

# RADFORD UNIVERSITY

## **President**

### *Position Description*



**Greenwood/Asher & Associates, Inc.**

EXECUTIVE SEARCH, CONSULTING, AND TRAINING

## *President*

The Radford University Board of Visitors invites applications and nominations for the position of President. The President reports to the Board of Visitors and is the Chief Executive Officer of the University.

### *The Opportunity*

With an attractive, state-of-the-art facility located on a beautiful campus on the New River in Virginia's Blue Ridge Mountains, Radford University is poised at the start of a new era and seeks a leader to galvanize the college and its community around a compelling vision for the future.

The opportunities for success for the University and its President abound. There is tremendous potential for garnering philanthropic support from a growing and increasingly successful alumni body and for further developing symbiotic corporate partnerships. The faculty is cohesive in its commitment to achieving excellence in both student success and scholarly attainment. Recently reaccredited by SACS, the award winning University is poised to develop the next iteration of its strategic plan and, the opportunity to "move the needle" at Radford is apparent and the potential considerable.

Addressing that potential will require a President of considerable experience and skill. A strong leader and manager of people and programs is absolutely required, and a track record of successful engagement with external constituencies – especially in terms of both corporate partnerships and individual philanthropy – is highly desirable. The new President will work collaboratively with multiple internal and external constituencies in the leadership, management and strategic planning of the University.

Radford is on the move. This is an exceptional opportunity for a leader to have a profound, even historical, impact on this institution.

### *About Radford University*



Radford University is a comprehensive, midsize public university that is known for student-focused academic programs, a strong emphasis on service to others, and a picturesque 191-acre campus. As a mid-size institution, the University provides its students a winning combination of broad opportunities associated with a

large university and highly personalized relationships considered the hallmark of a smaller college. Well known for its strong faculty/student bonds, innovative use of technology in the learning environment and vibrant student life on a beautiful campus, Radford University offers many opportunities for success in and out of the classroom.

Radford University welcomes students from the Commonwealth of Virginia, across the country and around the world. Students find inspiration in the surroundings – the beautifully landscaped campus, the murmur of the adjacent New River, the wonders along the Blue Ridge Parkway, the inspiring University buildings and a quaint downtown. Radford's more than 105 undergraduate and graduate programs, including doctoral programs, offer every student the opportunity to discover new talents, develop leadership skills and experience personal growth.

Radford University is well-known for its focus on teaching and close student-faculty interaction. The Radford University faculty is invested in the success of their students. With a student to faculty ratio of 18 to 1, Radford's faculty has been recognized for excellence and dedication. Since 1981, 11 University faculty members have been selected as Fulbright Scholars to teach or do research in other countries. Ten Radford University professors have received the State Council of Higher Education for Virginia's Outstanding Faculty Award since 1986, most recently in 2015. Additionally, one Radford University professor was named U.S. Professor of the Year for master's level universities and colleges by the Council for Advancement and Support of Education (CASE) and the Carnegie Foundation for Advancement of Teaching in 2006.

Radford University incorporates advanced technology into the classroom and educational process. With a 100 percent wireless campus, the University has more than 170 electronic classrooms and is innovative in introducing state-of-the-art technology and technology support to faculty and students.

Radford University students come from 45 states (including Washington, D.C.) and 63 nations. Radford's student body has become the most diverse in the institution's history. For example, the fall 2013 new freshman class was comprised of 38 percent first generation, while nearly 30 percent of the new class identified themselves as ethnic minorities (compared to 12% in 2005), with 12.8 percent as African American and 6.6 percent as Hispanic/Latino. The campus community supports this culturally diverse student population and offers more than 250 clubs and organizations for student participation and growth, leadership development and service. Students also have the opportunity to participate in faculty-led study abroad programs in 13 countries.

Accompanying the increased diversity of the student body, the University has experienced several enrollment records. In fall 2012 Radford University enrolled the largest freshman class in its history, nearly 2,100 students. In fall 2013 Radford University set an enrollment record of 9,928 total students and an undergraduate enrollment record of 8,913 students.

## *Code of Ethics*

Radford University is committed to maintaining the highest ethical standards and to upholding the public's trust. We recognize that our behavior affects not only our own individual reputation, but also that of Radford University. Accordingly, this Code of Ethics forms the ethical principles that will guide all members of the University community in all decisions and activities. These principles are:



**Respect:** We will nurture a climate of care, concern, fairness, and civility toward others while recognizing and embracing each individual's dignity, freedom, and diversity even in the face of disagreement.

**Honesty and Integrity:** We will act and communicate truthfully and candidly. We will uphold the University's values and make decisions based on the greater good, conducting ourselves free of personal conflicts or appearances of impropriety and self-dealing.

**Communication:** We will openly share information with stakeholders regarding the processes used in developing policies and making decisions for the University.

**Stewardship:** We will use University resources in a wise and prudent manner in order to achieve our educational mission and strategic objectives. We will not use University resources for personal benefit or gain.

**Excellence:** We will conduct all University affairs diligently, exercising due professional care and striving to meet the high expectations we have set for ourselves as well as the expectations of those we serve.

**Responsibility and Accountability:** We will be trustworthy and answerable for our conduct, decisions and obligations and will comply with all applicable laws, regulations, policies and procedures. We recognize our obligation to report unethical conduct to appropriate authorities.

## *Strategic Plan Radford*

The 07-17 Strategic Plan, Forging a Bold New Future, has served as a blueprint for Radford University in achieving its vision and goals.

A decade ago, Radford Administration, College Deans, Board of Visitors members, and the visioning commission members, were deeply involved in the process of creating a new vision for the University. The results of these many efforts and diverse views were melded into the vision document that was published in 2007. The opportunity exists for the new president to work collaboratively with similar internal and external constituencies in developing a new strategic plan that focuses on the future of the university.

<http://www.radford.edu/content/radfordcore/home/about/strategic-plan.html>

## ***University Mission Statement***

Radford University serves the Commonwealth of Virginia and the nation through a wide range of academic, cultural, human service, and research programs. First and foremost, the University emphasizes teaching and learning and the process of learning in its commitment to the development of mature, responsible, well-educated citizens. RU develops students' creative and critical thinking skills, teaches students to analyze problems and implement solutions, helps students discover their leadership styles, and fosters their growth as leaders. Toward these ends, the University is student-focused and promotes a sense of caring and meaningful interaction among all members of the University community. Research is viewed as a vital corollary to the teaching and learning transaction as it sustains and enhances the ability to teach effectively. Radford University believes in the dynamics of change and has a strong commitment to continuous review, evaluation, and improvement in the curriculum and all aspects of the University, so as to meet the changing needs of society.

## ***Accreditation***

Radford University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award baccalaureate, masters, educational specialist and doctorate degrees.

## ***Facilities***

Under President Kyle, the University has made significant advancements in the expansion and renovation of campus. Since 2005, Radford University has secured approval and funding for more than \$300 million in capital projects, for both new construction and renovation. In 2008, RU opened the Covington Center for Visual and Performing Arts, and in 2012 it opened a \$44 million signature building for the College of Business and Economics. The University just opened the Student Recreation and Wellness Center, a 110,000 square foot center with education facilities to help students learn to live a healthy lifestyle that includes physical fitness and nutrition. The building has an indoor sloped running track, three indoor basketball courts, a multi-activity court, racquetball courts, free weights, exercise equipment and floor exercise rooms.

RU started construction in August 2012 on the Center for the Sciences, a 114,000 square feet state-of-the-art building that will provide advanced technology classrooms and facilities supporting science education and outreach at the University. The building will feature 18 teaching labs and five additional classrooms, and will incorporate a Biosafety Level 2 research lab, a forensic sciences research lab, nine science specific research labs, a vivarium, the Museum of the Earth Sciences and a planetarium. The building is projected to be completed in late fall 2015.

Also in 2014, construction commenced on the 143,600-square-foot College of Humanities and Behavioral Sciences building. This building, which will be the largest academic space on campus, is scheduled for completion in 2016.

The University also has renovated several major campus buildings, including the technologically advanced Young Hall and many university dorms. As a result RU was recently recognized as having the best dorms in Virginia.

Radford University continues to make great strides in its commitment to sustainability and responsible stewardship of economic, social and environmental resources. The Princeton Review has routinely named the University to its updated "Guide to 322 Green Colleges," honoring RU for an "above-average commitment to sustainability in terms of campus infrastructure, activities and initiatives." The U.S. Environmental Protection Agency has recognized multiple buildings on campus with Energy Star certification, and according to the agency's website, RU is the only university in Virginia with Energy Star-certified residence halls.

## *Academics*

Through its six academic colleges, the University offers 69 undergraduate degree programs, 22 master's programs and three doctoral programs, as well as 10 post-baccalaureate certificates and 1 post-masters certificate. Over the past 100 years, Radford has become known for meeting the growing needs of society through its academic programs. Recent additions include a master's in occupational therapy and allied health doctoral programs in psychology, physical therapy and nursing practice, and an expansion of STEM-H (science, technology, engineering, mathematics and health) programs.

The University has over 400 full time faculty. Class sizes are small and most classes are taught by full-time, tenure-track faculty. The faculty is consistently recognized for their performance and commitment to teaching. A number of faculty are Fulbright Scholars and each year the University provides awards for outstanding teaching, research, and service.

Radford University has consistently been recognized in national rankings, including:

- Best Value Colleges – The Princeton Review, 2013-14
- Best Regional Universities in the South – U.S. News & World Report, 2014
- Best Colleges and Universities in the Southeast – The Princeton Review, 2008-12, 2014

- Best Bang for the Buck Universities – Washington Monthly Magazine, 2013
- Top Public Master's Universities in the South – U.S. News & World Report, 2010-12
- Top Online Education Programs (Doctor of Nursing Practice) – U.S. News & World Report, 2012
- Top 13 of Institutions Housing Multiple Strong Programs in teacher preparation – NCTQ Teacher Prep Review, 2013
- Top Interior Design Schools in the South – DesignIntelligence, 2014
- Top 10 Interior Design Programs in the Nation – DesignIntelligence, 2011
- Best 295 Business Schools – The Princeton Review, 2012-14
- Top Green Colleges in the Nation – The Princeton Review, 2010-14

### *College of Business and Economics*



The Radford University College of Business and Economics (COBE) provides an active learning environment that develops responsible business professionals who collaborate to compete successfully in the global economy. Accredited by the Association to Advance Collegiate Schools of Business (AACSB), the college provides students opportunities to interact with entrepreneurs, accountants, investors, managers and marketing professionals from across the country and the globe. For more information

please visit: <http://www.radford.edu/content/cobe/home.html>

### *College of Education and Human Development*

Preparing students to become effective agents of change is a common thread running through the college's 31 programs. Undergraduate and graduate programs in the college's four academic divisions - School of Teacher Education and Leadership, the Department of Health and Human Performance, the Department of Recreation, Parks and Tourism, and the Department of Counselor Education, focus on developing responsive and engaged professionals who meet the real needs of people and communities.



Besides its well known programs in elementary, middle and secondary education, the College now includes areas such as athletic training; sports administration; sports medicine;

corporate/commercial fitness; health promotion; nutrition and dietetics; recreation, parks and tourism; counselor education; educational leadership; reading, early childhood education and early childhood special education; deaf and hard of hearing education; and high incidence disabilities. For more information please visit: <http://www.radford.edu/content/cehd/home.html>

### ***Waldron College of Health and Human Services***

The Waldron College of Health and Human Services at Radford University is renowned for providing the highest-quality instruction and clinical practice for its students. Challenging students intellectually, the college engages students in collaborative projects and mentoring



activities that enrich their lives and enhance their educations. Students are prepared for highly desirable and high demand careers in nursing, speech-language pathology and audiology, physical therapy, occupational therapy and social work. The College's excellent faculty, small class sizes, and state-of-the art technology make RU a destination of choice for students in health care professions. For more information please visit: <http://www.radford.edu/content/wchs/home.html>

### ***College of Humanities and Behavioral Sciences***

The College of Humanities and Behavioral Sciences at Radford University is composed of the School of Communication, eight departments and five interdisciplinary minors. Through the core curriculum integrated with coursework in their majors, students develop skill sets in oral and written communication, critical thinking, creative problem solving, ethical judgment, and collaboration with others that serve them well throughout their academic and professional lives, as well as in their personal lives as productive citizens. Students engage in experiential learning activities and internships that give them an opportunity to serve their communities, while preparing them for jobs after graduation.



For more information please visit: <http://www.radford.edu/content/chbs/home.html>



## ***College of Science and Technology***

The curriculum and faculty members of the College of Science and Technology at Radford University prepare students to become successful professionals in a culturally diverse global economy that is becoming increasingly technical and scientifically advanced. Economic competitiveness and global environmental issues have inspired a renewed emphasis on science, technology, engineering and mathematics (STEM), and the innovations in these fields are changing our lives on a daily basis. For more information please visit:

<http://www.radford.edu/content/csat/home.html>

## ***College of Visual and Performing Arts***

The College of Visual and Performing Arts at Radford University provides a combination of artistic and academic excellence across all of the arts disciplines. Instruction combines traditional forms and approaches with the latest in technology applications to best prepare students for the challenges and expectations that await them in their careers as artists, designers, scholars, educators, therapists and arts-related professionals. For more information please visit:

<http://www.radford.edu/content/cvpa/home.html>



## ***College of Graduate Studies and Research***



The College of Graduate Studies and Research offers graduate programs designed to help students dive into their fields of study, engage in research or learn from leaders in their fields. A graduate degree not only gives students an advantage over others in the marketplace, on average, graduate degree holders earn more throughout the course of their careers.

Master's degrees are offered in Corporate and Professional Communication, Counseling and Human Development, Data and Information Management, Education, Educational Leadership, Literacy Education, Special Education, Nursing and Social Work; Doctoral programs are offered

in Nursing Practice, Physical Therapy, and Counseling Psychology. For more information please visit: <http://www.radford.edu/content/grad/home.html>

## *Student Life*

More than 3,000 students live on campus across 15 residence halls at Radford University. In total, more than 80 percent of students live on campus or in off-campus housing within walking distance to the University.



Several themed and living learning communities serve to enhance the student residential and academic experience. The Honors Academy, Community of Artists (College of Visual and Performing Arts), Accelerated Research Opportunities (ARO), and Biology Connections (for Biology majors) create unique learning communities for qualified, interested students. Two

additional living learning communities are in development for the fall of 2016 giving students additional opportunities to connect and learn.

There are nearly a dozen different places to eat on campus, including Chick-fil-A, Starbucks, Wendy's, Papa John's, Hissho Sushi and many more. Dalton and Muse Hall offer more traditional dining settings. Radford University's Hurlburt Student Center, commonly called "The Bonnie," offers students a place to relax, eat, have fun and get involved.

Intramurals, club sports, Greek life, leadership opportunities, volunteer opportunities, community service, and on- and off-campus employment enrich the student experience.

In December 2014, the state-of-the-art Student Recreation and Wellness Center opened. Very popular with the students, the 110,000-square-foot facility serves as the campus hub for RU students, intramural sports and includes a two-story inclined running track, two floors of strength-training equipment, three floors of cardio equipment, four fitness studios, three gym courts, two racquetball courts, a multi-activity court and classrooms.



## *Athletics*



The Radford Highlanders are composed of 16 teams representing Radford University in intercollegiate athletics, including men and women's basketball, cross country, golf, soccer, and tennis. Men's sports also include baseball and women's sports also include volleyball, lacrosse, field hockey, and softball. The Highlanders compete in the NCAA Division I and are members of the Big South Conference.

Radford University's student-athletes epitomize sportsmanship and success, on the court and

on the field, as well as in the classroom.

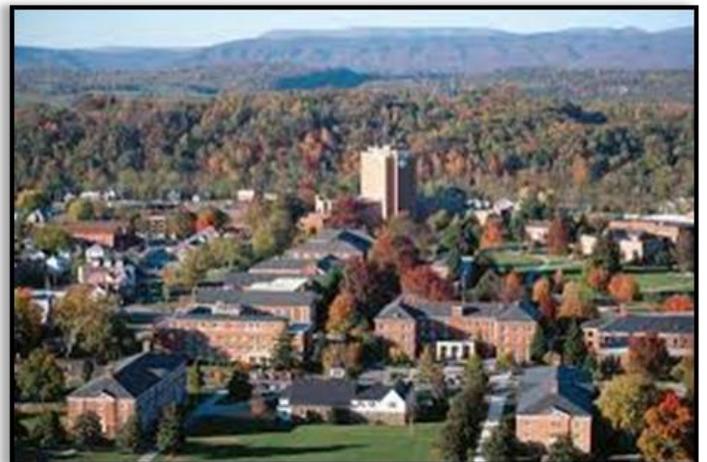
With an 89% graduation success rate, all athletic programs are in compliance with NCAA APR standards. Recognized for scholar-athlete excellence, Highlander Athletics has earned above a 50% percent threshold of Presidential Honor Roll (3.0 GPA) achievers in every academic year since 2007-08 and has been home to Big South Conference Presidential Honor Roll Champions in 2008-09, 2010-11 and 2012-13 (highest percentage of 3.0 students). In 2015, Radford University achieved institutional history for having both the Big South Conference's Men's and Women's Scholar-Athlete of the Year.

Since 2007, Radford University Athletics has achieved 16 Big South Regular-Season Championships, 12 Big South Tournament Championships, 12 NCAA Tournament appearances, two WNIT appearances, 23 Big South Coaches of the Year and 18 Big South Players of the Year.

## *About the City of Radford*

Radford University is located in the city of Radford (population 15,859), 36 miles southwest of Roanoke, Va., on Route 11 and I-81 in the New River Valley, close to the beautiful Blue Ridge Mountains of Virginia. Radford covers approximately 9.5 square miles and is a diverse city full of commercial and recreational opportunity.

Most Radford students live in University residence halls or in private apartments and houses within walking distance of the campus.



The University grounds and facilities are conveniently arranged, beautifully maintained, ADA compliant and effectively designed to meet the academic, personal and extracurricular needs and interests of the students.

The area, known for its beautiful scenery, provides abundant recreation, including kayaking, fishing and tubing on the New River; hiking or bicycling on one of the region's dozens of trails; or simply taking in nature nearly anywhere in the area. The City of Radford offers shopping and dining just a short walk from campus and there is a regional mall less than 10 miles away.

Radford University is served by Radford Transit, which provides safe, reliable and convenient public transit to the citizens of Radford, Radford University students, faculty and staff and those who live in the surrounding areas. Professionally operated by NRVCS Transit Services, Radford Transit was established in 2011 through a joint partnership between Radford University, City of Radford, the Virginia Department of Rail and Public Transportation, and the Federal Transit Administration.

For more information please visit: <http://www.radford.va.us/>

## ***The Position***

The President of the University is the Chief Executive Officer and is appointed by and is accountable to the Board of Visitors. The President is responsible for the leadership of the institution in compliance with University policies and consistent with all applicable federal, state and local laws. The President oversees the day to day administration of the institution while honoring the time shared internal governance model of the University.

The University has significant opportunities to increase public and private revenue streams. Doing so will provide additional student scholarships, attract and retain top faculty and provide for the creation of endowments and named chairs.

The University is positioned to elevate its profile nationally and internationally. The President will work with the faculty, students, alumni, and members of the business community to identify, foster, and enhance programs throughout the University. The President will work to promote the Radford brand so that RU is a school of choice not only to students in the Commonwealth of Virginia, but across the nation and beyond.

Among a wide range of delegated responsibilities from the BOV, the President's duties encompass the following:

### **Leadership & Vision**

- Articulate and execute visionary leadership to increase the stature of the University;
- Collaborate with the Provost and faculty to foster excellence in teaching, scholarship and academic vision, keeping the University at the forefront of emerging trends in higher education;

- Accelerate the University's commitment to innovative classroom and laboratory teaching;
- Lead effective programs and processes to improve student success;
- Develop and maintain collaborative relationships with local business and industry;
- Lead the development of the University's next strategic plan;
- Be an active leader in alumni affairs, public relations, and legislative relations;
- Anticipate, identify and prepare for required accountability and measurement of outcomes, including with the State Council of Higher Education for Virginia (SCHEV);
- Lead collaboratively with other educational institutions to provide increased access and breadth of programs;
- Actively increase the diversity of faculty, staff and students;
- Create an infrastructure that facilitates open dialogue and connections with the student body, fostering responsiveness to student needs and concerns;
- Act as the principal spokesperson for the University, promoting the unique cultural, educational and professional context of Radford to enhance its standing within the Commonwealth and the nation;
- Cultivate productive relationships with Virginia, regional, county and local public officials.

### **Management**

- Strengthen a commitment to the practice of transparency throughout the University;
- Practice shared governance through policy and procedures and the adoption of best practices;
- Maintain direct contact and rapport with members of all of the University's constituencies including students, faculty, staff, alumni and members of the Radford community;
- Build an effective leadership team that follows the vision of the University and fosters leadership development throughout the University;
- Serve as the communication link between all of the University constituencies;
- Strategically explore opportunities to advance the mission of the University;
- Plan and administer an effective institutional budget;
- Review operational costs and ensure that financial controls are in place for proper fiscal management of the University.

### **Resource Development**

- Lead efforts to strategically enhance and diversify funding sources.
- Play a prominent role in fundraising; lead targeted campaigns to build relationships with and secure funding from alumni and friends as well as public and private entities.
- Formulate a strategy to elicit and marshal support from the Commonwealth of Virginia and business communities throughout the state;
- A commitment and understanding of the value of a strong Division I athletics program;
- Commitment to engage and cultivate meaningful relationship with alumni.

## ***Qualifications and Preferred Characteristics/Traits***

Radford University's next president should possess a distinguished record of executive leadership while also demonstrating a commitment to scholarship, learning, and discovery. The successful candidate must embrace excellence, integrity, and exhibit the leadership abilities required to achieve the University's vision. The desired leader should have a proven track record for building an accomplished, talented and diverse senior leadership team. Experience in securing funding from multiple sources is preferred.

The President of Radford University will be a proven collaborative and entrepreneurial leader along with a successful manager of people and programs. Therefore, a track record of progressively responsible administrative leadership combined with a collegial and transparent leadership style is preferred.

The President will ideally possess an earned terminal degree and have knowledge/experience in teaching and research, as well as current trends in education. University leadership and the search committee also welcome candidates who, while not possessing such a traditional academic background, have demonstrated the successful ability to lead diverse groups and programs in a non-academic environment. For all candidates, an understanding of and commitment to traditional academic values, including especially the centrality of student success at both the graduate and undergraduate level, shared governance, and the inextricable link between teaching and scholarship is preferred.

The ability and enthusiasm to connect with business, government, and community leaders and a willingness to spend a considerable percentage of time and energy on external relations is critical. Demonstrated skill as a successful fund raiser will be a distinct advantage, and the personal qualities of the successful relationship builder – including especially exceptional communication skills – are absolutely required. Additional skills and experience that are highly preferred are: dealing with accreditation agencies, soliciting grants, developing international programming, creating new programs, and direct experience dealing with advisory or governing boards.

### **Preferred Characteristics/Traits**

- Record of achievement as a visionary leader who exhibits passion and who possesses the ability to inspire the University community;
- Successful experience in developing and executing strategies in a complex institution, including the fiscal skills and acumen necessary to prioritize and facilitate the allocation of resources effectively and efficiently;
- Decisive management skills exemplified by a record of courage in making difficult decisions in an environment with competing demands and limited resources;
- Demonstrated success in securing transformational gifts and leading a comprehensive fundraising campaign;

- Proven record of innovative problem-solving, coupled with the ability to utilize a transparent, collaborative process in decision making that invites multiple perspectives;
- An understanding and appreciation of the evolution of higher education locally and globally, and the ability to operate nimbly in this dynamic environment;
- A bold leader with personal humility who is both visible and approachable;
- A role model with superior integrity, honesty, resilience, and work ethic.

## *Salary*

The salary is competitive and commensurate with qualifications and experience.

## *Applicant Review*

Confidential applications and nominations will be accepted until the position is filled. For best consideration, applications and nominations should be provided by October 10, 2015.

## *How to Apply*

Greenwood/Asher & Associates, Inc. is assisting Radford University in this confidential search. Initial screening of applications will begin immediately and will continue until an appointment is made. Individuals who wish to nominate a candidate should submit a letter of nomination including contact information for the nominee. Application materials should include a letter addressing how the candidate's experiences match the position requirements, a curriculum vitae or resume and five references. Submission of materials as PDF attachments is strongly encouraged. Confidential inquiries, nominations, and application materials should be directed to:

Jan Greenwood, Betty Turner Asher, Partners  
 Julie Holley, Principal  
 Greenwood/Asher & Associates, Inc.  
 42 Business Centre Drive, Suite 206  
 Miramar Beach, Florida 32550  
 Phone: 850-650-2277 / Fax: 850-650-2272  
 Email: [jangreenwood@greenwoodsearch.com](mailto:jangreenwood@greenwoodsearch.com)  
 Email: [bettyasher@greenwoodsearch.com](mailto:bettyasher@greenwoodsearch.com)  
 Email: [julieholley@greenwoodsearch.com](mailto:julieholley@greenwoodsearch.com)

For more information about Radford University, please visit: <http://www.radford.edu/>

*Radford University does not discriminate with regard to race, color, sex, sexual orientation, disability, age, veteran status, national origin, religion, or political affiliation in the administration of its educational programs, activities, admission or employment practices.*

