New BOV Member Orientation

July 2017

RADFORD UNIVERSITY

Board of Visitors

**RADFORD
UNIVERSITY**

**RADFORD UNIVERSITY BOARD OF VISITORS
NEW BOARD MEMBER ORIENTATION
MINUTES
JULY 28, 2017
MARTIN HALL, THIRD FLOOR, BOARD ROOM
RADFORD, VIRGINIA**

Approved

BOARD MEMBERS ATTENDING
Mr. Gregory A. Burton

OTHER ATTENDING
President Brian O. Hemphill, Ph.D.
Ms. Ashley Schumaker, Chief of Staff
Mr. Joseph Carpenter, Vice President for University Relations and Chief Communications Officer
Mr. Danny Kemp, Vice President for Information Technology and Chief Information Officer
Ms. Susan Trageser, Interim Vice President for Student Affairs
Ms. Jeanne Mekolichick, Assistant Provost for Academic Programs
Ms. Kitty McCarthy, Vice President for Enrollment Management
Mr. Bruce Cunningham, Interim Vice President for University Advancement

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

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

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

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

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

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

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

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

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

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

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

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

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

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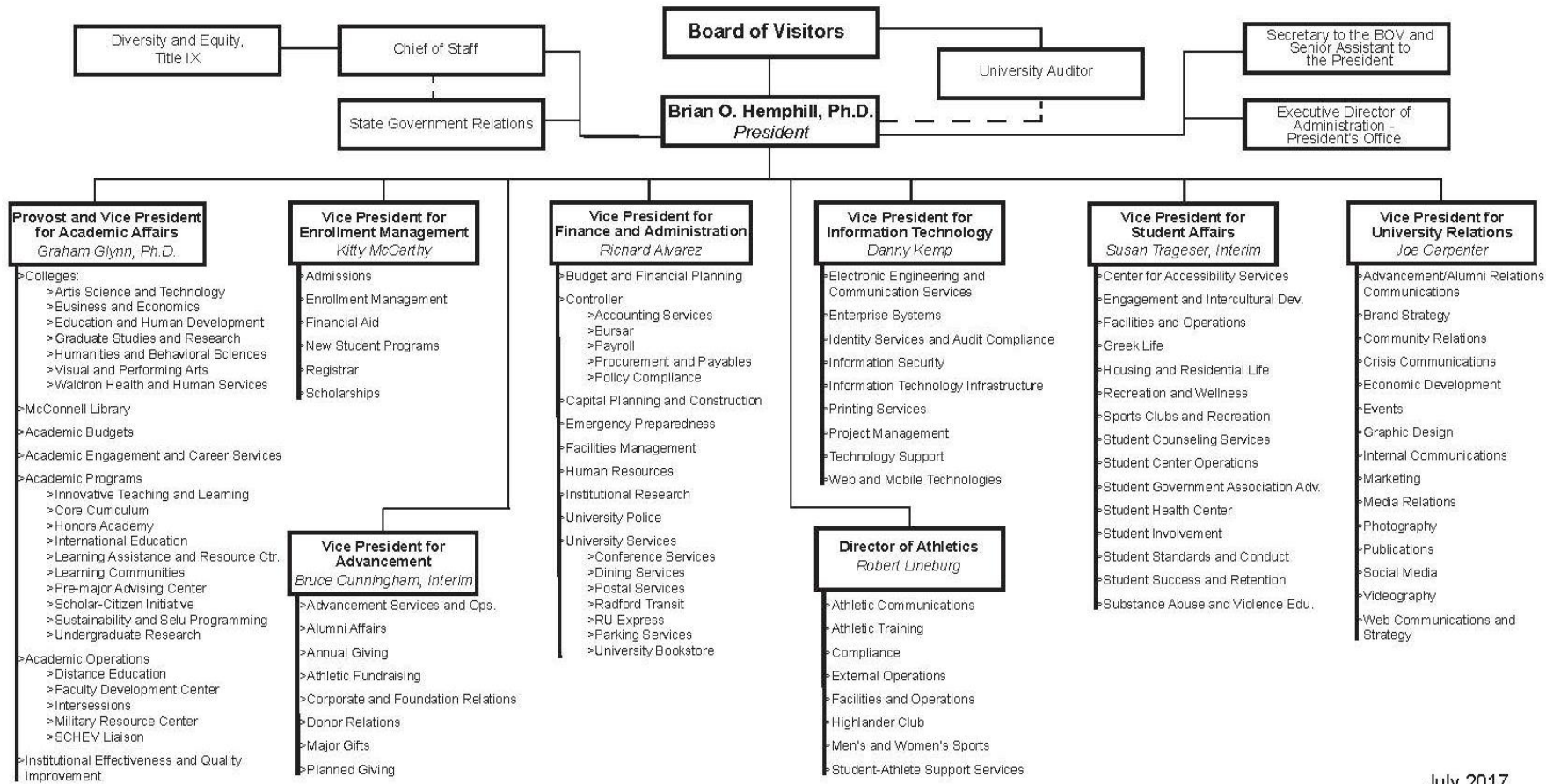
Respectfully Submitted,

Mary Weeks
Secretary to the Board of Visitors and Senior Assistant to the President

Board of Visitors Orientation

RADFORD UNIVERSITY

July 28, 2017

President Hemphill Remarks

Board of Visitors

Diversity and Equity, Title IX

Chief of Staff

State Government Relations

University Auditor

Secretary to the BOV and Senior Assistant to the President

Brian O. Hemphill, Ph.D.
President

Executive Director of Administration - President's Office

Provost and Vice President for Academic Affairs
Graham Glynn, Ph.D.

- Colleges:
  - Artis Science and Technology
  - Business and Economics
  - Education and Human Development
  - Graduate Studies and Research
  - Humanities and Behavioral Sciences
  - Visual and Performing Arts
  - Waldron Health and Human Services
- McConnell Library
- Academic Budgets
- Academic Engagement and Career Services
- Academic Programs
  - Innovative Teaching and Learning
  - Core Curriculum
  - Honors Academy
  - International Education
  - Learning Assistance and Resource Ctr.
  - Learning Communities
  - Pre-major Advising Center
  - Scholar-Citizen Initiative
  - Sustainability and Selu Programming
  - Undergraduate Research
- Academic Operations
  - Distance Education
  - Faculty Development Center
  - Intersessions
  - Military Resource Center
  - SCHEV Liaison
- Institutional Effectiveness and Quality Improvement

Vice President for Enrollment Management
Kitty McCarthy

- Admissions
- Enrollment Management
- Financial Aid
- New Student Programs
- Registrar
- Scholarships

Vice President for Advancement
Bruce Cunningham, Interim

- Advancement Services and Ops.
- Alumni Affairs
- Annual Giving
- Athletic Fundraising
- Corporate and Foundation Relations
- Donor Relations
- Major Gifts
- Planned Giving

Vice President for Finance and Administration
Richard Alvarez

- Budget and Financial Planning
- Controller
  - Accounting Services
  - Bursar
  - Payroll
  - Procurement and Payables
  - Policy Compliance
- Capital Planning and Construction
- Emergency Preparedness
- Facilities Management
- Human Resources
- Institutional Research
- University Police
- University Services
  - Conference Services
  - Dining Services
  - Postal Services
  - Radford Transit
  - RU Express
  - Parking Services
  - University Bookstore

Vice President for Information Technology
Danny Kemp

- Electronic Engineering and Communication Services
- Enterprise Systems
- Identity Services and Audit Compliance
- Information Security
- Information Technology Infrastructure
- Printing Services
- Project Management
- Technology Support
- Web and Mobile Technologies

Director of Athletics
Robert Lineburg

- Athletic Communications
- Athletic Training
- Compliance
- External Operations
- Facilities and Operations
- Highlander Club
- Men's and Women's Sports
- Student-Athlete Support Services

Vice President for Student Affairs
Susan Trageser, Interim

- Center for Accessibility Services
- Engagement and Intercultural Dev.
- Facilities and Operations
- Greek Life
- Housing and Residential Life
- Recreation and Wellness
- Sports Clubs and Recreation
- Student Counseling Services
- Student Center Operations
- Student Government Association Adv.
- Student Health Center
- Student Involvement
- Student Standards and Conduct
- Student Success and Retention
- Substance Abuse and Violence Edu.

Vice President for University Relations
Joe Carpenter

- Advancement/Alumni Relations Communications
- Brand Strategy
- Community Relations
- Crisis Communications
- Economic Development
- Events
- Graphic Design
- Internal Communications
- Marketing
- Media Relations
- Photography
- Publications
- Social Media
- Videography
- Web Communications and Strategy

July 2017

Mission

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

- Protect and advance the University's reputation, desirability and status

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

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

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

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

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

- Coordinate and respond to Freedom of Information Act (FOIA) requests on behalf of the University

RADFORD UNIVERSITY

Areas of Focus and Priorities

- Strategic Enrollment initiatives and marketing support

- Provide support to fundraising, stewardship and alumni engagement communications
  - Campaign

- Facilitate integrated strategic internal and external communications
  - Support Strategic Plan 2018-2023
  - Advocate for and lead the university's brand image and reputation efforts

Organizational Structure
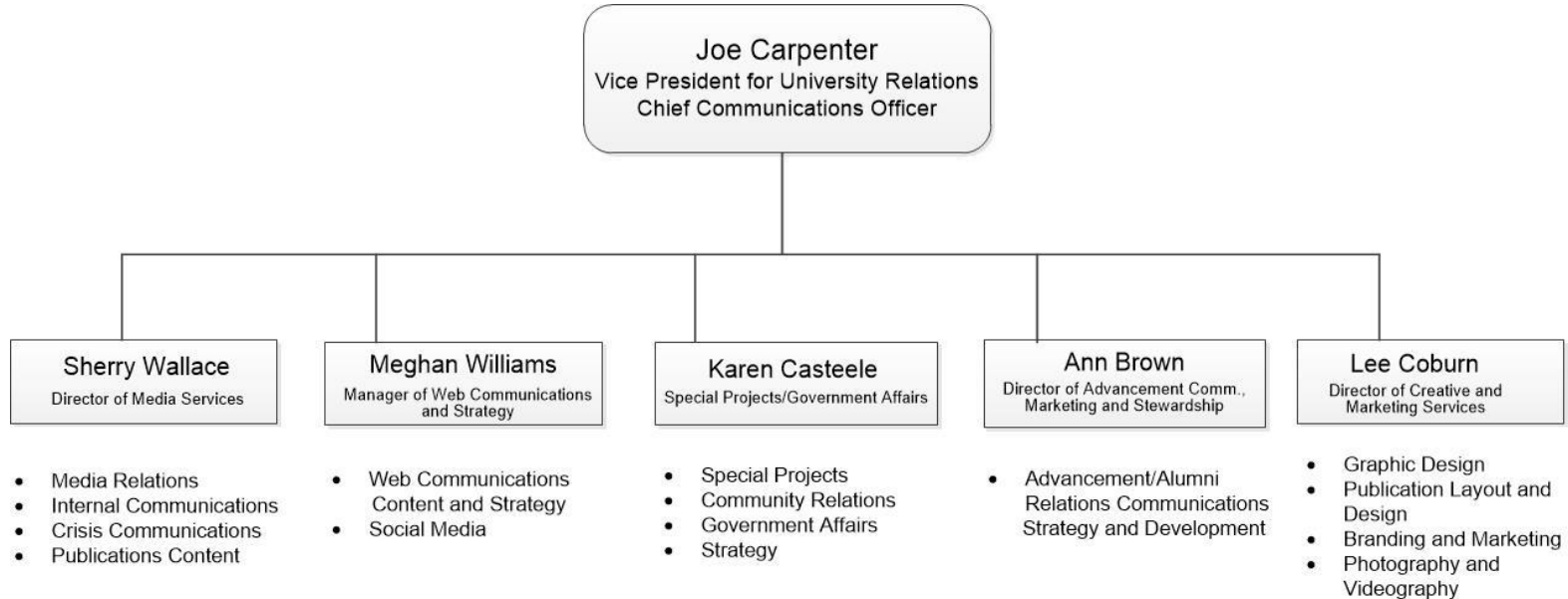
Budget

FY 2017-18

Staff salaries and benefits	**$1,321,697**
Operating/discretionary	**$759,069**
Operating budget	$109,069
(contractual services, supplies, travel, freelance, equipment, communications)	
Branding/marketing/advertising & support	$655,000
	_____
Total	**$2,080,766**

Challenges & Opportunities

- Strategic Enrollment marketing & Admissions yield

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

- Strategic Plan rollout

- Campaign support to Advancement

Questions?

Board of Visitors Orientation

RADFORD UNIVERSITY

July 28, 2017

Information Technology

Mission

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

Areas of Focus and Priorities

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

Organizational Structure
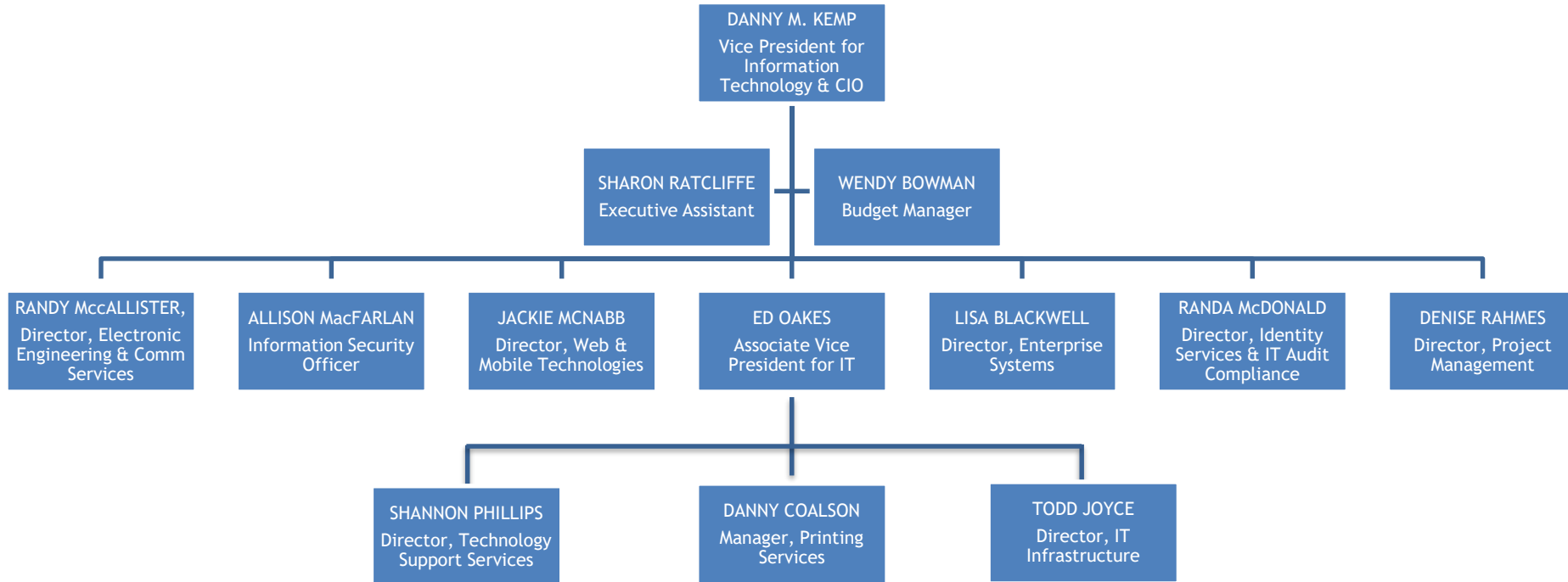
Organizational Structure

	A/P	Classified	Part-Time Wages	Part-Time Students	Work-Study Students
Office of the Vice President & CIO	2	3			
Electronic Engineering & Communication Services	3	6		3	12
Information Security	2				
Web & Mobile Technologies	5	2			
Enterprise Systems	6	8	2		
Identity Services & IT Compliance	1	2			
Project Management	1				
Printing Services		5			6
Technology Support Services	4	17.5	7	5	48
IT Infrastructure	4	12	3	1	2
TOTAL	28	55.5	12	9	68

FY18 Budget

Education & General	
Full Time Salaries	$ 4,432,989
Part Time Salaries	$ 235,991
Contractual Services	$ 2,324,809
Printing/Postage	$ 216,848
Telecommunications	$ 171,496
Travel	$ 75,500
Supplies & Materials	$ 109,153
Equipment	$ 691,856
Continuous Charges	$ 52,300
E&G Recoveries	-$ 566,973
TOTAL	$ 7,743,969

Auxiliary	
Full Time Salaries	$ 628,003
Part Time Salaries	$ 56,027
Contractual Services	$ 241,355
Transfer Payments	$ 45,084
Telecommunications	$ 477,734
Travel	$ 8,740
Supplies & Materials	$ 20,726
Equipment	$ 225,018
Continuous Charges	$ 13,000
Auxiliary Indirect	$ 186,349
TOTAL	$ 1,902,036

Upcoming Challenges

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

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

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

4. Sustainable Funding: Developing IT funding models that sustain core services, support innovation, and facilitate growth

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Upcoming Challenges

5. Data Management and Governance: Improving the management of institutional data through data standards, integration, protection, and governance

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

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

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

RADFORD UNIVERSITY

Questions?

Board of Visitors Orientation

RADFORD
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Vision

Preparing Students for Lives of Meaning and Purpose

Mission

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

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

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

RADFORD UNIVERSITY

Areas of Focus and Priorities

- *Promote student development, retention, graduation, and success*

- *Provide a diverse and distinctive Radford student experience*

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

- *Strengthen staff retention and excellence*

Division of Student Affairs

RADFORD UNIVERSITY

Organizational Structure

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

Budget by Functional Area

	2017-2018
E&G	
Student Affairs	$303,382
Dean of Students	$312,207
Center for Diversity	$171,644
Student Standards and Conduct	$160,377
Student Success & Retention	$111,148
Total	$1,058,758
Auxiliary	
Housing & Res Life	$3,969,342
Student Health Contract	$1,215,260
Center for Accessibility	$669,765
Sexual Assault & Violence, Substance Abuse	$192,934
Counseling Center	$858,339
Student Center & Activities	$3,089,957
Fitness Center and Pool fees	$1,480,401
Freshman Programs	$82,028
Total	$11,558,026
Overall Student Affairs Budget	**$12,616,784**

Budget Source

EXPENDITURE BUDGET BY SOURCE

E&G	**$ 1,058,758**	**8%**
Auxiliary Activities	**$ 11,558,026**	**92%**
Total	**$ 12,616,784**	**100%**

RADFORD UNIVERSITY

Upcoming Opportunities/Challenges

- **Student Persistence and Retention!!!**
  - Re-enrollment Efforts
  - Freshman to Sophomore Year Melt
  - Early Intervention System
  - Exit Interview Process
  - Retention Initiatives in all Student Affairs Units
- **Supporting Student Recruitment**
- **Supporting Special Populations**
  - First Generation and Under-Represented Students
  - Military Veterans and International Students
  - Sophomores
- **Housing**
  - Residential Curriculum
  - Master Occupancy Plan
  - Furniture Replacement (Muse Hall)
- **Campus Wide Community Service and Engagement**

Questions and Discussion

Mission

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

Areas of Focus and Priorities

- **Recruitment and Retention**

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

Areas of Focus and Priorities

- **Enhance Scholarly Reputation**

  o Continue pursuit of **accreditation, certification and national recognition** for programs
  o Increase **external support** for discipline based and pedagogical research
  o Increase **support** for faculty professional development in **research, scholarship and creative activity**

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Areas of Focus and Priorities

- **Support Faculty Development of Pedagogy and Curriculum**

  - Garner support for **innovations, initiatives,** and **programs**
  - Support development of **high-impact** pedagogical practices within and beyond the classroom
  - Pursue **external** sources of **funding** and **repurpose internal** sources, where feasible, to support programmatic initiatives

Organizational Structure
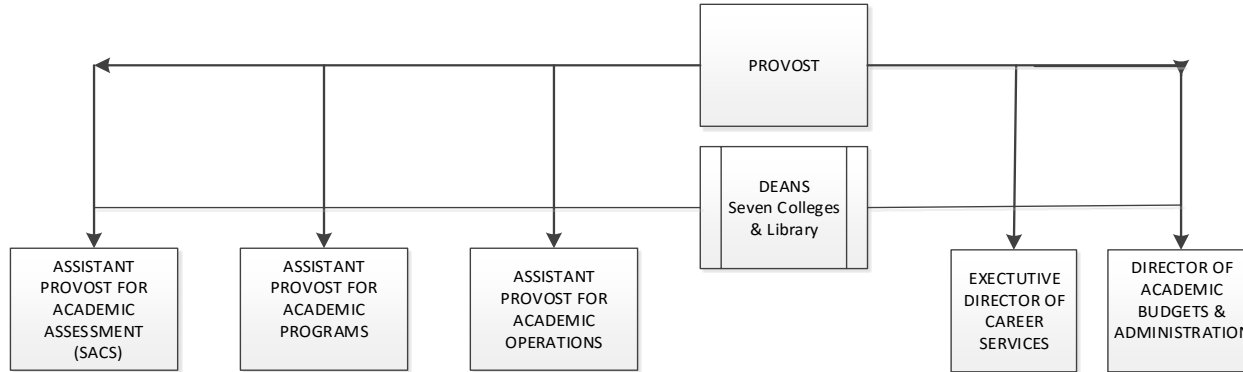
Budget

Full-Time Personnel	$	44,856,582
Wages & Other Personnel	$	8,922,579
Non-Personnel Services	$	7,115,560
Total	$	60,894,721

Academic Affairs Budget

74% — Full-Time Personnel
14% — Wages & Other Personnel
12% — Non-Personnel Services
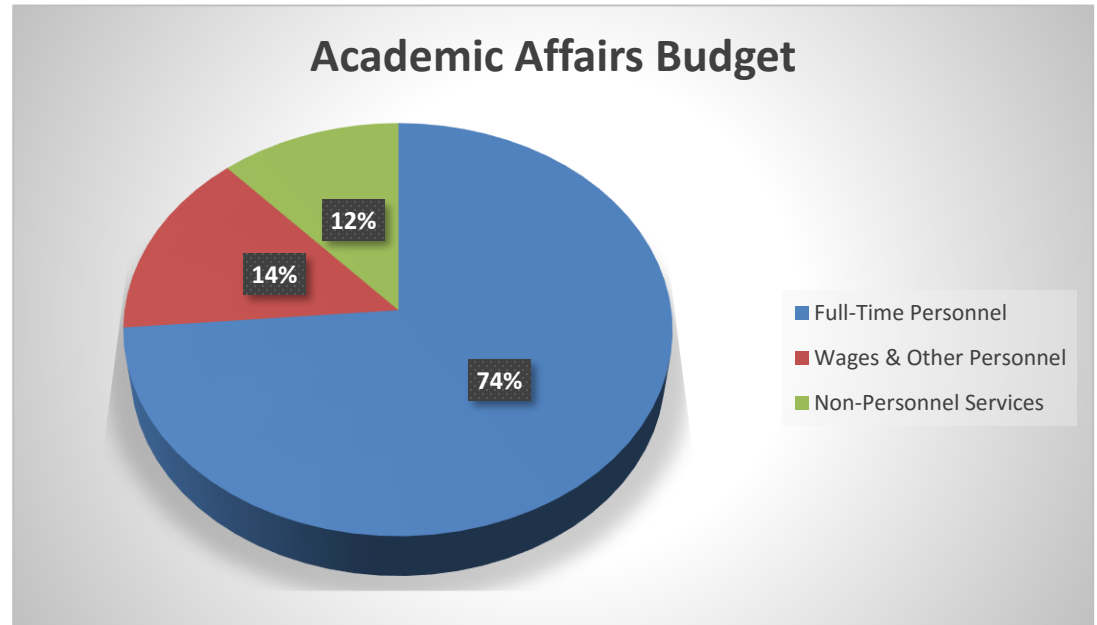
Budget – College/Support Area

ACADEMIC AFFAIRS BUDGET	
College/Support Area	**Amount**
Provost	$ 5,393,416
College of Humanities and Behavioral Sciences	$ 10,398,187
College of Business and Economics	$ 6,600,515
College of Education and Human Development	$ 7,205,125
College of Graduate Studies and Research	$ 3,167,577
Waldron College of Health and Human Services	$ 7,837,939
College of Visual and Performing Arts	$ 4,471,270
Artis College of Science and Technology	$ 8,670,073
McConnell Library	$ 3,126,300
Academic Assessment	$ 513,588
Academic Operations	$ 2,219,956
Academic Programs	$ 1,043,709
New Student Programs	$ 247,066
	$ 60,894,721

Budget – College/Support Area
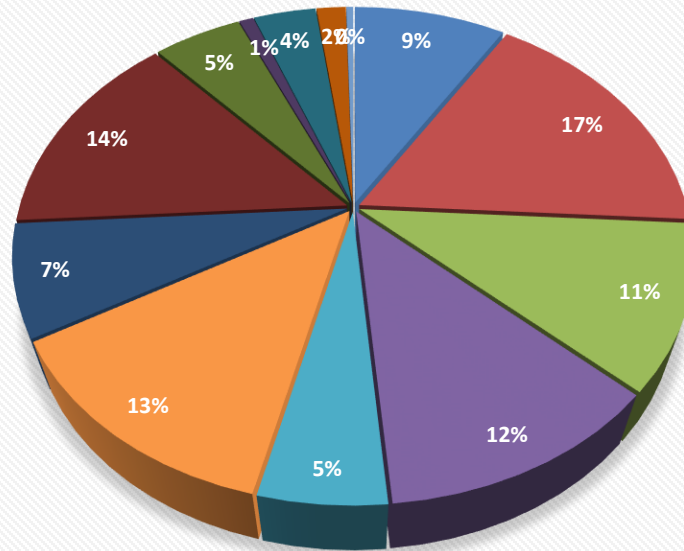
- Provost — 9%
- College of Humanities and Behavioral Sciences — 17%
- College of Business and Economics — 11%
- College of Education and Human Development — 12%
- College of Graduate Studies and Research — 5%
- Waldron College of Health and Human Services — 13%
- College of Visual and Performing Arts — 7%
- Artis College of Science and Technology — 14%
- McConnell Library — 5%
- Academic Assessment — 1%
- Academic Operations — 4%
- Academic Programs — 2%
- New Student Programs — 1%

Budget – Non-Personnel Services

ACADEMIC AFFAIRS BUDGET	
Non-Personnal Services	**Amount**
Contractual Services	$ 2,010,098
On-Campus Printing/Postage	$ 250,194
Telecommunications	$ 227,801
Travel	$ 997,260
Supplies and Materials	$ 727,150
Equipment	$ 631,312
Plant & Improvements	$ 989,023
Continuous Charges/Leases	$ 1,144,716
Transfer Payments	$ 138,006
TOTAL	**$ 7,115,560**

Budget – Non-Personnel Services
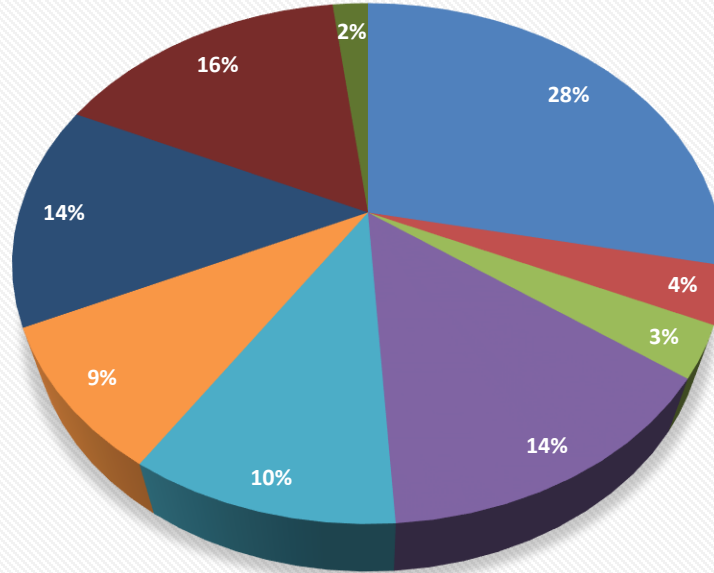
Pie chart legend:
- Contractual Services
- On-Campus Printing/Postage
- Telecommunications
- Travel
- Supplies and Materials
- Equipment
- Plant & Improvements
- Continuous Charges/Leases
- Transfer Payments

Chart values: 28%, 4%, 3%, 14%, 10%, 9%, 14%, 16%, 2%

Challenges

- Recruitment, retention, and competition

- Build reputation for academic excellence

- Increase resources for academic support

Questions

"Getting on Board"

What we do and why?

- **Fundraising** - like a sales organization, selling, servicing, and education. The terms our industry use are evaluation, cultivation, solicitation, and stewardship.
- **Our mission** is to support the University's mission by raising private and public financial resources. **Note:** New mission statement on the way!
- **Collaborate** with Radford University Foundation, Inc.

Who we are?

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

Who We Are Continued

- **Alumni Relations**
  Engagement, events, social media, and prospect development. Serving more than 80,000 alumni, friends and family.
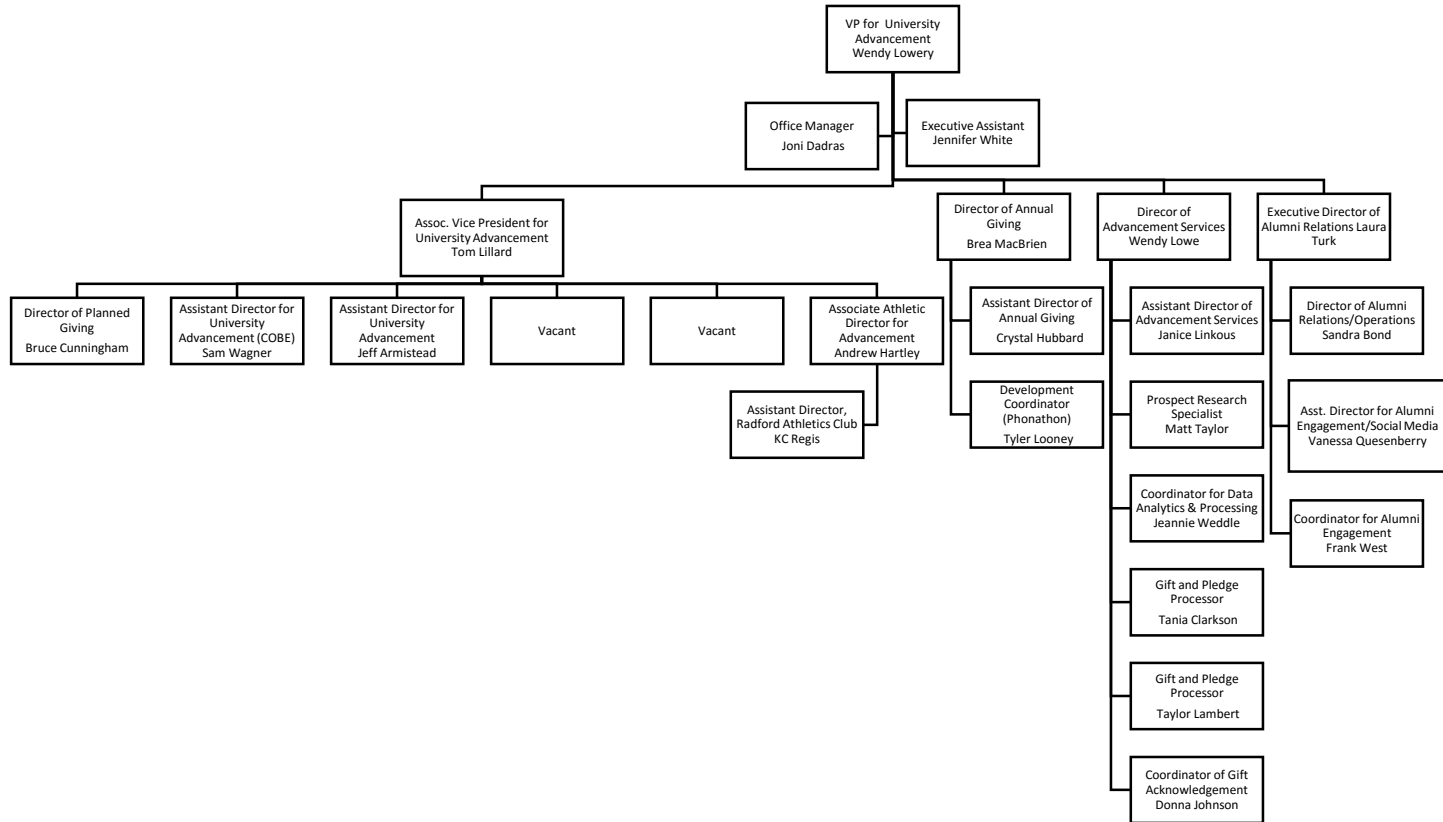
- **Advancement Services**
  Providing data reporting, prospect research, CRM (RE) management, gift processing, gift acknowledgement, and portfolio analysis.

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

Organization Chart

VP for University Advancement
Wendy Lowery

Office Manager
Joni Dadras

Executive Assistant
Jennifer White

Assoc. Vice President for University Advancement
Tom Lillard

Director of Annual Giving
Brea MacBrien

Direcor of Advancement Services
Wendy Lowe

Executive Director of Alumni Relations Laura Turk

Director of Planned Giving
Bruce Cunningham

Assistant Director for University Advancement (COBE)
Sam Wagner

Assistant Director for University Advancement
Jeff Armistead

Vacant

Vacant

Associate Athletic Director for Advancement
Andrew Hartley

Assistant Director, Radford Athletics Club
KC Regis

Assistant Director of Annual Giving
Crystal Hubbard

Development Coordinator (Phonathon)
Tyler Looney

Assistant Director of Advancement Services
Janice Linkous

Prospect Research Specialist
Matt Taylor

Coordinator for Data Analytics & Processing
Jeannie Weddle

Gift and Pledge Processor
Tania Clarkson

Gift and Pledge Processor
Taylor Lambert

Coordinator of Gift Acknowledgement
Donna Johnson

Director of Alumni Relations/Operations
Sandra Bond

Asst. Director for Alumni Engagement/Social Media
Vanessa Quesenberry

Coordinator for Alumni Engagement
Frank West

Budget 2017-2018

Budget Summary

Categories	
Vice President	$ 220,314
Alumni Relations	$ 452,628
Advancement Services	$ 509,494
Development Officers	$ 519,272
Annual Fund	$ 336,925
Special Events	$ 5,500
RU Magazine	$ 125,000
TOTALS	**$2,169,133**

Challenges

- To increase the University's Endowment.

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

- To increase retention giving with alumni.

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

Opportunities

- FY 16/17 Results

- Presidential Priorities

- New Strategic Plan

- Capital Campaign

- New Attitude!

Questions?

Board of Visitors Orientation

RADFORD
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Vision

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

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

- Provide timely and accurate data, efficient systems, resources and services.
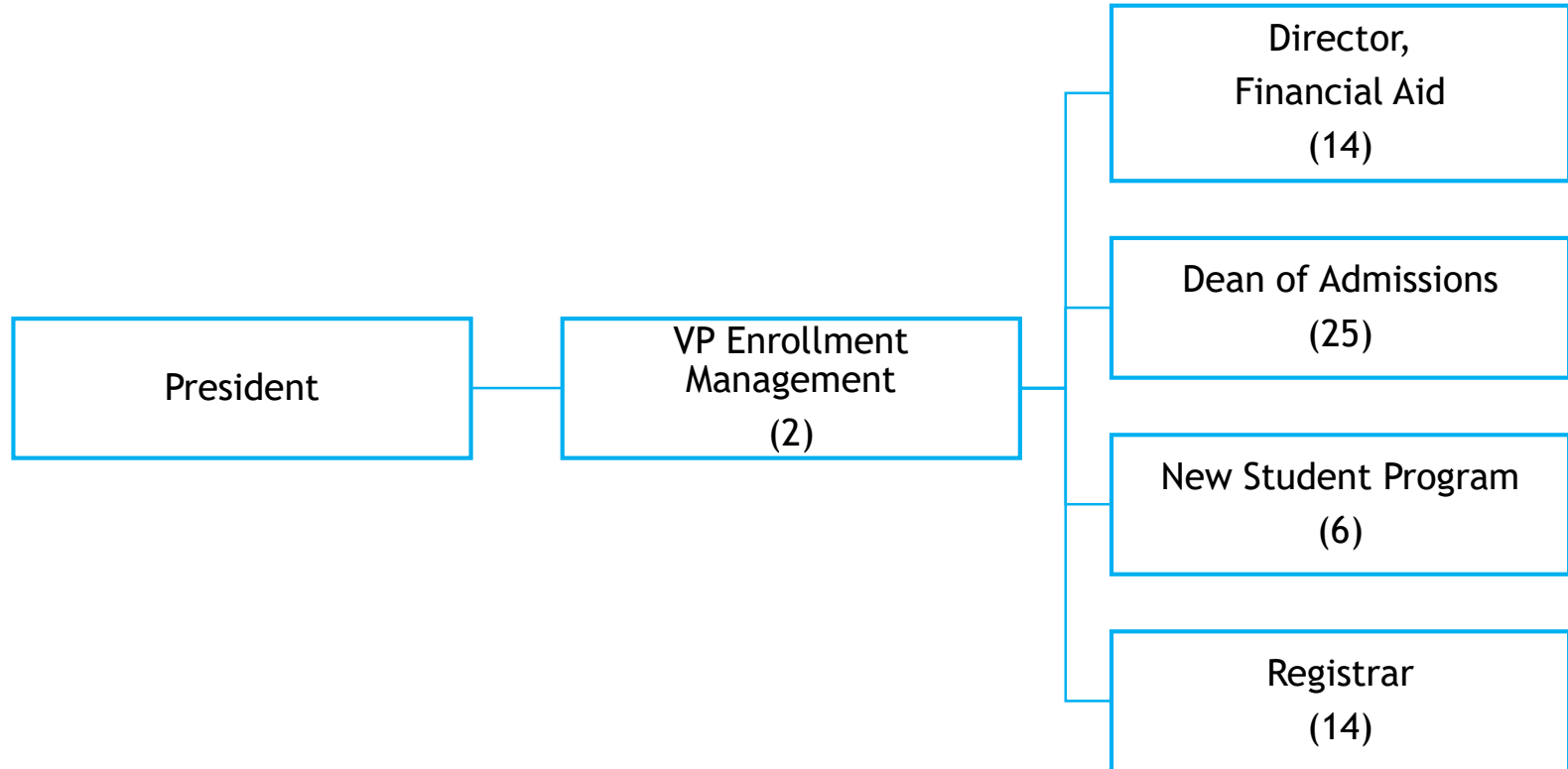
RADFORD UNIVERSITY

Mission

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

Areas of Focus and Priorities

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

RADFORD UNIVERSITY

Organizational Structure

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                                                    ┌─────────────────────┐
                                                    │      Director,       │
                                                    │    Financial Aid     │
                                                    │        (14)          │
                                                    └─────────────────────┘

                                                    ┌─────────────────────┐
                                                    │  Dean of Admissions  │
                                                    │        (25)          │
┌─────────────┐      ┌─────────────────┐            └─────────────────────┘
│             │      │  VP Enrollment  │
│  President  │──────│   Management    │────┤
│             │      │       (2)       │            ┌─────────────────────┐
└─────────────┘      └─────────────────┘            │ New Student Program  │
                                                    │         (6)          │
                                                    └─────────────────────┘

                                                    ┌─────────────────────┐
                                                    │      Registrar       │
                                                    │        (14)          │
                                                    └─────────────────────┘
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Enrollment Management

RADFORD UNIVERSITY

Budget by Functional Area

	2017-18
Enrollment Management VP	286,041
Admissions	2,264,972
Registrar	560,425
Financial Aid	614,283
Grand Total	**3,725,721**
Salaries account for 60% of budget	

Upcoming Challenges

- Changing demographics
- Affordability/value
- Building awareness
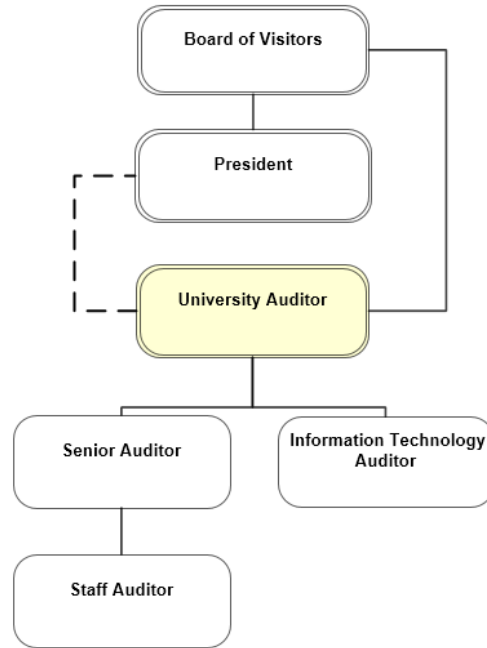- Community engagement

Questions and Discussion

Board of Visitors Orientation

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Organizational Structure

Difference between External & Internal Auditors

External Auditors

Auditor of Public Accounts (APA) "State Auditors"

- Based in Richmond; dual reporting to General Assembly and Joint Legislative Audit & Review Commission (JLARC)

- Perform annual financial statement audit, state-wide audits, NCAA agreed-upon procedures

Internal Auditors

Office of Audit and Advisory Services "Internal Audit"

- University employees on campus; dual reporting to President and Board of Visitors

- Mission and scope of work defined by Board-approved Charter

RADFORD UNIVERSITY

Mission

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

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

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

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

- Mission
- Authority
- Scope of Work
- Responsibility
- Independence and Accountability
- Standards of Audit Practice

Areas of Focus and Priorities

Audits

- Planned audits based on risk assessment and other factors

- Annual audit projects

Advisory Services

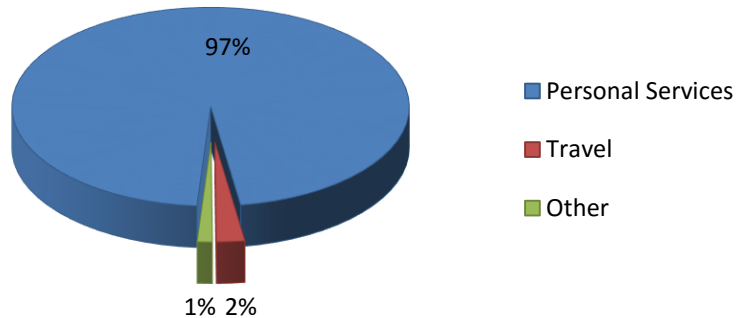- Multiple projects as resource for University

Follow-up on Audit Issues

- Internal

- External

Investigations

- State Fraud, Waste, & Abuse Hotline

- Other investigations

Budget

Fiscal Year 2017 Expenditures - Actual

- Personal Services
- Travel
- Other

Fiscal Year 2017 Budget – Actual

Budget Category	Budget Amount	%
Personal Services	$ 390,577	97%
Travel	$ 9,382	2%
Other	$ 4,986	1%
Total	$ 404,945	100%

Questions and Discussion

Mission

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

Richard S. Alvarez

Chief Financial Officer and Vice
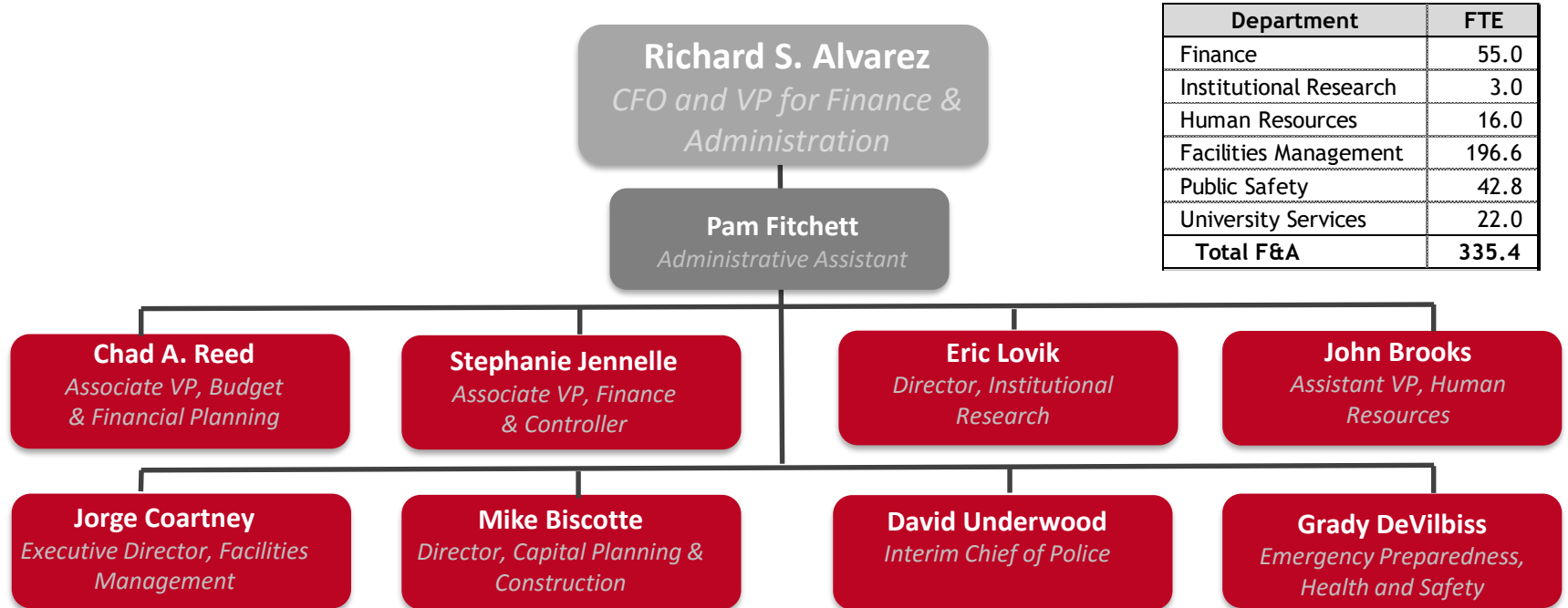President for Finance & Administration

Pamela Fitchett
Administrative Assistant

Seven Areas of Primary Focus Within Ten Reporting Areas

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

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

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

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

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

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

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

Organizational Structure

Department	FTE
Finance	55.0
Institutional Research	3.0
Human Resources	16.0
Facilities Management	196.6
Public Safety	42.8
University Services	22.0
Total F&A	**335.4**

Richard S. Alvarez
CFO and VP for Finance & Administration

Pam Fitchett
Administrative Assistant

Chad A. Reed
Associate VP, Budget & Financial Planning

Stephanie Jennelle
Associate VP, Finance & Controller

Eric Lovik
Director, Institutional Research

John Brooks
Assistant VP, Human Resources

Jorge Coartney
Executive Director, Facilities Management

Mike Biscotte
Director, Capital Planning & Construction

David Underwood
Interim Chief of Police

Grady DeVilbiss
Emergency Preparedness, Health and Safety

Finance & Administration

RADFORD UNIVERSITY

Budget

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

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

- Distinguished based on the seven areas of primary focus

2017-18 Auxiliary expenditure budget is $32.5 million

2017-18 Auxiliary Budget		
	Dollars $	**% of Total**
Dining Services	15,987,127	49.2%
Residential Services	8,922,314	27.5%
Student Union & Recreation	3,259,906	10.0%
Parking & Transportation	1,447,939	4.5%
Auxiliary Support	1,295,224	4.0%
Other Enterprise Functions	959,076	3.0%
Conference Services	539,893	1.7%
Bookstore	61,808	0.2%
Debt Service	2,000	0.0%
Total F&A	**$32,475,287**	**100.0%**

Budget

	2017-18 Finance & Administration	
	E&G	**Auxiliary**
Salaries	$10,181,466	$3,300,056
Wages	184,530	150,453
Central Fringes [1]		1,842,614
Operating Discretionary	4,757,106	20,799,952
Auxiliary Indirect		2,408,311
Debt Service		4,487,339
Recoveries	(2,229,588)	(513,438)
Total Budget	**$12,893,514**	**$32,475,287**

[1] Central Fringes for E&G personnel are budgeted in Central Resources

2017-18 Finance & Administration
Total Operating Budget
($ in millions)

E&G
$12.9
28.4%

Auxiliary
$32.5
71.6%
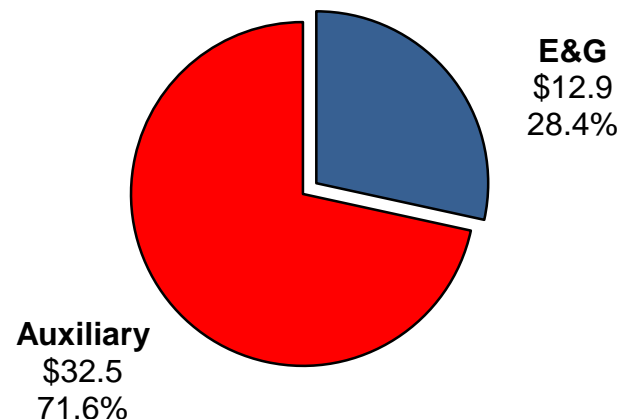
Upcoming Challenges

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

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

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

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Questions?

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End of Materials