement Program benefits

- Appointment of two successor Trustees needed

Business Affairs and Audit Committee

RADFORD UNIVERSITY

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs and Audit Committee
September 7, 2023

Action Item
Appointment of Trustees for the Radford University Retirement Benefit Restated Trust Agreement

Item:
Appointment of Trustees for the Radford University Retirement Benefit Restated Trust Agreement

Background:
Radford University adapted the Radford University Supplemental Defined Contribution Benefit Plan, a qualified retirement plan under Section 401(a) of the Internal Revenue Code and established a single Trust as a vehicle for funds contributed under the Plan and other Code Section 401(a) plans as the University adopts.

In 2017, the University named Richard S. Alvarez, Chad A. Reed, and Stephanie J. Jennelle as Trustees. As transition at the University has occurred, two of the three trustees are being requested to be updated. Recommended trustees include Dr. Rob Hoover, Vice President for Finance and Administration and Chief Financial Officer and Brandon L. Cohen, University Budget Director for Board consideration.

Action:
Radford University Board of Visitors approval of Dr. Rob Hoover, Vice President for Finance and Administration and Chief Financial Officer and Brandon L. Cohen, University Budget Director as Trustees, as presented.

APPOINTMENT/ACCEPTANCE AS TRUSTEE OF
RADFORD UNIVERSITY RETIREMENT BENEFIT TRUST

APPOINTMENT

By signing below, Radford University appoints _____ as successor Trustee of the Radford University Retirement Benefit Trust, replacing _____ as Trustee. This Appointment of successor Trustee for the Radford University Retirement Benefit Trust shall be effective on execution of this Appointment and Acceptance of Appointment ("Effective Date").

By:_____   Date: _____, 202____

Print:_____

Title:_____

ACCEPTANCE OF APPOINTMENT

By signing below, the undersigned accepts the appointment as successor Trustee of the Radford University Retirement Benefit Trust on the Effective Date set forth herein and agrees to be bound by the terms of the Radford University Retirement Benefit Restated Trust Agreement.

By:_____   Date: _____, 202____

Print:_____

Title:_____

2023 Six-Year Plan Update

RADFORD
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RADFORD UNIVERSITY

Six-Year Plan

STATE COUNCIL OF HIGHER
EDUCATION FOR VIRGINIA
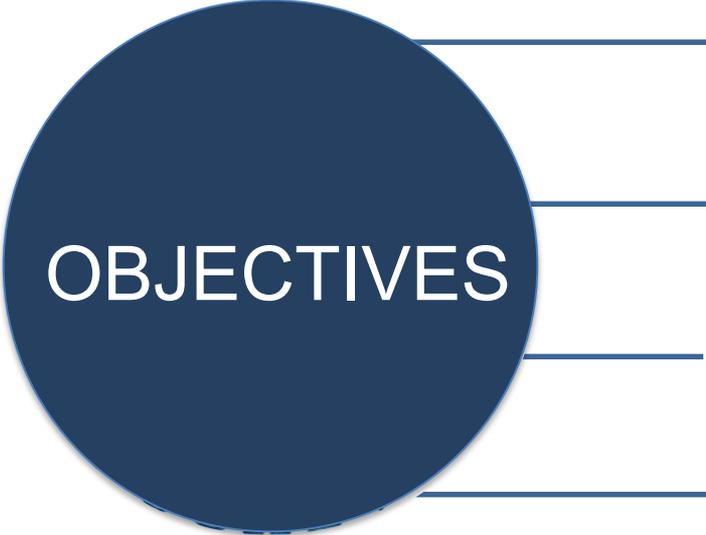
OBJECTIVES

Provides a unique opportunity for higher education institutions to engage policymakers in their future plans and priorities.

Focuses on how institutions are aligning their priorities with the future needs of the Commonwealth;

Plan for current and future enrollment challenges;

Balance cost effectiveness, affordability, and financial sustainability; and preparing students for success in life.

Business Affairs and Audit Committee

RADFORD UNIVERSITY

Six-Year Plan - Strategic Priorities

Defining the University's Distinctive Nature

Stabilizing Enrollment

Enhancing Economic Development and Outreach

Maintaining Affordability

Business Affairs and Audit Committee

RADFORD UNIVERSITY

Financial Plan for E&G Programs

Salary & Benefit Increases

- 2% Salary

- 3% Health Insurance

- Promotion and Tenure

- Workforce Market Alignment

Inflationary Non-Personnel Increases

- Utilities

- Safety and Security

- Technology

- Library

Business Affairs and Audit Committee

RADFORD UNIVERSITY

Commonwealth Support Request

Student Wellness Initiatives

$1.0M

Increase Student
Financial Aid

$5.0M

$1.2M

Operation & Maintenance
Cost for Artis Center

$1.3M

VMSDEP Financial Support

Business Affairs and Audit Committee

RADFORD UNIVERSITY

Six-Year Plan Timeline

July 17th — Plan Submitted

August 29th — Op-Six Meeting

Sept 8th — Board of Visitors Approval

Sept — Institutions will receive and incorporate Op-Six feedback

Dec 1st — Final Plans Published

RADFORD UNIVERSITY

2023 SIX-YEAR PLAN NARRATIVE (Part II)

INSTITUTION: Radford University

OVERVIEW

The six-year plan should describe the institution's goals as they relate to the Commonwealth's goals as articulated in the *Pathways to Opportunity: The Virginia Plan for Higher Education*; the Higher Education Opportunity Act of 2011 (TJ21); the Restructured Higher Education Financial and Administrative Operations Act of 2005; and the Governor's objectives to prepare every graduate for success in life. Please use this opportunity to outline your institution's plans and objectives, especially as they relate to the Commonwealth's goals.

The instructions within the institutional mission and priorities section below ask for specific strategies related to affordability and access to quality postsecondary education that prepare students for success in life. Other sections offer institutions the opportunity to describe additional strategies to advance institutional goals and Commonwealth needs.

Please be comprehensive but <u>as concise as possible</u> with responses; you are encouraged to use bullet points vs. prose. Consider this a starting point for the dialogue with OpSix; you will have the opportunity to further elaborate on the narrative in your review sessions later this summer.

Please save this narrative document with your institution's name added to the file name.

<u>**SECTION A: MISSION & PRIORITIES**</u>

Key question: What are your institution's unique strengths and how do those inform your strategic priorities?

A1. What is your institutional mission? Please share any plans you have to change your mission over the six-year period.
Current Mission Statement: *As a mid-sized, comprehensive public institution dedicated to the creation and dissemination of knowledge, Radford University empowers students from diverse backgrounds by providing transformative educational experiences, from the undergraduate to the doctoral level, within and beyond the classroom. As an inclusive university community, we specialize in cultivating relationships among students, faculty, staff, alumni and other partners, and in providing a culture of service, support and engagement. We embrace innovation and tradition and instill students with purpose and the ability to think creatively and critically. We provide an educational environment and the tools to address the social, economic and environmental issues confronting our region, nation and the world.* Radford University's current strategic plan, 2018-2023 Strategic Plan: *Embracing the Tradition and Envisioning the Future,* is concluding in December 2023. While there are many successes to celebrate stemming from the initiatives taken under the plan, there are new challenges to address and opportunities to take advantage of moving forward. To that end, the University is preparing a two-year strategic plan (2024-2025) to guide operations and programs, taking advantage of proven high-impact practices across divisions. While the University has a lot to

be proud of, including a diverse student population, strong academic programs, solid infrastructure and dedicated faculty and staff, there are obvious challenges that must be addressed ahead. The most critical issue of declining enrollment mirrors what many small, regional universities are experiencing across the country. The new two-year plan will focus on this critical issue as the University seeks to understand the cause and find solutions to the enrollment shifts.

During the last two years, the University has also experienced significant administrative transition. Key roles such as Vice President for Economic Development and Corporate Education, Vice President for Finance and Administration and Chief Financial Officer, Provost and Senior Vice President for Academic Affairs, Vice President for Enrollment Management and Strategic Communications and General Counsel have been recently filled. This transition constitutes a 70 percent change in senior leadership positions. The new administration is acutely aware of the challenges facing the University and is prepared to move forward in a strategic direction to bolster enrollment and continue to be a robust economic driver for the region and Commonwealth.

As a new two-year plan is carried out, a comprehensive five-year strategic plan will be developed in parallel to guide the University from 2026-2030. With an outcome-driven focus, the University will ensure students are recruited and retained to be successful in and outside the classroom. The University's top priority is to remain affordable and accessible to students while offering high quality academic programs and educational experiences.

A2. What are your institution's greatest strengths and areas of distinctiveness that it should continue to invest in? What are your institution's greatest opportunities for improvement?

Greatest Strengths/Areas of Distinctiveness

Access	The University prides itself on providing quality educational opportunities for students across the Commonwealth: 91% of undergraduate students are Virginia residents, 32% are first-generation, 35% are Pell Grant recipients, and 31% are ethnic minorities. Of the undergraduate student population, 13% represent all three categories.
Affordability	The University is currently the third most affordable four-year public institution and is often recognized nationally for its affordability. In addition to overall affordable rates, the University leverages multiple financial awards to ensure students' ability to meet their academic potential is not impacted by lack of financial resources.
Engaged Learning Opportunities	Radford University has a long history of faculty and students working side-by-side advancing their disciplines and collaborating with community partners to hone the skills, knowledge and dispositions needed to advance into successful careers of meaning and purpose. Radford University is committed to the accessibility of transformative learning experiences for all our students. To this end, we are increasingly embedding engaged learning (including

	undergraduate research, case studies, simulations, civic engagement, and project-based learning) into our ongoing class level activities. Students in teaching and health care fields participate in high-quality practices with partners statewide. Many students also demonstrate engagement through the Honors College and Highlander Research Rookies Program that are further described below.
Geographic Location	Radford University is an economic engine within the Southwest Virginia region. The University leverages its natural resources to provide an environment where students can thrive as they live and learn. Committed to enhancing outdoor recreation and incorporating engaged learning, the University has backyard access to hiking, rock climbing, kayaking, paddle boarding, horseback riding, caving, backpacking and white-water rafting. The University strives to provide outdoor adventures, promote healthy self-discovery, and unlock student leadership potential all within the Southwest Virginia region.
Distinctive Programs meet workforce demands	Across all academic offerings, the University ensures students are focused on developing, honing, and communicating their career readiness skills so they can demonstrate and articulate these work-based competencies in ways that recruiters will understand and value. The NACE (National Association of College and Employers) competencies are embedded in undergraduate research programs, mapped to learning outcomes in a civic engagement program, infused in the signature Honors College course, and threaded through faculty development programming. Radford University has the only Competency-Based Education (CBE) offerings at a public university in the Commonwealth; this delivery format is specifically geared towards working professionals seeking a highly flexible learning modality. The CBE programs will continue to expand to support workforce development.
Fiscal and Plant Stewardship	The University is a financially sound institution that maximizes its available resources and operates within its means. The University manages resources effectively, as seen in the low debt burden ratio of the institution. Furthermore, the University places great emphasis on the proper maintenance and efficient management of its facilities, while recognizing the paramount importance of LEED (Leadership in Energy and Environmental Design) in promoting sustainability. With a current LEED-certified square footage of 34%, the University demonstrates its commitment to environmentally responsible practices. The institution strategically undertakes new construction projects based on evolving needs and priorities. The University strives to create more energy-efficient, and environmentally responsible spaces for our campus community, contributing to a sustainable future.

Greatest Opportunities for Improvement

Stabilizing Enrollment	Stabilizing undergraduate enrollment at main campus is a top priority for the administration as well as a direct focus for the new Vice President for Enrollment Management and Strategic Communications. Undergraduate main campus enrollment has shown the most significant decline. As a result, the University will define the student profile, implement a comprehensive segmentation strategy, redefine the recruiting strategies, align the organizational structure, and increase investment in marketing and recruiting experiences. The Highlander Success Center, a collaborative unit that brings together advising, retention, first-year programs, and career and talent development services, has also developed a retention improvement plan. The University is implementing the Realizing Inclusive Student Excellence (RISE) Quality Enhancement Plan to improve student success in lower-division courses. Furthermore, the University is actively working with Virginia community colleges and other Virginia universities to create pathways and reciprocal partnerships that will attract and retain students in our strong academic programs.
Defining Brand Identity	Radford University finds itself in a unique situation where generally viewed favorably, the University lacks a discernible market position. Consequently, the institution has embarked on a project to redefine Radford University's brand identity and refine its visual marks. The final branding and marketing recommendations are anticipated to be completed in fall 2023.
Broadening External Outreach	Radford University, through the newly founded Economic Development and Corporate Education division, is committed to cultivating relationships with industry partners, engaging in collaborative initiatives, and serving the community. Serving community partners by fostering connections to the programs, services, and networks will support innovation and economic growth, both within and outside the University.
Developing the Internal Workforce	The Education and General expenses of the University are predominately related to personnel cost. The faculty and staff are one of the University's greatest assets and being a destination workplace in Southwest Virginia is an important aspiration for the University. The University is currently reviewing the compensation structure, enhancing flexible work options, and dedicating resources to professional development and career laddering to retain the high quality of our instructional and administrative talent.

A3. What are the top 3-5 strategic priorities you are currently pursuing or planning to pursue in the next six years? Please explain how each strategy relates to the strengths and/or opportunities for improvement mentioned above and will ultimately drive better outcomes for students.	
Defining the University's Distinctive Nature	Defining our distinctive nature will 1) clearly demarcate our value to the higher education system of the Commonwealth as well as the economic region 2) promote our strength around a highly engaged student experience, 3) promote the natural resources of our campus location, and by doing so 4) recruit students that will be academically successful in obtaining their educational goals.
Stabilizing Enrollment	By stabilizing enrollment, the University becomes a dependable structure to leverage economic development, attract and retain students, faculty/staff talent, and appropriately utilizes the existing academic infrastructure of our campuses.
Enhancing Economic Development & Outreach	Strategically partnering on economic development with the surrounding region will leverage the resources of both and create an array of internship, apprenticeship, and employment opportunities for students. These opportunities will also enhance the likelihood of graduates remaining in the Commonwealth.
Maintaining Affordability	Increasing efficiency and effectiveness will ensure the University remains affordable. This includes aligning staffing levels with the impact of the enrollment decline. Remaining affordable increases access to higher education for many families and may aid with stabilizing enrollment.

A4. What support can OpSix provide to help you achieve those strategies? Please include both budget and policy requests and reference Part I of your submission where appropriate.

Boosting Undergraduate Enrollment through Access to Higher Education
Like many institutions nationwide, Radford University has seen a significant decrease in undergraduate student enrollment in recent years. There are programs utilized by other states that the General Assembly and administration could establish to address declining enrollment at certain public colleges and universities. Successful implementation can increase educational attainment for Virginians, cultivate a homegrown workforce that raises the state's economic competitiveness and can lower financial barriers to college. Examples include:

      • NC Promise Tuition Plan - In-state undergraduate students enrolling at select North Carolina system institutions pay $500 per semester, with the state buying down the amount of any financial obligation resulting from the established tuition rate.

      • North Star Promise Scholarship - Offers free tuition at Minnesota's public colleges to in-state students whose families earn less than $80,000 annually. The program covers tuition costs left after state and federal grants and institutional scholarships have been applied.

Authority to Offer Reduced Tuition to Out-of-State Students
Radford University has the capacity to increase its enrollment of out-of-state students. The Commonwealth of Virginia could grant Radford (and other Level II institutions) the authority to offer a reduced tuition rate to out-of-state students in neighboring states.

Continue Investment in Need-Based Financial Aid
Providing additional need-based financial aid has proven to be the most prudent approach to offsetting increasing costs of higher education. This is especially critical at Radford University, where the proportion of undergraduate students eligible for need-based aid has grown from 50% to 62% in the last decade. During the same time, the percentage of unmet need for undergraduates has grown from 19% to 28%. The University requests continuing support from the state and an additional 10% ($5 million) in funding for need-based aid over the 2024 – 2026 biennium.

Support of Well-being Internships to Provide Career Development and Fulfill Critical Needs
Radford University understands overall well-being is a critical element of enhancing productivity and ensuring students are successful in the classroom, graduate and begin a career in their chosen field. To bolster support resources and provide career preparation for students, funding is sought to create well-being internships for aspiring professionals in the wellness field. Well-being internships will provide skill development and real-world exposure while creating greater access for students to services such as collegiate recovery, first-generation and military resource centers. Details on specific funding requests for related initiatives can be found in section C3 and C4.

SECTION B: STRATEGIC DEEP DIVE – ENROLLMENT VOLUME & COMPOSITION

Key question: How is your institution managing enrollment in light of state and national trends, and what are the financial implications?

B1. What do you see as the primary drivers of recent enrollment trends for your institution? Please reference any specific academic programs that have had a significant (positive or negative) effect on enrollment, if relevant.

The University's enrollment decline can be attributable to many factors, many of which align with national rhetoric. Factors such as the declining high school population and questioning the value proposition of a college education has a more direct impact for the institution given who the University has traditionally served. The growth of freshman class size, which includes students from the Commonwealth, at other institutions is directly impacting the pipeline of students traditionally served by Radford University. This is especially impactful as other public institutions expand to serve more Pell eligible and underrepresented populations. Several universities in surrounding states and proximate to Southwest Virginia are offering out-of-state (Virginia) students their in-state tuition rate or even less, including ETSU and WCU, making their institutions more affordable. Other factors such as free community college in the surrounding areas have impacted student's first destination in selecting colleges. While these factors were predicted to impact enrollment, the COVID-19 pandemic expedited and continues to impact the decline.

The University has seen undergraduate enrollment growth in allied health programs over the past five years, with gains in high demand areas of nursing, biomedical science, healthcare administration, medical laboratory science, and respiratory therapy. There have been increases in enrollment in the professional-oriented master's program in education (special education and literacy), business administration, and nursing administration. The growth in healthcare and master's education-related programs is attributable to several factors. First, they demonstrate the historic strength of these programs in the identity of Radford University. Secondly, healthcare and education are some of the largest reliable employment areas for Southwest Virginia. Finally, our expanded footprint at Radford University Carilion in Roanoke allowed us to produce more graduates in health professions.

Many of our undergraduate programs have seen declining enrollment, including biology, health and human performance, bachelor's teacher education, criminal justice, and communications. Graduate programs with the most significant decline were healthcare administration (M.H.A.), psychology (M.S.), Nursing Practice (D.N.P.), education (M.S.), and social work (M.S.W.).

The decline in undergraduate enrollment reflects our overall loss of traditional first year students and is most pronounced in the disciplines that have been the strongest liberal arts and science majors. These percentage losses are proportionate to our overall decrease in enrollment. Graduate enrollment dropped during and after the pandemic in intensive in-person programs. The University is seeking to add additional online expedited asynchronous programs to meet working adults' needs.

B2. Please summarize your enrollment management strategy moving forward and the specific actions (if any) you are taking to implement that strategy.

Recruitment:

A strategic priority for fiscal year 2024 is the development of a formalized recruitment planning model. This model will be focused on actionable steps and accountability measures for immediate and mid-term effects on new student enrollment. The model will include the below points of focus:

- Segmented Recruitment Communication Strategy – delivering impactful messages in a voice that resonates with our diverse student populations.
- Re–envisioned Recruitment Outreach – redefining our presence in areas where the University has declined in market share by enhancing our presence.
- Re-defined Campus Involvement - developing opportunities where campus partners can actively be involved in the recruitment process.
- Tailored Student Search Strategy – building effective pipelines and pathways to connect with prospective students.
- Controlled Admissions Processes – transitioning from outsourced admissions applications and communications to internally managed processes that allow for more customized and meaningful communications and connections.
- Revitalized Transfer Opportunities - increasing participation in Transfer Virginia and enhancing Virginia Community College System major pathways to make transferring more accessible to students

Moving forward with a renewed focus based on the cornerstones noted above will allow the University to have intentional connections with prospective students and highlight how the University will meet their educational aspirations.

Retention:

The University is actively working on multiple short and long-term initiatives to increase student engagement, retention, and completion. Some are aimed at individual student success, while others seek to evaluate and update our degree portfolio to better meet the needs of students and the Commonwealth. Some examples include:

- The Highlanders (Realizing Inclusive Student Excellence) RISE Together Quality Enhancement Plan seeks to improve teaching and learning in 100 and 200 level classes, with the goal of increasing course success and decreasing achievement gaps.
- The general education program is being refined to ensure that students have a broad-based liberal arts experience that complements their career-focused majors and exposes students to a wider range of options. The refined general education program will also facilitate transfer from VCCS (Virginia Community College System) to the University.
- The Highlander Success Center was recently formed by merging academic advising, retention, orientation and first-year programs, and career and talent development. The University is implementing a coordinated retention and completion plan to support student success.
- The University is working on a series of "pathway programs" to put Radford University at the center of students' educational experience. We have a series of "accelerated" bachelor's and master's programs to encourage students to complete their professional education either in-person or on-line. The University will develop stronger partnerships with local community colleges to attract undergraduate transfer students, and to develop more graduate pathway agreements for students who want to continue their education in fields not served by University graduate programs.

B3. How ambitious/realistic/conservative are the enrollment projections you most recently submitted to SCHEV? What are the greatest unknowns or risks that could lead enrollment to differ significantly from your projections? Please reference national and statewide enrollment trends/projections and cite any other data (e.g. regional trends, performance of prior enrollment strategies) that informed your projections.

The most recently submitted 2B enrollment projections have been adjusted as we look to implement restructured enrollment strategies. In developing the new undergraduate student enrollment projections, current loss of market share was acknowledged, along with the decreases that have occurred in Pell eligible and underrepresented minority populations. Enrollment targets were defined to help us return to our fall 2022 new student enrollment goals within six years.

- The greatest unknown are changes anticipated at other Virginia institutions that can significantly impact our applicant funnel. Small enrollment increases at large institutions across the state (GMU, JMU, VCU, and VT) due to admitting more students from their admissions funnels can negatively impact the University's entering class sizes. This decrease in new freshman cohorts would in turn lead to fewer in-state students attending Radford University.

- Additionally, due to the mobility of students who live in the Northern Virginia region and the presence of regional admissions recruiters from large flagship institutions across the nation, students continue to have more options to enroll at institutions in and outside of the Commonwealth.

B4. Explain the implications of your enrollment strategy on your institution's financials. Please consider impacts on both revenues (e.g., discounting, financial aid, net tuition revenue) and expenditures (e.g., costs to implement enrollment management strategies, costs of enrolling more students or students with different needs, cost-per-student impact of flat/decreased enrollment).

Radford University is a tuition-dependent institution with tuition and fees comprising almost 50% of the E&G operating revenue. The impact of enrollment shifts is felt throughout the institution as ongoing operating budgets are adjusted to account for changes year-to-year and opportunities for growth are only available as funding and enrollment grows. As student headcount declines, investments in ongoing initiatives must be adjusted as well and the University is limited in its pursuit of select strategic initiatives. For FY2024, the University is projecting a $5.2 million reduction in tuition revenue due to a decline in enrollment. In future years, the impact could continue if enrollment is not stabilized. The impact of a loss of 100 undergraduate students is $1 million in tuition and $370,000 in auxiliary comprehensive fees to the University.

Anticipating potential enrollment declines, the University identified several strategic savings strategies in the FY2024 budget development process that reduced total expenses by $9 million. While the stewardship of all funds will remain a priority and savings opportunities will continue to be realized, the University cannot continue to offer high quality programs or build new opportunities by cutting at the core of the University.

The decline in enrollment has primarily occurred over the past eight years. There are several opportunities being explored to address the loss of revenue if the decline continues, including:

- Right sizing the University to operate with a smaller workforce. Personnel expenses make up the largest cost category to the University and downsizing could result in significant savings but may also impact services provided.
- Condensing the footprint of the University and taking advantage of partnerships or consolidation of targeted properties for additional cost savings.
- Stabilizing enrollment through both internal efforts and external opportunities, including developing a state-wide strategy to address the anticipated shortfall of high school graduates in the commonwealth.

To mitigate further enrollment declines, the University has employed strategies to include:

- Review and revision of our enrollment strategy has been a focus for the undergraduate admissions leadership team. In recent work with Ruffalo Noel Levitz (RNL), it was affirmed that students are actively seeking out information regarding colleges and universities through a variety of channels. According to the RNL 2022 High School Planning Report, there are ten influential sources of information that students utilize in the college search process. Based on this ranking we are working to address opportunities in the following areas: a new institution website, creation of videos and photography to showcase campus facilities, a comprehensive communication strategy, and enhanced social media presence.

In the most recent recruitment cycle the following initiatives were implemented to support new undergraduate enrollment:

- Hired a Social Media Coordinator (SMC) to implement a holistic social media plan for the recruitment cycle. The SMC developed a working plan during the summer of 2022 and has been refining and updating the strategy quarterly based on positive impressions. Additionally, the SMC implemented a social media intern program that integrated current student content into the social media plan. In a to-date year-over-year comparison the undergraduate admissions social media channels have increased our posting frequency by 124%, our engagements by 678%, and our video views by 339%.
- Implemented a comprehensive call campaign to all admitted students. The Office of Admissions and Office of Financial Aid supported call initiatives to answer student questions, assist with registering for campus visits, or filing the FAFSA. This spring we saw a 13% increase in attendance at our admitted student events. Additionally, the number of students who have submitted a FAFSA has increased by 3%.
- Developed a student employment pilot program to support incoming students through the enrollment process. This peer-to-peer initiative connects current students with incoming students who are missing the necessary requirements to enroll in the fall semester. The student employees inform and assist incoming students to complete pre-enrollment requirements.

For the upcoming recruitment cycle the following tactics are being implemented:
- Increasing outreach at high schools and community colleges where we have seen fewer students enroll in the last three cycles and implement a revised communication and partnership strategy for working with school counselors.
- Realigning the recruitment team to provide additional staff in regions showing greatest declines (Northern Virginia and Tidewater regions).
- Implementing a segmented communication strategy to provide more specific information by student type throughout the enrollment experience. Specifically, the

University is analyzing how to communicate with first-generation students, parents of high school students, transfer students, and military affiliated students most effectively.

- Launching new marketing and branding initiatives that will help elevate awareness about Radford University within the extremely competitive Virginia higher education landscape.

In fall 2021, two online programs (RN-BSN and MBA) were launched in an accelerated format to meet market needs in the Commonwealth and nationally. As of spring 2023, enrollment has grown 347% in the RN-BSN program and 484% in the MBA program. Specifically, RN-BSN had 47 students at launch to 223 currently enrolled and MBA had 19 students at launch to 111 students currently enrolled.

The Vinod Chachra Innovative Mobile Personalized Accelerated Competency Training (IMPACT) Lab was launched to help meet the growing needs of industry and help working adults to upskill their talents in an innovative competency-based online format. The lab is also an opportunity to expand enrollment and diversify student profile by targeting adult learners. With certificates, credentials and micro-credentials in education, cybersecurity, data science, and geospatial intelligence, the IMPACT Lab gives adult learners flexible, affordable stackable credentials to meet their training and development needs.

SECTION C: STRATEGIC DEEP DIVE – PROGRAM ALIGNMENT & PERFORMANCE

COMPLETION OUTCOMES

Key question: How is your institution supporting all students to succeed in completing their degree in a timely manner?

C1. What are your highest-priority completion outcomes targets, both overall and for particular student segments? Please include aspirational targets, realistic expectations, and qualitative targets and specify by when you are aiming to meet those targets (e.g., X% 6-year graduation rate for Pell students by 2030).	

Please see the following outcome targets:

Population	Current outcome	Aspirational target	Expected target	Goal timeline
Undergraduate population 6-year graduation rate	54.0% (Fall 2016 entering class)	60%	57%	2029-2030 (2023-2024 entering class)
Undergraduate Pell student 6-year graduation rate	51% (Fall 2016 entering class)	60%	55%	2029-2030 (2023-2024 entering class)
First-generation students 6-year graduation rate	48% (Fall 2016 entering class)	60%	54%	2029-2030 (2023-2024 entering class)
Undergraduate transfer with associate degree, time to degree	2.7 years (Graduating class 2021-2022)	2.4 years	2.5 years	2029-2030
Graduate master's degree population 3-year graduation rate	82.0% (2013-14 entering class)	90%	86%	2029-30 (2025-26 entering class)

C2. What specific strategies/actions are you planning to take to achieve those goals? How will you draw on successes/challenges from your prior completion outcome improvement strategies?

The University has a priority of increasing student retention and completion, as shown by several of the following initiatives focused on undergraduate and graduate student success.

Undergraduate initiatives include:

- Redesigned New Student Orientation Program (Quest) - Adding a new three-day orientation at the beginning of the fall semester, to highlight academic engagement, build skills, and to create a sense of belonging for new students when they move in and prior to classes starting.
- Collaboration and cohesive student support services – Creation of the Highlander Success Center as previously described.
- Enhance student learning and success - The University is implementing the RISE program to improve student success in lower-division courses and to reduce unequal outcomes.
- Promotion of Honors College - The College offers high-achieving students an enriched academic environment through a living-living community, cohort-based courses, and robust co-curricular programming. Freshmen have a high retention rate (~91% long-term average) and demonstrate a strong four-year graduation rate for our student population -- 70% (four-year average).
- Increase student employment opportunities - Increasing the number of paid work-based learning experiences, including internships, apprenticeships, and co-ops.
- Promotion of living-learning communities - Aligned with national data, students participating in our living-learning communities (LLC) achieve higher first-semester GPAs (3.08 vs. 2.69) and are retained at higher rates (81% three-year average) than their non-LLC counterparts (71% three-year average).
- Dedication of resources to the Highlander Research Rookies program – This program provides research experiences to select high-achieving incoming first year and transfer students to Radford University. Selected students take a 3-credit hour class to develop career skills employers want and are then paired with a faculty mentor after exploring their options in research and creative works. Students in the program work alongside their faculty mentor on average for five hours a week for three semesters, thereby maximizing opportunities for research-based engagement and learning. This program is an exemplar of student success outcomes with a 95% retention rate and an 88% four-year "success rate" of students who have either graduated or are continuing their undergraduate careers. (Please note the program has not been in place long enough to calculate the six-year graduation rate.)

Graduate initiatives include:

- Enrollment growth previously mentioned in the MBA program is attributable to the transition to a 100% online and asynchronous delivery, an accelerated path for completion, and frequent and multiple program start dates. Retention and persistence rates for these professional programs are above the national average of like partner programs.
- Based on Graduate Student Needs Assessment and Graduate Teaching Assistant surveys, the University has increased training workshops and seminars to assist students with teaching, research, writing, and presentation skills, as well providing more student engagement activities to increase their sense of belonging and wellness.

- The University increased the number of summer graduate assistantships significantly from 30 to nearly 200 positions in 2023. In addition to the practical learning, research and professional training opportunities these assistantships create, they also provide financial support and help ease the financial burden for students.

The Graduate College has updated policies to provide relief for students who have experienced significant hardships and prevent them from completing their degree. The standards for graduate students on academic probation were adjusted in 2022 to provide more time for students to recover from probation, increasing the likelihood for students to continue and complete their graduate degrees. A new academic forgiveness policy will provide a second chance for students who might not have been able to recover academically from a significant life event (illness or serious family issue).

While many of these programs have been successful at increasing student success in specific populations, their impact on completion rates will continue to be monitored and tracked. Over the next two years, the University will be assessing each initiative, and investing in the infrastructure to create a cohesive program to increase overall student completion rates.

New/Continuing Opportunities:

To ensure all students have the support they need to be successful and matriculate in a timely manner, it is imperative to understand our unique student population and their individual needs. Radford University has historically served a broad range of students from varying backgrounds, with a high percentage identifying as first-generation and/or from underrepresented backgrounds. The following initiatives are proposed for funding.

First-Gen Center
The First-Gen Center (formerly the Center for Opportunity and Social Mobility) opened in fall 2021. Continuing this initiative requires an annual investment of $375,000. The First-Gen Center is currently focused on:
- Improving the educational journey of first-generation students.
- Decreasing the gap in retention and graduation rates between first generation students and their peers from families of college graduates.
- Aligning student support with principles of diversity and inclusion
- Ensuring students find a sense of belonging and support

Dedicated Well-Being Internships
Multi-dimensional (holistic) well-being is a critical element of enhancing productivity and ensuring students are successful in the classroom, graduate and begin a career in their chosen field. Through internships, training, and peer-to-peer programs access to support becomes available where sense of belonging and community exists such as collegiate recovery, first-generation and military resource centers among others while at the same time career focused skill building occurs. An investment of $275,000 would fund 10 undergraduate and 10 graduate opportunities.

Student Engagement and Peer Mentoring
Engaging in campus activities, whether joining a student organization, attending an athletic event, working on campus, conducting research with a faculty member, or playing intramural sports is part of creating a sense of belonging and building one's community or finding peers with similar interests. The earlier a new student gets involved can ease the transition to college. Radford University will enhance student engagement through innovative programming, student

outreach initiatives and campus traditions. The location of campus in Southwest Virginia also provides a distinctive backdrop for expanded outdoor programs, events, and trips.

An additional approach to building connections and helping students engage is peer mentoring. Connecting peers-to-peers offers shared experience, coaching and mentoring, reduced stigma, empowerment and autonomy, enhanced resource usage and treatment engagement and community building. A study of a mentoring program at Stanford indicated that students who received coaching and mentoring were five percentage points more likely to persist in college resulting in a nine-12 percent increase in retention (Bettinger & Baker, 2011). Implementing a consistent set of training components across mentor groups supports the accuracy of information disseminated and builds confidence and a support network within the mentors. Mentors are also better equipped to more effectively care for themselves. An investment of $350,000 would fund approximately 60 student mentors, two graduate assistants, and operating costs.

C3. How will you use existing/recently provided resources to execute those strategies? Will you be requesting incremental state resources? Please state the request and rationale and explicitly tie to Part I of your planning template.

The University is committed to programs in support of student health, well-being, and success. To that end, University funding has been directed to programs mentioned above through strategic allocation and savings strategies in other areas (see D5).

The First-Gen Center was initially funded through strategic start-up funds beginning in 2021 through 2024. Due to the success of the center and its outcomes, the University requests incremental state support of $375,000 to continue the program, focusing on the success of first-generation students. The funding would provide staffing and operating resources necessary to continue this much needed support into the future. Data collected over the last two years indicate that, since opening, awareness of the center has more than doubled (60% increase reported by survey respondents) and the number of visits to the center by students has increased 89%. The First-Gen Center has doubled the number of programs offered to students since opening and has seen a steady increase in the number of program attendees over the past two years. While only two years of data exist, every data point indicates a positive impact on first-gen students and a steady increase in the use and demand for the unique support offered through the center's programs, services, and resources.

Well-Being Internships would be a new initiative, previously unfunded. The University requests $275,000 of incremental state support to build the infrastructure and fund staffing necessary to implement this program in support of mental health and student learning opportunities. This would allow for paid internships focused on well-being, to provide interns with skill development, real-world exposure, networking opportunities, resume enhancement, financial support, and contribute to student retention and recruitment efforts. Simultaneously, the University would benefit by attracting and nurturing talented individuals, cultivating a positive brand image, and gaining fresh perspectives from aspiring professionals in the wellness field.

The Student Engagement and Peer Mentoring program would serve to strengthen retention across the institution and ease the transition for many students as they acclimate to the University. Incremental state support in the amount of $350,000 would adequately fund the personnel and operating costs associated with this important initiative.

As a rural institution, Radford University students often need to relocate to larger population centers for internship opportunities. This creates a differential challenge for students due to their need to pay for housing for a semester, which compounds the financial challenges of our typical student profile. The University plans to explore opportunities to support these students by assisting with housing costs for an internship, making such work-based learning opportunities much more practical for our students.

POST-COMPLETION OUTCOMES

Key question: How is your institution preparing all students for success beyond completion (e.g., career preparation)?

C4. Please explain how you monitor post-completion outcomes (e.g., employment rates, wage attainment, debt load, upward mobility). What data do you collect? What metrics are you monitoring most closely? What do the data reveal about your institution's greatest strengths and areas for improvement with respect to post-completion outcomes? Please include any relevant data/reports in the appendix or as a separate attachment, including any data that captures outcomes by school/department/program.

The University has traditionally used the First-Destination Survey from the Career and Talent Development office to track students after graduation. Additionally, graduate student enrollment is tracked through Clearinghouse reports. Over the next year, the University will define the career-ready outcomes for degree programs and experiential learning data and track employment or post-graduation education. The data revealed that most alumni are employed or attending post-graduate programs, with success across all majors. These data sources will be used to enhance the understanding of industries that employ the University's alumni.

The University has also recently used data from the Clearinghouse to track alumni enrollment in post-graduate programs showing that over 2500 graduates since 2012 have enrolled nationally in graduate and professional programs. The results show that the majority of alumni who enroll in graduate programs are pursuing further education in professional degrees and are enrolled in competing institutions (public and private) in Virginia. Using this data, there are opportunities to encourage more students to matriculate to University offered professional graduate programs through clear accelerated pathways. The University also plans to create partnerships with sister public institutions for guaranteed admission pathways for graduate programs not offered at Radford.

C5. What specific strategies/actions, including potential changes to your program portfolio or curriculum, are you planning to take to maximize the career readiness and job attainment of all students across programs of study, including increasing early career exposure for students (e.g., internships) during their time at your institution? How will you draw on successes/challenges from prior initiatives?

The University will advance strategies in three areas to maximize career readiness and job attainment. These areas include curricular updates, infrastructure modifications, and partner development.

Curricular Updates:
- Modernize Academic Curriculum Lifecycle Process to include a cadence for the inception, establishment, maintenance, expansion, monitoring, and closing of academic programs that aligns with the strategic mission, enrollment trends, and needs of the Commonwealth.
- Refine general education curriculum to align with the NACE career readiness competencies more intentionally. This includes building faculty awareness and providing tools in understanding how to align course and project learning outcomes to NACE competencies in visible, transparent, and consumable ways for our students. Offering concrete examples, peer exchanges and grounding the work in the student success literature are all lessons learned.
- Further expand course-based, work-based, and work-integrated learning opportunities for our students.

Infrastructure Modifications:
- Increase support for unpaid internship opportunities.
- Seeking funds to support student housing costs during work-based learning opportunities.
- Revise campus student employment opportunities to align with developing NACE competencies, leveraging available VTOP resources.
- Ensures students receive necessary assistance in understanding their education as marketable and transferable skills and developing the ability to communicate their stories.
- Review academic calendar to increase term flexibility supportive of work-based experiences.

Partner Development:
- Merge initiatives of the Division of Economic Development and Corporate Education to expand the network of student internships and allied work-based learning experiences within Academic Affairs.
- Expand our co-op and apprenticeship opportunities. Internship and co-op preparation for students continues to evolve as we learn from our employer partners and student feedback. Tamson Six visited with Radford's Leadership Council to begin planning around Apprenticeship programs.
- Leverage University offerings, such as: The Hub, which is an economic development center focused on partnering with the community to support workforce development; The Venture Lab, which is an interdisciplinary learn-by-doing lab for innovation and entrepreneurship; and Alumni Affairs who partners to development and expand student opportunities.

As we move forward with these strategies, we build on successes and lessons learned from our efforts to institutionally infuse NACE career readiness competencies.

C6. How do you intend to use existing/provided resources to execute those strategies? Will you be requesting incremental state resources? Please explicitly tie to Part I of your planning template.

Many of these important academic initiatives include ongoing enhancements or are in exploration/evaluation stages. The University plans to strategically align funding resources to appropriately fund each priority as they are rolled out in the context of our two-year action plan and will not request specific state funding.

WORKFORCE ALIGNMENT

Key question: How are your institution's programs of study and degree conferrals aligned with the evolving talent needs of the Commonwealth?

C7. For which specific workforce needs is your institution best positioned to supply talent, based on regional, industry, or occupation alignment?

Radford University alumni have the ability to be successful in multiple industries, because the undergraduate programs we offer are based on a strong liberal arts foundation and include significant experiential education aligned with NACE outcomes. Specifically, health care, education, biotechnology, information technology, communications/creative arts/marketing, entrepreneurship, food/beverage/nutrition, and outdoor recreation are regional industries in which alumni of Radford's undergraduate and graduate programs are successful (based on data from the Virginia Economic Development Partnership).

C8. What specific strategies/actions is your institution planning to take to better align your program offerings or degree conferrals to current and projected workforce needs? Please provide a list of specific programs you intend to sunset or grow in the next 6 years to increase alignment, partnerships/initiatives you intend to launch or deepen, etc. If you intend to launch any new programs, please explain why your institution is particularly well-suited to succeed in that area.

Currently, academic departments are investigating the following new programs:
- Creative arts (B.A.): Creative arts is a popular minor that integrates arts with application. The new interdisciplinary major, building on the minor, combines courses from arts, business/marketing, and communication to prepare students for careers in social media, marketing, and design.
- Digital arts/illustration/animation (B.A.): The new digital arts undergraduate degree builds on our popular graphic design and e-sports minors; and design majors; to give students in-demand skills for game design, graphic design, and other commercial arts careers.
- Post-master's certificate in nursing education: Nursing education is a high demand area and will help us increase our ability to educate future nurses by increasing the number of nurses teaching and supervising in our programs.

Over the next six years, we expect to sunset the following programs:
- Associate of Applied Science in Occupational Therapy Assistant. This program was brought over in the merger with Jefferson College of Health Sciences and is being sunset with the last cohort being accepted in Fall 2022. Other associate degree programs related to the merger have been continued at Virginia Western Community College.

- Accelerated B.S. in nursing: Subsequent to Radford's merger with Jefferson College, we are merging the Accelerated program with the B.S. in nursing, creating one degree program with traditional and accelerated tracks.

Two additional education initiatives of note are being launched to address the teacher shortage in Southwest Virginia:
- The Virtual Academy for Provisionally Licensed Teachers: The online, self-paced courses allow provisionally licensed teachers to progress through the professional studies coursework required by the Virginia Department of Education to become fully licensed. Students can take the three credits courses at a reduced tuition rate, and courses can transfer to our master's in education degree program if students choose to complete that credential.
- Teacher Apprenticeship Program. This program will utilize online course delivery formats to support active teaching assistants (with some college credits or associate degrees), substitute teachers, community college students, and traditional University undergraduates complete required courses for a degree in Interdisciplinary Studies as well as teaching endorsements in Elementary Education (preK-6) and Elementary Special Education (K-6), in partnership with our local school districts.

Additionally, as stated in other areas of this document, we plan to create more academic pathways from the VCCS to our bachelor's programs; accelerated bachelors and master's programs for our professional programs, and partnerships with Virginia public R1s for access to graduate programs not offered at Radford.

Under the University's new executive leadership, we intend to do a comprehensive review of our portfolio of academic programs over the next year. Programs will be reviewed based on their student success rate, alignment with the mission of the institution, faculty expertise, use of our existing facilities, and the needs of the region and the state. Based on this assessment, some additional degree programs may merge, be re-designed, or be launched.

SECTION D: STRATEGIC DEEP DIVE – FINANCIAL EFFECTIVENESS & SUSTAINABILITY

AFFORDABILITY FOR STUDENTS & FAMILIES

Key question: How is your institution accounting for and improving affordability for students and families?

D1. What specific strategies/actions do you plan to take to improve affordability moving forward across your overall student body and priority subpopulations, and what is the expected impact? Please account for a broad range of factors including the full cost of attendance, net price, time to degree, debt load, etc.
Radford University remains committed to affordability, which is demonstrated by our ranking as the third lowest tuition and fee rate among Virginia's public institutions. As an institution that primarily serves Virginia residents, our goal has been to provide as much need-based financial aid as possible to in-state students. As our Program 108 allocations increase, we have increased our individual student awards annually. For the 2022-2023 academic year, awards increased by 4.7%. For the 2023-2024 academic year, awards are increasing by 38% for our students who demonstrate the highest need. Preliminary data shows that we will meet the full need of 53% of our student body in fall 2023 in comparison to 49% in fall 2022.   Private scholarship dollars are crucial in making Radford University more affordable by providing financial assistance to our students, reducing their reliance on student loans, and enabling them to pursue their educational goals. These scholarships alleviate the financial burden on students and their families, opening doors to higher education that might otherwise be out of reach. For the 2022-2023 academic year, $2.4 million in private scholarships was awarded to more than 840 students. In addition, $1.3 million was available to assist with programs directly impacting the student experience.

REVENUE

Key question: How is your institution approaching pricing and revenue management? What are the implications on long-term top-line financial health?

> **D2. Please explain the rationale behind your full pricing (i.e. published tuition & fees, including mandatory non-E&G fees) and financial aid award strategy (i.e. net tuition revenue projections). What data informed your assessment of T&F increase feasibility (e.g., market comparisons, student capacity to pay) and estimates of discounts/ waivers/unfunded scholarships? What informed your strategy around financial aid awards, merit and need-based, particularly for various student segments by income level and academic preparation?**

As the University considers tuition and fee increases, remaining a top affordable choice within the state continues to be one of the top priorities. However, other key factors are considered as well, including:

- Economic conditions locally, regionally, and nationally
- Upcoming legislative actions and funding directives
- Programmatic priorities
- Mandatory cost increases, contractual and other commitments
- Enrollment projections and trends

With these considerations in mind, the University attempts to balance affordability for students and their families with the need for resources to deliver on our mission and offer the highest quality academic programs and educational experiences. Where possible, the University also offers extensive financial aid opportunities to offset price increases to ensure access to a wide range of students.

Our comprehensive merit scholarship strategy, the Highlander Distinction Program, was implemented in fall 2020. The scholarship program has been a significant investment on behalf of the University, totaling $11 million and serving 3,000 students since its inception. It has been funded using auxiliary funds and unfunded scholarships. The intent of the program is to support all qualified incoming new freshman with a scholarship that equates to a tuition and fee discount of 28-30%. Due to our significant decline in new student enrollment over the last three years, our discount rate for the program has been 30.2%, 31.1%, and 32.3%. A full analysis of the program is currently underway using three years of data to help us identify trends and opportunities.

The need-based aid strategy works within the guidelines of the VSFAP program rules with the intent to support the tuition and fee costs for as many eligible students as possible. An annual review of all recipients is completed to determine the feasibility of increasing individual awards. The target of the need-based aid analysis is to develop an award schedule that supports all qualifying students. (See D1).

D3. What do you expect to be the impact of your pricing/discounting approach on enrollment numbers/mix (if any) and net tuition revenue moving forward and why?

- The intent of our discounting strategy is to help stabilize traditional undergraduate enrollment and net tuition revenue.
  - o The Division of Enrollment Management is committed to recruiting students that will be successful at Radford University and working intentionally to rebuild our new student undergraduate enrollment. The enrollment targets in our submission do not project aggressive growth but a realistic return to target a sustained undergraduate enrollment supporting stabilization of net tuition revenue.
  - o Based on survey responses from students who applied but chose not to enroll at Radford University for fall 2023, we know that affordability is a consideration in the college selection process, but not always the final deciding factor. Of the 645 applicants who provided information about the University they are attending there are nine Virginia institutions where 47% of the respondents are attending that are more expensive than Radford University.
- The institution will continue to evaluate program opportunities to increase enrollment in non-traditional undergraduate students, such as our RN-BSN online program that was implemented in fall 2021.

COST EFFECTIVENESS

Key question: How has your institution maintained bottom-line financial health and focused investment on the levers that will drive improvements in student outcomes?

D4. Reflect on the categories/subcategories of cost that have recently experienced the most significant increases on an absolute or per-student basis. What have been the primary drivers of those increases? Please be specific and include supporting data.

As with most institutions, the University has been impacted by salary and fringe benefit increases mandated by the Commonwealth. The University has also been impacted by the dramatic increase in supplies and materials, especially after the COVID-19 pandemic. Operating costs increased over $5 million between FY2020 and FY2022, with an increase of $4.7 million in contractual services and $600,000 in supplies.

D5. What specific strategies/actions do you plan to take to contain/reduce key costs and improve fiscal health going forward while improving student outcomes? What are your objectives and what have been your results to date of any already-launched initiatives? What is the expected impact and timeframe of these strategies? Include any short-term costs that would need to be incurred to implement the strategies.

The University has and will continue to employ the following cost saving and containment initiatives:

- The Faculty Early Retirement Program (FERP) provides special benefits to tenured faculty who voluntarily retire from Radford University. This opportunity allows the University to capture salary and benefit savings. To date, this program has created salary savings and/or reallocation of over $4 million.
- Saving strategy requests from each senior management area employed to eliminate non-mission critical costs have accounted for over $13 million in savings and/or reallocations in the last three years and will continue to be a strategy moving forward. This process engages campus leaders in open discussion on strategic priorities and identifies programming that will support those priorities and encourages sun setting of those programs that no longer align with institutional goals and objectives.
- As stated in C8 above, Academic Affairs will be conducting a holistic review of our academic programs in relation to our mission and the needs of our students, the region, and the Commonwealth. Although no specific changes are planned yet, our expectation is that the alignment of programs with needs should result in cost-savings and/or increased revenue through enhance enrollment.

D6. Provide information about your institution's highest-priority E&G capital projects and requests (including new construction as well as renovations) over the six-year plan period and how they align to your enrollment trajectory, student outcomes improvement plans, or other strategic priorities. Please also reflect on your current E&G facilities utilization (especially classrooms, labs and student service areas), particularly in light of any recent trends that might impact space needs (e.g., enrollment trends, shifting learning modalities). How has square footage per student changed over time and why? What efforts have you made to reassess and further optimize the use of your existing facilities, and what has been the impact of those efforts to date? What do you intend to do in the next six years to increase utilization?

Over the next fiscal year, the University is strategically reviewing the current footprint of Radford and Roanoke campus space needs and requirements while maintaining the focus and commitment to the University's 2020-2030 Master Plan.

For main campus, this review considers the Center for Adaptive Innovation and Creativity coming online in fall 2024 and the impact on academic departments and student support areas relocating from temporary placement due to the construction of the new facility. The University will use this opportunity to reduce leased space and ensure the current infrastructure is effectively and efficiently managed. Within the next six years, E&G priorities of main campus will be the renovation of current academic spaces to meet the academic demands of the spaces, proper accessibility requirements, and updating mechanical components as well as necessary safety and security infrastructure. The following projects currently fall within this need:

- Waldron Hall – Built in 2000 with approximately 60,000 square-feet, Waldron Hall currently houses high demand health sciences, healthcare, and human services programs.

These programs include social work, occupational therapy and nursing. This space includes integrated learning spaces, traditional classroom space, interdisciplinary clinics, and a Speech-Language-Hearing Clinic.

- Peters Hall – Last renovated in 2003, Peters Hall currently houses the academic programs within the College of Education and Human Development, to include counselor education, teacher education and leadership and health and human performance. Peters Hall houses the Teaching Resource Center that provides instructional, curricular, and technological support for students, faculty and K-12 teachings across the Commonwealth and a fitness lab that incorporates a corporate fitness center and a performance training facility.

- McConnell Library - The footprint that forms the McConnell Library consists of an original 14,000 square-foot building built in 1931, a 47,500 square-foot addition built in 1965, and a 46,444 square-foot addition built in 1995. Both the 1965 and 1995 additions, which represent approximately 90 percent of the library's square footage and operations, remain in their original configuration with building systems and equipment that have far exceeded their expected useful life.

- Walker Hall - Built in 1935 as a dining facility, Walker Hall underwent expansion in 1964 and was partially renovated in 1992 and 2003. Walker Hall currently serves as our center for the University's Information Technology Services consisting of IT Infrastructure, Enterprise Systems, Technology Support Services, Electronic Engineering and Communication Services, Web Strategy, and Interactive Media and Printing Services. Additionally, student support services like computer labs and the technology assistance service are housed in this building. Walker Hall offers great possibilities to realign space needs and help the University reduce its leased space.

The academic and student support offerings in Roanoke are housed in the Carilion Roanoke Community Hospital (CRCH) and the Roanoke Higher Education Center. The CRCH is an active health care facility, which is part of the Carilion Clinic, a not-for-profit health care provider in Southwest Virginia. CRCH is a 10-story, 408,000 square-foot hospital, providing a variety of health care services. The University leases approximately 171,000 square feet in CRCH, including administrative, academic, laboratory, and other associated activities as Radford University Carilion (RUC). Both RUC and Carilion have identified the need for expanded facilities to provide for both anticipated academic program growth and increased need for regional health care services. RUC's current space in CRCH allows little to no flexibility to serve potential academic program growth, while future Carilion health care capital demands will require reclaiming of current RUC space. Over the next year, the University will conduct an academic program planning study to determine the long-term space needs in Roanoke and will develop a long-term space plan to accommodate those needs.

SECTION E: BUDGET REQUESTS

E1. Provide additional information for any budget requests in Part I of your planning template that are not described elsewhere in your narrative.

The Virginia Military Survivor and Dependents Educational Program (VMSDEP) offers a vital pathway forward to college degree completion for the Commonwealth's veterans and their families, with an estimated over 3,000 families now benefitting from the program. The related legislation mandates that each public institution provides a 100% waiver of tuition and mandatory fee costs for eight semesters. As highlighted in the past two years of SCHEV's system-wide budget recommendations, successful program marketing and student support has resulted in exceptional and deserved program growth, now estimated as almost doubling between FY2021 and the next biennium. Unfortunately, no direct funding to institutions has been provided to offset the cost of tuition and fee waivers, estimated to grow to $78 million through FY2024.

The expected cost of this program for the University in FY2024 is $1.3 million that includes tuition and E&G fee waivers. While the University fully supports the program and the intent to support veterans and their families in this way, it does represent an unfunded mandate that draws on current operating funds. The University requests incremental state support of $1.3 million to cover this initiative.

SECTION F: ECONOMIC DEVELOPMENT ANNUAL REPORT

F1. Provide a link to any report your institution has produced about its economic development contributions. You may also share it in the appendix or as an attachment

Partnering with the New River Commission, the University is currently finalizing an Economic Impact Study that highlights the ways in which the University has been a key economic driver within the New River Valley and greater southwest Virginia region. This study is a continuation from our 2016 report and will cover the period of 2018 – 2022. The University will share the final study with members of Op-Six at completion currently anticipated for August 2023.

SECTION G: FREEDOM OF EXPRESSION AND INQUIRY, FREE SPEECH, ACADEMIC FREEDOM AND DIVERSITY OF THOUGHT

G1. Provide a copy of any policy or reports your institution has produced and provide information about annual training or orientation related to this topic.

The University's Free Expression Policy provides a framework for a safe and supportive environment to promote free expression. This policy promotes and facilitates free expression, provides a secure environment for such expression, preserves order within the University community, and protects and preserves University property. President Danilowicz charged a campus-wide Task Force on Civil Discourse and Freedom of Expression in November 2022. An action plan (attached) for implementation was submitted to the President in April 2023. The Radford Board of Visitors considered the recommendations on June 9, 2023, and were supportive of the proposed efforts.

Radford University is one of the Constructive Dialogue Institute partners organized through SCHEV which will be used to develop faculty workshops for our UNIV 100 course (Introduction to Higher Education) which serves to orient students and sets them on track to be successful as students.

Tabletop exercises have been conducted on Freedom of Expression with the President and Board of Visitors during the livestreamed September 2022 and March 2023 Board meetings, as well with the University's Continuity of Operations Planning team in May 2023.

SECTION H: NEW SCHOOLS, SITES, AND MERGERS

H1. Provide information on any new instructional sites, schools, or mergers supported by all types of funding that your institution is considering or planning to undertake during the six-year period.

Radford University is not considering any new schools, sites, or mergers at this time.

The University is considering three different types of laboratory schools under the framework currently being advocated for by the Governor. We are exploring a SW Virginia Governor's School for the Arts and Humanities in partnership with five regional school systems, a nursing tracked school in partnership with the regional school systems and community colleges, and a cybersecurity school in partnership with regional school systems. Discussions are active, and it is anticipated that at least one of these will be moved forward as a planning grant over the next two-year period.

[OPTIONAL] SECTION I: RESEARCH

I1. [OPTIONAL] Highlight any strategic research priorities, programs, or key areas of investment (e.g., hiring plans, critical research agendas, interdisciplinary centers, business partnerships, commercialization efforts) and IP dissemination and commercialization priorities you intend to pursue over the next 6 years that have not already been mentioned in this narrative. What are the anticipated benefits to your faculty attraction/retention strategy, student value proposition, and the economic competitiveness of the Commonwealth?

Radford University is not submitting information related to this optional section on research at this time.

[OPTIONAL] SECTION J: COLLABORATION

J1. [OPTIONAL] Outline any existing or potential initiatives you have not already highlighted in this narrative that feature collaboration across public higher education institutions (and other state agencies as appropriate) in furthering the goals outlined in sections B-D. What is the expected impact and in what timeframe? What is the timeline for the initiative and how far along is it? What (if anything) would be required from a budget or policy perspective to facilitate the success of the initiative?

Radford University is not submitting information related to this optional section on collaboration at this time.

[OPTIONAL] SECTION K: STATE POLICY

K1. [OPTIONAL] Use this section to outline any state policy changes you have not already mentioned in this narrative that would enhance your ability to achieve greater success on the topics, strategies, and initiatives referenced in this narrative. What existing policies, if any, are hindering your ability to maximize outcomes and value for students? What new policies might create conditions that are more conducive to achieving those goals? What strategies or initiatives would these policy changes enable your institution to do or try that you are not yet able to do today? Please be as specific as possible.

Radford University is not submitting information related to this optional section on state policy at this time.

[OPTIONAL] SECTION L: ADDITIONAL INFORMATION

L1. [OPTIONAL] Use this final section to provide any additional context and/or supporting materials you feel should be incorporated into the six-year planning process.

Radford University is not submitting information related to this optional section at this time.

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs & Audit Committee
September 7, 2023

Action Item
Approval of Radford University's 2023 Six-Year Plan

Item:
Board of Visitors approval of Radford University's 2023 Six-Year Plan as required by § 23.1-306.

Background:
In response to the requirements outlined in § 23.1-306 of the Code of Virginia, attached is a copy of Radford University's 2023 Six-Year Plan submitted to the State Council of Higher Education for Virginia (SCHEV) by the stated deadline of July 17, 2023.

As a mandate established through the "*Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Act of 2011" (TJ21)* legislation, governing boards of each public institution of higher education shall develop and adopt biennially and amend or affirm annually a six-year plan for their institution. This requires the plans to be submitted to the State Council for Higher Education of Virginia each odd-numbered year and requires any amendments or affirmations to existing plans to be submitted each even-numbered year.

The traditional request from prior years was modified for this year's submission. The Op-Six which includes the Secretary of Finance, Secretary of Education, Director of the Department of Planning & Budget, Director of State Council of Higher Education for Virginia, and the staff directors of the House Appropriations Committee and the Senate Finance & Appropriations Committee and their staff modified the process and materials for this cycle with a particular focus on:

- Adapting to shifts in student/enrollment pipelines in the design and operations of institutions and programs
- Continuing to innovate on how to best prepare students for success and meet the state's evolving labor market needs
- Ensuring both tuition payers and taxpayers are getting the greatest possible return on their higher education investment

The plan provided the University the opportunity to outline plans and objectives and to include specific strategies related to affordability and access to quality postsecondary education that prepare students for success in life. The 2023 Six-Year Plan reflects the major four strategic priorities of the University. The plan is divided in two parts. Part I is an Excel template with five components for data entry that includes In-state Undergraduate Tuition and Fee Increase Rate, Tuition & Other Nongeneral Fund Revenue, Academic-Financial Plan, General Fund Requests, and Financial Aid Plan. Part II provides a narrative summary of the proposed strategies and a strategic deep dive into enrollment, program alignment and performance, financial effectiveness and sustainability, and budget request.

The strategies identified in the University's 2023 Six-Year Plan were developed collaboratively with the leadership of each operating division. The funding of the proposed strategies is subject to change unless incremental general fund support is received. Additionally, approval of tuition and fees is the responsibility of the Board of Visitors and may be adjusted based upon factors such as incremental general fund support, legislative requirements, projected enrollment, and prioritization of strategies to implement.

Action:

Radford University Board of Visitors approval of the Radford University 2023 Six-Year Plan.

RADFORD UNIVERSITY BOARD OF VISITORS
Resolution

Approval of Radford University's 2023 Six-Year Plan
September 8, 2023

WHEREAS, the Higher Education Opportunity Act of 2011 became effective July 1, 2011, and requires each public institution of higher education in Virginia to develop and submit an institutional six-year plan; and

WHEREAS, § 23.1-306 of the Act requires, "*The governing board of each public institution of higher education shall (i) develop and adopt biennially and amend or affirm annually a six-year plan for the institution; (ii) submit such plan to the Council* (State Council of Higher Education for Virginia)*, the General Assembly, the Governor, and the Chairmen of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Education and Health, and the Senate Committee on Finance no later than July 1 of each odd-numbered year; and (iii) submit amendments to or an affirmation of that plan no later than July 1 of each even-numbered year or at any other time permitted by the Governor or General Assembly*"; and

WHEREAS, Radford University prepared a six-year plan in accordance with the requirements of the Higher Education Opportunity Act of 2011 and guidelines provided by the State Council of Higher Education for Virginia; and

WHEREAS, the University submitted the six-year plan to the State Council of Higher Education for Virginia by the stated deadline of July 17, 2023 for the 2023 submission; and

WHEREAS, the 2023 Six-Year Plan must be approved by the Board of Visitors prior to the October 1 final submission;

THEREFORE, BE IT RESOLVED the Radford University Board of Visitors approves the Radford University 2023 Six-Year Plan (Part I and Part II) as presented in the format provided by the State Council of Higher Education for Virginia; and

BE IT FURTHER RESOLVED, that the University is authorized to revise the 2023 Six-Year Plan as required by State officials for final submission by the stated deadline.

2022-23 Financial Performance Report

RADFORD UNIVERSITY

RADFORD UNIVERSITY

2022-23 Financial Performance Summary

	Budget ($ in Thousands)			Actuals ($ in Thousands)		
	Revenue	Expense	Surplus/(Deficit)	Revenue	Expense	Surplus/(Deficit)
University Operating						
Education & General	$158,780	($158,780)	($0)	$150,814	($150,772)	$42
Student Financial Assistance	25,279	(25,279)	0	18,218	(18,218)	0
Sponsored Programs	9,215	(9,215)	0	5,212	(5,564)	(352)
Auxiliary Enterprise	62,228	(65,020)	(2,793)	60,978	(59,583)	1,395
Total University	**$255,502**	**($258,295)**	**($2,793)**	**$235,221**	**($234,136)**	**$1,085**

RADFORD UNIVERSITY

2022-23 Actual Revenue: All Programs & Funds

($ in millions)

Student Financial Assistance
$18.2
7.7%

Auxiliary Enterprises
$61.0
25.9%

Sponsored Programs
$5.2
2.2%

Educational & General
$150.8
64.1%

Business Affairs and Audit Committee

RADFORD UNIVERSITY
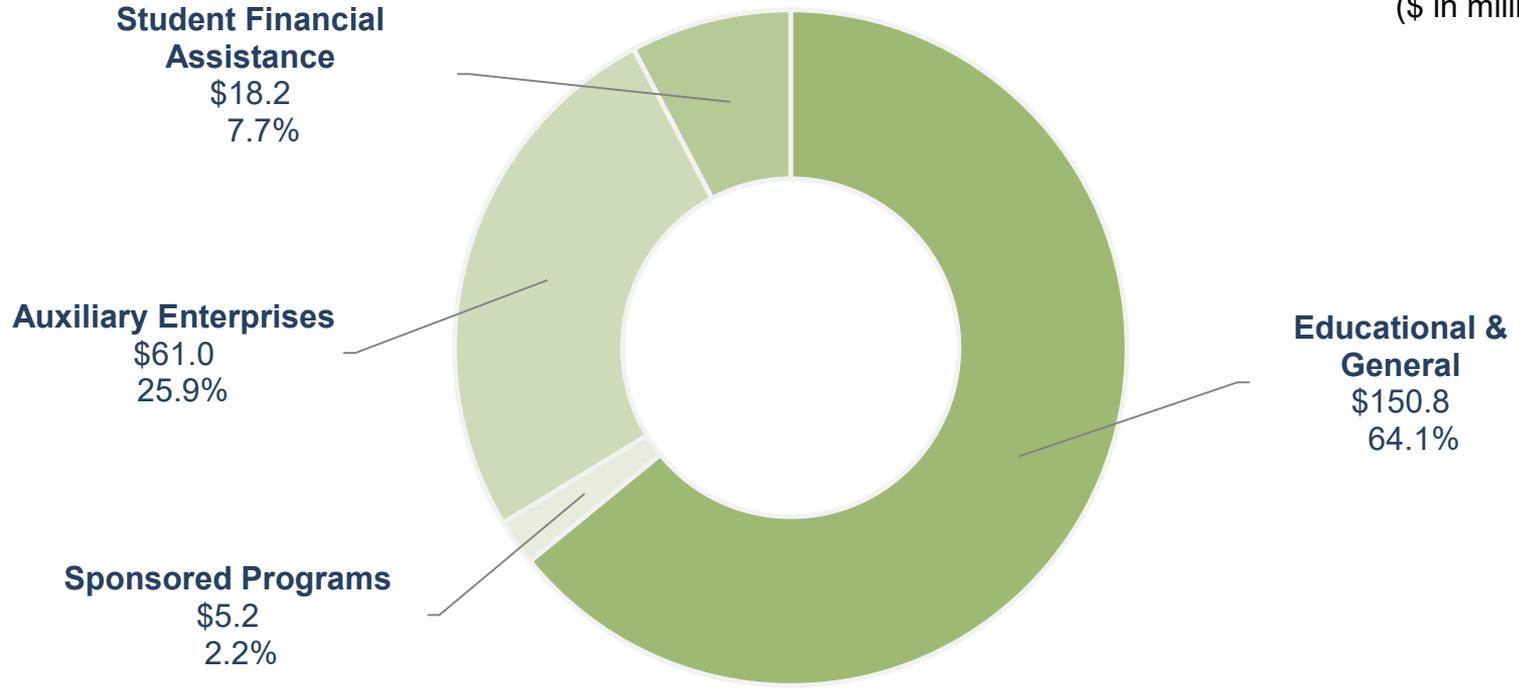
2022-23 E&G Actual Revenue: General v. Nongeneral Split

($ in millions)

Nongeneral Fund
$60.0
39.8%

General Fund
$90.8
60.2%

Business Affairs and Audit Committee

RADFORD UNIVERSITY
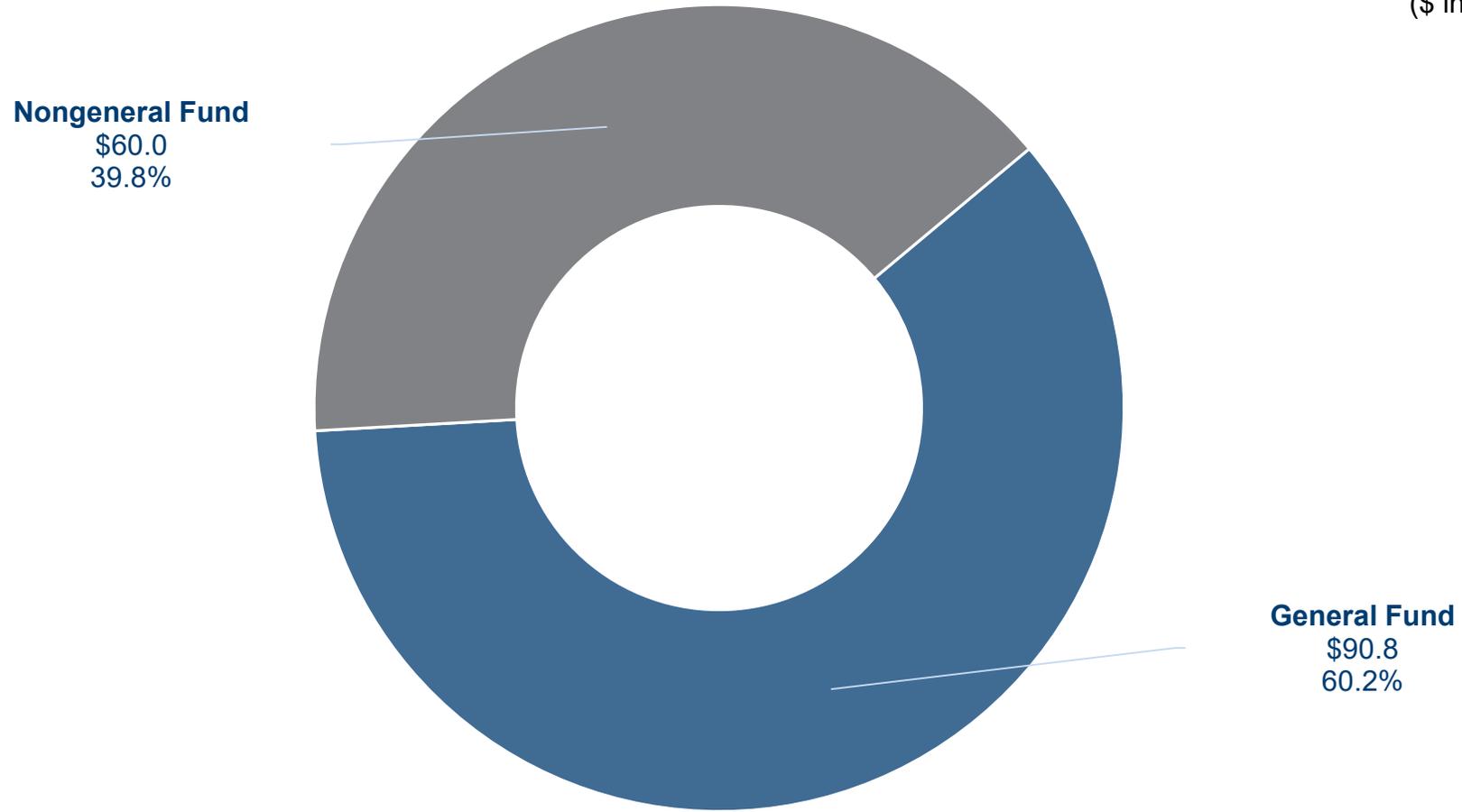
2022-23 Actual Revenue: Auxiliary Enterprise

($ in millions)

Residential Services
$15.2
24.9%

Dining Services
$14.4
23.6%

Student Activities, Union, Recreation, & Health
$9.2
15.1%

Other
$11.8
19.3%

Intercollegiate Athletics
$10.4
17.0%

Business Affairs and Audit Committee

RADFORD UNIVERSITY
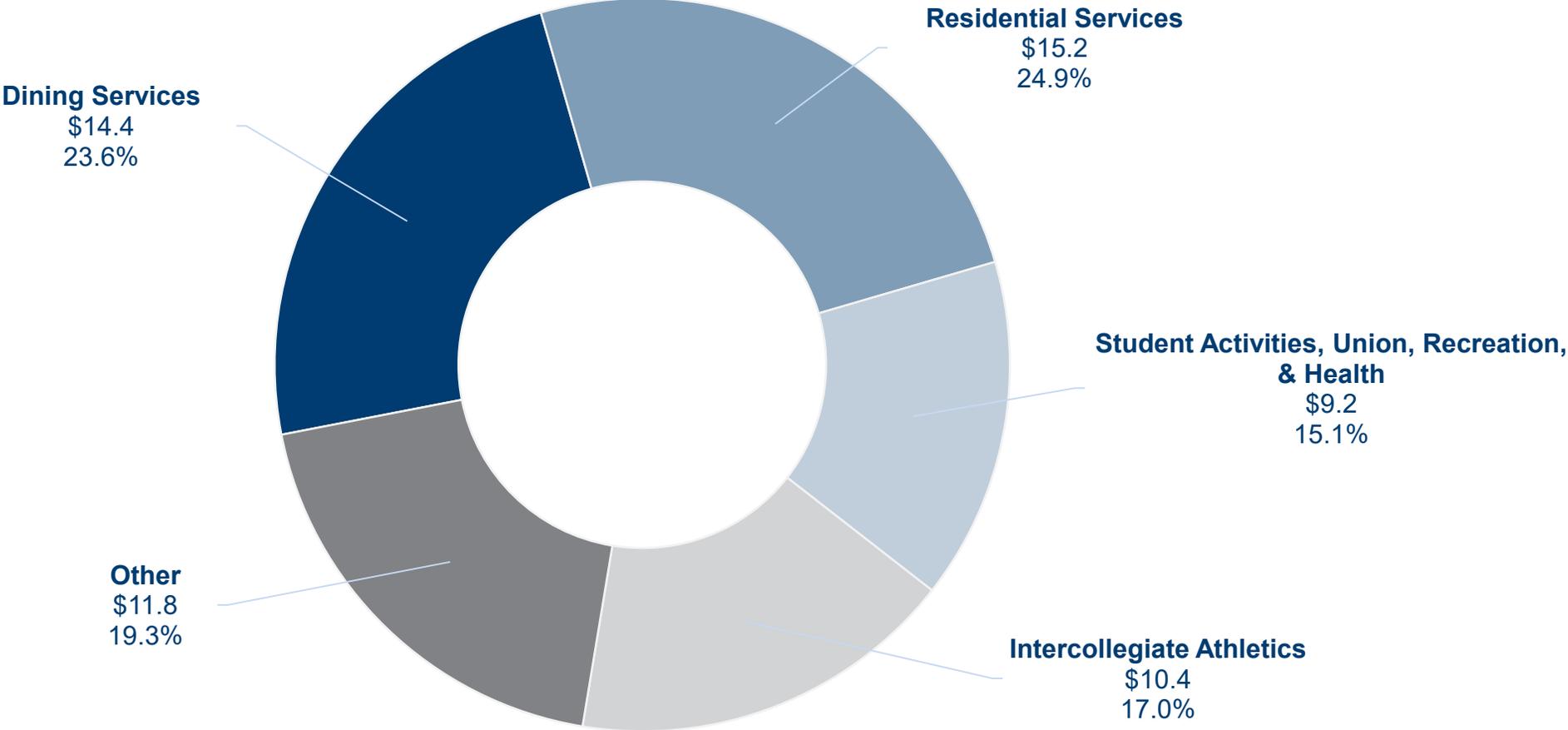
2022-23 Percent of Revenue Expended

Business Affairs and Audit Committee

RADFORD UNIVERSITY
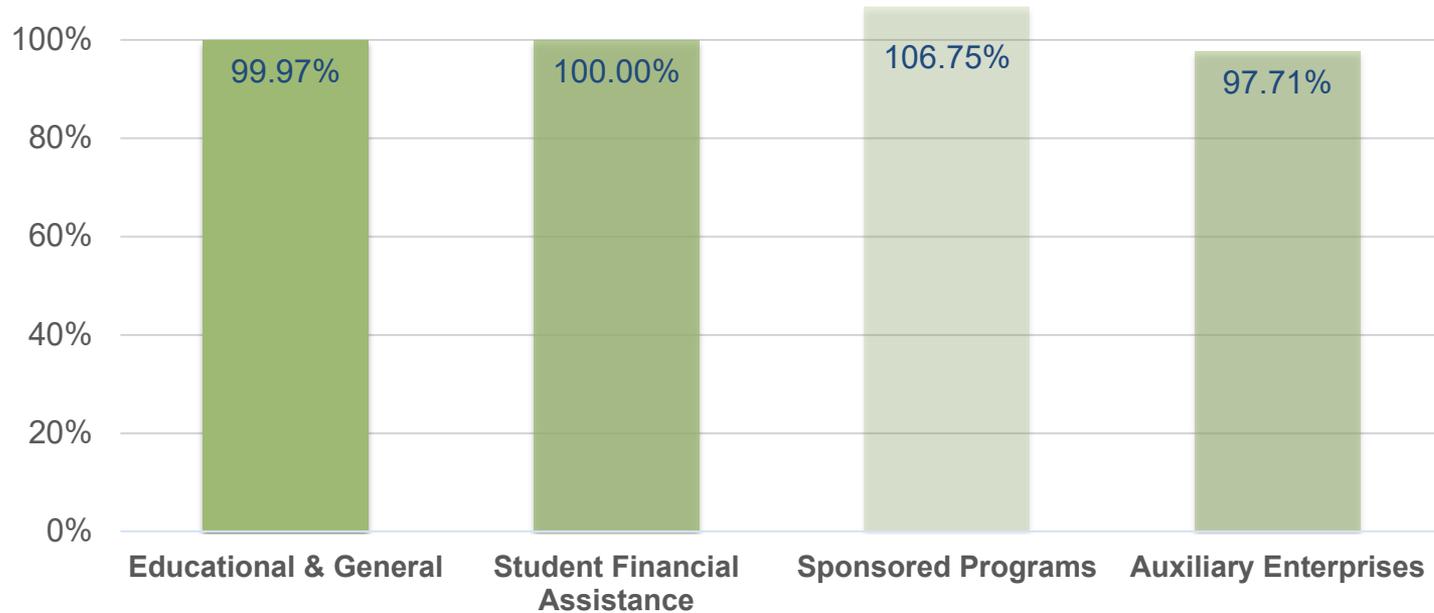
E&G Reserve Summary

Annual Contributions	
2019	$ 1,237,885
2020	2,284,692
2021	9,431
2022	453,397
2023	757,815
Total	$ 4,743,220

FY 2023 Calculation	Reserve (6%)
$ 79,053,662	$ 4,743,220

Business Affairs and Audit Committee

RADFORD UNIVERSITY

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs & Audit Committee
September 7, 2023

Information Item
Financial Performance Report and Write Off of Past Due Accounts Update for the Year
Ending June 30, 2023

Item 1: Summary of fiscal year 2022-23 revenue and expenditures as of June 30, 2023.

Background:
The Financial Performance Report includes Schedules A and B which provides a summary of unaudited revenue and expenditure activity for the year ending June 30, 2023. The Financial Performance Report is generated from annual budget projections and actual accounting data recorded in Banner Finance that has been reconciled with the Commonwealth's Accounting System (Cardinal). The actual accounting data is recorded using a modified accrual basis of accounting which recognizes revenue when received rather than when earned and expenditures when posted rather than when payment is issued.

The Original Budget was approved by the Board of Visitors at the September 2022 meeting. The Revised Budget is inclusive of any technical adjustments made throughout the year, as well as the board approved 2022-23 third quarter adjustment to account for revenue shortfalls associated with reduced service levels and have been offset by institutional cost saving strategies as well as Federal and State relief programs initiated to support Institutions of Higher Education.

For the year ending June 30, 2023, revenues and expenditures were at projected levels. Schedule A provides a summary of revenue and expenditure activity by major program. Schedule B provides a summary of revenue, expenditure and reserve draw/(deposit) by major auxiliary enterprise unit. Footnotes are included in each schedule to explain variances between the Original Budget, Revised Budget, and year-end Actuals.

Contributions to the auxiliary reserve came in stronger than projected due to lower than anticipated contract vendor payments and scholarship awards, the timing of expenditures, and greater than anticipated turnover and vacancy savings. The contribution to the auxiliary reserve is required to meet the State Council of Higher Education for Virginia (SCHEV) guidelines for on-going operations, equipment renewal and replacement, and future capital projects.

Item 2: Summary of all past due accounts written off as of June 30, 2023.

Background:
The Virginia Department of Accounts Commonwealth Accounting Policies and Procedures (CAPP) Manual, Topic 20505, *Accounts Receivable*, states that delinquent accounts should be written off an agency's financial accounting records when all collection procedures, including those procedures required by the Office of the Attorney General (OAG), have been conducted without results and management deems the accounts uncollectible. Accounts are deemed

uncollectible if the collection account is over one year old and no payments have been received. The OAG accounts are deemed uncollectible if no payment has been made in one year from the time it is placed with the OAG. Accounts are written off effective the last day of the quarter in which this time period applies.

When accounts are written off, they are removed from an agency's financial accounting records. Writing off the debt for accounting purposes does not discharge the debt. The debt is still owed to the Commonwealth, but is no longer reported on the agency's books as a receivable. Eligible written off receivables must continue to be submitted to the Commonwealth's debt setoff program.

In 2006, the Radford University Board of Visitors delegated authority to write off uncollectible accounts under the amount of $25,000 per quarter to the Vice President for Finance and Administration and Chief Financial Officer. To meet financial reporting standards in a timely manner, the Board of Visitors revised the write-off delegation in 2014 to authorize the Vice President for Finance and Administration and Chief Financial Officer to write off all uncollectible accounts meeting State and University guidelines at the end of the reporting quarter, regardless of amount and provide an annual report of the previous year-ending activity at the September Business Affairs and Audit Committee meeting.

Below is a summary of the accounts written off by type of charge that have been returned by one of the University's third-party collection agencies as uncollectible, or referred to the OAG, and were deemed uncollectible during the fiscal year ending June 30, 2023:

Classification	Quarter Ending 9/30/2021	Quarter Ending 12/31/2021	Quarter Ending 3/31/2022	Quarter Ending 6/30/2022	FY 2022 Total $	FY 2022 Total #
Tuition & Fees	$79,992	$59,925	$22,186	$29,993	$192,095	130
Parking & Fines	6,893	3,770	6,800	5,054	22,517	277
Residential Life	208	45	90	498	841	12
Returned Items	225	200		70	495	8
Discharged Litigation Cost	699	777			1,477	2
Total Approved Write-offs	**$88,017**	**$64,717**	**$29,076**	**$35,615**	**$217,425**	**429**

Summary:
No action required; information item only.

Radford University
Financial Performance Report
For the Period Ending June 30, 2023

Dollars in Thousands

Educational and General Programs	Original (a)	Adjustments (b)	Revised (c)	Actuals (d)	Remaining
	Annual Budget for 2022-23			**July 1, 2022 to June 30, 2023**	
Revenues					
General Fund	$90,477	$393	$90,870	$90,812	58
Tuition and Fees	62,842	1,730	64,573 (1)	64,005	568 (6)
All Other Income	3,382	(45)	3,338	(4,002)	7,340 (7)
Total Revenues	$156,702	$2,079	$158,780	$150,814	$7,966
Expenditures					
Instructional & Academic Support	($97,180)	($590)	($97,770) (2)	($97,175)	($596)
Public Service Programs	(750)	0	(750)	(427)	($323) (8)
All Other Support Programs	(58,771)	(1,489)	(60,260) (1), (2)	(53,169)	($7,090) (9)
Total Expenses	($156,702)	($2,079)	($158,780)	($150,772)	($8,008)
Reserve Draw (Deposit)	0	0	0	(42)	$42 (10)
NET	**$0**	**$0**	**$0**	**$0**	**$0**

Student Financial Assistance					
Revenue	$17,758	$7,521	$25,279 (3)	$18,218	$7,061
Expenditures	(17,758)	(7,521)	(25,279) (3)	(18,218)	(7,061) (11)
Reserve Draw (Deposit)	0	0	0	0	0 (11)
NET	**$0**	**$0**	**$0**	**$0**	**$0**

Sponsored Programs					
Revenue	$8,962	$254	$9,215 (4)	$5,212	$4,004 (12)
Expenditures	(8,962)	(254)	(9,215) (4)	($5,564)	(3,651) (12)
Reserve Draw (Deposit)	0	0	0	352	(352) (12)
NET	**$0**	**$0**	**$0**	**$0**	**$0**

Auxiliary Enterprises					
Revenues	$68,517	($6,290)	$62,228 (5)	$60,978	$1,250 (6)
Expenditures	(66,505)	1,485	(65,020) (5)	($59,583)	(5,438) (6)
Reserve Draw (Deposit)	(2,012)	4,805	2,793	(1,395)	4,188
NET	**$0**	**$0**	**$0**	**$0**	**$0**

Total University					
Revenues	**$251,939**	**$3,563**	**$255,502**	**$235,221**	**$20,281**
Expenses	**(249,926)**	**(8,368)**	**(258,295)**	**(234,136)**	**(24,159)**
Reserve Draw (Deposit)	**(2,012)**	**4,805**	**2,793**	**(1,085)**	**3,878**
NET	**$0**	**$0**	**$0**	**$0**	**$0**

Notes:

(a) Original Budget - Reflects the projected 2022-23 Operating Budget as of July 1, 2022 which was approved by the Board at the September 2022 meeting. Both recurring and one-time operating budgets are included.

(b) Adjustments - Reflects changes that have been made to the 2022-23 Operating Budget between July 1, 2022 and June 30, 2023. Both recurring and one-time operating budgets are included.

(c) Revised Budget - Revised Budget - Reflects the current 2022-23 Operating Budget as of June 30, 2023. Both recurring and one-time operating budgets are included.

(d) Actuals - Reflects activity through June 30, 2023.

Radford University
Financial Performance Report - Notes
For the Period Ending June 30, 2023

1) The Tuition & Fee revenue budget and the All Other Support Program expense budget were increased by $1.7M based on tuition and student fees adjustment approved. Enrollments on main campus decreased, while RUC and Fast Track increased.

2) The Instructional and Academic Support budgets decreased overall. The budget adjustments were due to turnover and vacancy savings temporarily reallocated for one-time funding expenses.

3) The Student Financial Assistance revenue and expense budgets were primarily adjusted to account for appropriation increases for VA Military Survivors & Dependents Program (VMSDP), the Two-Year Commonwealth Transfer Grant Program (CTG), GearUp Initiative, American Rescue Plan Act (ARPA), the Governor's Emergency Education Relief Fund (GEERF), and deferred undergraduate, as well as graduate financial aid funding.

4) The Sponsored Programs Revenue and Expense Budget was increased for the University's portion of Federal and State Restricted funds, Education Stabilization Funds and nongovernmental grants and contracts for institutional need.

5) The budget adjustments and projection variances are detailed in the Auxiliary Enterprises section of this report.

6) Tuition and Fees actual revenue was higher than anticipated in select programs (i.e. Fast Track and RUC).

7) The All Other Income revenue budget decreased due to a decline in sales and services. Actuals decreased due to planned carry forwards of $7.3M.

8) The Public Service Program budget adjustments are self-contained within the Programs. Actual expenditures were less than budgeted due to timing of activities.

9) The expenses in All Other Support Programs are less than projected due lower than expected utility costs, greater than anticipated turnover and vacancy, and the timing of the campus renovation projects. Carry forward of $7M remaining for expenses.

10) The Reserve Deposit in the E&G Programs budget is reflective of the Insurance Recoveries, Surplus Property, and Recycling Proceeds surpluses. Actual Reserve Draw is $42,169.

11) The Reserve Deposit in the Student Financial Assistance Programs budget is reflective of the carry forward of the American Rescue Plan Act (ARPA) relief funding and deferred undergraduate, as well as graduate financial aid funding.

12) The Sponsored Programs revenue and expense budget is based on authorized state appropriation and is not necessarily reflective of anticipated fiscal year activity. Externally sponsored programs are initiated and finalized on an individual basis without fiscal year consideration, thus the actual fiscal year activity will vary from the projected revenue and expense budgets.

Radford University
Auxiliary Enterprise
For the Period Ending June 30, 2023

Dollars in Thousands

	Annual Budget for 2022-23			July 1, 2022 to June 30, 2023	
	Original (a)	Adjustments (b)	Revised (c)	Actuals (d)	Remaining
Residential & Dining Programs					
Revenues	$34,795	(5,068)	$29,727 (1)	$29,559	$168 (3)
Expenditures	(34,023)	1,139	(32,884) (2)	(31,440)	($1,443) (4)
Reserve Draw (Deposit)	(772)	3,929	3,157	1,882	$1,275
NET	**$0**	**$0**	**$0**	**$0**	**$0**
Bookstore					
Revenues	$285	(160)	$125	$61	$64 (6)
Expenditures	(273)	210	(63) (2)	(53)	($10) (6)
Reserve Draw (Deposit)	(12)	(50)	(62)	(8)	($54)
NET	**$0**	**$0**	**$0**	**$0**	**$0**
Parking & Transportation					
Revenues	$1,833	(47)	$1,787	$1,647	$139 (7)
Expenditures	(1,841)	47	(1,794) (2)	(938)	($856) (4), (7)
Reserve Draw (Deposit)	8	(0)	8	(709)	$717
NET	**$0**	**$0**	**$0**	**$0**	**$0**
Telecommunications					
Revenues	$585	0	$585	$541	$44
Expenditures	(567)	0	(567) (2)	(549)	($18)
Reserve Draw (Deposit)	(18)	0	(18)	8	($26)
NET	**$0**	**$0**	**$0**	**$0**	**$0**
Student Health Services					
Revenues	$2,795	(113)	$2,683	$2,430	$253
Expenditures	(2,859)	(252)	(3,111) (2)	(2,685)	($426) (4)
Reserve Draw (Deposit)	64	364	428	255	$173
NET	**$0**	**$0**	**$0**	**$0**	**$0**
Student Programming					
Revenues	$7,311	(247)	$7,065	$6,790	$275
Expenditures	(7,608)	129	(7,479) (2)	(6,694)	($786) (4)
Reserve Draw (Deposit)	297	117	415	(96)	$511
NET	**$0**	**$0**	**$0**	**$0**	**$0**
Building & Facilities					
Revenues	$2,530	(180)	$2,351	$2,121	$229
Expenditures	(2,248)	180	(2,067) (2)	(2,025)	($42) (4)
Reserve Draw (Deposit)	(283)	(0)	(283)	(96)	($187)
NET	**$0**	**$0**	**$0**	**$0**	**$0**
Other Enterprise Functions					
Revenues	$6,989	(108)	$6,881 (1)	$7,459	($578) (8)
Expenditures	(5,699)	328	(5,371) (2), (5)	($3,646)	($1,725) (4)
Reserve Draw (Deposit)	(1,290)	(220)	(1,510)	(3,813)	$2,304
NET	**$0**	**$0**	**$0**	**$0**	**$0**
Intercollegiate Athletics					
Revenues	$11,393	(368)	$11,025 (1)	$10,369	$656
Expenditures	(11,386)	(297)	($11,684) (2)	(11,552)	($131) (4)
Reserve Draw (Deposit)	(7)	665	658	1,183	($525)
NET	**$0**	**$0**	**$0**	**$0**	**$0**
Total Auxiliary Enterprise					
Revenues	**$68,517**	**($6,290)**	**$62,228** (1)	**$60,978**	**$1,250**
Expenses	**(66,505)**	**1,485**	**(65,020)** (2)	**(59,583)**	**(5,438)**
Reserve Draw (Deposit)	**(2,012)**	**4,805**	**2,793**	**(1,395)**	**4,188**
NET	**$0**	**$0**	**$0**	**$0**	**$0**

Notes:

(a) Original Budget - Reflects the projected 2022-23 Operating Budget as of July 1, 2022 which was approved by the Board at the September 2021 meeting. Both recurring and one-time operating budgets are included.

(b) Adjustments - Reflects changes that have been made to the 2022-23 Operating Budget between July 1, 2022 and June 30, 2023. Both recurring and one-time operating budgets are included.

(c) Revised Budget - Reflects the current 2022-23 Operating Budget as of June 30, 2023. Both recurring and one-time operating budgets are included.

(d) Actuals - Reflects activity through June 30, 2023.

Radford University
Auxiliary Enterprise - Notes
For the Period Ending June 30, 2023

1) Total Auxiliary Revenue budgets were decreased by $6M as as part of the third quarter Board approved budget adjustment due to a decrease in Mandatory Comprehensive fee revenues and sales.

2) The Total Auxiliary Expenditure budgets were reduced by $1.48M as part of the third quarter Board approved budget adjustment.

3) The Residential and Dining Program revenues were lower than anticipated due to less than projected revenue for housing assignments and dining meal plan sales.

4) Auxiliary expense budgets were lower than anticipated due to higher than projected turnover and vacancy savings.

5) Other Enterprise Functions expense budgets were reduced as part of the third quarter Board approved budget adjustment.

6) The Bookstore Revenues and Expenditures were lower than anticipated, due to decreased enrollment and textbook sales.

7) The Parking and Transportation revenue and expenses were less than anticipated.

8) Other Enterprise Functions revenue was higher than anticipated due to an increase in auxiliary interest income.

2023-24 Proposed Operating Budget

RADFORD
UNIVERSITY

RADFORD UNIVERSITY – Agency 217

Educational & General (E&G)

101: Instruction*

102: Research*

103: Public Service*

104: Academic Support

105: Student Services

106: Institutional Support

107: Operations & Maint.

General Fund
Tuition & Fees
Indirect Costs
Sales & Services

Student Financial Assistance

108: Scholarships
Fellowship

General Fund
Tuition & Fees

*The primary mission of Radford University is Instruction, Research, & Public Service carried out in E&G while other programs are designed to support needs derived from E&G operations.

Sponsored Programs

110: Sponsored Programs

Federal Agencies
State Agencies
Localities
Private Sector
Non-Profits
Organizations

Auxiliary Enterprises

809: Food Service
Bookstore
Residential Services
Parking/Transport
Telecommunications
Student Union
Recreation Programs
Other Enterprise
Athletics

Student Fees
Sales & Service

Capital Outlay *(Non-Operating)*

998: Construction

General Fund
Nongeneral Fund
Debt

Program Structure – Core Functions

Subprogram Structure – Expenses

Fund Structure - Revenues

2023-24 Resource Allocation: Revenue

	2023-2024
	Proposed
	Total
REVENUE	
General Fund Changes	
Tech Talent	($887,128)
Compensation Adjustments (Est @ 7% Salary Inc)	3,404,240
Other (Est. Central Systems, Fringe Benefits, etc.)	483,724
Total GF Changes	**$3,000,835**
Nongeneral Fund Changes	
Enrollment Alignment	($5,225,637)
Tuition Rate Change	2,015,003
Tuition Alignment	2,780,055
Other	(47,626)
Total NGF Changes	**($478,205)**
Total Revenue Changes	**$2,522,630**

Business Affairs and Audit Committee

RADFORD UNIVERSITY

2023-24 Resource Allocation: Expense

| | 2023-2024 |
| | *Proposed* |
	Total
EXPENSES	
Non-Discretionary Cost Increases - Mandatory	
Compensation & Fringe Adjustments	
Full-Time Personnel - June 2023, 7% Salary Inc	$6,411,706
Adjunct - Pay Inc	135,466
Fringe Benefits	563,723
Central Cost Commitments	
Promotion & Tenure	275,720
Competitive Wage	1,850,000
New Facilities - O&M	163,758
Contracts & Compliance	408,874
Employee Tuition Waivers	100,000
Sub-Total Non-Discretionary	**$9,909,247**

Business Affairs and Audit Committee

RADFORD UNIVERSITY

2023-24 Resource Allocation: Expense (cont.)

	2023-2024
	Proposed
	Total
SAVINGS STRATEGIES -	
Academic Affairs	($1,897,254)
Academic Affairs - FERP	(2,091,365)
Academic Affairs - Tech Talent	(689,100)
Finance & Administration	(563,127)
Student Affairs	(9,300)
University Relations & Advancement	(79,020)
Enrollment Management	(119,564)
Central Resources	(3,844,627)
Total Divisional Budgets	**($9,293,357)**
Total Savings Strategies	**($9,293,357)**

RADFORD UNIVERSITY

2023-24 Proposed Budget Summary

($ in Thousands)

	Revenue			Expense		
	Base	One-Time	Total	Base	One-Time	Total
University Operating						
Education & General	$150,973	$8,462	$159,435	($150,973)	($8,462)	($159,435)
Student Financial Assistance	26,115		26,115	(26,115)		(26,115)
Sponsored Programs	8,962		8,962	(8,962)		(8,962)
Auxiliary Enterprise	63,216		63,216	(64,215)		(64,215)
Total University	**$249,266**	**$8,462**	**$257,728**	**($250,265)**	**($8,462)**	**($258,727)**

Business Affairs and Audit Committee

RADFORD UNIVERSITY

2023-24 Proposed Budget Summary by Major Program

($ in Thousands)	Proposed Revenue	Proposed Expenditure	Proposed Cont/(Draw)
University Operating			
Education & General	$159,435	$159,435	$0
Student Financial Assistance	26,115	26,115	0
Sponsored Programs	8,962	8,962	0
Auxiliary Enterprise	63,216	64,215	-999
Total University	**$257,728**	**$258,727**	**($999)**

RADFORD UNIVERSITY

2023-24 Projected Total Operating Revenue

Using projected revenues, Radford University's proposed **total annual operating revenue budget is** **$257.7 million**
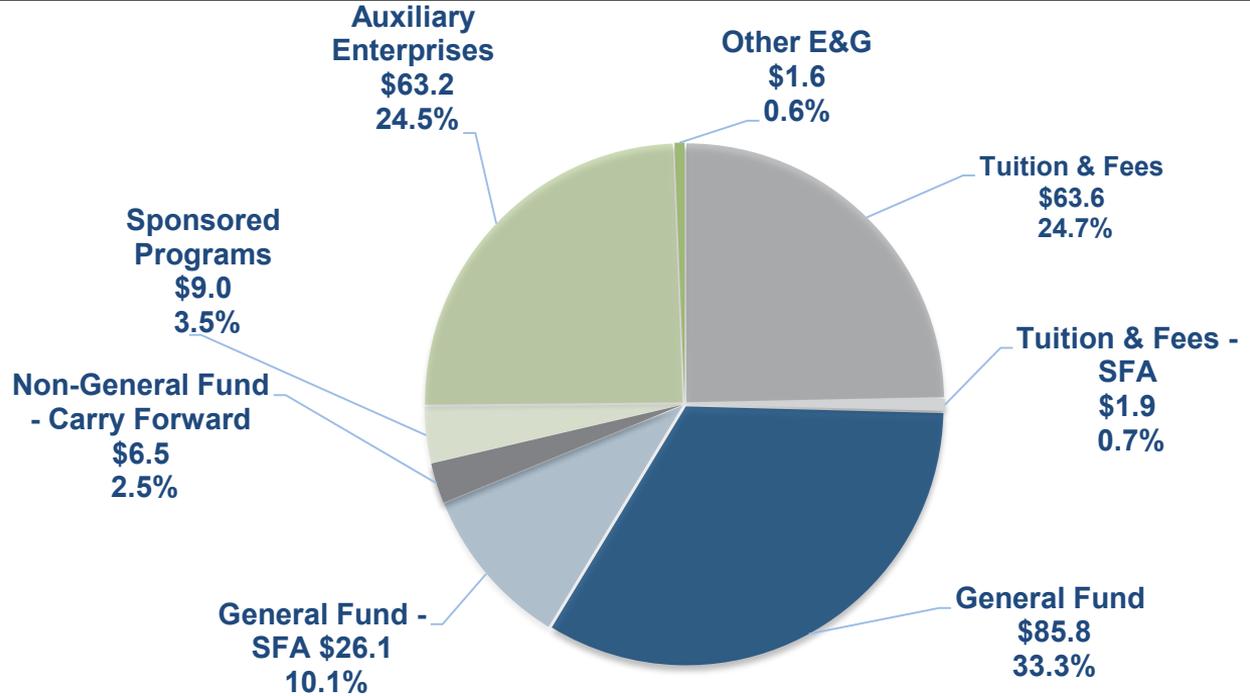
Notes:
- $ in millions
- SFA-Student Financial Assistance

Auxiliary Enterprises
$63.2
24.5%

Other E&G
$1.6
0.6%

Tuition & Fees
$63.6
24.7%

Sponsored Programs
$9.0
3.5%

Tuition & Fees - SFA
$1.9
0.7%

Non-General Fund - Carry Forward
$6.5
2.5%

General Fund - SFA $26.1
10.1%

General Fund
$85.8
33.3%

Business Affairs and Audit Committee

RADFORD UNIVERSITY

2023-24 Projected Total Operating Expenditures

Using projected expenditures, Radford University's proposed **total annual operating expenditure budget is** **$258.7 million**

Pie chart:
- **Student Financial Assistance** $26.1 10.1%
- **Educational & General** $159.4 61.6%
- **Auxiliary Enterprises** $64.2 24.8%
- **Sponsored Programs** $9.0 3.5%

($ in millions)

Business Affairs and Audit Committee

RADFORD UNIVERSITY
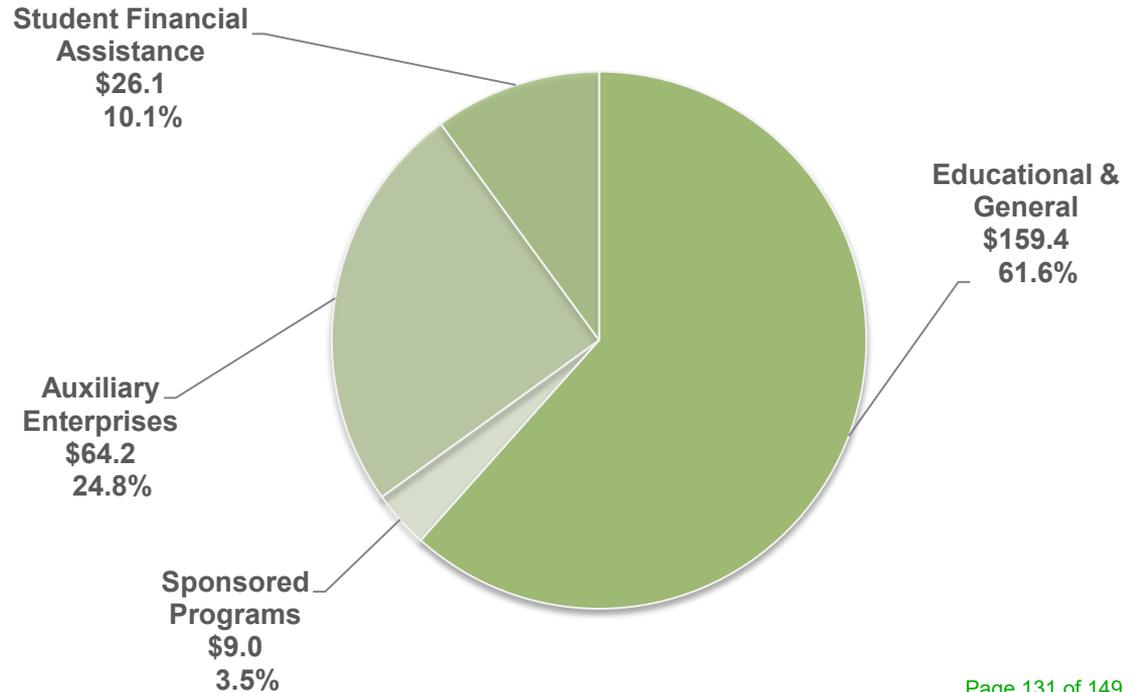
2023-24 Proposed Budget Summary by Auxiliary Subprogram

($ in Thousands)	Proposed Revenue	Proposed Expenditure	Proposed Cont/(Draw)
Dining Services	$15,129	$14,806	$324
Bookstore	70	69	1
Residential Services	17,723	19,054	(1,331)
Parking & Transportation	1,752	1,711	41
Telecommunications	520	508	12
Student Health Services	2,547	2,533	14
Student Union & Recreation	6,682	6,636	46
Student Activities	1,024	1,022	2
Other Auxiliary	6,292	6,437	(145)
Intercollegiate Athletics	11,476	11,439	37
Total Auxiliary	**$63,216**	**$64,215**	**($999)**

RADFORD UNIVERSITY

**RADFORD UNIVERSITY BOARD OF VISITORS Business
Affairs and Audit Committee
September 7, 2023**

**Action Item
Approval of the Radford University 2023-24 Operating Budget**

Item:

Board of Visitors approval of the Radford University 2023-24 operating budget.

Executive Summary:

Each year, the Vice President for Finance and Administration & Chief Financial Officer is responsible for presenting Radford University's projected annual operating budget to the Board of Visitors for the upcoming fiscal year. The 2023-24 operating budget was developed in consideration of projected enrollment levels, actions taken by the Governor and General Assembly during the 2023 session, Board-approved tuition and fee rates, the strategic goals of the University, and the economic outlook.

Since the rollout of the 2018-2023 Strategic Plan: *Embracing the Tradition and Envisioning the Future*, a conscious effort has been underway to align institutional resources in support of strategic plan objectives. The collaborative process of budget development has helped provide the framework for which all divisions review operating priorities and align their actions with strategic goals of the University. The information collected during this process is also instrumental in the development of the University's Six-Year Plan submission to the Commonwealth and further helps to frame the strategic direction of the institution.

The Commonwealth's revenue forecast has remained strong, providing the Governor the ability to include significant investments to address funding for: tax relief for Virginian families, increase funding for law enforcement, support the development of lab schools, and multiple higher education initiatives, including increased funding for undergraduate financial aid. Given the current stability of the Commonwealth's fiscal outlook, the amended 2023-24 biennial budget includes nearly a half billion in compensation increases, including a five percent pay raise for eligible state employees that was effective June 10, 2023.

Considering the aforementioned items, the 2023-24 operating budget demonstrates a conservative use of University resources. The proposed budget identifies key operating efficiencies that help to address mandatory and unavoidable cost increases while maximizing funding opportunities for strategic plan initiatives.

Six-Year Planning Processes and 2023-24 Budget Development:

The Virginia Higher Education Opportunity Act of 2011 (TJ21) was passed by the 2011 General Assembly and is based on recommendations from the Governor's Commission on Higher Education Reform, Innovation and Investment, which was formed through Executive Order No. 9 issued in March 2010. The TJ21 legislation requires institutions of higher education to prepare

and submit a "Six-Year Plan" by July 1st each year in accordance with criteria outlined by the Higher Education Advisory Committee (HEAC).

As an integral part of the six-year planning process, the University's internal annual budget development cycle provides the opportunity to reevaluate the essential needs for the upcoming fiscal year and outline divisional priorities for the outlying years. The budget development review engages key personnel and provides a consistent mechanism to prioritize funding requests and strategically align the institution's long-range goals with projected resources.

The University submitted the updated preliminary 2023-24 Six-Year Plan to the State Council of Higher Education for Virginia (SCHEV) on July 17, 2023, and will submit the final plan after Board action on October 1, 2023. The University's Six-Year Plan identifies the targeted objectives and strategies to achieve both Virginia and institutional goals and provides a foundation for preparing tuition and mandatory fee recommendations for consideration by the Board.

Enrollment Trend:

While the University reached its highest total enrollment through the launch of Competency Based Education programs and the addition of Radford University Carilion (RUC) allied health programs in 2019, the University has seen a decrease in undergraduate enrollment for almost a decade. During that time, there has been an overall decrease and significant shift in the mix of student classification between instructional level and modality. This shift in enrollment classification is illustrated in the following chart. The University remains focused on increasing undergraduate student enrollment through innovative transfer options, such as the Bridge Program, as well as increasing enrollment in high demand Health Sciences programs offered on both main campus and at RUC.

Enrollment for 2023-24 on main campus is conservatively projected below prior year levels as the University seeks to stabilize enrollment throughout the upcoming years. Enrollment for RUC is projected slightly lower than prior year levels based on associate program offerings transferring to the Virginia Community College System.
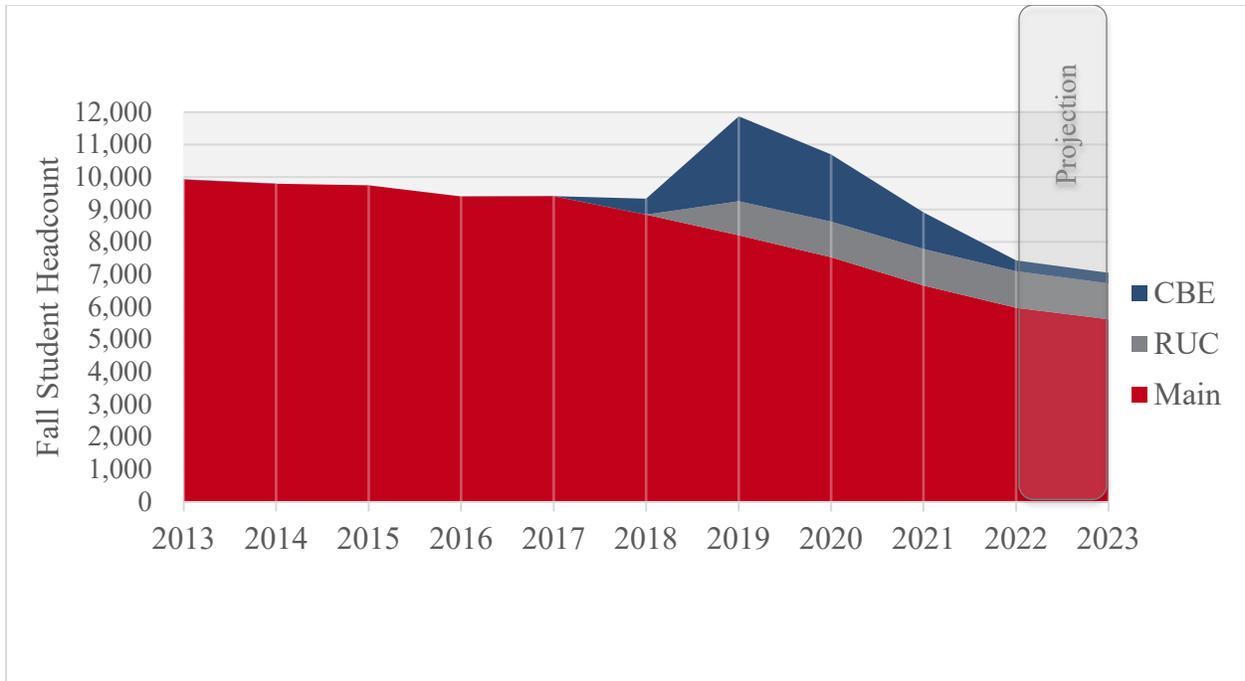
Mandatory Cost Increases:

Given a revised budget was not approved during the traditional General Assembly 2023 session, the University proceeded with compiling the University fiscal year 2024 budget with the information as provided within the 2022 Special Session I Virginia Acts of Assembly Chapter 2 and estimates that were anticipated to impact future funding considerations as shown below:

2023-24 General Assembly Estimated Impact Summary

	2023-24
E&G - Educational & General	
Compensation Adjustments (Est @ 7% Salary Inc) *	$3,404,240
Tech Talent	(887,128)
Fringe/Central System Changes*	483,724
Total E&G General Fund Recommendations	**$3,000,835**
SFA - Student Financial Assistance	
In-State Undergraduate Financial Aid	8,269,400
Graduate Fellowships	87,300
Total E&G and SFA General Fund	**$11,357,535**

Notes:

(*) Central Appropriation amounts are not included in the University's line-item appropriation. Instead, they are held centrally by the state and allocated after the start of the fiscal year. For this reason, estimates have been provided.

Other Mandatory Costs –

In addition to the state-mandated items, the University must also address teaching and research faculty promotion and tenure contractual commitments, operation and maintenance of facilities, contractual escalators for technology and maintenance contracts, escalating utilities, and committed costs for previously approved projects. These initiatives, referred to as central cost commitments, combine to total $2.8 million for the University.

To offset the projected enrollment levels, sixteen teaching and research positions that were held vacant as a result of employees accepting the 2022-23 Faculty Early Retirement Program were eliminated resulting in savings of $2.1 million, along with an additional $7.2 million in savings from internal realignments, efficiencies, and cost savings.

For additional details, see Attachment I for a further breakdown of the mandatory cost requirements.

Funding Sources and Cost Drivers:

Radford University main campus is very reliant upon general fund support due to the significant number of in-state undergraduate students served (91 percent as of Fall 2022). The state's cost share model identifies that the University's E&G program should be funded 67 percent from Commonwealth's general fund support and 33 percent through institutional non-general fund sources (i.e. tuition, E&G fees, etc.).

As demonstrated in Figure 1, the 2023-24 projected E&G general fund split is still below the Commonwealth's policy of 67 percent. The difference reflects funding of essential programmatic needs to support the University's in-state student population.

Figure 1: E&G General Fund Appropriation Historical Trend
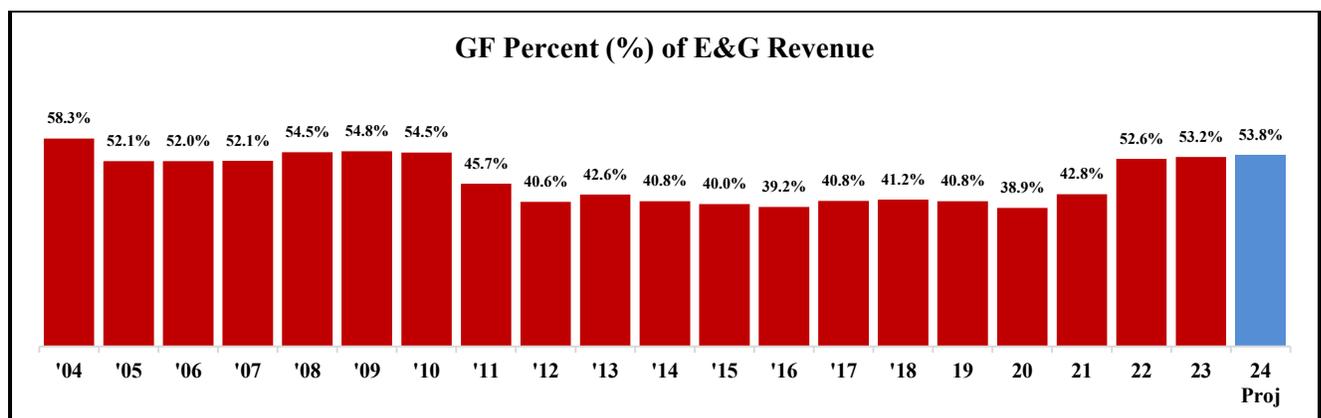
Figure 2 displays the E&G general fund and non-general fund trends between 2003 and 2024 (projected). In 2010, as a result of the economic downturn and the sustained loss of general fund support, students and their families began funding the majority of the cost of education. The increase in non-general funds for 2020 relates primarily to the merger with Jefferson College of

Health Sciences and the related $20.6 million in Tuition and Fee revenue associated with the new RUC site. There is also an increase in general funds related to the initial $1.7 million allocation to RUC, as well as an infusion of support for Tuition Moderation Funding and other mandatory cost increases. The most notable increase comes in 2022 with the historic $10 million investment to equalize RUC tuition with the main campus, along with $2.9 million to maintain affordability on main campus. The Commonwealth has continued to invest in higher education to ensure institutions remain affordable.

Figure 2: E&G General Fund/Non-general Fund Split Historical Trend (*Nominal Dollars*)
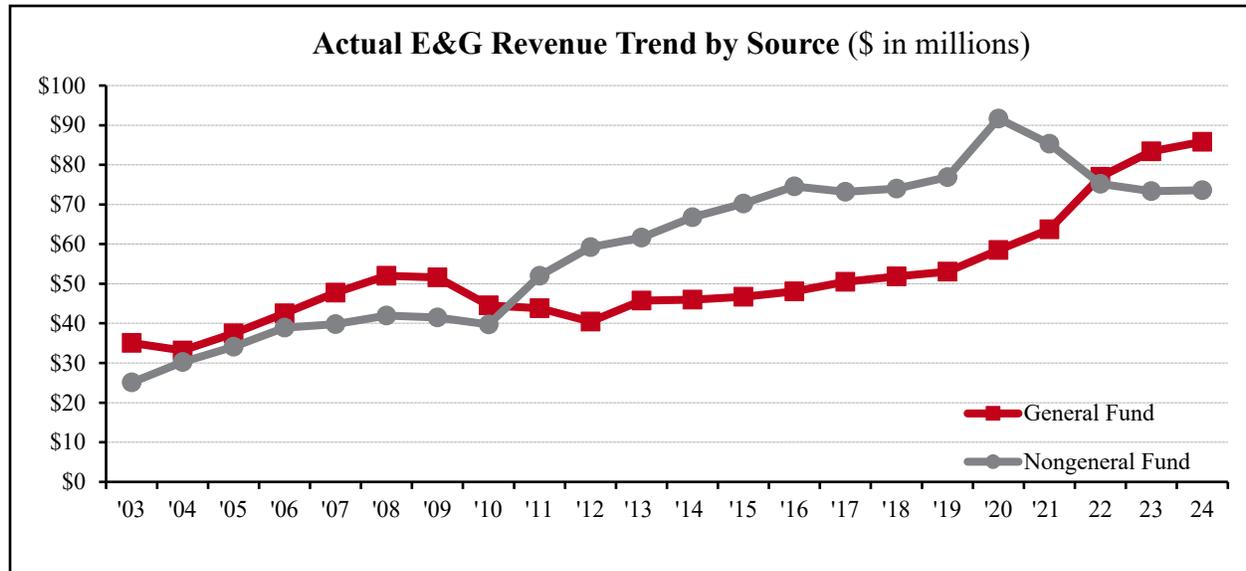
Proposed Operating Budget:

2023-24 Projected Total Revenue

Radford University's institutional budget is derived from two fund sources:

- **General Fund** (GF) – Virginia tax dollars (unrestricted), distributed through the Commonwealth's budget process and documented through the Virginia Acts of Assembly (i.e. Appropriations Act).

- **Non-general Fund** (NGF) – tuition, mandatory (technology and comprehensive) fees, user (room and board) fees, other E&G and auxiliary enterprises fees, grants/contracts/research, federal student work study, and commissions (e.g. dining services, bookstore, laundry, etc.).

For the fiscal year 2023-24 the University is projecting revenue of $257.7 million. This reflects a .01 percent increase from the 2022-23 Adjusted Total Budget.

The majority of the University's total operating budget (57 percent) is supported through non-general fund sources. The remaining 43 percent is supported through the general fund. Figure 3 displays the breakdown of projected revenue by major funding sources.

Figure 3: 2023-24 Projected Total Revenue (All Sources and Programs)
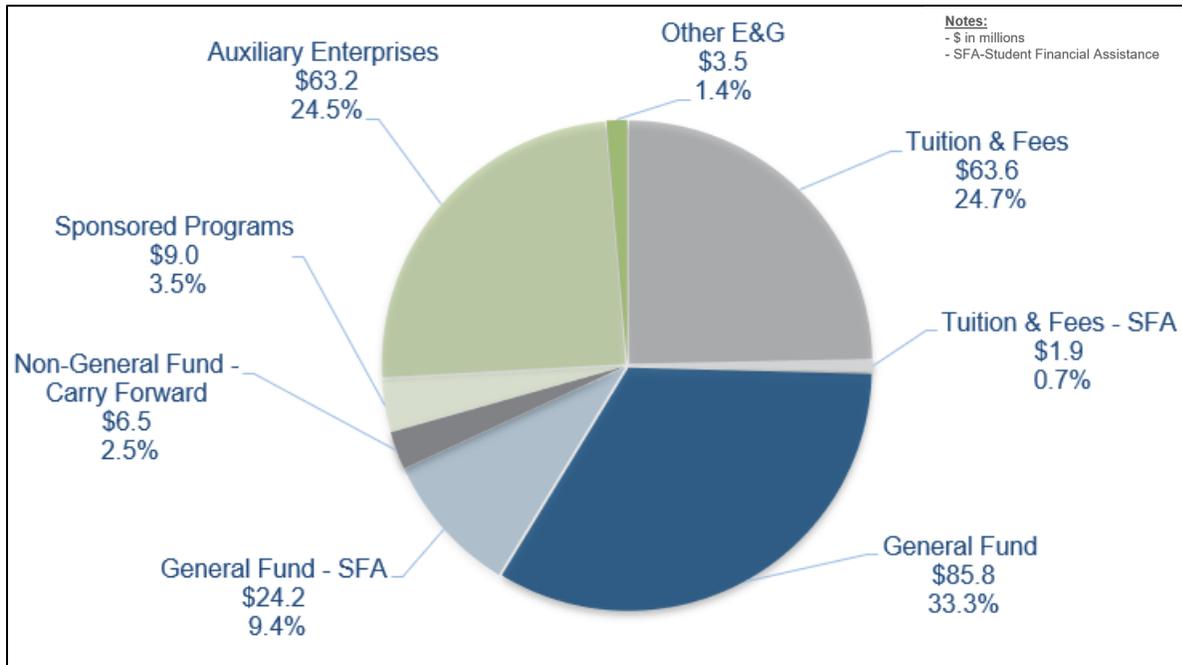
2023-24 Projected Total Expenditures

Expenditures are expected to total $258.7 million for 2023-24. Projected expenditures are set less than projected revenues due to required Auxiliary Enterprises reserve fund deposits that must be generated to meet the SCHEV guidelines for operating, equipment renewal and replacement, and capital projects.

Figure 4 illustrates projected expenditures for each of the major programs which include:

- **Educational & General (E&G)**: Activities to provide instruction, research, public service, academic support (e.g., library, deans), student support services (e.g., admissions, financial aid, registrar), and program support (e.g., administration, institutional support, physical plant) services.

- **Student Financial Assistance**: Activities to provide financial assistance to Virginia students.

- **Financial Assistance for Educational and General Services Program (Sponsored Programs, Grants and Contracts)**: Activities to provide additional resources for educational and general services through third-party grants, contracts, and research.

- **Auxiliary Enterprises**: Self-supporting activities to provide goods or services to students, faculty, staff, and visitors (e.g. residence halls, dining services, bookstore, athletics, student activities, etc.).

The E&G program represents 61.6 percent of the expenditure budgeted while Auxiliary Enterprises accounts for 24.8 percent. The remaining 13.6 percent is split between Student Financial Assistance and Sponsored Programs.

Figure 4: 2023-24 Projected Expenditures by Major Program
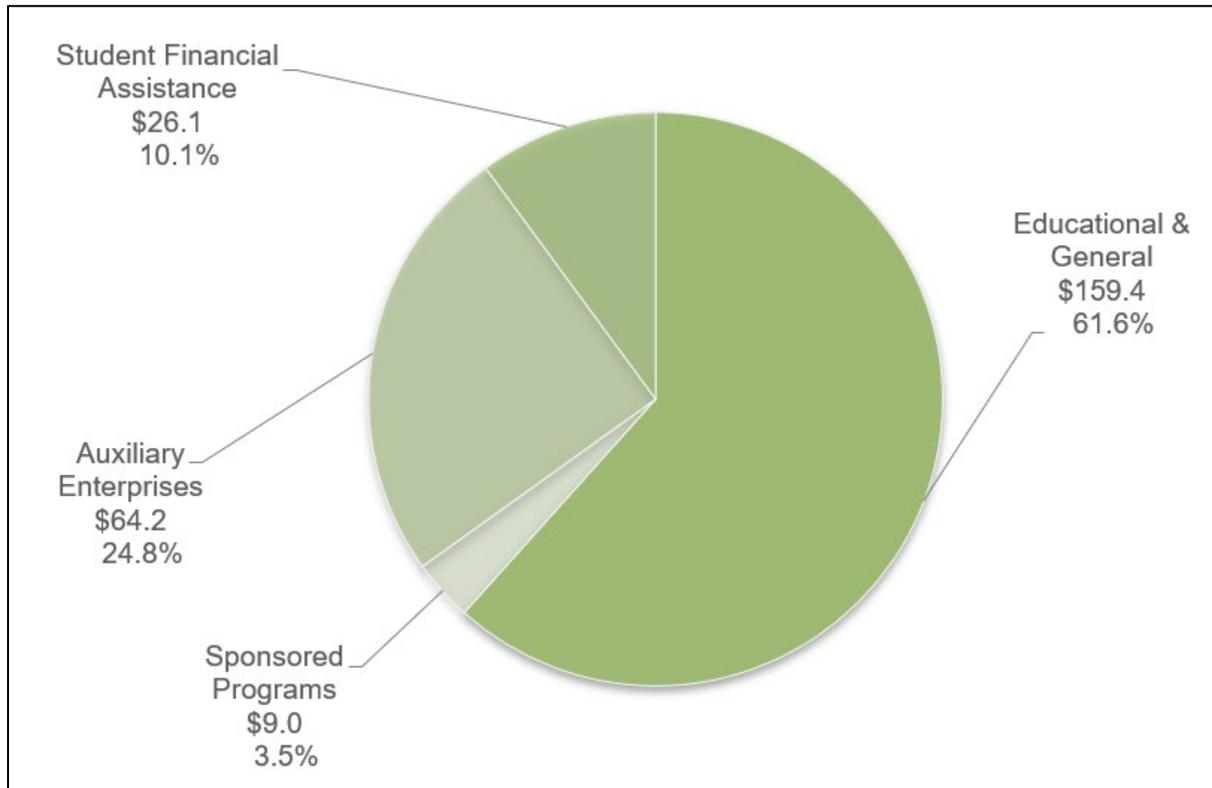
Attachment I and Schedules A and B provide an overview of the University's proposed 2023-24 operating budget by major program. Attachment I details the 2023-24 Funded E&G Initiatives by Division, Schedule A provides an overview of the 2023-24 Total University Operating Budget, and Schedule B reflects the 2023-24 Auxiliary Enterprise Budget by major program area.

The following is a narrative description by major program to complement the financial information presented in Attachment I and Schedules A and B.

Educational & General (E&G) Program –

The Educational and General (E&G) program supports instruction, academic support, libraries, public service, student services, institutional support, and operation/maintenance of the physical plant. The proposed 2023-24 E&G operating budget (base and one-time) totals $159.4 million. The percentage of the E&G budget supported by general funds is projected

to be 53.8 percent for 2023-24. The University is anticipating to receive a net $3.0 million in new base general funds over the previous year for mandated salary increases offset by a reduction in funding for the Tech Talent initiative. Projected E&G non-general fund revenue is derived primarily from tuition and fees at $63.6 million, a 2022-2023 non-general fund carryforwards of $6.5 million, with all other E&G revenue totaling $3.5 million.

Resource Allocations

During the April 2023 Board of Visitors meeting, programmatic priorities were outlined and incorporated into the proposed 2023-24 budget which is provided in Attachment I.

Student Financial Assistance Program –

Commonwealth support from the general fund is appropriated for scholarships and fellowships to undergraduate and graduate students. The authorized general fund appropriation for fiscal year 2023-24 is $24.2 million, which is a $8.3 million increase over fiscal year 2022-23. In addition to general fund support, the University continues to commit $1.9 million from institutional non-general fund resources to support undergraduate need-based financial aid.

Financial Assistance for Educational and General Services Program (Grants/Contracts) –

The University receives external funding for grants and contracts from a variety of federal, state, private, and local sources. For the fiscal year 2023-24, estimated annual activity for Sponsored Programs is projected at $9.0 million.

Auxiliary Enterprises Program –

The Auxiliary Enterprises program supports student service activities such as residential life, dining, athletics, recreation, student health, and transportation. Funding for this program is generated from contract commissions and fees assessed to students and/or users. The Commonwealth requires Auxiliary Enterprises to be financially self-supporting. For this reason, general fund support and tuition revenue cannot be allocated to these activities.

For the fiscal year 2023-24, the revenue budget for Auxiliary Enterprises is projected to be $63.2 million. It should be noted that all auxiliary budgets were adjusted to account for projected revenue changes due to enrollment levels, salary increases, auxiliary indirect rate, and contractual commitments, as necessary. It is projected that approximately $0.1 million will be drawn against reserve funds. Further review and reductions in expense budget will be ongoing throughout the remainder of the fiscal year to limit the reserve draw

Action:

Radford University Board of Visitors approval of the 2023-24 operating budget as presented in Schedule A for Total Operating Budget and Schedule B for Auxiliary Enterprises.

RADFORD UNIVERSITY BOARD OF VISITORS
Resolution
September 8, 2023

Approval of the Radford University 2023-24 Operating Budget

      BE IT RESOLVED, the Radford University Board of Visitors approves the fiscal year 2023-24 operating budget as presented in Schedule A for Total Operating Budget and Schedule B for Auxiliary Enterprises.

2023-24 Resource Allocation Analysis
As of July 1, 2023

	Total
REVENUE - estimated	
General Fund Changes	
Tech Talent	($887,128)
Compensation Adjustments (Est @ 7% Salary Inc)	3,404,240
Other (Est. Central Systems, Fringe Benefits, etc.)	483,724
Total GF Changes	**$3,000,835**
Nongeneral Fund Changes	
Enrollment Alignment	($5,225,637)
Tuition Rate Change	2,015,003
Tuition Alignment	2,780,055
Other	(47,626)
Total NGF Changes	**($478,205)**
Total Revenue Changes	**$2,522,630**
EXPENSES - estimated	
Non-Discretionary Cost Increases - Mandatory	
Compensation & Fringe Adjustments	
Full-Time Personnel - June 2023, 7% Salary Inc	$6,411,706
Adjunct - Pay Inc	135,466
Fringe Benefits	563,723
Central Cost Commitments	
Promotion & Tenure	275,720
Competitive Wage	1,850,000
New Facilities - O&M	163,758
Contracts & Compliance	408,874
Employee Tuition Waivers	100,000
Sub-Total Non-Discretionary	**$9,909,247**
Discretionary - Division Commitments	
Academic Affairs	$718,354
Finance & Administration	39,131
Central Administration	75,210
Student Affairs	410,213
University Relations & Advancement	146,993
Enrollment Management	181,013
Economic Development	130,758
Central Resources	205,069
Sub-Total Division Commitments	**$1,906,741**
Total Expenditure Changes	**$11,815,988**
SAVINGS STRATEGIES -	
Academic Affairs	($1,897,254)
Academic Affairs - FERP	(2,091,365)
Academic Affairs - Tech Talent	(689,100)
Finance & Administration	(563,127)
Student Affairs	(9,300)
University Relations & Advancement	(79,020)
Enrollment Management	(119,564)
Central Resources	(3,844,627)
Total Divisional Budgets	**($9,293,357)**
Total Savings Strategies	**($9,293,357)**
Total Base Budget	**$2,522,631**
RECURRING SURPLUS/(DEFICIT)	**($0)**

9/5/2023

Radford University
Proposed University Operating Budget
2023-24

Dollars in Thousands

	Annual Budget for 2022-23			2022-23	2023-24 Adjustments			2023-24
	Original Total Budget (a)	Adjustments	Adjusted Total Budget (b)	Adjusted Total Budget	Technical Adjustments	Base Adjustments	One-Time Adjustments	Recommended Total Budget (c)
Educational and General Programs								
Revenues								
General Fund	$83,371	$393	$83,764	$83,764	($955)	3,001	$0	$85,810
NGF Carryforward	7,106	0	7,106	7,106	(7,106)	0	6,500	6,500
Tuition and Fees	62,842	1,730	64,573	64,573	(569)	(424)	0	63,579
All Other Income	3,382	(45)	3,338	3,338	(1,700)	(54)	1,962	3,546
Revenue	$156,702	$2,079	$158,780	$158,780	($10,330)	$2,523	$8,462	$159,435
Expenditures								
Instructional & Academic Support	($97,930)	($590)	($98,520)	($98,520)	$2,806	($121)	($2,425)	($98,260)
All Other Support Programs	(58,771)	(1,489)	(60,260)	($60,260)	$7,523	(2,402)	(6,037)	($61,175)
Expenditures	($156,702)	($2,079)	($158,780)	($158,780)	$10,330	($2,523)	($8,462)	($159,435)
Reserve Draw (Deposit)	0	0	0	0	0	0	0	0
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Student Financial Assistance								
Revenue	$17,758	$7,521	$25,279	$25,279	($7,521)	$8,357	$0	$26,115
Expenditures	($17,758)	($7,521)	($25,279)	(25,279)	7,521	(8,357)	0	(26,115)
Reserve Draw (Deposit)	0	0	0	0	0	0	0	0
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Sponsored Programs								
Revenue	$8,962	$254	$9,215	$9,215	($254)	$0	$0	$8,962
Expenditures	(8,962)	($254)	(9,215)	(9,215)	254	0	0	(8,962)
Reserve Draw (Deposit)	0	0	0	0	0	0	0	0
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Auxiliary Enterprises								
Revenues	$68,517	($6,290)	$62,228	$62,228	$6,324	($5,335)	$0	$63,216
Expenditures	(66,505)	1,485	(65,020)	(65,020)	(876)	1,681	0	(64,215)
Reserve Draw (Deposit)	(2,012)	4,805	2,793	2,793	(5,448)	3,654	0	999
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Total University								
Revenues	**$251,939**	**$3,563**	**$255,502**	**$255,502**	**($11,781)**	**$5,544**	**$8,462**	**$257,728**
Expenses	**(249,926)**	**(8,368)**	**(258,295)**	**(258,295)**	**17,228**	**(9,198)**	**(8,462)**	**(258,727)**
Reserve Draw (Deposit)	**(2,012)**	**4,805**	**2,793**	**2,793**	**(5,448)**	**3,654**	**0**	**999**
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Notes:
(a) Original Total Budget - Reflects the 2022-23 Operating Budget as of July 1, 2022 which was approved by the Board at the September 2022 meeting. Both recurring and one-time operating budgets are included.
(b) Adjusted Total Budget - Reflects the 2022-23 Operating Budget as of June 30, 2023. Both recurring and one-time operating budgets are included.
(c) Recommended Total Budget - Reflects the proposed 2023-24 Original Total Budget as of July 1, 2023. Both recurring and one-time operating budgets are included.

Radford University
Proposed Auxiliary Enterprise Budget
2023-24

Dollars in Thousands	Annual Budget for 2022-23		2022-23	2023-24 Adjustments			2023-24
	Original Total Budget (a)	Adjusted Total Budget (b)	Adjusted Total Budget	Technical Adjustments	Base Adjustments	One-Time Adjustments	Recommended Total Budget (c)
Residential & Dining Programs							
Revenues	$34,795	$29,727	$29,727	$5,068	($1,943)	$0	$32,852
Expenditures	($34,023)	($32,884)	(32,884)	(922)	(55)	0	(33,860)
Reserve Draw (Deposit)	(772)	3,157	3,157	(4,147)	1,997	0	1,008
NET	$0	$0	$0	$0	$0	$0	$0
Bookstore							
Revenues	$285	$125	$125	$160	($215)	$0	$70
Expenditures	($273)	($63)	(63)	(210)	204	0	(69)
Reserve Draw (Deposit)	(12)	(62)	(62)	50	11	0	(1)
NET	$0	$0	$0	$0	$0	$0	$0
Parking & Transportation							
Revenues	$1,833	$1,787	$1,787	$47	($82)	$0	$1,752
Expenditures	($1,841)	($1,794)	(1,794)	(44)	127	0	(1,711)
Reserve Draw (Deposit)	8	8	8	(3)	(45)	0	(41)
NET	$0	$0	$0	$0	$0	$0	$0
Telecommunications							
Revenues	$585	$585	$585	$0	($65)	$0	$520
Expenditures	($567)	($567)	(567)	11	48	0	(508)
Reserve Draw (Deposit)	(18)	(18)	(18)	(11)	17	0	(12)
NET	$0	$0	$0	$0	$0	$0	$0
Student Health Services							
Revenues	$2,795	$2,683	$2,683	$113	($248)	$0	$2,547
Expenditures	($2,859)	($3,111)	(3,111)	265	313	0	(2,533)
Reserve Draw (Deposit)	64	428	428	(377)	(65)	0	(14)
NET	$0	$0	$0	$0	$0	$0	$0
Student Programming							
Revenues	$7,311	$7,065	$7,065	$247	$395	$0	$7,706
Expenditures	($7,608)	($7,479)	(7,479)	(172)	(7)	0	(7,658)
Reserve Draw (Deposit)	297	415	415	(75)	(388)	0	(48)
NET	$0	$0	$0	$0	$0	$0	$0
Building & Facilities							
Revenues	$2,530	$2,351	$2,351	$1,550	($2,071)	$0	$1,829
Expenditures	($2,248)	($2,067)	(2,067)	232	281	0	(1,555)
Reserve Draw (Deposit)	(283)	(283)	(283)	(1,782)	1,790	0	(275)
NET	$0	$0	$0	$0	$0	$0	$0
Other Enterprise Functions							
Revenues	$6,989	$6,881	$6,881	($1,262)	($1,156)	$0	$4,463
Expenditures	($5,699)	($5,371)	(5,371)	(359)	848	0	(4,883)
Reserve Draw (Deposit)	(1,290)	(1,510)	(1,510)	1,621	308	0	419
NET	$0	$0	$0	$0	$0	$0	$0
Intercollegiate Athletics							
Revenues	$11,393	$11,025	$11,025	$402	$49	$0	$11,476
Expenditures	($11,386)	($11,684)	(11,684)	323	(79)	0	(11,439)
Reserve Draw (Deposit)	(7)	658	658	(725)	29	0	(37)
NET	$0	$0	$0	$0	$0	$0	$0
Total Auxiliary Enterprise							
Revenues	**$68,517**	**$62,228**	**$62,228**	**$6,324**	**($5,335)**	**$0**	**$63,216**
Expenses	**(66,505)**	**(65,020)**	**(65,020)**	**(876)**	**1,681**	**0**	**(64,215)**
Reserve Draw (Deposit)	**(2,012)**	**2,793**	**2,793**	**(5,448)**	**3,654**	**0**	**999**
NET	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Notes:

(a) Original Total Budget - Reflects the 2022-23 Operating Budget as of July 1, 2022 which was approved by the Board at the September 2022 meeting. Both recurring and one-time operating budgets are included.

(b) Adjusted Total Budget - Reflects the 2022-23 Operating Budget as of June 30, 2023. Both recurring and one-time operating budgets are included.

(c) Recommended Total Budget - Reflects the proposed 2023-24 Original Total Budget as of July 1, 2023. Both recurring and one-time operating budgets are included.

Minutes

RADFORD UNIVERSITY

Board of Visitors

![RADFORD UNIVERSITY Board of Visitors]

BUSINESS AFFAIRS AND AUDIT COMMITTEE
11 A.M.
JUNE 8, 2023
KYLE HALL, ROOM 340, RADFORD, VA

DRAFT
MINUTES

COMMITTEE MEMBERS
Mr. Marquett Smith, Chair
Mr. Tyler Lester
Mr. David A. Smith

Mrs. Jennifer Wishon Gilbert contacted Board of Visitors Rector Debra K. McMahon prior to the meeting to inform her that a personal matter would prevent her from attending the meeting in person. Mrs. Gilbert participated by electronic communication from her home.

COMMITTEE MEMBERS ABSENT
Mr. Robert A. Archer, Vice Chair

BOARD MEMBERS PRESENT
Dr. Debra K. McMahon, Rector
Ms. Jeanne S. Armentrout
Mr. George Mendiola, Jr.
Ms. Lisa W. Pompa
Ms. Georgia Anne Snyder-Falkinham
Ms. Lisa Throckmorton
Mr. James C. Turk

OTHERS PRESENT:
Dr. Bret Danilowicz, President
Ms. Sharon Barrett, Associate Athletics Director for Business Services
Ms. Karen Casteele, Secretary to the Board of Visitors and Special Assistant to the President
Mr. Jorge Coartney, Associate Vice President for Facilities Management
Ms. Crystal Cregger, Director of University Services
Ms. Mary Fowler-Hughes, Staff Auditor
Ms. Lisa Ghidotti, Executive Director of Government Relations
Dr. Rob Hoover, Vice President for Finance and Administration and Chief Financial Officer
Ms. Stephanie Jennelle, Associate Vice President for Finance and University Controller

Dr. Angela Joyner, Interim Vice President for Enrollment Management and Vice President for Economic Development and Corporate Education
Dr. Eric Lovik, Director of Institutional Research
Ms. Margaret McManus, University Auditor
Mr. Mike F. Melis, Assistant Attorney General, Commonwealth of Virginia
Mr. Ed Oakes, Associate Vice President for Information Technology Services and Chief Information Officer
Ms. Laura Quesenberry, Interim University Budget Director and Director of Business Services
Ms. Lauren Snelson, Assistant Director of University Services
Ms. Dawn Taylor, Audit Manager
Ms. Leah Taylor, Assistant Vice President for Human Resources
Dr. Susan Trageser, Vice President for Student Affairs
Mr. Scott Wagner, Information Technology Auditor
Ms. Penny Helms White, Interim Vice President for Advancement and University Relations
Ms. Andrea Zuschin, Director of Institutional Equity and Title IX Coordinator

CALL TO ORDER
Mr. Marquett Smith, Chair, formally called the meeting to order at 11 a.m. in Kyle Hall, Room 340. Mr. Smith welcomed everyone to the June meeting of the Business Affairs and Audit Committee.

APPROVAL OF AGENDA
Mr. Smith asked for a motion to approve the June 8, 2023 meeting agenda, as published. Mr. Tyler Lester so moved, Mr. David A. Smith seconded, and the motion carried unanimously.

APPROVAL OF MINUTES
Mr. Smith asked for a motion to approve the minutes of the March 23, 2023 meeting of the Business Affairs and Audit Committee, as published. Mr. David Smith so moved, Mr. Lester seconded, and the motion carried unanimously.

REPORTS
University Auditor's Report
University Auditor Margaret McManus presented oral reports on the March 2023 quarterly review of University Discretionary Fund expenditures and on FY 2023 goals. She presented the following: the department's recent external Quality Assurance Review report, an audit report on Information Technology – Networking, and a follow-up audit status report. A copy of the reports was included with the board materials.

Capital Projects Update and Information Technology Services Update
Associate Vice President for Facilities Management Jorge Coartney provided a project status update on current Capital Projects, which included the Artis Center and 1000 East Main Street projects. A full report of Capital Projects and Information Technology Services updates was included with the board materials.

Fiscal Year 2023 Goals Update
Associate Vice President for Finance and University Controller Stephanie Jennelle presented an update to the goals for FY23 for the Division of Finance and Administration. The update included the progress

made on stabilization and development of internal workforce, expanding relevant decision-making information, and enhancement of campus infrastructure.

Fiscal Year 2023-2025 Goals Overview
Vice President for Finance and Administration and Chief Financial Officer Rob Hoover presented a draft of new goals for FY 2023-2025 for the Division of Finance and Administration. The goals shared were: improving integration and transparency through a comprehensive budget and planning process; creating a comprehensive program plan for physical space and facilities; and implementing an integrated workforce development model.

Six-Year Plan Overview
Vice President Hoover discussed the overall Six-Year Plan objectives as well as the revised process and timeline. The Board of Visitors is anticipated to approve the plan during the September board meeting. Initial submissions are due July 17, 2023, and final plans are due December 1, 2023.

ADJOURNMENT
With no further business to come before the committee, Mr. Smith adjourned the meeting at 11:54 a.m.

Respectfully submitted,

Pamela Fitchett
Executive Assistant to the
Vice President for Finance and Administration
and Chief Financial Officer

End of Board of Visitors Materials