WELCOME
Dr. Brian O. Hemphill, President, opened the meeting at 8:45 a.m. and welcomed everyone. He then provided a brief overview of the institution's history, initiatives and organizational structure, including brief biographies of the senior administrative staff.

UNIVERSITY RELATIONS
Mr. Joe Carpenter, Vice President for University Relations and Chief Communications Officer, provided a brief overview of the function, organizational structure, budget snapshot and challenges and opportunities for the Division of University Relations. A copy of the presentation is hereto attached as (Attachment A) and is made a part thereof.

INFORMATION TECHNOLOGY
Mr. Danny M. Kemp, Vice President for Information Technology and Chief Information Officer, provided a brief overview of the function, organizational structure, budget snapshot and challenges and opportunities for the Division of Information Technology. A copy of the presentation is hereto attached as (Attachment B) and is made a part thereof.

STUDENT AFFAIRS
Ms. Susan Trageser, Interim Vice President for Student Affairs, provided a brief overview of the function, organizational structure, budget snapshot and challenges and opportunities for the Division of Student Affairs. A copy of the presentation is hereto attached as (Attachment C) and is made a part thereof.
**ACADEMIC AFFAIRS**
Dr. Jeanne Mekolichick, Assistant Provost for Academic Programs, provided a brief overview of the function, organizational structure, budget snapshot and challenges and opportunities for the Division of Academic Affairs. A copy of the presentation is hereto attached as (*Attachment D*) and is made a part thereof.

**ADVANCEMENT**
Mr. Bruce Cunningham, Interim Vice President for University Advancement, provided a brief overview of the function, organizational structure, budget snapshot and challenges and opportunities for the Division of University Advancement. A copy of the presentation is hereto attached as (*Attachment E*) and is made a part thereof.

**ENROLLMENT MANAGEMENT**
Ms. Kitty McCarthy, Vice President for Enrollment Management, provided a brief overview of the function, organizational structure, budget snapshot and challenges and opportunities for the Division of Enrollment Management. A copy of the presentation is hereto attached as (*Attachment F*) and is made a part thereof.

At 11:45 a.m., the meeting adjourned for lunch and reconvened at 12:45 p.m.

**BOARD MEMBERS ATTENDING**
Mr. Mark S. Lawrence, Rector
Mr. Robert A. Archer
Mr. Gregory A. Burton

**OTHER ATTENDING**
President Brian O. Hemphill, Ph.D.
Ms. Ashley Schumaker, Chief of Staff
Ms. Margaret McManus, University Auditor
Mr. Richard Alvarez, Vice President for Finance and Administration and Chief Financial Officer

**AUDIT & ADVISORY SERVICES**
Ms. Margaret McManus, University Auditor, provided a brief overview of the function, organizational structure, budget snapshot and challenges and opportunities for the Office of Audit and Advisory Services Office. A copy of the presentation is hereto attached as (*Attachment G*) and is made a part thereof.

**FINANCE AND ADMINISTRATION**
Mr. Richard Alvarez, Vice President for Finance and Administration and Chief Financial Officer, provided a brief overview of the function, organizational structure, budget snapshot and challenges and opportunities for the Division of Finance and Administration. A copy of the presentation is hereto attached as (*Attachment H*) and is made a part thereof.

**REFLECTIONS AND WRAP-UP**
Dr. Brian O. Hemphill, President, provided closing comments and thanked everyone for the presentations and time to attend.

Meeting concluded at 2:00 p.m.
Respectfully Submitted,

Mary Weeks
Secretary to the Board of Visitors and Senior Assistant to the President
July 28, 2017 Board of Visitors New Member Orientation
Board of Visitors Orientation
Mission

To advance the goals, priorities and initiatives of Radford University by building awareness, inspiring engagement and strengthening support among constituents vital to the University’s success

• Protect and advance the University’s reputation, desirability and status

• Manage the communication of issues and crises, while balancing transparency, public accountability and reputation

• Support a positive, informed and committed University community that fulfills and sustains the culture and pride that defines the Radford University brand

• Disseminate accurate and timely information about the University, institutional and presidential priorities, and the successes of the University, faculty, staff, students and alumni in order to create and uphold a better understanding and appreciation of the University’s strengths and value, while fostering beneficial relationships with constituents

• Serve as a resource to University administration, colleges, departments and offices for strategic communications counsel and production of high-quality branded materials

• Professionally and creatively support the planning, promotion and coordination of events for maximum success

• Coordinate and respond to Freedom of Information Act (FOIA) requests on behalf of the University
Areas of Focus and Priorities

- Strategic Enrollment initiatives and marketing support
- Provide support to fundraising, stewardship and alumni engagement communications
  - Campaign
- Facilitate integrated strategic internal and external communications
  - Support Strategic Plan 2018-2023
  - Advocate for and lead the university’s brand image and reputation efforts
Organizational Structure

Joe Carpenter
Vice President for University Relations
Chief Communications Officer

Sherry Wallace
Director of Media Services
- Media Relations
- Internal Communications
- Crisis Communications
- Publications Content

Meghan Williams
Manager of Web Communications and Strategy
- Web Communications
- Content and Strategy
- Social Media

Karen Casteele
Special Projects/Government Affairs
- Special Projects
- Community Relations
- Government Affairs
- Strategy

Ann Brown
Director of Advancement Comm., Marketing and Stewardship
- Advancement/Alumni Relations
- Communications Strategy and Development

Lee Coburn
Director of Creative and Marketing Services
- Graphic Design
- Publication Layout and Design
- Branding and Marketing
- Photography and Videography
Budget

FY 2017-18

Staff salaries and benefits $1,321,697

Operating/discretionary $759,069

Operating budget $109,069
(contractual services, supplies, travel, freelance, equipment, communications)

Branding/marketing/advertising & support $655,000

Total $2,080,766
Challenges & Opportunities

- Strategic Enrollment marketing & Admissions yield

- Sustaining and strengthening the brand in competitive statewide market
  - Uncertainty posed by market, competitors and state funding
  - Overcoming low awareness outside of region: i.e. parents with unaided awareness named top 5 universities (2014); RU’s recognition rate: SWVA@37%, Tidewater@4%, NOVA@6%, Richmond@4%
  - Publicizing University initiatives:
    - Guaranteed Transfer Partnership Agreement with Northern Virginia Community College
    - Competency Based Education rollout

- Strategic Plan rollout

- Campaign support to Advancement
Questions?
Mission

The Division of Information Technology is committed to delivering a strategic advantage to Radford University by fostering creative and innovative use of technology to achieve the University’s objectives. The division promotes effective stewardship of information assets and provides a secure, highly reliable technology infrastructure along with high-quality, customer-oriented services and support, so as to meet the ever-changing needs of students, faculty and staff.
Areas of Focus and Priorities

1. Cultivate and Promote an IT Culture Committed to Excellence, Innovation and Service.
2. Provide Tools and Services to Support Innovative Teaching and Student-Centered Learning.
4. Use a Combination of Local and Cloud Technologies to Provide a Reliable and Robust Infrastructure.
5. Provide a Modern, Mobile Responsive Environment to Enhance the University’s Digital Public Facing Offerings and to Facilitate Improved Functionality and Services.
7. Build and Maintain a Secure IT Environment that Protects University Data.
8. Provide Services to Meet the Ancillary Business Needs of the University Community.
9. Promote an IT Culture of Sustainability.
10. Support the Strategic Priorities of the University.
Organizational Structure

DANNY M. KEMP
Vice President for Information Technology & CIO

SHARON RATCLIFFE
Executive Assistant

WENDY BOWMAN
Budget Manager

RANDY McCALLISTER,
Director, Electronic Engineering & Comm Services

ALLISON MacFARLAN
Information Security Officer

JACKIE MCMABB
Director, Web & Mobile Technologies

ED OAKES
Associate Vice President for IT

LISA BLACKWELL
Director, Enterprise Systems

RANDA MCDONALD
Director, Identity Services & IT Audit Compliance

DENISE RAHMES
Director, Project Management

SHANNON PHILLIPS
Director, Technology Support Services

DANNY COALSON
Manager, Printing Services

TODD JOYCE
Director, IT Infrastructure

ALLISON MacFARLAN
Information Security Officer
# Organizational Structure

<table>
<thead>
<tr>
<th>Division/Department</th>
<th>A/P</th>
<th>Classified</th>
<th>Part-Time Wages</th>
<th>Part-Time Students</th>
<th>Work-Study Students</th>
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<tbody>
<tr>
<td>Office of the Vice President &amp; CIO</td>
<td>2</td>
<td>3</td>
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<td></td>
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<tr>
<td>Electronic Engineering &amp; Communication Services</td>
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<td>Information Security</td>
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<tr>
<td>Web &amp; Mobile Technologies</td>
<td>5</td>
<td>2</td>
<td></td>
<td></td>
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<tr>
<td>Enterprise Systems</td>
<td>6</td>
<td>8</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identity Services &amp; IT Compliance</td>
<td>1</td>
<td>2</td>
<td></td>
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<tr>
<td>Project Management</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Printing Services</td>
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<td>5</td>
<td>6</td>
<td></td>
<td></td>
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<tr>
<td>Technology Support Services</td>
<td>4</td>
<td>17.5</td>
<td>7</td>
<td>5</td>
<td>48</td>
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<tr>
<td>IT Infrastructure</td>
<td>4</td>
<td>12</td>
<td>3</td>
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<td>2</td>
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<td><strong>TOTAL</strong></td>
<td>28</td>
<td>55.5</td>
<td>12</td>
<td>9</td>
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## FY18 Budget

<table>
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<th>Auxiliary</th>
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<tr>
<td><strong>Full Time Salaries</strong></td>
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<td><strong>Full Time Salaries</strong></td>
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<td><strong>Part Time Salaries</strong></td>
<td>$235,991</td>
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<td><strong>Contractual Services</strong></td>
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<td><strong>Printing/Postage</strong></td>
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<td><strong>Telecommunications</strong></td>
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<td><strong>Travel</strong></td>
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<td><strong>Travel</strong></td>
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<td><strong>Supplies &amp; Materials</strong></td>
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<td><strong>Equipment</strong></td>
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<td><strong>Equipment</strong></td>
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<td><strong>E&amp;G Recoveries</strong></td>
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<td><strong>Auxiliary Indirect</strong></td>
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<td><strong>TOTAL</strong></td>
<td>$7,743,969</td>
<td><strong>TOTAL</strong></td>
<td>$1,902,036</td>
</tr>
</tbody>
</table>
Upcoming Challenges

1. **Cyber Security**: Developing a holistic, agile approach to reduce institutional exposure to information security threats

2. **Enrollment Management and Student Success**: Effectively applying data and predictive analytics to improve student success and completion

3. **Data-Informed Decision Making**: Ensuring that business intelligence, reporting, and analytics are relevant, convenient, and used by administrators, faculty, and students

4. **Sustainable Funding**: Developing IT funding models that sustain core services, support innovation, and facilitate growth
5. Data Management and Governance: Improving the management of institutional data through data standards, integration, protection, and governance

6. Recruitment and Retention of Qualified Staff: Ensuring adequate staffing capacity and staff retention as budgets shrink or remain flat and as external competition grows

7. Next Generation Enterprise IT: Developing and implementing enterprise IT applications, architectures, and sourcing strategies to achieve agility, scalability, cost-effectiveness, and effective analytics

8. Digital Transformation of Learning: Collaborating with faculty and academic leadership to apply technology to teaching and learning in ways that reflect innovations in pedagogy and the institutional mission
Questions?
Board of Visitors Orientation
Vision

Preparing Students for Lives of Meaning and Purpose
Mission

Student Affairs fosters a campus culture and environment that is inclusive, accessible, and values students’ perspectives.

Lifelong learning, success and wellbeing are cultivated through citizenship, service, and personal responsibility.

This mission is achieved through student engagement in co-curricular experiences nurturing resilience, persistence, and excellence.
Areas of Focus and Priorities

• Promote student development, retention, graduation, and success

• Provide a diverse and distinctive Radford student experience

• Provide safe, accessible, and inviting student-focused facilities that enhance student life

• Strengthen staff retention and excellence
Organizational Structure

- Interim Vice President for Student Affairs: Susan Trageser
  - Housing and Residential Life
  - Student Success and Retention
- Interim Associate Vice President/Dean of Students: Andrea Zuschin, Ph.D.
  - Student Standards and Conduct
  - Disability Resource Office
  - Substance Abuse and Violence Education Support services
  - Student Counseling Services
  - Student Health Center
  - Student Government Association
- Interim Associate Vice President for Student Life: Alice Coughlin
  - Facilities and Operations
  - Engagement and Intercultural Development
  - Student Recreation and Wellness
- Senior Director for Budget and Administration: Karen Hill
# Budget by Functional Area

## 2017-2018

### E&G

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Student Affairs</td>
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<tr>
<td>Dean of Students</td>
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<td>Center for Diversity</td>
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<td>Student Standards and Conduct</td>
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<tr>
<td>Student Success &amp; Retention</td>
<td>$111,148</td>
</tr>
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<td><strong>Total</strong></td>
<td><strong>$1,058,758</strong></td>
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### Auxiliary

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Housing &amp; Res Life</td>
<td>$3,969,342</td>
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<td>Student Health Contract</td>
<td>$1,215,260</td>
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<tr>
<td>Center for Accessibility</td>
<td>$669,765</td>
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<tr>
<td>Sexual Assault &amp; Violence, Substance Abuse</td>
<td>$192,934</td>
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<tr>
<td>Counseling Center</td>
<td>$858,339</td>
</tr>
<tr>
<td>Student Center &amp; Activities</td>
<td>$3,089,957</td>
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<tr>
<td>Fitness Center and Pool fees</td>
<td>$1,480,401</td>
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<tr>
<td>Freshman Programs</td>
<td>$82,028</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$11,558,026</strong></td>
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</table>

**Overall Student Affairs Budget**  $12,616,784
## Budget Source

### EXPENDITURE BUDGET BY SOURCE

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>E&amp;G</td>
<td>$1,058,758</td>
<td>8%</td>
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<tr>
<td>Auxiliary Activities</td>
<td>$11,558,026</td>
<td>92%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$12,616,784</strong></td>
<td>100%</td>
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</table>
Upcoming Opportunities/Challenges

• **Student Persistence and Retention!!!**
  • Re-enrollment Efforts
  • Freshman to Sophomore Year Melt
  • Early Intervention System
  • Exit Interview Process
  • Retention Initiatives in all Student Affairs Units

• **Supporting Student Recruitment**

• **Supporting Special Populations**
  • First Generation and Under-Represented Students
  • Military Veterans and International Students
  • Sophomores

• **Housing**
  • Residential Curriculum
  • Master Occupancy Plan
  • Furniture Replacement (Muse Hall)

• **Campus Wide Community Service and Engagement**
Questions and Discussion
Board of Visitors
Orientation

July 28, 2017
Mission

The Mission of the Academic Affairs Division at Radford University is to create a challenging, supportive and engaging educational culture that is anchored in the liberal arts tradition and is ethically responsive to the needs of the 21st century global society.
Areas of Focus and Priorities

• Recruitment and Retention
  - Respond to the changing demographics of who, when, and how our students are coming to Radford University
  - Recruit and retain high achieving students
  - Strengthen partnerships and pathways for transfer students and degree completers
  - Target need-based and merit scholarships to better benefit recruitment and retention
Areas of Focus and Priorities

• Enhance Scholarly Reputation
  
  o Continue pursuit of **accreditation, certification and national recognition** for programs
  o Increase **external support** for discipline based and pedagogical research
  o Increase **support** for faculty professional development in research, scholarship and creative activity
Areas of Focus and Priorities

• Support Faculty Development of Pedagogy and Curriculum
  • Garner support for innovations, initiatives, and programs
  • Support development of high-impact pedagogical practices within and beyond the classroom
  • Pursue external sources of funding and repurpose internal sources, where feasible, to support programmatic initiatives
Organizational Structure
Budget

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Full-Time Personnel</td>
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<tr>
<td>Wages &amp; Other Personnel</td>
<td>$8,922,579</td>
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<tr>
<td>Non-Personnel Services</td>
<td>$7,115,560</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$60,894,721</strong></td>
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</table>
## Budget - College/Support Area

<table>
<thead>
<tr>
<th>College/Support Area</th>
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<tbody>
<tr>
<td>Provost</td>
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<tr>
<td>College of Humanities and Behavioral Sciences</td>
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<tr>
<td>College of Business and Economics</td>
<td>$6,600,515</td>
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<tr>
<td>College of Education and Human Development</td>
<td>$7,205,125</td>
</tr>
<tr>
<td>College of Graduate Studies and Research</td>
<td>$3,167,577</td>
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<tr>
<td>Waldron College of Health and Human Services</td>
<td>$7,837,939</td>
</tr>
<tr>
<td>College of Visual and Performing Arts</td>
<td>$4,471,270</td>
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<tr>
<td>Artis College of Science and Technology</td>
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<tr>
<td>McConnell Library</td>
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<td>Academic Assessment</td>
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<td>Academic Operations</td>
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<td>Academic Programs</td>
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<td>New Student Programs</td>
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<tr>
<td></td>
<td>$60,894,721</td>
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</table>
Budget - College/Support Area

- Provost
- College of Education and Human Development
- College of Business and Economics
- College of Humanities and Behavioral Sciences
- College of Graduate Studies and Research
- Waldron College of Health and Human Services
- College of Visual and Performing Arts
- Artis College of Science and Technology
- McConnell Library
- Academic Assessment
- Academic Operations
- Academic Programs
- New Student Programs
# Budget - Non-Personnel Services

<table>
<thead>
<tr>
<th>Non-Personnel Services</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Contractual Services</td>
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<tr>
<td>On-Campus Printing/Postage</td>
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<tr>
<td>Telecommunications</td>
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<tr>
<td>Travel</td>
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<tr>
<td>Supplies and Materials</td>
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<td>Equipment</td>
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<tr>
<td>Plant &amp; Improvements</td>
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<tr>
<td>Continuous Charges/Leases</td>
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<tr>
<td>Transfer Payments</td>
<td>$ 138,006</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$ 7,115,560</strong></td>
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</tbody>
</table>
Budget - Non-Personnel Services

- Contractual Services: 14%
- On-Campus Printing/Postage: 28%
- Travel: 10%
- Supplies and Materials: 14%
- Equipment: 3%
- Plant & Improvements: 16%
- Continuous Charges/Leases: 2%
- Telecommunications: 2%
- Transfer Payments: 4%

Academic Affairs
Challenges

• Recruitment, retention, and competition
• Build reputation for academic excellence
• Increase resources for academic support
Questions
Attachment E

Board of Visitors Orientation

July 28, 2017
“Getting on Board”

What we do and why?

• **Fundraising** - like a sales organization, selling, servicing, and education. The terms our industry use are evaluation, cultivation, solicitation, and stewardship.

• **Our mission** is to support the University’s mission by raising private and public financial resources. **Note:** New mission statement on the way!

• **Collaborate** with Radford University Foundation, Inc.

Who we are?

• **Development Officers** (Sales Team)
  
  Annual gifts - < $25,000 (Cash)
  
  Major gifts - > $25,000 (5 year pledges with cash)
  
  Planned Gifts – Deferred (Assets)
  
  Corporate and Foundation Gifts
Who We Are Continued

- **Alumni Relations**
  Engagement, events, social media, and prospect development. Serving more than 80,000 alumni, friends and family.

- **Advancement Services**
  Providing data reporting, prospect research, CRM (RE) management, gift processing, gift acknowledgement, and portfolio analysis.

- **Advancement Communications**
  Staffed by University Relations providing communication strategies, branding, websites, and development proposals directly collaborating with Advancement.
Budget 2017-2018

Budget Summary

Categories

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<td>Vice President</td>
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<td>Development Officers</td>
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<td>Special Events</td>
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<td>RU Magazine</td>
<td>$125,000</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$2,169,133</strong></td>
</tr>
</tbody>
</table>

Office for University Advancement
Challenges

• To increase the University’s Endowment.

• To increase participation giving at every level including but not limited to alumni, staff, friends, family, boards, corporations, and foundations.

• To increase retention giving with alumni.

• To foster and promote a University wide culture of giving back to the University.
Opportunities

• FY 16/17 Results
• Presidential Priorities
• New Strategic Plan
• Capital Campaign
• New Attitude!
Questions?
Board of Visitors Orientation
Vision

• Provide services and programs of the highest quality to prospective and enrolled students, their families and the University community.

• Coordinate services offered within a professional and welcoming environment to ensure that the campus both attracts and retains students to meet Radford University’s enrollment goals.

• Provide timely and accurate data, efficient systems, resources and services.
Mission

• Meet enrollment goals through effectively recruiting, admitting and enrolling new undergraduates who are well prepared and diverse;
• Support students with scholarships (undergraduate) and financial aid services (undergraduate and graduate);
• Provide efficient systems, resources and services to assist students in their interactions with the University;
• Support student retention and improve the likelihood of students’ degree completion.
Areas of Focus and Priorities

- New student recruitment/Royall year 2
- Scholarship (institutional and foundation) awarding and processing
- Increased use of data in decision making
- Service and planning
- Staff development - encouraging innovation
Organizational Structure

President

VP Enrollment Management (2)

- Director, Financial Aid (14)
- Dean of Admissions (25)
- New Student Program (6)
- Registrar (14)
## Budget by Functional Area

<table>
<thead>
<tr>
<th></th>
<th>2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment Management VP</td>
<td>286,041</td>
</tr>
<tr>
<td>Admissions</td>
<td>2,264,972</td>
</tr>
<tr>
<td>Registrar</td>
<td>560,425</td>
</tr>
<tr>
<td>Financial Aid</td>
<td>614,283</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>3,725,721</strong></td>
</tr>
</tbody>
</table>

Salaries account for 60% of budget
Upcoming Challenges

- Changing demographics
- Affordability/value
- Building awareness
- Community engagement
Questions and Discussion
Board of Visitors Orientation
Organizational Structure
## Difference between External & Internal Auditors

<table>
<thead>
<tr>
<th>External Auditors</th>
<th>Internal Auditors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auditor of Public Accounts (APA)</td>
<td>Office of Audit and Advisory Services</td>
</tr>
<tr>
<td>“State Auditors”</td>
<td>“Internal Audit”</td>
</tr>
<tr>
<td>• Based in Richmond; dual reporting to General Assembly and Joint Legislative</td>
<td>• University employees on campus; dual reporting to President and Board of Visitors</td>
</tr>
<tr>
<td>Audit &amp; Review Commission (JLARC)</td>
<td>• Mission and scope of work defined by Board-approved Charter</td>
</tr>
<tr>
<td>• Perform annual financial statement audit, state-wide audits, NCAA agreed-</td>
<td></td>
</tr>
<tr>
<td>upon procedures</td>
<td></td>
</tr>
</tbody>
</table>
Mission

To assist the Board of Visitors, the President, and senior management of Radford University by:

• Independently examining and evaluating operations and ongoing control processes of the university.

• Providing counsel and recommendations for improvement whenever issues are identified.

Our Charter - Approved by the Board of Visitors and defines:

• Mission
• Authority
• Scope of Work
• Responsibility
• Independence and Accountability
• Standards of Audit Practice
Areas of Focus and Priorities

Audits

• Planned audits based on risk assessment and other factors

• Annual audit projects

Advisory Services

• Multiple projects as resource for University

Follow-up on Audit Issues

• Internal

• External

Investigations

• State Fraud, Waste, & Abuse Hotline

• Other investigations
Fiscal Year 2017 Budget – Actual

<table>
<thead>
<tr>
<th>Budget Category</th>
<th>Budget Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>$ 390,577</td>
<td>97%</td>
</tr>
<tr>
<td>Travel</td>
<td>$ 9,382</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>$ 4,986</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 404,945</strong></td>
<td>100%</td>
</tr>
</tbody>
</table>

Fiscal Year 2017 Expenditures - Actual

- Personal Services: 97%
- Travel: 2%
- Other: 1%

Total: 100%
Questions and Discussion
Mission

The Division of Finance & Administration at Radford University is committed to providing superior, innovative, and responsive administrative services to the entire University community.

Richard S. Alvarez
Chief Financial Officer and Vice President for Finance & Administration

Pamela Fitchett
Administrative Assistant
Seven Areas of Primary Focus Within Ten Reporting Areas

1. **Planning & Budget** - Facilitate the execution of the University planning process and assess the availability of resources to be used in support of University initiatives.

2. **Financial Services** - Responsible for the execution of sound fiscal processes in accordance with GAAP and all applicable Federal and State statutes.

3. **Public Safety** - Ensure the safety and well-being of University students, faculty, staff, and visitors.

4. **Facilities Management** - Efficiently administer resources for the maintenance, operation, and capital construction of world-class campus facilities.

5. **Institutional Research** - Collect, analyze, and maintain data in support of University decision making while ensuring compliance with all applicable reporting requirements.

6. **University Services** - Provide student-focused services in support of the Radford University experience; including Dining Services, University Bookstore, Selu, etc.

7. **Human Resources** - Recruit, develop, and retain a high performing and diverse workforce while promoting a positive work environment for all employees.
**Budget**

2017-18 E&G expenditure budget is $12.9 million

<table>
<thead>
<tr>
<th>2017-18 E&amp;G Budget</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dollars $</strong></td>
<td><strong>% of Total</strong></td>
<td></td>
</tr>
<tr>
<td>Facilities Management</td>
<td>6,419,685</td>
<td>49.8%</td>
</tr>
<tr>
<td>Financial Services</td>
<td>2,569,158</td>
<td>19.9%</td>
</tr>
<tr>
<td>Public Safety</td>
<td>1,957,886</td>
<td>15.2%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>1,199,884</td>
<td>9.3%</td>
</tr>
<tr>
<td>Institutional Research</td>
<td>286,197</td>
<td>2.2%</td>
</tr>
<tr>
<td>Planning &amp; Budget</td>
<td>333,158</td>
<td>2.6%</td>
</tr>
<tr>
<td>University Services</td>
<td>127,546</td>
<td>1.0%</td>
</tr>
<tr>
<td><strong>Total F&amp;A</strong></td>
<td><strong>$12,893,514</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

- Distinguished based on the seven areas of primary focus

2017-18 Auxiliary expenditure budget is $32.5 million

<table>
<thead>
<tr>
<th>2017-18 Auxiliary Budget</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dollars $</strong></td>
<td><strong>% of Total</strong></td>
<td></td>
</tr>
<tr>
<td>Dining Services</td>
<td>15,987,127</td>
<td>49.2%</td>
</tr>
<tr>
<td>Residential Services</td>
<td>8,922,314</td>
<td>27.5%</td>
</tr>
<tr>
<td>Student Union &amp; Recreation</td>
<td>3,259,906</td>
<td>10.0%</td>
</tr>
<tr>
<td>Parking &amp; Transportation</td>
<td>1,447,939</td>
<td>4.5%</td>
</tr>
<tr>
<td>Auxiliary Support</td>
<td>1,295,224</td>
<td>4.0%</td>
</tr>
<tr>
<td>Other Enterprise Functions</td>
<td>959,076</td>
<td>3.0%</td>
</tr>
<tr>
<td>Conference Services</td>
<td>539,893</td>
<td>1.7%</td>
</tr>
<tr>
<td>Bookstore</td>
<td>61,808</td>
<td>0.2%</td>
</tr>
<tr>
<td>Debt Service</td>
<td>2,000</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total F&amp;A</strong></td>
<td><strong>$32,475,287</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>
## 2017-18 Finance & Administration Total Operating Budget

<table>
<thead>
<tr>
<th></th>
<th>E&amp;G</th>
<th>Auxiliary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$10,181,466</td>
<td>$3,300,056</td>
</tr>
<tr>
<td>Wages</td>
<td>184,530</td>
<td>150,453</td>
</tr>
<tr>
<td>Central Fringes (^1)</td>
<td>1,842,614</td>
<td></td>
</tr>
<tr>
<td>Operating Discretionary</td>
<td>4,757,106</td>
<td>20,799,952</td>
</tr>
<tr>
<td>Auxiliary Indirect</td>
<td></td>
<td>2,408,311</td>
</tr>
<tr>
<td>Debt Service</td>
<td></td>
<td>4,487,339</td>
</tr>
<tr>
<td>Recoveries</td>
<td>(2,229,588)</td>
<td>(513,438)</td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td><strong>$12,893,514</strong></td>
<td><strong>$32,475,287</strong></td>
</tr>
</tbody>
</table>

\(^1\) Central Fringes for E&G personnel are budgeted in Central Resources
Upcoming Challenges

Enrollment Trends
• Competition for in-state undergraduate students has become increasingly more competitive in recent years. The University needs to maintain a consistent enrollment level to support current operations.

Declining General Fund Support
• In recent years, the University has experienced a shift in the relationship between state support and institutional funding. Due to this shift the University must further leverage internal funding sources to drive institutional priorities.

Demand on Facilities - Operations & Maintenance (O&M) and Renewal & Replacement
• Availability of adequate resources, both personnel and fiscal, necessary to maintain, renew, and replace aging infrastructure.
Questions?
End of Materials