Dear Radford Family:

I am pleased to present the 2016-2017 Annual Report of Radford University, which highlights the collaborative and critical work that has occurred across every level of the campus and the community over the past year. The report reviews the activities, initiatives and programs of the Radford family in the University’s 107th year of service to the Commonwealth and my first year as your President. Each and every day, I am amazed by the strength of the Radford family, its desire to make a difference in the lives of one another and its commitment to our community and beyond.

In this momentous year, my family and I immersed ourselves in the Highlander culture and way of life from Move-In to Homecoming to Commencement. Indeed, the Radford family, in its wonderful diversity and with its unwavering passion, impressed upon me its collective memories of the past, enduring excitement for the present and hopeful dreams for the future. The University’s foundations of teaching and learning are strong, and its spirit of community and service are evident.

In this edition, you will see how the Radford family is implementing the fundamental principles of excellence, transparency, accountability and student-centeredness in our daily work and collaborative efforts. These principles have guided the campus as we realize an ambitious vision of transforming Radford into an innovative, premier university in the Commonwealth of Virginia and beyond with a keen focus on teaching, research and service. You will see how brand identity; academic excellence and research; student success; strategic enrollment growth; economic development and community outreach; and philanthropic giving and alumni engagement have come to life over the past year and stand in sharp focus as we strategically and intentionally fulfill Radford University’s promise to our students, the Commonwealth, our nation and the world. As chronicled in this report, the Radford family’s activities and achievements of 2016-2017 reflect a profound commitment to making positive contributions through noteworthy achievements and progress in key areas, as well as extraordinary philanthropic investments to make them possible.

As we continue into a new academic year, our commitment will continue to grow and our efforts will expand in new and profound ways. Our faculty members and student scholars have reached new levels in terms of discovery and innovation in the classroom and in the laboratory. Our alumni and friends surpassed prior levels of engagement and support. Great generosity has defined this year and fueled Radford University’s success. Nancy E. and H. Pat Artis have shown us a new level of commitment and generosity. Through their philanthropy, teaching, learning and research will flourish and reach new levels as talented young men and young women achieve the dream of a college degree and a better life for themselves and their families.

As Radford University’s President, it is my distinct honor to express the Radford family’s heartfelt appreciation for your engagement with and investment in our University as we serve our diverse student body and prepare the next generation of outstanding scholars and citizen-leaders. By working together in the months and years to come, there is no limit to what we can achieve as one Radford family!

With Highlander Pride,

Brian O. Hemphill, Ph.D.
President
Our values, such as academic excellence, diversity, intellectual and artistic curiosity and creativity, to name a few, are the reason you became actively involved at Radford University. Our values, coupled with a strong desire to engage with our communities in order to make a difference, are the reason students, faculty, staff, alumni and friends are deeply committed to Radford!

— President Brian O. Hemphill, Ph. D.
STUDENT SUCCESS
Shaping a successful Highlander, in and out of the classroom

Student success can easily be measured by numbers. Grade point averages and standardized testing are just a few academic tools institutions use to gauge the success of incoming and current students.

At Radford University, student success is measured in and beyond the classroom. At Radford University, a successful student is a well-rounded scholar and citizen-leader who is prepared to step out into the world and make a meaningful impact.

Community service
In fall 2016, the Highlander family collected more than 14,000 nonperishable food items during the Radford Gives Back campaign. The amount collected is estimated to feed 100 Radford City Public School pre-K-12 students for 14 weeks. Food was distributed with support from the Highlander Helpers Backpack Program, a Radford University service club.

“I don’t think I can even put in words how proud and thankful I am of the RU community,” said Katherine Kammer ’17, former president of Highlander Helpers. “It’s amazing what you can accomplish when you work together. These children we serve are our future and even future Highlanders, so to be able to support them and provide food for them is awesome.”

In January, a record 400 students returned early from winter break to participate in the annual Martin Luther King Jr. Day of Service. This is the fourth consecutive year the University has organized the effort that sends hundreds of volunteers across the region to lend a helping hand.

“At Radford, we look at today as a day on, not a day off,” said Nehemiah Bester ’18, who spent the day at a local grocery store collecting food for pantries.

Students also organized clothing donations, prepared and served hot meals, crafted homemade rugs for sheltered animals, performed home and building repairs and nurtured the minds of young children at a day care center.

The common thread of helping others by imparting knowledge and experiences upon members of the Radford family is one of the traits that makes Radford University special.
Civic engagement

Students also stepped up to advocate for Radford University during the annual Advocacy Day activities in Richmond. A record 50 students traveled to the state’s capital on Jan. 31 and Feb. 1 to engage with state representatives, observe sub-committee meetings, tour the Executive Mansion and meet with several alumni who are active in the legislative process.

“I love Radford University, and I wanted to spread the word of all the good things that go on here,” said Advocacy Day participant Alan Ward ‘17. “It’s critical to let our delegates and senators know that the work they do in Richmond has a significant effect on what we do at the University.”

In the spring, the University’s Cyber Defense Club traveled to Virginia Military Institute, where they joined hundreds of students at the inaugural Virginia Fusion Cyber Cup Competition. As the national threat of cybersecurity hacks continues to rise, Radford University continues to meet the demand for a highly-skilled cybersecurity workforce.

“I always have a sense of pride knowing that I am a Highlander. Being a part of the Radford community has meant everything. I have made lifelong friendships and connections because of Radford University.”

— Gray Hughes ’16

The club earned second place in the statewide competition, during which teams tackled problems in scenarios designed to model real-world computer security challenges.

“My membership in the club has presented multiple opportunities to enhance my knowledge in cybersecurity and practice skills that are essential in the industry,” said Joey Burt ’17.

Experiential learning

Beyond campus and the Commonwealth, Radford University students use their skills to make their communities, their hometowns and their world a better place for current and future generations.

Twenty-nine students, along with four faculty members, participated in the summer 2017 Radford Amazonian Research Expedition (RARE), a three-week trip to Peru on which students not only conducted original research, but developed new knowledge, built strong relationships with each other and faculty, explored the exotic terrain and served those who call the jungle home.

RARE has evolved into a life-changing opportunity for students from all areas of study.

Sports medicine major Abby Jones researched factors that are contributing to rising obesity rates, specifically in Peru. Pre-med student David Darrach-Chavez navigated the lush, and oftentimes unforgiving, jungle to test pH-levels of the soil. Geology major Brigette Miller used a UAV (drone) to capture images of Lucerna, a small community whose inhabitants can now use that bird’s-eye footage to impact their way of life.

“This trip will challenge you in ways you never expected,” said political science major Rachel Sharrett, whose RARE research focused on education and patriotism. “It tests your mental and physical strength. It will make you better and change you in ways you never anticipated. It gave me new perspective on myself and on the world. I can honestly say I am a better person because of it.”
Radford University unveiled a new center for learning in 2016 as the College of Humanities and Behavioral Sciences (CHBS) building opened its doors to both the campus and the local community.

The new building offers numerous enhanced learning facilities, including a courtroom, a television studio, a forensic laboratory, an Emergency Operations Center (EOC), a social media watch center and a vivarium.

The School of Communication and the Departments of Criminal Justice and Political Science use the EOC to conduct crisis and emergency simulations that allow students hands-on experience in reacting to difficult and complex situations in a safe environment.

During the collaborative simulations, criminal justice students play the role of organizations responsible for responding to a crisis, including the public information officer and responsible government organizations. Political science students play the role of the media, elected officials and community members.

The EOC includes advanced technology, including an array of TV screens, which allows students to view real-time maps, goals and objectives, as well as other pertinent information, as a simulation evolves.

Two floors down, the lights are shining and the cameras are rolling inside the CHBS television studio. The broadcast studio allows students to gain advanced experience in a professional setting.

The courtroom allows for expanded opportunities for coursework and co-curricular activities. In spring 2017, in the first-ever collaboration between the College of Business and Economics and CHBS, two faculty members used information from a major, 40-year-old case in an innovative mock trial course for criminal justice and business students. The culmination was a two-day mock trial sponsored by the Scholar-Citizen Initiative.

The Prelaw Society hosted retired Justice Cynthia Kinser, the first woman to serve as chief justice of the Supreme Court of Virginia, on March 29 in the CHBS courtroom.

I love the courtroom. It’s an ideal representation of real courtrooms I’ve spent time in, so I think the students have a perfect environment to get exposed to the law.

— Chris Huther ’88
Partner at Wiley Rein LLP
Constant exploration

An interdisciplinary collaboration helped NASA celebrate its storied history and accomplishments in a performance on May 18 at the Christopher Newport University Ferguson Center for the Arts in Newport News. The work, titled “Remember the Future,” was developed and choreographed by Amy VanKirk, assistant professor in the Department of Dance. The movement highlights NASA’s past, present and looks toward the future.

Criminal justice students took part in a unique arson investigation exercise in which students, clad in safety gear, entered the aftermath of a fire. The investigation took place as the final piece of the Fire and Arson Investigation class taught by adjunct instructor Todd Jones ’88, M.S. ’94. The Virginia Department of Fire Programs mobile burn trailer is one of two such units in the Commonwealth and is one of three burn trailers in the United States.

I’m privileged to work on a campus where students like Robyn Toran can receive statewide recognitions like the 2017 Emerging Honors Scholar of the Year. Radford University has the faculty, facilities and programs that allow the talents of our students to grow and shine.

— Niels Christensen, Ph.D.
Professor of psychology
Director, Honors Academy

Outstanding students, faculty and programs

Radford University’s outstanding students, faculty and programs received praise, recognition and scholarships throughout the year.

- Six students in the College of Education and Human Development teacher preparation programs were awarded $5,000 scholarships from the Hattie M. Strong Foundation.
- The American Council on Education announced that Erin Webster-Garrett, professor of literature, was named an ACE Fellow for the 2017-18 academic year.
- Adjunct Instructor Kristen Chang was the recipient of the Virginia Academy of Nutrition and Dietetics’ Recognized Young Dietitian of the Year Award for 2017.
- Radford’s Roanoke and main campus School of Nursing programs were rated the No. 4 and No. 7 nursing programs in Virginia by registerednursing.org.
- Political Science Professor Reginald Shareef received the Total Action for Progress award for community service.
- Radford University advisors won the Technology in Advising Commission award at the National Academic Advising Association conference.
- The Student Programming and Campus Events organization won “Best T-shirt” and “Best-Themed Campaign” at the 2016 National Association for Campus Activities South Regional Conference.
- Economics major Michael Harris placed first in the economic analysis and decision-making contest at the Phi Beta Lambda Virginia State Leadership Conference in April. His victory qualified him for the national conference in June in Anaheim, California, where he placed in the top 10.
- Amy Balija, assistant professor of chemistry, was awarded the 2016 Centennial Award for Excellence in Undergraduate Teaching at the Iota Sigma Pi 2017 Triennial Convention.
- Shawna Hession ’16 won a national award at the American Advertising Awards in June. Hession’s entry won in the illustration campaign category for students, which stemmed from a project during her final semester at Radford.
Radford University was honored and recognized as an outstanding institution by a variety of esteemed outlets:

• The Princeton Review once again recognized Radford University for its commitment to building and maintaining a sustainable, environmentally friendly campus.

• Radford University was recognized as a “Best Bang for the Buck” institution by Washington Monthly Magazine in its annual College Guide and Rankings for the fourth consecutive year.

• Radford was named a College of Distinction for 2016-17 by Colleges of Distinction, a unique national online and print resource focused on innovative, teacher-centered undergraduate education that prepares graduates for real-world success.

• Radford University ranked amongst the top 10 of Virginia public and private higher education institutions in MONEY’s 2017 “Best Colleges for Your Money.” Radford University placed 425th on the final list of 711.
In the University’s ongoing effort to offer curricula that adapt with the economy’s ever-changing needs, Radford added to its portfolio of certificates and programs:

- A one-year accounting certificate, to be offered in fall 2017.
- A Psychiatric Mental Health Nursing Practitioner certificate program to prepare the advanced-practice nurse with the expertise and skills to diagnose and treat individuals with psychiatric and mental health disorders.
- The Master of Science program in data and information management, which began in 2016 and is the first data and information management master’s program in Virginia and the first such graduate program offered by the Artis College of Science and Technology.
- A new biophysics concentration in the physics curriculum.
- A Geospatial Intelligence Certificate, specialized coursework for students who seek training in geographic information systems, to be offered fall 2017.

In the 2016-17 academic year, 308 students were active members of the Honors Program.

The International Education Center signed a study abroad agreement with Monash University (Australia), one of the world’s top 100 universities.
Radford University experienced its highest number of new freshmen and transfer student applications for the class entering in fall 2017.

STRATEGIC ENROLLMENT
Radford University appoints VP for Enrollment Management

Katherine “Kitty” McCarthy was appointed as the University’s vice president for Enrollment Management in August 2016. She brings three decades of experience in higher education admissions and enrollment management at both public and private institutions.

As vice president for Enrollment Management, McCarthy serves as a member of the president’s cabinet and has broad responsibility for recruiting and enrolling a highly talented and diverse new student population. She helps establish an enrollment vision and strategy and provide leadership of the offices of Undergraduate Admissions, the Registrar and Financial Aid.

“Kitty McCarthy was the unanimous choice of the search committee,” said Holly Cline, Ph.D., member of the search committee and chair of the Department of Design. “The committee was impressed with her data-driven and results-oriented approach to recruitment and retention. In addition, the committee felt that she would be a compassionate and tireless leader who will show true care, empathy and understanding of student and faculty needs.”

Previously, McCarthy served as the vice president for Enrollment Management and Student Affairs at West Virginia State University in Institute, West Virginia. There, her accomplishments included increased new freshmen applications; overall new student enrollment growth; the introduction and implementation of competitive recruitment practices; development and implementation of new scholarship models and awarding procedures; and collaboration with faculty and staff to achieve improved first-time freshmen retention.

Increase in applications
Radford University experienced its highest number of new freshmen and transfer student applications for the class entering in fall 2017.

The University’s enrollment management office attributes the increases to a combination of factors, including additional outreach to prospective students and their families; increased communications about the many opportunities that Radford University offers; and earlier financial aid notifications.

“We’re excited to engage with even more prospective students and share the Radford story with them. The breadth and depth of Radford University’s academic programs, combined with the opportunity to work with outstanding faculty in a student-centered environment, is attractive to many students and families. More prospective students are hearing about Radford University and are applying to be a part of the energy we experience on campus.”

— Kitty McCarthy
Vice President, Enrollment Management
Diverse student body is the heart of Radford University

Radford University’s student body has become increasingly diverse in recent years. The incoming class of 2020 was more than 33 percent ethnically diverse, up from approximately 12 percent 10 years before. The 2016 student body as a whole was nearly 30 percent ethnically diverse. African-American students comprised 15 percent of the student body in academic year 2016-17, up from just 6 percent in 2006. Aggressive recruiting in parts of Texas and California, as well as other parts of Virginia, is credited with part of the increase.

The University’s Center for Diversity and Inclusion (CDI) helps students transition into college and become more involved in everyday activities.

Quest

Organized each year by New Student Programs staff, Quest is a campuswide effort to acclimate students with classes, residence and dining halls, faculty and staff and additional services and amenities before they return to campus in the fall.

“Quest is a great opportunity for us to showcase how outstanding Radford University is,” said Joel Hanlon, interim director of New Student Programs. “We utilize our current student staff in that role and we work with a lot of things to get them the authentic Radford University experience. That’s what we want them to tell the new students, and that’s what we want them to know.”

During the new students’ time on campus, Quest has four main goals for all participants:

• Reaffirm their commitment to Radford.
• Confirm their majors and make sure that students know the requirements for their majors. Set up a successful course schedule.
• Make a connection to incoming students and a connection to student leaders, as well as to the facilities.
• Help incoming students handle as much campus business as possible while at Radford.

Friends Emma Pearman and Aaliyah Gray are transferring to Radford University and attended one of two June sessions for Transfer Quest, which is designed specifically for community college transfers.

Pearman, who plans to major in political science, said she found similarities between Radford University and her former place of study. “It’s a small campus, but there’s still a lot of diversity here,” Pearman said. “I also really like that class sizes are small. It will be easy to adjust.”

Gray also plans to study political science and said she was excited to explore the campus, meet new people and, with all of the University’s club offerings, “do my own thing.”

Quest is a great opportunity for us to showcase how outstanding Radford University is.
— Joel Hanlon
Interim director of New Student Programs

Highlander Days

Highlander Days are a fantastic way for admitted students to learn more about the campus community, meet current students and faculty and ask questions about the enrollment process.

In February, more than 200 students participated in the daylong event, one of four held during the year. Highlander Days introduce students and their guests to campus and allow them to meet current students and faculty and ask questions about the enrollment process.

The day started in Preston Hall, where students and their more than 350 guests heard from University President Brian O. Hemphill. He highlighted the many reasons Radford University continues to stand apart from other higher education institutions.

President Hemphill spoke of Radford University’s expanding campus, students who engage with faculty in undergraduate research and of the numerous national rankings the University continues to earn each year. “Students are always first in every conversation and in every decision,” he said.

Students and their guests scattered across campus to attend various activities that immersed them in the Radford experience. Groups took campus tours while others visited the residence halls. In the afternoon, students mingled at a social while family members learned more about the enrollment process. Others sat in classrooms where they heard from professors speak about their respective colleges.
Kaitlyn Julien ’17 passed along Highlander Pride in her time at Radford through Greek Life and New Student Orientation by working with new students and welcoming them into the Highlander family.

“I love new students,” Julien said. “Interacting with new Highlanders allowed me to pass on my knowledge as they join the Radford family. They walk in so excited and ready to go. It reminds you and grounds you as to why you chose Radford.”

The common thread of helping others by imparting knowledge and experiences upon members of the Radford family is one of the traits that makes Radford special. Being a part of the Radford family isn’t a roll of the dice; it’s something that has touched Highlanders, both former and current.

Senior Maddie White of Harrisonburg joined the Radford family because of the student population, small class sizes and quality educators.

It is so nice being able to walk across campus and constantly see friendly, familiar faces and feel like I truly belong at Radford — home is where the heart is, and mine is in Radford.

— Maddie White ’18

Throughout the 2016-17 academic year, the Highlander family had the opportunity to meet with President Hemphill and share stories of success, resilience, hope and Highlander pride.

With 9,400 students, more than 1,600 faculty and staff and an alumni network of 72,000, the Radford University family is robust and far-reaching.

Highlanders come from all walks of life but each share in the unique Radford University experience. Upon his arrival to Radford University, President Hemphill voiced a clear and resounding message of unity.

His statement echoed the sentiment of our students and alumni: a message of caring and mutual respect between professors and students. Whether on- or off-campus, Radford University educators care about students’ well-being and share their passion for their professions.

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Alumni tour
During the first few months of his presidency, President Hemphill traveled across the state and the Mid-Atlantic region to engage with hundreds of alumni and other members of the Highlander family. The three-month alumni tour included stops in Northern Virginia, Richmond, Virginia Beach, Roanoke, the New River Valley, Southwest Virginia, Raleigh and Charlotte, North Carolina and Atlanta, Georgia.

Throughout the tour, President Hemphill shared his vision for Radford University. He also challenged alumni in attendance to tell others about their Highlander experiences.

“Alumni can play a vital role for us out in the community. We have to make sure alumni are out there talking about the institution.”
— President Brian O. Hemphill, Ph.D.

Kristyn Cabler ’07, M.S. ’14 attended the New River Valley reception. She was impressed with President Hemphill’s message and his willingness to engage with the entire Highlander family.

“He has a really clear, positive vision for where he wants Radford to go. That will make a difference as he moves forward toward his vision,” Cabler said.

Homecoming and Family Weekend
Many of those same alumni traveled home to their alma mater on Oct. 14-16 for the 2016 Homecoming and Family Weekend festivities.

In addition to several fun-filled activities, including special dinners, a 5K race at Bisset Park and an alumni lacrosse game, visitors also toured the ever-evolving campus.

Longtime friends Ed Zimmerman ’85 and Mike Mathes ’86 sat outside on the patio of the new College of Humanities and Behavioral Sciences building. The pair had a full day of plans that included seeing “old” friends — “very old,” Mathes joked — and going to the lacrosse alumni game that afternoon. Both were impressed with the direction Radford University is taking toward its future.

Inauguration
President Brian O. Hemphill’s inauguration on Oct. 13 united the Highlander family with guests from across the nation.

Hemphill was ceremonially installed as Radford University’s seventh President by Christopher J. Wade, rector of the Board of Visitors, who bestowed the presidential medallion, and Interim Provost Joseph J. Scartelli, who conveyed to him the academic mace.

The enormity of the trust you have instilled in me is my constant companion. It is present in every action and every decision that I have made and will make on behalf of the University.
— President Brian O. Hemphill, Ph.D.
Alumna Nancy E. Artis ‘73 and H. Pat Artis, Ph.D. brightened the future generations of student-scientists on April 28 with a $5 million gift to Radford University to establish the Artis Endowed Scholarship Fund. To date, the Artis’ gift is the largest individual donation by a Radford University alumnus.

“Pat and Nancy’s generous gift will produce a lifetime of Artis Scholars to carry on the Artis Legacy — a deep love for science and technology and a strong desire to provide for others,” said Radford University President Brian O. Hemphill.

The Artis gift was one of many donations to bolster student opportunities. Almost $11 million was raised to sustain Radford University activities in the 2016-17 fiscal year.

Scholarship benefactors enable Radford students to fulfill academic dreams. "I am a first-generation college student," said nursing student Kimberly Perry, the beneficiary of the Dr. Steve Lerch Family Scholarship. “My scholarship helped remove my financial burden so that I can continue to make my family proud.”

Megan Ward, a sophomore theater major and recipient of the Nancy Necessary Pridemore and the Georgia Anne Snyder-Falkingham scholarships, said her benefactors have given her the confidence she needs to succeed. “I would not be here in college without the scholarship support that I have received. It is a confidence boost that says that I can do great things in my life.”

Sophomore elementary education student Megan Kapalin echoed Ward’s sentiment. “Receiving scholarship support has encouraged me to do well in my academic career.” Kapalin is the recipient of the Virginia Strader Nunn Memorial and the Peter DeWitt Pruden and Phyllis Stancill Pruden scholarships.

Deanna Friedel ’17, an elementary education major and the recipient of the John Ray and Nancy Sullivan Ray, the Peter DeWitt Pruden and Phyllis Stancill Pruden and the Lancaster County Teacher Leadership scholarships, articulated the value of the help she received. “My scholarships allowed me to learn how to become a better educator so that I may help improve the lives of others,” Friedel said.
Outreach and community service spring from philanthropy

In spring 2017, the Scottish Rite yet again nourished Radford University’s outreach on behalf of its community. In partnership with the Department of Communication Science and Disorders (COSD), Scottish Rite philanthropy helped children develop and enhance communication and literacy skills while affording the next generation of speech-language pathologists valuable clinical experience.

For more than two decades, the Scottish Rite has shared almost $1 million with the COSD Department toward its noble goals. For the 23rd consecutive year, the partners helped children of limited means overcome a variety of communication disorders.

“I am honored to witness again something that makes a difference,” said James Cole, Scottish Rite sovereign grand inspector general in Virginia.

“Our members and our organization are humbled by what you clinicians do and the difference you are making in the lives of others.”

Provost Emeritus Joseph Scartelli cited the heritage of the Radford-Virginia Scottish Rite Foundation partnership and the Scottish Rite’s pivotal role, saying: “No institution can do this work without the committed philanthropy of partners like your organization and its members.”

Six graduate students were recipients of Scottish Rite Scholarships to assist with the summer camps and work with clients. Graduate COSD student Amy Weldon, a 2017 Scottish Rite Scholarship recipient, said the field experience helped her grow professionally.

“I have more confidence in my abilities. I feel like I broadened the scope of potential ways I can help my clients,” Weldon said. “I loved those moments when I saw things click for them.”

Corporate and individual donors created opportunities at the 12th annual Summer Bridge, a weeklong camp rich with challenging and enlightening field experiences, lab experiments and professional encounters for almost 70 high school-aged women from across Virginia and the Mid-Atlantic region.

Michaela May, a junior majoring in geology and anthropology, was a 2013 Summer Bridge participant and 2017 teaching assistant who described her Summer Bridge experience as “inspirational.”

The experience made an impression on me and immediately put Radford on the radar. To work beside these awesome professors and give back to other young women...that’s the reason why I’m here.

— Michaela May ’19

Total giving to the University
$10,739,995

Total number of donors
5,283

2016 - 2017 Annual Report
As a comprehensive institution of higher education serving the Commonwealth of Virginia, Radford University is focused on fulfilling its primary mission of teaching, research and service. As it fulfills its mission, the University exerts a profound, positive impact.

Radford University and its alumni generate an economic impact of more than $1 billion annually and support more than 8,400 jobs in Virginia, according to the report, titled “Radford University Economic Impact Study 2016.” The report models and measures the economic value that Radford University adds to the Commonwealth and its geographic home in the New River and Roanoke valleys.

In 2015, Radford University contributed $361 million to the statewide economy and, when combined with the induced impact of its alumni, contributed $1.056 billion statewide, all supporting an estimated total of 8,421 jobs in Virginia. Regionally, Radford University contributed in excess of $313 million to the regional economy (New River and Roanoke valleys) and a total of $475.2 million, supporting an estimated total of 4,176 jobs, when combined with the induced impact of alumni in the region.

For each dollar of state support, the impacts represent a return on investment of $22 statewide and $10 regionally, based on an investment of $47.3 million received in general appropriations.

The report considers a wide range of data, from the direct impact of spending by its students, faculty and staff members to the induced impact of its more than 70,000 alumni. The comprehensive study compiled data from fiscal years 2009-2016.

According to the analysis prepared by the New River Valley Regional Commission, Radford University’s impact of $313 million upon the regional economy reflects an increase of almost 40 percent since 2010.

Economic impact is measured by the initial spending of the institution for operations and personnel as well as student spending. The total economic impact includes the effect of initial spending and the secondary or indirect and induced spending that occurs when initial expenditures are respent. The Radford University economic impact study measured both direct economic impact — money spent by the institution itself — and indirect impact, or the respending of dollars within the local economy by the University community, alumni and affiliated businesses and households.

Across Virginia, Radford University alumni earned an estimated $787.8 million to produce $695 million in sales and support more than 5,200 jobs. $272 million was spent on campus construction and renovation projects. Virginia businesses received more than 80 percent of these contractual agreements.

On average, 86 percent ($47.3 million) of student spending occurs in the New River and Roanoke valleys, and slightly more than half of that occurs within the City of Radford.

Visitors to Radford University bring an additional $4.5 million in spending to the region.

The full version of Radford University Economic Impact Study 2016 is available at www.radford.edu/economic-impact-2016

Among the report’s significant findings:

• Radford University supports 2,845 jobs in the region and 3,221 statewide based on its direct and indirect spending.

• Regionally, Radford University alumni earnings totaled more than $232.3 million in 2016 to produce over $162 million in sales at local businesses and support 1,331 regional jobs.
## FINANCIAL HIGHLIGHTS
(For the years ended June 30, 2013 - 2017. All figures are in thousands)

### University Net Position

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Percent Change 2013 to 2017:
- Net Investment in Capital Assets: 40.0%
- Restricted Funds: -54.9%
- Unrestricted Funds: -51.0%
- Total Net Position: 20.0%

### Growth in Net Position

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$186,994</td>
<td>$204,584</td>
<td>$228,624</td>
<td>$240,954</td>
<td>$215,331</td>
</tr>
<tr>
<td>Expenses</td>
<td>173,148</td>
<td>181,267</td>
<td>188,268</td>
<td>199,687</td>
<td>203,680</td>
</tr>
<tr>
<td>Total Growth in Net</td>
<td>$13,846</td>
<td>$23,317</td>
<td>$40,356</td>
<td>$41,267</td>
<td>$11,651</td>
</tr>
<tr>
<td>Position</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Dollars ($) 5-Yr. Total:
- $1,076,487
- 946,050
- $130,437

### University Facility Infrastructure

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>University Owned</td>
<td>2,211</td>
<td>2,335</td>
<td>2,462</td>
<td>2,556</td>
<td>2,795</td>
</tr>
<tr>
<td>University Leased</td>
<td>426</td>
<td>402</td>
<td>233</td>
<td>156</td>
<td>138</td>
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<tr>
<td>Total University</td>
<td>2,637</td>
<td>2,737</td>
<td>2,695</td>
<td>2,712</td>
<td>2,933</td>
</tr>
<tr>
<td>Space</td>
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</tr>
</tbody>
</table>

Square Footage 5-Yr. Growth:
- 26.4%
- -67.6%
- 11.2%

### Notes
- *Details of restatement related to implementation of GASB 68 or other changes can be found in the individually published statements*
- **Fiscal year 2017 figures provided are unaudited**
To begin the fall 2016 semester, President Brian O. Hemphill hosted the Inaugural Budget Planning Summit, which included student, faculty and staff representatives from across the campus. During the daylong summit, presentations were provided regarding the University’s operating budget and the budget forecast for the Commonwealth of Virginia. Following these presentations, the Radford family engaged in breakout group discussions on the topics of revenue generation, efficiencies and innovation, as well as economic development and programmatic strategies. From these discussions, a total of 17 recommendations were identified and will guide the University’s budget planning efforts. These recommendations will also inform the work of the University’s strategic plan.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fees</td>
<td>$61,346</td>
<td>$66,697</td>
<td>$69,686</td>
<td>$73,790</td>
<td>$72,224</td>
<td>-2.1%</td>
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<tr>
<td>State Appropriations</td>
<td>53,342</td>
<td>54,096</td>
<td>54,893</td>
<td>56,492</td>
<td>60,761</td>
<td>7.6%</td>
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<tr>
<td>Grants &amp; Contracts</td>
<td>6,406</td>
<td>5,028</td>
<td>5,502</td>
<td>5,603</td>
<td>5,069</td>
<td>-0.6%</td>
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<tr>
<td>Auxiliary Revenue</td>
<td>65,017</td>
<td>66,100</td>
<td>66,033</td>
<td>66,597</td>
<td>66,223</td>
<td>1.1%</td>
</tr>
<tr>
<td>Indirect Revenue</td>
<td>406</td>
<td>315</td>
<td>367</td>
<td>442</td>
<td>447</td>
<td>12.4%</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>1,808</td>
<td>1,560</td>
<td>1,834</td>
<td>2,012</td>
<td>2,262</td>
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<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>$188,325</td>
<td>$193,797</td>
<td>$198,314</td>
<td>$204,936</td>
<td>$206,985</td>
<td>1.0%</td>
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<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction</td>
<td>$61,632</td>
<td>$61,632</td>
<td>$65,355</td>
<td>$67,788</td>
<td>$68,545</td>
<td>1.1%</td>
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<tr>
<td>Public Service</td>
<td>201</td>
<td>201</td>
<td>261</td>
<td>291</td>
<td>373</td>
<td>28.2%</td>
</tr>
<tr>
<td>Academic Support</td>
<td>10,867</td>
<td>10,867</td>
<td>12,019</td>
<td>12,140</td>
<td>12,270</td>
<td>1.1%</td>
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<tr>
<td>Student Services</td>
<td>5,335</td>
<td>5,335</td>
<td>6,695</td>
<td>6,645</td>
<td>7,280</td>
<td>9.6%</td>
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<tr>
<td>Institutional Support</td>
<td>16,217</td>
<td>16,217</td>
<td>19,734</td>
<td>21,229</td>
<td>21,201</td>
<td>-0.1%</td>
</tr>
<tr>
<td>Operation &amp; Maintenance</td>
<td>12,967</td>
<td>12,967</td>
<td>12,753</td>
<td>14,377</td>
<td>13,812</td>
<td>-3.9%</td>
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<tr>
<td>Student Financial Aid</td>
<td>9,753</td>
<td>9,753</td>
<td>10,042</td>
<td>10,313</td>
<td>12,166</td>
<td>18.0%</td>
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<tr>
<td>Sponsored Programs</td>
<td>5,453</td>
<td>5,453</td>
<td>5,083</td>
<td>5,210</td>
<td>4,960</td>
<td>-4.8%</td>
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<tr>
<td>Auxiliary Enterprise</td>
<td>50,116</td>
<td>50,116</td>
<td>55,817</td>
<td>56,773</td>
<td>57,873</td>
<td>1.9%</td>
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<tr>
<td><strong>Total Operating Expense</strong></td>
<td>$172,540</td>
<td>$172,540</td>
<td>$187,759</td>
<td>$194,765</td>
<td>$198,480</td>
<td>1.9%</td>
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</tbody>
</table>
FAST FACTS

At a Glance

TOTAL ENROLLMENT: 9,401
   UNDERGRADUATE: 8,453
   GRADUATE: 948

UNDERGRADUATE STUDENTS
   43% MALE
   57% FEMALE
   94.1% IN-STATE
   5.9% OUT-OF-STATE

GRADUATE STUDENTS
   23.4% MALE
   76.6% FEMALE
   87% IN-STATE
   13% OUT-OF-STATE

• Students from 39 states (including Washington, D.C.), 60 foreign countries.
• In fall 2016, almost 60 percent of Radford University undergraduates were determined to have need and received financial aid.
• 334 students (both undergraduate and graduate) received U.S. military or veteran benefits.
• 1,675 total employees = 469 teaching and research faculty, 1,331 full-time employees.

ACADEMIC OFFERINGS
• 67 degree programs in 38 disciplines and five certificates at the undergraduate level
• 22 master’s programs in 17 disciplines and three doctoral programs at the graduate level
• 11 post-baccalaureate certificates and one post-master’s certificate

Focus on Excellence
• More than 97 percent of classes taught by faculty or adjunct faculty
• Student to faculty ratio: 16:1
• Average freshman class size: 31 students
• 25 STEM-H degree areas of study
• Master of Science in data and information management added in fall 2016
• 83 percent of faculty hold doctorates or terminal degrees in their fields
• First graduate from Design Thinking certificate program

Serving Virginia
• 94% of undergraduates are from Virginia
• 97% of Virginia localities represented
• Fall 2016 new freshmen represented 268 public Virginia high schools and 34 private Virginia schools

Enrollment Growth and Student Success
• Radford University has awarded over 9,200 bachelor’s degrees in the past five years.
• During 2016-17, Radford University conferred 2,263 bachelor’s, master’s and doctoral degrees and certificates.

Radford University had 719 new transfer students in fall 2016. Of these students, 81 percent matriculated from the Virginia Community College System.

The 1,751 new freshmen in fall 2016 included:

41% first-generation students.

33% minority students, an increase of 20% over fall 2010.

Radford University’s in-state undergraduate enrollment has increased by 6.2 percent since fall 2010.
Strategic Planning

In October 2016, President Brian O. Hemphill appointed a Strategic Planning Task Force, including nine subgroups composed of students, faculty, staff, alumni and community members.

Since that time, over 180 individuals, under the leadership of Dean Kenna Colley in the College of Education and Human Development and Professor Jack Call in the Department of Criminal Justice, have been working collaboratively in order to chart the course for Radford University’s future through a comprehensive strategic planning process. Moving forward, that process will include the adoption and implementation of Radford University’s 2018-2023 strategic plan, Embracing the Tradition and Envisioning the Future. This plan, which reinforces the University’s collective focus on excellence, accountability, transparency and student-centeredness, provides specific goals and strategies in the following strategic areas: academic excellence and research; brand identity; economic development and community partnerships; philanthropic giving and alumni engagement; strategic enrollment growth; and student success.