External Engagement Committee

March 2023

RADFORD UNIVERSITY

Board of Visitors

RADFORD UNIVERSITY
Board of Visitors

EXTERNAL ENGAGEMENT COMMITTEE
4:00 P.M.
MARCH 23, 2023
KYLE HALL, ROOM 340, RADFORD, VA

DRAFT
AGENDA

- **CALL TO ORDER**   Mr. Mark Lawrence, *Chair*

- **APPROVAL OF AGENDA**   Mr. Mark Lawrence, *Chair*

- **UNIVERSITY ADVANCEMENT REPORT**   Ms. Penny Helms White, *Interim Vice*
  - Strategic Goals Update   *President for Advancement and University*
  - TOGETHER Campaign Progress   *Relations*
  - Alumni Engagement
  - Crowdfunding Efforts

  o

- **ECONOMIC DEVELOPMENT AND**   Dr. Angela Joyner, *Vice President for*
  CORPORATE EDUCATION   *Economic Development and Corporate*
  - IMPACT Business Model   *Education*
  - Economic Development Initiatives

- **OTHER BUSINESS**   Mr. Mark Lawrence, *Chair*

- **ADJOURNMENT**   Mr. Mark Lawrence, *Chair*

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

COMMITTEE MEMBERS
Mr. Mark Lawrence, Chair
Mr. Tyler Lester, Vice Chair
Mr. James Turk
Mr. Robert Archer
Mr. George Mendiola

March 2023 Meeting Materials

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Advancement

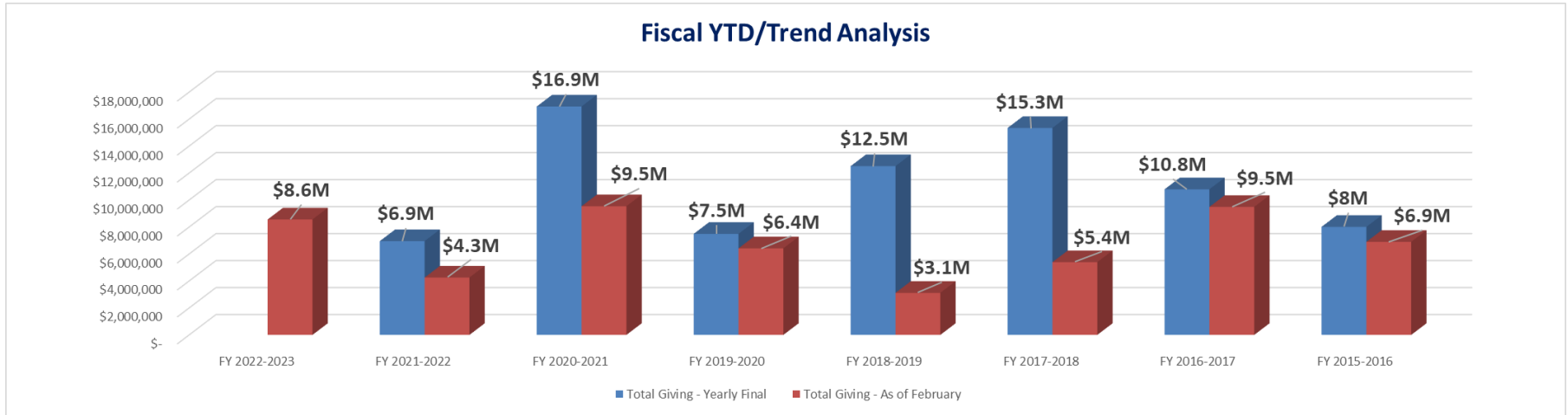**RADFORD**
UNIVERSITY

Board of Visitors

March 23, 2023

Strategic Goals

- Complete TOGETHER - *The Campaign for Radford University*
- Increase alumni engagement opportunities and alumni donor participation
- Improve donor relations, stewardship and donor retention

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Goal: Successful Completion of
TOGETHER - The Campaign for Radford University

Fiscal YTD/Trend Analysis

Total Giving - Yearly Final | Total Giving - As of February

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Goal: Successful Completion of
TOGETHER - The Campaign for Radford University

Gift Planning Efforts

CREATE A LEGACY AT RADFORD UNIVERSITY

Planning a gift through your will or trust is a simple way to make a difference. A gift in your will does not affect your current cash flow or assets, but you will have the benefit of knowing your legacy gift will provide a lasting impact on future Radford University students.

How can I make a legacy gift to Radford?

- Make a provision in your will or trust
- Add a codicil to an existing will
- Name Radford as beneficiary in a qualified retirement plan
- Designate Radford as a beneficiary of a life insurance policy

We can also provide sample language to make the process quick and easy. To learn more about these options, please visit https://www.radford.edu/giftplanning.

Have you already included Radford University in your estate plans?

If so, please contact Sharon Ratcliffe at 540-831-6716 or srratcliffe@radford.edu. We would love to thank you for remembering Radford in this way and include you in our Society of 1910!

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Advancement and University Relations

P.O. Box 6915
Radford, VA 24142

"Last year my niece was born at 28 weeks, but after 58 days in the Neonatal Intensive Care Unit, she was able to go home a happy and healthy baby. I was already excited to become a nurse, but seeing this first-hand made me realize my passion for pediatric care.

As a student from a single-parent household, this scholarship has greatly helped to fund my education. I am happy to be one step closer to starting my career as a NICU nurse."

ASHLYN GRIFFIN
Junior, Nursing
MAE JENNINGS ENDOWED SCHOLARSHIP RECIPIENT

RADFORD UNIVERSITY

Ashlyn is one of 35 students who benefited from the Mae Jennings Endowed Scholarship Fund this year.

This fund was established by alumna Mae Jennings '39. Miss Jennings was a biology teacher for Radford City Public Schools for 31 years. The establishment of this scholarship through her will demonstrates her commitment to academics. Thanks her geneosity, this scholarship continues to support Radford University students each year.

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Goal: Successful Completion of
TOGETHER - The Campaign for Radford University

TOGETHER Newsletter

TOGETHER | THE CAMPAIGN FOR RADFORD UNIVERSITY

GIVING NEWS
E-NEWSLETTER FOR SUPPORTERS OF RADFORD UNIVERSITY

GIVING BACK
Vickie Cundiff Felts '76, Phyllis Mae Cundiff '78 and Donna Cundiff Kummer '79 attended Radford to prepare for careers dedicated to helping others. Over the years, the three sisters have embodied the spirit of giving in more ways than one.

Goal: Successful Completion of
TOGETHER - The Campaign for Radford University

Crowdfunding Efforts

RAD48 Review

- RAD48 total raised $187,617.27
- Most successful crowdfunding effort to date
- Average gift size $249.93
- Number of gifts 886
- Donors 767
- New alumni donors 50
- All 50 states represented

Radford University Senior
Tanner Barrs

Advancement

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Advancement

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Goal: Successful Completion of
TOGETHER - The Campaign for Radford University

Progress to Goal – as of February 28, 2023

Goal: Increase Alumni Engagement Opportunities and Alumni Donor Participation

Engaged Alumni

- Provide support for students through mentorships, career connections and serve as role models
- Are four times more likely to give
- Serve as our best advocates within their communities and networks
- Assist with recruiting the next generation of Highlanders
- Share impactful stories that communicate the Radford brand
- Impart wisdom on students as classroom, commencement and special event speakers
- Share #HighlanderPride on social media
- Leverage corporate and foundation support
- Attend and host regional and campus activities

Goal: Increase Alumni Engagement Opportunities and Alumni Donor Participation

Celebrate | Connect | Contribute

Alumni Association Structure

- Alumni Board of Directors
- Regional and Affinity Chapters/Groups
- Volunteer Leadership Examples
  - Alumni Admissions Ambassador
  - Alumni Speaker
  - Career Connector
  - Class Reunion
  - Community Service Liaison
  - Host
  - Governmental Connector
  - Alumni Focus Groups
  - Radford Alumni Champions
  - Alumni Profiles
  - Social Media Ambassador
  - TOGETHER Ambassador

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Alumni and Admissions Collaboration

|	
Alumni Admissions Volunteers - 347	Alumni Postcard Outreach - 3140
Alumni Legacy Phone Calls - 1017	Young Alumni Profiles - 18
Alumni Receptions Speakers and Hosts	Alumni Referral Form, Legacy Liaison, Alumni Tours, Alumni Education Champions

#HighlanderPride Social Media Posts

I love participating in this Alumni activity and giving back my time to encourage others… #radforduniversity #RadfordAlumni Tidewater Radford University Alumni Chapter **Go Highlanders!!!**
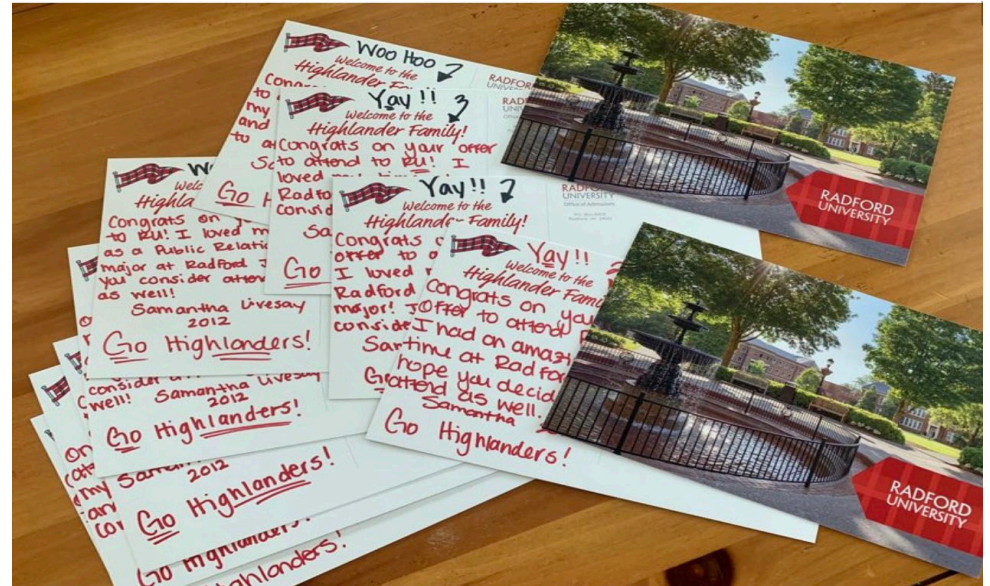
It's time to recruit some new Radford students, Class of '27! I sent out my "**Welcome to the Highlander Family**" postcards today to congratulate prospective students on their acceptance. And it was a group of future art majors, no less. I may be biased, but they're definitely one of my favorite groups of people. **Choose Radford**! #Radfordalumni #HighlanderPride

Goal: Increase Alumni Engagement Opportunities and Alumni Donor Participation

Alumni Relations-Engagement

Highlighted Upcoming Events, Activities and Partnerships

- April 6|Senior Block Party
- April 28|Radford Night at the Durham Bulls
- May 20|Alumni Adventures SWVA
- May 21|Radford Day at the Norfolk Tides
- June 1|Virginia Beach Golf Invitational
- June 3|Tidewater Clean the Bay Day
- June 22|National Capital Region Golf Tournament
- August 11|Radford Night at Nationals Park

October 19-21|Homecoming With the Voltage Brothers

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Goal: Increase Alumni Engagement Opportunities and Alumni Donor Participation

Student Philanthropy

- In 2017, the Highlander Senior Class Scholarship was launched and reached endowment last year.
- Seniors who give receive a philanthropy cord to wear during commencement.
- Collaborating with SGA to educate students about the impact of philanthropy.
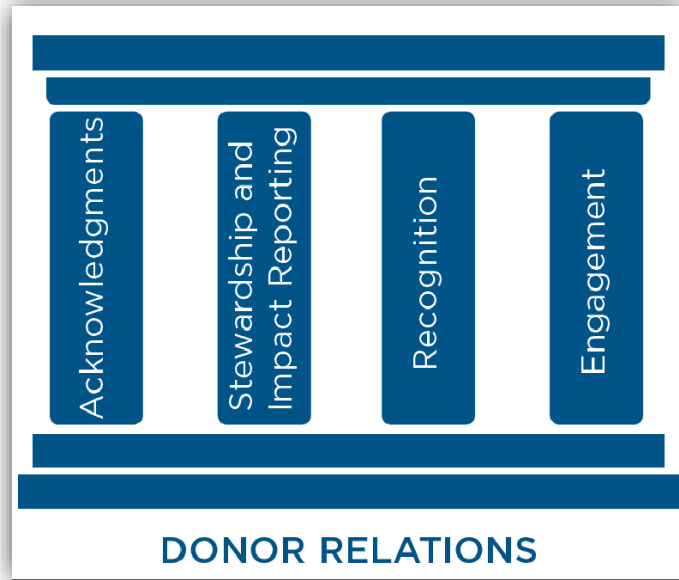- Senior block party Traditions Week
- Grad Fair

Senior Philanthropy Cords

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Goal: Enhance Donor Relations and Stewardship

The DRG Group Consulting

ThankView

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Discussion

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Economic Development and Corporate Education

RADFORD
UNIVERSITY

2022-23 Goals: Status

	Goals	Metrics	Status
1.	Establish partnerships that support enrollment growth, revenue generation, program development and elevate Radford University's brand.	✓ 25% IMPACT enrollment growth (414) ✓ $735K total revenue ✓ Date: 8/1/23	🟢
2.	Target and market programs to non-traditional student populations that leverage RU's assets, support workforce needs, and promote lifelong learning.	✓ Conduct a landscape overview of continuing education ✓ Recommend approaches to continuing education, workforce development and life-long learning. ✓ Date: 4/1/23	🟡
3.	Develop and enhance relevant economic and political relationships in Radford City, the NRV and Roanoke Valleys, and COV to develop a robust economic development playbook for the university.	✓ Approved economic development playbook ✓ Approved amphitheater plan ✓ Date: 5/15/23	🟢
4.	Develop pathways leveraging CBE mode of delivery to address nursing and teacher shortages.	✓ Approved programs with launch strategy and sustainable business model. ✓ Date: 4/20/23	🟢

Economic Development and Corporate Education

RADFORD UNIVERSITY

Why IMPACT? Why CBE? Why Now?

82% of postsecondary institutions expect growth in competency-based education (CBE) in the next five years –	"Nondegree credentials can help students build long-term relationships with an education provider where they can return for additional education" -	62% of Americans would prefer skills training or another nondegree option.	The number of postsecondary certificates awarded by all public colleges has increased by 30% since 2010.	One million fewer students are enrolled in higher education in the U.S. than before the pandemic began. Institutions are scrambling to launch alternative credentials to tap the massive shift of adult learners in the workforce.
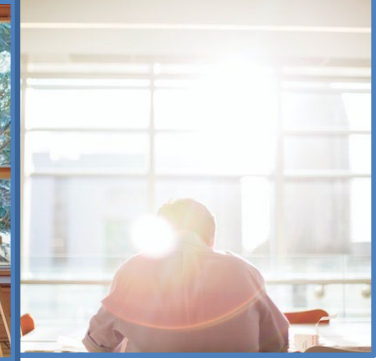
1. "Findings From the 2020 Survey of Post-Secondary Competency-Based Education", American Institutes for Research
2. Things To Know Now About the Future of Nondegree Credentials, Strada Education 7/21
3. Strada Public Viewpoint, 7/21
4. U.S. Department of Education IPEDS
5. Schroeder, R., Collaboration is Key to Successful alternative Credential Creation, Inside Higher Ed. 2/2/22

Economic Development and Corporate Education

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Role at Radford University

Workforce Development

Economic Development Asset

Enrollment Contribution

Revenue

Learning Innovation

Economic Development and Corporate Education

RADFORD UNIVERSITY

IMPACT Early Growth Strategy

GOAL: Consistent break-even operation by 2024-2025

Radford University as Banker and Risk Underwriter

Grant Funds Provide Tuition Subsidy – Incentives for early adoption

Grant Funds as Capital for Program/Course Development – To expand catalog of offerings

B2B Partners – As a strategy to form early customer relationships

B2C Strategy – As a medium-range strategy for enrollment and revenue growth

Economic Development and Corporate Education

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IMPACT Program (44 courses)

Certificate
(6 courses, 18 credits)
Cybersecurity for Leaders micro (1)

Certificate
(5 courses, 17 credits)
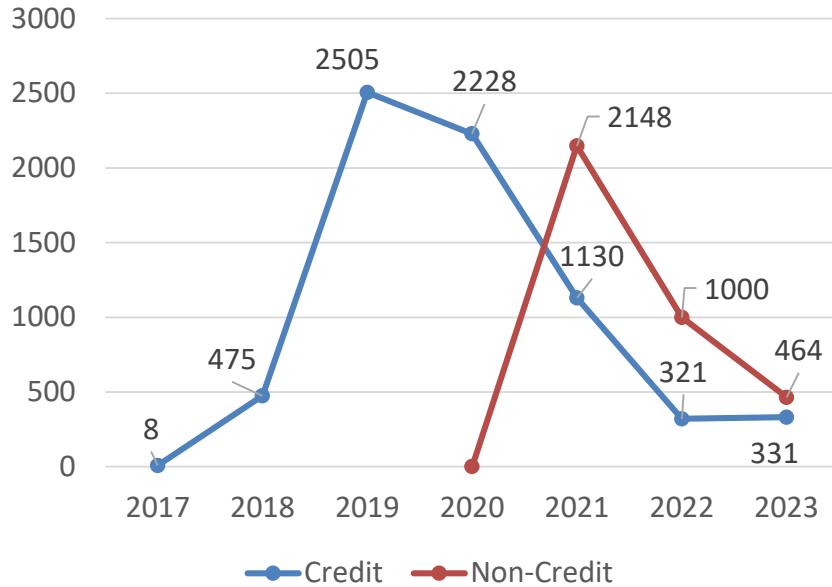
Credential
(5 courses, 15 credits)

Micro-Credentials (N=25)
Elementary Math (10)
Classroom Management (3)
Elementary Literacy (2)
Teaching Cybersecurity (10)
Non-Credit Micros (N=2)
Culturally Responsive Instruction (1)
Early Childhood Education (1)

Economic Development and Corporate Education

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Overall Enrollment and Revenue History

Enrollment

Year	Credit	Non-Credit
2017	8	
2018	475	
2019	2505	
2020	2228	0
2021	1130	2148
2022	321	1000
2023	331	464

Revenue (Thousands)

Year	Credit Tuition	Development	Non-Credit Tuition
2017	$48		
2018	$376	$1,076	
2019	$1,427	$1,901	
2020	$1,243	$3,755	
2021	$714	$3,665	
2022	$282	$199	$48
2023	$296	$156	$41
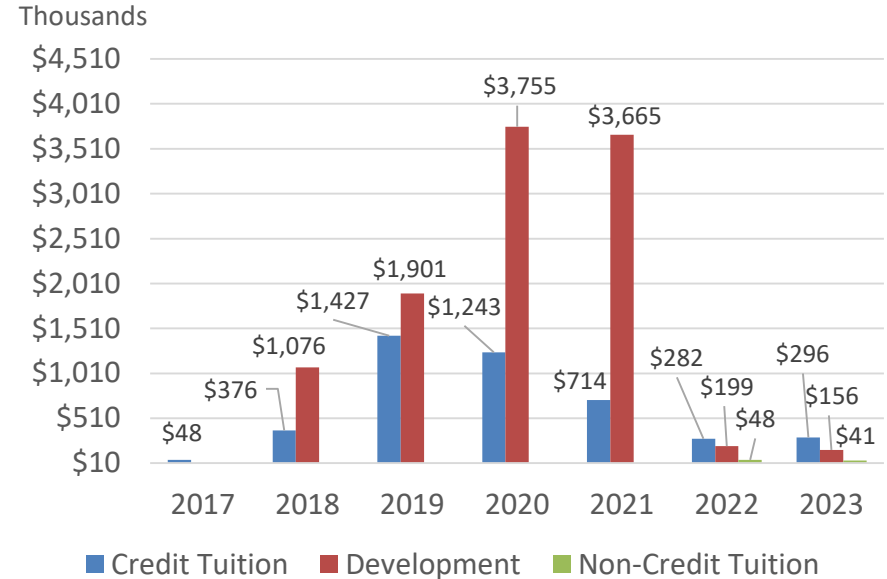
The development costs shown include funds from the SEED grant, including the research components, along with the Intel and VDOE agreements.

FY2018-FY2022 = SEED grant period

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Grants and Contracts History

Funding Agency	Amount Award Date	Results
U.S. Department of Education (ED)	$13,873,844 Sept. 2017	• Largest grant in the history of the university. • Developed K-12 micro-credentials and enrolled 6,229 teachers from 13 different states.
Commonwealth of Virginia (COVA)	$193,942 April 2021	• Developed data science credential.
Virginia Department of Education (VDOE)	$392,318 May 2021	• Developed a non-credit Early Learning & Development Standards (ELDS) micro-credential ($297,319). • Projected to enroll 1,000 teachers ($45,000)
Virginia Department of Education (VDOE)	$102,500 Dec. 2021	• Developed a non-credit Culturally-Responsive Instruction (CRI) micro-credential ($57,500). • Projected to enroll 2,000 teachers ($45,000) (50/50 split with VCU).
Intel Corporation	$100,000 March 2021	• Developed a teaching online micro-credential • Projected to enroll 40 teachers
U.S. Department of Education (ED) RPED	$1,223,552 Oct. 2023	• Deliver cybersecurity micro-credentials, courses, and certificates to secondary students and their educators in rural schools in southwestern Virginia • Enroll 270 credit-based learners and an additional 300 non-credit learners
Total	**$15,886,156**	

Economic Development and Corporate Education

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Total Revenue

Source	FY18	FY19	FY20	FY21	FY22	FY23	Total
SEED Grant*	$1,315,466	$3,232,751	$4,946,791	$4,249,228	$49,534		$13,793,770
RPED Grant*						$229,950	$229,950
Contracts**				$196,971	$295,631	$156,160	$648,762
University***	$896,094	$820,570	$1,210,895	$1,637,159	$1,935,000	$1,924,500	$8,424,218
Tuition****	$114,000	$148,600	$44,500	$142,250	$137,358	$106,470	$693,178
Totals	**$2,325,560**	**$4,201,921**	**$6,202,186**	**$6,225,608**	**$2,417,523**	**$2,417,080**	**$23,789,878**
Grants*	SEED: These funds show actual amounts drawn down from the grants. The university was awarded $13,873,844 but drew down $13,793,770. RPED: As of March, $229,950 has been received.						
Contracts**	FY21: Intel and Commonwealth of Virginia (COVA) FY22: Virginia Chief Data Office and Virginia Department of Education (VDOE) FY23: Virginia Department of Education (VDOE)						
University***	These funds were appropriated by the university to cover the lab's E&G expenses.						
Tuition****	These are the funds received from the B2B, B2C, and contract enrollments.						

Economic Development and Corporate Education

RADFORD UNIVERSITY

Financial History
Revenue & Expense Summary (Non-restricted dollars)

Revenue & Expenses							
	FY18	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**TOTALS**
Revenue:							
Grant Tuition		$ 474,075.00	$ 1,657,112.50	$ 971,800.00		$ 229,950.00	$ 3,332,937.50
F&A from Grant					$ 469,381.41		$ 469,381.41
E&G	$ 114,000.00	$ 148,600.00	$ 44,500.00	$ 339,221.00	$ 432,988.50	$ 262,629.21	$ 1,341,938.71
REV TOTALS	**$ 114,000.00**	**$ 622,675.00**	**$ 1,701,612.50**	**$ 1,311,021.00**	**$ 902,369.91**	**$ 492,579.21**	**$ 5,144,257.62**
University Investment:							
E&G Funds	$ 896,094.31	$ 820,570.04	$ 1,210,895.49	$ 1,637,158.80	$ 1,935,000.00	$ 1,924,500.00	$ 8,424,218.64
	$ (782,094.31)	$ (197,895.04)	$ 490,717.01	$ (326,137.80)	$ (1,032,630.09)	$ (1,431,920.79)	$ (3,279,961.02)

Revenue:

Grant Tuition = revenue obtained from the SEED and RPED grants for the enrollment of teachers into the micro-credentials, courses, and programs. This does not include the University's in-kind contribution.

F&A from Grant = the indirect costs obtained from the SEED grant that has not been touched since receipt by the University.

E&G = revenue obtained from development and tuition from contracts, grants (outside of SEED), and general enrollment.
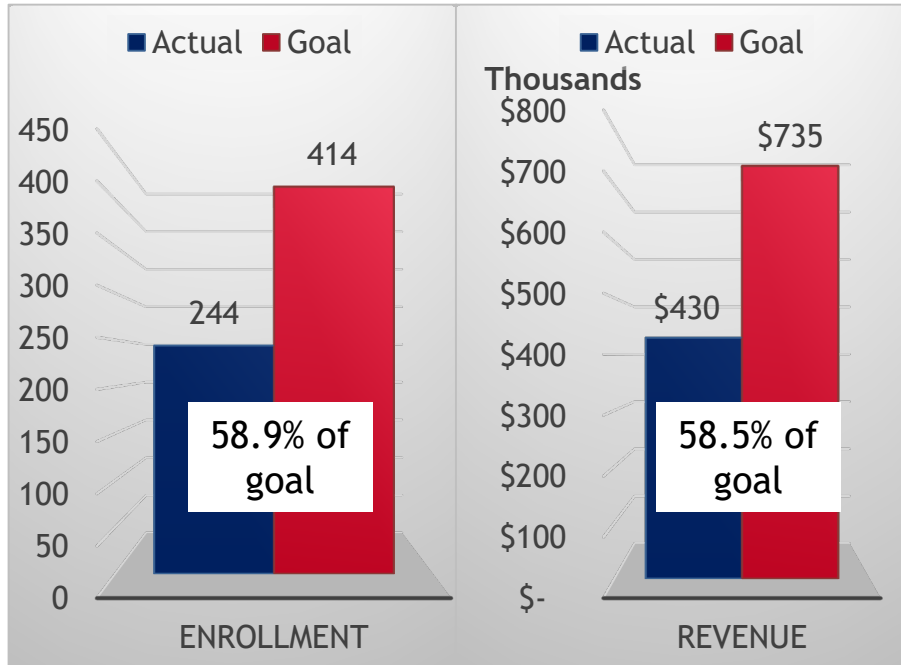
University Investment:

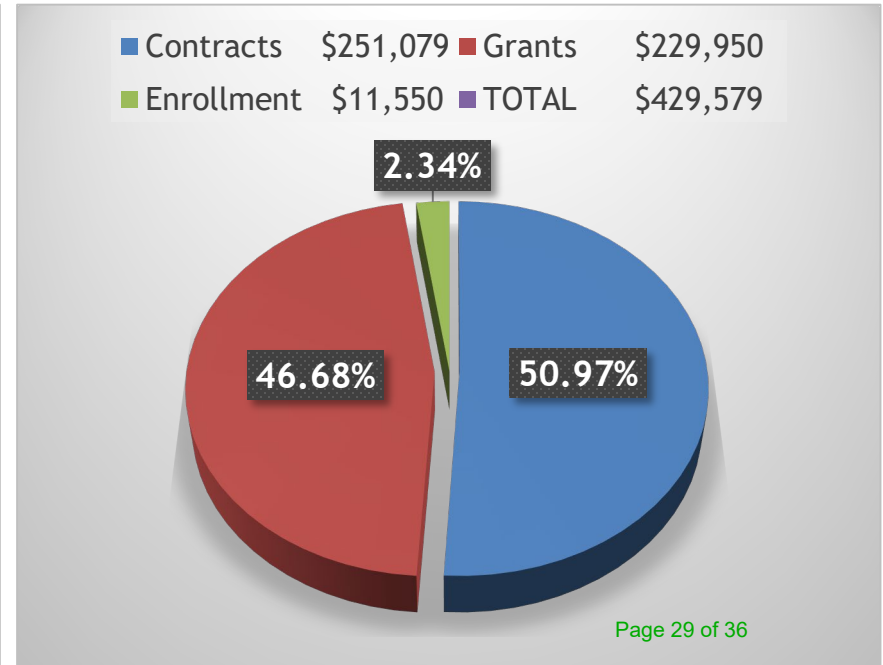**E&G Funds** = the amount of E&G funds expended by the IMPACT Lab in each fiscal year.

- **IMPACT's Total Cost to Radford University from Inception = $3,279,961 or $546,660/year**
- <u>**Breakeven enrollment = 250 learners in certificate programs to cover operational costs.**</u>

Economic Development and Corporate Education

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FY 23 Enrollment and Revenue Performance

Current Enrollment & Revenue

ENROLLMENT
- Actual: 244
- Goal: 414
- 58.9% of goal

REVENUE (Thousands)
- Actual: $430
- Goal: $735
- 58.5% of goal

Revenue Mix

Contracts	$251,079	Grants	$229,950
Enrollment	$11,550	TOTAL	$429,579

- Contracts: 50.97%
- Grants: 46.68%
- Enrollment: 2.34%

Economic Development and Corporate Education

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2023 Grants and Contracts Pipeline

Funding Agency & Program	Amount	Focus
U.S. Department of Agriculture RISE: Rural Innovation Stronger Economy	$ 725,000	• Status: In preparation; April 2023; Pending(drafting) • Focus: Develop and deliver "Industry 4.0"-aligned micro-credentials and courses.
Virginia Department of Education (VDOE): Data Science	TBD	• Status: Pending (in discussion). • Focus: Develop and deliver Data Science micro-credentials.
U.S. Department of Education SEED: Supporting Effective Educator Development	$14,000,000	• Status: Pending. • Focus: Develop and deliver 25 stackable micro-credentials to K-12 teachers
Total	**$14,725,000**	

Economic Development and Corporate Education

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Our Partners

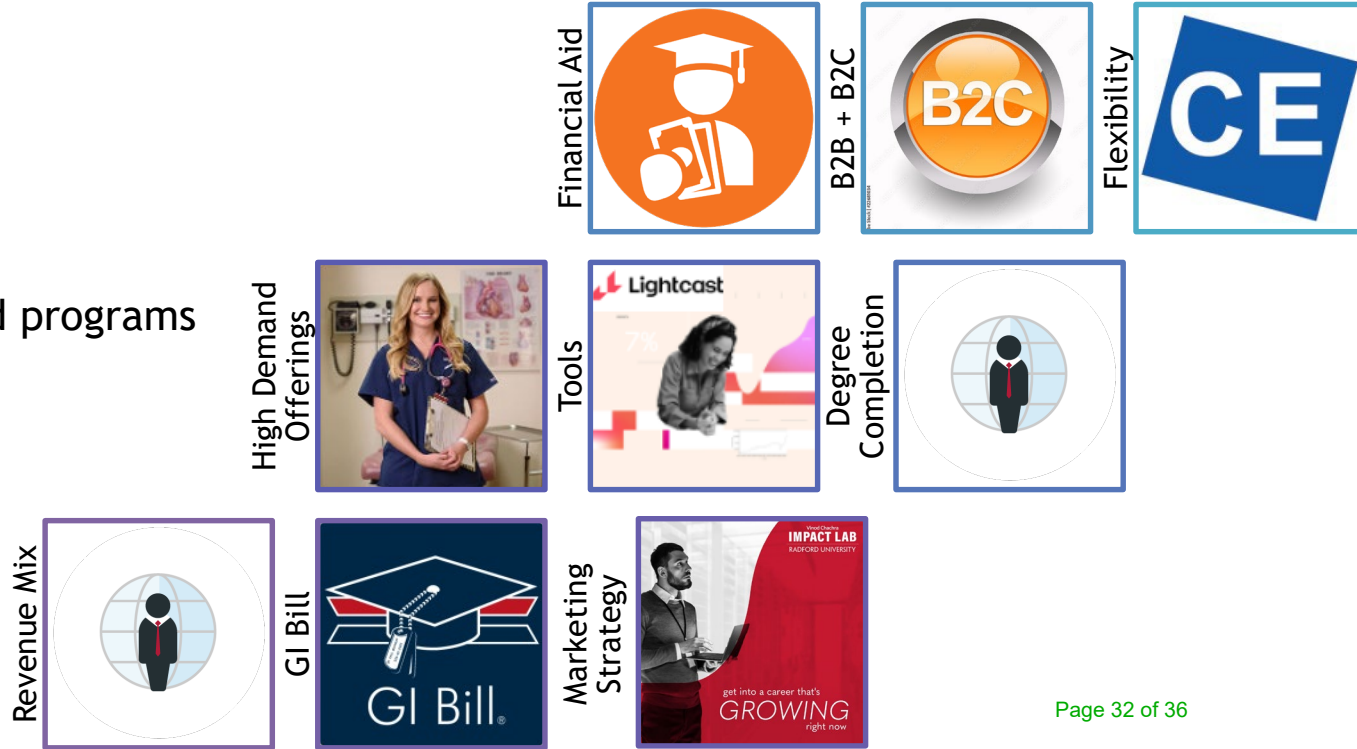|							
Franklin County	York County	Pulaski County	Amherst County Public Schools	Buena Vista City Public Schools	Cabell County Schools, West Virginia	Radford City Public Schools	Giles County Public Schools
Montgomery County Public Schools	Henry County Public Schools	Buchanan County Public Schools	Mecklenburg County Public Schools	Louisa County Public Schools	Colonial Heights Public Schools	Lynchburg City Public Schools	Grayson County Public Schools
Smyth County Public Schools	Frederick County Public Schools	Brooke County Public Schools	Patrick County Public Schools	VCOM	PLT Consulting, LLC	Virginia Department of Education	Ennoble First
ElevateU	Town of Blacksburg	Rockingham County Public Schools	Carroll County Public Schools	HealthFirst	Bath County Public Schools	Radford City Police Department	Blacksburg Police Department
Private Advisors, LLC	NC4	TRGroup	New College Institute	Citizens Group Coop	Stamattina, LLC	CivilianCyber	Commonwealth of Virginia, Chief Data Officer
Intel	Institute of Advanced Learning and Research (IALR)	Langley Federal Credit Union	Pittsylvania County Public Schools	PLT Consulting, LLC	Pulaski County Public Schools	Southwest Virginia Higher Education Center	Virginia Credit Union League (VACUL)

Cultivating and diversifying partnerships will be critical for long-term sustainability

Economic Development and Corporate Education

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Enablers for Future Growth

Key Strategies

➢ Balance revenue mix

➢ Increase access

➢ Develop high demand programs

➢ Expand partnerships

Financial Aid

B2B + B2C

Flexibility

High Demand Offerings

Tools

Degree Completion

Revenue Mix

GI Bill

Marketing Strategy

Economic Development and Corporate Education

RADFORD UNIVERSITY

Economic Development

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NRV and Roanoke Valley Engagement

- ✓ **Radford City Council Meeting**

- ✓ **Joint Commission**

- ✓ **The Hub@Radford**

- ✓ **Montgomery County Tourism**

- ✓ **VWCC and Verge**

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Economic Development: Partnerships

Discovery

Development

Economic Development and Corporate Education

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Discussion

Economic Development and Corporate Education

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