

# **Business Affairs and Audit Committee**

**December 2019**

**RADFORD UNIVERSITY**

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Board of Visitors

# RADFORD UNIVERSITY

Board of Visitors

**BUSINESS AFFAIRS and AUDIT COMMITTEE MEETING**  
**1:00 P.M.\*\***  
**DECEMBER 5, 2019**  
**MARY ANN JENNINGS HOVIS MEMORIAL BOARD ROOM**  
**THIRD FLOOR, MARTIN HALL, RADFORD, VA**

**DRAFT**  
**AGENDA**

- **CALL TO ORDER** Mr. Gregory Burton, *Chair*
- **APPROVAL OF AGENDA** Mr. Gregory Burton, *Chair*
- **APPROVAL OF MINUTES** Mr. Gregory Burton, *Chair*
  - September 26, 2019
- **REPORTS AND RECOMMENDATIONS**
  - University Auditor's Report Ms. Margaret McManus, *University Auditor*
  - Capital Project Update Mr. Chad A. Reed, *Vice President for Finance and Administration and Chief Financial Officer*
- **ACTION ITEMS**
  - Recommendation to Approve 2020-2026 Six Year Capital Plan Mr. Chad A. Reed, *Vice President for Finance and Administration and Chief Financial Officer*
  - Recommendation to Approve 2020-2030 Master Plan
- **OTHER BUSINESS** Mr. Gregory Burton, *Chair*
- **ADJOURNMENT** Mr. Gregory Burton, *Chair*

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

**Committee Members**

Mr. Gregory A. Burton, *Chair*  
Mr. Mark S. Lawrence, *Vice Chair*  
Dr. Jay A. Brown  
Dr. Susan Whealler Johnston  
Dr. Debra K. McMahan  
Ms. Nancy Angland Rice

# December 2019 Meeting Materials

**RADFORD UNIVERSITY**

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Board of Visitors

## **BACKGROUND**

E-Verify is an Internet-based system, administered by the Social Security Administration (SSA) and U.S. Citizenship and Immigration Services (USCIS), through which employers electronically confirm the employment eligibility of their employees. The Code of Virginia requires all agencies of the Commonwealth to use E-Verify for all newly hired employees. Accordingly, the University has an E-Verify Memorandum of Understanding (MOU) with the Department of Homeland Security (DHS) outlining the requirements. Human Resources (HR) is the program administrator for the MOU. In the E-Verify process, the University creates cases based on information from an employee's Employment Eligibility Verification (Form I-9). E-Verify compares that information to records available to DHS and the SSA. The University then receives a response confirming employment eligibility or indicating that the employee needs to take further action to complete the case.

For the review period of July 1, 2018 through December 31, 2018, we identified 683 employees as new hires of the University.

## **SCOPE AND OBJECTIVES**

The scope of this audit was limited to E-Verify for the review period of July 1, 2018 through December 31, 2018. The objective of this audit was to determine whether the University is operating in compliance with the E-Verify program.

This review was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

## **CONCLUSION**

At the time of the review, and relative to the processes and transactions reviewed, the internal control structure appeared adequate to provide reasonable assurance that the objective noted above is being met. However, we identified the following business issues.

## **BUSINESS ISSUES**

The following issues were identified in this audit. Pages 2-4 contain information on planned actions and action completion dates and, accordingly, those pages are an integral part of this report.

1. Campus departments are completing Form I-9 for employees, although they have not been delegated the authority to do so by HR.
2. Improvements are needed in the process of entering new hires into E-Verify.
3. Improvements are needed to ensure the timely entry of cases into E-Verify.
4. Consistency and improved documentation are needed in the employment verification and E-Verify process for student employees funded by the Federal Work-Study program.
5. The E-Verify system has not been evaluated for the applicability of information technology controls.
6. Improvements are needed in the granting and monitoring of access to the E-Verify system.
7. The display of two employment notices does not appear to meet the requirements outlined in the MOU.

BUSINESS ISSUE	PLANNED ACTION	COMPLETION DATE
<p>1. Campus departments are completing Form I-9 for employees, although they have not been delegated the authority to do so by HR.</p> <p>Specifically, we noted that although Financial Aid enters cases into E-Verify for financial aid-funded employees, the completion of Form I-9 is done by the employee’s supervisor in the department in which the employee will be working.</p> <p>Having unauthorized and untrained personnel verify employment eligibility increases the University’s risk of violating Federal laws related to employment verification.</p>	<p>HR will ensure that personnel who verify employment eligibility are authorized and trained to do so by performing the following:</p> <ul style="list-style-type: none"> <li>• HR will formally delegate authority to each department in writing.</li> <li>• HR will provide mandatory training to personnel within each department.</li> <li>• HR will provide desktop procedures to each department.</li> </ul>	<p>January 31, 2020</p>
<p>2. Improvements are needed in the process of entering new hires into E-Verify. Specifically, during our testing, we noted that 18 out of 683 total new hires (3%) were not entered into E-Verify.</p> <ul style="list-style-type: none"> <li>• For 7 of these, this appeared to be due to not having a Form I-9 on file or not having a complete Form I-9 on file. We noted that for 4 of these, a Form I-9 could not be located; for 3 of these, a Form I-9 was located, but Section 2 (Employer Review and Verification) was blank.</li> <li>• For the remainder (11) of these, we were unable to determine why no E-Verify entry was done.</li> </ul> <p>To comply with Federal and State mandates, the University must fully complete Form I-9 for all new hires, retain the complete Form I-9 on file, and enter all new hires into E-Verify. Failure to do so could result in fines for the University.</p>	<p>2.1 HR will ensure that formal training is provided to all areas with delegated authority to enter cases into E-Verify. Documentation of this training will be maintained in HR.</p> <p>2.2 To address the specific employees noted, HR will ensure the following is completed, as applicable:</p> <ul style="list-style-type: none"> <li>• For current employees, a Form I-9 will be completed and the employees will be entered into E-Verify. Documentation regarding the correction will be attached to each Form I-9.</li> <li>• For separated employees, documentation of the University’s awareness of the error will be maintained in each employee’s personnel file.</li> </ul>	<p>January 31, 2020</p> <p>January 31, 2020</p>
<p>3. Improvements are needed to ensure the timely entry of cases into E-Verify. As required by the E-Verify MOU, the University must create an E-Verify case for new employees within three employer business days after each employee has started working for pay. Cases created</p>		<p>Page 5 of 255</p>

BUSINESS ISSUE	PLANNED ACTION	COMPLETION DATE
<p>after that timeframe are considered late and require an explanation.</p> <p>Out of all 781 E-Verify cases entered during our review period, we noted 100 cases (13%) that were entered late with explanations that E-Verify does not deem as acceptable. Most significantly,</p> <ol style="list-style-type: none"> <li>The explanation for 59 (59%) of those cases attributed the lateness to HR not entering the cases timely. The majority of those noted “work overload” by HR. Additionally, we noted that all of these 59 cases were for hire dates in August – September 2018, the beginning of a semester, which we identified as a peak hiring period for the University.</li> <li>The explanation for 32 (32%) of those cases attributed the lateness to the new hire or the new hire’s department not submitting required documents to HR timely.</li> </ol> <p>Timely entry of cases into E-Verify is essential to ensure compliance with E-Verify rules and regulations. Noncompliance could result in penalties for the University or further investigation by USCIS, Immigration and Customs Enforcement, the Department of Justice, or other agencies.</p>	<ol style="list-style-type: none"> <li> <ol style="list-style-type: none"> <li>HR will request additional resources at peak hiring periods to ensure compliance with regulations.</li> <li>HR will ensure new hires are entered into E-Verify within 3 business days of the employee beginning work for pay.</li> </ol> </li> <li> <ol style="list-style-type: none"> <li>To address hiring departments: HR will create a process to identify departments missing deadlines. This information will be forwarded to the appropriate Division Head to determine action to be taken, if necessary.</li> <li>To address new hires: HR will work with the Vice President for Finance &amp; Administration to document the University’s position on whether or not to terminate employees who do not provide employment verification documentation in the required timeframe.</li> </ol> </li> </ol>	<p>January 31, 2020</p> <p>October 31, 2020</p> <p>January 31, 2020</p> <p>March 31, 2020</p>
<p>4. Consistency and improved documentation are needed in the employment verification and E-Verify process for student employees funded by the Federal Work-Study (FWS) program.</p> <p>In our review of 40 E-Verify cases entered, four (10%) did not have a hire date that agreed to the Form I-9 on file. All of these were for student employees funded by the FWS program. If the first day of employment differs from what is documented on the Form I-9, the Form I-9 should be corrected, or documentation supporting the actual date should be attached to the Form I-9.</p>	<ol style="list-style-type: none"> <li>HR will ensure personnel verifying employment eligibility, including for student employees funded by the FWS program, are authorized and trained to do so. Authority will be formally delegated to the department in writing, mandatory training will be provided, and desktop procedures will be provided to the department.</li> <li>To address the specific E-Verify cases noted, HR will ensure that they are corrected or documentation supporting the actual first date of employment is attached to the Form I-9.</li> </ol>	<p>January 31, 2020</p> <p>January 31, 2020</p>

BUSINESS ISSUE	PLANNED ACTION	COMPLETION DATE
<p>5. Although the E-Verify system contains data classified as highly sensitive, it has not been evaluated to determine if it is subject to information technology controls that help secure a system's data.</p>	<p>HR will contact the Division of Information Technology to request an evaluation of the E-Verify system to determine if it is subject to information technology controls.</p>	<p>Complete</p>
<p>6. Improvements are needed in the granting and monitoring of access to the E-Verify system. Specifically,</p> <ol style="list-style-type: none"> <li>1. There is not a centralized process to grant access to the E-Verify system. Currently there are five program administrators that can grant access. Allowing multiple program administrators to grant system access without a centralized review process could result in (a) inconsistency in the criteria and documentation required for access, and (b) someone without a business need having access to the system. In our review of 11 employees with access to E-Verify, one current employee was determined to have no business need for access.</li> <li>2. There is not a process to regularly monitor access to the E-Verify system. This could allow individuals to continue to have access without a business need. In our review of 11 employees with access, we noted that one had separated from the University, but still had access.</li> </ol>	<ol style="list-style-type: none"> <li>6.1 HR will limit the number of program administrators to two: one primary and one secondary. Both will be within HR. HR will also develop a form required to request/grant access to the E-Verify system.</li> <li>6.2 The program administrators will conduct an annual review of users to monitor access to E-Verify. Documentation of this annual review will be maintained in HR.</li> </ol>	<p>January 31, 2020</p> <p>January 31, 2020</p>
<p>7. The display of two employment notices, the Notice of E-Verify Participation and the Notice of Right to Work, does not appear to meet the MOU's requirements. The notices must be displayed in a prominent place that is clearly visible to prospective employees and all employees who are to be verified through E-Verify.</p> <p>Although these notices are posted in the lobby of HR and in the College of Graduate Studies &amp; Research, not all employees must go to one of these places. Therefore, these notices are not visible to all employees, resulting in noncompliance with the MOU.</p>	<p>HR will determine additional locations where the employment notices should be posted to meet the requirements of the MOU and ensure that they are posted in those locations.</p>	<p>January 31, 2020</p> <p>Page 7 of 255</p>

**RADFORD UNIVERSITY  
OFFICE OF AUDIT AND ADVISORY SERVICES  
FOLLOW-UP AUDIT STATUS REPORT  
BUSINESS AFFAIRS AND AUDIT COMMITTEE  
DECEMBER 2019**

Audit: APA Audit 6/30/2018				
	Business Issue	Planned Action	Action Date	Status
1.3	The University does not review and revise its documents that contain the configuration settings for a database that supports mission critical functions. A lack of necessary resources prevented the University from reviewing and revising its documentation for database security settings and aligning with its Security Standard and industry best practices throughout the year.	The University is dedicated to the continual improvement of the University's database management processes and the overall security program. The University agrees that a review of the database configuration settings will improve the security profile. While several settings were corrected during the audit, a project is underway to review, document, and update the database configuration settings. The Division of Information Technology will prioritize resources such that reviews will be completed and updated settings will be documented and defined.	October 1, 2019	Complete

**Audit: APA Single Audit 2018 – Student Financial Assistance**

	Business Issue	Planned Action	Action Date	Status
1.0	<p>University personnel did not report enrollment data accurately or timely to the National Student Loan Database System (NSLDS) during financial aid year 2018. After testing 37 students who graduated or withdrew from the University, we noted the following:</p> <ul style="list-style-type: none"> <li>• Three students (8%) were reported with an incorrect enrollment status;</li> <li>• The effective date of the student status change for fifteen students (41%) was not accurate; and</li> <li>• The student status change for six students (16%) was not reported timely.</li> </ul> <p>In accordance with Code of Federal Regulations 34 CFR 685.309 and further outlined in the NSLDS Enrollment Reporting Guide published by the Department of Education, unless the institution expects to submit its next student status confirmation report within 60 days, enrollment changes must be reported to NSLDS within 30 days of the change. The accuracy of Title IV enrollment data depends heavily on information reported by institutions. Untimely and inaccurate data submission to NSLDS may reduce reliance placed on the system by the Department of Education for monitoring purposes and other higher education institutions when making aid decisions. Noncompliance may also have implications on an institution's participation in Title IV programs and may impact loan repayment grace periods.</p> <p>In some instances, inaccurate reported effective dates were a result of the Office of the Registrar incorrectly interpreting the relevant guidelines. Other exceptions resulted from University system batch data overriding certain NSLDS fields during the data transmission process. The extent and cause of the data override issue is unknown at this time.</p>	<p>As noted, some exceptions resulted from the University, along with the National Student Clearinghouse, interpreting the required effective date of graduation as either the last date of attendance or the conferral date. Due to this recommendation, the Registrar's Office has immediately begun using the conferral date for all students who are not enrolled in the term in which they graduate as standard practice.</p>	<p>April 30, 2019</p>	<p>Complete</p>
		<p>Also as noted, other exceptions resulted from batch data overriding effective dates in NSLDS due to the submission of batch data. The Registrar's Office, in conjunction with the Financial Aid Office, has been actively pursuing options to correct this. Staff are continuing to work diligently to further research this issue and determine the best policy and procedure to move forward in a compliant manner. The Registrar's Office is responsible for overseeing the corrective action.</p>	<p>April 30, 2019 Revised to September 30, 2019 Revised to May 31, 2020</p>	<p>In Process</p>

**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Business Affairs and Audit Committee**  
**December 5, 2019**

**Information Item**  
**Capital Projects Update**

**Item:** Facilities Planning and Construction update on capital projects.

**Background:** Currently, the University has **two active capital projects** in progress. Following is an update and project summary:

**1. Reed-Curie Renovation**

Project Budget ----- \$33,045,000

Architect/Engineer Firm----- Cannon Design

Construction Manager----- Branch and Associates

The Reed-Curie renovation project was approved in the spring 2016 state bond package. The project will completely renovate the existing Reed Hall and Curie Hall science buildings to complement the recent addition of the Center for the Sciences, ultimately providing an overall state-of-the-art facility for nearly all of RU’s Artis College of Science and Technology departments.

Occupants in the renovated building will include the Departments of Physics, Geology and Geospatial Science and the Office of the Dean. The Cyber Security Center will also be housed in the renovated building, along with support spaces for the Chemistry and Biology Departments. The Greenhouse will also be renovated and remain located adjacent to the renovated Reed Hall.

The state initially approved funding for detailed planning for the project in the fall 2016, and then approved final funding for the remainder of design and the construction on June 30, 2017. The state issued an approved demolition Building Permit on January 8, 2018, and the approved full project Building Permit on May 3, 2018.

During the summer 2017, Radford University completed the relocation of staff and equipment to various swing spaces on campus to render the building unoccupied. A Guaranteed Maximum Price for an Early Release Demolition Package was approved with a Notice-to-Proceed executed on January 8, 2018, and a subsequent Guaranteed Maximum Price for the full Project Renovation Package was approved with a Notice-to-Proceed executed on May 3, 2018.

Demolition is complete, including all interior systems and components and exterior utilities and sitework. The façade of the existing Curie Hall has been demolished, and installation is complete for a new metal panel and window façade to more closely match the elements of the adjacent Center for the Sciences, and to provide full views from the interior building spaces.

New interior walls and various interior building systems installations are complete, starting at the first floor and proceeding to the third floor. Electrical and plumbing rough-ins are complete. The foundations, framing, window-wall, and roof for the entry area addition and exterior utility systems are complete. Roofing installation is complete, and exterior windows installation is complete. Final space finishes are nearly complete, including floors, ceilings, and walls. Lab equipment installation is complete. Delivery and installation for furniture and other equipment/furnishings is complete.

The Division of Engineering and Buildings (DEB) substantial completion and final inspections have been completed, with temporary occupancy approved the first week of December. Project construction completion including all punch list items and swing space relocations will occur in December 2019 and January 2020, to allow classes in mid-January 2020. The overall project is anticipated to be under budget upon completion.

**2. Center for Adaptive Innovation and Creativity**

Project Budget ----- \$4,000,000  
(Detailed Planning only)

Architect/Engineer Firm----- Hord Coplan and Macht

Construction Manager----- Skanska

The Center for Adaptive Innovation and Creativity project was approved for Detailed Planning in July 2018, as described in the Radford University six-year capital plan submission to the state in December 2017.

The Center will address an array of significant existing programmatic and building deficiencies across a number of academic colleges. The approximately 178,000-square-foot multi-story building will include state-of-the-art instruction, laboratory, maker, studio, computer, and collaborative spaces that integrate the arts and health sciences, along with office and other academic support functions. Specialty spaces will include an instructional auditorium and support spaces, health science clinical lab spaces, painting and drawing studio spaces, and music and dance studio spaces. The project will be located in a prominent area of campus directly adjacent to East Main Street and will respond aesthetically to the existing buildings along this important campus corridor.

The project scope will generally provide for demolition of the existing Porterfield East and West Halls and McGuffey Hall and construction of the new building and building systems and components including HVAC, plumbing, electrical, fire alarm and detection, fire suppression, lightning protection, and elevators. The project will replace existing facilities and building systems nearly 50 years old that are inadequate for today's learning environment and technologies. Significant utility impacts will be accommodated, along with erosion/sediment control and stormwater management requirements. The impact of required swing spaces and potential phased construction are being investigated during the preliminary design phases of the project.

The solicitation for design services was advertised on May 1, 2018, and the firm of Hord, Coplan and Macht was selected and the design began in July. The initial Programming effort has been completed, and early building schemes were developed and approved by Radford University. Geotechnical investigations and site/utility surveying are complete. The state's Department of Historic Resources has approved the proposed demolition, and the Environmental Impact Report has been approved by DEQ. The demolition package has been approved by AARB, along with final approval of the new building design package by AARB as well. The Schematic Design Package was submitted to DEB in November, with subsequent approval in December. The Preliminary Design Package and Estimate was submitted to DEB in May 2019, with subsequent approval in July.

RU's request to utilize the Construction Management-at-Risk delivery method was approved by DEB, and the solicitation for CM-at-Risk services was advertised on July 22, 2018. Qualifications packages were received on August 21, 2018, with RFP proposals and interviews in mid-September. The contract for pre-construction services was awarded to Skanska on October 8, and their team provided pre-construction services for the project.

The project was not funded in the FY2020 budget; therefore, the project will not proceed past Detailed Planning at this time. The Capital Budget Request for the project was submitted in June, in order to facilitate inclusion in the upcoming FY2021 budget. The project estimate is currently \$97,800,000.

### **3. Master Plan 2020-2030**

The University has been working on the preparation of an update of the current Master Plan. Background information gathering for the Master Plan 2020-2030 began in 2017, with the assignment of the Committee and kickoff meeting in April 2018. Initial information gathering and stakeholder input occurred throughout the summer and fall 2018, with campus open forums and presentations to all internal governance Senates and other organizations and stakeholder groups. Sub-committees were formed to study specific areas of interest including academics; student activities and services; land use; transportation; infrastructure and sustainability; and public-private and community. A review of existing campus space utilization was completed, using outside consultants to identify potential under- or over-

utilization of various space types. A review of existing campus parking was also completed, using outside consultants to identify potential areas of improvement for traffic, parking, and public transportation. Initial findings were compiled and reviewed with the Executive Steering Committee in January, in order to identify areas for greater analysis by the Committee in the spring and summer 2019.

Final draft document preparation continued throughout the summer and fall 2019 with another round of presentations to internal governance Senates and other organizations and stakeholder groups, including a briefing to the Board of Visitors on overall themes and findings. The pre-final draft of the text document was posted to campus for comments, and preparation of the final deliverable was completed in November 2019. Presentation to the Board of Visitors is scheduled for December 2019.

- Initial findings compiled in December 2018, and presented to Executive Steering Committee
- Analysis and options reviewed in spring/summer 2019
- Draft document preparation and pre-final presentations to stakeholders in fall 2019
- Final Master Plan completed for approval in December 2019

# Finance and Administration Update

RADFORD  
UNIVERSITY

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# Capital Project Update



# Reed and Curie Renovation



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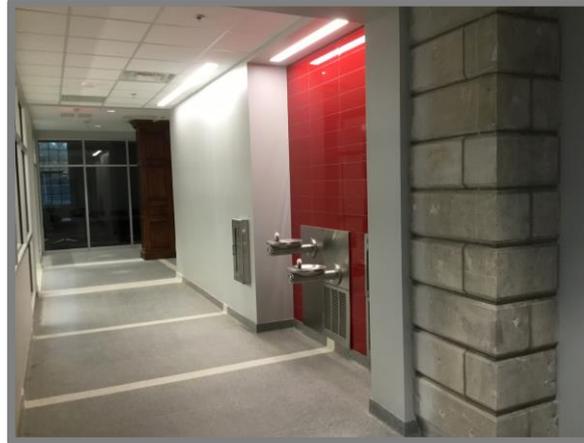
# Reed and Curie Renovation

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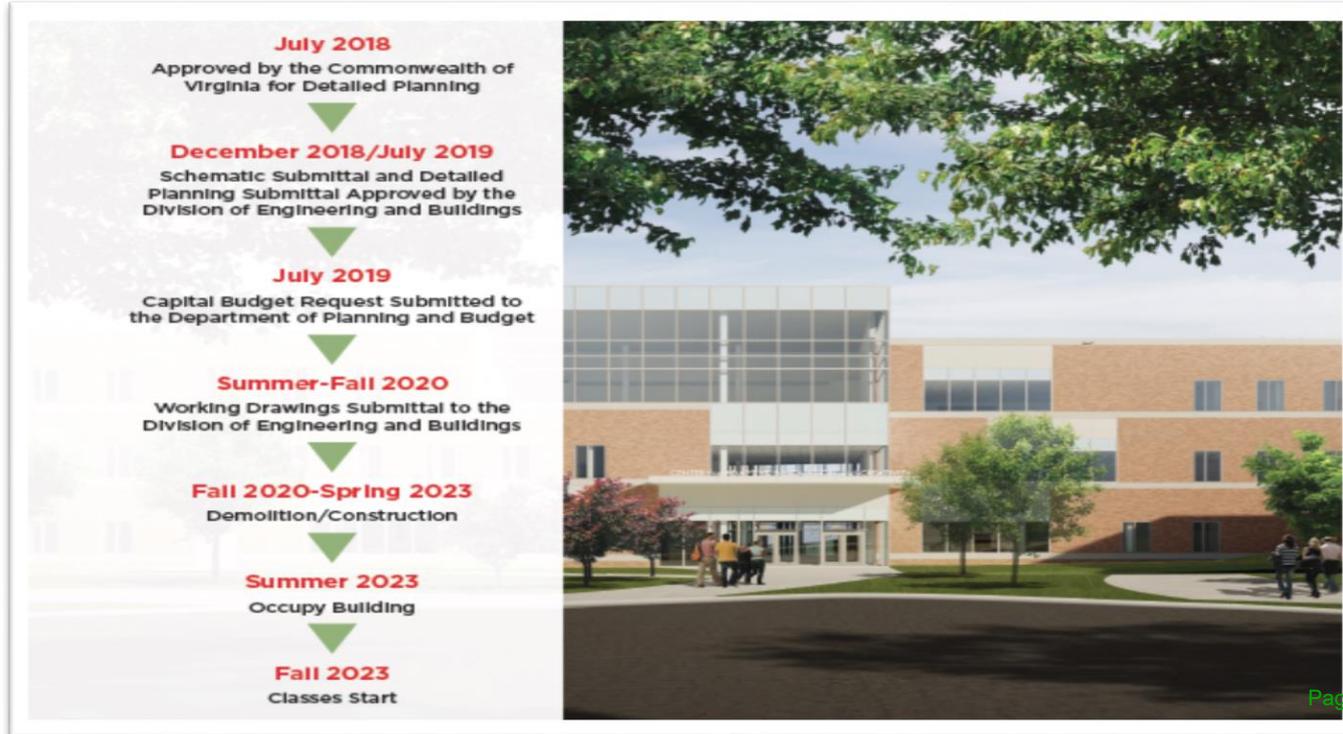


# Reed and Curie Renovation

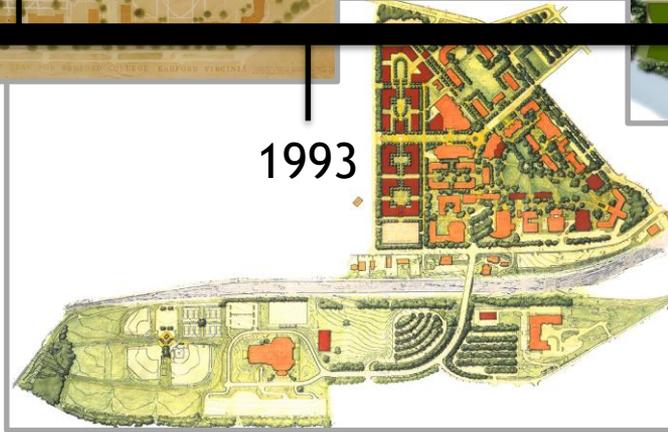
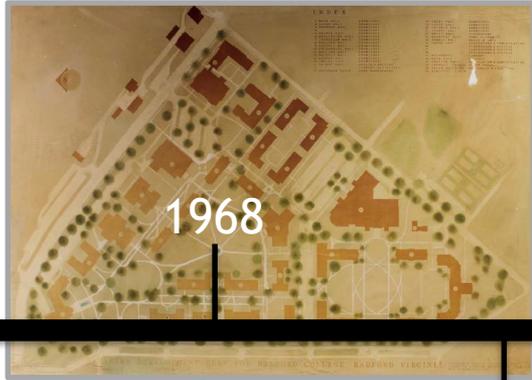
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# Center for Adaptive Innovation and Creativity



# 2020-2030 Master Plan



# Six-Year Capital Outlay Plan 2020-2026



# Six-Year Capital Outlay Plan 2020-2026

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- Each University submits to the Commonwealth every two years
- University prioritizes projects and indicates sources of funding
- Driven by Strategic Plan and Master Plan
- Compiled in two-year Biennial Groupings
- Governor uses to prepare Executive Budget Bill

# 2021-2022 Biennium



# Center for Adaptive Innovation and Creativity

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- Demolish Porterfield and McGuffey Halls
- 178,000 square foot new building
- CVPA and WCHHS spaces
  - Classrooms
  - Clinics
  - Specialty labs
  - Studios
  - Offices



# Renovate Norwood Hall and Tyler Hall

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- Complete renovation of both buildings
- Study and gathering spaces
- New finishes, systems and private bathrooms
- Living-learning environments



# Expand Create Riverway Experience

- Expand/connect to existing City greenway
- Improved gateway entry bridge
- Academic and recreational activities
- RU Outdoors/RU Able
- Restaurant
- Amphitheater



# Construct Hotel and Convention Space

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- City and Foundation partnership
- Adjacent to Moffett Quad
- 125 Rooms
- Conference Center
- Rooftop restaurant



# Property Acquisition

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- Blanket appropriation for potential property purchases
- Facilitates future program and enrollment growth
- Funding approval mechanism to allow purchases “off-cycle”



# 2023-2024 Biennium



# Renovate McConnell Library

- Complete renovation of building systems
- Repurposing of existing print storage spaces
- Student collaborative and maker spaces
- Archives and special collections
- Tutoring and instructional labs



# Construct Administrative Services Addition

- Administrative units currently in leased spaces
- Promotes co-location of related employees
- Cost-effective addition to Armstrong Building



# Improve Campus Infrastructure

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- Many utility systems are 50+ years old
- Regulatory changes require upgrades
- Security and safety improvements are needed



# 2025-2026 Biennium



# Renovate Muse Hall

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- Complete renovation of entire building
- Study and gathering spaces
- New finishes, systems, private bathrooms and exterior facade
- Living-learning environments



# Renovate Walker Hall

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- Repurposing of existing spaces for Division of Information Technology
- Complete renovation of building systems
- Classrooms and computer labs
- Site improvements



# Renovate Dedmon Center

- Re-configured arena seating bowl
- River Entrance to upper level for fan access
- Enhanced concessions and restrooms
- Facilitates future improvements to Dedmon



# Discussion

**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Business Affairs and Audit Committee**  
**December 5, 2019**

**Action Item**  
**Approval of the Six-Year Capital Plan for 2020-2026**

**Item:**

Approval of the 2020-2026 Radford University Six-Year Capital Outlay Plan.

**Background:**

Every two years, each college and university in the Commonwealth of Virginia submits a Six-Year Capital Outlay Plan to the Department of Planning & Budget. From those requests, the Executive Branch uses these submissions to prioritize capital projects for the Commonwealth and to inform their decision on which projects will be slated for inclusion in the Governor's Executive Budget Bill which is presented in December of each year.

The Six-Year Plan reflects the mission of the University. The projects are submitted in priority order and identify the requested source of funding. The guiding principles of the plan were to identify future capital projects that renovate existing academic buildings as construction is completed on new facilities, address the need to co-locate administrative offices to improve operational efficiencies and departmental synergy, and modernize residence halls by updating the building's infrastructure and systems.

A summary of the submitted projects, by biennium, is presented in Appendix A and a brief description of each project is provided in Appendix B.

**Action:**

Radford University Board of Visitors approval of the 2020-2026 Radford University Six-Year Capital Outlay Plan, as presented in Appendixes A and B.

**Radford University Board of Visitors**  
**RESOLUTION**  
*Approval of the Six-Year Capital Outlay Plan for 2020-2026*  
**December 6, 2019**

**BE IT RESOLVED**, the Radford University Board of Visitors approves the Radford University Six-Year Capital Outlay Plan for 2020-2026, as presented in Appendixes A and B.

**RADFORD UNIVERSITY**

**Appendix A: Summary of the Radford University Six-Year Capital Outlay Plan for 2020-2026**

<i>Project Priority</i>	<i>Capital Project Description</i>	<i>Funding</i>	<i>General Fund</i>	<i>Nongeneral Fund</i>	<i>University Debt</i>	<i>Other</i>	<i>Total Funding</i>
<b>2021-2022 Biennium</b>							
1	Construct New Center for Adaptive Innovation and Creativity	E&G	\$97,800,000	\$0	\$0	\$0	\$97,800,000
2	Renovate Norwood Hall and Tyler Hall Residences	Auxiliary	\$0	\$5,000,000	\$12,000,000	\$0	\$17,000,000
3	Expand Create Riverway Experience	Auxiliary	\$0	\$5,000,000	\$0	\$5,000,000	\$10,000,000
4	Construct Hotel and Convention Space	PPP	\$0	\$0	\$0	\$25,000,000	\$25,000,000
5	Property Acquisition	Auxiliary	\$0	\$5,000,000	\$17,500,000	-\$22,500,000	\$0
<b>2023-2024 Biennium</b>							
6	Renovate McConnell Library - repurpose for new uses	E&G	\$38,378,000	\$0	\$0	\$0	\$38,378,000
7	Construct New Administrative Services Addition	E&G	\$0	\$3,000,000	\$0	\$0	\$3,000,000
8	Improve Campus Infrastructure - Utilities/Safety/Security	E&G	\$14,050,000	\$0	\$0	\$0	\$14,050,000
<b>2025-2026 Biennium</b>							
9	Renovate Muse Hall Residences	Auxiliary	\$0	\$0	\$75,000,000	\$0	\$75,000,000
10	Renovate Walker Hall	E&G	\$18,460,000	\$0	\$0	\$0	\$18,460,000
11	Athletics Umbrella Fund (Renovate Dedmon Center)	Auxiliary	\$0	\$0	\$20,000,000	\$0	\$20,000,000
<b>Future Projects - 2025 and Beyond</b>							
12	Construct New Public Safety Building	E&G	\$20,000,000	\$0	\$0	\$0	\$20,000,000
13	Construct New Welcome Center	E&G/Auxiliary	\$7,500,000	\$0	\$7,500,000	\$0	\$15,000,000
14	Construct Combined Heat and Power Co-Generation Facility	ESCO	\$0	\$0	\$0	\$0	\$0
15	Construct New University Convocation Center	E&G/Auxiliary	\$45,000,000	\$0	\$45,000,000	\$0	\$90,000,000
16	Athletics Umbrella Fund (Construct Concessions/Ticketing)	Auxiliary	\$0	\$0	\$10,000,000	\$0	\$10,000,000
17	Construct Hurlburt Addition	Auxiliary	\$0	\$0	\$20,000,000	\$0	\$20,000,000
<b>Total Capital Plan</b>			<b>\$241,188,000</b>	<b>\$18,000,000</b>	<b>\$207,000,000</b>	<b>\$7,500,000</b>	<b>\$473,688,000</b>

## **Appendix B: Summary of Radford University's Six-Year Capital Outlay Plan for 2020-2026**

### **2021-2022 Biennium**

#### **Construct New Center for Adaptive Innovation and Creativity**

Porterfield Hall, which houses the University's Theatre, Music, and Art Departments, was built in two phases. The first phase, Porterfield East, was built in 1968 and the second phase, Porterfield West, was built in 1971. The two phases are 38,228 and 47,680 square feet respectively, and combine for a total of 85,908 square feet. The current square footage is not sufficient to contain all of the College of Visual and Performing Arts' programs, which are located in six separate facilities across campus. Porterfield has been in continuous use for nearly 50 years without the benefit of any significant renovation. Building components have been replaced as they have failed over time, but the building's operating systems are very outdated and not energy efficient.

McGuffey Hall is located directly adjacent to Porterfield Hall, and houses the Department of Design. The building was built in 1952 and consists of 35,943 square feet in an extremely inefficient floor plan. While renovated in 1996, the building systems and equipment are now once again near the end of their useful life, and the space layouts are not conducive to current academic instructional tools and methods.

Waldron Hall, which houses the Waldron College of Health and Human Services, was constructed in the late 1990's. The building is 57,996 square feet and includes the Dean's Offices; the Departments of Communication Sciences and Disorders, Physical Therapy, and Occupational Therapy; and the Schools of Nursing and Social Work. The facility includes a clinic, laboratories, classrooms, and offices. While the facility condition is adequate, the College is faced with increasing enrollments that are overwhelming the current available footprint. Further, newer equipment and simulation environments have been developed since the building's opening, and the College needs to upgrade these areas to maintain its leadership in health care education in the commonwealth.

This project will demolish both Porterfield East and West Halls, along with the adjacent McGuffey Hall, and will construct a new approximately 178,000 square-foot facility located in the same general area near the northeast corner of the campus. The proposed new multi-college academic building will include traditional classrooms, studios, and laboratories, in addition to multi-use environments such as maker spaces, simulation and virtual and augmented reality laboratories, computer centers, and other specialty environments to support the many and varied needs of multiple programs on campus. Health services, education, the sciences, and the arts will all collaborate in this state-of-the-art cross-disciplinary facility.

#### **Renovate Norwood Hall and Tyler Hall**

Tyler Hall was built in 1916, and Norwood Hall was built in 1939 as residence halls for the earliest students of the campus. The dormitory buildings have never undergone complete renovations, and are in critical need of system repairs and upgrades. This project would modernize both buildings with renovated rooms, new finishes, improved systems, and the addition of air conditioning to all

rooms. The renovated rooms will be done in a manner to make them more appealing to students – less sharing of bathrooms space, provisions of some apartment-style accommodations, and improved student study and gathering areas. This project would also introduce living-learning environments to the buildings, in accordance with the University’s emphasis on student support and retention.

### **Expand Create Riverway Experience**

The New River is directly adjacent to the Athletics/Recreation Campus with boat access points at several locations near University property. Also, an extensive partially developed greenway/trail system parallels the river and extends to Bisset Park and other City of Radford facilities to the west of campus. This series of projects to expand the overall riverway experience will serve to better connect students and others to the New River, for both instructional and recreational uses.

Several gathering areas with appropriate outdoor furniture and shelters are proposed along this greenway development to provide spaces for relaxation and contemplation along with potential academic research and student life activities. Boat and canoe launch ramps will be provided to provide direct access to the river for floats and canoes. Festival event areas along with an amphitheater are proposed adjacent to the river. Recreational elements, such as ziplines, ropes courses, and climbing walls, will be located in the area, potentially for both student and public use. A restaurant, adjacent to the river, would provide food service and event spaces. A rails-to-trails connection, along the existing trestle bridge, will provide connectivity to other greenways in the New River Valley.

To further enhance connections to the river campus area, it is proposed to move the RU Able program to campus from its current off-campus leased space location. In conjunction with RU Outdoors and the Tourism and Special Events Resource Lab, these programs will enhance and facilitate greater connectivity to the overall significant assets made available by the New River. The gateway bridge into the river campus area and traffic patterns around the adjacent Dedmon Center will also be improved for aesthetics and efficiency.

### **Construct Hotel and Convention Space**

This project will construct a hotel and related conference/event center adjacent to campus. The City of Radford and the Radford University Foundation are currently collaborating on the project with the help of Fortune 500 Company Jones Lang LaSalle (JLL), a commercial real estate services firm. The multilevel hotel will be located at the intersection of Tyler Avenue and Calhoun Street. Four existing structures will be demolished to make way for the hotel, which will include 125 rooms, a conference center, and on-site parking. The hotel is also planned to feature a rooftop restaurant with a view overlooking the campus.

### **Property Acquisition**

The University will continue to grow over time, due to both increased enrollment and also expanded programs and education opportunities. The University needs to have the capacity to purchase properties as they become available within general proximity to campus to support this growth. This appropriation will allow a funding approval mechanism to be in place that will facilitate the acquisition of properties as available, particularly as these opportunities most often do not coincide with the Commonwealth’s budget cycles.

## 2023-2024 Biennium

### **Renovate McConnell Library**

The footprint that forms the McConnell Library consists of an original 14,000 square foot building built in 1931, a 47,500 square foot addition built in 1965, and a 46,444 square foot addition built in 1995. Both the 1965 addition and the 1995 addition, which represent approximately 90 percent of the library's square footage and operations, remain in their original configuration with building systems and equipment, which have far exceeded their expected useful life.

The proposed renovation will replace the aged and inefficient building systems and equipment. Equally important, the renovation will incorporate repurposing and space changes to provide amenities found in and expected within modern libraries. With the increasing move to electronic resources and culling of print collections, the University plans to repurpose print storage space for alternative configurations. Spaces targeted for repurposing are home to some of the library's print collection along with Archives and Special Collections. The print collection located in these areas is in the process of being thinned and the remaining books moved to compact storage.

The culling and relocation of existing collections will also create the necessary space for the Radford University Innovation Lab (RU iLab). Reflective of current library trends, this space will include learning commons, breakout rooms, interdisciplinary presentation spaces and classrooms, and multiple maker spaces. This move will rebrand the library as a hub for innovation and productivity. In particular, the RU iLab will create the infrastructure for students to engage in collaborative, interdisciplinary thinking to confront present-day needs and pressing future problems.

The renovated space will also include student support areas for group study; provide technology-emphasized rooms for both instruction and information retrieval; incorporate student service functions, such as tutoring and writing instruction; and incorporate the iLab space.

### **Construct New Administrative Services Addition**

Various university administrative functions are currently scattered in multiple locations both on- and off-campus with several groups in leased spaces. This project will provide a relatively small addition adjacent to the existing Armstrong Building to house the support team for the Controller, Compliance, Accounts Payable, Payroll, Procurement, and Human Resources.

### **Improve Campus Infrastructure**

The University needs to make improvements to many infrastructure systems and components across campus. Systems include water, sanitary, storm drainage, electrical, steam, security, and information technology. Many basic utilities and services were installed when the campus was first developed more than 75 years ago and still provide service to many buildings and various areas of campus. As financial and facilities resources have been available, upgrades have been implemented to various elements of campus infrastructure. This approach has been partially successful, but new regulations for many utilities such as storm water require additional upgrades, along with increased need due to the expanded campus footprint. For example, only a portion of the occupied buildings on-campus have been retrofitted with access-control doors, security

enhancements, and improved exterior site lighting. This project will provide funding necessary to bring the overall campus infrastructure up-to-date with current needs and regulatory requirements.

### **2025-2026 Biennium**

#### **Renovate Muse Hall**

Muse Hall is by far the largest residential housing unit on campus with approximately 900 beds, or about one-third of all students housed. Built in the late 1960s, the building has not undergone a complete renovation and is in significant need of a variety of system repairs and upgrades. The building has a commanding presence on-campus and includes a 13-story resident tower, along with a penthouse and three below-grade levels. The building has no resident air conditioning and is the least desirable available on-campus housing. The building also includes the University's secondary dining facility, which is extremely important particularly during the week for mid-day meals.

This project will modernize the facility with renovated rooms, new finishes, and improved building systems. The renovated rooms will be renovated in a manner to make them more appealing to students – less sharing of bathrooms space, provisions of some apartment-style accommodations, and improved student study and gathering areas. This project will also introduce living-learning environments to the buildings, in accordance with the University's emphasis on student support and retention.

#### **Renovate Walker Hall**

The University's Division of Information Technology is currently scattered about campus housed at five different locations. The objective of the project is to bring together the department's scattered operations under one roof, which offers both production and fiscal efficiencies. The renovated building would house IT administration and support functions and provide appropriate areas for computer deployment and repair, software installation, web and content development, and IT infrastructure. The renovated building will also utilize space for general classrooms and computer labs for overall campus use. To support the critical continuity of operation required of the IT departments, emergency and UPS back-up power will be provided. The project will also replace several outdated basic building systems and components, including HVAC and electrical and data distribution, as the building was last renovated more than 20 years ago.

#### **Athletics Umbrella Funding - Renovate Dedmon Center**

The Dedmon Center was constructed in 1980, as a combination overall University recreation and athletic venue and support space. The facility originally included basketball, volleyball, gymnastics, and swimming performance venues, along with locker rooms, training rooms, and athletics administrative offices. The facility is not designed for effective fan experiences in the way that current facilities are designed, and locker and training spaces are woefully inadequate. This project will reconfigure the arena seating bowl to provide more appropriate fan seating and viewing for indoor athletic events, and adjacent spaces will be renovated to include new locker rooms, athletic training rooms, and concessions.

## *Future Projects - 2025 and Beyond*

### **Construct New Public Safety Building**

The Radford University Police Department, Emergency Medical Services team, Emergency Preparedness Department, Emergency Operations Center, and Environmental Safety and Health staff are currently located in three separate buildings around campus. Further, these functions are located in shared building spaces which are not up to current standards for these critical areas of University Services. The City of Radford has also indicated a desire to create a new public safety presence near campus, such that this building could be delivered in partnership with the City. This new building will be designed to maximize the safety and emergency capabilities of the University, including up-to-date hardware and software and associated furnishings, and would potentially be part of a shared facility with the City.

### **Construct New Welcome Center**

Students and their parents currently desire sophisticated engagement and support staff and facilities during their entire University experience. This proposed new building will include a campus welcome center to help guide both prospective and current students and their parents to desired resources and locations around campus.

### **Construct Combined Heat and Power Co-Generation Facility**

This project will convert an existing building into a combined heat and power co-generation facility for the overall campus. The facility will consist of natural-gas-powered generators to provide campus medium-voltage power, while also providing heat for the steam plant operations. The existing building is located directly adjacent to the Boiler House, so that the required utility connections to the combined heat and power are very cost-effective.

### **Construct New University Convocation Center**

The University has outgrown the central gathering areas necessary to address the needs of the student body. Other than the current basketball arena, there is no single interior space large enough to handle an address or event that involves more than a small minority of students. This project will build a convocation hall sufficient to handle large events, such as convocation, commencement, new student move-in events, family weekend, and homecoming, along with various athletic events. The center will also serve to provide a venue for orientation programs, conference services, and concerts, and promote a wide variety of activities involving the local community.

### **Athletics Umbrella Funding - Construct New Athletics Ticketing/Concessions Center**

Recent athletics construction projects have renovated and/or replaced the University's athletics softball, baseball, and tennis facilities. These facilities are co-located and include fields and dugouts, along with a new indoor practice and coach's facility, but lack common fan ticketing, concession, and restroom areas. This project will provide a new building containing these common fan functions, such that accessible services are effectively provided in this area of the University's athletics complex.

**Construct Hurlburt Student Center Addition**

Various University student support functions and groups are currently housed in Hurlburt Student Center. This project will provide an addition adjacent to Hurlburt Student Center to expand the space for student support groups, along with campus-wide large meeting and gathering spaces, conference spaces, and event venues.

RADFORD  
UNIVERSITY

# Master Plan

2020 – 2030





## 2020-2030 MASTER PLAN

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-  New Building Location
-  Full Building Renovation
-  Partial Building Renovation
-  New/Improved Parking
-  River Campus Development
-  Drop-Off Shelter
-  Central Campus
-  Athletics/Recreation Campus
-  Public-Private Enterprise Strategic Growth Zones
-  Green Space/Pathways Improvements
-  Tree Canopy Improvements
-  Landscaping/Hardscaping Improvements

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# Letter from the President

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On behalf of the Radford family, I am pleased to present Radford University's 2020-2030 Master Plan, which reflects the University's commitment to optimizing the function and utilization of existing and future facilities and enhancing the development and overall engagement with the community by serving as a critical partner with the City of Radford and in the New River Valley. This plan capitalizes on the scenic beauty of the main campus' ideal location in the Blue Ridge Mountains and along the New River, as well as further expansion into the broader region, specifically the City of Roanoke, with the establishment and operation of Radford University Carilion, which is located in the Star City's Innovation Corridor.

Due to the dedicated work of the Master Planning Committee and its various subcommittees, as well the active engagement of the campus community, the 2020-2030 Master Plan provides the infrastructure to accomplish the visionary goals and strategies outlined in the University's 2018-2023 Strategic Plan: *Embracing the Tradition and Envisioning the Future* and establishes the foundation for our sustained growth and success. This plan represents yet another significant step forward in continuing our rich tradition of teaching and learning, while, at the same time, creating bold opportunities for collaboration and innovation.

With Highlander Pride,

A handwritten signature in black ink, enclosed in a thin black oval. The signature is stylized and appears to read "B. Hemphill".

Brian O. Hemphill, Ph.D.  
President  
@BrianOHemphill

# Executive Summary

## GOALS

The Radford University 2020-2030 Master Plan was developed to support the Radford University 2018-2023 Strategic Plan: *Embracing the Tradition and Envisioning the Future*. The 2018-2023 Strategic Plan contains goals and strategies to support the vision of transforming Radford University into a premier, innovative, student-centered university in the Commonwealth of Virginia and beyond with a keen focus on teaching, research and service. This Master Plan includes both overall guidance and specific actions for enhancing the University's physical built environment as an integral part of this comprehensive strategic vision.

The Master Plan identifies actions to facilitate accomplishment of the goals and strategies associated with these areas of emphasis.

The goals of the Master Plan are multi-pronged.

1. Support the 2018-2023 Strategic Plan by enabling the University's physical resources to accommodate future needs of the University. The 2018-2023 Strategic Plan is built around six areas of emphasis.
  - Academic Excellence and Research
  - Brand Identity
  - Economic Development and Community Partnerships
  - Philanthropic Giving and Alumni Engagement

- Strategic Enrollment Growth
  - Student Success
2. Plan for key building footprint components.
    - Construction of the new Center for Adaptive Innovation and Creativity (CAIC) to replace College of Visual and Performing Arts (CVPA) space and also create interdisciplinary student spaces serving the Waldron College of Health and Human Services and the Artis College of Science and Technology.
    - Renovation and repurposing of McConnell Library for current and future uses.
    - Renovations to multiple existing residence halls to enhance quality of on-campus residential accommodations.
    - Repurposing of existing spaces to facilitate efficient use of current building footprint and promote cross-discipline collaboration.
    - Potential new building footprints as identified during the master planning process.

3. Provide a detailed, long-range plan for the residential life system that provides additional beds in residence halls either on-campus or off-campus, plans for the systematic renovation of existing residence halls and improves the variety of offerings in a manner that is financially sustainable.

4. Plan for transportation and parking systems to enhance access to campus, improve user satisfaction and encourage multimodal means of transportation.
5. Plan for infrastructure systems that anticipate growth rather than react to demand. Plan for systems that continue to support and enhance the University's initiatives to maximize overall resource efficiency. Plan for systems that respond to the challenges of sustainability, including reductions in energy use and greenhouse gas emissions.
6. Enable connectivity with the City of Radford and greater Southwest Virginia through enhancement of existing facilities and virtual infrastructure environment, as well as the establishment of new locations and programs.

## THEMES

Several themes have been identified as overarching influences in the preparation of the Master Plan.

1. Consistent Aesthetic Campus Brand: Buildings and landscape aesthetic characteristics will be complementary to the existing campus built environment, in terms of massing, color palette, materials, style, density, green space and other important current components.
2. Efficiency/Effectiveness/Collaboration of Building Space: Buildings will be efficient in their usage and effective in their support of overall University goals and education delivery. [Page 55 of 255](#)

3. Anticipate/Enable Growth: Building spaces and locations, exterior environments and overall campus infrastructure will anticipate and facilitate future growth and development.
4. Accessibility and Connectivity: Buildings and exterior campus elements will enhance accessibility for all users and occupants and encourage connectivity for students, faculty and staff across both academic and student life programs.
5. Sustainability: Buildings and infrastructure elements will achieve sustainability goals as set forth by the University and in accordance with stated core values.
6. Safety: Buildings and exterior spaces will provide safe environments for all users and occupants.

## PLANNING ISSUES

In order to understand and address the overall goals, the Master Plan work began with data collection in the fall of 2017. This process started with compiling all current and historic information relative to campus buildings, infrastructure, student, faculty and staff populations and other information from outside relevant resources, along with field investigation and collection of technical engineering data from the Facilities team, transportation and parking assessments and analysis of existing green space and landscape elements.

The process also included information gathering meetings and work sessions with multiple

groups of students, faculty and staff, as well as representatives from the City of Radford and other appropriate stakeholders. The goal of these meetings was not only to understand physical needs and criteria, but to better understand the qualitative needs and the cultural aspects of the campus community. The result of the data collection process yielded vital information that informed the plan. The findings of the data collection process are summarized as follows.

- The central areas of the campus are beautiful, but not readily seen by visitors; therefore, the campus needs to connect more effectively to the surrounding community.
- The addition of a large amount of occupied building square footage over the last decade has brought about potentially inefficient and unbalanced space usage across several types of use groups and occupants on-campus.
- Changing academic delivery methods and pedagogies have created the need to rethink current learning spaces and provide new convergence spaces to facilitate cross-disciplinary activities.
- The Athletics area of campus is separated from the main campus by East Main Street and the railroad tracks. This separation appears to impact use of the recreation facilities near the Dedmon Center and attendance at athletic events.
- Parking is an issue on campus. Several small lots, particularly those within the Central

Campus, cause traffic congestion as vehicles move from lot to lot searching for a parking space, while the allocation to various user groups appears to be unbalanced.

- Most off-campus students live in neighborhoods adjacent to campus across Tyler Avenue to the west or across Jefferson Street to the east. This circumstance generates significant pedestrian traffic crossing these major vehicular routes.
- Central Campus has limited remaining opportunities for large new building footprints. Significant growth in the built environment, if identified in the future, will likely rely on acquisition and development of current off-campus locations.
- New off-campus residential apartment footprint adjacent to the Central Campus needs to be incorporated into the overall University housing plan.
- Transit service needs to be revised to accommodate the changing needs of students, faculty and staff. More efficient routes and stops will help incentivize ridership.
- The University needs to continue its commitment to overall sustainability across campus assets and programs.
- The merger of Jefferson College of Health Sciences brings about a significant new presence in Roanoke as Radford University Carilion (RUC).

## VISION AND IMPLEMENTATION PLAN

Through multiple iterations of analysis by the Master Planning Committee; input from the University community and other major stakeholders; and subsequent refinement by the Executive Steering Committee, the final version of the Master Plan was approved by the Board of Visitors in December 2019. The major tenets of the Master Plan are far-reaching and will enhance the Highlander experience for generations to come.

- **Existing Space Usage:** Based on current utilization of space, proposed student population can generally be accommodated in existing on-campus academic built footprint with a few specific exceptions. Current academic and administrative spaces will be repurposed to enhance new learning methods and support environments where appropriate.
- **Existing Residences:** Based on the recent acquisition of more than 600 beds in apartment buildings located off-campus and adjacent to Central Campus, along with the current available on-campus residence halls and off-campus apartments, no additional new on-campus beds have been identified for the next 10 years.
- **Central Campus and Athletics/Recreation Campus New Building Locations:** A number of locations have been identified on both Central Campus and Athletics/Recreation Campus as potential locations for identified new academic and student programs buildings and future buildings as the need arises, along with the proposed River Campus development.



- **Primary Strategic Future Growth Areas:** In the long term, the campus will likely expand primarily to the east across Jefferson Street and along East Main Street. Short-term development is planned with an eye toward this long-term vision.
- **Secondary Strategic Future Growth Areas:** The Tyler Avenue Corridor is also a location for anticipated future growth of the campus, along with related student and family services and amenities. This growth will need to be carefully coordinated with the City of Radford, given the number of established retail, housing, religious and government occupancies along Tyler Avenue.
- **Enhanced and New Off-Campus Programs:** Radford University Carilion, the result of merging with Jefferson College of Health Sciences, is a major focus for expanding program services in Southwest Virginia. The Roanoke Higher Education Center and the Southwest Virginia Higher Education Center both offer growth opportunities for multiple existing and proposed academic programs in the region.
- **Improved Parking System:** This will provide a more service-oriented business model by providing balanced, reliable, convenient parking on or adjacent to the Central Campus, while providing additional parking on the Athletics/Recreation Campus or off-campus with associated transit service.
- **Transportation Options:** The transit system will be improved to better serve commuter students, provide better access to the Athletics/Recreation Campus area and allow easier access to downtown and connection to other localities.
- **Infrastructure Improvements:** Campus systems and components will be analyzed and improved to ensure continuing services and to enhance overall campus sustainability.
- **Landscape/Hardscape Improvements:** Comprehensive landscape and hardscape provisions will be undertaken to continue the landscape heritage of the overall campus, while improving perimeter aesthetics, pedestrian experiences and overall wayfinding.

## 2020-2030 MASTER PLAN — OVERALL SUMMARY

### Construct

- CAIC — Highest priority
- Hurlburt Addition
- Administrative Services Addition
- Welcome Center
- Public Safety Building
- Athletics Ticketing/Concessions Building

### Renovate

- McConnell Library
- Tyler/Norwood/Muse Halls
- Dedmon Center Arena

### Repurpose

- Programmatic expansion through selective repurposing of areas within Davis, Cook, Walker, Peters, Kyle and Young Halls
  - Waldron College growth
  - CEHD programs
  - Tech Talent Pipeline
  - Venture Lab
  - Tourism Lab

### Evaluate and Upfit

- Classrooms and labs — Scheduling, efficiency, delivery methods and REAL General Education
- Student study and collaboration spaces
- Event and meeting spaces

### Enhance

- Sustainability
- Utilities
- Transit
- Campus perimeter
- Green spaces
- Brand identity

### Create

- Greenway/Riverway — River Campus
- Roanoke locations — RUC/RHEC
- Hotel
- Public-private/retail spaces
- Other opportunities as identified



# Long-Range Plan for Transformation

## THE PROCESS

The planning team developed a five-phase process to study and prepare the Radford University Master Plan. This process included work in the following areas.

- Kickoff and Charge
- Discovery and Data Collection
- Analysis and Options
- Master Planning and Concept Refinement
- Implementation and Documentation

To understand existing campus conditions and the perceptions of these conditions, the Master Planning Committee and the Document Preparation Team conducted a series of meetings with various groups during 2018 and 2019. Additionally, the team toured campus, assessed building and space use, reviewed University Facilities existing technical documents and engaged with developers of the City of Radford Comprehensive Plan. The team also conducted

workshops and prepared surveys to collect information regarding academic programs, student programs, land use, infrastructure and other areas of interest.

The team utilized the 2018-2023 Strategic Plan: *Embracing the Tradition and Envisioning the Future* as its basic guide with specific goals for each of the following areas.

- Academic Excellence and Research
- Brand Identity
- Economic Development and Community Partnerships
- Philanthropic Giving and Alumni Engagement
- Strategic Enrollment Growth
- Student Success

The team also utilized a number of other previously prepared documents and studies for broad background in addition to the 2018-2023 Strategic Plan.

- Radford University's 2020-2026 Six-Year Plan and Six-Year Capital Plan
- Radford University's 2016 Virginia Department of Historic Resources Campus Survey Report
- Radford University's 2014 Athletics Master Plan
- Radford University's 2011 ADA Campus Accessibility Audit
- Radford University's most recent Campus Master Plans from 1993, 2001 and 2008

The team then engaged in multiple iterations of analysis and feedback with Radford University's Master Plan Executive Steering Committee. Based on this feedback, the planning team refined concepts and added supporting detail to the Master Plan. The final draft iteration was then presented to the Board of Visitors for review and comment. Upon incorporation of these final comments, the 2020-2030 Master Plan was finalized for publication.



# Campus Context

## MISSION

As a mid-sized, comprehensive public institution dedicated to the creation and dissemination of knowledge, Radford University empowers students from diverse backgrounds by providing transformative educational experiences, from the undergraduate to the doctoral, within and beyond the classroom. As an inclusive community, the University specializes in cultivating relationships among students, faculty, staff, alumni and other partners, thereby providing a culture of service, support and engagement. The University embraces innovation and tradition and instills students with purpose and the ability to think creatively and critically. The University provides an educational environment and the tools to address the social, economic and environmental issues confronting our region, nation and the world.

## VISION

Radford University aspires to be the premier, innovative, student-centered university in the Commonwealth of Virginia and beyond with a keen focus on teaching, research and service.

## CORE VALUES

**Student Empowerment and Success** — We engage and support our students in the discovery and pursuit of their own unique paths.

**Excellence** — We expect our community to strive for the highest standards.

**Inclusiveness** — We are committed to a spirit of cooperation and collaboration, embracing and honoring the diversity of our community.

**Community** — We foster relationships and a culture of service within and beyond our University community.

**Intellectual Freedom** — We encourage and defend a fearless exploration of knowledge in all its forms.

**Innovation** — We inspire and support creativity in research, scholarship, pedagogy and service.

**Sustainability** — We are committed to integrating sustainable practices into all aspects of our operations and engage students across the curriculum to learn, discover and contribute to positive current and future environmental solutions.

## OVERVIEW

### Campus Evolution

Radford University was founded in 1910 as the State Normal and Industrial School for Women to train teachers in the western part of Virginia and has been in continuous session since its 1913 opening. The School became Radford State Teachers College in 1924 and was authorized to award Bachelor of Arts degrees in 1935. The College steadily grew for the first 30 years of its existence, up until World War II. After the war, the College became the women's division of nearby Virginia Polytechnic Institute in 1944 and was renamed Radford College. In 1964, the College separated from Virginia Tech and again became an independent entity and was also authorized to award Master of Science degrees. The College became coeducational in 1972 and was renamed Radford University in 1979.



The campus is located in the Blue Ridge Mountains on approximately 204 acres within the City of Radford and adjacent to the New River. The primary transportation links to campus are U.S. Route 11 (Main Street) and State Route 177 (Tyler Avenue), both of which provide connections to Interstate 81, the major north-south transportation corridor serving Southwest Virginia. Topography varies dramatically from an approximate elevation of 1920 ft. at the south end of campus to an elevation of 1720 ft. at the north end of campus at the New River. The campus is mainly surrounded by residential areas, mostly populated with students, along with limited commercial development.

The campus has experienced several periods of growth during its history, as shown on the illustrated campus maps. The original campus comprised of approximately 12 buildings within a triangular footprint in the City of Radford and served students well for its first three decades. The first significant growth period occurred during a building campaign undertaken post-World War II with the addition of more than 25 buildings from the late 1940s through the early 1970s. These buildings stretched the campus to the south and to the east and incorporated several additional streets and properties. Another period of campus growth occurred during the 1980s, which most significantly brought about the addition of the Athletics/ Recreation Campus. Campus growth was fairly steady until the mid-2000s with the addition of approximately 10 major signature buildings during the last decade. These buildings mostly expanded the campus even further to the east, absorbing another existing block-width of properties.

There have been several Master Plans prepared throughout the history of the campus, as shown by the illustrated maps. The Master Plans have been useful in providing an overall framework for the growth of the campus throughout the years,

although off-campus parcels identified for potential expansion have not always been fully executed. The relatively long history of the campus and the various discrete growth periods have created a mixed-use campus with academic, administrative, student services, athletic and residential usages co-located across the campus. This mixed-use environment creates a diverse set of activities and interconnections throughout the campus footprint.

### Campus Overall Aesthetics

The original campus structures utilized an overall Georgian architectural theme, including such elements as red brick facades, stone/precast accents and sloped slate roofs. These elements have been carried forward through the years with the recent introduction of a more modern design and materials for the newer structures around the perimeter of campus, particularly along Main Street. Building heights are generally three to four stories. The existing open green spaces have been largely preserved with a number of prominent quadrangles and pathways throughout campus.

### Historic Resources

A reconnaissance-level architectural survey was prepared in 2016 and approved by the Commonwealth of Virginia's Department of Historic Resources in September of that year. While no buildings on University-owned property are designated as historic, the original campus area is eligible for listing as a Historic District given its history in higher education in the state and its adherence to early campus master planning documents. The illustrated map indicates the extent of the eligible portion of the campus. In general, the buildings facing the Main Quad, Moffett Quad and the Governor's Quad contribute to the potential Historic District. While the University has to date not chosen to seek this designation, any proposed

building or major campus modifications should be viewed with the potential Historic District in mind.

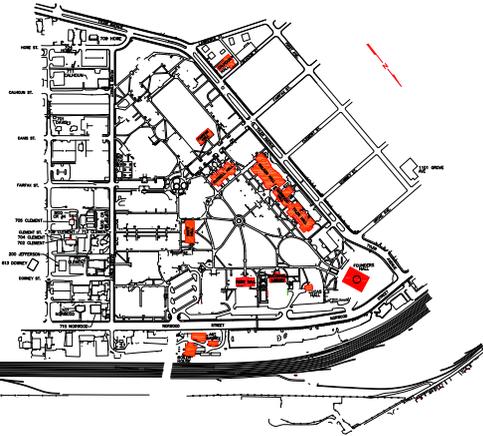
### Off-Campus Locations

The University has a presence at a number of off-campus locations

- Radford University Carilion (RUC) — Leased space in Roanoke comprising the recently acquired health and human services programs
- Roanoke Higher Education Center (RHEC) — Leased space supporting several program offerings in Roanoke
- Southwest Virginia Higher Education Center (SWVAHEC) — Leased space supporting several program offerings in Abingdon
- Corporate Park — Leased space supporting several academic program offerings in Radford
- Selu Conservancy — Leased space for academic programs, conference, recreation and other outdoor purposes for both the University and the community

# CAMPUS GROWTH THROUGH HISTORY

1949



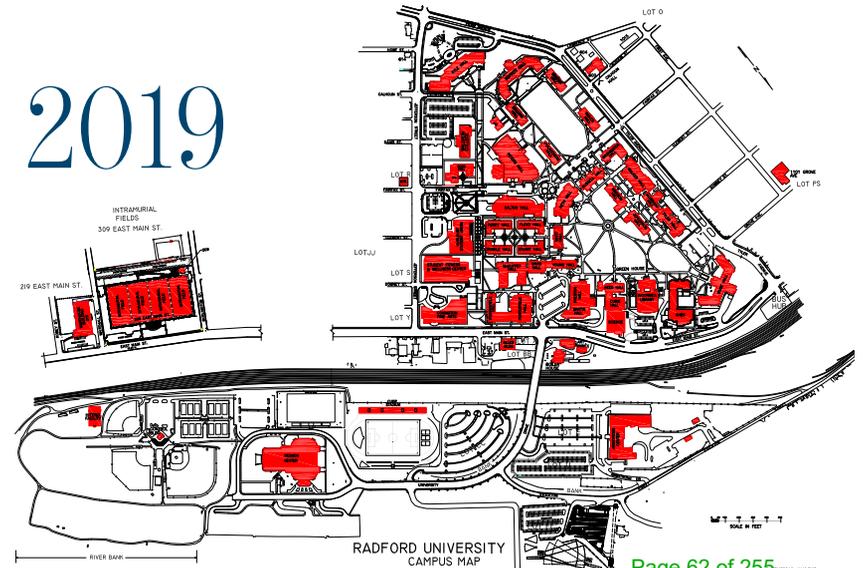
1969



1989



2019



## BUILDING CONSTRUCTION/RENOVATION DATES



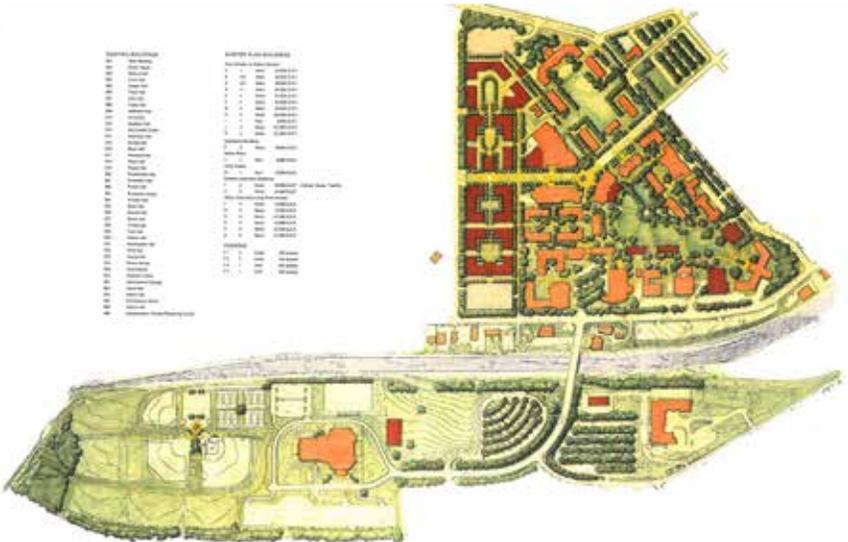
# PREVIOUS MASTER PLAN MAPS



1911



1968



1993



2008 - 2018 **CAMPUS MASTER PLAN**  
HANBURY EVANS WRIGHT VLATTAS + COMPANY  
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2008

# VIRGINIA DEPARTMENT OF HISTORIC RESOURCES (VDHR) PROPOSED BOUNDARIES FOR POTENTIAL RADFORD UNIVERSITY CAMPUS HISTORIC DISTRICT

- KEY
- New Proposed Boundary
  - Contributing Buildings From Survey Report
  - Additional Contributing Buildings

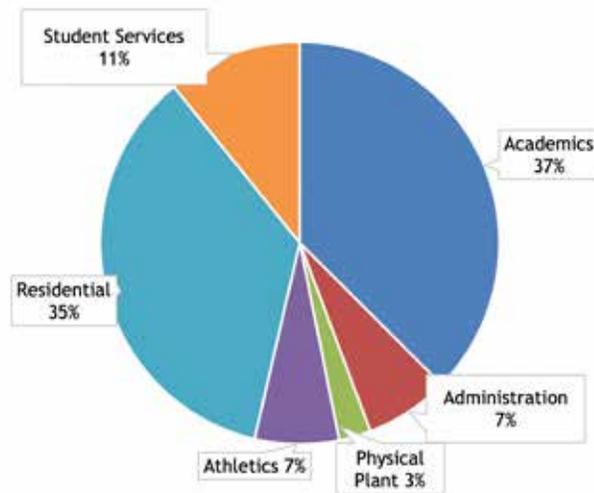


## STATISTICAL BACKGROUND

It is instructive to understand a number of basic statistics about the campus.

- Total students: 11,870
- Total faculty and staff: 1,835
- ~55 buildings (academic, administrative, auxiliary and athletics)
- ~2,800,000 total building square footage (academic, administrative, auxiliary and athletics — broken down by various use groups and space types)
- ~3,400 residential beds
- ~204 total campus acres

These basic statistics can be used to characterize several key measures of efficiency and effectiveness and benchmark the campus against other peer institutions.



## PLANNING INFLUENCES

### Campus Open Space

In order for new development to complement and extend the qualities of the campus, it is important to understand existing campus density. The Floor Area Ratio (FAR) analysis is a helpful benchmark for overall planning. In simple terms, FAR is computed by dividing a building's total floor area by the building's supporting site area. For example, a one-story building that completely covers the building's supporting site area would have an FAR of 1.0, while a five-story building that covers the site would have an FAR of 5.0. While FAR can vary significantly depending on many factors, values ranging from 0.5 to 3.0 are generally accepted as representative on campus environments. Lower FARs are appropriate for open-space areas, and higher FARs are representative for denser housing areas. Further, new development FARs should not vary drastically from the FAR of the various existing campus areas.

### Slope Analysis and Topography

Another characteristic of University land is the somewhat significant topographical challenges. Within the existing Central Campus, grade changes are fairly gradual, consisting of a series of plateaus decreasing in elevation from south to north with most areas between approximate elevations of 1880 ft. and 1800 ft. However, more dramatic slopes occur near the perimeter of campus, particularly at the south end of Jefferson Street. The Athletics/Recreation Campus lies between approximate elevations of 1780 ft. and 1740 ft. as it approaches the New River.



### Flood Analysis

Radford University borders the New River at the northern portion of campus at the Athletics/Recreation Campus and commuter parking areas. The current FEMA flood analysis shows that a good amount of the northern portion of the Athletics/Recreation Campus is in either a 100-year flood plain, 500-year flood plain or the floodway at the approximate Base Flood Elevation (BFE) of 1740 ft. Due to these concerns, minimal development can occur on this land at this elevation or lower; however, development can occur in the 100-year flood plain if the structure is designed to be capable of resisting the effects of floodwaters, or if the development is located in the areas at elevations higher than 1740 ft. Limited development may also occur in the floodway if a "no-rise condition" can be met with no impediment or increase in the BFE. Recreational and associated uses appear to be one of the logical uses for portions of this area of campus. Although, other elements can be considered as long as all regulatory requirements are achieved.

## FLOOR AREA RATIO BY DISTRICT



# COMMUNITY INFLUENCES

## City of Radford Comprehensive Plan 2017 Update

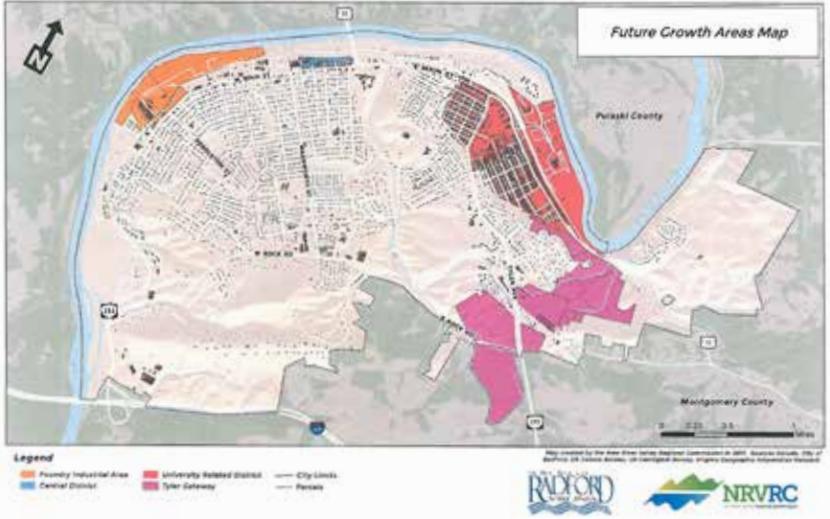
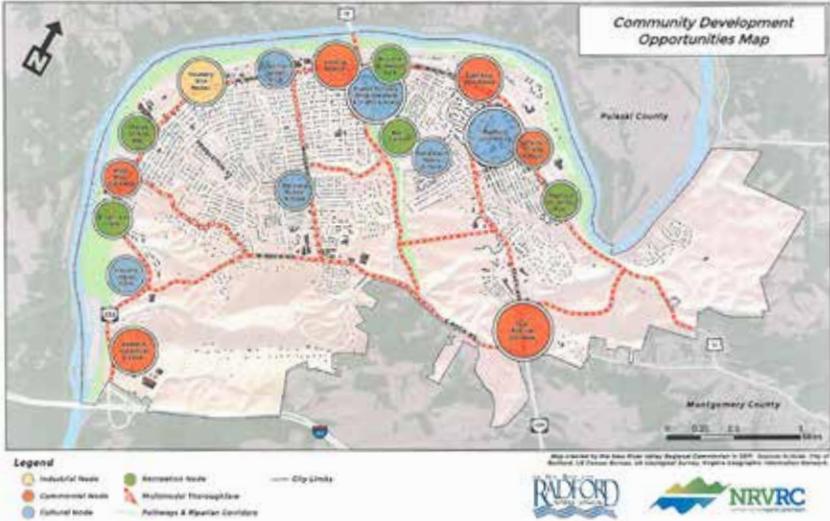
The City of Radford Comprehensive Plan 2017 Update identifies a variety of goals and strategies to provide guidance for future development in the City of Radford. These goals and strategies are organized around main broad focus areas, including specific items as they pertain to the University's areas of mutual interests.

- **Economic Development:** Community Development Opportunity locations identified by the City of Radford near the University include the Jefferson Street Center at the intersection of Jefferson Street and East Main Street; the East End Downtown area; and the Radford University Recreation area.
- **Infrastructure and Public Spaces:** Opportunities to improve transit, bike paths, trails, pedestrian paths and viewsheds are identified, particularly concentrating on the East and West Main Street and Tyler Avenue gateway entries to the City of Radford.
- **Housing:** A detailed housing study within the City of Radford to evaluate age, size, use, capacity, occupancy and market value has been undertaken.
- **Land Use:** Future land uses adjacent to the University include corridor business commercial along East Main Street and Tyler Avenue and residential along and east of Jefferson Street.

The City of Radford Comprehensive Plan is clearly focused on "areas for revitalization" surrounding the campus, along East Main Street, Tyler Avenue and Jefferson Street. Streetscaping, landscaping, crosswalks and improvements to pedestrian and

bicycle safety were mentioned specifically as needs for these areas, particularly at the "gateway" entry points to the City of Radford. This Master Plan agrees with these focus areas and presents an opportunity for the University to work with the City of Radford on these improvements.

Existing land use, as noted in the City of Radford Comprehensive Plan, identifies the University's campus as a "public/institutional" area, while the areas to its east and west are identified as a combination of "single-family and multi-family residential" and the areas to the north along Main Street are identified as "commercial." In the future land-use diagram, the City of Radford plan maintains Radford University as a "public/institutional" zone; however, the areas directly adjacent to Tyler Avenue and Jefferson Street and along East Main Street are now mostly identified as "corridor business commercial." Though these land-use zones are accurate for existing uses, all areas adjacent to campus may well be transformed into more "public/institutional" areas as Radford University acquires land for growth. It will be critical for the City of Radford and the University to work together as development of these areas moves forward.



## City of Roanoke Comprehensive Plan Vision 2001-2020 and Downtown Roanoke Plan 2017

The City of Roanoke's Comprehensive Plan Vision 2001-2020 and the Downtown Roanoke Plan 2017 identify a variety of goals and strategies to provide guidance for future development in the City of Roanoke. The framework for the Downtown Roanoke Plan 2017 is structured around six themes that serve to build on the success of downtown and aid in its continued revitalization and growth over the next 20 years, including specific items as they pertain to the University's areas of mutual interests.

1. Build on Strengths
2. Fill in Gaps
3. Expand
4. Enhance Public Space
5. Strengthen Connections
6. Maintain and Market

The Expand theme includes Policy 3-B: Capitalize on the expansion of the South Jefferson Redevelopment Area. In 2001, the South Jefferson Redevelopment Area Plan was approved and paved the way for a major economic development initiative for the City of Roanoke, Carilion Clinic and Virginia Tech. The Virginia Tech Carilion School of Medicine opened in 2009, and the Virginia Tech Carilion Research Institute opened in 2010 with the area between the core of downtown and the South Jefferson Redevelopment Area identified as a potential Innovation Corridor and Academic Health Center.



The proposed area in its entirety extends from Franklin Road at Wonju Avenue to the South Jefferson Redevelopment Area and north through downtown on Jefferson Street and across to the Hotel Roanoke and Conference Center and the Roanoke Higher Education Center (RHEC). The area to the south includes seven distinct districts with the area to the north identified as the Creativity District.

Given the University's current significant presence in the RHEC located in the Carilion Roanoke Community Hospital, the University is integrally located along the identified Innovation Corridor and Academic Health Center location. This presents a significant opportunity for the University to work with the City of Roanoke on the continuing development of this corridor.

# INNOVATION CORRIDOR DISTRICT



# Academic Programs

## ACADEMIC PROGRAM DESCRIPTIONS

### Goals

The University desires to accomplish a variety of goals relative to academic programs.

- Provide state-of-the-art classroom, laboratory, faculty and support spaces for the University as a whole, for each college and school at all locations and for all shared academic spaces.
- Provide academic spaces that enhance and facilitate interdisciplinary study and research across all University programs/units and fields of study.
- Maximize the efficiency and utilization of all academic spaces with respect to all legislative and University guidelines and requirements.
- Anticipate the accommodation of the enrollment targets as set forth in the 2018-2023 Strategic Plan.

### Current Academic Programs

The University offers 76 bachelor's degree programs in 47 disciplines, three associate degrees and six certificates at the undergraduate level; 27 master's programs in 22 disciplines and six doctoral programs at the graduate level; and 13 post-baccalaureate certificates and one post-master's certificate.

The University is organized into a variety of Colleges and Departments.

#### Artis College of Science and Technology (Artis College)

- Anthropological Sciences
- Biology
- Biomedical Sciences
- Chemistry
- Geospatial Science
- Geology
- Information Technology
- Mathematics and Statistics
- Physics
- Pre-Health Advising

#### Sandra C. Davis and William C. Davis College of Business and Economics (Davis College)

- Accounting, Finance and Business Law
- Economics
- Management
- Marketing

#### Waldron College of Health and Human Services (Waldron College)

- Clinical Health Professions
- Communication Sciences and Disorders
- Occupational Therapy
- Physical Therapy
- Physician Assistant Studies

- Public Health and Healthcare Leadership
- School of Nursing
- School of Social Work

#### College of Education and Human Development (CEHD)

- Appalachian Studies Minor
- Counselor Education
- Health and Human Performance
- Peace Studies Minor
- Recreation, Parks and Tourism
- School of Teacher Education and Leadership

#### College of Humanities and Behavioral Sciences (CHBS)

- Criminal Justice
- English
- Foreign Languages and Literatures
- History
- Military Science (Army ROTC)
- Philosophy and Religious Studies
- Political Science
- Psychology
- School of Communication
- Sociology
- Interdisciplinary Minors
- Forensic Studies
- Intercultural Studies
- International Studies
- Women's Studies

#### College of Visual and Performing Arts (CVPA)

- Art
- Dance
- Design
- Music
- Theatre and Cinema

#### College of Graduate Studies and Research

- Graduate Studies

### Existing Academic Buildings

There are approximately 15 buildings with a primary function to support academics, and a number of them were established in the earliest years of operation. However, the University has built a significant amount of new academic footprint over the last decade or so. In fact, each of the six undergraduate colleges has occupied new or significantly renovated buildings since the late 1990s with the exception of most departments of the CVPA and the College of Graduate Studies and Research. A capital project is currently underway to renovate Reed and Curie Halls, which will complete the main complex for the Artis College. Detailed planning is also complete for a capital project for the Center for Adaptive Innovation and Creativity (CAIC), which will replace the existing McGuffey Hall and Porterfield East and West Halls. This project will mainly support the CVPA, but will also include multi-disciplinary spaces including Waldron College, such as music therapy.



# Student Programs

## HOUSING PROGRAM DESCRIPTIONS

### Goals

The University desires to accomplish a variety of goals relative to student housing.

- Redefine the atmosphere and social environment associated with living on-campus, thereby providing students with a memorable and life-shaping undergraduate housing experience.
- Reinforce the sense of community, belonging and identity associated with living on-campus by reinvigorating the community within existing residence halls and developing new communities that address student desires for increasing levels of independence.
- Develop spaces that offer opportunities for students to engage with faculty, thereby enhancing their potential for academic success.
- Increase the number of upperclassmen living on-campus, thereby increasing the potential for mentorship and leadership development.
- Increase the opportunities for non-traditional student housing, including married, military veteran and graduate students.
- Facilitate innovative new programs, such as support for local community college students.
- Anticipate the accommodation of the enrollment targets as set forth in the Strategic Plan.

### Existing On-Campus Residential Housing

#### Muse Quad

- Muse

#### Main Quad

- Tyler
- Norwood
- Jefferson
- Madison
- Washington

#### Moffett Quad

- Ingles
- Draper
- Moffett
- Bolling
- Pocahontas

#### Governor's Quad

- Floyd
- Peery
- Trinkle
- Stuart



The University has undertaken a program to bring all existing campus housing to a common level of condition and accommodations. All residence halls have been renovated since 2002 with the exception of Norwood, Tyler, Muse and Ingles Halls. All renovated dormitories have air-conditioning, single bathrooms and enhanced program and collaborative spaces.

### Off-Campus Residential Housing

The University has current lease agreements with several privately managed residential properties. The Radford University Foundation has also recently acquired more than 700 beds in 32 existing off-campus buildings adjacent to campus, and these spaces have been leased for use by the University. These units will be renovated, where feasible, and appropriate for use as off-campus residences. If not feasible, the sites might be used for other potential uses, such as academic/administrative spaces or parking areas. The University also has current lease agreements with The Patrick Henry Inn in Roanoke to support RUC student housing.



## STUDENT RECREATION AND ACTIVITIES PROGRAM DESCRIPTIONS

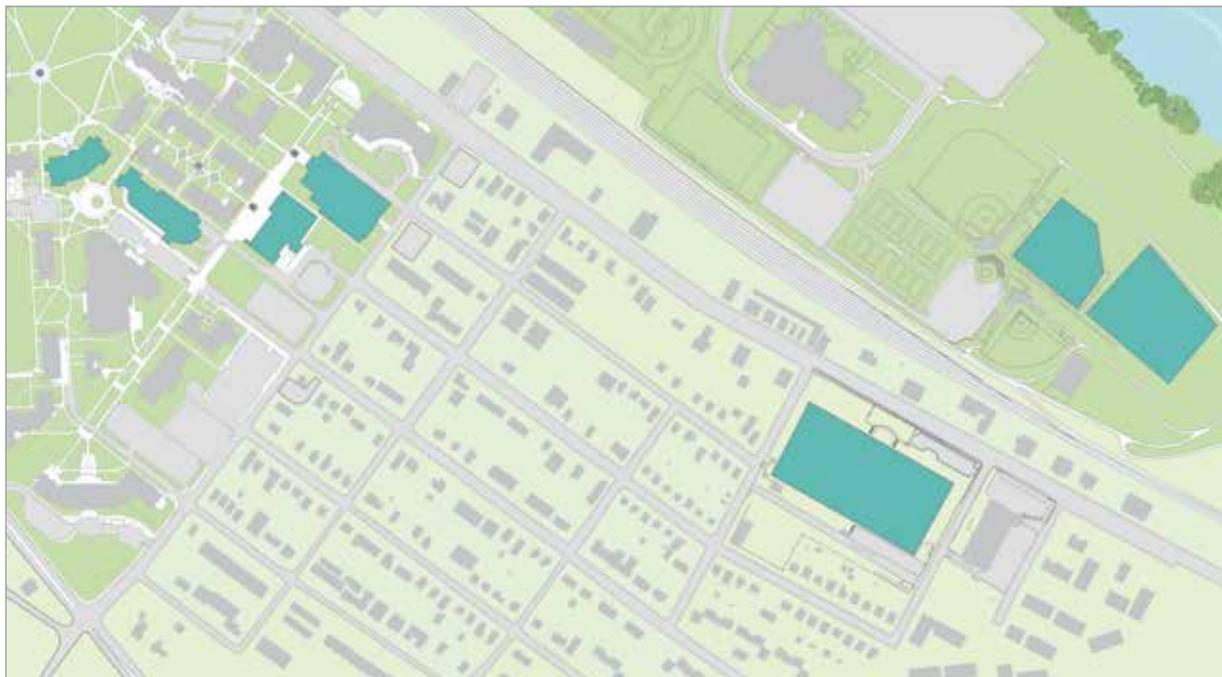
### Goals

The University desires to accomplish a variety of goals relative to student recreation and activities.

- Provide a variety of recreation and related facilities and programs for the enjoyment of students.
- Provide opportunities that enhance and facilitate the interaction between recreation activities and overall academic programs.
- Facilitate interactions with the surrounding community to enhance the use of these facilities.
- Utilize these facilities and programs to support University growth through the recruitment and retention of students.

### Existing Recreation and Activities Facilities

With over 300 clubs and organizations, Radford University offers many opportunities for student engagement, leadership development and community service. Many of these activities are located in the Hurlburt Student Center, which also includes bowling, movies and food service options. The University provides dining options in a total of seven locations across campus, including full meals and dining areas, takeout options, such as pizza and sandwiches and a variety of small foods and snack options.



The University has invested significantly in the addition of recreation and activities facilities and programs over the last decade. Primary additions include the on-campus Student Recreation and Wellness Center, which provides significant opportunities for a wide variety of indoor student and intramural activities. Another recent addition is the Student Outdoor Recreation Center, located a few blocks from campus, which provides significant capability for outdoor intramural activities for both students and the surrounding community. Other facilities include the New River entry point for rafting and RU Able and RU Outdoors programs at various off-campus locations.



## ATHLETICS PROGRAM DESCRIPTIONS

### Goals

The University desires to accomplish a variety of goals relative to intercollegiate athletics.

- Provide state-of-the-art training and performance facilities for all intercollegiate athletic teams and individuals at Radford University.
- Maximize the efficiency and effectiveness of all athletics facilities to ensure appropriate return on the University's financial investment.

### Existing Athletics Facilities

A member of the Big South Conference, Radford University competes in 16 men's and women's NCAA Division I athletics programs.

- Men's and Women's Basketball
- Men's and Women's Cross Country
- Men's and Women's Golf
- Men's and Women's Soccer
- Men's and Women's Tennis
- Men's Baseball
- Women's Lacrosse
- Women's Indoor and Outdoor Track and Field
- Women's Softball
- Women's Volleyball



The majority of Radford Athletics facilities are located on the Athletics/Recreation Campus. The Dedmon Center is the main venue for many indoor athletic activities, including basketball, volleyball and indoor track and field, along with the main administrative offices for Radford Athletics. Patrick D. Cupp Memorial Stadium, which serves

the outdoor track and field, lacrosse and soccer programs; the Williams Field at Carter Memorial Stadium for baseball; the softball field; and the Sioros Center indoor hitting practice facility for baseball and softball, are located adjacent to the Dedmon Center, as are the outdoor tennis courts.

# Current Land Use and Building Placement

## LAND USE

The current Radford University real estate portfolio consists of three main components: Central Campus, Athletics/Recreation Campus and off-campus facilities.

### Central Campus

Radford University's original Central Campus was based on a master site plan developed by Charles Robinson in 1911. The initial buildings surrounding the original triangular-shaped campus site were completed prior to World War II. After the war, the buildings comprising Moffett Quad and the Governor's Quad, in addition to several other buildings along Adams Street and East Main Street, were completed by the late 1960s. The most recent additions to Central Campus during the last two decades are located between the Adams Street pedestrian corridor and Jefferson Street, along the east side of campus and East Main Street.

### Athletics/Recreation Campus

The Athletics/Recreation Campus is located on land originally donated to the University by Norfolk Southern (NS). The overall parcel lies between the East Main Street/NS tracks corridor and the New River. Starting with the Dedmon Center in 1980, a variety of facilities have been constructed here with many supporting Athletics. The University's Facilities Management operations units are located on the Athletics/Recreation Campus, along with several large parking lots.

### Off-Campus Facilities

The University owns several off-campus sites and buildings, including 1101 Grove Avenue and the recently developed Student Outdoor Recreation Center. The University also leases a number of spaces from the Radford University Foundation and other private owners in the City of Radford, including housing, warehouse and office and support spaces. The Vinod Chachra IMPACT Lab is located in space leased from the Foundation at the Corporate Park. The University's Printing Services are located in space leased from the Foundation at 219 East Main Street. These facilities are located adjacent to or near campus.

The University leases the Selu Conservancy from the Foundation. Located about 15 miles from campus, Selu includes facilities for academic, conference, recreation and other outdoor purposes for both the University and the community. Facilities include academic research spaces, an observatory, a working farm and period farmhouse, an access point for the Little River and conference support spaces.

The University has a significant leased presence in RHEC, located in Roanoke approximately 45 miles from campus, for a number of academic outreach programs in Southwest Virginia. In particular, the School of Nursing offers opportunities for academic and clinical engagements in the newly-expanded Clinical Simulation Center. The building has approximately 100,000 total square feet of leasable space, and the University is currently the largest tenant with approximately 25,000 square feet of leased space.



Radford University Carilion (RUC), the result of the merger with Jefferson College of Health Sciences, enhances the offerings in healthcare education in the Roanoke Valley. This significant presence provides undergraduate and graduate classes and other training and certification programs for a variety of users, many of whom are working, while attending classes. The coordination of these offerings at RUC with those on Central Campus is critical to ensure maximum leverage and effectiveness of this new academic footprint.

The University also currently leases space in the SWVAHEC, located in Abingdon approximately 100 miles from campus, for academic program offerings and continuing education.

## BUILDING CONDITION ASSESSMENT

The University maintains a database that captures the overall condition of buildings, including the various building operating and infrastructure support systems. This database compiles condition information collected by the Facilities team for each building system and related equipment and components, such as roofing, HVAC and fire detection and alarm systems. This information is then compiled and totaled for each specific building, and an associated Facility Condition Index (FCI) value is calculated. The FCI value is computed by dividing the approximate costs of anticipated required equipment and systems repairs/replacements by the overall value of the building, such that the lower the FCI value, the better the building overall condition. FCI values in the range of 0.00 to 0.20 indicate buildings that are generally in reasonable condition, while values of approximately 0.50 and above indicate building conditions requiring attention in the relatively short term. This database is regularly updated to include recent renovations and equipment maintenance and is used by both the Facilities team and the Commonwealth of Virginia to prioritize various new construction, renovation and upgrade projects.

The current database FCI values show the overall average condition of all existing campus buildings, including minor buildings and non-permanent facilities, to be approximately 0.13. This indicates that the overall condition of campus buildings, on average, is comparatively good. However, there are several specific major campus buildings, which show clear requirements for major renovation.

- Porterfield West Hall      FCI = 0.41
- Porterfield East Hall      FCI = 0.55

- Norwood Hall      FCI = 0.73
- Tyler Hall      FCI = 0.42
- McConnell Library      FCI = 0.60
- Davis Hall      FCI = 0.67
- Muse Hall      FCI = 0.59

The current Six-Year Capital Plan includes projects for a significant renovation or complete replacement for each of these buildings except Davis Hall. None of these existing buildings has been significantly renovated for the last several decades, and many of the associated existing building systems and components are at their end-of-life. These buildings are among the least energy-efficient on campus and do not include up-to-date safety, security and accessibility capabilities.

Further, the Facilities team utilizes the results of the condition database to identify and prioritize projects to be funded by the Commonwealth's annual Maintenance Reserve funding. This process is instrumental in ensuring that all campus buildings are consistently reviewed and maintained in a consistent manner. For example, it is planned that annual Maintenance Reserve funding will be utilized to upgrade certain systems and components in Davis Hall, due to its FCI score and the fact that it is not on the current list for capital renovation.

Several existing properties have been identified to become unoccupied in the future, due to their functionality, location, condition or other factors. These include 615 Fairfax Street, Calhoun Hall, the modular buildings adjacent to the Armstrong Complex and potentially the Buchanan House. Alternate locations for the occupants of these buildings will be determined as part of future space development and utilization.

## STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA 2012-14 FACILITY CONDITION REPORT

Institution	Facility Condition
Christopher Newport	.02
George Mason	.25
James Madison	.33
Longwood	.23
Mary Washington	.32
Norfolk State	.12
Old Dominion	.32
<b>Radford</b>	<b>.20</b>
University of Virginia	.09
UVA's College at Wise	.03
Virginia Commonwealth	.21
Virginia Military Institute	.28
Virginia State	.66
Virginia Tech	.16
William and Mary	.27
<b>All</b>	<b>.19</b>

## BUILDING EFFICIENCY ASSESSMENT

Given the addition of substantial occupancy footprint over the last decade, the University undertook a review of the overall usages and efficiencies of all existing campus buildings. The state requires the University to report on the efficiency and occupancy of academic classrooms and laboratories, and this information is compiled annually; however, various other building occupancies have not been systematically reviewed for overall usages and efficiencies.

This review included visits to all campus spaces to identify current use, occupancy, furnishings, equipment and other salient information. As a secondary task, each space was also reviewed for its overall condition. Additionally, the University engaged a nationally recognized campus space planning firm to review the current situation. The results of this review provided several observations.

- **Classrooms:** The current and planned future classroom inventory is strained during peak hours. Adjusting the classroom capacity mix and scheduling practices should help alleviate the strain.
- **Labs:** The current and planned future labs do not meet utilization targets and should be reviewed for their use going forward.
- **Faculty/Staff and Overall Administrative and Support Spaces:** The existing inventory appears to be sufficient, and any new or reconfigured office spaces should be standardized going forward for consistency.

- **Overall:** The net assignable square feet per student is currently 124, which is slightly less than institutions similar to Radford University, which are typically at 135-145 NASF/student.

### MAIN CAMPUS SCHEDULED CLASSROOM USE BY DAY AND TIME - FALL 2017

(Darker colors indicate a large percentage of rooms are scheduled).

	Monday	Tuesday	Wednesday	Thursday	Friday	*Average
8:00 AM	37% 34 Rooms	51% 46 Rooms	36% 33 Rooms	52% 47 Rooms	37% 34 Rooms	43% 39 Rooms
9:00 AM	87% 79 Rooms	92% 84 Rooms	85% 77 Rooms	91% 83 Rooms	69% 63 Rooms	85% 77 Rooms
10:00 AM	89% 81 Rooms	91% 83 Rooms	86% 78 Rooms	89% 81 Rooms	69% 63 Rooms	85% 77 Rooms
11:00 AM	91% 83 Rooms	92% 84 Rooms	90% 82 Rooms	89% 81 Rooms	70% 64 Rooms	87% 79 Rooms
12:00 PM	73% 66 Rooms	93% 85 Rooms	69% 63 Rooms	95% 86 Rooms	52% 47 Rooms	76% 69 Rooms
1:00 PM	86% 78 Rooms	89% 81 Rooms	86% 78 Rooms	89% 81 Rooms	69% 63 Rooms	84% 76 Rooms
2:00 PM	80% 73 Rooms	93% 85 Rooms	84% 76 Rooms	96% 87 Rooms	49% 45 Rooms	80% 73 Rooms
3:00 PM	60% 55 Rooms	95% 86 Rooms	71% 65 Rooms	93% 85 Rooms	25% 23 Rooms	69% 63 Rooms
4:00 PM	42% 38 Rooms	82% 75 Rooms	44% 40 Rooms	82% 75 Rooms	7% 6 Rooms	52% 47 Rooms
5:00 PM	47% 43 Rooms	51% 46 Rooms	52% 47 Rooms	47% 43 Rooms	0% 0 Rooms	40% 36 Rooms
6:00 PM	51% 46 Rooms	59% 54 Rooms	52% 47 Rooms	56% 51 Rooms	0% 0 Rooms	44% 40 Rooms
7:00 PM	27% 25 Rooms	34% 31 Rooms	35% 32 Rooms	26% 24 Rooms	0% 0 Rooms	24% 22 Rooms
8:00 PM	15% 14 Rooms	15% 14 Rooms	22% 20 Rooms	10% 9 Rooms	0% 0 Rooms	12% 11 Rooms

Total classrooms = 91

\* The average is calculated on Monday through Friday use.

# Outdoor Spaces

## OVERALL CAMPUS

The Master Plan provides an opportunity to improve and upgrade existing landscape and hardscape elements and components, while providing guidance on improving and expanding the overall current environment. To provide a framework for this work, the overall campus was reviewed based on a number of specific locations of “outdoor rooms” and current design elements.

## MAIN QUAD, MOFFETT QUAD AND THE GOVERNOR’S QUAD

The Main Quad is the oldest part of Radford’s original campus and hosts some of the University’s oldest buildings. Its landscape is the most mature on campus with graceful old trees lining the pedestrian walks and shading the buildings. The existing walkways designed decades ago respond well to the asymmetrical shape of the Main Quad, successfully linking adjacent buildings, while emphasizing key vistas and axes within and through the space. The sweeping pedestrian arc at the front of Heth Hall is appropriate and engaging, and the existing bulb form of the walks extending from the front of Muse Hall is also of value.

The Moffett Quad landscape is also among the most mature on campus with similar components as Main Quad. The field space in the Moffett Quad is used for many functions, including Commencement and various student and alumni activities.

The Governor’s Quad is an established and mature recognized outdoor space, as well, and should be maintained in its current configuration. This Quad



forms an important connector between the Main Quad and facilities to the east.

## ADAMS STREET CORRIDOR

The Adams Street Corridor serves as a primary north-south pedestrian route on campus. Much of the Adams Street Corridor has been converted to a major pedestrian mall. The two ends of the pedestrian mall are areas of key importance. Kyle Hall is located at the uppermost end of Adams Street Corridor. The front of the building addresses not just the pedestrian corridor, but also the axis from Heth Hall passing at the front of the Peters Hall entry at Moffett Quad. The lower end of Adams Street Corridor, adjacent to the Covington Center for Visual and Performing Arts, provides a

semicircular space hosting seating and landscape to screen the Covington Center’s utility area below on East Main Street.

## FAIRFAX STREET CORRIDOR AND HETH PLAZA

The Fairfax Street Corridor serves as the major east-west pedestrian and vehicular corridor across Central Campus. Parking Lots DD, EE and JJ are located along this thoroughfare. At the midpoint of the corridor is Heth Plaza, which is a highly recognizable space nearly in the center of Central Campus. Its clock and brick pavers clearly identify the space’s importance to campus.

Fairfax Street and the parking lots along it have been developed in an organic fashion over the decades, as the buildings fronting this corridor are highly variable in their age and history on campus. Russell Hall, one of the original campus buildings, is located west of Heth Plaza and is currently occupied by student, parent and alumni service organizations. In many ways, it is the current “front door” to the University as prospective students and parents, alumni and other visiting groups meet here for tours and activities. Dalton Hall, which houses the University Bookstore, Post Office and dining operations, is also located along Fairfax Street.



## DOWNEY STREET CORRIDOR

Another significant entry to campus from the east is along Downey Street, which is located between the Covington Center for Visual and Performing Arts and the Student Recreation and Wellness Center. The use of Downey Street, as a pedestrian way, is inhibited by these buildings' requirements for parking and service entrances.

## TYLER AVENUE CORRIDOR

Fronting onto the City of Radford's most prominent entry corridor, the University's Tyler Avenue street front currently appears more as a rear campus facade than as the front edge of a historic University. Improvements, along Tyler Avenue, have enhanced the street's visual quality and pedestrian safety by adding attractive and well-maintained landscaping to the medians in the center of the road and adding colored crosswalks at Tyler Avenue's intersections with side roads. Existing trees, along Tyler Avenue, should be preserved; in particular, the historic oak grove at the rear of Muse Hall should be preserved to enhance the established facade of the University.

Parking areas exist at both Walker Hall and Tyler Hall and include utility areas and assorted mechanical equipment. Along most of the length of Tyler Avenue, bicycle lanes have been installed on both sides of the street; the exception is a three-block stretch of the west side of the road with parking located at the side of the road with no dedicated bicycle lane.

## EAST MAIN STREET CORRIDOR

Currently, a number of relatively new, tall buildings with paved parking lots in front dominate the campus's western East Main Street facade (Tyler Avenue to University Drive). This stretch of East Main Street was improved as part of an overall road realignment project and includes medians and bicycle lanes. Although plantings were established within the parking lots, they have not yet had the time to grow sufficiently to screen buildings or shade the parking area. The campus's eastern East Main Street facade (University Drive to Jefferson Street) was not impacted by the road realignment project and thus lacks the attractive landscaped medians and bicycle lanes of the western portion of the street.

## JEFFERSON STREET CORRIDOR

Currently, the Jefferson Street campus edge is visually disorganized, bearing little visual relation to the older, statelier parts of the academic campus surrounding the Main Quad and Moffett Quad.

## ATHLETICS/RECREATION CAMPUS

The only existing entry to the Athletics/Recreation Campus is the bridge over the railroad on University Drive. In its current condition, this bridge is an uninviting place for pedestrians, with four wide lanes, narrow sidewalks on either side for pedestrians and no safe accommodation for bicyclists.

# Infrastructure

## SUSTAINABILITY

The University is committed to reducing greenhouse gas emissions and enhancing campus climate resiliency, and it has been a leader in developing and implementing plans, strategies and upgrades to conserve energy use on the campus and operate in a more sustainable and efficient way. The University has established the Sustainability Office and also receives input and guidance from the Sustainability Steering Committee, a multi-discipline group providing a forum to discuss a variety of strategies to reduce energy use and greenhouse gas emissions generated by the campus community. The Steering Committee is broken down into five strategic working groups: Operations; University Services; Education and Research; Outreach, Student Involvement and Campus Culture; and Tracking, Assessing, Modifying and Funding.

The University continuously measures and monitors commitment to sustainability through multiple tools and reporting mechanisms. The University recently submitted information into the Sustainability Tracking, Assessment and Rating System (STARS) as administered by the Association for Advancement of Sustainability in Higher Education (AASHE) and earned a Silver Institution rating. The University also annually completes a greenhouse gas (GHG) inventory to help identify areas for emphasis in sustainability and greenhouse gas emission reductions and provides information for The Princeton Review's "Guide to Green Colleges."



One specific measure of overall campus sustainability is the U.S. Green Buildings Council Leadership in Energy and Environmental Design (LEED) rating system. This is the most common rating system used in the United States for documentation of sustainable practices for design and construction of the built environment. The ratings are Certified, Silver, Gold and Platinum, the highest rating for overall sustainability.

Commonwealth of Virginia policy requires a minimum of LEED Certified for all capital new construction and renovation projects, while the University has set a target of LEED Silver minimum. The University has been able to achieve these minimums, and in most cases achieve LEED Gold ratings, for all capital projects since the beginning of the state mandate. The illustrated map indicates the LEED ratings for capital new construction and renovation projects completed during the period of state-mandated LEED compliance. The total LEED Gold-rated and Silver-rated facilities represent more than 30% of all campus buildings.

Another measure of overall campus sustainability is the EPA's Energy Star certification program. Energy Star certified buildings save energy, save money and help protect the environment by generating fewer greenhouse gas emissions than typical buildings. To be certified as Energy Star, a building must earn a score of 75 or higher, indicating that it performs better than at least 75% of similar buildings nationwide. The University has a number of Energy Star certified buildings, including Heth, Moffett, Ingles, Stuart, Norwood and Floyd Halls.

# CAMPUS LEED BUILDINGS





## CITY OF RADFORD EXISTING UTILITY INFRASTRUCTURE

The City of Radford and the University work closely on the connectivity between utility systems and components. The City of Radford has stated that the current capacity and overall condition of the utility infrastructure in the areas adjacent to University property is adequate and should continue to support the current needs of the University.

### ELECTRIC

Electrical service is provided to the Central Campus by the City of Radford Electrical Department and is delivered to a substation located on East Main Street near the Allen Building. From there, it is distributed to each Central Campus building at 4160 volts through buried concrete duct banks. Five existing loops serve the various parts of Central Campus with the capability within each loop to keep buildings online in a redundant fashion to minimize issues given problems in any single building. Each building has a transformer, which reduces the voltage to 208 or 480 volts as required. Athletics/Recreation Campus buildings and other off-campus buildings are fed directly from Radford Electric Department overhead lines.

The University maintains the distribution system on Central Campus and owns the underground carrier lines and switches. The City of Radford maintains ownership of the transformers and overhead lines. Off-campus buildings are fed by lines maintained by the City of Radford Electrical Department.

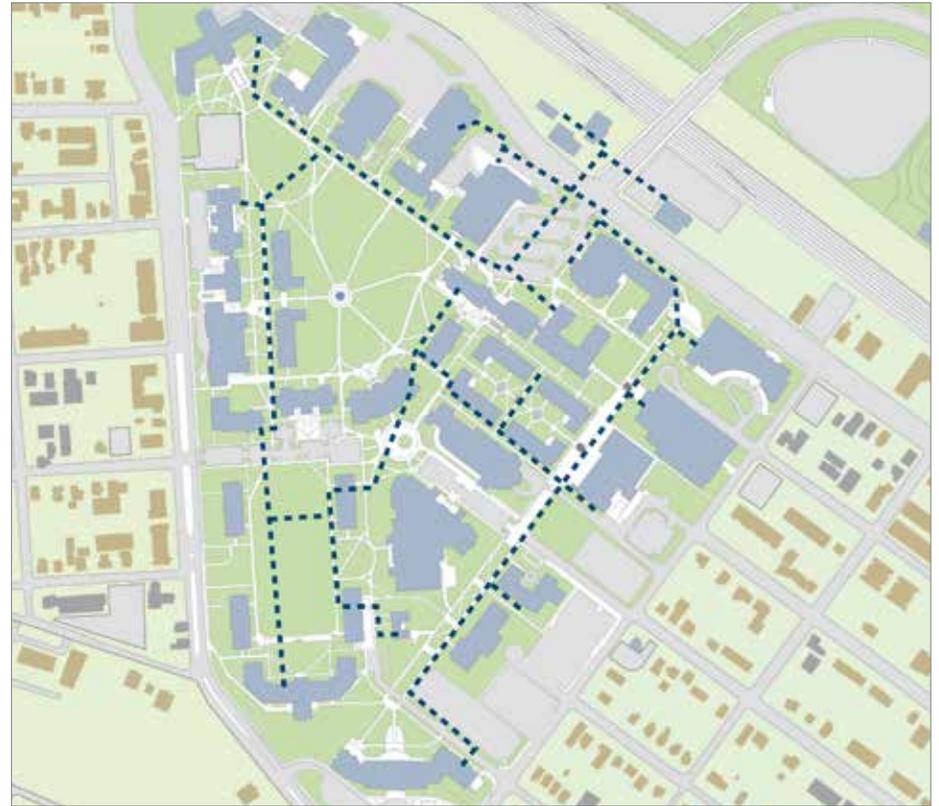


## STEAM

The University produces steam from a central boiler plant located on the Athletics/Recreation Campus. The central steam plant provides a constant flow of medium pressure steam to all areas of Central Campus through a looped distribution system on a 24-hour, seven-days-a-week basis. The plant consists of three 50,000 pounds per hour boilers, one 14,000 pounds per hour boiler and one 6,800 pounds per hour boiler. Each boiler has the capability of burning natural gas or No. 2 fuel oil. The system operates and distributes at 90 psig pressure in the heating season and at 50 psig pressure during non-heating seasons by utilizing the smaller boilers. The Armstrong Complex and the various other Athletics/Recreation Campus facilities utilize stand-alone boiler units and are not connected to the central steam system.

Steam is distributed across campus via steam tunnels with condensate return/recapture piping. Steam is utilized on-campus to satisfy building space heat requirements in addition to domestic water heating. Laboratories utilize steam at lab stations, autoclaves and other appliances as required. The existing steam distribution system consists of a single 8-inch main, which crosses East Main Street from the steam plant into Central Campus. All building steam service lines extend in radials from the main loop. In some cases, portions of the main loop are routed through existing buildings.

The current connected load to the central steam system is approximately 39,500 pounds per hour with the existing central boiler plant having a current firm capacity of 100,000 pounds per hour, based on the capacity of only two of the three largest 50,000 pound per hour boilers.



## STORMWATER

### Central Campus Jefferson Street/Adams Street Systems

The dividing lines for the drainage basins in the Central Campus area and in the areas east of Jefferson Street are shown on the adjacent map. The drainage from the Jefferson Street/Adams Street basin flows toward the north and west and discharges into a stormwater management (SWM) facility north of East Main Street and south of the NS tracks. This facility manages the quantity flows from much of the area extending from just east of Jefferson Street to west of Adams Street, including most of the Central Campus. For the most recent building projects in the Jefferson Street and Adams Street corridors, this SWM facility provided credit for quantity treatment requirements.

### Athletics/Recreation Campus Systems

All current development on the Athletics/Recreation Campus is directly tributary to the New River.

### East Jefferson Street Systems

In the areas east of Jefferson Street, the general slope of the ground is towards the north or northeast. There are a few small valleys/swales between Jefferson and Whitehall Streets, but the largest valley is located between Madison and Wilson Streets. The City of Radford has indicated that as drainage was directed toward Main Street over time, discharges were piped to the south edge of the Norfolk Southern Railway and discharged into a large gravel drainage ditch on the railway property that parallels the commercial properties, along the north side of East Main Street. Most or all of those culverts through the commercial properties (draining to the drainage ditch) were installed years ago, and there are no easements or rights-of-way for them.

A further complication is that the gravel drainage ditch on the railway property drains toward a large arch pipe structure that then crosses the railway and drains toward the Dedmon Center, eventually discharging into the New River. The City of Radford cleaned out the channel and culvert after the 1985 floods after debris from the railroad blocked the arch culvert. This blockage caused a backup in the drainage system and flooded several basements in the area east of Jefferson Street.



## CHILLED WATER

The existing chilled water system at Radford University consists of unitary, mostly air-cooled chiller equipment. Four existing loops provide chilled water to multiple Central Campus buildings, which reduces energy costs and provides redundancy: Moffett Quad loop; Cook/Waldron loop; Governor's Quad loop; and the Martin/CFTS loop. These loops supply the chilled water needs for 20 buildings. Single system chillers supplying only those buildings serve the remaining buildings, which results in higher overall operating costs and shorter system life span compared to loop systems.

## WATER

There are currently no significant issues with overall supply availability or pressures for the potable and fire supply systems at the Central Campus and Athletics/Recreation Campus. The Central Campus is on the City of Radford's Low System. The Facilities team indicates there are some line pressures in excess of 100 psi. There have also been improvements to the City of Radford's Middle and High systems to the south and east of the campus. The area east of Jefferson Street is served from the water mains along East Main Street.



## SANITARY SEWER

The existing sanitary sewer infrastructure within the Central Campus is presently sufficient for the existing building infrastructure. As new capital projects have been constructed, new sewers have been constructed and older lines abandoned to facilitate the new construction.

In the area east of Jefferson Street, the sanitary sewer infrastructure is in less than ideal condition. Most of the lines are old, and there are a lot of infiltration/inflow (I&I) problems with these older lines. This sewer shed drains toward an 8-inch diameter main running east, along the south side of East Main Street. A new 15-inch diameter sewer then intercepts that main and crosses under East Main Street and runs north toward the east side of the baseball and softball complex at the Dedmon Center, where it transitions to a trunk line running back west, along the river toward the City of Radford pumping station. The City of Radford believes that the system has good capacity back up to the end of the 15-inch main under East Main Street.



## INFORMATION TECHNOLOGY

Telecommunications service including voice, video and data for the Central Campus and the Athletics/Recreation Campus is delivered by external telecommunication partners to wiring and network distribution points located in Jefferson Hall and the Armstrong Complex and then distributed to campus buildings via the campus steam tunnels and various buried conduits. Each building is connected via the use of fiber optic cabling back to Jefferson Hall and/or Armstrong Complex. Porterfield East is currently used as a fiber consolidation and splice point consolidation point for most fiber going to Armstrong Complex. This fiber network currently provides a minimum of one-gigabit connectivity from each building to the data center and 10-gigabit connections between data centers. Most academic buildings are connected at 10 gigabits. The University is continuing to enhance redundancy of the fiber network with intentions of providing a fiber path from each building to both Jefferson Hall and Armstrong Complex.

All campus buildings include WiFi access points supporting the 802.11 WiFi standard with 802.11 ac available in most areas to provide coverage for mobile devices. Outdoor areas are not targeted by WiFi coverage, but WiFi is available for users when they are in close proximity to campus buildings.

The primary campus data center is currently located in the oldest portion of McConnell Library. This data center was constructed in the early 1980s. Inefficient cooling, due to the configuration of the space and a water-based fire suppression, make this facility less than ideal as a data center. An additional data center is located in the Armstrong Complex and is shifting to be the primary data center.

Radford University has partnerships with Virginia Tech and two other telecommunications providers to establish a 10-gigabit connection between Radford University and RUC. This connection allows technology services to be provided seamlessly at RUC.

Fiber optic cabling was installed during the summer of 2019 to all University-operated, off-campus apartments. This was completed by a long-term contract with external telecommunications providers, which coordinated with the City of Radford for installation.



# Multimodal Campus Access

## SECURITY AND EMERGENCY SYSTEMS AND ACCESS

Radford University has deployed a number of exterior security and emergency systems across campus, including emergency phones, public address speakers, outside emergency lighting and designated vehicle access routes. The University regularly tests these systems for effectiveness, including mock events, test announcements and exterior night lighting inspection tours. The University also closely coordinates with the City of Radford Emergency Services on access routes and emergency system component locations.

## ACCESSIBILITY

Radford University is committed to making its programs and facilities accessible and improving circulation and parking on-campus for students, faculty, staff and visitors with disabilities. In 2011, the University commissioned a study of the campus with respect to exterior accessibility of buildings, parking and pedestrian pathways. The University has been using the results of this study to undertake continuous accessibility improvement projects across campus and coordinate with new capital and renovation projects.

Along with a commitment for accessibility, the University is committed to inclusivity and has been providing facilities to ensure that the campus is welcoming. Recently, the University identified restroom facilities throughout campus that can be used by all genders. Facilities are also provided in support of other members of the campus community, such as disabled veterans, parents



with babies, individuals with visual impairments and those who use motorized wheelchairs and service animals. The designers of new buildings and renovated facilities are instructed to acknowledge a wide range of issues to ensure that the campus serves the entire community of stakeholders.

Handicapped accessibility is a challenge on Central Campus due to the intense changes in topography, particularly along north-south routes. As the principal pedestrian routes across the campus, both the Adams Street and Fairfax Street corridors are required to be compliant with the Americans with Disabilities Act, along with several other primary routes.

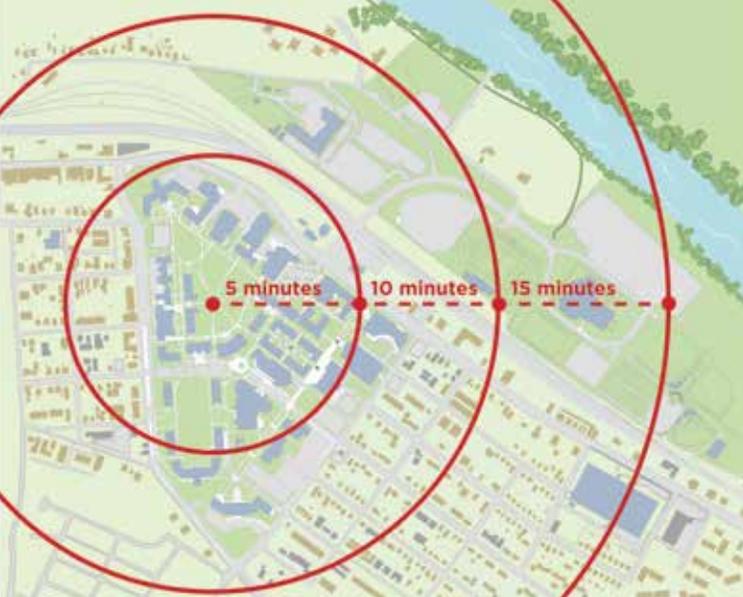
At the southern upper end of the Adams Street Corridor, there are accessible parking spaces closest to the south main entry of Kyle Hall. The building's internal accessible routes then allow for negotiation of the grade change from the south parking area to the southern head of the Adams Street Corridor. Once this grade is achieved, it is possible to utilize

accessible routes to the north edge of the Main Quad. At the lower northern end of Adams Street Corridor, accessibility is achieved with compliant ramps and paths at the east side of McGuffey Hall with access to the Covington Center for Visual and Performing Arts building through the adjacent Porterfield Hall. On the north edge of Central Campus, the primary pedestrian paths parallel to East Main Street are accessible, along their full length. Internal accessible routes within all buildings, along the north edge of Central Campus, allow for negotiation of the remaining grade change down to East Main Street.

## TRANSIT SYSTEM

The Radford Transit system currently has multiple routes that provide ridership opportunities for various University riders. In general, these routes travel the perimeter of Central Campus along Tyler Avenue, Jefferson Street and East Main Street; connect across University Drive to serve the Athletics/Recreation Campus; and travel along East Main Street to serve the Student Outdoor Recreation Center and adjacent housing. There are numerous stops on both campuses with time-checks at the stops at Waldron Hall, Lot A and Fairfax Street. Radford Transit also has routes that connect University riders to Fairlawn, Christiansburg, Blacksburg and the Roanoke Valley.

The University works closely with Radford Transit to ensure adequate coverage for riders, while also imposing minimal disruptions to pedestrian patterns. It appears there might be opportunities to improve the timeliness and frequency of numerous routes, including increasing the frequency and number of stops along the Central Campus perimeter.



Pedestrian Walking Distances

## PEDESTRIAN WAYS

On the Central Campus, the primary pedestrian paths are the Adams Street Corridor running north-south and the Fairfax Street east-west central pedestrian corridor. Other significant pedestrian routes extend across the campus, including the path radiating from Muse Hall on the north to Heth Hall and then on to Kyle Hall on the south; the north-south path through Moffett Quad across Fairfax Street to Muse Hall; the east-west route from the Hurlburt Student Center through the Governor's Quad to Whitt Hall; and the east-west route running from Jefferson Street along the old Downey Street Corridor between the Student Recreation and Wellness Center and the Covington Center for Visual and Performing Arts and through the Main Quad to Muse Hall.

On the Athletics/Recreation Campus along the New River, the primary pedestrian route extends from Cupp Stadium eastward to the parking areas at the eastern periphery of the space, connecting playing fields and indoor sports facilities. Secondary

connections are also throughout this area. The only existing pedestrian connection between the Central Campus and Athletics/Recreation Campus occurs at the University Drive Bridge.

## BIKEWAYS

Existing bike paths run along Tyler Avenue and Jefferson Street and a portion of East Main Street, and bike racks are located throughout Central Campus. The City of Radford has modified several adjacent streets with bike lanes, including Tyler Avenue and East Main Street.

## NEW RIVER ACCESS AND GREENWAYS

The New River is directly adjacent to the Athletics/Recreation Campus with boat access points at several locations near University property. Also, an extensive partially developed greenway/trail system parallels the river and extends to Bisset Park and other City of Radford facilities to the west of campus.

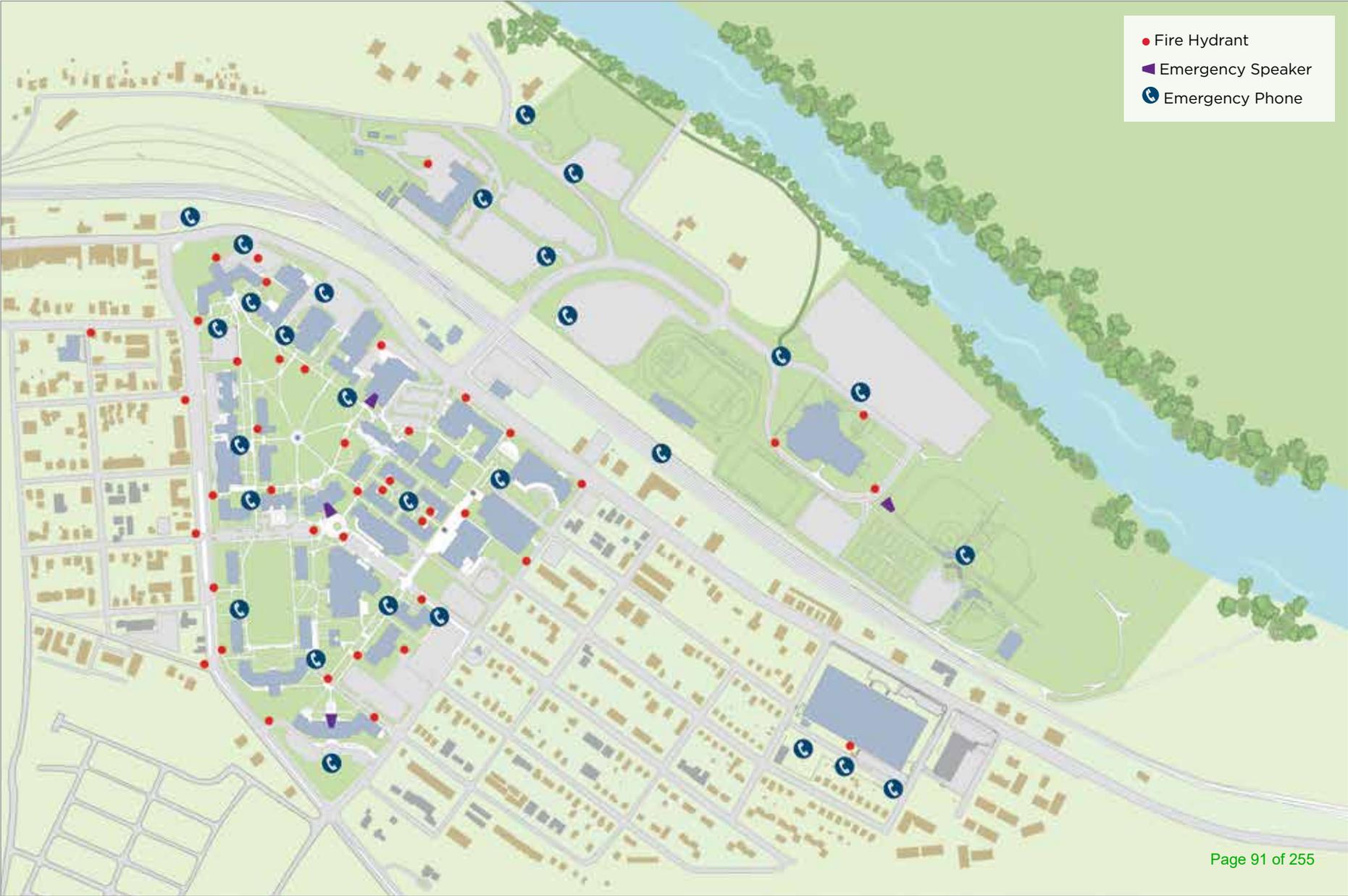
## VEHICULAR ACCESS AND PARKING

The main traffic routes, adjacent to campus, include Jefferson Street, East Main Street, Tyler Avenue and University Drive with building and parking access primarily from these streets. Fairfax Street pierces Central Campus from both Tyler Avenue and Jefferson Street to Heth Plaza in the center of campus, creating the greatest potential for pedestrian/vehicle interactions. Given the addition

of substantial occupancy footprint over the last decade and associated displacement of parking, the University undertook an overall review of the usages and efficiencies of the current parking situation. The University engaged a nationally recognized parking and planning firm to engage in this review. The results of this review provide the following observations.

- In general, the University parking and transportation system appears to be well organized and efficiently operated.
- Based on peer comparisons, parking count survey and total permits, there are adequate available total parking spaces (71% filled and 29% available at time of survey.)
- The condition and capacities of existing parking lots are in good condition overall.
- Current parking conditions are less than optimal, mainly with respect to the distribution, allocation and location of spaces.
- Certain parking areas, while conveniently located adjacent to various campus buildings, are not well designed for overall circulation purposes.
- Many of these parking areas have been “organically” developed through the years as new buildings, renovations and pedestrian pathways have evolved.
- The mix of Faculty/Staff and Commuter parking areas needs to be reviewed for appropriateness, along with the potential to create spaces around the perimeter of campus.

# EMERGENCY DEVICES







# Strategic Planning and Future Needs

The 2018-2023 Strategic Plan requires the Master Plan to develop the University's physical assets to support the six stated areas of emphasis.

- Academic Excellence and Research
- Brand Identity
- Economic Development and Community Partnerships
- Philanthropic Giving and Alumni Engagement
- Strategic Enrollment Growth
- Student Success

## STAKEHOLDER INPUT

The Committee was organized into subcommittees to concentrate on several specific areas of the Master Plan.

- Academics
- Student Activities and Services
- Land Use
- Transportation
- Infrastructure and Sustainability
- Public-Private and Community

Each subcommittee met several times to identify specific issues and needs in their particular area of interest and finalize recommendations based on these issues and needs. All of this information was

used to bring focus to specific themes and areas of concentration to be incorporated into the Master Plan.

The Committee solicited input from a variety of campus stakeholders using various methods and in a number of different venues, including presentations to the University's Leadership Council; the Faculty Senate; the Administrative and Professional Faculty Senate; Staff Senate; the Student Government Association; the Academic Affairs Leadership Team; and the Alumni Association Board of Directors. The Committee also held multiple campus open forums with students, faculty and staff.

The Committee administered a survey with Division of Academic Affairs faculty and staff concerning the overall campus learning environment and administered a separate survey with students concerning overall instructional spaces and related technology.

- Classrooms/Labs – Comments on the number and sizes, scheduling, furnishings, discipline-specific uses and IT/AV capabilities
- Student Spaces – Comments on the number, locations, scheduling, furnishings, IT/AV capabilities and access for commuters
- Event Spaces – Comments on the number and sizes



## PROJECTED ENROLLMENT GROWTH

The 2018-2023 Strategic Plan indicates the following projected enrollments by Fall 2023.

- Undergraduate Students – 7,870
- Graduate Students – 1,371
- Competency-Based Education Students – 2,125
- Total Students – 11,366

It is anticipated that the Central Campus student population will be approximately 8,500 with the majority of the remaining growth occurring in Roanoke at RUC or in CBE-based programs.

## COMPARATIVE SPACE ANALYSIS

### Overall

Based on the current space inventory and existing needs along with the stated growth projections, the overall University footprint when viewed in terms of square feet of usable space per student is slightly less than peer institutions. This would indicate that the campus, as a whole, is relatively efficient with respect to space usage.

### Classrooms

Based on the current classroom inventory, classroom space is strained during the peak delivery times between 9 a.m. and 3 p.m. Monday through Thursday. The distribution of various classroom sizes also does not appear to match the needs in some instances.

Both the student and faculty surveys indicated issues with various aspects of class scheduling, existing furniture/furnishings and IT/AV delivery tools.

### Class Labs

Based on the current class labs inventory, class lab space is somewhat underutilized during normal delivery times. The distribution of various class lab sizes and attributes also does not match the needs in some instances.

As with classrooms, both the student and faculty surveys indicated issues with various aspects of class lab scheduling, existing furniture/furnishings and IT/AV delivery tools.

### Offices and Support Spaces

Based on the current academic office and support space inventory, office space appears in general to be adequate. The distribution of office sizes and support spaces also does not appear to match the needs in some instances.

## ACADEMIC PROGRAM GROWTH

### New and Expanded On-Campus Programs

- Waldron College is nearly at capacity in its current locations, so it is likely that up-fits and renovation projects will be necessary to continue to accommodate the students in these buildings. Further, the Radford University Carilion merger likely will drive additional needs for Waldron College.
- Several programs in the CEHD will require some additional footprint. One example is the development of the Tourism and Special Events Resource Lab, which will require space and be led by faculty and staff from the CEHD. The Health and Human Performance program will also need extended research and training space, and the Nutrition and Dietetic Laboratory will need to be relocated from McGuffey Hall.
- The Artis College will need to accommodate the requirement to supply individuals with specific education and skillsets for the Commonwealth of Virginia's "Tech Talent Pipeline" over the next 20 years, mostly in the Information Technology and Cyber Security Computer Science areas. The Artis College will also need to establish the related Security Studies Initiative and the Geohazards and Unmanned Systems Research Center.

- The Criminal Justice and Forensics Studies programs in CHBS are anticipated to continue their recent growth.
- Space for the Venture Lab was identified as a need.
- The existing Center for Interprofessional Education and Practice (CIPEP) is scheduled to expand.
- The Vinod Chachra IMPACT Lab anticipates continued growth, but it is preferable that this program remain in leased off-campus space to allow ease of expansion/contraction in the future.

### New and Expanded Off-Campus Programs

- RUC is located in space leased from Carilion Clinic in Carilion Roanoke Community Hospital (CRCH), and is likely to remain in the current space at present; however, it is projected that the space in the RUC facility will need to expand as programs grow. Further footprint development in Roanoke is also probable as the current programs evolve and new programs are established to meet the needs of the region.
- To provide greater support for a number of programs in Roanoke, it is anticipated that the leased space in the RHEC may need to grow. Although the existing Clinical Simulation Center was recently expanded, it is expected that it may need to be expanded again going forward, given the growth of related activities in the Roanoke region.

- The Appalachian Community Outreach Institute is not projected to need additional leased space in the SWVAHEC for current and envisioned future programs, although the current space could be better utilized.

## STUDENT PROGRAM GROWTH

### New and Expanded Student Programs

- Develop the overall Greek Life and other thematic communities: Panhellenic Council (PHC), Interfraternity Council (IFC) and National Pan-Hellenic Council (NPHC). This could include certain outdoor areas of campus and potential alignment with identified contiguous off-campus housing in coordination with the City of Radford.
- Enhance student and visitor amenities, potentially including a welcome center, student organizations space, event space, expanded advising space and other activities.

## SPACE NEEDS AND FACILITIES PROJECTIONS

### Academic Spaces

- Waldron College anticipates future growth to meet the needs of the region across multiple locations.
- The CEHD has begun its Ed.D program, which will require additional faculty space estimated at 1,700 square feet.
- Artis College anticipates growth in the Information Technology Cyber Security Computer Science programs for the Tech Talent Pipeline, estimated at 2,500 square feet for additional faculty offices and support space.

- The construction has been completed for the Venture Lab. The space includes an office, student collaborative and virtual maker spaces, conference and pitch rooms and other support spaces. The total square footage is 4,500 square feet.
- The existing Center for Interprofessional Education and Practice (CIPEP) requires an additional 1,300 square feet for clinical, meeting and office spaces.

### Classroom and Class Lab Enhancements

Current modern academic building design incorporates flexible instructional spaces to allow multiple uses and delivery methods. Examples include multiple displays and white boards, movable furniture with ample power and data capabilities. A number of factors, including changing instructional delivery methods, such as “flipped” classrooms and active learning environments, are driving this trend.

Amplifying this trend, the University plans to implement a revised General Education program. Students will choose degree programs (majors and minors) to fulfill four areas of knowledge and complete general education (the REAL areas),

- Scientific and Quantitative REASONING
- Humanistic or Artistic EXPRESSION
- Cultural or Behavioral ANALYSIS
- Applied LEARNING

The revised General Education REAL model builds on the idea that students can pursue their goals and engage in exploration and learning in many ways and in all departments. The REAL model recognizes that degree programs build competencies in the areas students need for lifelong learning and

success and allows students to cross-credit those competencies with general education areas.

From a footprint standpoint, while the REAL model may ultimately influence the required number of classrooms across campus, the more profound impact is the requirement for classrooms and other learning spaces to be as flexible as possible to allow use as multi- and cross-disciplinary learning environments.

A final factor is the requirement of the current higher education environment to maximize the utilization of the campus built environment, in order to ensure the most cost-effective campus delivery of education. This requires a culture of shared spaces and cross-disciplinary delivery, along with proactive scheduling techniques.

To meet all these ongoing trends along with the certainty that the academic environment will continue to evolve, the University will need to undertake a systematic regular review of the basic instructional spaces across campus. These regular reviews will help ensure that these current trends inform consistent upgrades to furniture, furnishings and IT/AV delivery tools and methods, along with purposeful scheduling for maximum space usage.

### Collaboration and Integration Spaces

Current modern campus building and space design also includes purposeful identification of collaboration spaces adjacent to more traditional classroom/laboratory and academic spaces, recognizing changing student expectations for the ability to study and work effectively in a variety of settings and locations.

Due to the large amount of new academic space provided over the last decade or so wherein the design incorporated these recent trends, there already exists a fair amount of collaborative study space across campus. There are also numerous

dining options across campus, which also include spaces to be used for informal study environments. Further, the recent residential hall renovations have included purposeful spaces designated for lounge/study activities.

However, there are a few areas of campus where it is more difficult for students to find these collaborative learning spaces. In particular, the academic areas in Peters, Waldron and Cook Halls are lacking in these types of spaces. As new or repurposed footprints are brought online, these existing buildings should be explored for the potential addition of collaborative spaces. An additional enhancement of these types of campus spaces could include extended hours of operation, particularly for buildings with large concentrations of student study spaces, such as the CHBS Building, Kyle Hall, CFTS and McConnell Library.

### **Residential Spaces**

Based on the current available beds in on-campus residence halls and the recent leasing of approximately 600 new beds in apartments located off-campus and adjacent to Central Campus bringing the total to approximately 800 leased off-campus beds, no additional new on-campus beds have been identified in the next 10 years. However, the University seeks ways to better integrate academics in residence halls, such as living-learning communities, advising space, faculty offices and classrooms.

The University will prepare a plan to renovate the recently acquired off-campus units to be comparable to the on-campus housing. In some instances, this will only require improvements to certain finishes, and in other instances, this will require significant renovations to basic building systems and components. The completed renovations of all units will require multiple years.

The University will also need to identify specific on-campus and off-campus locations for veterans, students and married students and their families, as these demographics are targeted for growth in the future. Potential Greek-life housing “communities” will also be identified for residential users, along with potential extensions of on-campus living-learning communities.

The University will also provide housing to support students attending New River Community College and living in on-campus housing in the “Bridge to RU” program. This program is designed to facilitate the retention of students early in their academic careers and ultimately transferring to Radford University.

Temporary beds may be required during the times that residence halls are being renovated, depending on the timing and duration of the renovations. The recently leased apartments will also be reviewed with respect to their condition and suitability for future occupancy, along with their use for alternate University purposes.

### **Student Support and Recreation Spaces**

Additional student collaborative and study spaces were identified for various parts of campus. While recent construction projects and renovations typically incorporate these student-centered spaces, older buildings are inadequate in this regard.

Students and their parents currently desire sophisticated engagement, support staff and facilities during their entire University experience. While Heth Hall, Russell Hall and Whitt Hall currently provide many of these functions, there are other related activities and departments that could benefit from being collected in a single location. This might include services for international students, transfer students, overall academic advising, health and emotional wellness

support and student orientation activities, among others.

Students and their parents also desire expanded hotel, retail and dining opportunities during their University experience. The on-campus food options require regular “refreshes” to ensure the University stays abreast of changing taste trends. There is also currently a shortage of food and shopping options near campus, and there is not a centrally recognized grouping of establishments to act as the campus “main street” as exists in most college towns.

Further, it is desired to better connect students and others to the New River for both instructional and public uses. To enhance this connection, it is proposed to potentially move the RU Able equipment and program to campus from its current off-campus leased space location. In conjunction with RU Outdoors and the Tourism and Special Events Resource Lab, these programs will enhance and facilitate greater connectivity to the overall significant assets made available by the New River.

### **Athletics Spaces**

The recent Athletics Master Plan identified the top two priorities for facility upgrades: renovation/repurposing of the Dedmon Center and a ticket/concessions facility for the baseball/softball/tennis outdoor complex. Other projects were also identified as part of the Athletics Master Plan, with available funding.

## Administrative and Support Spaces

Currently, there are several Administrative Services and Public Safety departments that are housed in separate buildings both on-campus and adjacent to campus, which creates difficulty in communications and coordination of these functions. The existing buildings housing these functions are also not entirely suited for their required purpose, and a number of staff departments are actually housed in leased space.

There is also a shortage of available event space across campus to house various University functions and events. Kyle Hall and Muse Hall include spaces that can readily serve these purposes, but other spaces in Cook and Peters Halls that currently serve these purposes are less than optimal.

## OVERALL INFRASTRUCTURE NEEDS

### Sustainability

The Commonwealth of Virginia has promulgated a number of Executive Orders and other directives to promote sustainability at all state agencies. The University will need to continue to monitor the impacts of these initiatives and adjust activities and priorities accordingly. We will also need to continue to explore the feasibility and cost-effectiveness of potential alternative power sources and renewable energies and identify ways to reduce consumption of power, water and other natural resources.

### Electrical

Based on analysis of the existing medium-voltage electrical campus loop supply system and the Radford Electric Department substation performance, the current infrastructure appears capable of handling the identified potential added power loads. Additional electrical secondary service fed from the loops will be required to provide power for potential added building footprint on Central Campus. Additional sources of emergency power are also desirable to provide power in certain buildings when necessary.

### Steam

Based on the capacity of the existing boiler plant steam supply system, the current infrastructure appears capable of handling the identified potential added steam loads. Additional steam secondary service will be required to provide hot water for any proposed added building footprint.

### Stormwater

Based on analysis of the existing stormwater system and components, several areas for improved drainage have been identified across campus. Additional stormwater management facilities will also be required to offset the impervious surfaces that are created by any proposed added building footprint. The University must also adhere to its own Municipal Separate Storm Sewer Systems (MS4) General Permit.

### Water

Based on the existing service provided by the City of Radford's water supply system, the current infrastructure appears capable of handling the identified potential added water loads. However, the locations and conditions of many existing components need to be documented and assessed

for potential replacements. Additional water service lines will be required to provide domestic and fire suppression water for any proposed added building footprint.

### Sanitary Sewer

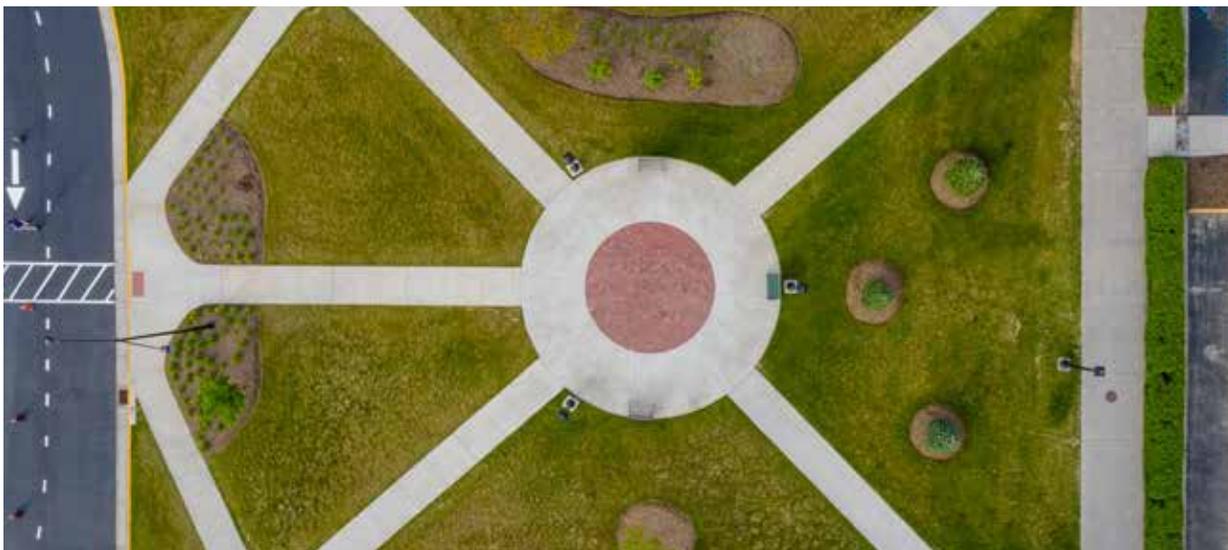
Based on the existing service provided by the City of Radford's sanitary sewer system, the current infrastructure appears to be capable of handling the identified potential added sanitary drainage loads. Additional sanitary sewer drain lines will be required to provide capacity for any proposed added building footprint.

### Chilled Water

Additional chilled water service, either as part of a loop or independently, will be required to provide cooling water for any proposed added building footprint.

### Information Technology

Fundamentally, today's stakeholders rely more heavily on the provision and support for technology systems and components than in the past. The ability to access and share electronic information and take advantage of evolving technology in both academic and administrative areas are critical components of current campus environments. To this end, additional data services will be required to provide capacity for any proposed added building footprint. Existing buildings will also likely require additional capacity to support new needs, as will the overall campus wireless network to support ever-expanding bandwidth requirements. In addition, the recently acquired off-campus housing will require the addition of cable, phone and wireless services.



## MULTIMODAL CAMPUS ACCESS NEEDS

### Security and Emergency Systems and Access

Additional security systems infrastructure and equipment will be required to provide capacity for any proposed added building footprint. Existing buildings may also require additional capacity to support new security and emergency system needs, such as door access control and exterior lighting, as well as overall existing outdoor campus spaces.

### Accessibility

New building footprints will need to be provided with accessible routes as necessary, and existing routes will need to be preserved and even enhanced where feasible.

### Transit System

The Radford Transit system needs to be enhanced to provide more efficient service to the most heavily populated areas of campus, particularly around the campus perimeter. The current routes travel through multiple areas of both Central Campus and the Athletics/Recreation Campus, navigating many separate locations, which tends to make the overall circuit lengthy. The routes also do not provide adequate and timely coverage of the remote parking areas.

The routes also include an on-campus “hub” in front of Preston Hall in Lot A. This hub provides drivers with a consistent location for time checks and restroom facilities. Unfortunately, this location is a very heavily populated and high traffic area and further is adjacent to the main administrative functions in Martin Hall. While some of these hub functions have already been relocated to the bus stop at Fairfax Street and Hurlburt Student Center, it is desired to completely remove transit bus traffic from Lot A.

### Pedestrian Ways

Pedestrian routes will need to be coordinated with new building footprints, and existing routes need to be enhanced where feasible. Pedestrian routes will need to be coordinated with the newly-acquired, off-campus housing where possible, in concert with the City of Radford. An additional issue requiring attention for pedestrian ways is shared usage with Facilities maintenance vehicles, particularly service carts.

### Bikeways

New proposed bikeways need to be coordinated with pedestrian and vehicular routes as necessary.

### Greenways

The existing walking trails, along the New River, need to be coordinated with the adjacent Greenway, offering connectivity to Bisset Park and other amenities in these areas.

### Parking

The existing parking locations and policies need to be revised to accommodate new commuter patterns, new building footprints and allocation among various user groups. Lots have grown organically, leading to poor overall circulation patterns and misaligned user groups. The remote lots need to be better connected to campus by transit and pedestrian ways.

### Signage

The existing major signage locations need to be expanded to include additional wayfinding for visitors to campus, particularly to the most frequently visited buildings. This signage can also serve to enhance and reinforce the branding of the University and the overall campus environment.

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# Implementation Plan

The Master Plan is organized around multiple overarching areas of emphasis.

- **Construct** — New capital projects
- **Renovate** — Multiple existing major campus buildings
- **Repurpose** — Numerous existing building occupancies
- **Evaluate and Upfit** — Existing space usages
- **Enhance** — Campus infrastructure and brand identity
- **Create** — New campuses and partnerships

## PROPOSED NEW BUILDING LOCATIONS

### Central Campus

The number of available sites for new buildings on Central Campus is limited, particularly those sites that do not negatively impact the current Central Campus view sheds and pedestrian and traffic patterns. However, there are a number of potential future building footprint sites.

- The location of existing Parking Lot F between Muse and Tyler Halls: This location has been identified in a number of previous plans and would provide an excellent completion of the perimeter buildings surrounding the original triangular-shaped campus. This location is near both academic and housing buildings, so a new building here could support any number of University needs.

- The locations of existing Parking Lots AA and JJ between the Hurlburt Student Center and Cook Hall: These two separate sites have been identified as a potential location for a future addition to the Hurlburt Student Center, but could also support other occupant uses.
- The location of existing Parking Lot M between Waldron and Kyle Halls: This location is mostly near other academic buildings, but could support a number of University needs.
- The location of existing Buchanan House adjacent to Waldron and Peters Halls: The demolition of this existing building, a small and inefficient building, which used to serve as the President's residence, would not negatively impact the overall campus, and the location occupies a campus footprint, which could be used much more effectively as it is near both academic and student housing buildings.

Significant emphasis needs to be placed on ensuring that any new buildings on the Central Campus adhere to the established aesthetic campus brand, massing, materials and color palette, and that the buildings respond to current and future pedestrian patterns and historic and iconic viewsheds. Particular attention also needs to be given to the areas indicated in the historic resources survey as eligible for listing.

### Athletics/Recreation Campus

There are several available sites for new buildings on Athletics/Recreation Campus, mostly located to support Athletics.

- The location of existing Parking Lot BF between the baseball and softball fields: This location has been identified in the Athletics Master Plan as the location of the ticketing/concession/restroom facility.
- The location of existing Parking Lot DC adjacent to the tennis courts: This location has been identified in the Athletics Master Plan as the location of the indoor tennis facility.
- The location of existing Parking Lot E adjacent to the Armstrong Complex: This location could support a number of University administrative functions, given its proximity to the other administrative functions already housed in the Armstrong Complex.
- The location of existing Parking Lot U and FF near the Armstrong Complex: This location was identified in earlier master plans as a potential location for a new Convocation Center.
- The area near the New River and beyond the Athletics facilities: This location might serve well for the relocated RU Able program and equipment.

## Off-Campus

The University owns several parcels adjacent to Central Campus.

- The location of the existing building at 615 Fairfax Street: While this site is conveniently located along Jefferson Street, it is not very big and could only support a fairly small building. It may be better utilized as a parking lot.
- The locations of Parking Lots S and Y east of Jefferson Street: Again, while these sites are conveniently located along Jefferson Street, neither site is very big and could only support fairly small buildings. These may be better maintained as parking lots.
- The locations of Parking Lots K and L between East Main Street and the railroad tracks: These sites are reasonably conveniently located, but are adjacent to privately held properties. These may be better maintained as parking lots.
- The existing building at 1101 Grove Avenue: Printing Services is scheduled to be moved, which would leave this building/site available for another use. Given its location several blocks from campus, its potential uses, as it exists today, are somewhat limited. The most likely use would be to renovate the building for an administrative unit or other organization that is not required to be on campus; in the near term, however, its use as swing space for offices or labs could be valuable. There would also be an opportunity to demolish the existing structure and construct a new building in its place. This would provide an opportunity for additional building footprint on currently owned property.



- The location of the current Student Outdoor Recreation Center: This location would be well suited for a new Convocation Center, given its location and adjacent parking. This would require the relocation of the current outdoor recreation facilities.

The Foundation owns parcels adjacent to campus, including the recently-acquired apartments.

- The parcel bounded by Calhoun Street, Lawrence Street and Tyler Avenue: This site is directly across Tyler Avenue from the Moffett Quad and is large enough to potentially support multiple buildings.

- The parcels at the corner of Jefferson and East Main Streets: While there are several existing buildings on this site, it provides a potentially attractive location for a building or parking given its access to both East Main and Jefferson Streets.

- The parcels at the corner of Tyler Avenue and Jefferson Street: This site provides a potentially attractive location for a welcome center or other building given its access to both Tyler Avenue and Jefferson Street and its impressive view of campus. There are multiple existing buildings on this site with multiple current leases, which would impact the potential timing of its use.



- Numerous locations of the newly-acquired housing units might offer alternate effective uses for other building types or parking.

The City of Radford owns property adjacent to the Foundation-owned property at the Selu Conservancy. The Selu land-use plan is currently being updated and generally indicates that current University program activities at Selu are being met by the existing facilities; however, there are plans to continue to increase the amount of academic and related activities at Selu. There are no plans to expand the property boundaries at this time; however, given the City of Radford has no plans to utilize this adjacent property, there may be value in continuing

discussions between the Foundation and the City of Radford concerning this property.

Given the current Central Campus footprint and the locations of newly-acquired, off-campus housing, it is also advisable for the University to continue to review the opportunity for acquisition of adjacent properties, particularly including along Tyler Avenue, Jefferson Street and East Main Street. Private owners have multiple commercial and residential properties, along the Tyler Avenue and East Main Street corridors, that might be developed as public-private partnerships with the University. In particular, retail establishments for food, clothing and light grocery could serve both the City of Radford and the University in these commercial-zoned districts.

The RUC merger, in conjunction with the Clinical Simulation Center and other leased spaces in the RHEC, uniquely positions the University within the developing Innovation Corridor and Academic Health Center, along the South Jefferson Street Corridor in downtown Roanoke. Future developments, along this corridor, offer several opportunities for potential building footprints, which would need to be coordinated with multiple partners, including Carilion Clinic, Virginia Tech and the City of Roanoke. Examples would include academic, teaching and research space, but might also include student services uses, such as recreation and wellness, dining, residential and parking.

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CAIC on East Main Street Looking South



CAIC Hub



CAIC View of Courtyard

## PROPOSED ACADEMIC FACILITIES ACTIONS AND PHASING

In order to achieve the stated goals, several are proposed.

- The current Six-Year Capital Plan proposes a new building for the departments of CVPA, along with additional clinic space for Waldron College. The Center for Adaptive Innovation and Creativity (CAIC) will replace both the existing Porterfield Hall and the existing McGuffey Hall, which currently house several CVPA departments. These buildings are among the least energy-efficient on campus and are in dire need of replacement with many of the associated existing building systems and components at their end-of-life and without up-to-date safety, security and accessibility capabilities. This building also provides an increased emphasis on the campus dynamic for cross-disciplinary academic endeavors, particularly with respect to synergy between the arts and health sciences. The building will house clinical spaces for community health care, reinforcing ties to the surrounding area. The building will also include space for the expanded Center for Interprofessional Education and Practice (CIPEP) suite. The new CAIC will be built on approximately the same footprint on-campus as these two existing buildings. The Commonwealth of Virginia has approved the Detailed Planning design documents for the project, along with all other required technical approvals from the Department of Environmental Quality and the Art and Architectural Review Board. The Capital Budget Request for the project has been submitted for approval by the General Assembly.

- The current Six-Year Capital Plan also includes a proposed renovation and partial repurposing of McConnell Library. This existing building was built in three separate phases during the 1930s, 1960s and 1990s. A comprehensive renovation would transform McConnell Library into a 21st century facility supporting a wide variety of individual and group study spaces; state-of-the-art learning technologies; compact storage for print materials; flexible active learning spaces; and spaces to support the creation of new knowledge, creative scholarship, new media (audio and video studios, motion capture studio, 3D printing) and event and instructional spaces. The renovated building would also house offices for units, such as the Center for Innovative Teaching and Learning, Faculty Development and the Harvey Knowledge Center, that offer coaching, peer tutoring and mentoring for both students and faculty/staff. The Library Learning Commons should evolve from a combination of a library and computer lab into a full-service learning, research and project space, designed for the future with an open, flexible layout throughout the building and including a video conference room, digital media creation and editing tools, writing center, equipment checkout, a large multipurpose meeting and event space and numerous group study rooms, which can be reserved online. The Library Learning Commons should become an active, comfortable space where students can discover, create and collaborate with peers, a space that inspires them to be more productive and successful.



McConnell Library Proposed Third Floor

Previous studies indicated the relocation of the administrative offices; the addition of compact storage units to replace conventional stacks; the conversion of existing stack spaces to flexible study and workspaces; the capturing of the existing inaccessible courtyard as usable space; and the introduction of more public gallery and cafe spaces. The renovation would also contain a proposed consolidated Archives and Special Collections that protects the existing collections, as well as meets the standards set forth in the ASHRAE Handbook — HVAC Applications for Museums, Galleries, Archives and Libraries.

The library is also among the least energy-efficient buildings on-campus and in dire need of basic building systems replacement. It is likely that the state will be interested in funding these types of systems renovations, particularly those that improve sustainability and security, as well as repurposing spaces to optimize campus engagement and usage. The renovation would replace lighting throughout the building to meet library lighting standards, while also maximizing energy efficiency through the use of LED fixtures and would also replace all end-of-life controls and switches for efficient operations.

Given its location facing the Main Quad and within the potential Historic District, the renovation of the 1930s facade will pay particular attention to the original design and construction to preserve the building's historic integrity.

Libraries are changing rapidly, in both form and function, and the recent changes in usage in McConnell Library acknowledge the need to revise library spaces to keep them current. Library staff is currently preparing the Strategic Plan for 2020 and will be undertaking a visioning process to help inform future plans for the library. A pre-planning study is underway to finalize the

programmatic elements of the renovation and repurposing of the Library. All of these elements — previous studies, strategic planning and the visioning process — will be folded into the proposed capital project planning and execution to ensure the library will remain a central part of the overall student experience.

- The current Six-Year Capital Plan also includes a proposed renovation of Walker Hall. This existing building was built in two separate phases and is in need of basic building systems replacement, along with reprogramming of the existing space. This renovation could possibly occur near the end of the ten-year Master Plan window.
- While not currently included in the Six-Year Capital Plan, Peters and Waldron Halls are both approaching an age that requires replacement of certain basic building systems and components and updating and refreshing of the spaces.
- There are preliminary plans to provide programmatic expansion through the selective repurposing of a number of existing campus spaces upon completion of the current Reed and Curie Halls renovation project and the future CAIC project,
  - Cook Hall spaces vacated by the Artis College will be repurposed to support a portion of the identified Waldron College and CEHD needs.
  - Davis Hall spaces vacated by the Artis College will be repurposed to provide additional faculty offices, classroom/labs or other academic spaces, potentially to serve the required expansion of the Information Technology and Cyber Security

Computer Science programs for the Tech Talent Pipeline. Certain building systems and components in Davis Hall will also be targeted for upgrades through Maintenance Reserve funding projects.

- Walker Hall vacated swing spaces will be repurposed to consolidate most Information Technology staff, along with up-fitting space for several general classrooms/labs.
- McConnell Library vacated swing spaces will be repurposed as part of the McConnell Library's capital renovation project.
- Peters Hall spaces vacated by the CVPA Department of Dance will be repurposed for CEHD Department of Health and Human Performance spaces, including the relocated Nutrition and Dietetic Laboratory from McGuffey Hall.
- The Venture Lab has been accommodated on the first floor of Kyle Hall. The location was specifically selected to allow direct controlled access with the ability to accommodate non-regular-hours occupancy.
- The creation of "ACCESS Radford" identified in the Strategic Plan will require a small number of dedicated offices and can likely be accommodated by re-assignment of several existing offices and support spaces made available after the Reed and Curie Halls and CAIC projects.
- The Security Studies Initiative and the Geohazards and Unmanned Systems Research Center are being incorporated into the current Reed and Curie Halls renovation project.
- Evaluate campus classrooms, class labs and other basic instructional spaces with respect to continuing to upgrade technology, furniture and furnishings. Evaluations should occur on an annual basis within the duration of the Master Plan, and the evaluation teams will include members of Academic Affairs, Enrollment Management, Information Technology and Facilities Management. Improvements could include movable desks and tables to facilitate more interactive learning environments; additional white boards and smart boards; brighter and more resolute projection systems; simplified and updated control systems; appropriate interface technology for mobile and other display devices to promote material delivery; access to new and consistent 2-d and 3-d printing capabilities; and synchronous online delivery capabilities to allow concurrent on-site and off-site instruction.
- Evaluate campus classrooms, class labs and other basic instructional spaces with respect to scheduling and cross-discipline collaboration, efficiency regarding the use of spaces and in particular with respect to the "REAL" model for General Education. Evaluations should occur on an annual basis within the duration of the Master Plan, and the evaluation teams will include members of Academic Affairs, Enrollment Management, Conference Services and Facilities Management. The reviews should facilitate working towards a culture of sharing space and maximizing utilization for all instructional spaces, along with providing increased student exposure to additional areas of study.

- As spaces are repurposed across campus for various identified initiatives, continue to identify existing spaces that can be converted into collaborative study spaces, particularly in the older academic buildings on campus.
- The University will also identify specific existing buildings, or portions of existing buildings, which might be candidates for extended hours of operations. Opportunities might include the newer footprint buildings including the CHBS Building, Kyle Hall and the CFTS, along with the proposed CAIC. The identification and implementation of additional hours of operation will be reviewed and approved by the Divisions of Academic Affairs and Finance and Administration.
- The College of Graduate Studies and Research is currently located in the Buchanan House. This academic unit needs spaces that are more efficient and more central to campus and portray more business-professional office environments. It will be necessary to undertake a renovation of the Buchanan House, or possibly relocation of staff to another location, to accommodate these needs. In the final analysis, the Buchanan House has limited effectiveness given its inefficient configuration with limited ability for flexible future organizational occupant use, and its footprint location could better serve other future needs given its location near academic and residential buildings. The available site footprint could easily support a building with 15,000 to 20,000 square feet, while the Buchanan House only contains approximately 5,500 square feet. Its use as possible swing space is helpful, and after that need is met, it might be best to demolish the structure to capture the site for more efficient use of valuable campus real estate as needs arise.

- The Vinod Chachra IMPACT Lab is currently housed off-campus in the Corporate Park. Given the online nature of the program, the various content delivery schedules and the variable volume of coursework, it is appropriate to maintain this program in off-campus leased space. This allows the program to scale up or down rather quickly as footprint needs adjust. The Corporate Park currently provides adequate space for this unit, and the spaces have been customized for IMPACT's use. Although the building was not originally designed for this type of academic use, there are certain issues with the overall condition of the building and associated deferred maintenance. While the current occupancy in the building will allow additional future maintenance investments, alternate locations will be reviewed for this program as the needs change and space requirements expand.
- The RUC merger provides significant opportunities to expand the offerings in the RUC CRCH location. Initially, the University will continue to lease the same facility footprint from Carilion Clinic previously leased by Jefferson College of Health Sciences, as this space appears sufficient for the envisioned programs. As RUC develops, the current footprint will be evaluated for the appropriateness of the size, configuration and equipment and furnishings for the future. Further, the opportunity exists for the University to engage more deeply in the developing Academic Health Center and Innovation Corridor in Roanoke, along with Carilion Clinic and Virginia Tech. This could potentially lead to the development of a variety of new properties with these partners, through a number of potential delivery methods.



- RHEC also supports a number of academic programs currently offered in the Roanoke location. These include several programs for the Waldron College, including the Clinical Simulation Center, along with MBA, Criminal Justice, Social Work and Education programs. An overall facility review will be undertaken for the RHEC to investigate potential synergies of current spaces and programs and anticipate future growth potential, particularly in support of RUC.
- SWVAHEC currently offers a number of academic opportunities, including the Appalachian Community Outreach Institute. It is currently envisioned that the size of the space in SWVAHEC is sufficient for the foreseeable future, but a review should be undertaken to confirm the effectiveness of the space.

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# PROPOSED STUDENT FACILITIES ACTIONS AND PHASING

## Proposed Housing Actions and Phasing

In order to achieve the stated goals, the following actions are proposed.

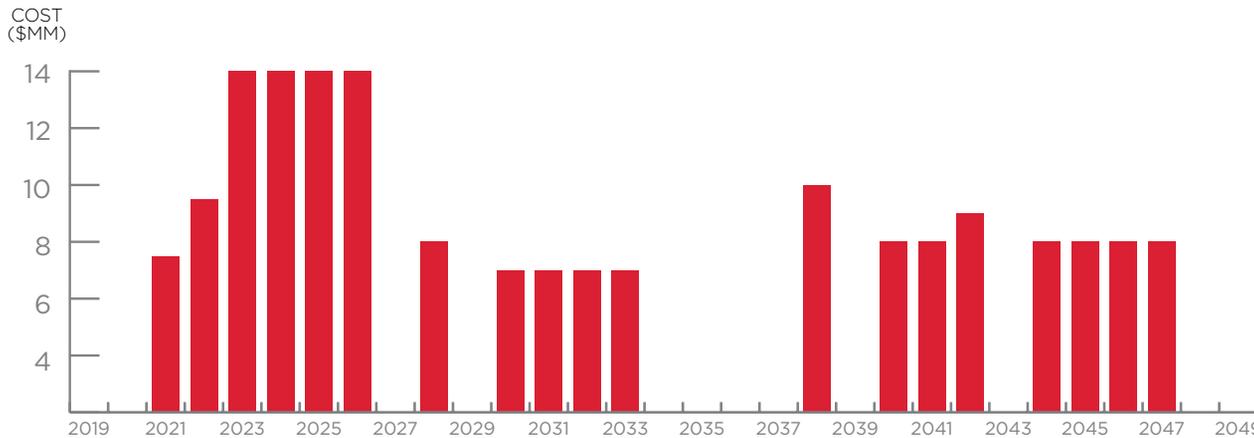
- The current Six-Year Capital Plan includes proposed renovations of Norwood, Tyler and Muse Halls over approximately the next eight years. Norwood and Tyler Halls will include the same level of renovation as the most recent residence hall renovations, including air-conditioning and single bathrooms, while Muse Hall will be renovated to a slightly lower level of renovation to allow an option for residential accommodations at lower student fees. These buildings are among the least energy-efficient on campus and are in dire need of replacement with many of the associated existing building systems and components at their end-of-life and without up-to-date safety, security and accessibility capabilities.

Given their locations facing the Main Quad and within the potential Historic District, the Norwood and Tyler Halls renovations will pay particular attention to their original design and construction to preserve their historic integrity. The Muse Hall renovation, however, will offer an opportunity to update the building elevation facing the Quad to incorporate elements, which more closely complement the more historic buildings in this area of campus. The illustration shows one early concept for an upgraded façade.

- The renovation design of these existing buildings will also purposefully include program space for various living-learning elements as part of the overall building. As an example, the Honors College has been identified as a potential program component in the renovated Tyler and Norwood Halls. A pre-planning study will be performed to identify the specific living-learning community program elements for these existing building renovations.

- Once these renovations are accomplished, a master schedule has been established for all 15 current existing residence halls to provide for planned renovations on an approximate 30-year frequency.
- For all residence hall renovations, program space will be identified to strengthen the current living-learning communities and academic support spaces, along with providing informal student study and collaborative spaces.
- An overall schedule for the renovation of the recently-acquired, off-campus housing units will be prepared. In general, the schedule will be compiled to allow the most time-effective methodology to complete all renovations, by concentrating on the most popular types of units and locations first.

### HOUSING RENOVATION MASTER PLAN CHART



Muse Hall Conceptual Elevation

## Proposed Student Support and Recreation Facilities Actions and Phasing

In order to achieve the stated goals, the following actions are proposed.

- The Master Plan indicates a potential location for a University Welcome Center. This space would provide an initial point of entry to Central Campus, particularly for visitors and special events, along with support for maps, parking passes and other basic directional information. This function currently exists in Heth Hall and would require about 5,000 square feet.
- The Master Plan indicates a potential location for an addition to the Hurlburt Student Center, which might also be appropriate during the ten-year Master Plan duration. The program for this potential addition has not been fully defined at this point, but would probably include event space, student organization space and student study space.
- As spaces are repurposed across campus for various identified initiatives, the University will continue to identify existing spaces that can be converted into community spaces to support off-campus residents when on-campus, including meeting and gathering spaces, offices, outdoor spaces and other support spaces.
- Each on-campus food service option will be reviewed for potential renovation and updating at some point during the 10-year Master Plan window. Changes in locations for existing food service options, along with additional new options, may also be identified during this time frame, in coordination with the food service vendor.



Hotel Conceptual Perspective



Hotel Conceptual Site Plan

- The Master Plan includes the identification of walking and biking paths/trails both on-campus and in coordination with surrounding municipal facilities and locations. Discussions with the City of Radford indicate that there are opportunities to collaborate on the development of these assets.
- The Master Plan also includes the proposed relocation of the RU Able facilities from its off-campus Corporate Park location to the Athletics/Recreation Campus.
- The existing gymnasium in Peters Hall is also identified to be reconfigured and refurbished to allow multiple usages for both academic purposes for CEHD and event space for various campus functions.
- The Master Plan also includes locations for potential public/private mixed-use residential and retail properties, along the Tyler Avenue Corridor and the East Main Street Corridor. These properties could consist of dining and shopping destinations desired by students and parents and also faculty and staff, along with possibly the Bookstore or other University-related enterprises. The development of these facilities would need to be coordinated with the City of Radford and private development entities. The City of Radford has stated a clear desire to facilitate success in this area of East Radford to match recent successes of similar developments in West Radford.
- The City of Radford and the Foundation are currently collaborating on a hotel and related conference/alumni/event center project adjacent to campus. The Foundation and the City of Radford are working on the project with the help of Fortune 500 Company Jones Lang LaSalle (JLL), a commercial real estate services firm. The multilevel hotel will be located at

the intersection of Tyler Avenue and Calhoun Street. Four existing structures would be demolished to make way for the hotel, which will include 125 rooms, a conference center and on-site parking. The hotel is also planned to feature a rooftop restaurant with a view overlooking the campus. The hotel is planned to be completed by 2022/2023.

### Proposed Athletics Facilities Actions and Phasing

The 2014 Athletics Master Plan identifies a number of improvements and additions to the footprint of athletics facilities. In order to achieve the stated goals, initial actions, as illustrated in the Athletics Master Plan, are proposed.

- Renovation and repurposing of the Dedmon Center to provide a more appropriate venue for the basketball and volleyball teams by reconfiguring the main court area and seating bowl. At the same time, this allows reconfiguring and increasing the amount of training, locker room and practice spaces within the building.
- The addition of a ticketing/concession/restroom building to support the outdoor baseball/softball/tennis complex.
- Other improvements in the Athletics Master Plan would be pursued in the future as demand is demonstrated and funding becomes available.

### Proposed Administrative and Support Facilities Actions and Phasing

In order to achieve the stated goals, the following actions are proposed.

- The current Six-Year Capital Plan includes a project for various campus infrastructure

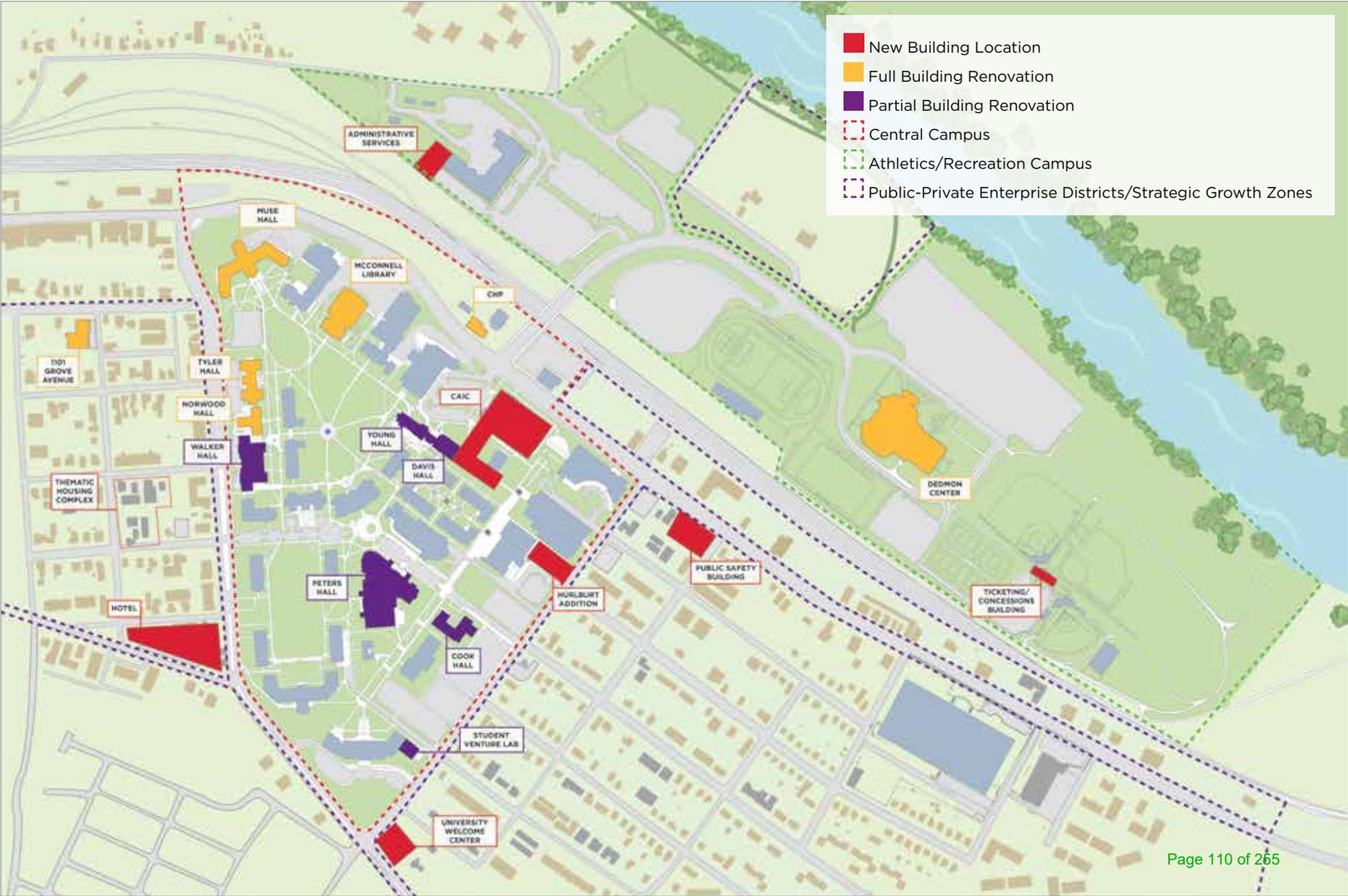


Dedmon Center Conceptual Reconfiguration

improvements, mainly including safety and security systems and components along with conventional utility systems. Planning studies are underway to analyze and prioritize the various utility systems and components improvements.

- Construction of an Administrative Services addition to the Armstrong Complex to collect the remaining administrative departments housed off-campus or in leased space, as included in the current Six-Year Capital Plan. The building would be approximately 15,000 square feet and would consist of flexible office and support spaces.
- Construction of a new Public Safety Building to collect all campus police, emergency services and safety personnel, as included in the later biennia of the current Six-Year Capital Plan, might also be appropriate during the 10-year Master Plan duration. The City of Radford is currently studying the need for an EMS location somewhere in East Radford. As the City of Radford's study develops, the University will engage discussions on its location and program and the potential for shared spaces.

# PROPOSED NEW BUILDING PLACEMENT



## INFRASTRUCTURE IMPROVEMENTS

### Sustainability

There are a number of features and recommendations in the Master Plan that promote the University's sustainable development. Proposed new buildings are sited on campus to take advantage of existing utility infrastructure. New trees and plantings have been proposed for much of the campus to promote greater tree canopy cover. Stormwater and water quality management recommendations are identified, and the University will investigate opportunities to incorporate other stormwater quality practices on smaller scales surrounding existing parking lots and buildings on campus. These measures can include landscape planting areas and alternative infiltration areas in parking and adjacent pedestrian areas. Additionally, the University will continue to improve its on-campus initiatives for materials recycling.

The University's greenhouse gas (GHG) inventory identifies areas for potential improvements in energy and utility savings and GHG reduction. Currently, purchased power continues to be the University's largest emissions source at about 60% of total emissions. The next largest emissions source at about 22% of total emissions is on-campus stationary, which represents fuel sources consumed directly on campus.

There are many methods for reducing net greenhouse gas emissions, including employing energy efficiency and conservation practices and producing carbon-free energy. To pursue the emissions reduction goals identified in the University's Climate Action Plan, the University will have to implement a combination of actions and strategies.

From a purchased power perspective, the University currently purchases electric power from the Radford Electrical Department. In order to provide a redundant source for campus power, along with overall emergency electrical capacity, the University continues to investigate the potential of repurposing the Art Annex building adjacent to the existing steam plant into a co-generation combined heat and power (CHP) facility. The facility would consist of natural-gas-powered generators to provide campus medium-voltage power, while also providing heat for the steam plant operations. The existing occupants of the Art Annex, consisting of the Ceramics program lab and equipment, would be relocated to a more suitable location given the inherent issues with students working in such an industrial area of campus. This significant change in basic campus utility infrastructure would be pursued in association with the City of Radford.

The University will also aggressively seek other opportunities to reduce electricity-related emissions. Examples of technologies and financial vehicles for evaluation include battery storage systems, photovoltaic solar panels, wind turbines and micro-grids. Continued upgrading of controls monitoring and commissioning activities can help identify systems and components to provide potential reductions in utility usage.

The University will also increase its efforts at student and faculty/staff education for sustainability and reduced energy usage. Studies have shown that even minimal efforts in this regard can be very cost-effective and drive real savings, as evidenced by an award-winning Radford University research project published in the International Journal of Sustainability in Higher Education. The University will also identify an opportunity to construct an educational display device for renewable energy to illustrate energy usage and reductions.

### Electrical

Based on recent studies, the overall medium-voltage electrical system is currently adequate for the total load demand of the Central Campus, including both existing buildings and an estimated load for potential new buildings. Various specific system and component upgrades will be required for maintenance issues or routing situations, as the study recommended replacement of identified switches, elbows and other basic gear.

As the campus expands to the east across Jefferson Street, new medium-voltage electrical distribution from the existing substation on East Main Street and specific building connections would need to be added.

The overhead lines supporting the Athletics/Recreation Campus appear to have capacity for both the current facilities and potential future buildings.

The University also desires the addition of emergency generators to provide power to certain buildings during outages. While a number of buildings already have this capability, numerous other facilities would provide value to the University during emergency situations if power was available.

### Steam

The existing boiler plant capacity should accommodate the proposed new building footprints, such that central steam capacity is not a concern for the short term. The existing steam distribution piping will prove adequate for campus loads until the existing loop connected capacity exceeds 60,000 pounds per hour. Routine maintenance and replacement of piping, valves, supports and other components, along with the overall tunnel structure, will be needed over the course of the Master Plan.

## Stormwater

### Central Campus Jefferson Street/ Adams Street Systems

New projects in this area of Central Campus will need to address quality as well as quantity treatment requirements. The stormwater management solutions are limited due to the presence of shallow rock formations and karst geology. Infiltration is not permissible in karst areas, thereby eliminating the possibility of bioretention without an underdrain system. These issues also minimize the potential to utilize porous pavements and pervious pavers for proposed impervious surfaces which would reduce the total impervious area, since these systems are most effective and cost efficient in areas where the subsurface soil conditions are conducive for infiltration into the groundwater.

Based on current regulations, stormwater solutions to treat water quality and quantity issues and that do not rely on infiltration could include one or a combination of the following best management practices (BMPs).

- Underground storage pipes and appropriate filter system.
- Bio-retention basins or rain gardens with underdrain systems, planted with native vegetation adjacent to individual buildings/ impervious area.
- Green roof system on a portion of roofs.
- Cisterns to capture the stormwater runoff for use as gray water within the buildings.
- Manufactured systems connected to building downspouts and storm drainage systems.
- Purchase of off-site water quality credits.
- Previous regulations allowed regional approaches to stormwater treatment, such that BMPs could be established to cover several areas of campus in one combined BMP. In fact, the University has had one of these BMPs in place for quality treatment for a more than a decade. While the University can continue to maintain this BMP and take advantage of its treatment capabilities, no new regional BMPs are allowed. Therefore, BMPs will need to be included as part of any site project that reduces previous drainage areas.

### Athletics/Recreation Campus Systems

Future development of the Athletics/Recreation Campus potentially includes a new concessions and bathroom facility and an indoor tennis facility. Site-specific BMPs are required to provide quality control as well as runoff reduction volumes (quantity control) to the regional system; however, the outlet from these facilities must be above the 100-year flood elevation of the New River. These site-specific practices may include one or a combination of the following.

- Underground storage pipes and appropriate filter system.
- Bio-retention basins or rain gardens with underdrain systems, planted with native vegetation adjacent to individual buildings/ impervious area.
- Cisterns to capture the stormwater runoff for use as gray water within the building.
- Manufactured systems connected to building downspouts and storm drainage system.
- Purchase of off-site water quality credits.

### East Jefferson Street Systems

The City of Radford has indicated that, as drainage was directed towards Main Street over time, culverts were piped to the south edge of the Norfolk Southern Railway and discharged into a large gravel drainage ditch on the railway property that parallels the commercial properties, along the north side of East Main Street. If it is determined that one of those culverts needs to be enlarged to qualify it as an “adequate channel” for the purposes of meeting Virginia regulations for any new drainage system proposed, the University would probably have to deal with the individual landowners/businesses to acquire an easement.

Given the issues in this area, a recommended approach may be to over-manage or over-detain any new stormwater flows generated by new development on-site either by integrated stormwater management structures and underground storage or utilizing low-impact development (LID) techniques and then discharging storm flows at a rate lower than existing flows from this area to the existing systems.

Upon property acquisition of any areas east of Jefferson Street, site-specific water quantity and water quality BMPs will be required, using similar techniques as described for on-campus situations.

### Stormwater Master Plan Documentation

In 2012, the University commissioned a Stormwater Master Plan in response to a request by the Virginia DEQ. This Stormwater Master Plan, supplemented by an extension to the Plan in 2016, documents specific information relative to the watersheds in the areas on and adjacent to campus. This Plan will help guide the future analysis and design for the indicated potential new buildings and other campus development.

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## Water

Given there are currently no issues with the overall supply availability or pressures for the potable and fire supply systems at the Central Campus and Athletics/Recreation Campus, the City of Radford has indicated that they are well positioned to serve the projected growth of the campus.

Routine maintenance and replacement of piping, valves, supports and other components will be needed over the course of this Master Plan. The University has also engaged in an overall system field investigation and analysis to assist in the preparation of current water system and components location mapping and condition assessment.

## Sanitary Sewer

There is an issue with one of the main collector lines feeding out of the Central Campus, at the edge of the Preston Hall Parking Lot A along East Main Street. This older line has become blocked a number of times due to tree roots. The City of Radford has treated the line with chemicals in an effort to dissolve the roots multiple times. This blockage should be resolved prior to the addition of any new infill projects in the Central Campus with the removal and replacement of the existing line and removal of culprits trees.

If the expansion of the campus moves into the area east of Jefferson Street, the 8-inch diameter sewer, along East Main Street, may become overloaded. If growth is anticipated in the area east of Jefferson Street, an analysis may need to be done to determine the existing flows in that 8-inch sewer so that capacity projections can be made based on a phased growth plan. This will determine at what point the University may need to address the replacement of this line or if a new collector sewer connecting further downstream needs to be considered.

Routine maintenance and replacement of piping, supports and other components will be needed over the course of this Master Plan.

## Chilled Water

New chilled water supply will be required for any new building footprints. Where feasible, the University desires to expand the network of regional chilled water loops serving multiple buildings; therefore, each building location will be viewed in terms of its ability to complement the required chilled water supply for adjacent existing buildings. In particular, new buildings near the Main Quad and the proposed CAIC will be reviewed for this capability.

Routine maintenance and replacement of piping, valves, supports and other components will be needed over the course of this Master Plan.

## Information Technology

Expansion of the fiber network should continue forward with the recommendations of the Master Plan. Where possible, fiber should enter new buildings at two separate locations, and these cables should use diverse paths back to Jefferson Hall and Armstrong Complex for enhanced redundancy. As expansion of the Athletics/Recreation Campus continues, it will be beneficial to provide redundant fiber paths from the Central Campus to the Armstrong Complex data center.

With the continued increase usage of wireless and cellular services by the University community and the expanded bandwidths offered by various providers, efforts should be made during planning and construction of new buildings to insure adequate cellular coverage in both exterior spaces and in the interior areas of buildings. Cellular service can also be enhanced by partnering with cellular service providers to add access points at various points across campus.



A critical component of future content delivery will be enhanced, more robust virtual connectivity between Central Campus and the University's satellite campus locations, both current and future. The provision for conferencing technology and remote delivery will need to be accommodated, through both basic equipment and data pipelines expansions. One example would include the expansion of the RUC connection to the nearby RHEC.

Ultimately, decommissioning of the McConnell Library data center and transitioning to using the Armstrong Complex data center as the primary on-campus data center should be considered. Using shared systems housed at Virginia Tech or via cloud services can provide the necessary system redundancy. The University will always need to maintain wiring and distribution for the network layer and at least a small number of servers on campus to maintain speed and performance of several services.

With respect to overall systems and applications, new and enhanced technology solutions will need to be evaluated for implementation to promote continual optimization of operational efficiencies, productivity and data-driven decision making.

## MULTIMODAL CAMPUS ACCESS IMPROVEMENTS

### Security and Emergency Systems and Access

The Master Plan takes into account all of the various security and emergency systems and components to ensure they are not compromised by proposed buildings locations or transportation access routes. The Master Plan also identifies any required expansions of these systems to accommodate areas of future planned growth.

The University is in the process of converting existing fire alarm systems and components to a consistent campus-wide installation and desires to continue to make these upgrades. It is anticipated that all campus buildings and other selected off-campus buildings will be protected by a fire detection and alarm system provided by a single manufacturer within the 10-year Master Plan window.

The University also desires to expand the deployment of building access control and security, including card reader access systems and components. Current policy requires new buildings to have electronic access control for all building exterior public entries. Specific interior doors for new buildings are also provided with access control, as proposed and approved by the Divisions of Academic Affairs and Finance and Administration. It is anticipated that all existing campus buildings and other selected off-campus buildings will be protected by electronic door access control devices within the 10-year Master Plan window. This will include the installation of devices on existing doors and possibly the addition of exterior backbone cabling routes. The University will develop specific schedules and prioritization of buildings during the 10-year Master Plan window.

### Accessibility

While parking around Central Campus may need to be relocated to make way for construction of other facilities, pockets of parking that remain will need to be prioritized for handicapped, visitor and other specific parking needs.

On the Athletics/Recreation Campus, accessible spaces will need to be maintained in the areas closest to the Dedmon Center, Cupp Stadium and the baseball and softball fields.

In order to ensure various user groups understand accessible routes and building entry locations, it is recommended that an interactive campus map mobile application be created. This will allow real-time awareness for students, faculty, staff and visitors to more easily navigate campus.

### Transit System

The proposed short-term building footprint additions and renovations will not dramatically change the existing ridership patterns; however, future growth, along the Jefferson Street and East Main Street corridors and Tyler Avenue, may require adjustments to the routes and stop locations. Therefore, new “pull-off” stops are recommended along Jefferson Street, East Main Street and Tyler Avenue, to support a perimeter route around campus. This campus loop route should help facilitate increased ridership instead of the current longer routes. Off-site parking with more direct shuttle service will also be implemented.

The existing on-campus hub at Preston Hall is proposed to be transitioned to the stop at Fairfax Street, such that Lot A will no longer be accessed by transit buses. This will help to alleviate pedestrian and vehicle traffic in the vicinity of Lot A, Preston, Martin and Porterfield Halls. The stop in front of Waldron Hall is also recommended to be removed, to alleviate pedestrian and traffic interactions in this

congested area of campus. The additional pull-off stops will provide locations for loading and unloading of passengers.

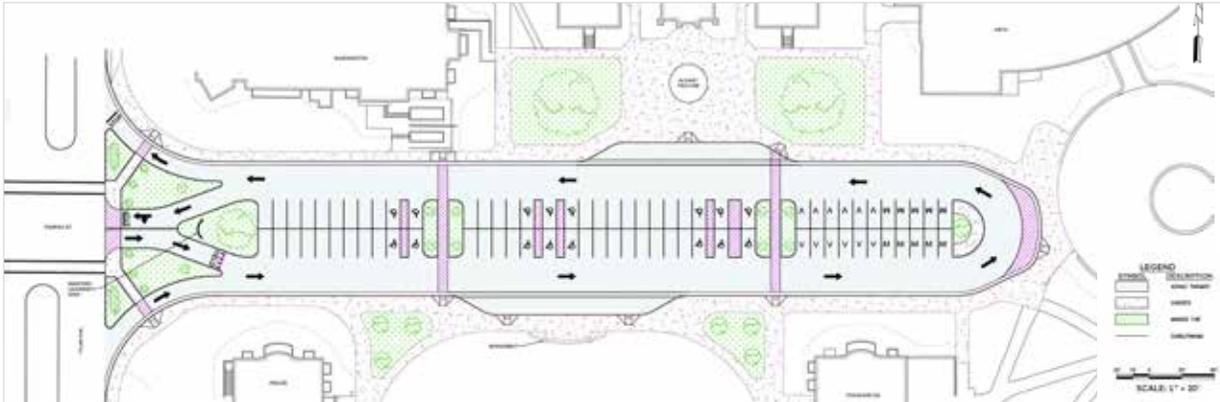
To provide an additional off-campus hub, it is recommended to relocate the current hub adjacent to the bank at the intersection of Tyler Avenue and East Main Street to the existing bus stop at Parking Lot BL at the Student Outdoor Recreation Center. This location provides adequate space for “stacking” of buses for required time-checks and is adjacent to the Student Outdoor Recreation Center restrooms for drivers. Further, this location greatly reduces the potential interferences of bus traffic with both pedestrians and vehicles.

The University will need to coordinate these proposed changes with Radford Transit; it is noted that conversations with the City of Radford and Radford Transit were positive concerning these potential revised routes and improved amenities.

### Pedestrian Ways

Improvements are proposed to numerous streets connecting Central Campus to the City of Radford to the east and west, including Downey, Clement, Fairfax and Calhoun Streets. These improvements will help to more positively connect the adjacent housing and commercial areas to Central Campus and will need to be coordinated with the City of Radford. Various improvements are also recommended for the intersection of East Main Street and University Avenue, along with improvements to the pedestrian sidewalks and the bridge itself.

Numerous existing pedestrian ways and sidewalks on campus currently experience localized flooding during heavy rain events, including near Muse Hall, along the sidewalk between Tyler/Norwood and Jefferson/Madison and near Preston Hall. Limited grading and drainage projects are planned to mitigate these events.



Concept for West End Fairfax Street Improvements

The Master Plan proposes to provide small parking areas at various locations around campus for maintenance carts and other service vehicles, which will help mitigate instances of potential conflicts between these vehicles and pedestrians. These specific marked areas will also be located to minimize the visual impacts of these vehicles on major campus open space viewsheds.

### **Bikeways**

The City of Radford has identified a number of proposed new bikeways to expand and complement the existing bikeways. The Master Plan acknowledges these proposed routes in the proposed landscape/hardscape improvements and traffic patterns. Existing bike paths run along Tyler, Jefferson and a portion of East Main Street, but could be improved through greater signage and markings. Upgrades to these three main traffic ways would need to be closely coordinated with the City of Radford.

The University is also reviewing the potential of providing a bike-sharing program between various campus locations and adjacent residential areas. Bike racks are located throughout

Central Campus, though it appears their use is not consistent; some are full, while others stand empty. Revised locations of bike racks or potentially bike lockers and storage units near busier corridors might well improve their use.

### **New River Access and Greenways**

The City of Radford has identified new greenway connections to the proposed Pulaski Loop along the New River and integrates the University's existing portion of the greenway into this route. Improvements in the connectivity of the University trails to the greenway are proposed and will be coordinated with the City of Radford and other regional authorities as the route is finalized.

### **Vehicle Access and Parking**

The Master Plan team's efforts in this area were supplemented by an outside independent consultant, to ensure the University incorporated the latest trends in this important part of the campus environment. The team and the consultant studied the current parking operating and management plan, including space locations, occupancy data, rates and fees and accessibility, and then closely

coordinated this information with pedestrian ways, transit routes and other factors.

In general, based on the outcomes of this study work, the Master Plan reconfigures a number of parking areas within the Central Campus; relocates parking areas from Central Campus to locations at the perimeter of campus and east of Jefferson Street; adds parking along East Main Street; and adds parking adjacent to the existing parking at Athletics/Recreation Campus near the Dedmon Center.

Overall landscaping improvements are also in order for a number of existing parking lots; in particular, Lot A adjacent to Martin Hall is in serious need of new trees, plantings and hardscape elements to enhance the beauty of the area and facilitate better pedestrian access.

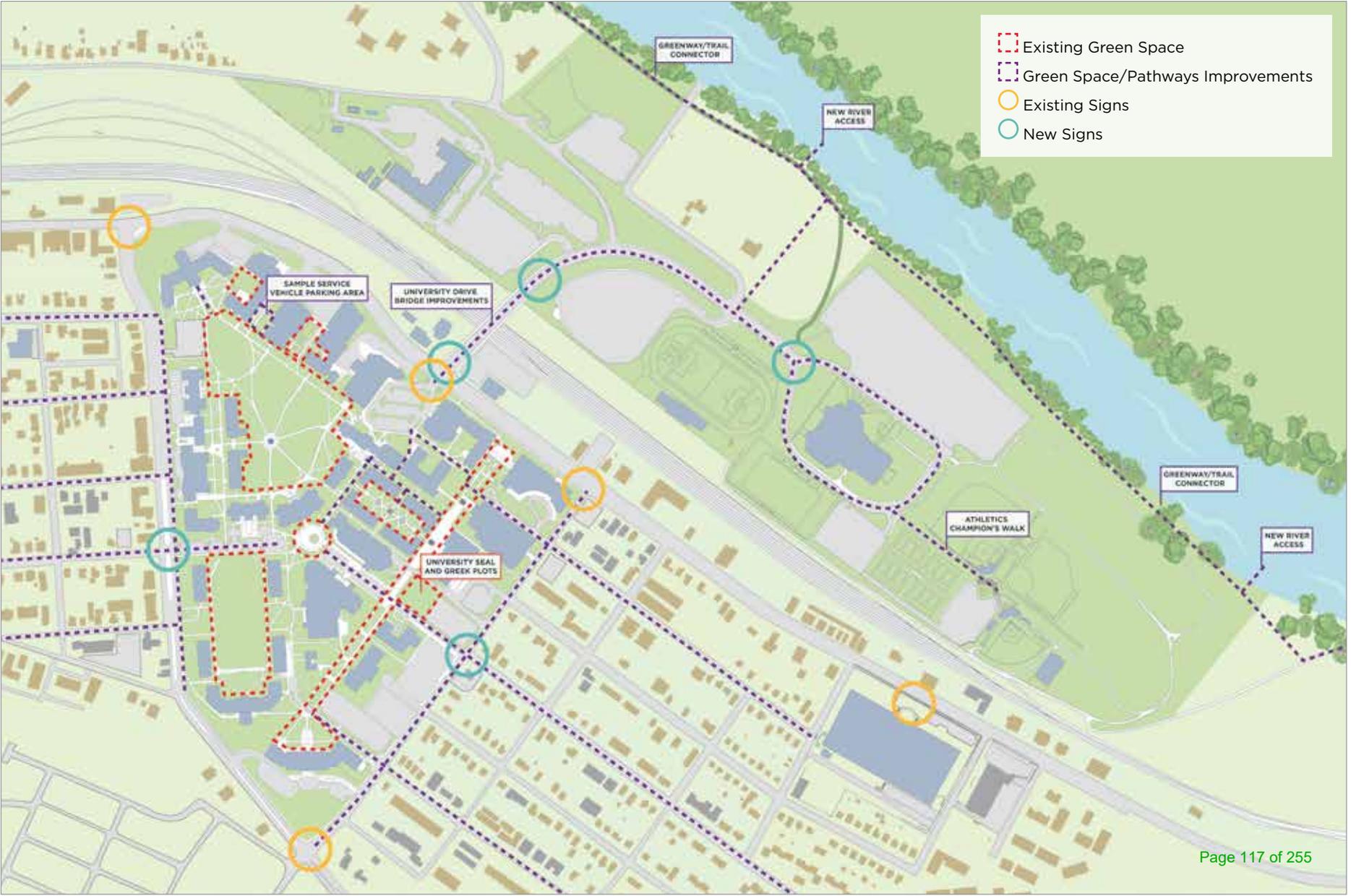
### **Signage**

Additional campus entry signage is proposed for a number of prominent locations around the perimeter of Central Campus and Athletics/Recreation Campus, including the east and west ends of Fairfax Street, both ends of the University Drive bridge and the entry to the Athletics area. These signs are proposed to be consistent with the current major signage and will help with wayfinding to a number of main visitor support buildings, such as Russell Hall. These signs will also continue to reinforce the branding and visual identity of basic campus elements.

# PROPOSED NEW TRANSIT ROUTES



# PROPOSED GREENSPACE AND SIGNAGE IMPROVEMENTS



# PROPOSED LANDSCAPE IMPROVEMENTS



## OUTDOOR SPACE IMPROVEMENTS

### Overall Campus

The Master Plan provides an opportunity to improve and upgrade existing landscape and hardscape elements and components, while providing guidance on improving and expanding the overall current environment. Further, the ability to enhance the campus “sense of place” and create certain traditional student experiences and alumni connections is an important element of outdoor spaces. An example of this is the recent addition of the bronze statue of the Highlander mascot and associated bronze bench in the area between Russell and Heth Halls. The Student Government Association has also committed to providing a University Seal in an outdoor space on Central Campus, such that events could be held for students and alumni for specific occasions; for example, students could touch the seal upon admission or after commencement for good luck. Additional identified potential outdoor experiential spaces are “plots” to accommodate various National Pan-Hellenic Council functions and activities.

Several fundamental ideas and approaches are proposed as basic elements of the overall improvements to the campus outdoor spaces. Security will be considered with respect to any proposed new plantings and landscape elements to ensure the safety of all areas of campus. Irrigation will only be used for areas requiring intensive utilization, such as athletic fields. Hardscape elements such as sidewalks will be installed to provide buffers where feasible when adjacent to traffic and parking areas.

The University will continue to invest and maintain existing trees, landscape plantings and lawn areas.



Understanding the value of the arboreal assets adds to the aesthetic appeal of campus, reduces temperatures and decreases water runoff. Tree cover can also potentially be utilized in runoff amounts prescribed by the Municipal Separate Storm Sewer Systems (MS4) permit program. Indigenous species will be used as appropriate to provide diversity and reduce the negative impacts of monocultures. Decisions on the selection and maintenance of plantings will be made to minimize the need for pesticide applications and extensive maintenance efforts.

Specific goals and strategies have been identified for each of the identified campus outdoor spaces to meet these goals.

### Main Quad, Moffett Quad and Governor’s Quad

The most important landscape goal for the Main Quad, Moffett Quad and the Governor’s Quad is to preserve and enhance the existing mature and historical character of these quads, particularly as they relate to the potential Historic District. To achieve this goal, the following strategies are considered.

- Locate new buildings in relation to pedestrian routes, mature trees and adjacent buildings.
- Preserve and extend established patterns of pathways and landscape/hardscape elements.

Proposed potential locations for new construction for the Main Quad are inserted into the Quad’s historic context to relate carefully to nearby buildings and to respect established built patterns.

The proposed potential new building site adjacent to Muse Hall will maintain the existing view and pedestrian route from Muse Hall to the fountain at the center of the Quad and to the residence halls along Tyler Avenue.

The sweeping pedestrian arc at the front of Heth Hall is preserved. A significantly reworked landscaped and hardscaped area in front of Muse Hall will replace the current large planter, seating, plantings and sidewalks, which have become outdated. A small hardscaped/landscaped area at the front of McConnell Library emphasizes the importance of this building along this route, offering a pleasant outdoor space for reading and studying alone or in a group.

Existing trees on the Main Quad should be preserved to the greatest extent practical, and new trees should be planted to emphasize views and screen undesirable views. In particular, new trees should be introduced into the reworked area in front of Muse to shade the space and help transition the height of Muse Hall and the width of the open space to a more human scale. Trees and shrubs should also be used to screen the quad from the parking areas flanking Muse Hall on Tyler Avenue and Main Street.

The existing Alumni Garden between McConnell Library and Reed and Curie Halls is a mature outdoor space on the north of the Main Quad. While it offers an excellent space for outdoor reflection

and collaboration, its plantings and hardscape are also outdated. Further, the accessibility of the space is not appropriate. This space could be enlivened by reworking the hardscape elements and seating, possibly including an amphitheater space at its northern terminus.

Additional landscape and hardscape elements will also be added to Moffett Quad at the Fairfax Street end of the Quad, to provide seating and enable potential photo opportunities for students and alumni.

The Governor's Quad is an established and mature recognized outdoor space and is proposed to be maintained in its current configuration with no new buildings. However, there are opportunities to enhance the current landscape/hardscape to provide additional seating and enliven the plantings.

The existing handicapped ramp between Stuart and Davis Halls adjacent to the Governor's Quad needs significant improvement to its aesthetics and its functionality. The adjacent terrace between Whitt and Young Halls provides an improved pedestrian connection and experience from this area to the Main Quad; an improved ramp and landscape/elements in this location would complete the overall pedestrian experience in this location.

One specific addition to the Main Quad is the opportunity for placing a University Seal in a hardscaped area. This could be used as a specific photographic opportunity for students and others, along with potential ceremonial activities.

### Adams Street Corridor

The most important landscape goal for the Adams Street Corridor is to continue to enhance this corridor as a primary north-south pedestrian route on campus. To achieve this goal, the following strategies are considered.

- Connect the plaza and garden at the Covington Center for Visual and Performing Arts with the adjacent proposed CAIC.
- Plant additional canopy trees at outer edge of walks and adjacent areas.

Much of the Adams Street Corridor has been converted to a major pedestrian mall. The Master Plan anticipates additional enhancement of this corridor with the two ends of the pedestrian mall as areas of key importance.

Kyle Hall is located at the uppermost end of Adams Street Corridor. The front of the building addresses not just the Adams Street pedestrian corridor, but also the axis from Heth Hall passing at the front of the Peters Hall entry at Moffett Quad. The existing plaza below Kyle Hall includes paved areas and grassed/planted areas, along with significant stretches of brick steps to tie the pathways to the building entries. The lower end of Adams Street Corridor, adjacent to the Covington Center for Visual and Performing Arts and the proposed CAIC, has been designed as a semicircular space hosting seating and landscape to screen the Fine Arts Center's utility area below on East Main Street.

The proposed CAIC will include a working courtyard and a significant building entry, along the Adams Street Corridor. This new building will provide excellent opportunities to enliven the northern end of the corridor and will help attract and guide pedestrians to the west and along East Main Street.

The Master Plan also proposes reworking the intersection of the Adams Street Corridor with Fairfax Street, to provide a more visually appealing and safe environment for the interactions of pedestrians and vehicular traffic in this heavily traveled area.

A specific addition to the corridor are "plots" for use by the National Pan-Hellenic Council organizations. This area might consist of outdoor furniture and display components to facilitate meeting space for various National Pan-Hellenic Council organizations and activities.

### Fairfax Street Corridor and Heth Plaza

The most important landscape goal for the Fairfax Street Corridor is to complete this corridor as a primary east-west pedestrian route on campus. To achieve this goal, the following strategies are considered.

- Reconfigure all existing parking areas, along Fairfax Street, to be more uniform and provide better traffic movement.
- Plant additional canopy trees at outer edge of walks and adjacent areas.
- Provide new additional signage at the ends of Fairfax Street to better identify this area.

The Master Plan identifies a series of significant projects to improve traffic and pedestrian flow along this corridor, reconfigure the multiple parking areas on both sides of Heth Plaza and create a much more aesthetically pleasing viewshed along Fairfax from Jefferson Street on one end to Tyler Avenue on the other. The parking area between Russell Hall and the Moffett Quad will be totally reworked to provide a smoother in-and-out traffic pattern and will include ample visitor, metered and handicapped parking adjacent to the active public Admissions and Advancement spaces in Russell Hall. The parking area between Peters Hall and Dalton Hall will also be evaluated to provide a smoother in-and-out traffic pattern or potentially the introduction of a pedestrian-only plaza.

New signage and other visual markings at each end of the Fairfax Street Corridor will also be provided for a much stronger identification of this corridor as a “main entry” to campus.

### Downey Street Corridor

The most important landscape goal for the Downey Street Corridor is to complete this corridor as a significant east-west pedestrian route on campus. To achieve this goal, the following strategies are considered.

- Complete the connection of Downey Street to the Adams Street Corridor, between the Covington Center for Visual and Performing Arts and the Student Recreation and Wellness Center with future connection to the CAIC courtyard.

A significant entry to campus from the east occurs along Downey Street. While the construction of the Covington Center for Visual and Performing Arts and the Student Recreation and Wellness Center inhibited the use of Downey Street as a pedestrian way due to their requirements for parking and service entrances, the proposed new CAIC will provide the opportunity to open this corridor. This will serve to connect Downey Street from Jefferson Street into Parking Lot A on Central Campus and ultimately to Muse Hall. This natural and pleasing pedestrian connection will help to connect the east side of both the City of Radford and Central Campus to the west side. Further, the University will work with the City of Radford to potentially upgrade the sidewalks, along Downey Street from Central Campus to the Student Outdoor Recreation Center to the west. This will provide a strong connection between the indoor and outdoor recreation facilities and will “bridge” the west side housing areas to campus.

### Tyler Avenue Corridor

The most important landscape goals, along Tyler Avenue, are to improve the University’s appearance in this busy thoroughfare and improve pedestrian and bicycle safety. To achieve these goals, the following strategies are considered.

- Improve shrub screening of parking and service areas.
- Plant additional canopy trees at outer edge of walks and adjacent areas.
- Indicate shared bicycle/vehicle lanes on the west side of Tyler Avenue.
- Introduce enhancements to discourage mid-block crossings.

Existing improvements, along Tyler Avenue, have enhanced the street’s visual quality and pedestrian safety by adding attractive and well-maintained landscaping to the medians in the center of the road and adding colored crosswalks at Tyler Avenue’s intersections with side roads. These efforts are strengthened in the Master Plan by introducing trees and plantings, along the edge of the sidewalk, to unify the appearance of this street front and reinforce the image of a respected academic institution. Existing trees, along Tyler Avenue, should be preserved with the rhythm of street trees adjusted in areas to accommodate the existing trees. In particular, the grove of existing trees at the rear of Moffett Hall and the historic oak grove at the rear of Muse Hall should be preserved to enhance the established facade of the University.

The parking area at Tyler Hall would be screened from the street with shrubs around three feet in height, planted between the trees to mitigate the visual impact of vehicles parked in these areas. Large utility areas and pieces of mechanical equipment would also be screened with dense

shrubs. The parking area at Walker Hall could potentially be removed completely, given the nominal number of spaces and its location directly across from Clement Street, a lively retail and food corridor. Note that, while screening parking and utility areas will improve the visual quality of the Tyler Avenue street front, the parking areas and the entries to adjacent buildings will require additional lighting for nighttime safety.

Along most of the length of Tyler Avenue, bicycle lanes have already been installed on both sides of the street, but for a three-block stretch of the west side of the road, parking is located at the side of the road with no dedicated bicycle lane. Bicycle travel should be accommodated with a 14-foot-wide shared bicycle/car lane. The median in this particular areas should be planted with low, spiky shrubs and ground covers and might also have a decorative metal fence installed along its centerline to discourage mid-block crossings by pedestrians.

University discussions with the City of Radford have reinforced the validity of these proposed improvements and offer opportunities for collaboration between the entities. A particular area for coordination is the intersection of Tyler Avenue with Calhoun Street, which is the location of the proposed hotel. Pedestrian connectivity between campus and the hotel should be enhanced as appropriate in this area to encourage interaction along this corridor.

### East Main Street Corridor

The most important landscape goals, along East Main Street, are to improve the University’s appearance in this busy thoroughfare and improve pedestrian and bicycle safety. To achieve these goals, the following strategies are considered.

- Introduce mature trees in parking lots and along the street.

- Extend shared bicycle/vehicle lanes along East Main Street.
- Improve crosswalks and pedestrian accommodation at the intersection with University Drive.

Currently, a number of relatively tall buildings with paved parking lots in front dominate the campus' western East Main Street facade (Tyler Avenue to University Drive). Though some nice plantings have been introduced within the parking lots, they have not had the time to grow sufficiently to screen buildings or shade the parking area. The Master Plan recommends more canopy trees for the parking area, of a sufficient size at installation to offer significant shade to the lot within five years. These trees will keep the parking lot's surface from heating excessively during the summer months and will reduce the visual bulk of the tall campus buildings when viewed from the street. As along Tyler Avenue, large canopy trees are recommended on both sides of the roadway to enhance the visual quality of the street by unifying the street front and screening views of the large campus parking lot and the railway to the north.

The campus' eastern East Main Street face (University Drive to Jefferson Street) was not impacted by the realignment of East Main Street some years ago and thus lacks the attractive landscaped medians and bicycle lanes of the western portion of the street. Flanking canopy trees should also be continued through this portion of East Main Street to unify this northern campus edge.

At East Main Street's intersection with Tyler Avenue, University Drive and Jefferson Street, highly visible painted crosswalks are proposed to connect the corners of these intersections to guide pedestrian movement and make pedestrian crossings more highly visible to motorists. At East Main Street's intersection with University



University Drive Bridge Update

Drive, the University should consider design enhancements in the center of the intersection to make the intersection more highly visible and to calm traffic. The University is also working with the City of Radford to incorporate improvements to the University Drive Bridge, including new fencing, lighting and sidewalk widening.

All of these enhancements would need to be coordinated with the City of Radford. University discussions with the City of Radford to date have reinforced the validity of these proposed improvements and offer opportunities for collaboration between the entities.

### **Jefferson Street Corridor**

The most important landscape goal for the Jefferson Street Corridor is to improve the visual quality and organization on the campus street front. To achieve this goal, the following strategies are considered.

- Introduce canopy trees along the length of the street.
- Place new building infill to screen parking areas and extend vistas from Central Campus.

Currently, the Jefferson Street campus edge is visually disorganized, bearing little visual relation to the older, statelier parts of the academic campus surrounding the Main Quad and Moffett Quad. The Master Plan proposes a similar treatment for this area to offer greater visual cohesiveness and improve pedestrian safety.

As recommended for Tyler Avenue, Jefferson Street will include canopy trees on both sides of the road to unify the street front. The University should also coordinate with the City of Radford to potentially introduce turning lanes, traffic-calming devices and medians with landscaping along the length of the road. These elements, along Jefferson

Street, have the obvious aesthetic advantage of improving the appearance of one of the key faces of campus, but they also function to alleviate traffic coming down the hill from Tyler Avenue, channel vehicles into defined turn lanes and greatly improve pedestrian safety at crossings.

Potential new building infill, along Jefferson Street, would be carefully located to relate to each other on both the Central Campus side and eastern side of Jefferson Street. Vistas and pedestrian axes from the Main Quad and Moffett Quad would be preserved and extended across Jefferson Street, particularly below Kyle Hall to the current residential areas to the east.

University discussions with the City of Radford have reinforced the validity of these proposed improvements and offer opportunities for collaboration between the entities.

### **Athletics/Recreation Campus**

The most important goals for the Athletics/Recreation Campus outdoor spaces are to improve connections from Athletics/Recreation Campus to Central Campus, among athletic facilities and recreational options at the New River. To achieve this goal, the following strategies are considered.

- Enhance University Drive and the bridge to accommodate bicycles and encourage pedestrian use.
- Create a pedestrian corridor connecting through the center of the athletic facilities to be identified and branded as Champion's Walk.
- Revise the traffic patterns in the area of the Dedmon Center.

- Create a River Campus complex to provide connectivity to the New River and support numerous academic and student life activities.

The only existing entry to the Athletics/Recreation Campus is the bridge over the railroad on University Drive. In its current condition, this bridge is an uninviting place for pedestrians with four wide lanes, narrow sidewalks on either side for pedestrians and no safe accommodation for bicyclists. The Master Plan indicates improved accommodation of bicyclists and pedestrians by narrowing the four vehicle travel lanes and widening the sidewalk on each side of the bridge. Other elements that will help make the bridge more inviting to pedestrians and bicyclists include attractive light fixtures with banners and more attractive fencing on the sides of the bridge. Improvements at the intersection also could include colored crosswalks for pedestrian safety, enhancing the appeal of this key link between the academics and athletics areas of campus. All of these proposed improvements offer great opportunities to enhance overall branding for the University and would require close coordination with the City of Radford for both technical and funding considerations.

The 2014 Athletics Master Plan identified a significant transformation of the Athletics/Recreation Campus to accommodate a number of additional and expanded athletic facilities. With the addition of these new facilities near the Dedmon Center, the area will be reorganized to accommodate these facilities and allow for separated vehicular and pedestrian circulation through the space.

Pedestrians are given priority on a tree-lined Champion's Walk extending from the eastern end of Cupp Stadium to beyond the softball field and Hitting Facility to the east end of the Athletics/

Recreation Campus. This pedestrian mall would pass between the Dedmon Center and the proposed future Indoor Tennis Facility, and then between the baseball field and the softball field and outdoor tennis courts. This corridor would serve to connect virtually all of the athletic facilities on Athletics/Recreation Campus for pedestrians and could be used for outdoor events and pre-game activities.

General vehicular circulation would be limited to the area north of Cupp Stadium and the Dedmon Center, extending to the eastern periphery of the baseball field and the intramural fields. A smaller drive connects from the east end of the main drive of the railroad to the existing parking lot near the outdoor tennis courts and baseball field, and a service drive allows service access between the Dedmon Center and the soccer field to the rear of the proposed Indoor Tennis Facility. Parking is accommodated throughout the area with new parking lots at the east and west sides of the Dedmon Center and a parking lot at the east end of the Athletics/Recreation Campus. The parking at the east of the Dedmon Center is configured to preserve existing trees on the current roadway by providing a wide parking island within the lot that will allow the trees to continue to thrive and shade the parking lot.

### **River Campus**

The Master Plan indicates the significant development of a River Campus to enhance the connectivity of the New River to the University. Construction of a greenway, along the river, is proposed, connecting on the west to the existing City of Radford New River Greenway coming from Bisset Park. Several gathering areas with appropriate outdoor furniture and shelters are proposed, along this greenway, to provide spaces for relaxation and contemplation Page 125 of 125 academic research and student life activities.



Boat and canoe launch ramps would provide direct access to the river for floats and canoes. Festival event areas, along with an amphitheater, are proposed adjacent to the river. Recreational elements, such as ziplines, ropes courses and climbing walls, would be located in the area, potentially for both student and public use. A restaurant adjacent to the river would provide food service and event spaces. A rails-to-trails connection, along the existing trestle bridge, would provide connectivity to other greenways in the New River Valley.

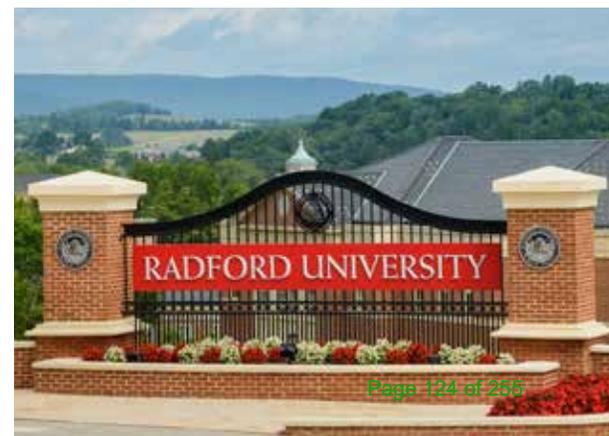
Development, along the New River, will be executed in full compliance with all regulatory and administrative local, state and federal requirements. Careful maintenance plans for existing riparian barriers will be established and followed. Materials will be selected to minimize maintenance and replacement given potential flood events. Activities and services would be coordinated between the City of Radford and other jurisdictions, along with the University, to maximize participation in the development of the River Campus and in the associated activities.

### Standard Campus Elements

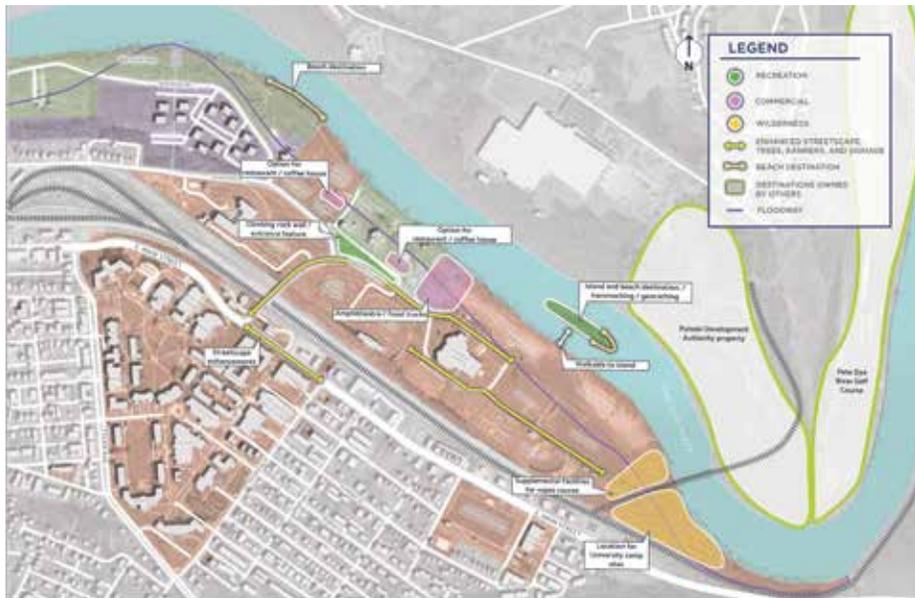
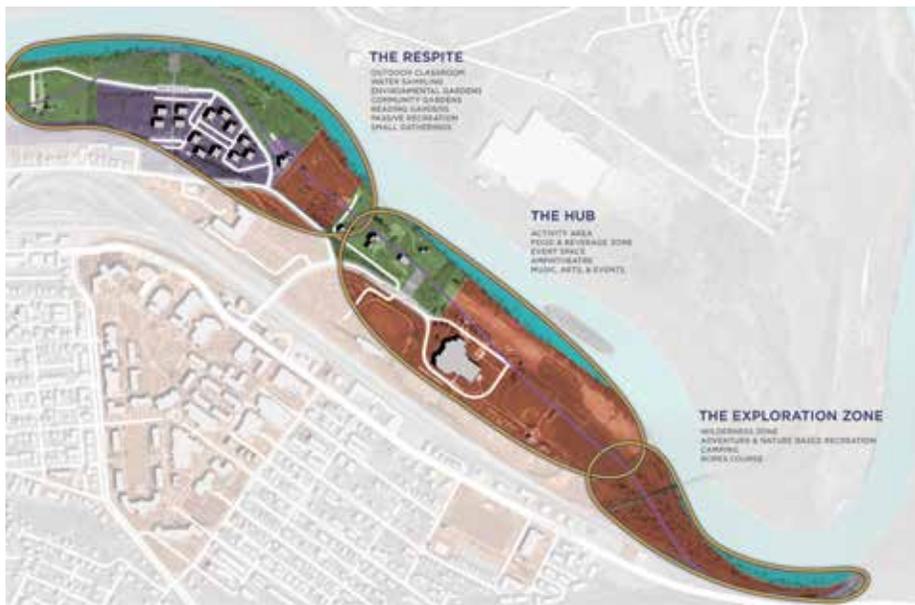
Over time across campus, certain common building, landscape and hardscape elements have been constructed and installed in various styles, colors or other inconsistent visual appearances. The Master Plan will identify standards for these common elements.

- Main entry signage
- Seating and benches
- Exterior light fixtures
- Emergency phones
- Railings and handrails
- Fences and guards
- Building signage
- Pavers
- Sidewalks
- Cart paths and access drives

Consistency in the provision and installation of these elements will help enhance the visual impact of the campus and reinforce overall University branding.



# PROPOSED RIVER CAMPUS DEVELOPMENT





## SUMMARY

The preparation of the 2020-2030 Master Plan provided a singular and significant opportunity for the entire University community to engage in the future development of the campus and the surrounding community. Further, the timing allowed the Master Plan to reinforce the 2018-2023 Strategic Plan by ensuring the University's physical resources accommodate the future needs of the University. The Master Plan is organized around the following overarching areas of emphasis.

### Construct

- CAIC - Highest priority
- Hurlburt Addition
- Administrative Services Addition
- Welcome Center
- Public Safety Building
- Athletics Ticketing/Concessions Building

### Renovate

- McConnell Library
- Tyler/Norwood/Muse Halls
- Dedmon Center Arena

### Repurpose

- Programmatic expansion through selective repurposing of areas within Davis, Cook, Walker, Peters, Kyle and Young Halls
  - Waldron College growth
  - CEHD programs
  - Tech Talent Pipeline
  - Venture Lab
  - Tourism Lab

### Evaluate and Upfit

- Classrooms and labs - Scheduling, efficiency, delivery methods and REAL General Education
- Student study and collaboration spaces
- Event and meeting spaces

### Enhance

- Sustainability
- Utilities
- Transit
- Campus perimeter
- Greenspaces
- Brand identity

### Create

- Greenway/Riverway - River Campus
- Roanoke locations - RUC/RHEC
- Hotel
- Public-private/retail spaces
- Other opportunities as identified

## REFERENCES

The following references were used in the preparation of the Master Plan.

- 2018-2023 Strategic Plan — Radford University, 2017
- Six-Year Plan and Six-Year Capital Outlay Plan — Radford University, 2017
- Comprehensive Plan — City of Radford, 2017
- City of Roanoke Downtown Plan 2017
- Reconnaissance-Level Architectural Survey of Radford University, prepared for the Virginia Department of Historic Resources — CJMW Architecture, December 9, 2016
- Athletics Master Plan for Radford University — Moseley Architects/Populous, November 2014
- Radford University Campus Accessibility Audit — Gay and Neel, Inc., December 12, 2011
- Radford University Stormwater Master Plan — Draper Aden Associates, June 2011
- Radford University Campus Master Plan — HEWV, 2008
- Radford University Campus Master Plan — Boynton, Rothschild, Rowland Architects, 2001
- Radford University Campus Master Plan — Sasaki Associates, Inc., 1993
- Radford University Academic Space Planning Services — Ayers Saint Gross, October 2018
- Radford University Parking Review — Walker Consultants, January 7, 2019
- Radford University Institutional Research — Statistical information

## ACKNOWLEDGMENTS

Radford University included the engagement of many groups and individuals, both on-campus and off-campus, in the preparation of the 2020-2030 Master Plan. The University acknowledges the contributions of many individuals, organizations and committees.

**BRIAN O. HEMPHILL, PH.D. — PRESIDENT**

### Board of Visitors

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 James R. Kibler, Jr., J.D., Vice Rector  
 Thomas Brewster, M.S. '95, Ed.D.  
 Jay A. Brown, Ph.D.  
 Gregory A. Burton  
 Krisha Chachra  
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 Karyn K. Moran '88  
 Nancy A. Rice  
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 Georgia Anne Snyder-Falkinham  
 Lisa Throckmorton '94  
 Breon Case, Student Representative  
 Jake R. Fox, Ph.D., Faculty Representative

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 Chad A. Reed — Vice President for Finance and Administration and Chief Financial Officer  
 Ashley Schumaker — Chief of Staff and Vice President for University Relations  
 Susan P. Trageser, Ed.D. — Vice President for Student Affairs

### Academic Deans and Athletic Director

Joyendu “Joy” Bhadury, Ph.D. — Dean, Sandra C. Davis and William C. Davis College of Business and Economics  
 Benjamin D. Caldwell, Ph.D. — Dean, College of Graduate Studies and Research  
 Kenneth M. Cox, Au.D.— Dean, Waldron College of Health and Human Services  
 Margaret Devaney — Dean, College of Visual and Performing Arts  
 Steve Helm — Dean, McConnell Library  
 Robert G. Lineburg — Director of Athletics  
 J. Orion Rogers, Ph.D — Dean, Artis College of Science and Technology  
 Matthew J. Smith, Ph.D. — Interim Dean, College of Humanities and Behavioral Sciences  
 Tamara Wallace, Ph.D. — Dean, College of Education and Human Development

### Master Planning Committee

Mike Biscotte — Chair  
 Sandra Bond '97, MBA '00 — Administrative and Professional Faculty Senate  
 Kenna M. Colley, Ed.D — Academic Affairs  
 John Cox — Radford University Foundation  
 Nickola Dudley — University Relations  
 Jake R. Fox, Ph.D. — Faculty Senate  
 Michael Gawrys, Jorge Coartney, James Perkins and Scott Shaffer — Finance and Administration  
 Mildred Johnson, M.S. '81 — Enrollment Management  
 Danny M. Kemp — Information Technology  
 Tom Lillard — University Advancement  
 Robert G. Lineburg — Athletics  
 Karen Montgomery — Staff Senate  
 Jamie Penven, Ph.D. — Student Affairs  
 Rick Roth, Ph.D. and David Sallee, Ph.D. — At-Large  
 Ashley Schumaker — Administrative Liaison  
 Julianna Stanley — Student Government Association

**A special thanks is provided to the Facilities Management Support Team and the University Relations Document Development Team.**



## 2020-2030 MASTER PLAN

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-  New Building Location
-  Full Building Renovation
-  Partial Building Renovation
-  New/Improved Parking
-  River Campus Development
-  Drop-Off Shelter
-  Central Campus
-  Athletics/Recreation Campus
-  Public-Private Enterprise Strategic Growth Zones
-  Green Space/Pathways Improvements
-  Tree Canopy Improvements
-  Landscaping/Hardscaping Improvements



# RADFORD UNIVERSITY



**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Business Affairs and Audit Committee**  
**December 5, 2019**

**Action Item**  
**Approval of the 2020-2030 Master Plan**

**Item:**

Approval of the Radford University 2020-2030 Master Plan.

**Background:**

The Radford University 2020-2030 Master Plan was developed to support the Radford University 2018-2023 Strategic Plan: *Embracing the Tradition and Envisioning the Future*. The 2018-2023 Strategic Plan contains goals and strategies to support the vision of transforming Radford University into a premier, innovative, student-centered university in the Commonwealth of Virginia and beyond with a keen focus on teaching, research and service. This Master Plan includes both overall guidance and specific actions for enhancing the University's physical built environment as an integral part of this comprehensive strategic vision.

In order to understand and address the overall goals, the Master Plan work began with data collection in the fall of 2017. This process started with compiling all current and historic information relative to campus buildings, infrastructure, student, faculty and staff populations and other information from outside relevant resources, along with field investigation and collection of technical engineering data from the Facilities team, transportation and parking assessments and analysis of existing green space and landscape elements. The process also included information gathering meetings and work sessions with multiple groups of students, faculty and staff, as well as representatives from the City of Radford and other appropriate stakeholders.

The preparation of the 2020-2030 Master Plan provided a singular and significant opportunity for the entire University community to engage in the future development of the campus and the surrounding community. The Master Plan is organized around the following overarching areas of emphasis: Construct, Renovate, Repurpose, Evaluate and Upfit, Enhance and Create.

**Action:**

Radford University Board of Visitors approval of the Radford University's 2020-2030 Master Plan, as presented.

**Radford University Board of Visitors**  
**RESOLUTION**  
*Approval of the 2020-2030 Master Plan*  
**December 6, 2019**

**BE IT RESOLVED**, the Radford University Board of Visitors approves the Radford University 2020-2030 Master Plan, as presented.

# September 2019 Minutes

**RADFORD UNIVERSITY**

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Board of Visitors

**BUSINESS AFFAIRS AND AUDIT COMMITTEE MEETING**  
**1:00 P.M.**  
**SEPTEMBER 26, 2019**  
**MARY ANN JENNINGS HOVIS MEMORIAL BOARD ROOM**  
**THIRD FLOOR, MARTIN HALL, RADFORD, VA**

**DRAFT**  
**MINUTES**

**COMMITTEE MEMBERS PRESENT**

Mr. Gregory A. Burton, Chair  
Mr. Mark S. Lawrence, Vice Chair  
Dr. Jay A. Brown  
Dr. Susan Whealler Johnston  
Dr. Debra K. McMahan

**COMMITTEE MEMBERS ABSENT**

Ms. Nancy Angland Rice

**BOARD MEMBERS PRESENT**

Mr. Robert A. Archer, Rector  
Dr. Thomas Brewster  
Ms. Krisha Chachra  
Dr. Rachel D. Fowlkes  
Mr. David A. Smith  
Ms. Georgia Anne Snyder-Falkinham  
Ms. Lisa Throckmorton  
Mr. Breon Case, Student Representative (Non-voting Advisory Member)  
Dr. Jake Fox, Faculty Representative (Non-voting Advisory Member)

**OTHERS PRESENT:**

President Brian O. Hemphill  
Ms. Sharon Barrett, Assistant Vice President for Finance and Operations for RUC  
Mr. Mike Biscotte, Director of Facilities Planning and Construction  
Ms. Karen Casteel, Secretary to the Board of Visitors and Special Assistant to the President  
Mr. Jorge Coartney, Assistant Vice President for Facilities Management  
Dr. Kenna Colley, Interim Provost and Vice President for Academic Affairs  
Ms. Stephanie Jennelle, Associate Vice President for Finance and University Controller  
Mr. Danny M. Kemp, Vice President for Information Technology and Chief Information Officer  
Dr. Erik Lovik, Director of Institutional Research  
Ms. Wendy Lowery, Vice President for University Advancement  
Ms. Kitty McCarthy, Vice President for Enrollment Management  
Ms. Margaret McManus, University Auditor

Ms. Laura Quesenberry, Interim Budget Director and Director of Finance  
Mr. Chad A. Reed, Vice President for Finance and Administration and Chief Financial Officer  
Ms. Ashley Schumaker, Chief of Staff and Vice President for University Relations  
Dr. Susan Trageser, Vice President for Student Affairs  
Chief David Underwood, Radford University Police Department  
Mr. Allen Wilson, Senior Assistant Attorney General, Commonwealth of Virginia  
Other Radford University faculty and staff

### **CALL TO ORDER**

Mr. Gregory A. Burton, Chair, formally called the Business Affairs and Audit Committee meeting to order at 12:59 p.m. in the Mary Ann Jennings Hovis Memorial Board Room in Martin Hall. Mr. Burton welcomed everyone to the September meeting.

### **APPROVAL OF AGENDA**

Mr. Burton asked for a motion to approve the September 26, 2019 meeting agenda, as published. Dr. Jay A. Brown so moved, Mr. Mark S. Lawrence seconded, and the motion carried unanimously.

### **APPROVAL OF MINUTES**

Mr. Burton asked for a motion to approve the minutes of the May 9, 2019 meeting of the Business Affairs and Audit Committee, as published. Dr. Brown so moved, Mr. Lawrence seconded, and the motion carried unanimously.

### **REPORTS AND RECOMMENDATIONS**

#### **University Auditor's Report**

University Auditor Margaret McManus presented oral reports related to auditor independence, the internal quality assurance program and top risk areas for higher education. She further reported that one hundred percent of University Discretionary Fund expenditures for the quarter ended June 30, 2019 were reviewed, and all were in compliance with the Board of Visitors' guidelines. She also reviewed a list of reports related to prior and projected audit department activity included in the Board materials. A copy of the report is attached hereto as ***Attachment A*** and is made a part hereof.

#### **Write off of Past Due Accounts**

Vice President for Finance and Administration and Chief Financial Officer Chad A. Reed presented an informational report of all past due accounts written off in the previous fiscal year. The report documented that the University wrote off past due accounts in the amount of \$190,611, which equates to less than .18 percent of total assessed tuition and fees. A copy of the report is attached hereto as ***Attachment B*** and is made a part hereof.

#### **Capital Project Update**

Vice President Reed presented an update of current capital projects. The Reed and Curie Halls Renovation is underway and scheduled for completion in November 2019, with classes resuming in Spring 2020. The Center for Adaptive Innovation and Creativity project was approved for Detailed Planning in July 2018. This project remains a top priority for the University and the Capital Budget Request for the project was submitted in June, in order to facilitate inclusion in the upcoming FY2021 budget. It is anticipated the building could be complete for Fall 2023 classes should funding be approved in the Governor's Budget in December 2019.

The University is well underway on an update of the current Master Plan. A presentation is scheduled for the full Board of Visitors meeting. Final completion and presentation to the Board of Visitors is scheduled for December 2019. A copy of the report is attached hereto as *Attachment C* and is made a part hereof.

Vice President Reed presented an update of the off-campus residential properties acquired by the Radford University Foundation in 2018. Vast improvements were made to the properties during Summer 2019. General renovations included door hardware, site and parking lot lighting, exterior signage and branding. Building renovations included flooring replacement, new appliances, HVAC units and new fire detection alarm systems. Students utilized renovated properties in Fall 2019. A copy of the report is attached hereto as *Attachment D* and is made a part hereof.

### **ACTION ITEMS**

#### **Approval of Radford University's 2019 Six-Year Plan**

Vice President Reed presented the University's 2019 Six-Year Plan update. He reported that Radford University's Six-Year Plan was updated to reflect the status of existing strategies based on institutional priorities and legislative action during the 2019 General Assembly Session. The institution will resubmit the final plan to State Council of Higher Education for Virginia on October 1, 2019. Mr. Burton asked for a motion to recommend the Resolution to Approve the University's 2019 Six-Year Plan, as presented, to the Board of Visitors. Mr. Lawrence so moved, Dr. Brown seconded, and the motion carried unanimously. A copy of the report and Resolution are attached hereto as *Attachment E* and is made a part hereof.

#### **Radford University 2018-19 Financial Performance Report and Approval of 2019-20 Operating Budget**

Vice President Reed presented the 2018-19 Financial Performance Report, which included a review of year-end financial activity as of June 30, 2019, and the proposed 2019-20 Operating Budget for Committee consideration. Following discussion, Mr. Burton asked for a motion to recommend the Approval of the University's 2019-20 Operating Budget, as presented, to the Board of Visitors. Dr. Debra K. McMahan so moved, Mr. Lawrence seconded, and the motion carried unanimously. A copy of the report is attached hereto as *Attachment F* and is made a part hereof.

### **ADJOURNMENT**

With no further business to come before the committee, Mr. Burton asked for a motion to adjourn the meeting. Dr. Brown so moved, Dr. McMahan seconded, the motion carried unanimously. The meeting adjourned at 2:01 p.m.

Respectfully submitted,

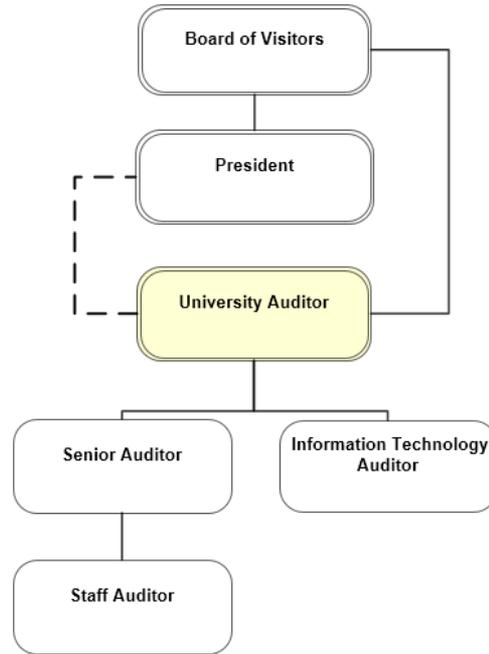
Pamela Fitchett  
Administrative Assistant to the  
Vice President for Finance and Administration and Chief Financial Officer

# Board of Visitors Orientation

RADFORD  
UNIVERSITY

# Organizational Structure

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# Difference between External & Internal Auditors

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## 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, NCAA agreed-upon procedures, state-wide audits

## 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 Internal Audit Charter Policy

Page 140 of 255

# Mission

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**To assist the Board of Visitors, the President, and senior management of Radford University in accomplishing the University's strategic objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of governance, risk management, and control processes.**

**Internal Audit Charter Policy - 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

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## 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

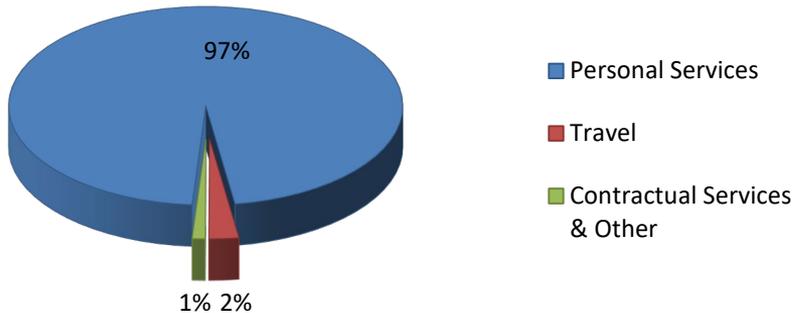
- Internal
- External

## Investigations

- State Fraud, Waste, & Abuse Hotline
- Other investigations

# Budget

## Fiscal Year 2019 Expenditures - Actual



## Fiscal Year 2019 Budget – Actual

Budget Category	Budget Amount	%
Personal Services	\$ 409,789	97%
Contractual Services & Other	\$ 4,458	1%
Travel	\$ 10,319	2%
Total	\$ 418,628	100%

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# Questions and Discussion

<b>Policy Title: Internal Audit Charter</b>	<b>Effective Date: 2/22/2018</b>
<b>Policy Number: GEN-PO-1005</b>	<b>Date of Last Review: NEW</b>
<b>Oversight Department: Office of Audit and Advisory Services</b>	<b>Next Review Date: 2/2/2021</b>

### 1. PURPOSE

The Office of Audit and Advisory Services, serving as the internal audit function for Radford University (University), was established by the Board of Visitors (Board) and the President as an integral part of the overall internal control structure of the University. The *Internal Audit Charter* describes the general purpose, authority, and responsibility of the Office of Audit and Advisory Services.

### 2. APPLICABILITY

The *Internal Audit Charter* applies to all University employees, departments, and activities.

### 3. DEFINITIONS

**Business Affairs and Audit Committee:** Per the Radford University Board of Visitors Bylaws, a standing committee of the Board of Visitors that is generally responsible for reviewing and recommending action to the Board regarding the financial and business affairs of the University, including but not limited to, capital projects, grants, contracts, and the naming of facilities. This committee also oversees the internal audit function of the University, receives the annual financial audit report of the Auditor of Public Accounts, and performs studies of financial matters as directed by the Board.

**Internal Auditing:** An independent and objective assurance and consulting activity that is guided by a philosophy of adding value to improve the operations of an organization. Its mission is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight.

**Internal Control:** Based on the Internal Control – Integrated Framework (2013), published by the Committee of Sponsoring Organizations of the Treadway Commission, internal control is an ongoing process, effected by the Board of Visitors, management, and other University personnel designed to provide reasonable assurance regarding the achievement of objectives relating to operations, reporting, and compliance. Internal control consists of five major components: control environment, risk assessment, control activities, information and communication, and monitoring.

**Management:** The collective body of those who have the authority and responsibility to make decisions in order to manage or direct the various operations and business processes of the University. Management encompasses various levels of the organization including division heads, deans, directors, managers, and supervisors.

**University Auditor:** The senior position that is responsible for effectively managing the University's internal audit function in accordance with the *Internal Audit Charter* and the mandatory elements of the Institute of Internal Auditors (IIA) International Professional Practices Framework. The University Auditor is the Chief Audit Executive.

**University Employee:** Any person employed as a teaching faculty, administrative or professional faculty, classified employee, part-time or wage employee, student employee, work/study employee, or any other person paid through the University's payroll process.

#### 4. POLICY

- A. The University's Board of Visitors and the President are dedicated to supporting the internal audit function (i.e. the Office of Audit and Advisory Services), an integral part of the overall internal control structure of the University (see [Internal Control Policy](#)).
- B. As the University's internal audit function, the Office of Audit and Advisory Services must be independent from the University's management to operate effectively. In order to provide for the independence of the Office of Audit and Advisory Services:
  - 1. The Office of Audit and Advisory Services staff will report to the University Auditor who will be administratively responsible to the President and functionally accountable to the Business Affairs and Audit Committee of the Board of Visitors.
  - 2. The University Auditor will be provided unrestricted access to communicate and interact directly with the Business Affairs and Audit Committee.
  - 3. The University Auditor will confirm to the Business Affairs and Audit Committee, at least annually, the organizational independence of the Office of Audit and Advisory Services.
  - 4. Any decision to remove the University Auditor must be approved by the Business Affairs and Audit Committee.
- C. As its mission, the Office of Audit and Advisory Services will assist the Board of Visitors, the President, and senior management in accomplishing the University's strategic objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of governance, risk management, and control processes.
- D. The Office of Audit and Advisory Services will be authorized to:
  - 1. have full, free, and unrestricted access to all functions, records, property, and personnel of the University.
  - 2. allocate resources, set frequencies, select subjects, determine scopes of work, and apply the techniques required to accomplish audit objectives and issue reports.
  - 3. obtain assistance from the necessary personnel of the University, as well as other specialized services from within or outside the University, in order to complete their work.
- E. University employees must cooperate with the Office of Audit and Advisory Services in accordance with its authority.

- F. The Office of Audit and Advisory Services will not be authorized to:
1. perform any operational duties for the University or its affiliates.
  2. initiate or approve transactions external to the Office of Audit and Advisory Services.
  3. direct the activities of any University employee not employed by the Office of Audit and Advisory Services, except to the extent that such employees have been appropriately assigned to auditing teams, or to otherwise assist the audit team.
  4. develop or write policies or procedures that they may later be called upon to evaluate. Draft materials developed by management may be reviewed for propriety or completeness; however, ownership of, and responsibility for, these materials remains with management.

## 5. PROCEDURES

### A. Scope of Work

1. The scope of work for the Office of Audit and Advisory Services will be to ascertain that the system of internal control (see [Internal Control Policy](#)), as designed and represented by management, is adequate and functioning in a manner to provide reasonable assurance regarding the following:
  - a. Achievement of the University's strategic objectives
  - b. Effectiveness and efficiency of operations and programs
  - c. Reliability and integrity of financial and operational information
  - d. Safeguarding of assets
  - e. Compliance with policies, standards, procedures, contracts, and applicable laws and regulations
2. Reviews and evaluations of internal control by the Office of Audit and Advisory Services will be advisory in nature. The University's management will continue to be responsible for establishing and maintaining an adequate internal control system.
3. The Office of Audit and Advisory Services may also perform advisory and consulting services, provided the Office of Audit and Advisory Services does not assume management responsibility.

### B. Objectivity

1. All work performed by the Office of Audit and Advisory Services will be conducted in an objective manner.
2. The University Auditor will ensure that the Office of Audit and Advisory Services remains free from all conditions that threaten to impair the ability of audit staff to carry out their responsibilities in an unbiased manner, including matters of audit selection, scope, procedures, frequency, timing, and report content.
3. If such an impairment, either in fact or in appearance, is detected, the University Auditor will take the appropriate action to address and, if necessary, disclose the information to the appropriate parties.

4. The Office of Audit and Advisory Services staff will maintain an unbiased mental attitude that allows them to perform their work objectively and in such a manner that they will believe in their work product, that no quality compromises will be made, and that they will not subordinate their judgment on audit matters to others.
5. The Office of Audit and Advisory Services staff will have no direct operational responsibility or authority over any of the activities that they audit, nor will they have had any within the previous year.

**C. Responsibility**

The University Auditor and the Office of Audit and Advisory Services staff will have responsibility to:

1. develop a flexible annual audit plan, considering the input of senior management and the Business Affairs and Audit Committee. The plan will be developed using an appropriate risk-based methodology and presented to senior management and the Business Affairs and Audit Committee.
2. implement the annual audit plan, reviewing and adjusting it as necessary in response to changes in the University's business, risks, operations, programs, systems, and controls.
3. report to appropriate levels of management significant issues related to the processes for controlling the activities of the University, including potential improvements to those processes.
4. follow up with management to verify that corrective actions are taken on findings and recommendations, and report the results periodically to senior management and the Business Affairs and Audit Committee.
5. evaluate and assess significant merging/consolidating functions and new or changing systems, services, processes, operations, and control processes coincident with their development, implementation, and/or expansion.
6. perform special studies, reviews, or investigations requested by management.
7. perform consulting and advisory services related to governance, risk management, internal controls, or other areas of interest and concern.
8. conduct investigations of fraud, waste, and abuse, including those referred by the Office of the State Inspector General related to State Fraud, Waste, and Abuse Hotline cases. Results of these investigations will be communicated to management and the Business Affairs and Audit Committee, as appropriate.
9. coordinate with other control and monitoring functions and consider the scope of work of external auditors, as appropriate, to provide optimal audit coverage to the University at a reasonable overall cost.
10. periodically provide to the Business Affairs and Audit Committee information on the status and results of the annual audit plan and the results of activities and operations reviewed. Reports from "special request" audits may have more limited distribution.
11. ensure trends and emerging issues that could affect the University are considered and communicated to senior management and the Business Affairs and Audit Committee, as appropriate.

12. maintain a professional audit staff with sufficient knowledge, skills, and experience to meet the requirements of this *Internal Audit Charter*, and ensure that the principles of integrity, objectivity, confidentiality, and competency are applied and upheld. The impact of any resource limitations will be communicated to senior management and the Business Affairs and Audit Committee, as appropriate.
13. ensure emerging trends and successful practices in internal auditing are considered.
14. establish and ensure adherence to policies and procedures designed to guide the Office of Audit and Advisory Services.
15. ensure adherence to the University's relevant policies and procedures, unless such policies and procedures conflict with this *Internal Audit Charter*. Any such conflicts will be resolved or otherwise communicated to senior management and the Business Affairs and Audit Committee, as appropriate.

**D. Standards of Practice**

The Office of Audit and Advisory Services will conform to the mandatory elements of the Institute of Internal Auditors' International Professional Practices Framework, including the Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the International Standards for the Professional Practice of Internal Auditing (Standards), and the Definition of Internal Auditing.

**E. Quality Assurance and Improvement Program**

1. The Office of Audit and Advisory Services will maintain a quality assurance and improvement program that covers all aspects of the internal audit function. The program will include an evaluation of conformance with the Standards and application of the IIA's Code of Ethics.
2. The quality assurance and improvement program will include both internal and external assessments. Internal assessments will include ongoing monitoring and periodic assessments of the internal audit function. An external assessment will be performed at least once every five years by a qualified, independent assessor or assessment team.
3. The University Auditor will communicate results of the assessments to senior management and the Business Affairs and Audit Committee.

**6. EXCLUSIONS**

None

**7. APPENDICES**

None

**8. REFERENCES**

[State Fraud, Waste, and Abuse Hotline](#)

[The Institute of Internal Auditors International Professional Practices Framework \(IPPF\)](#)

[Internal Control – Integrated Framework \(2013\)](#), Committee of Sponsoring Organizations of the Treadway Commission

## 9. INTERPRETATION

The authority to interpret this policy rests with the President of the University and is generally delegated to the University Auditor.

## 10. APPROVAL AND REVISIONS

The *Internal Audit Charter* replaces and expands upon the *Charter* last adopted by the Board of Visitors on September 19, 2014. The newly developed *Internal Audit Charter* was developed in the University Policy Template, and was submitted to and approved by the President's Cabinet at the meeting held on January 8, 2018. The *Internal Audit Charter* was then submitted to and approved by the Radford University Board of Visitors at the meeting held on February 16, 2018. The President signed the *Internal Audit Charter* on February 22, 2018.

**For general information concerning University policies, contact the [Office of Policy Compliance](#) – (540) 831-5794. For questions or guidance on a specific policy, contact the Oversight Department referenced in the policy.**

**RADFORD UNIVERSITY**  
**OFFICE OF AUDIT AND ADVISORY SERVICES**  
**DRAFT**  
**Fiscal Year 2019 Activity Report**

**Projects During Past Year**

**AUDITS & INVESTIGATIONS - Completed**

Revenue Collection Point Audit - Graduate Admissions  
Departmental Audit - Student Recreation and Wellness  
Information Technology Audit - Building Automation System  
State Hotline Investigations (six cases)  
Other Investigations (two cases)

**AUDITS & INVESTIGATIONS - In Process**

Information Technology Audit - Contingency Planning - Backup & Recovery  
Information Technology Audit - Vulnerability Management  
E-Verify  
Sponsored Programs & Grants Management  
State Hotline Investigations (one case)

**ANNUAL AUDIT PROJECTS - Completed**

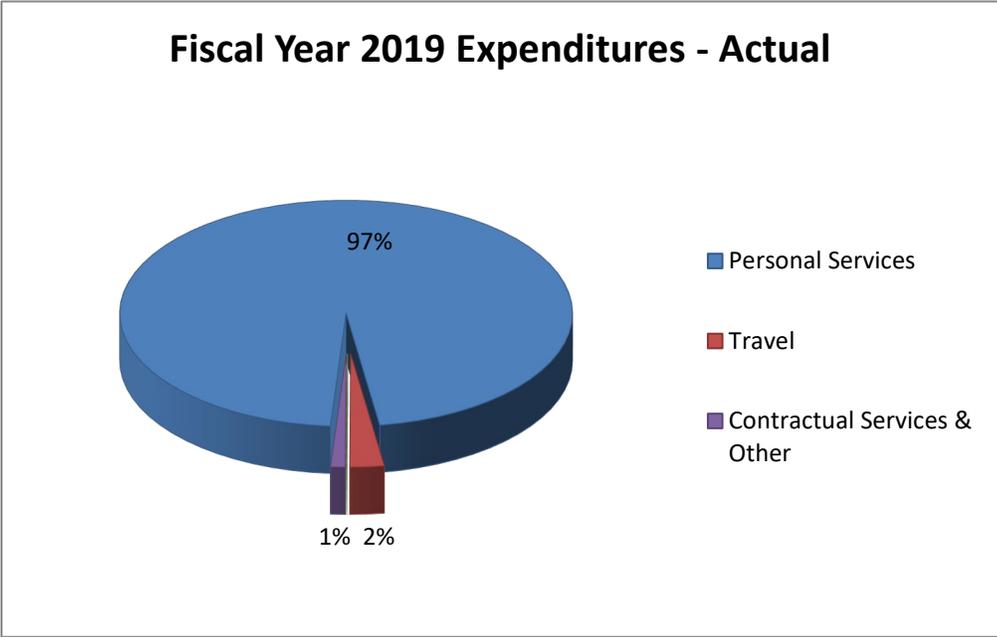
Cash Counts (13 funds)  
Inventory - June 30, 2018  
Payroll Reviews (4 quarters)  
University Discretionary Fund Reviews (4 quarters)  
Quality Assurance & Improvement Program Review  
Follow-up on Internal Audit Report Issues  
Follow-up on Auditor of Public Accounts (APA) Comments

**OTHER AUDIT PROJECTS - Completed**

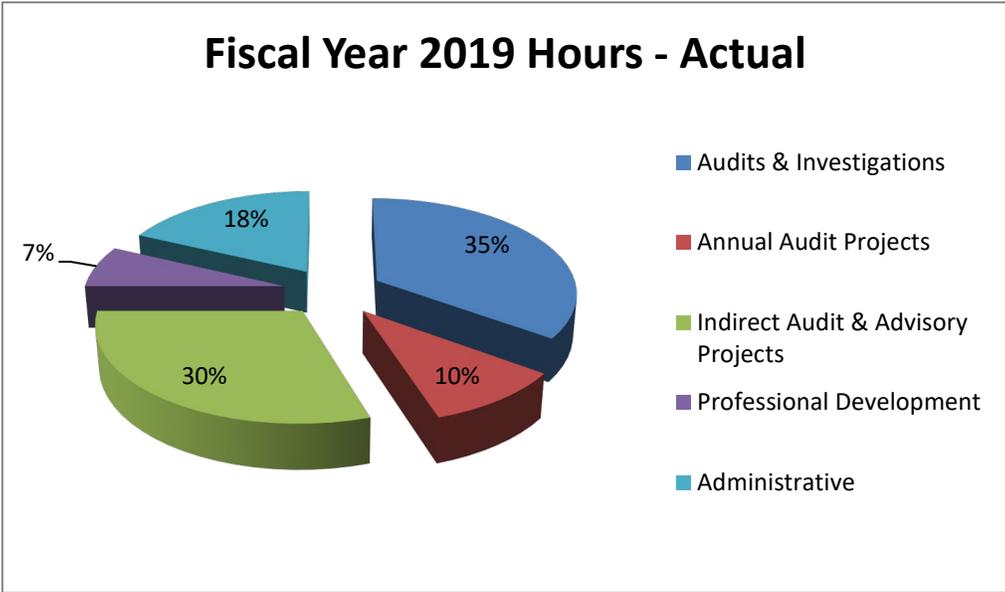
Indirect Audit Activities  
Coordination of APA Audit  
Over 70 University & Management Support Projects

**RADFORD UNIVERSITY  
OFFICE OF AUDIT AND ADVISORY SERVICES**

**DRAFT**



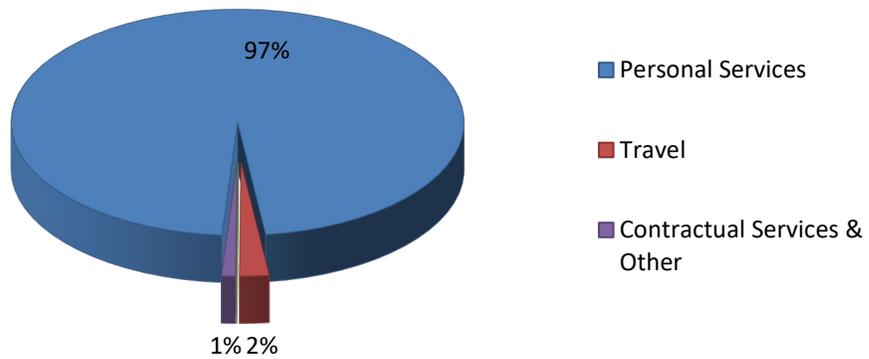
"Other" includes expenditures for printing/postage/copier, telecommunications, and supplies & materials.



**RADFORD UNIVERSITY  
OFFICE OF AUDIT AND ADVISORY SERVICES**

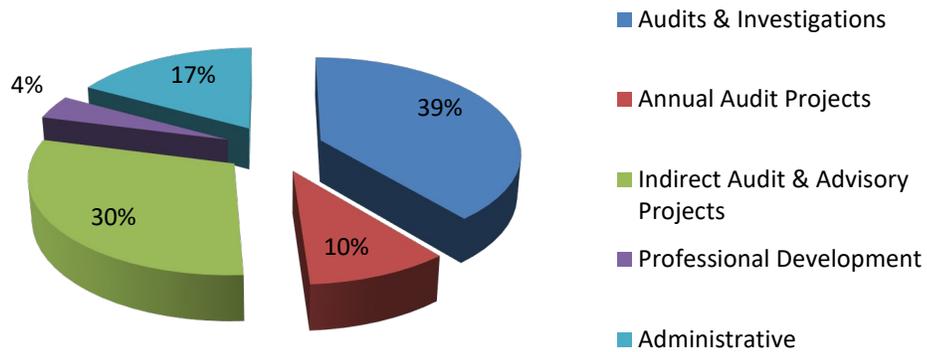
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**Fiscal Year 2020 Expenditures - Projected**



"Other" includes expenditures for printing/postage/copier, telecommunications, and supplies & materials.

**Fiscal Year 2020 Hours - Projected**



**RADFORD UNIVERSITY  
OFFICE OF AUDIT AND ADVISORY SERVICES  
BALANCED SCORECARD  
Fiscal Year 2019  
DRAFT**

#	Measurement Goal/Criteria	Goal	Results
<b>Personnel</b>			
1.	Maintain acceptable percentage of staff members with professional certifications or advanced degrees.	Between 75%-100%	75%
2.	Each staff member obtains an acceptable number of professional continuing education hours per calendar year.	Between 40-60 hours	74 hours
<b>Productivity</b>			
3.	Maintain an acceptable “administrative time” utilization ratio, based on hours worked.	25% or less	18%
<b>Reporting</b>			
4.	Provide the Business Affairs and Audit Committee with periodic status updates.	Between 3-4 times/year	4 times
5.	Maintain an average acceptable turnaround rate for distributing the draft report to management for signature (i.e. time between audit exit conference and distribution of draft report for signature).	10 business days	3 business days
<b>Quality and Effectiveness</b>			
6.	Maintain satisfactory results (“good” or ‘excellent’) on audit project customer satisfaction surveys.	Between 80%-100%	100%
7.	Maintain an acceptable percentage of business issues accepted by management.	Between 90%-100%	100%

**RADFORD UNIVERSITY  
OFFICE OF AUDIT AND ADVISORY SERVICES**

**DRAFT**

**Fiscal Year 2020 Audit Plan**

**AUDITS & INVESTIGATIONS**

Projects from Prior Year In Progress

- Information Technology Audit - IT Contingency Planning
- Information Technology Audit - Vulnerability Management
- Human Resources Audit - E-Verify
- Sponsored Programs Audit

Contract Review Audit

Study Abroad Audit

Revenue Collection Point Audit - Intercollegiate Athletics

Information Technology Audit - Threat Management

State Hotline Investigations

Other Investigations

**ANNUAL/ROUTINE AUDIT PROJECTS**

Cash Counts

Inventory

Payroll Reviews

Fixed Asset Verifications

University Discretionary Fund Reviews

Follow-up on Internal Audit Report Issues

Follow-up on Auditor of Public Accounts (APA) Comments

**OTHER AUDIT PROJECTS**

Indirect Audit Activities

Auditor of Public Accounts Audit Coordination

Office of State Inspector General Audit Coordination

University & Management Support Projects

**RADFORD UNIVERSITY  
OFFICE OF AUDIT AND ADVISORY SERVICES  
FOLLOW-UP AUDIT STATUS REPORT  
BUSINESS AFFAIRS AND AUDIT COMMITTEE  
SEPTEMBER 2019**

Audit: APA Audit 6/30/2018				
	Business Issue	Planned Action	Action Date	Status
1.2	<p>The University did not implement several required and recommended security controls to safeguard and monitor database activity. The University uses HMS to manage residence hall application and assignment information and integrates with the financial system of record, Banner, and card access system, CBORD. Specifically, the following weaknesses exist:</p> <p>The University does not log and monitor certain database activity for accounts with elevated privileges. The CIS Benchmark, section 5, recommends certain audit events to be logged, such as the All audit option on the SYS.AUD\$ table, to ensure anomalous or unauthorized changes to the database are investigated. Additionally, the University's Database Management Standard requires the Enterprise Director and system owners review the audit logs monthly for inappropriate or unusual activity and document reviews regarding questionable activities. Without setting specific audit events to be logged and reviewing the logs on a periodic basis, the University increases the risk for undetected anomalous activity to occur and remain unmitigated.</p>	<p>Radford University continues to enhance logging and detection of anomalies through centralized logging and the use of Splunk. The All option was enabled and reviewed in our test environment for the SYS.AUD\$ table. It is now being enabled in production and a report of the log entries will be scheduled in Splunk to provide the system owner with a monthly summary of DBA activity.</p>	June 1, 2019	Complete

Audit: IT – Building Automation Systems				
	Business Issue	Planned Action	Action Date	Status
4.0	The IT Security Standard requires that the System Security Plan (SSP) for sensitive systems be updated at least every three years, and submitted to the Information Security Officer (ISO) for approval. The SSP for BAS was last updated in May 2013, which is outside of the required timeframe.	In 2018, the University’s Business Impact Analysis (BIA), Risk Assessment (RA), and Disaster Recovery Plans (DRP) are scheduled for review as part of the 3-year review cycle. During this engagement, DoIT will evaluate the types of documents required for systems, including the SSP. BAS will be included in the scope of the review and for documented updates.	June 1, 2019 Revised to January 31, 2020	In Process
6.1	Controls over password management practices for BAS servers and applications need improvement to ensure a more secure environment and to comply with the Standard as follows:  This issue was communicated to management in a separate document marked Freedom of Information Act exempt under § 2.2-3705.2(3) of the Code of Virginia due to it containing descriptions of security mechanisms.	Management provided a planned action under the same public disclosure exemption as noted in the business issue.	August 1, 2019 Revised to January 31, 2020	In Process
8.3	Improvements are needed in the systems documentation for BAS. We were unable to obtain the following documentation required by the Standard:  Annual self-assessment to determine the continued validity of risk assessment controls	DoIT will create a risk self-assessment template for system owners to complete.	June 1, 2019 Revised to January 31, 2020	In Process

# Business Affairs and Audit Committee

RADFORD  
UNIVERSITY

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**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Business Affairs & Audit Committee**  
**September 26, 2019**

**Information Item**  
**Write off of Past Due Accounts Update**

**Item:**

A report of all past due accounts written off in the previous fiscal year is presented annually at the September meeting of the Board of Visitors' Business Affairs and Audit Committee.

**Background:**

The Virginia Department of Accounts' Commonwealth Accounting Policies and Procedures (CAPP) Manual, Topic 20505, *Accounts Receivable*, states that delinquent accounts should be written off an agency's financial accounting records when all collection procedures, including those procedures required by the Office of the Attorney General (OAG), have been conducted without results and management deems the accounts uncollectible. Accounts are deemed uncollectible if the collection account is over one year old and no payments have been received. The OAG accounts are deemed uncollectible if no payment has been made in one year from the time it is placed with the OAG. Accounts are written off effective the last day of the quarter in which this time period applies.

When accounts are written off, they are removed from an agency's financial accounting records. Writing off the debt for accounting purposes does not discharge the debt. The debt is still owed to the Commonwealth, but is no longer reported on the agency's books as a receivable. Eligible written off receivables must continue to be submitted to the Commonwealth's debt setoff program.

In 2006, the Radford University Board of Visitors delegated authority to write off uncollectible accounts under the amount of \$25,000 per quarter to the Vice President for Finance and Administration and Chief Financial Officer. To meet financial reporting standards in a timely manner, the Board of Visitors revised the write-off delegation in 2014 to authorize the Vice President for Finance and Administration and Chief Financial Officer to write off all uncollectible accounts meeting State and University guidelines at the end of the reporting quarter, regardless of amount and provide an annual report of the previous year-ending activity at the September Business Affairs and Audit Committee meeting.

Below is a summary of the accounts written off by type of charge that have been returned by one of the University's third party collection agencies as uncollectible, or referred to the OAG, and were deemed uncollectible during the fiscal year ending June 30, 2019:

<b>Classification</b>	<b>Quarter Ending 9/30/2018</b>	<b>Quarter Ending 12/31/2019</b>	<b>Quarter Ending 3/31/2019</b>	<b>Quarter Ending 6/30/2019</b>	<b>FY 2019 Total \$</b>	<b>FY 2019 Total Count</b>
Tuition & Fees	\$60,917	\$19,640	\$59,464	\$22,870	\$162,891	86
Parking & Fines	324	0	5,406	2,290	8,021	107
Residential Life	384	0	717	50	1,150	21
Returned Items	8,883	3,204	2,111	50	14,249	7
Discharged Litigation Cost	2,502	217	0	1,582	4,300	11
<b>Total Approved Write-offs</b>	<b>\$73,010</b>	<b>\$23,061</b>	<b>\$67,699</b>	<b>\$26,841</b>	<b>\$190,611</b>	<b>232</b>

**Action:** None. Informational only.

# Write-Off of Past Due Accounts Report



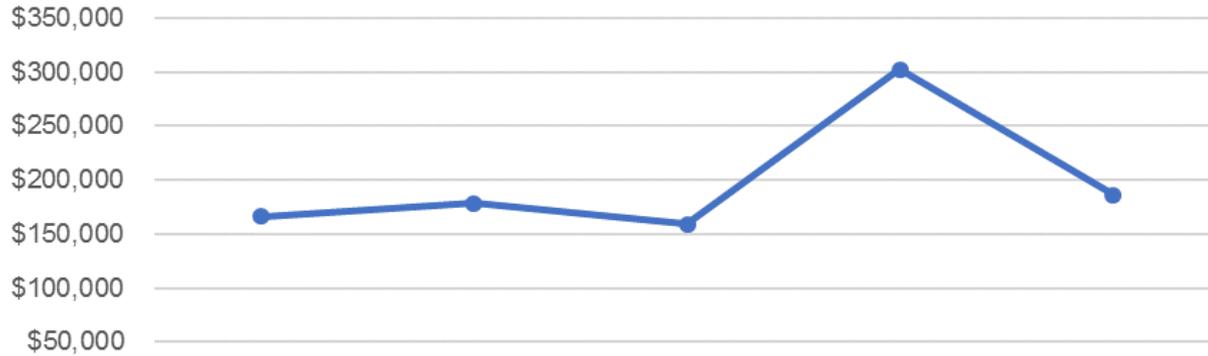
# Write-Off of Past Due Accounts 2018-19

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	Quarter Ending				Fiscal Year	
	9/30/2018	12/31/2019	3/31/2019	6/30/2019	Total \$	Total Count
Tuition & Fees	\$60,917	\$19,640	\$59,464	\$22,870	\$162,891	86
Parking & Fines	324	0	5,406	2,290	8,021	107
Residential Life	384	0	717	50	1,150	21
Returned Items	8,883	3,204	2,111	50	14,249	7
Discharged Litigation Cost	2,502	217	0	1,582	4,300	11
<b>Total Approved Write-offs</b>	<b>\$73,010</b>	<b>\$23,061</b>	<b>\$67,699</b>	<b>\$26,841</b>	<b>\$190,611</b>	<b>232</b>

# Write-Off Trend Analysis FY2015 - 2019

Total Write-Off Trend



	FY 15	FY 16	FY 17	FY 18	FY 19
Tuition & Fees	\$149,732	\$169,588	\$129,392	\$168,701	\$162,891
Parking & Fines	\$727	\$2,435	\$1,923	\$127,646	\$8,021
Returned Items	\$15,058	\$5,928	\$26,719	\$5,451	\$14,249
Residential Life	\$1,047	\$698	\$985	\$614	\$1,150
<b>Total</b>	<b>\$166,564</b>	<b>\$178,648</b>	<b>\$159,019</b>	<b>\$302,412</b>	<b>\$186,310</b>

# Capital Project Update



**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Business Affairs and Audit Committee**  
**September 26, 2019**

**Information Item**  
**Capital Project Update**

**Item:** Facilities Planning and Construction update on capital projects and the master plan.

**Background:** Radford University (University) currently has **two active capital projects** in progress. The following is an update and project summary:

**1. Reed-Curie Renovation**

Project Budget -----\$33,045,000

Architect/Engineer Firm----- Cannon Design

Construction Manager----- Branch and Associates

The Reed-Curie renovation project was approved in the spring 2016 state bond package. The project will completely renovate the existing Reed Hall and Curie Hall science buildings to complement the recent addition of the Center for the Sciences; ultimately, providing state-of-the-art facilities for nearly all of the science and technology departments.

Occupants in the renovated building will include the Departments of Physics, Geology, Geospatial Sciences, and the Office of the Dean. The Cyber Security Center will also be housed in the renovated building, along with support spaces for the Chemistry and Biology Departments. The Greenhouse will also be renovated and remain located adjacent to the renovated Reed Hall.

The Commonwealth initially approved funding for detailed planning for the project in the fall of 2016, and then approved final funding for the remainder of design and the construction on June 30, 2017. The Commonwealth issued an approved demolition Building Permit on January 8, 2018 and the approved full project Building Permit on May 3, 2018.

During the summer of 2017, the University completed the relocation of staff and equipment to various swing spaces on campus to render the building unoccupied. A Guaranteed Maximum Price for an Early Release Demolition Package was approved with a Notice-to-Proceed executed on January 8, 2018, and a subsequent Guaranteed Maximum Price for the full Project Renovation Package was approved with a Notice-to-Proceed executed on May 3, 2018.

Demolition is complete, including all interior systems and components, as well as, exterior utilities and site work. The installation of the new metal panel and window façade for Curie Hall is nearly complete. The new façade will resemble the elements of the adjacent Center for the Sciences and will provide full views from the interior building spaces.

New interior walls and various interior building systems installations are nearly complete, starting at the first floor up to the third floor. Electrical and plumbing rough-ins are complete. The foundations, framing, window-wall, roof for the entry area addition, and exterior utility systems are complete. Roofing installation and exterior windows installation are complete. Final space finishes are well underway, including floors, ceilings, and walls. Lab equipment installation is nearly complete. Design for furniture and other equipment/furnishings is complete, and furniture has been ordered with delivery and installation scheduled for September 2019.

Final project construction completion is scheduled for November 2019, with swing space relocations in December 2019 to accommodate classes in January 2020. The overall project is currently under budget.

**2. Center for Adaptive Innovation and Creativity**

Project Budget -----\$4,000,000  
(Detailed Planning only)

Architect/Engineer Firm----- Hord Coplan and Macht

Construction Manager----- Skanska

The Center for Adaptive Innovation and Creativity (Center) project was approved for Detailed Planning in July 2018, as described in the University’s Six-Year Capital Plan submission to the Commonwealth in December of 2017.

The Center will address an array of significant programmatic and building deficiencies across a number of academic colleges. The approximately 178,000-square-foot multi-story building will include state-of-the-art instruction, laboratory, maker, studio, computer, and collaborative spaces that integrate the arts and health sciences, along with office and other academic support functions. Specialty spaces will include an instructional auditorium and support spaces, health science clinical lab spaces, painting and drawing studio spaces, and music and dance studio spaces. The project will be located in a prominent area of campus directly adjacent to East Main Street, and will complement the existing buildings along this important campus corridor.

The project scope will generally provide for demolition of the existing Porterfield East and West Halls and McGuffey Hall, and construction of the new building and building systems and components including HVAC, plumbing, electrical, fire alarm and detection, fire suppression,

lightning protection, and elevators. The project will replace existing facilities and building systems nearly 50 years old that are inadequate for today's learning environment and technologies. Significant utility impacts will be accommodated, along with erosion/sediment control and stormwater management requirements. The impact of required swing spaces and potential phased construction are being investigated during the preliminary design phases of the project.

The solicitation for design services was advertised on May 1, 2018, and the firm of Hord, Coplan and Macht was selected and the design began in July. The initial Programming effort has been completed, and early building schemes have been developed and approved by the University. Geotechnical investigations and site/utility surveying are complete. Virginia's Department of Historic Resources has approved the proposed demolition, and the Environmental Impact Report has been approved by Virginia's Department of Environmental Quality (DEQ). The demolition package has been approved by the Art and Architectural Review Board (AARB), along with final approval of the new building design package. The Schematic Design Package was submitted to the Division of Engineering and Building (DEB) in November, with subsequent approval in December. The Preliminary Design Package and Estimate submitted to DEB in May 2019 was approved July.

The University's request to utilize the Construction Management-at-Risk (CM-at-Risk) delivery method was approved by DEB, and the solicitation for CM-at-Risk services was advertised on July 22, 2018. Qualifications packages were received on August 21, with Request for Proposals (RFP) and interviews conducted in mid-September. The contract for pre-construction services was awarded to Skanska on October 8, and their team provided pre-construction services for the project.

The project was not funded in the FY2020 budget; therefore, the project will not proceed past Detailed Planning at this time. The Capital Budget Request for the project was submitted in June, in order to facilitate inclusion in the upcoming FY2021 budget. The project estimate is currently \$97,800,000.

### **3. Master Plan 2020-2030**

The University is well underway on the preparation of an update of the current Master Plan. Background information gathering for the Master Plan 2020-2030 began in 2017, with the assignment of the Committee and kickoff meeting in April 2018. Initial information gathering and stakeholder input occurred throughout the summer and fall of 2018, with campus open forums and presentations to all internal governance Senates and other organizations and stakeholder groups. Sub-committees were formed to study specific areas of interest including academics; student activities and services; land use; transportation; infrastructure and sustainability; and public-private and community. Outside consultants reviewed existing campus space utilization to identify potential under- or over-utilization of various space types. A review of existing campus parking was also completed by outside consultants to identify

potential areas of improvement for traffic, parking, and public transportation. Initial findings were compiled and reviewed with the Executive Steering Committee in January, in order to identify areas for greater analysis by the Committee in the spring and summer of 2019.

Final document preparation is underway for the summer/fall of 2019, with another round of presentations to internal governance Senates and other organizations and stakeholder groups, including a briefing to the Board of Visitors on overall themes and findings. Final completion and presentation to the Board of Visitors is scheduled for December 2019.

# Reed-Curie Renovation



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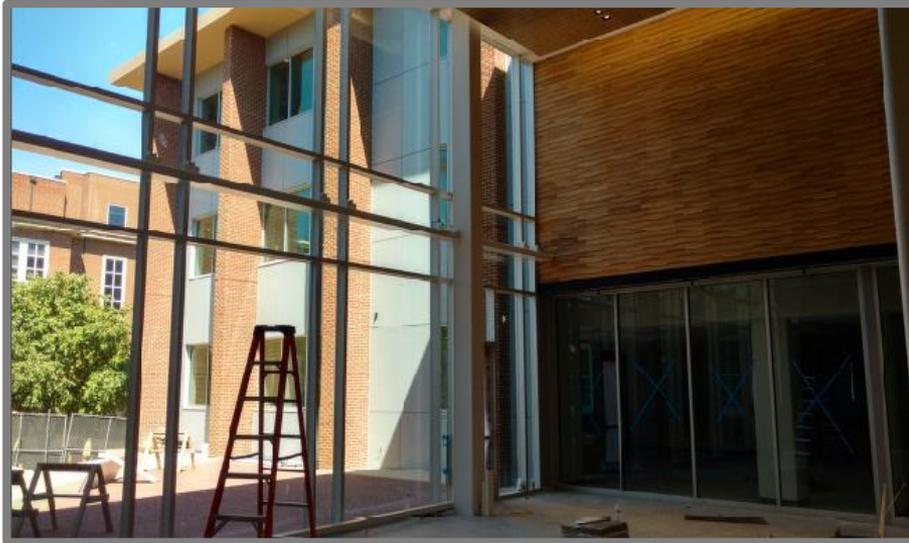
# Reed-Curie Renovation



# Reed-Curie Renovation

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Project construction completion is scheduled for November 2019, and classes will resume in the renovated space for Spring 2020.



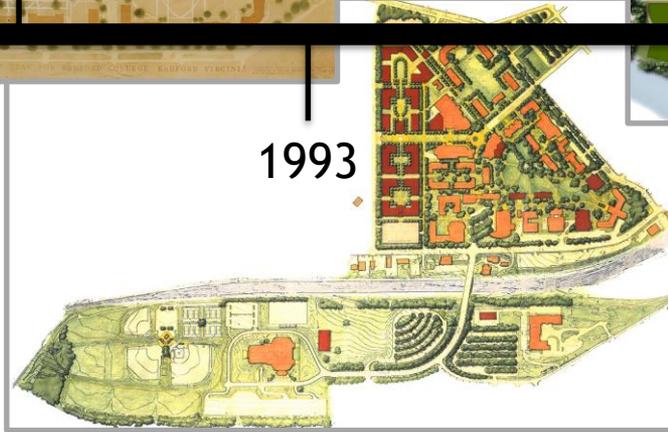
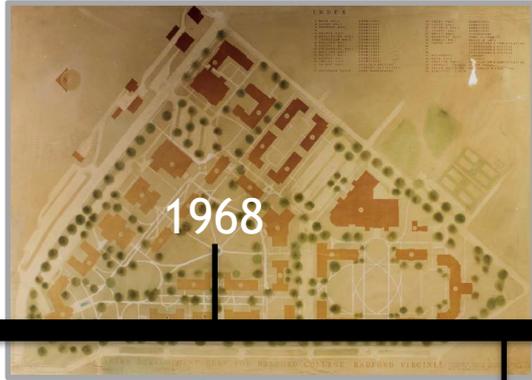
# Center for Adaptive Innovation and Creativity



# Center for Adaptive Innovation and Creativity



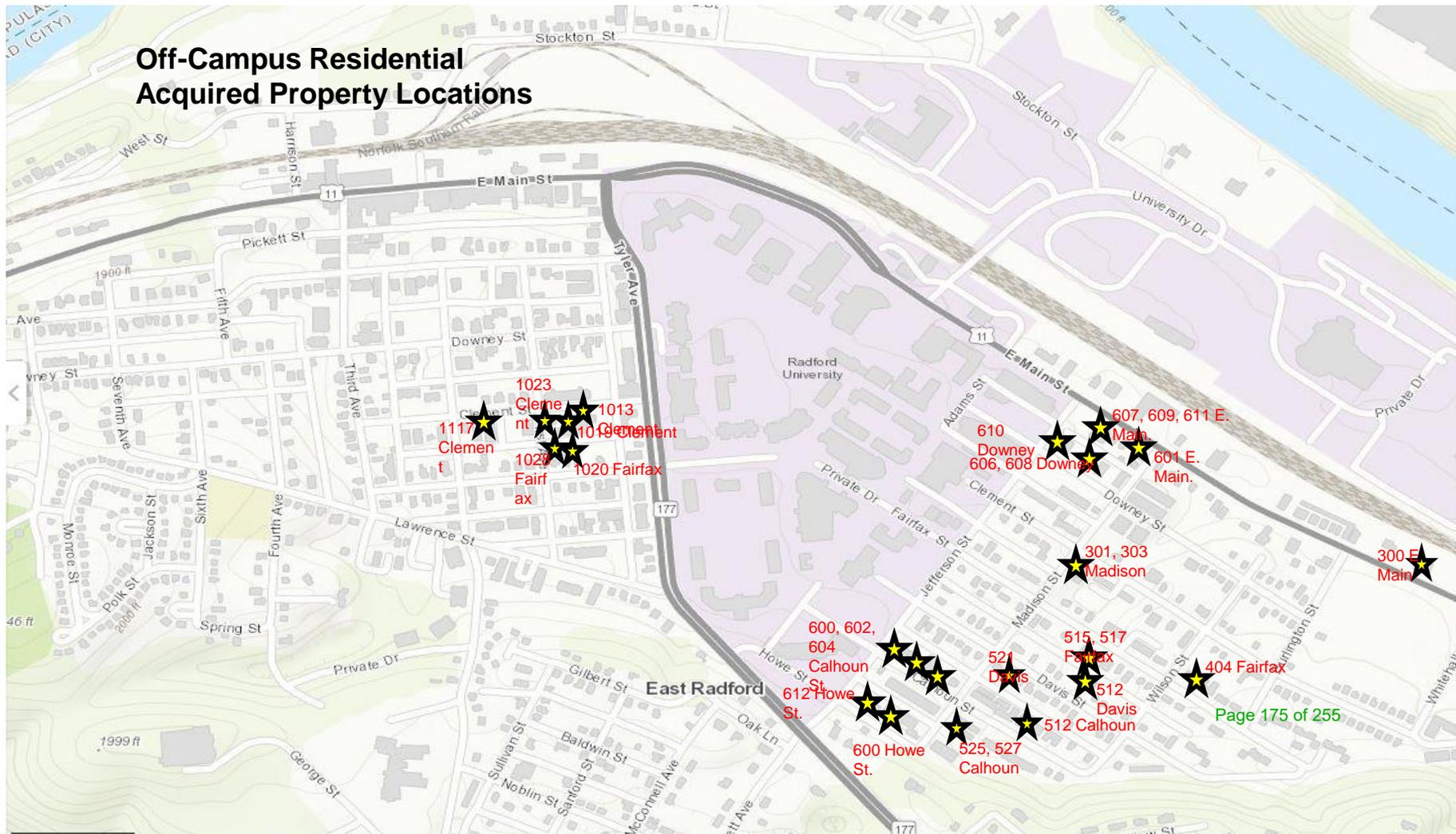
# 2020-2030 Master Plan



# Off-Campus Housing Expansion and Facilities Management Improvement



# Off-Campus Residential Acquired Property Locations



# Off-Campus Expansion Summer 2019 Improvements

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## General Renovations - 252 Apartments/676 Beds

- Door Hardware
- Updated Keyed Locks
- Site and Parking Lot Lighting
- Painting All Exterior Doors
- Exterior Signage/Branding
- Updated Sequencing
- New Blinds
- New Furnishings
- Exterior Cleaning
- Parking lot sealing and restriping

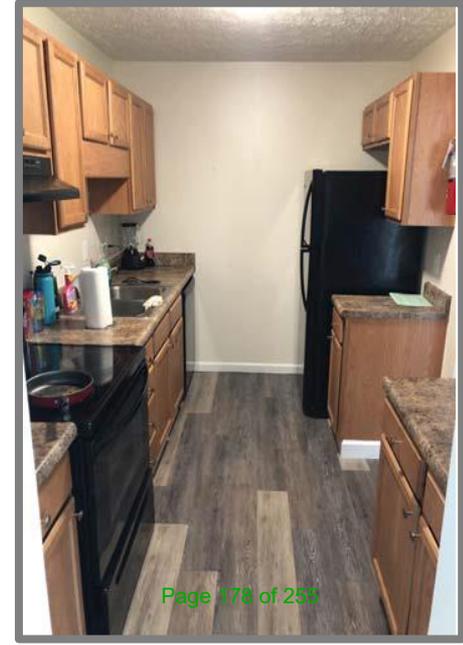
## Building Renovations - 525, 527 & 602 Calhoun, 600 Howe and 608 Downey

- Flooring Replacement
- New HVAC
- New Appliances
- New Electrical Panels
- New Fire Detection Alarm Systems
- Exterior Doors
- Bedroom Doors
- Bathtub Refinishing
- Fixture Replacement
- Commode Replacement

# Off-Campus Renovations - Exterior Example



# Off-Campus Renovations - Interior Example



# Off-Campus Renovations - Interior Example

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# Facilities Management

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**Radford University Facilities Management strives to provide clean, safe, functional and well maintained buildings and grounds for students, faculty, staff, alumni and visitors.**

Resources dedicated from maintenance, carpentry, work control, electrical, housekeeping, landscape, life safety, moving, painting and plumbing for the off-campus renovations:

- 14,000 labor hours
- 35 new HVAC systems
- 147 new appliances
- 90,000 sq. ft. of new flooring
- 1,053 new door locks
- 165 new doors
- 450 new exterior lights
- 2,862 pieces of bedroom furniture

**2019 SIX-YEAR PLAN: NARRATIVE****Radford University****July 1, 2019****OVERVIEW:**

The totality of the six-year plan should describe the institution's goals as they relate to goals of The Virginia Plan for Higher Education, the Higher Education Opportunity Act of 2011 (TJ21) and the Restructured Higher Education Financial and Administrative Operations Act of 2005. The instructions under institutional mission and alignment to state goals, below, ask for specific strategies around four priority areas. Other sections will offer institutions the opportunity to describe additional strategies to advance institutional goals and state needs. *Please be as concise as possible with responses and save this narrative document with your institution's name added to the file name.*

**Section A. Institutional Mission, Vision, Goals, Strategies and Alignment to State Goals:**

Provide a statement of institutional mission and indicate if there are plans to change the mission over the six-year period.

Provide a brief description of your institutional vision and goals over the next six years, including numeric targets where appropriate. Include specific strategies (from Part 3 – Academic-Financial Plan and Part 4 – General Fund Request) related to the following areas: (1) access and enrollment, particularly for underrepresented students; (2) retention, completion and time to degree; (3) affordability and funding; and (4) workforce alignment and retention of graduates. Strategies also can cross several state goals, notably those related to improved two-year and four-year transfer, and should be included here. If applicable, include a short summary of strategies related to research. The description of any strategy should be one-half page or less in length. Be sure to use the same short title as used in the Part 3 and Part 4 worksheets.

**RESPONSE:**

Radford University's mission statement was originally approved by the Board of Visitors on May 10, 1991, and then revised by the Board of Visitors on May 7, 1999. As part of the University's recent strategic planning efforts, a mission, vision and core values team was assembled and worked to review and update these important institutional elements. On December 8, 2017, based on this group's yearlong effort, the Board of Visitors approved an update to the mission statement along with the University's 2018-2023 strategic plan, *Embracing the Tradition and Envisioning the Future*. The mission statement was again updated by the Board of Visitors on October 3, 2018, in light of the University's proposed merger with Jefferson College of Health Sciences. Prior to this change, the mission statement indicated that Radford University empowered students

"...from the baccalaureate to the doctoral level..." The Board of Visitors agreed that changing the wording from "baccalaureate" to "undergraduate" would allow the mission to encompass the students from Jefferson College of Health Sciences' three associate's degree programs. These programs will move to Radford University temporarily in order to appropriately teach out and then transfer the programs to Virginia Western Community College upon their attainment of regional and program accreditation.

### **Radford University Vision:**

*Radford University aspires to be the premier, innovative, student-centered university in the Commonwealth of Virginia and beyond with a keen focus on teaching, research and service.*

### **Mission:**

*As a mid-sized, comprehensive, public institution, dedicated to the creation and dissemination of knowledge, Radford University empowers students from diverse backgrounds by providing transformative educational experiences, from the undergraduate to the doctoral level, within and beyond the classroom. As an inclusive university community, we specialize in cultivating relationships among students, faculty, staff, alumni and other partners and in providing a culture of service, support and engagement. We embrace innovation and tradition and instill students with purpose and the ability to think creatively and critically. We provide an educational environment and the tools to address the social, economic and environmental issues confronting our region, nation and the world.*

### **Core Values:**

- *Student Empowerment and Success — We engage and support our students in the discovery and pursuit of their own unique paths.*
- *Excellence — We expect our community to strive for the highest standards.*
- *Inclusiveness — We are committed to a spirit of cooperation and collaboration, embracing and honoring the diversity of our community.*
- *Community — We foster relationships and a culture of service within and beyond our university community.*
- *Intellectual Freedom — We encourage and defend a fearless exploration of knowledge in all its forms.*
- *Innovation — We inspire and support creativity in research, scholarship, pedagogy and service.*
- *Sustainability — We are committed to integrating sustainable practices into all aspects of our operations and engage students across the curriculum to learn, discover and contribute to positive current and future environmental solutions.*

Radford University has the privilege to serve a unique student population. For Fall 2018, 35.9 percent of undergraduate students were first-generation learners, 38.7 percent of

undergraduate students were Pell Grant eligible, and 31.2 percent of undergraduate students are from ethnically diverse backgrounds. To fulfil the University's commitment to the Commonwealth and effectively educate our student population, Radford University remains mindful of the needs of our students and has envisioned strategies that remove barriers to their success and afford opportunities in high demand careers.

Radford University is on course to become a leader in health sciences programs in the Commonwealth of Virginia. With critical shortages in most healthcare professions nationwide, the University is committed to addressing this crucial challenge over the next six years. The merger with Jefferson College of Health Sciences, formerly a division of Carilion Clinic, and the expanding partnership between Radford University and Carilion Clinic, serves as a platform for reform in both delivery and clinical experiences. The new division, Radford University Carilion, will continue to innovate and expand in Roanoke's Innovation Corridor.

The narrative below reflects specific strategies that will be employed by the University to achieve its vision, while supporting the objectives of the Statewide Strategic Plan (SSP): (1) access and enrollment, particularly for underrepresented students; (2) retention, completion and time to degree; (3) affordability and funding; (4) workforce alignment and retention of graduates.

**Strategy 1:** Improve Student Outcomes through the Reimagined First-Year Experience.

**SSP Alignment:** 1 – Provide affordable access for all.  
2 – Optimize student success for work and life.

This strategy is at the core of the University's mission to provide transformative educational experiences that allow students to be successful, while also pursuing degrees that meet the changing needs of society. Though the University has worked diligently to improve retention rates, there was a slight decline in fall to fall retention from Fall 2016 to Fall 2017. The University's sustained efforts are returning positive outcomes as the fall to spring retention rate increased from 85.7 percent in Fall 2017 to 90.7 percent in Spring 2018.

On January 17, 2019, nearly 300 members of the Radford University family participated in the inaugural Retention Summit by attending the opening session and related remarks, as well as the keynote address by Timothy P. Culver, Ph.D., from Ruffalo Noel Levitz (RNL), which were open to the entire campus community.

Following the opening session, a diverse mix of 125 participants selected by various institutional administrators and shared governance leaders attended a daylong Summit, which was organized to support retention goals as outlined in the Fall 2017 Student Success and Retention Action Plan and the 2018-2023 Strategic Plan, *Embracing the Tradition and Envisioning the Future*.

From the inaugural Retention Summit, four overarching themes containing a multitude of recommendations emerged. The themes are: expanding the first-year experience; creating the sophomore experience; embracing case management through the advising experience; and capturing the student timeline.

The institution has identified five areas of focus for the Six-Year Plan to improve retention and successful outcomes.

a. Removing Barriers:

There are a number of policies, processes and procedures that unnecessarily, and often unintentionally, hinder student success. The opportunity here is to review those policies and ensure they are all consistent, clear, equitable and most importantly, in the best interest of the student. Faculty and staff are known to work collaboratively with students to assist them in navigating the required tasks of persisting through their academic careers. At Radford University, retention is everyone's business. Individuals from across the campus make a daily effort to enable and encourage student success.

b. Expand the First-Year Experience:

The University is embarking on an innovative alternative to the traditional delivery of general education courses. The REAL Education Model promises to engage students from the first semester in their degree programs. This should help with retention by allowing students to make connections with degrees, programs and faculty that facilitate the students' investment in Radford.

The general education program builds on the idea that students can pursue their goals and engage in exploration and learning in many ways and in all departments. The REAL program recognizes that degree programs build competencies in the areas students need for lifelong learning and success and allows students to cross credit those competencies with general education areas. With this in mind, this model incorporates general education seamlessly into the entirety of their career at Radford University. In this model, students meet area requirements through majors and minors. Additional foundational requirements are added to promote academic success.

The flexibility of the REAL program and the general studies minors may also help with time to degree. Unlike the current general education program, students will be able to maintain their progress forward without having to backtrack and retake general education requirements if they change their majors or minors. It is anticipated that this will improve time to degree. Since the model allows for the most efficient use of credit hours, courses will fulfill multiple requirements and ultimately result in student accumulation of multiple credentials within the 120

credit hour requirement. This provides the student more value for every tuition dollar within a very flexible array of products.

As part of the University's recent Retention Summit, both faculty and students alike voiced resounding support of the University's one credit UNIV100 courses, which are taught to new freshman in their first semester and are designed to actively assist students through their transition into university culture and overall college life. This program has long been viewed as a positive experience for new students with successful outcomes. Retention rates of students enrolling in this elective course exceed that of those who do not by 4.4 percentage points. The University is seeking to expand on the current offerings to ensure a variety of content is available to attract more students into the program.

c. Effective and Efficient Advising:

Academic advisors are often responsible for championing student success; therefore, it is vital that the broader administrative system in which they operate adequately supports their efforts. This includes training and development, hiring professional advisors, incentivizing faculty members and developing a peer-mentoring program. All factors of which must cohesively encourage student support.

Radford University has the responsibility of providing all students with continuous and comprehensive advising throughout their academic careers, and therefore, must make increased investments in advising. The University is moving to a new model of intrusive advising, which involves case management strategies and increased proactive interactions with students. The end goal of these measures yield improved relationships with advisors and increased academic motivation and persistence. This centralized model will provide co-located advising offices to ensure students are receiving consistent guidance and developing lasting relationships with their advisors.

d. Student Timeline to Graduation:

Radford University will create a student timeline that serves as a roadmap from the first day of class to graduation. In order for students to be successful in pursuing their educational goals, they must have access to clear expectations. Therefore, the student timeline will serve as a personalized, detailed academic calendar, outlining key requirements and milestones. Radford University believes awareness, knowledge and planning are keys to success.

e. Create the Sophomore Experience:

As part of the recent Retention Summit, a common theme developed around creating a sophomore experience. Radford University will create a

comprehensive sophomore experience that includes both academic and personal connections. This experience will involve increasing interaction with major-specific faculty and maintaining communication during breaks and over the summer. This experience will also address the importance and value of prerequisites and 200-level courses. This experience should provide seamless academic advising and academic and career pathways, with a deep dive into academics, internships and other engaging, real-world and valuable experiences. A UNIV 200 course approach is recommended as a customized major-focused introductory experience in the sophomore year. The sophomore year is also the ideal time to establish academic discipline groups and expand peer education initiatives.

**Strategy 2:** Improve Affordability through Additional Student Financial Aid.

**SSP Alignment:** 1 – Provide affordable access for all.  
2 – Optimize student success for work and life.

The increasing cost of higher education continues to be a concern for stakeholders; including University leadership, students and their parents, as well as members of the administration and the General Assembly. Providing additional need-based financial aid has proven to be the most prudent approach to offsetting this cost.

According to SCHEV data, the partnership funding model indicates a need of \$30,257,498 in state support for the University in 2019-20; however, the actual support is anticipated at \$10,715,455 or 35.4% of total need. The State has continued to invest in programs such as the Commonwealth Grant supporting 2,478 students in 2017-18 at a cost of \$5,778,622, as well as the Virginia Guaranteed Assistance Grant (VGAP) supporting 1,333 students at a cost of \$3,342,042. Additionally, given the increases in enrollment from traditionally underserved populations, it is anticipated the University's calculated need under the partnership funding model will continue grow for the foreseeable future.

Radford University strives to be a low cost and low institutional aid University; however, the University recognizes the need to make strategic investments in the most financially disadvantaged students and provide additional aid for students who have remaining need after the VGAP and Commonwealth funding have been applied. The University has limited resources available for institutional financial aid, due to its high percentage of in-state undergraduate students (93 percent in Fall 2018), but will continue the Highlander Grant financial aid initiative at a cost of \$1,907,471 annually, as well as make planned investments to the University's need and ability grant program.

**Strategy 3:** Further Educational Opportunities for Healthcare Professions and the Roanoke Valley through Radford University Carilion.

**SSP Alignment:** 1 – Provide affordable access for all.  
3 – Drive change and improvement through innovation and investment.

The Commonwealth of Virginia has been impacted by the national shortage of healthcare professionals and as such, employment opportunities in healthcare professions are strong. Consequently, training for health-related occupations and professions is a priority. In January 2018, representatives from Carilion Clinic, Jefferson College of Health Sciences and Radford University announced a bold initiative to merge Jefferson College of Health Sciences into the Radford University family of colleges and departments. The initiative is a result of the growing partnership among three organizations that have been collaborating and working closely together for more than two decades. The merger will be effective July 10, 2019, and will operate as Radford University Carilion, otherwise known as RUC. The merger is clearly aligned with the Top Jobs Act and the Virginia Plan for Higher Education, specifically by increasing college degrees in the high-demand occupations of healthcare.

Merging Jefferson College of Health Sciences into Radford University expands both available resources and the healthcare workforce to meet the needs of the region and state. Each organization brings strengths and, by combining strengths, the organization will be greater. Moving Jefferson College of Health Sciences under the umbrella of a larger state university will maximize expertise and provide programmatic flexibility to the healthcare workforce in Virginia.

The University is committed to growing the number of health professional graduates in the next six years and is exploring innovative ways to increase class size, while still delivering high quality programming and clinical opportunities. The University is also exploring other health profession programs that could compliment the current offerings at Radford University Carilion and Radford University through the partnership with Carilion Clinic. This evaluation is imperative as the institution works to address the broader regional healthcare workforce needs in the Roanoke Valley, New River Valley and greater Southwest Virginia.

**Strategy 4:** Establish an Innovative Transfer Partnership with New River Community College.

**SSP Alignment:** 1 – Provide affordable access for all.

Radford University is embarking on an innovative partnership agreement with New River Community College (NRCC) starting Fall 2020 to offer students an alternative transfer pathway between NRCC and Radford University. Around 500 students who have been denied admittance or deferred from Radford University will be offered the opportunity to attend NRCC, but live on the Radford University campus. Transit options will be available between the two campuses, allowing students to interact and connect in both settings. This unique option offers students a traditional residential campus experience, while they prepare for the rigors of a baccalaureate program. The University is anticipating this program will increase the number of successful transfers and help the University meet its transfer goals.

**Strategy 5:** Increase Degree Completion and Adult Learners through Competency-Based Education (CBE).

**SSP Alignment:** 4 – Advance the economic and cultural prosperity of the Commonwealth and its regions.

This initiative continues the University's commitment to the Innovative Mobile Personalized Accelerated Competency Training (IMPACT) program established in FY2017 as a Competency-Based Education (CBE) program. In FY2018, the program was awarded a historic three-year, \$13.9 million grant by the U.S. Department of Education's Supporting Effective Educator Development (SEED) Grant Program. The SEED grant expanded IMPACT to include Appalachian Support for Specialized Education Training (ASSET), which includes the development, implementation and evaluation of online, self-paced, for-credit CBE training designed to increase teacher effectiveness and workforce capacity in underserved rural communities in Appalachia. The IMPACT program started with eight learners in FY2018 and jumped to 488 in FY2019. With fully developed content, the University is anticipating 1,550 learners by the end of FY2020. The program has quickly become financially stable and is able to fully support its operating cost. To keep this initiative moving forward, the University will need to invest in additional program offerings in the Health Sciences. There is a demonstrated need for CBE programming, particularly in nursing. These new programs will enable the University to fill this critical need and further its efforts to support providing health sciences graduates in the Commonwealth.

**Strategy 6:** Enhance Student Experiential Learning Opportunities.

**SSP Alignment:** 2 – Optimize student success for work and life.

Experiential learning opportunities, such as internships and co-ops, provide real-world experience and enhance retention of classroom material; however, they are not always affordable to financially disadvantaged students. The University is committed to developing more affordable alternatives to provide students with comparable experiences on campus. Through a strategic partnership with the Virginia Small Business Development Center, the University seeks to expand offerings in the local area and increase availability to students.

**Strategy 7:** Strengthen Workforce Development Efforts.

**SSP Alignment:** 4 – Advance the economic and cultural prosperity of the Commonwealth and its regions.

Radford University recognizes the need for workforce development programs in the Commonwealth. The University will contribute to the overall economic growth and increased employment opportunities in the region through both indirect and direct economic development activities in the health education, arts and culture, natural

resources and infrastructure sectors. The University will continue to develop strategic corporate partnerships to enhance career talent development opportunities.

The University is exploring a new adult degree completion program for non-traditional students offered through Radford University's Davis College of Business and Economics. The program is designed as a pathway for individuals possessing a transferrable associate's degree or who have earned college credits but not a degree, to obtain a bachelor's degree in business. The program delivery is online to allow flexibility often needed by non-traditional students.

**Section B. Tuition and Fees Predictability Plans:** Provide information about the assumptions used to develop tuition and fee charges shown in PART 1. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the institution's mission, market capacity and other factors. Include information, if applicable, on tuition increase plans for program- and level-specific charges or on any other alternative tuition and fee arrangement.

**RESPONSE:**

Radford University's Tuition and Fee Predictability Plan, as shown in section 1B, is derived from both Radford University main campus tuition and fee rates, as well as the newly established Radford University Carilion. For all scenarios, Majority First-Year Students is defined as Radford University in-state undergraduate tuition and fee rates. All First-Year Students is defined as the weighted average of Radford University and Radford University Carilion in-state undergraduate rates. A separate tab is included in the spreadsheet to show the weighted average calculations.

**Scenario One** of tab 1B shows the change in in-state undergraduate tuition from FY2021 through FY2023 for the *Majority First-Year Students* with no additional general fund support. In this scenario, the University has included a six percent increase in Radford University tuition and fee rates as an estimation only of what would be necessary to cover the costs outlined in the six year plan, while sustaining current operations under the 2B enrollment plan. The scenario does not take into account any state mandated initiatives such as healthcare premium or retirement contribution increases which would need to be cost shared with the Commonwealth.

The *All First-Year Students* percentages show lower increases at 2.5 percent, 3.1 percent and 4.5 percent, respectively. The weighted average tuition and fee calculation includes Radford University at a six percent increase each year; however, Radford University Carilion has declining tuition and fees over the same period. This is due to Radford's tuition reduction strategies related to the new division. When averaged with the Radford University tuition increases, the reduction in Radford University Carilion rates serves to temper the effect on the overall weighted average.

**Scenario Two** of tab 1B shows the change in in-state undergraduate tuition from FY2021 through FY2023 for *Majority First-Year Students* if additional general funds of \$2.1 million, \$2.4 million and \$2.8 million, respectively, are appropriated to Radford University. This infusion of general funds effectively buys down the percentage tuition and fee increase needed each year from six percent to two percent under the aforementioned assumptions of Scenario One.

The *All First-Year Students* percentages show changes of -0.7 percent, -0.2 percent and 1.1 percent, respectively. The weighted average tuition and fee calculation includes Radford University at a two percent increase each year; however, Radford University Carilion has declining tuition and fees over the same period. The effect serves to lower the overall average impact on the combined rates.

**Scenario Three** of tab 1B shows the change in in-state undergraduate tuition from FY2021 through FY2023 for *Majority First-Year Students* if additional general funds of \$2.1 million, \$2.4 million and \$2.8 million, respectively, are appropriated to Radford University. This information is the same as in Scenario Two.

The *All First-Year Students* percentages show changes of -5.6 percent, -4.8 percent and 2.0 percent, respectively. The weighted average tuition and fee calculation includes Radford University at a two percent increase each year, and Radford University Carilion at substantially lower rates with a \$5 million general fund appropriation in FY2021 and a \$5 million general fund appropriation in FY2022. This \$10 million investment would enable Radford University Carilion tuition and fee rates to closely mirror Radford University main campus tuition and fee rates by FY2022. With the rates equal, Radford University Carilion would project a two percent tuition increase in FY2023 equal to that of Radford University.

**Section C. Other Budget Items:** This section includes any other budget items for which the institution wishes to provide detail. Descriptions of each of these items should be one-half page or less.

**RESPONSE:**

**1. Increase Faculty and Staff Salaries:**

Radford University anticipates the State will review compensation during the 2020-22 biennium; therefore, the University has included a conservative three percent salary increase estimate for all employees in the Six-Year Plan. The three percent increase is divided between FY2021 and FY2022 in anticipation of a mid-year increase. Given the institution's reliance on general funds, the illustrated increase will require a significant investment from the University without state support.

**2. Library Enhancement:**

Academic libraries play a critical role in the educational experience both on- and off-campus. Unfortunately, the costs associated with providing these resources continue

to increase as the University reframes the support offered by the library. While it is still necessary to fund traditional print media, the focus has turned to digital technology and increased student learning resource support. Radford University has invested in student support through a new writing center, the Harvey Knowledge Center, and an assessment resource center. The University must continue to evaluate student resources offered by the library and be ready to invest in areas that improve student success.

**3. Utility Cost Increases:**

Radford University has long-term contracts related to utility operations, such as natural gas, electricity and the boiler plant. As a conservative estimate, the University is planning for an increase consistent with the Consumer Price Index (CPI).

**4. NGF for Current Operations:**

Increasing nongeneral fund costs associated with current operations relate to contractual escalations to base operating expenses. Facilities Management and Information Technology contracts often contain cost escalators that must be funded annually. Promotion and Tenure guidelines govern advancement of Teaching and Research Faculty within the University. This salary escalation is a cost that must be funded annually. The amounts included in the Six-Year Plan are estimates of future year escalators based on historical investments. The actual amounts necessary for operations are adjusted annually according to final need.

**Section D. Programs and Instructional Sites:** Provide information on any new academic programs, including credentials and certificates, or new instructional sites, supported by all types of funding, that the institutions will be undertaking during the six-year period. Note that as part of the revised SCHEV program approval process, institutions will be asked to indicate if a proposed new program was included in its six-year plan. Also, provide information on plans to discontinue any programs.

**RESPONSE:**

Through Radford University's merger with Jefferson College of Health Sciences, Radford University Carilion will acquire twenty new Health Sciences degree programs and increase offerings for other programs currently offered at the Radford Main campus. This merger will position Radford to meet its goal of increasing Health Science graduates in the Commonwealth, specifically increasing nursing graduates by 35% over the next five years.

Additional programs to be proposed for the future would stem from addressing healthcare or other industry related needs. Radford University is working with Carilion Clinic to ensure the current slate of offerings is sufficient to meet current demands. Any proposed new programs would be in the support of industry.

**Section E. Financial Aid:** TJ21 requires “plans for providing financial aid to help mitigate the impact of tuition and fee increases on low- and middle-income students and their families, including the projected mix of grants and loans.” Virginia’s definitions of low-income and middle-income under TJ21 are based on HHS Poverty Guidelines. A table that outlines the HHS guidelines and the definitions is attached.

**RESPONSE:**

Radford University strives to maintain affordability and access for low and middle-income students through many different avenues. The University strives to set reasonable tuition and fee rates to lessen the impact on students, while employing the use of state general funds and institutional resources to provide student financial assistance to need-based undergraduates. The University also provides work opportunity programs through the institutionally-funded Work Scholarship Program that employs restrictions similar to the Federal Work Study program. The Work Scholarship Program provides students with employment opportunities to help defray the cost of their education. Currently, the University has just under 700 student positions available to gain real-world experience, while earning wages to assist with their educational costs. Additionally, the University’s dining and bookstore contractors offer over 275 permanent and seasonal positions for which students can apply.

Another way to support student financial need is through private support. The University recently increased efforts related to private giving and has received over \$14 million in pledged contributions over the last twenty-four months earmarked to support student scholarships.

The University’s engaged faculty continue to openly support the use of Open Educational Resources (OER) and have increased offerings of electronic materials for use in the University’s general education curriculum at no charge to students. In addition, a number of major-specific courses have offered alternatives to traditional textbooks with open-sourced materials. These are distributed in either print, e-book, or audio formats and may be purchased at little or no cost. Decisions like these can significantly reduce students’ cost of supplies and other course materials.

The University continues to evaluate and employ all strategies to assist low- and middle-income students with defraying the total cost of attendance. With such a large in-state undergraduate population (93 percent as of Fall 2018), the University continues to be heavily reliant upon state support to assist with low- and middle-income populations.

**Section F. Capital Outlay:** Provide information on your institution’s top two Education and General Programs capital outlay projects, including new construction as well as renovations, that might be proposed over the Six-Year Plan period that could have a significant impact on strategies, funding, student charges, or current square footage. Do not include projects for which construction (not planning) funding has been appropriated.

## **RESPONSE:**

### **The Center for Adaptive Innovation and Creativity:**

The highest capital outlay priority for the University remains the creation of the Center for Adaptive Innovation and Creativity (CAIC). The project seeks to demolish both Porterfield and McGuffey Halls to construct a new approximately 178,000 square foot facility to address failing infrastructure concerns, while taking the opportunity to offer an innovative approach to health education.

The project was initially included in Chapter 2 and appropriated with \$4 million from institutional resources to initiate detailed planning. Thus, planning efforts initiated in July 2018 and are near completion. The project submitted cost estimates to the Division of Engineering and Buildings (DEB) on June 10, 2019, at \$97.8 million. The project is ready for full funding and to proceed to construction.

The CAIC will address an array of significant existing programmatic and building deficiencies across a number of academic colleges. The multi-story building will include state-of-the-art instruction, laboratory, maker, studio, computer and collaborative spaces that integrate the arts and health sciences, along with office and other academic support functions. Specialty spaces will include an instructional auditorium and support spaces, health science clinical lab spaces, painting and drawing studio spaces and music and dance studio spaces. The project will be located in a prominent area of campus directly adjacent to East Main Street and will respond aesthetically to the existing buildings along this important campus corridor.

The project scope provides for demolition of the existing Porterfield (East and West) and McGuffey Halls, with construction of the new building and building systems and components, including HVAC, plumbing, electrical, fire alarm and detection, fire suppression, lightning protection and elevators. The project will replace existing facilities and building systems nearly fifty years old that are inadequate for today's learning environment and technologies.

Current ADA accessibility in and around the existing Porterfield and McGuffey Halls is challenging, including the need to enter buildings and use elevators to access areas of the buildings and adjacent campus. The proposed site and enhanced exterior walkways greatly improve accessibility in this heavily traveled area of campus.

### **McConnell Library Renovation:**

The second highest E&G capital priority for Radford University's main campus is the renovation of McConnell Library. The footprint that forms the McConnell Library consists of an original 14,000 square foot building built in 1931, a 47,500 square foot addition built in 1965, and a 46,444 square foot addition built in 1995. This project seizes the opportunity to repurpose 40% of the existing library through renovation of the 1965 addition which contains approximately half of the library's operation and remains in its original configuration with building systems and equipment that have far exceeded their expected useful life. The

proposed renovation will include complete replacement and upgrading of mechanical, electrical and HVAC systems; improved plumbing, fire alarm and life safety systems; and new IT and AV systems. The mechanical and compliance issues associated with this building are second only to those that are currently found at Porterfield and McGuffey Halls. This renovation is expected to serve the University for thirty to forty years.

**Section G. Restructuring:** Provide information about any plans your institution has to seek an increased level of authority, relief from administrative or operational requirements, or renegotiation of existing management agreements.

**RESPONSE:**

Radford University continues to evaluate restructuring options, but is not requesting changes to the current level of authority, relief from administrative operational requirements, or renegotiation of existing management agreements at this time.

**Section H. Performance Pilots (optional):** For this topic, any institution that wishes to include a Performance Pilot and provided notification by April 1 to relevant parties, should select one or more of the strategies presented in the institution's Academic and Financial plan (PART 3) and General Fund Request (PART 4) that constitute(s) "one innovative proposal" as defined in subsection F of § 23.1-306. Describe the proposal, the proposed performance measures and the requested authority or support from the Commonwealth.

**RESPONSE:**

Radford University is not proposing a Performance Pilot at this time.

**Section I. Evaluation of Previous Six-Year Plan:** Briefly summarize progress made in strategies identified in your institution's previous six-year plan. Note how additional general fund support and reallocations were used to further the strategies.

**RESPONSE:**

**1. Implement Student Success and Retention Action Plan:**

The University has made investments in evaluating its enrollment management processes. With the assistance of a consulting firm, Ruffalo Noel Levitz (RNL), the University identified potential areas for improvement. With a decreased pipeline of high school graduates and more institutions trying to attract the same students, retention will continue to be an area of focus.

Radford University's partnership with RNL was intended to increase retention through a focus on three primary areas. The first included use of two key RNL persistence tools: Student Retention Prediction score (SRP) and the College Student Inventory (CSI). The second area of the partnership was assistance in developing a first-year student advising model. The final major outcome/goal of the RNL partnership was

development of an overall student success/re-enrollment plan resulting in an overall timeline that captures all major communications and initiatives to mitigate melt and manage re-enrollment/retention.

Though the University worked diligently to improve retention rates through its Student Success and Retention Action Plan implemented in Fall 2016, there was a slight retention decline Fall 2017 compared to Fall 2016. However, there was a rebound in Fall to Spring retention Fall 2017 compared to Spring 2018. The University will continue to explore innovative ideas and make investments toward this critical issue.

**2. Increase Degree Completion and Adult Learners through Competency-Based Education (CBE):**

The University made an investment in FY2017 to create the Innovative Mobile Personalized Accelerated Competency Training (IMPACT) program to develop a pilot program for two certificate programs in CBE for Cybersecurity and Geospatial Intelligence. In FY2018, the program was awarded a historic three year, \$13.9 million grant by the U.S. Department of Education's Supporting Effective Educator Development (SEED) Grant Program. The SEED grant expanded IMPACT to include Appalachian Support for Specialized Education Training (ASSET), which includes the development, implementation and evaluation of online, self-paced, for-credit CBE training designed to increase teacher effectiveness and workforce capacity in underserved rural communities in Appalachia. The IMPACT program started with eight learners in FY2018 and jumped to 488 in FY2019.

**3. Ensure access for Low- and Middle-Income Families through Need-based Financial Aid to Undergraduate Students:**

Radford University received an additional \$1.5 million in state supported financial aid for low- and middle-income students over the 2018-20 biennium. The aid has been used to reduce the impact of previous tuition and fee increases and is greatly appreciated by the institution, The University maintains its commitment as a low cost and low aid institution; however, the University recognizes the need for additional aid for low- and middle-income students. The University continues to offer the Highlander Grant at \$1.9 million annually and also invested \$944,000 over the biennium to increase financial aid to need based students also demonstrating high levels of ability.

**4. Appalachian Community Outreach:**

Investments made in Southwest Virginia through other institutions have provided much of the programming that Radford University sought to contribute to the region. While the University is still exploring ways to compliment the programs that are already in place, the University does not feel the region needs multiple institutions offering similar programs and content.

**5. Further educational opportunities for Healthcare professions in the Roanoke Valley:**

The University sought to further education opportunities for healthcare professions in the Roanoke Valley through its merger with Jefferson College of Health Sciences. The merger took 18 months and will be complete July 10, 2019. This effort involved a large team consisting of employees from Radford University, Jefferson College of Health Sciences and Carilion Clinic. The University is very thankful for the support of leaders across the state to make this merger successful.

**6. Enhance K-12 Educational Leadership:**

Radford University adds its fourth professional doctoral degree program, the Doctor of Education (Ed.D.), effective Fall 2019. This expansion serves as a capstone program for the College of Education and Human Development. Students in the program will collaborate with school and community leaders to research, plan, implement and evaluate responsive and innovative approaches to academic achievement. This program seeks to offer solutions to major problems facing many school districts and communities across the Commonwealth.

**7. Improve Occupational Therapy Training in the Commonwealth:**

Through the merger of Jefferson College of Health Sciences into Radford University, the newly established Radford University Carilion will offer a Doctor of Occupational Therapy. The University is excited to increase its degree offerings in this high need program area.

**8. Strategic Plan Implementation:**

In January 2018, Radford University launched the 2018-2023 Strategic Plan: *Embracing the Tradition and Envisioning the Future*. The strategic plan was the culmination of more than one year of effort by committees of faculty, staff, students, alumni, entrepreneurs, and civic and industry leaders through economic development and community partnerships as defined in the strategic plan. Two goals stated therein are:

- (1) Radford University will contribute to the overall economic growth and increased employment opportunities in the region through both indirect and direct development activities in the health, education, arts and culture, natural resources and infrastructure sectors.
- (2) Radford University will facilitate and support the City of Radford and the New River Valley as focal points for business, social, tourism and cultural activities.

The University has made investments this past year toward our strategic plan goals, specifically in the areas of branding and student success and retention.

**9. Increase Faculty and Staff Salaries:**

The University was required to generate nongeneral funds sufficient to cover the University's share of the five percent classified salary increase and the three percent faculty salary increase effective June 10, 2019. Radford University was able to fund these mandatory increases without raising tuition through its acceptance of the Tuition Moderation funding offered by the Commonwealth as a base funding increase in FY2020. The institution was not able to increase salaries more than the state mandated amount.

**10. Library Enhancement:**

Additional support has been provided for contract escalators related to digital subscription services and ongoing efforts associated with the digitalization of the University's archive collections. The University also made investments in learning resources, such as the newly created Harvey Knowledge Center.

**11. Technology Enhancement:**

Funding was successfully used for enhanced technology and infrastructure and to replace equipment exceeding its useful life.

**12. Utility Cost Increases:**

The University has been able to successfully manage cost increases through both energy efficiency and sustainability efforts.

**13. NGF Share of State Authorized Salary Increases/Bonus:**

The University was required to generate nongeneral funds sufficient to cover the University's share of the five percent classified salary increase and the three percent faculty salary increase effective June 10, 2019. Radford University was able to fund these mandatory increases without raising tuition through its acceptance of the Tuition Moderation funding offered by the State as a base funding increase in FY2020.

**14. Other – Safety and Security Enhancement:**

The University continues to invest in safety campus-wide, including fire safety and suppression systems and other life safety enhancements.

**Section J. Economic Development Annual Report (Due October 1):** Describe the institution's contributions to stimulate the economic development of the Commonwealth and/or area in which the institution is located. If applicable, the information should include:

1. University-led or public-private partnerships in real estate and/or community redevelopment.
2. State industries to which the institution's research efforts have direct relevance.

3. High-impact programs designed to meet the needs of local families, community partners and businesses.
4. Business management/consulting assistance.

### **RESPONSE:**

Radford University has continued to contribute to economic development at local, regional and statewide levels. One recent endeavor that just opened Fall 2019 is the Radford University Student Venture Lab. The lab is intended to serve as an incubator for business ideas among students. The University also became home to the Small Business Development Center (SBDC) in Spring 2019. The center is devoted to providing business assistance to small and medium-size businesses in the region, and is supported by Small Business Administration.

Radford University's Davis College of Business and Economics has been on the forefront of driving economic development in the region. The college has sponsored various events, with several examples highlighted below.

- The second annual Southwest Virginia Economics Teacher Conference was organized by Drs. T. Duncan and D. Farhat. The conference serves as a summer activity for secondary school economics teachers with financial support from a grant. This conference fosters stronger connections between the Radford University Department of Economics and local teachers in the hopes of attracting students (through teacher recommendations) and improving student outcomes in their college principles of economics courses.
- The Department of Economics organized and held an event for World Food Day with participants from the University and community. Approximately 65 people attended the session hosted by 4 panelists on food insecurity.
- The Davis College Dean conducted 60 visits with external stakeholders throughout Virginia. These included meetings with donors, senior executives from companies (such as Foti, Flynn, Lowen, Foot Levelers, Hendrick Auto Group, Wize Solutions, etc.) and representatives from professional associations (such as Onward NRV, Opportunity SWVA, Valley Innovation Council, Roanoke Regional Partnership, etc.) to investigate and initiate partnerships with the College.
- The Department of Accounting, Finance and Business Law hosted the annual Firm Night in Fall 2018 where 30 accounting and finance firms participated and met with approximately 75 students in accounting and finance for internship and job placements.
- The Davis College hosted the BB&T Global Capitalism Lecture Series twice in 2018-19. Attendees included faculty and students, as well as invited members from the community.

- Fall 2018, Speaker: Cheryl Anderson, Senior Deputy Administrator, Bureau for Africa, United States Agency for International Development. Topics: Economic Development in Africa. Approximately 150 attendees
- Spring 2019, Sonya Ravindranath Waddell - Vice President and Economist, Regional and Community Analysis, Research Dept., The Federal Reserve Bank of Richmond. Topic: Economic Growth in Virginia
- Davis College faculty are currently working with a large credit union in the region to conduct an analytics project for them in Spring 2020. This project will be conducted as a part of a course offered by the College.
- 42 Students in the Internet Marketing course offered by the Davis College participated in the Google Ad Grants Online Marketing Challenge in Fall 2018 and Spring 2019. Students developed and ran 4-week paid search campaigns using Google Ads for non-profits who participate in the Google Ad Grants program. The teams were given a \$10,000 budget. One team was recognized as a Google Ads Top Marketer.
- Mr. Vic Foti, co-founder of Foti, Flynn, Lowen & Co., served as an Innovation Executive in Residence in Spring 2019. He provided a presentation to students interested in entrepreneurship and starting a business. This was attended by 40 students.
- Radford alumnus, and founder-owner of Cassaday & Company, Mr. Steve Cassaday, was a guest speaker in MGNT 450, New Venture Creation and MGNT 440, Project & Event Management. 60 students attended.
- Davis College alumna, and founder-owner of AOC Key Solutions, Ms. Gina Gallagher, spoke to students during the Davis College Spring 2019 Honors & Awards Banquet on skills and strategies required to succeed in business. Approximately 50 students, faculty and staff were in attendance.
- Davis College hosted an annual breakfast of the Roanoke-Blacksburg Technology Council, featuring Dr. James Lollar as a keynote speaker for "Building High Performance Sales Teams". Approximately 15 companies of this professional Association attended.
- 2018 RU Women's Entrepreneurship Week Celebration. The Division of Innovation in the CIA co-planned and hosted the Davis College contribution: She Started It! documentary and panel discussion (10/17/18) attended by over 180 students and faculty.

**2019 SIX-YEAR PLAN: 2020-22 through 2024-26**

Due: July 1, 2019

**Institution:** Radford University

**Institution UNITID:** 233277

**Individual responsible for plan**

**Name:** Chad A. Reed

**Email address:** [creed4@Radford.edu](mailto:creed4@Radford.edu)

**Telephone number:** 540-831-5411

**Part 1B: Tuition and Fees Predictability Plans for Institutions with Undergraduate Tuition Differentials  
Radford University**

**In-State Undergraduate Tuition and Fees Predictability Plans**

**Instructions:** Provide no less than three years (the worksheet allows for four years based on the biennial budget structure) of planned increases in in-state undergraduate tuition and mandatory E&G fees and mandatory non-E&G fees. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the mission, market capacity and other factors. Plans shall include a range of tuitions based on available state resources, but must contain a scenario that includes the assumption of no new state general fund support (SCENARIO 1). Add scenarios and tables, if more are needed, and provide brief information about the assumptions for each scenario. Include more detailed information about assumptions used to calculate increases in Section B of the Narrative document. Include anticipated tuition and fee charges affecting first-year students. For institutions that have differential tuition and fee charges by program or level, provide (a) anticipated tuition and fee charges for majority students; (b) a weighted average charge of all first-year students (with a detailed worksheet as attachment); and (c) additional spreadsheets with associated anticipated charges for all undergraduate students by program and level. (Please do not alter the shaded cells that contain formulas.)

**In-State Undergraduate Tuition and Mandatory E&G Fees**

	2019-20	2020-21		2021-22		2022-23		2023-24	
	Charge	Charge	% Increase						
Scenario 1: No new GF									
Majority First-Year Students	7,980	8,458	6.0%	8,966	6.0%	9,504	6.0%	N/A	#VALUE!
All First-Year Students	9,245	9,474	2.5%	9,771	3.1%	10,211	4.5%	N/A	#VALUE!
Scenario 2:									
Majority First-Year Students	7,980	8,139	2.0%	8,302	2.0%	8,468	2.0%	N/A	#VALUE!
All First-Year Students	9,245	9,181	-0.7%	9,159	-0.2%	9,260	1.1%	N/A	#VALUE!
Scenario 3:									
Majority First-Year Students	7,980	8,139	2.0%	8,302	2.0%	8,468	2.0%	N/A	#VALUE!
All First-Year Students	9,245	8,725	-5.6%	8,302	-4.8%	8,468	2.0%	N/A	#VALUE!

**Assumptions for:**

Scenario 2	GF increase of \$2.1M, \$2.4M, and \$2.8M, respectively - RU only
Scenario 3	Assumptions from Scenario 2 plus GF increase of \$5.0M, \$5.0M, and \$0M, respectively - RUC only

**In-State Undergraduate Mandatory Non-E&G Fees**

	2019-20	2020-21		2021-22		2022-23		2023-24	
	Charge	Charge	% Increase						
Scenario 1:	3,370	3,468	2.9%	3,569	2.9%	3,673	2.9%	N/A	#VALUE!
Scenario 2:	3,370	3,454	2.5%	3,540	2.5%	3,629	2.5%	N/A	#VALUE!

**Assumptions for:**

Scenario 1	Increase equal to Consumer Price Index (1.9%) plus one percent, includes funding for 3% salary increase.
Scenario 2	Increase equal to Consumer Price Index (1.5%) plus one percent, includes funding for 3% salary increase.

Weighted Average Calculations for 1B-T&F Predictability Plan

Scenario 1	2019-20	2020-21	2021-22	2022-23
<b>RU IS UG Enrollment (A)</b>	6,719	6,626	6,696	6,819
Planned RU Tuition	\$ 7,980	\$ 7,980	\$ 7,980	\$ 7,980
6% Increase YOY		478	986	1,524
<b>Revised Tuition @ 6% Increase (B)</b>	<b>\$ 7,980</b>	<b>\$ 8,458</b>	<b>\$ 8,966</b>	<b>\$ 9,504</b>
<b>RUC IS UG Enrollment (C)</b>	569	597	564	604
Planned RUC Tuition	\$ 24,187	\$ 20,748	\$ 19,329	\$ 18,197
0% Increase YOY		-	-	-
<b>Revised RUC Tuition @ 0% Increase (D)</b>	<b>\$ 24,187</b>	<b>\$ 20,748</b>	<b>\$ 19,329</b>	<b>\$ 18,197</b>
<b>Total RU/RUC IS UG Enrollment (E)</b>	<b>7,288</b>	<b>7,223</b>	<b>7,260</b>	<b>7,423</b>
<b>Weighted Avg (BxA)+(DxC)/E</b>	<b>\$ 9,245</b>	<b>\$ 9,474</b>	<b>\$ 9,771</b>	<b>\$ 10,211</b>

Scenario 2	2019-20	2020-21	2021-22	2022-23
<b>RU IS UG Enrollment (A)</b>	6,719	6,626	6,696	6,819
Planned RU Tuition	\$ 7,980	\$ 7,980	\$ 7,980	\$ 7,980
2% Increase YOY		159	322	488
<b>Revised Tuition @ 2% Increase (B)</b>	<b>\$ 7,980</b>	<b>\$ 8,139</b>	<b>\$ 8,302</b>	<b>\$ 8,468</b>
<b>RUC IS UG Enrollment (C)</b>	569	597	564	604
Planned RUC Tuition	\$ 24,187	\$ 20,748	\$ 19,329	\$ 18,197
0% Increase YOY		-	-	-
<b>Revised RUC Tuition @ 0% Increase (D)</b>	<b>\$ 24,187</b>	<b>\$ 20,748</b>	<b>\$ 19,329</b>	<b>\$ 18,197</b>
<b>Total RU/RUC IS UG Enrollment (E)</b>	<b>7,288</b>	<b>7,223</b>	<b>7,260</b>	<b>7,423</b>
<b>Weighted Avg (BxA)+(DxC)/E</b>	<b>\$ 9,245</b>	<b>\$ 9,181</b>	<b>\$ 9,159</b>	<b>\$ 9,260</b>

Scenario 3	2019-20	2020-21	2021-22	2022-23
<b>RU IS UG Enrollment (A)</b>	6,719	6,626	6,696	6,819
Planned RU Tuition	\$ 7,980	\$ 7,980	\$ 7,980	\$ 7,980
2% Increase YOY		159	322	488
<b>Revised Tuition @ 2% Increase (B)</b>	<b>\$ 7,980</b>	<b>\$ 8,139</b>	<b>\$ 8,302</b>	<b>\$ 8,468</b>
<b>RUC IS UG Enrollment (C)</b>	569	597	564	604
Planned RUC Tuition	\$ 24,187	\$ 20,748	\$ 19,329	\$ 18,197
22.8% decrease YOY FY21 and FY22, 2% incr FY23	0	(5,515)	(11,027)	(9,729)
<b>Revised RUC Tuition @ 0% Increase (D)</b>	<b>\$ 24,187</b>	<b>\$ 15,233</b>	<b>\$ 8,302</b>	<b>\$ 8,468</b>
<b>Total RU/RUC IS UG Enrollment (E)</b>	<b>7,288</b>	<b>7,223</b>	<b>7,260</b>	<b>7,423</b>
<b>Weighted Avg (BxA)+(DxC)/E</b>	<b>\$ 9,245</b>	<b>\$ 8,725</b>	<b>\$ 8,302</b>	<b>\$ 8,468</b>

## Part 2: Tuition and Other Nongeneral Fund (NGF) Revenue Radford University

### Tuition and Fee Increases and Nongeneral Fund (NGF) Revenue Estimates Based on the Assumption of No New General Fund (GF)

**Instructions:** Based on enrollment changes and other institution-specific assumptions, provide the total revenue for educational and general (E&G) programs, by student level and domicile. Provide other anticipated NGF revenue, tuition used for financial aid (Program 108) and anticipated non-E&G fee revenue for in-state undergraduates and then all other students. (Please do not alter the shaded cells that contain formulas.)

Items	2018-2019 (Estimated)	2019-2020 (Estimated)	2020-2021 (Planned)	2021-2022 (Planned)
	Total Revenue	Total Revenue	Total Revenue	Total Revenue
<b>E&amp;G Programs</b>				
Undergraduate, In-State	\$57,539,218	\$69,048,788	\$71,253,307	\$73,840,422
Undergraduate, Out-of-State	\$9,855,737	\$11,174,797	\$11,532,220	\$11,780,372
Graduate, In-State	\$7,348,591	\$11,422,251	\$11,691,919	\$12,154,891
Graduate, Out-of-State	\$1,582,611	\$3,869,906	\$3,753,972	\$3,715,962
Law, In-State	\$0	\$0	\$0	\$0
Law, Out-of-State	\$0	\$0	\$0	\$0
Medicine, In-State	\$0	\$0	\$0	\$0
Medicine, Out-of-State	\$0	\$0	\$0	\$0
Dentistry, In-State	\$0	\$0	\$0	\$0
Dentistry, Out-of-State	\$0	\$0	\$0	\$0
PharmD, In-State	\$0	\$0	\$0	\$0
PharmD, Out-of-State	\$0	\$0	\$0	\$0
Veterinary Medicine, In-State	\$0	\$0	\$0	\$0
Veterinary Medicine, Out-of-State	\$0	\$0	\$0	\$0
Other NGF	\$2,619,138	\$2,277,921	\$2,346,259	\$2,416,646
Total E&G Revenue - Gross	\$78,945,295	\$97,793,663	\$100,577,677	\$103,908,293
Total E&G Revenue - Net of Financial Aid	\$77,037,824	\$95,886,192	\$98,670,206	\$102,000,822

<b>Tuition used for Financial Aid (Pgm 108)</b>	\$1,907,471	\$1,907,471	\$1,907,471	\$1,907,471
<b>Sponsored Programs (Program 110)</b>	\$0	\$0	\$0	\$0
<b>Unique Military Activities</b>	\$0	\$0	\$0	\$0
<b>Workforce Development</b>	\$0	\$0	\$0	\$0
<b>Other (Specify)</b>	\$0	\$0	\$0	\$0

<b>Non-E&amp;G Fee Revenue</b>				
In-State undergraduates	\$60,576,430	\$63,820,702	\$65,130,075	\$66,953,660
All Other students	\$12,495,259	\$14,104,453	\$14,393,826	\$14,796,840
Total non-E&G fee revenue	\$73,071,689	\$77,925,155	\$79,523,901	\$81,750,500

**Part 3: ACADEMIC-FINANCIAL PLAN**  
**Radford University**

**Academic and Financial Plan**

**3A: Six-Year Plan for Academic and Support Service Strategies for Six-year Period (2020-2026)**

**Instructions for 3A:** In the column entitled "Academic and Support Service Strategies for Six-Year Period (2020-2026)," please provide short titles to identify institutional strategies associated with goals in the Virginia Plan. Provide a concise description of the strategy in the Description of Strategy column (column J). Within this column, provide a specific reference as to where more detailed information can be found in the Narrative document. Note the goal(s) with which the strategy is aligned with the Virginia Plan (in particular, the related priority areas) in the VP Goal column and give it a Priority Ranking in column A. Additional information for 2022-2026 should be provided in column K (Two Additional Biennia). Strategies for student financial aid, other than those that are provided through tuition revenue, should not be included on this table; they should be included in Part 4, General Fund Request, of the plan. If an institution wishes to include any information about FTEs or fringe benefit adjustments (using DPB's FY2020 start-up instructions available by the end of May), it should list them as strategies in the Academic Plan not the Financial Plan. Funding amounts in the first year should be incremental. However, if the costs continue into the second year, they should be reflected cumulatively. Additional rows for strategies must be added before the gray line. Please update total cost formulas if necessary. **ASSUME NO ADDITIONAL GENERAL FUND IN THIS WORKSHEET.**

SECTION A: ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2020-2026)										
Priority Ranking	Strategies (Short Title)	VP Goal	Biennium 2020-2022 (7/1/20-6/30/22)						Description of Strategy  Concise Information for Each Strategy	Two Additional Biennia  Information for 2022- 2026
			2020-2021			2021-2022				
			Total Amount	Reallocation	Amount From Tuition Revenue	Total Amount	Reallocation	Amount From Tuition Revenue		
1	Improve Student Outcomes through the Reimagined First Year Experience	1,2	\$886,965	\$0	\$886,965	\$1,778,562	\$0	\$1,778,562	Improve success and retention by removing barriers, expanding 1st and 2nd year experiences, reframe advising, and outlining student timeline to graduate. (Narrative page 3)	Continue to enhance student success, retention, and graduation rates by enhancing experiences and removing barriers.
2	Improve Affordability through Additional Student Financial Aid	1,2	\$255,550	\$0	\$255,550	\$925,550	\$0	\$925,550	Continued investment in Financial Aid from the State and University to address access and affordability. (Narrative page 6)	Continue to address affordability through strategic investments in financial aid.
3	Further Educational Opportunities for Healthcare Professions and the Roanoke Valley through Radford University Carilion	1,3	-\$813,842	\$0	-\$813,842	-\$1,879,674	\$0	-\$1,879,674	Grow number of health professional graduates to address regional healthcare workforce needs while implementing strategic cost reduction measures to capture efficiencies related to the merger and address affordability at Radford University Carilion. (Narrative page 6)	Continue to explore opportunities for expansion of health sciences Programming.
4	Establish an Innovative Transfer Partnership with New River Community College	1	\$159,791	\$0	\$159,791	\$414,582	\$0	\$414,582	Innovative transfer pathway that provides Radford University residential experience while attending NRCC in anticipation of transfer. (Narrative page 7)	Continue to enhance the University's transfer partnerships with the Virginia Community College System.
5	Increase Degree Completion and Adult Learners Through Competency Based Education (CBE)	4	\$1,450,000	\$1,450,000	\$0	\$2,900,000	\$2,900,000	\$0	Expand on successful IMPACT program to deliver high demand healthcare profession CBE. (Narrative page 8)	Continue to expand Competency Based Education program offerings and partnerships.
6	Enhance Student Experiential Learning Opportunities	2	\$62,353	\$0	\$62,353	\$209,763	\$0	\$209,763	Increase low cost opportunities for student internships and co-ops through strategic partnerships. (Narrative page 8)	Continue to explore pathways for experiential learning opportunities for students.
7	Strengthen Workforce Development Efforts	4	\$128,500	\$0	\$128,500	\$421,327	\$0	\$421,327	Expand corporate partnerships, and offer new program offerings for non-traditional adult learners. (Narrative page 8)	Continue to enhance offerings for Workforce Development.
			\$0	\$0	\$0	\$0	\$0	\$0		
	<b>Total 2020-2022 Costs (Included in Financial Plan 'Total Additional Funding Need')</b>		\$2,129,317	\$1,450,000	\$679,317	\$4,770,110	\$2,900,000	\$1,870,110		

**3B: Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need 2020-2022 Biennium**

**Instructions for 3B:** Complete the lines appropriate to your institution. As completely as possible, the items in the Academic Plan (3A) and Financial Plan (3B) should represent a complete picture of the institution's anticipated use of projected tuition revenues. For every strategy in 3A and every item in 3B of the plan, the total amount and the sum of the reallocation and tuition revenue should equal one another. Two additional rows, "Anticipated Nongeneral Fund Carryover" and "Nongeneral Fund Revenue for Current Operations" are available for an institution's use, if an institution cannot allocated all of its tuition revenue to specific strategies in the plan. Also, given the long standing practice that agencies should not assume general fund support for operation and maintenance (O&M) of new facilities, O&M strategies should not be included in an institution's plan, unless they are completely supported by tuition revenue. **Please do not add additional rows to 3B without first contacting Jean Huskey.**

Assuming No Additional General Fund	2020-2021	2021-2022
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**Part 3: ACADEMIC-FINANCIAL PLAN**

**Radford University**

**Academic and Financial Plan**

**3A: Six-Year Plan for Academic and Support Service Strategies for Six-year Period (2020-2026)**

**Instructions for 3A:** In the column entitled "Academic and Support Service Strategies for Six-Year Period (2020-2026)," please provide short titles to identify institutional strategies associated with goals in the Virginia Plan. Provide a concise description of the strategy in the Description of Strategy column (column J). Within this column, provide a specific reference as to where more detailed information can be found in the Narrative document. Note the goal(s) with which the strategy is aligned with the Virginia Plan (in particular, the related priority areas) in the VP Goal column and give it a Priority Ranking in column A. Additional information for 2022-2026 should be provided in column K (Two Additional Biennia). Strategies for student financial aid, other than those that are provided through tuition revenue, should not be included on this table; they should be included in Part 4, General Fund Request, of the plan. If an institution wishes to include any information about FTEs or fringe benefit adjustments (using DPB's FY2020 start-up instructions available by the end of May), it should list them as strategies in the Academic Plan not the Financial Plan. Funding amounts in the first year should be incremental. However, if the costs continue into the second year, they should be reflected cumulatively. Additional rows for strategies must be added before the gray line. Please update total cost formulas if necessary. **ASSUME NO ADDITIONAL GENERAL FUND IN THIS WORKSHEET.**

SECTION A: ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2020-2026)										
Priority Ranking	Strategies (Short Title)	VP Goal	Biennium 2020-2022 (7/1/20-6/30/22)						Description of Strategy	Two Additional Biennia
			2020-2021			2021-2022				
			Total Amount	Reallocation	Amount From Tuition Revenue	Total Amount	Reallocation	Amount From Tuition Revenue		
			Concise Information for Each Strategy			Information for 2022- 2026				
	<b>Items</b>		<b>Total Amount</b>	Reallocation	Amount From Tuition Revenue	<b>Total Amount</b>	Reallocation	Amount From Tuition Revenue		
	<b>Total Incremental Cost from Academic Plan<sup>1</sup></b>		\$2,129,317	\$1,450,000	\$679,317	\$4,770,110	\$2,900,000	\$1,870,110		
	Increase T&R Faculty Salaries (\$)		\$788,846	\$0	\$788,846	\$1,577,692	\$0	\$1,577,692	Narrative page 10	
	T&R Faculty Salary Increase Rate(%) <sup>2</sup>		1.50%		1.50%	1.50%		1.50%		
	Increase Admin. Faculty Salaries (\$)		\$357,783	\$0	\$357,783	\$715,566	\$0	\$715,566	Narrative page 10	
	Admin. Faculty Salary Increase Rate (%) <sup>2</sup>		1.50%		1.50%	1.50%		1.50%		
	Increase Classified Staff Salaries (\$)		\$331,902	\$0	\$331,902	\$663,804	\$0	\$663,804	Narrative page 10	
	Classified Salary Increase Rate (%) <sup>2</sup>		1.50%		1.50%	1.50%		1.50%		
	Increase University Staff Salaries (\$)		\$0	N/A	N/A	\$0	N/A	N/A		
	University Staff Salary Increase Rate (%) <sup>2</sup>		N/A		N/A	N/A		N/A		
	O&M for New Facilities		\$0	\$0	\$0	\$0	\$0	\$0		
	Add'l In-State Student Financial Aid from Tuition Rev		\$0	\$0	\$0	\$0	\$0	\$0		
	Add'l Out-of-State Student Financial Aid from Tuition Rev		\$0	\$0	\$0	\$0	\$0	\$0		
	Anticipated Nongeneral Fund Carryover		\$0	\$0	\$0	\$0	\$0	\$0		
	Nongeneral Fund for Current Operations		\$421,536	\$0	\$421,536	\$875,109	\$0	\$875,109	Narrative page 11	
	Library Enhancement		\$80,010	\$0	\$80,010	\$160,020	\$0	\$160,020	Narrative page 10	
	Utility Cost Increase		\$124,620	\$0	\$124,620	\$252,331	\$0	\$252,331	Narrative page 11	
	<b>Total Additional Funding Need</b>		<b>\$4,234,014</b>	<b>\$1,450,000</b>	<b>\$2,784,014</b>	<b>\$9,014,632</b>	<b>\$2,900,000</b>	<b>\$6,114,632</b>		

**Notes:**

- (1) Please ensure that these items are not double counted if they are already included in the incremental cost of the academic plan.
- (2) If planned, enter the cost of any institution-wide increase.

**Part 4: General Fund (GF) Request  
Radford University**

**Requesting General Fund Support**

**Instructions:** Indicate items for which you anticipate making a request for state general fund in the 2020-22 biennium. The item can be a supplement to a strategy or item from the academic and financial plan or it can be a free-standing request for which no tuition revenue would be used. If it is a supplement to a strategy or item from the academic and financial plan, then describe in the Notes column how additional general fund will enhance or expand the strategy. Requests for need-based financial aid appropriated in program 108 should be included here. If additional rows are added, please update the total costs formulas.

Priority Ranking	Initiatives Requiring General Fund Support						Notes
			Biennium 2020-2022 (7/1/20-6/30/22)				
	Strategies (Match Academic-Financial Worksheet Short Title)	VP Goal	2020-2021		2021-2022		
			Total Amount	GF Support	Total Amount	GF Support	
1	Improve Affordability : Increase Student Financial Aid	1,2	\$1,062,835	\$807,335	\$3,108,742	\$2,183,192	Increased investment in need based financial aid from the Commonwealth to address access and affordability. (Narrative page 6)
2	Accelerate RUC Development	1,2	\$5,000,000	\$5,000,000	\$10,000,000	\$10,000,000	Increased investment from the Commonwealth to accelerate the decrease in RUC In-State Tuition and Fee Rates. (Narrative page 6)
			\$6,062,835	\$5,807,335	\$13,108,742	\$12,183,192	

**Part 5: Financial Aid Plan  
Radford University**

**FINANCIAL AID PLAN**

**Instructions:** Provide a breakdown of the projected source and distribution of tuition and fee revenue redirected to financial aid. To ensure compliance with the state prohibition that in-state students not subsidize out-of-state students and to provide the review group with a scope of the strategy, projections must be made for each of the indicated categories. Please be aware that this data will be compared with similar data provided by other institutional offices in order to ensure overall consistency. (Please do not alter shaded cells that contain formulas.)

**Note:** If you do not have actual amounts for *Tuition Revenue for Financial Aid* by student category, please provide an estimate. If values are not distributed for *Tuition Revenue for Financial Aid*, a distribution may be calculated for your institution.

**Allocation of Tuition Revenue Used for Student Financial Aid**

\*2018-19 (Estimated) Please see footnote below.

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$57,539,218	\$1,526,046	2.7%	\$1,598,690
Undergraduate, Out-of-State	\$9,855,737	\$220,973	2.2%	\$308,781
Graduate, In-State	\$7,348,591	\$116,820	1.6%	\$0
Graduate, Out-of-State	\$1,582,611	\$43,632	2.8%	\$0
First Professional, In-State	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0
Total	\$76,326,157	\$1,907,471	2.5%	\$1,907,471
Total from Tuition & Other NGF Revenue worksheet	\$78,945,295	\$1,907,471	2.4%	
In-State Sub-Total	\$64,887,809	\$1,642,866	2.5%	\$1,598,690

**2019-20 (Planned)**

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$69,048,788	\$1,526,046	2.2%	\$1,716,724
Undergraduate, Out-of-State	\$11,174,797	\$220,973	2.0%	\$190,747
Graduate, In-State	\$11,422,251	\$116,820	1.0%	\$0
Graduate, Out-of-State	\$3,869,906	\$43,632	1.1%	\$0
First Professional, In-State	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0
Total	\$95,515,742	\$1,907,471	2.0%	\$1,907,471
Total from Tuition & Other NGF Revenue worksheet	\$97,793,663	\$1,907,471	2.0%	
In-State Sub-Total	\$80,471,039	\$1,642,866	2.0%	\$1,716,724
Additional In-State	\$15,583,230	\$0	%	\$118,034

**2020-21 (Planned)**

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$71,253,307	\$1,526,046	2.1%	\$1,716,724
Undergraduate, Out-of-State	\$11,532,220	\$220,973	1.9%	\$190,747
Graduate, In-State	\$11,691,919	\$116,820	1.0%	\$0
Graduate, Out-of-State	\$3,753,972	\$43,632	1.2%	\$0
First Professional, In-State	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0
Total	\$98,231,418	\$1,907,471	1.9%	\$1,907,471
Total from Tuition & Other NGF Revenue worksheet	\$100,577,677	\$1,907,471	1.9%	
In-State Sub-Total	\$82,945,226	\$1,642,866	2.0%	\$1,716,724
Additional In-State	\$2,474,187	\$0	%	\$0
Additional In-State from Financial Plan		\$0	%	

**2021-22 (Planned)**

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$73,840,422	\$1,526,046	2.1%	\$1,716,724
Undergraduate, Out-of-State	\$11,780,372	\$220,973	1.9%	\$190,747
Graduate, In-State	\$12,154,891	\$116,820	1.0%	\$0
Graduate, Out-of-State	\$3,715,962	\$43,632	1.2%	\$0
First Professional, In-State	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0
Total	\$101,491,647	\$1,907,471	1.9%	\$1,907,471
Total from Tuition & Other NGF Revenue worksheet	\$103,908,293	\$1,907,471	1.8%	
In-State Sub-Total	\$85,995,313	\$1,642,866	1.9%	\$1,716,724
Additional In-State	\$3,050,087	\$0	%	\$0
Additional In-State from Financial Plan		\$0	%	

\* Please note that the totals reported here will be compared with those reported by the financial aid office on the institution's annual S1/S2 report. Since the six-year plan is estimated and the S1/S2 is "actual," the numbers do not have to match perfectly but these totals should reconcile to within a reasonable tolerance level. Please be sure that all institutional offices reporting tuition/fee revenue used for aid have the same understanding of what is to be reported for this category of aid.

**Part 6: Economic Development Annual Report for 2018-19**  
**Radford University**

**ECONOMIC DEVELOPMENT: CONTRIBUTIONS (HB515; which was enacted as Chapter 149, Virginia Acts of Assembly, 2016 Session)**

**Requirement:** As per § 23.1-306 (A) of the Code of Virginia each such plan and amendment to or affirmation of such plan shall include a report of the institution's active contributions to efforts to stimulate the economic development of the Commonwealth, the area in which the institution is located, and, for those institutions subject to a management agreement set forth in Article 4 (§ 23.1-1004 et seq.) of Chapter 10, the areas that lag behind the Commonwealth in terms of income, employment, and other factors.

**Instructions:** The reporting period is FY19. **THE REPORT IS NOT DUE UNTIL OCTOBER 1.** The metrics serve as a menu of items that institutions should respond to as applicable and when information is available to them. Leave fields blank, if information is unavailable. (Please do not alter shaded cells that contain formulas.) Please note the narrative question at the bottom of the page. The response should be provided in the separate Narrative document, Section J.

**6A: Provide information for research and development (R&D) expenditures through June 30, 2019 by source of fund with a breakdown by Science and Engineering (S&E) specific and non-S&E. (Definition: The response is an unaudited version of the data to be submitted to the NSF Higher Education R&D [HERD] Survey in early 2020.)**

VA PLAN Strategy Reference	6A: Research and Development (R&D) Expenditures by Source of Fund	*S&E	Non S&E	Total
	<b>Source of Funds</b>			
4.3	Federal Government	\$367,459	\$4,256	\$371,715
	State and Local Government	\$53,714	\$0	\$53,714
	Institution Funds	\$55,817	\$32,062	\$87,879
	Business	\$0	\$0	\$0
	Nonprofit Organizations	\$343,163	\$22,843	\$366,006
	All Other Sources			\$0
	<b>Total</b>	<b>\$820,153</b>	<b>\$59,161</b>	<b>\$879,314</b>

\* S&E - Science and Engineering

**6B: For the following items, provide responses in appropriate fields. Insert an X for yes/no responses. Use Number/Amount field for other information. A Comments field has been provided for any special information your institution may want to provide.**

VA PLAN Strategy Reference	6B: General Questions	Yes	No	Number/Amount	Comments
4.1	1. Does your institution offer an innovation- or entrepreneurship-themed student living-learning community (student housing)?	X			Launched fall 2012, the Radford University Entrepreneurship Living-Learning Community (ELC) is a learning community designed to help incoming freshmen learn about, live the life of, and become successful entrepreneurs. The ELC encourages innovation and entrepreneurship in students from diverse majors and backgrounds. Participants will live with other students interested in entrepreneurship, develop entrepreneurial competencies, develop and implement a business idea, register for classes reserved for ELC members, form relationships with faculty and entrepreneurs, and learn how to start and run a business from experts. In FY 2018-19, 18 students were part of the community.
4.1	2. Does your institution offer startup incubation/accelerator programs? If yes, please comment if people/companies external to the institution can access them and, if so, how. (Definition: Incubation or accelerator programs are structured multi-week or multi-month programs for which a cohort of start-up companies are chosen; includes mentoring and connections to investors)	X			Radford University provides incubation/accelerator opportunities through two avenues: (1) Radford Venture Lab intended to incubate business ideas among students and (2) hosting the New River Valley office of Small Business Development Center funded by SBA.
4.2	3. Does your institution have an entrepreneurship center? If yes, please comment if people/companies external to the institution can access it and, if so, how.	X			Entrepreneurship activities are supported by the two offices mentioned above in 4.1
4.2	4. Does your institution use Entrepreneur(s)-in-Residence? (Definition: EIRS are usually experienced founders of high-growth start-up companies who partner with a university to explore active research projects and seek out opportunities to commercialize the products of research; alternatively, an EIR could be a grad student, post-doc, business major, etc., who assists to evaluate IP and provide assessments of market pull potential, business planning, etc.)		X		The University does not offer Entrepreneur(s)-in-Residence, however, the Davis College hosts Executive in Residence speakers who founded their own businesses to stimulate entrepreneurship and innovation among students. In 2018-19, 3 such speakers spoke at Davis College to a combined audience of approximately 150 students.
4.1	5. Number of students paid through externally funded research grants or contracts.				
4.1	6. Please answer Yes if (i) your institution's written tenure policy specifically mentions the development of intellectual property and/or the commercialization of research; or (ii) the policies of any schools or other divisions mention IP and/or commercialization as a consideration for promotion and tenure; or (iii) the instructions for compiling a P&T portfolio include providing information about patents, licenses, and other commercialization activities? If Yes, please provide a brief explanation in the comments field. If No, use the comments field to describe other ways a promotion and tenure committee might value those contributions, if any.				
4.2	7. Does your institution or an affiliated entity offer translational research and/or proof of concept funding? If yes, please provide the dollar amount awarded in FY19 in the number/amount field. In the comments field, please provide the number of grants awarded; additional comments can also be entered if needed.				
4.2	8. Does your institution or an affiliated entity offer a seed fund or venture capital fund that awards money to start-ups? If yes, please comment on whether it awards funding only to university-based start-ups or to the general public as well? If yes, please provide dollar amount awarded in FY19 in the number/amount field and the number of awards made in the comments field.	X			The Davis College annually hosts the BB&T Innovation Challenge with over 80 student teams participating. Students pitch business ideas that are judged by a panel of external judges from the business community. In 2018-19, a total of \$5,000 was awarded to 8 winning teams to facilitate their business startups.

**6C: Provide information for federal research and commercialization grants by type, number, and dollar value with a breakdown by college and department. If additional rows are needed, please contact Jean Mottley (jeanmottley@schev.edu) for assistance.**

VA PLAN Strategy Reference	6C: Research and Commercialization Grants	No.	\$ Value	College	Department
4.3	SBIR - Small Business Innovation Research				
	STTR - Small Technology Transfer Research				

**6D: The Intellectual Property (IP) section captures information on disclosure, patent, and licensing activities. It is divided into three tables. Tables 1 and 2 capture information regardless of source of funds or nature of entity to whom IP is transferred. Table 3 is required by § 23.1-102 subdivision 2 of the Code of Virginia. It details assignment of IP interests to persons or nongovernmental entities and the value of externally sponsored research funds received during the year from a person or nongovernmental entity by the institution, any foundation supporting the IP research performed by the institution, or any entity affiliated with the institution. Information is sought on research that yields IP regardless of the project's intent. Information is sought about IP transferred as a result of either basic or applied research. Tables 2 and 3 capture separate aggregate data on entities that have a principal place of business in Virginia and those with a principal place of business outside of Virginia.**

VA PLAN Strategy Reference	6D: Table 1 - All Activity for FY 2018-19	No.
4.2	1. Number of Intellectual Property disclosures received	0
	2. Number of Provisional Patent Applications filed during the year	0
	3. Number of Patent Applications filed during the year (by type)	

	Design	0
	Plant	0
	Utility	0
	<b>Total</b>	<b>0</b>
4. Total number of Patent Applications pending (by type)		
	Design	0
	Plant	0
	Utility	0
	<b>Total</b>	<b>0</b>
5. Number of Patents awarded during the year (by type)		
	Design	0
	Plant	0
	Utility	0
	<b>Total</b>	<b>0</b>

VA PLAN Strategy Reference	6D: Table 2 - All Activity for FY 2018-19	Principal Place of Business in VA	Principal Place of Business Outside VA
4.2	1. Total number of intellectual property licenses executed in FY18-19	0	0
	2. Number of start-ups created through IP licensing in FY18-19	0	0
	3. Amount of licensing revenue in FY18-19 resulting from all intellectual property licenses	\$0	\$0
	4. Number of jobs created as a result of university start-ups	0	0

VA PLAN Strategy Reference	6D: Table 3 - Research Supported by Persons or Nongovernmental Entities	Principal Place of Business in VA	Principal Place of Business Outside VA
4.2	1. Value of funds received (not expended) from persons or nongovernmental entities to support research	\$0	\$0
	2. Number of patents awarded during the year (by type) developed in whole or part from research projects funded by persons or nongovernmental entities:	This is a subset of Table 1, #5.	
	a. Design Patent	0	0
	b. Plant Patent	0	0
	c. Utility Patent	0	0
	<b>d. Total</b>	<b>0</b>	<b>0</b>
	3. Number of assignments of intellectual property interests to persons or nongovernmental entities (definition: "assignment" is the outright conveyance, sale and transfer of the IP, in contrast to "license" of IP rights, which is the contractual permission given to another party to	0	0

**6E: These items are VCCS specific. Please provide responses in appropriate fields. A Comments field has been provided for any special information the VCCS may want to provide.**

VA PLAN Strategy Reference	6E: General Questions - VCCS Specific	Number	Comments
4.1	1. Number of training programs leading to workforce certifications and licensures.		
	2. Number of students who earned industry recognized credentials stemming from training programs.		
	3. Number of industry-recognized credentials obtained, including certifications and licensures.		
	4. Number of Career/Technical Education certificates, diplomas and degrees awarded that meet regional workforce needs.		

**NARRATIVE REQUIREMENT (Section J):**

**Contributions to Economic Development** – Describe the institution’s contributions to stimulate the economic development of the Commonwealth and/or area in which the institution is located. *If applicable*, the information should include:

- a. University-led or public-private partnerships in real estate and/or community redevelopment.
- b. State industries to which the institution’s research efforts have direct relevance.
- c. High-impact programs designed to meet the needs of local families, community partners, and businesses.
- d. Business management/consulting assistance.

**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Business Affairs & Audit Committee**  
**September 26, 2019**

**Action Item**  
**Approval of Radford University's 2019 Six-Year Plan**

**Item:**

Board of Visitors approval of Radford University's 2019 Six-Year Plan as required by § 23.1-306.

**Background:**

In response to the requirements outlined in § 23.1-306 of the Code of Virginia, attached is a copy of Radford University's 2019 Six-Year Plan submitted to the State Council of Higher Education for Virginia (SCHEV) by the stated deadline of July 1, 2019.

As a mandate established through the "*Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Act of 2011*" (TJ21) legislation, governing boards of each public institution of higher education shall develop and adopt biennially and amend or affirm annually a six-year plan for their institution. This requires the plans to be submitted to the State Council for Higher Education of Virginia by July 1 of each odd-numbered year and requires any amendments or affirmations to existing plans to be submitted by July 1 of each even-numbered year.

The 2019 Six Year Plan submission marks the fifth iteration of this exercise. The instructions and template to complete the six-year plan are usually provided by SCHEV in late spring, typically at the time of the May Board meeting. Due to this timeline, the University has historically submitted the plan, to SCHEV by the July 1<sup>st</sup> deadline and then has presented it to the Board for approval at the next scheduled meeting, which is usually held in September. In July, the University is required to present the plan to a group of State representatives. This group will further review the plans over the July and August months, and provide comments in early September for all institutions to respond with updates or revisions, as appropriate, by October 1<sup>st</sup>. This process was once again followed for the 2019 Six Year Plan submission.

In preparation of the submission, the University reviewed the previous 2018 Six Year Plan update and determined which of the existing initiatives would remain and which new initiatives would be added. The 2019 Six-Year Plan reflects the priorities of the University and the objectives and goals outlined in Virginia Plan for Higher Education. The plan is divided in two parts. Part I is an Excel template with five components that includes a new section for Tuition Predictability Plans, Finance-Tuition & Other Nongeneral Fund Revenue, Academic-Financial Plan, General Fund Requests, Financial Aid Plan, and an Economic Development component that is intended to capture the institution's active contributions to stimulate the economic development of the Commonwealth. Part II provides a narrative summary of the proposed strategies and an evaluation of the most recent biennial six-year plan

The strategies identified in the University's 2019 Six-Year Plan were developed collaboratively with the leadership of each operating division, and incorporate multi-year budget initiatives developed in the previous cycle. Divisions reviewed their respective submissions and updated strategies to align with current priorities and objectives. The academic strategies related to programmatic growth were developed by the Provost through the respective academic unit.

The Tuition and Fee Predictability Plan presents multiple scenarios ranging from no new general fund support to a substantial investment from the state for both Radford University and Radford University Carilion. The funding of the proposed strategies are subject to change unless incremental general fund support is received. Additionally, approval of tuition and fees is the responsibility of the Board of Visitors and may be adjusted based upon factors such as incremental general fund support, legislative requirements, projected enrollment growth, and prioritization of strategies to implement.

**Action:**

Radford University Board of Visitors approval of the Radford University 2019 Six-Year Plan.

**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Resolution**

***Approval of Radford University's 2019 Six-Year Plan***  
**September 27, 2019**

**WHEREAS**, the Higher Education Opportunity Act of 2011 became effective July 1, 2011, and requires each public institution of higher education in Virginia to develop and submit an institutional six-year plan; and

**WHEREAS**, § 23.1-306 of the Act requires, “*The governing board of each public institution of higher education shall (i) develop and adopt biennially and amend or affirm annually a six-year plan for the institution; (ii) submit such plan to the Council (State Council of Higher Education for Virginia), the General Assembly, the Governor, and the Chairmen of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Education and Health, and the Senate Committee on Finance no later than July 1 of each odd-numbered year; and (iii) submit amendments to or an affirmation of that plan no later than July 1 of each even-numbered year or at any other time permitted by the Governor or General Assembly*”; and

**WHEREAS**, Radford University prepared a six-year plan in accordance with the requirements of the Higher Education Opportunity Act of 2011 and guidelines provided by the State Council of Higher Education for Virginia; and

**WHEREAS**, the University submitted the six-year plan to the State Council of Higher Education for Virginia by the stated deadline of July 1, 2019 for the 2019 submission; and

**WHEREAS**, the 2019 Six-Year Plan must be approved by the Board of Visitors prior to the October 1 final submission;

**THEREFORE, BE IT RESOLVED** the Radford University Board of Visitors approves the Radford University 2019 Six-Year Plan (Part I and Part II) as presented in the format provided by the State Council of Higher Education for Virginia; and

**BE IT FURTHER RESOLVED**, that the University is authorized to revise the 2019 Six-Year Plan as required by State officials for final submission by the stated deadline.

# 2019 Six-Year Plan Update



# 2019 Six-Year Plan Update

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- Process mandated through the “Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Act of 2011” (TJ21)
  - Board action required by § 23.1-306 of the Code of Virginia.
- **Timeline:**
  - May 1, 2019 - Instructions and template received
  - July 1, 2019 - Updated templates due to SCHEV
  - July 23, 2019 - Presented plan to Op-Six
  - September 1, 2019 - Distribution of Op-Six comments
  - September 27, 2019 - Action by Board
  - October 1, 2019 - Final plans to SCHEV

# Academic Plan Initiatives

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- I. Improve student outcomes through the reimagined first year experience
- II. Improve affordability through additional student financial aid
- III. Further educational opportunities for healthcare professions and the Roanoke Valley through Radford University Carilion
- IV. Establish an Innovative Transfer Partnership with New River Community College
- V. Increase degree completion and adult learners through competency-based education (CBE)
- VI. Enhance student experiential learning opportunities
- VII. Strengthen workforce development efforts

# Financial Plan for E&G Programs

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- I. Plan for potential 3 percent salary increase in the middle of biennium
- II. Library enhancement
- III. Utility cost increases
- IV. NGF for current operations
  - i. Contractual escalators
  - ii. Promotion and tenure

# Tuition Predictability Plans

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- New requirement for this biennium
- Multi-year estimate of tuition and fee charges for in-state undergraduate students
- Institution's estimate of reasonable and necessary charges to students based on institution's mission, market capacity and other factors
- Multiple scenarios are allowable to show differing assumptions. The University submitted three scenarios for 2020-21, 2021-22 and 2022-23.
  - Scenario 1: No new general funds results in 6 percent tuition and fee increase annually.
  - Scenario 2: General funds increase of \$2.1M, \$2.4M and \$2.8M respectively to reduce tuition and fee increase to 2 percent annually.
  - Scenario 3: Assumptions from Scenario 2 plus general funds increase of \$5M and \$5M respectively for RUC to lower tuition.

# General Fund Request

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- I. Improve affordability with and ncrease student financial aid by \$2.2M over the biennium
  
- II. Accelerate RUC development by investing \$10M over the biennium

**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Business Affairs & Audit Committee**  
**September 26, 2019**

**Information Item**  
**Financial Performance Report for the Year Ending June 30, 2019**

**Item:**

Summary of fiscal year 2018-19 revenue and expenditures as of June 30, 2019.

**Background:**

The Financial Performance Report includes Schedules A and B which provides a summary of unaudited revenue and expenditure activity for the year ending June 30, 2019. The Financial Performance Report is generated from annual budget projections and actual accounting data recorded in Banner Finance that has been reconciled with the Commonwealth's Accounting System (Cardinal). The actual accounting data is recorded using a modified accrual basis of accounting which recognizes revenue when received rather than when earned and expenditures when posted rather than when payment is issued.

The Original Budget was approved by the Board of Visitors at the September 2018 meeting. The Revised Budget is inclusive of any technical adjustments made throughout the year as well as a 2018-19 third quarter adjustment to account for actual enrollment levels impacting tuition and fee collections.

For the year ending June 30, 2019, revenues and expenditures were at expected levels. Schedule A provides a summary of revenue and expenditure activity by major program. Schedule B provides a summary of revenue, expenditure and reserve draw/(deposit) by major auxiliary enterprise unit. Footnotes are included in each schedule to explain variances between the Original Budget, Revised Budget, and year-end Actuals.

Contributions to the auxiliary reserve came in stronger than projected due to lower than anticipated contract vendor payments, the timing of expenditures, and turnover and vacancy savings. The contribution to the auxiliary reserve is required to meet the State Council of Higher Education for Virginia (SCHEV) guidelines for on-going operations, equipment renewal and replacement, and future capital projects.

**Summary:**

No action required; information item only.

**Radford University**  
**Financial Performance Report**  
For the Period Ending June 30, 2019

Dollars in Thousands

	Annual Budget for 2018-19			July 1, 2018 to June 30, 2019	
	Original (a)	Adjustments (b)	Revised (c)	Actual (d)	Variance (e)
<b>Educational and General Programs</b>					
<u>Revenues</u>					
General Fund	\$52,450	\$588	\$53,038 (1)	\$53,038	\$0
Tuition and Fees	78,653	(3,123)	75,530 (2)	74,968	(562) (7)
All Other Income	3,379	0	3,379	1,949	(1,430) (8)
<b>Total Revenues</b>	<b>\$134,481</b>	<b>(\$2,534)</b>	<b>\$131,947</b>	<b>\$129,956</b>	<b>(\$1,992)</b>
<u>Expenditures</u>					
Instructional & Academic Support	(\$86,828)	\$4,323	(\$82,505) (1) (2) (3)	(\$82,507)	(\$2) (7) (9)
Public Service Programs	(600)	0	(600)	(428)	172 (8)
All Other Support Programs	(47,053)	(1,789)	(48,842) (1) (2) (3)	(46,888)	1,954 (7) (8) (10)
<b>Total Expenses</b>	<b>(\$134,481)</b>	<b>\$2,534</b>	<b>(\$131,947)</b>	<b>(\$129,824)</b>	<b>\$2,124</b>
Reserve Draw (Deposit)	0	0	0	(132)	(132) (11)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Student Financial Assistance</b>					
Revenue	\$12,547	\$188	\$12,735 (4)	\$12,735	\$0
Expenditures	(12,547)	(188)	(12,735) (4)	(12,735)	0
Reserve Draw (Deposit)	0	0	0	(0)	(0)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Sponsored Programs</b>					
Revenue	\$8,962	\$349	\$9,311 (5)	\$9,213	(\$98) (12)
Expenditures	(8,962)	(349)	(9,311) (5)	(9,049)	261 (12)
Reserve Draw (Deposit)	0	0	0	(164)	(164) (12)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Auxiliary Enterprises</b>					
Revenues	\$73,532	(\$1,442)	\$72,090 (6)	\$72,675	\$585 (6)
Expenditures	(67,542)	(62)	(67,604) (6)	(\$64,703)	2,901 (6)
Reserve Draw (Deposit)	(5,990)	1,503	(4,486) (6)	(7,973)	(3,486) (6)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total University</b>					
<b>Revenues</b>	<b>\$229,523</b>	<b>(\$3,439)</b>	<b>\$226,083</b>	<b>224,579</b>	<b>(\$1,504)</b>
<b>Expenses</b>	<b>(223,533)</b>	<b>1,936</b>	<b>(221,597)</b>	<b>(216,311)</b>	<b>5,286</b>
<b>Reserve Draw (Deposit)</b>	<b>(5,990)</b>	<b>1,503</b>	<b>(4,486)</b>	<b>(8,268)</b>	<b>(3,782)</b>
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Notes:**

(a) Original Budget - Reflects the projected 2018-19 Operating Budget as of July 1, 2018 which was approved by the Board at the September 2018 meeting. Both recurring and one-time operating budgets are included.

(b) Adjustments - Reflects changes that have been made to the 2018-19 Operating Budget between July 1, 2018 and June 30, 2019. Both recurring and one-time operating budgets are included.

(c) Revised Budget - Reflects the current 2018-19 Operating Budget as of June 30, 2019. Both recurring and one-time operating budgets are included.

(d) Actual - Reflects the actual annual activity as of June 30, 2019.

(e) Variance - Reflects the difference between the revised budget and actual annual activity as of June 30, 2019.

**Radford University**  
**Financial Performance Report - Notes**  
For the Period Ending June 30, 2019

- 1) The General Fund (GF) revenue budget was increased by \$588,442. The increase was attributable to four factors including; \$30,481 VIVA Allocation, (\$118,561) Central Fund alignment, \$117,071 Graduate Fellowship transfer from Student Financial Assistance, and \$559,451 to account for the previous fiscal year's revenue deposit. All related expense budgets were adjusted accordingly.
- 2) The Tuition & Fee revenue budget decreased by \$3,122,576. The adjustment was necessary to account for current year enrollment levels in traditional undergraduate and graduate programs. All related expense budgets were also adjusted accordingly.
- 3) A portion of the Instructional and Academic Support budget was temporarily reallocated to the All Other Support Programs due to turnover and vacancy savings.
- 4) The Student Financial Assistance revenue and expense budgets were adjusted to account for appropriation increases of \$90,720 for the VA Military Survivors & Dependents Program and \$214,000 for the Two-Year Commonwealth Transfer Grant Program, as well as, a (\$117,071) transfer to E&G for Graduate Fellowship programs.
- 5) The Sponsored Programs budget was increased by \$349,000 to account for additional anticipated grant activity related to the Appalachian Support for Specialized Education Training (ASSET) funding which is a multi-year \$13.8 million U.S. Department of Education grant that Radford University was awarded in October 2017.
- 6) The budget adjustments and projection variances are explained in the Auxiliary Enterprises section of this report.
- 7) The Tuition & Fees revenue is \$562,000 less than anticipated due to slightly lower than projected Spring tuition receipts.
- 8) The All Other Income revenue is \$1,430,000 less than projected due a institutionally planned carryforward of \$1,237,885 for 2019-20. The remaining variance is attributable to less than projected sales and service and Public Service activity.
- 9) The expenses in the Instructional and Academic Support Programs are greater than projected due to the timing of the Equipment Trust Fund reimbursement which was partially offset by greater than anticipated turnover and vacancy savings and the timing of contractual payments.
- 10) The expenses in All Other Support Programs are less than projected due lower than expected utility costs, greater than anticipated turnover and vacancy savings, and the timing of the campus renovation projects.
- 11) The Reserve Deposit in the Educational and General Programs budget is reflective of Surplus Property and Recycling Proceeds surpluses of \$117,351 and \$16,174 respectively.
- 12) The Sponsored Programs revenue and expense budget is based on authorized state appropriation and is not necessarily reflective of anticipated fiscal year activity. Externally sponsored programs are initiated and finalized on an individual basis without fiscal year consideration, thus the actual fiscal year activity will vary from the projected revenue and expense budgets. The Reserve Draw reflects the timing of expense reimbursements from the grantor.

**Radford University  
Auxiliary Enterprise  
Financial Performance Report  
For the Period Ending June 30, 2019**

Dollars in Thousands

	Annual Budget for 2018-19			July 1, 2018 to June 30, 2019	
	Original (a)	Adjustments (b)	Revised (c)	Actual (d)	Variance (e)
<b>Residential &amp; Dining Programs</b>					
Revenues	\$35,924	\$0	\$35,924	\$36,388	\$464 (6)
Expenditures	(32,090)	(1,160)	(33,250) (1)	(31,872)	1,379 (7)
Reserve Draw (Deposit)	(3,834)	1,160	(2,674) (1)	(4,516)	(1,842) (6), (7)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Bookstore</b>					
Revenues	\$490	\$0	\$490	\$279	(\$211) (8)
Expenditures	(272)	0	(272)	(200)	72 (9)
Reserve Draw (Deposit)	(218)	0	(218)	(79)	139 (8), (9)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Parking &amp; Transportation</b>					
Revenues	\$1,971	(\$54)	\$1,917 (2)	\$1,842	(\$75) (10), (11)
Expenditures	(1,613)	48	(1,565) (2)	(1,420)	145 (10), (11)
Reserve Draw (Deposit)	(358)	6	(352) (2)	(422)	(70) (10), (11)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Telecommunications</b>					
Revenues	\$585	\$0	\$585	\$559	(\$26)
Expenditures	(521)	(1)	(521)	(520)	2
Reserve Draw (Deposit)	(64)	1	(64)	(39)	24
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Student Health Services</b>					
Revenues	\$3,264	(\$169)	\$3,095 (2)	\$3,114	\$19
Expenditures	(3,019)	169	(2,850) (2)	(2,590)	260 (12)
Reserve Draw (Deposit)	(245)	0	(245) (2)	(523)	(278) (12)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Student Programming</b>					
Revenues	\$8,346	(\$427)	\$7,919 (2)	\$7,866	(\$52)
Expenditures	(8,255)	399	(7,856) (2) (3)	(7,185)	671 (13)
Reserve Draw (Deposit)	(91)	28	(63) (2) (3)	(681)	(618) (13)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Building &amp; Facilities</b>					
Revenues	\$3,370	(\$276)	\$3,094 (2)	\$3,168	\$74
Expenditures	(1,480)	135	(1,345) (2)	(894)	451 (14)
Reserve Draw (Deposit)	(1,890)	141	(1,749) (2)	(2,273)	(524) (14)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Enterprise Functions</b>					
Revenues	\$7,196	(\$167)	\$7,030 (2)	\$7,514	\$485 (15)
Expenditures	(7,627)	87	(7,539) (2), (4)	(7,464)	75 (16)
Reserve Draw (Deposit)	430	79	510 (2), (4)	(50)	(560) (15), (16)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Intercollegiate Athletics</b>					
Revenues	\$12,386	(\$349)	\$12,037 (2), (5)	\$11,945	(\$92) (17)
Expenditures	(12,666)	261	(12,405) (2), (5)	(12,557)	(152) (18)
Reserve Draw (Deposit)	280	88	369 (2), (5)	612	244 (17), (18)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Auxiliary Enterprise</b>					
<b>Revenues</b>	<b>\$73,532</b>	<b>(\$1,442)</b>	<b>\$72,090</b>	<b>\$72,675</b>	<b>\$585</b>
<b>Expenses</b>	<b>(67,542)</b>	<b>(62)</b>	<b>(67,604)</b>	<b>(64,703)</b>	<b>2,901</b>
<b>Reserve Draw (Deposit)</b>	<b>(5,990)</b>	<b>1,503</b>	<b>(4,486)</b>	<b>(7,973)</b>	<b>(3,486)</b>
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Notes:**

(a) Original Budget - Reflects the projected 2018-19 Operating Budget as of July 1, 2018 which was approved by the Board at the September 2018 meeting. Both recurring and one-time operating budgets are included.

(b) Adjustments - Reflects changes that have been made to the 2018-19 Operating Budget between July 1, 2018 and June 30, 2019. Both recurring and one-time operating budgets are included.

(c) Revised Budget - Reflects the current 2018-19 Operating Budget as of June 30, 2019. Both recurring and one-time operating budgets are included.

(d) Actual - Reflects the actual annual activity as of June 30, 2019.

(e) Variance - Reflects the difference between the revised budget and actual annual activity as of June 30, 2019.

**Radford University**  
**Auxiliary Enterprise**  
**Financial Performance Report - Notes**  
For the Period Ending June 30, 2019

- 1) The Residential and Dining expense budget was increased to account for the operation of the newly acquired off-campus apartment housing units.
- 2) Comprehensive Fee Revenue and Expense budget were adjusted to account for actual fall and spring enrollment levels which were less than projected.
- 3) The Student Programming expense budget was adjusted to account for the timing of auxiliary indirect cost recoveries.
- 4) The Other Enterprise Functions budget was adjusted to reflect transfers for up fitting systems in the ONE Card Office on main campus in preparation for onboarding students and employees for the Radford University Carilion operations. Additional Conference Services expense budget was adjusted to account for the timing of summer conference activity.
- 5) The Intercollegiate Athletics revenue budget was adjusted to reflect transfers from the Radford University Foundation for operating and compensation related expenses. All related expense budgets were adjusted accordingly.
- 6) The Residential and Dining Program revenues were higher than anticipated due to expansion of leased residential facilities.
- 7) The Residential and Dining Program expenses were lower than anticipated due to higher than projected turnover and vacancy and the timing of apartment renovation projection costs.
- 8) The Bookstore revenues were lower than anticipated due to less than projected textbook sales.
- 9) The Bookstore expenses were lower than anticipated due to scholarship savings.
- 10) The Parking and Transportation revenue was less than anticipated due to fewer surface permit sales and other related parking management activity.
- 11) The Parking and Transportation expenses were less than anticipated due to lower than anticipated Radford Transit costs .
- 12) The Student Health Service expenses were lower than anticipated due to lower than projected costs for the Student Health Center contract and greater than anticipated turnover and vacancy savings.
- 13) The Student Programming expenses were lower than anticipated due to lower than projected contract provider expenses and greater than anticipated turnover and vacancy savings.
- 14) The Building and Facilities expenses were lower than projected due to lower than anticipated lease and maintenance costs.
- 15) The Other Enterprise revenues were higher than anticipated due to increased auxiliary interest income.
- 16) The Other Enterprise expenses were lower than anticipated due to the timing of one-time equipment costs and greater than projected turnover and vacancy for Student Orientation. These costs were partially offset by higher than projected scholarship activity.
- 17) The Intercollegiate Athletics revenue was less than anticipated due to the timing associated with Radford University Foundation reimbursements.
- 18) The Intercollegiate Athletics expenses were higher than projected due to higher than anticipated conference costs, other contractual costs, and the remaining tennis court renovation costs.

**Radford University**  
**E&G Initiatives by Division**  
**2019-20**

	Dollars in Thousands (\$)				FTE	
	Mandatory	RUC Operations	Programmatic	Division Reallocations	Resources Total	Positions
<b>Academic Affairs</b>						
Position Support			\$210.0		\$210.0	
Promotion & Tenure	287.0				\$287.0	
Provost		1,396.7			1,396.7	1.00
CHBS		574.7			574.7	7.00
WCHHS		5,928.8			5,928.8	77.00
CSAT		926.6			926.6	12.00
Academic Programs		508.4			508.4	10.00
Savings Strategies				(1,158.3)	(1,158.3)	
<b>Academic Affairs Total</b>	<b>\$287.0</b>	<b>\$9,335.3</b>	<b>\$210.0</b>	<b>(\$1,158.3)</b>	<b>\$8,674.0</b>	<b>107.00</b>
<b>Central Administration</b>						
Governmental Relations			\$10.0		\$10.0	
Attorney General			48.0		48.0	
Internal Audit			11.3		11.3	
Institutional Equity		59.3			59.3	1.00
Savings Strategies				(18.8)	(18.8)	
<b>Central Administration Total</b>		<b>\$59.3</b>	<b>\$69.3</b>	<b>(\$18.8)</b>	<b>\$109.8</b>	<b>1.00</b>
<b>Central Resources</b>						
<b>Salary Increases</b>						
2019-20 3% Faculty Increase	\$1,710.9				\$1,710.9	
2019-20 2.75% Staff Salary Increase	478.9				478.9	
2019-20 2.25% Add'l Staff Merit Increase	350.8				350.8	
<b>Fringe Adjustments</b>						
Workers Comp., Line of Duty, Misc.	7.8				7.8	
Division Position Realignments - Fringes	53.5		67.8		121.3	
Fringes		3,915.7			3,915.7	
Total Fringe Adjustments	61.3	3,915.7	67.8		4,044.8	
<b>Other Increases</b>						
Degree Completion Initiative	262.8				262.8	
Savings Strategies				(3,033.3)	(3,033.3)	
RUC Operations		5,388.1			5,388.1	7.00
One-Time Operating - Parallel to T&V		1,506.5	16.8		1,523.3	
T&V Adjustment			(16.8)		(16.8)	
<b>Central Resources Total</b>	<b>\$2,864.8</b>	<b>\$10,810.3</b>	<b>\$67.8</b>	<b>(\$3,033.3)</b>	<b>\$10,709.6</b>	<b>7.00</b>
<b>Information Technology</b>						
Savings Strategies				(104.1)	(104.1)	
RUC Operations		427.0			427.0	4.00
<b>Information Technology Total</b>		<b>\$427.0</b>		<b>(\$104.1)</b>	<b>\$323.0</b>	<b>4.00</b>
<b>Finance &amp; Administration</b>						
Savings Strategies				(189.4)	(189.4)	
RUC Operations		462.5			462.5	7.00
<b>Finance &amp; Administration Total</b>		<b>\$462.51</b>		<b>(\$189.36)</b>	<b>\$273.15</b>	<b>7.00</b>
<b>Student Affairs</b>						
Savings Strategies				(14.5)	(14.5)	
RUC Operations		289.4			289.4	5.00
<b>Student Affairs Total</b>		<b>\$289.4</b>		<b>(\$14.5)</b>	<b>\$275.0</b>	<b>5.00</b>
<b>Enrollment Management</b>						
Savings Strategies				(64.6)	(64.6)	
RUC Operations		868.8			868.8	15.15
<b>Enrollment Management Total</b>		<b>\$868.8</b>		<b>(\$64.6)</b>	<b>\$804.2</b>	<b>15.15</b>
<b>University Advancement</b>						
Savings Strategies				(36.5)	(36.5)	
RUC Operations		8.5			8.5	
<b>University Advancement Total</b>		<b>\$8.5</b>		<b>(\$36.5)</b>	<b>(\$28.0)</b>	
<b>University Relations</b>						
Savings Strategies				(\$23.4)	(\$23.4)	
RUC Operations		\$80.3			\$80.3	1.00
<b>University Relations Total</b>		<b>\$80.3</b>		<b>(\$23.4)</b>	<b>\$56.9</b>	<b>1.00</b>
<b>Grand Total</b>	<b>\$3,151.8</b>	<b>\$22,341.4</b>	<b>\$347.1</b>	<b>(\$4,642.8)</b>	<b>\$21,197.4</b>	<b>147.15</b>

**Radford University**  
**Resource Allocation Analysis**  
**2019-20**

	<i>Original</i> <b>May 2019</b> <b>Assumptions</b>	<i>Proposed</i> <b>July 2019</b> <b>Budget</b>	<b>Dollar</b> <b>Change</b>
<b>REVENUE</b>			
<b>General Fund Changes</b>			
2019-20 Degree Production Initiative	\$1,028,460	\$1,028,460	\$0
2019-20 Employee Faculty Increase (est.)	1,099,279	1,125,952	26,673
2019-20 Employee Staff Salary Increase (est.)	533,129	559,802	26,673
2019-20 Fringe Rate Changes	11,544	(81,211)	(92,755)
2019-20 Central Systems Changes	789	(25,752)	(26,541)
2019-20 Tuition Moderation	1,659,000	1,659,000	0
2019-20 Operational Support - RUC	1,707,422	1,707,422	0
<b>Total GF Change</b>	<b>\$6,039,623</b>	<b>\$5,973,673</b>	<b>(\$65,950)</b>
<b>Nongeneral Fund Changes</b>			
Non-General Fund Changes - Main Campus	(\$3,372,576)	(\$5,410,172)	(\$2,037,596)
Non-General Fund Changes - RUC	23,758,415	23,758,415	\$0
Scholarship Support - Main Campus	(255,550)	0	255,550
Scholarship Support - RUC	(3,300,000)	(3,300,000)	0
Tuition Policy Changes	1,050,000	0	(1,050,000)
Miscellaneous Revenue - RUC	175,533	175,533	0
<b>Total NGF Changes</b>	<b>\$18,055,822</b>	<b>\$15,223,776</b>	<b>(\$2,832,046)</b>
<b>Total Revenue Changes</b>	<b>\$24,095,445</b>	<b>\$21,197,449</b>	<b>(\$2,897,996)</b>
<b>EXPENSES</b>			
<b>Non-Discretionary Cost Increases</b>			
<b>Mandatory Costs</b>			
<b>Salary Adjustments</b>			
2019-20 3% Faculty Increase	\$1,832,132	\$1,710,918	(\$121,214)
2019-20 2.75% Staff Salary Increase	512,865	478,934	(33,931)
2019-20 2.25% Add'l Staff Merit Increase	375,683	350,828	(24,855)
<b>Fringe Adjustments</b>			
2019-20 RUC Fringes	\$3,915,692	\$3,915,692	\$0
2019-20 Fringe Rate Changes	32,500	7,829	(24,671)
<b>Central Cost Commitments</b>			
AA Promotion & Tenure	\$340,481	\$340,481	\$0
Utility Rate Increases	94,000	0	(94,000)
Student Success and Retention	294,500	0	(294,500)
Degree Completion Initiatives	312,500	262,795	(49,705)
Contracts & Compliance	5,569,010	5,388,090	(180,920)
Recovery Rate Changes	1,506,497	1,506,497	0
<b>Sub-Total Central Commitments</b>	<b>\$14,785,860</b>	<b>\$13,962,064</b>	<b>(\$823,796)</b>
<b>Division Recurring Requirements</b>			
Academic Affairs	\$9,690,044	\$9,600,104	(\$89,940)
Finance & Administration	462,509	462,509	0
Information Technology	427,035	427,035	0
Central Administration	141,522	141,522	0
Student Affairs	289,434	289,434	0
University Relations	110,273	80,273	(30,000)
University Advancement	27,415	8,500	(18,915)
Enrollment Management	868,803	868,803	0
<b>Sub-Total Division Requirements</b>	<b>\$12,017,035</b>	<b>\$11,878,180</b>	<b>(\$138,855)</b>
<b>Total Non-Discretionary Cost Increases</b>	<b>\$26,802,895</b>	<b>\$25,840,244</b>	<b>(\$962,651)</b>
<b>Savings Strategies</b>			
Academic Affairs	(\$817,788)	(\$1,158,269)	(\$340,481)
Finance & Administration	(189,356)	(189,356)	0
Information Technology	(104,073)	(104,073)	0
Central Administration	(18,826)	(18,826)	0
Student Affairs	(14,466)	(14,466)	0
University Relations	(23,385)	(23,385)	0
University Advancement	(36,523)	(36,523)	0
Central Resources	(1,438,405)	(3,033,269)	(1,594,864)
Enrollment Management	(64,628)	(64,628)	0
<b>Total Savings strategies</b>	<b>(2,707,450)</b>	<b>(\$4,642,795)</b>	<b>(\$1,935,345)</b>
<b>Total Base Budget</b>	<b>\$24,095,445</b>	<b>\$21,197,449</b>	<b>(\$2,897,996)</b>
<b>SURPLUS/(DEFICIT)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>

**Radford University**  
**Proposed University Operating Budget**  
**2019-20**

Dollars in Thousands

	Annual Budget for 2018-19			2018-19 Adjusted Total Budget	2019-20 Adjustments			2019-20 Recommended Total Budget
	Original Total Budget	(a) Adjustments	Adjusted Total Budget		(b)	Technical Adjustments	Base Adjustments	
<b>Educational and General Programs</b>								
<u>Revenues</u>								
General Fund	\$52,450	\$588	\$53,038	\$53,038	(\$588)	5,974	(\$716)	\$57,708
Tuition and Fees	78,653	(3,123)	75,530	75,530	1,343	15,048	1,344	93,265
All Other Income	3,379	0	3,379	3,379	(1,247)	176	1,745	4,052
Revenue	\$134,481	(\$2,534)	\$131,947	\$131,947	(\$493)	\$21,197	\$2,373	\$155,025
<u>Expenditures</u>								
Instructional & Academic Support	(\$87,428)	\$4,323	(\$83,105)	(\$83,105)	(\$3,142)	(\$11,809)	(\$577)	(\$98,633)
All Other Support Programs	(47,053)	(1,789)	(48,842)	(\$48,842)	3,635	(9,389)	(1,797)	(\$56,393)
Expenditures	(\$134,481)	\$2,534	(\$131,947)	(\$131,947)	\$493	(\$21,197)	(\$2,373)	(\$155,025)
Reserve Draw (Deposit)	0	0	0	0	0	0	0	0
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Student Financial Assistance</b>								
Revenue	\$12,547	\$188	\$12,735	\$12,735	(\$188)	\$994	\$0	\$13,542
Expenditures	(12,547)	(188)	(12,735)	(12,735)	188	(994)	0	(13,542)
Reserve Draw (Deposit)	0	0	0	0	0	0	0	0
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Sponsored Programs</b>								
Revenue	\$8,962	\$349	\$9,311	\$9,311	(\$349)	\$0	\$0	\$8,962
Expenditures	(8,962)	(349)	(9,311)	(9,311)	349	0	0	(8,962)
Reserve Draw (Deposit)	0	(0)	(0)	(0)	(0)	0	0	(0)
<b>NET</b>	<b>\$0</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>
<b>Auxiliary Enterprises</b>								
Revenues	\$73,532	(\$1,442)	\$72,090	\$72,090	\$1,350	\$4,536	\$0	\$77,976
Expenditures	(67,542)	(62)	(67,604)	(67,604)	2,607	(2,657)	(2,024)	(69,677)
Reserve Draw (Deposit)	(5,990)	1,503	(4,486)	(4,486)	(3,957)	(1,879)	2,024	(8,299)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total University</b>								
Revenues	\$229,523	(\$3,439)	\$226,083	\$226,083	\$321	\$26,728	\$2,373	\$255,505
Expenses	(223,533)	1,936	(221,597)	(221,597)	3,637	(24,849)	(4,397)	(247,206)
Reserve Draw (Deposit)	(5,990)	1,503	(4,486)	(4,486)	(3,957)	(1,879)	2,024	(8,299)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Notes:**

(a) Original Total Budget - Reflects the 2018-19 Operating Budget as of July 1, 2018 which was approved by the Board at the September 2018 meeting. Both recurring and one-time operating budgets are included.

(b) Adjusted Total Budget - Reflects the 2018-19 Operating Budget as of June 30, 2019. Both recurring and one-time operating budgets are included.

(c) Recommended Total Budget - Reflects the proposed 2019-20 Original Total Budget as of July 1, 2019. Both recurring and one-time operating budgets are included.

**Radford University**  
**Proposed Auxiliary Enterprise Budget**  
**2019-20**

Dollars in Thousands

	Annual Budget for 2018-19			2018-19	2019-20 Adjustments			2019-20
	Original Total Budget (a)	Adjustments	Adjusted Total Budget (b)	Adjusted Total Budget	Technical Adjustments	Base Adjustments	One-Time Adjustments	Recommended Total Budget (c)
<b>Residential &amp; Dining Programs</b>								
Revenues	\$35,924	\$0	\$35,924	\$35,924	\$0	\$5,091	\$0	\$41,015
Expenditures	(32,090)	(1,160)	(33,250)	(33,250)	1,949	(3,299)	(2,116)	(36,717)
Reserve Draw (Deposit)	(3,834)	1,160	(2,674)	(2,674)	(1,949)	(1,792)	2,116	(4,299)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Bookstore</b>								
Revenues	\$490	\$0	\$490	\$490	\$0	(\$125)	\$0	\$365
Expenditures	(272)	0	(272)	(272)	0	(0)	0	(272)
Reserve Draw (Deposit)	(218)	0	(218)	(218)	(0)	125	0	(93)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Parking &amp; Transportation</b>								
Revenues	\$1,971	(\$54)	\$1,917	\$1,917	\$54	\$105	\$0	\$2,076
Expenditures	(1,613)	48	(1,565)	(1,565)	62	(114)	(41)	(1,657)
Reserve Draw (Deposit)	(358)	6	(352)	(352)	(116)	9	41	(419)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Telecommunications</b>								
Revenues	\$585	\$0	\$585	\$585	\$0	(\$25)	\$0	\$560
Expenditures	(521)	(1)	(521)	(521)	27	(9)	2	(502)
Reserve Draw (Deposit)	(64)	1	(64)	(64)	(27)	34	(2)	(58)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Student Health Services</b>								
Revenues	\$3,264	(\$169)	\$3,095	\$3,095	\$169	(\$118)	\$0	\$3,145
Expenditures	(3,019)	169	(2,850)	(2,850)	(164)	56	8	(2,950)
Reserve Draw (Deposit)	(245)	0	(245)	(245)	(5)	62	(8)	(195)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Student Programming</b>								
Revenues	\$8,346	(\$427)	\$7,919	\$7,919	\$427	(\$108)	\$0	\$8,238
Expenditures	(8,255)	399	(7,856)	(7,856)	(365)	290	33	(7,898)
Reserve Draw (Deposit)	(91)	28	(63)	(63)	(62)	(182)	(33)	(340)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Building &amp; Facilities</b>								
Revenues	\$3,370	(\$276)	\$3,094	\$3,094	\$276	(\$164)	\$0	\$3,206
Expenditures	(1,480)	135	(1,345)	(1,345)	(149)	(86)	28	(1,552)
Reserve Draw (Deposit)	(1,890)	141	(1,749)	(1,749)	(127)	250	(28)	(1,654)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Enterprise Functions</b>								
Revenues	\$7,196	(\$167)	\$7,030	\$7,030	\$167	\$362	\$0	\$7,558
Expenditures	(7,627)	87	(7,539)	(7,539)	1,291	(14)	0	(6,262)
Reserve Draw (Deposit)	430	79	510	510	(1,458)	(347)	0	(1,296)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Intercollegiate Athletics</b>								
Revenues	\$12,386	(\$349)	\$12,037	\$12,037	\$257	(\$482)	\$0	\$11,812
Expenditures	(12,666)	261	(12,405)	(12,405)	(44)	519	63	(11,867)
Reserve Draw (Deposit)	280	88	369	369	(213)	(37)	(63)	55
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Auxiliary Enterprise</b>								
<b>Revenues</b>	<b>\$73,532</b>	<b>(\$1,442)</b>	<b>\$72,090</b>	<b>\$72,090</b>	<b>\$1,350</b>	<b>\$4,536</b>	<b>\$0</b>	<b>\$77,976</b>
<b>Expenses</b>	<b>(67,542)</b>	<b>(62)</b>	<b>(67,604)</b>	<b>(67,604)</b>	<b>2,607</b>	<b>(2,657)</b>	<b>(2,024)</b>	<b>(69,677)</b>
<b>Reserve Draw (Deposit)</b>	<b>(5,990)</b>	<b>1,503</b>	<b>(4,486)</b>	<b>(4,486)</b>	<b>(3,957)</b>	<b>(1,879)</b>	<b>2,024</b>	<b>(8,299)</b>
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Notes:**

(a) Original Total Budget - Reflects the projected 2018-19 Operating Budget as of July 01, 2018 which was approved by the Board at the September 2018 meeting. Both recurring and one-time

(b) Adjusted Total Budget - Reflects the 2018-19 Operating Budget as of June 30, 2019. Both recurring and one-time operating budgets are included.

(c) Recommended Total Budget - Reflects the proposed 2019-20 Original Total Budget as of July 1, 2019. Both recurring and one-time operating budgets are included.

**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Business Affairs & Audit Committee**  
**September 26, 2019**

**Action Item**  
**Approval of the Radford University 2019-20 Operating Budget**

**Item:**

Board of Visitors approval of the Radford University 2019-20 operating budget.

**Executive Summary:**

Each year, the Vice President for Finance and Administration & Chief Financial Officer is responsible for presenting Radford University's (the University) projected annual operating budget to the Board of Visitors for the upcoming fiscal year. The 2019-20 operating budget was developed in consideration of projected enrollment levels, actions taken by the Governor and General Assembly during the 2019 session, Board-approved tuition and fee rates, the strategic goals of the University, and the economic outlook.

Since the rollout of the 2018-2023 Strategic Plan: *Embracing the Tradition and Envisioning the Future*, a conscious effort has been underway to align institutional resources in support of strategic plan objectives. The collaborative process of budget development has helped provide the framework for which all divisions review operating priorities and align their actions with strategic goals of the University. The information collected during this process was instrumental in development of the University's Six-Year Plan submission to the Commonwealth and further helps to frame the strategic direction of the institution.

The budget development process for 2019-20 focused heavily on the establishment of Radford University Carilion (RUC) through the merger with Jefferson College of Health Sciences. With this merger, the University took a bold step toward achieving its goal to garner recognition for signature academic programs in health sciences, healthcare, and human services across the lifespan, as stated in the University's Strategic Plan. Both entities entered the merger from positions of strength with sound financials, sustained enrollment demand, and highly ranked programs. This endeavor could not have been successful without the support of stakeholders from across the Commonwealth, and a drive to increase the number of healthcare graduates over the next five years. The results of the merger incorporated an additional 152 full-time equivalent positions and \$22,341,370 into the University's budget.

The 2019 General Assembly session was largely focused on providing all Virginians with the opportunity of an affordable education. The legislative session was highlighted by the passing of the 2019-20 amended budget which provided a pool of \$52.5 million to be used for Tuition Moderation Funding to each institution of higher education who elected to hold in-state undergraduate tuition rates flat to prior year rates. This initiative represents a substantial investment in Virginia's students. The University received \$1,659,000 of this funding. The General Assembly also included additional funding to increase the previously planned salary actions for 2019-20. This raised the increases to 3.0 percent for across-the-board actions for

faculty, to 2.75 percent for across-the-board actions for staff, and to 2.25 percent for staff merit increase.

Giving full consideration to the aforementioned items, the 2019-20 operating budget demonstrates a judicious use of University resources. The proposed budget identifies key operating efficiencies that help to address mandatory and unavoidable cost increases while maximizing funding opportunities for strategic plan initiatives.

### **Six-Year Planning Processes and 2019-20 Budget Development:**

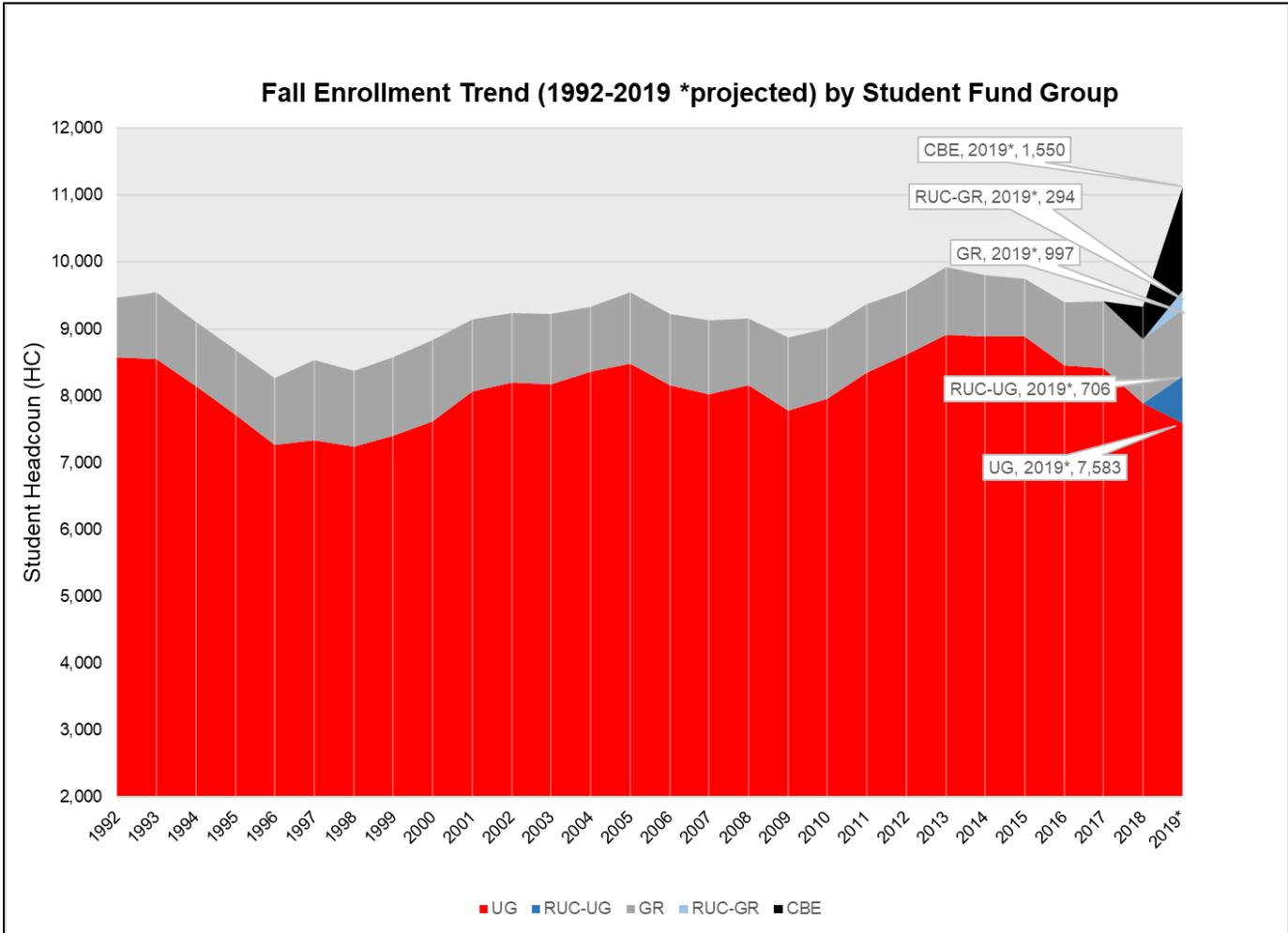
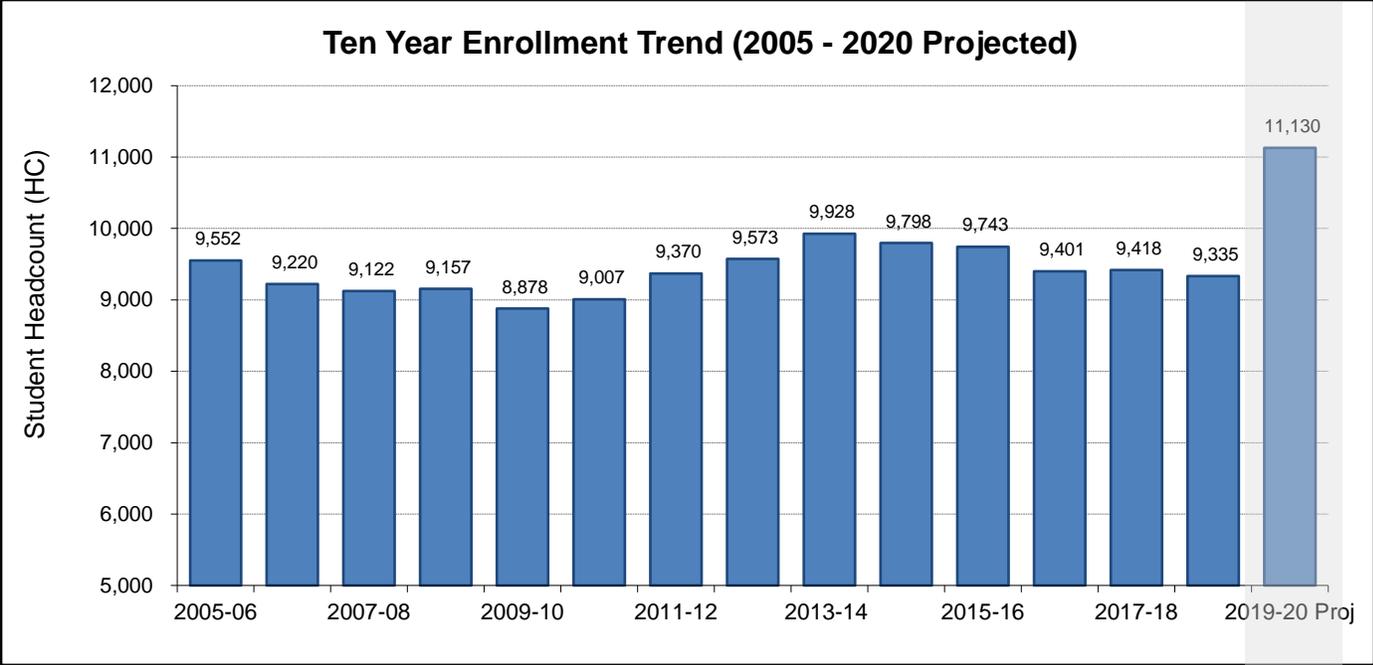
The Virginia Higher Education Opportunity Act of 2011 (TJ21) was passed by the 2011 General Assembly and is based on recommendations from the Governor's Commission on Higher Education Reform, Innovation and Investment formed through Executive Order No. 9 issued in March 2010. The TJ21 legislation requires institutions of higher education to prepare and submit a "Six-Year Plan" by July 1<sup>st</sup> each year in accordance with criteria outlined by the Higher Education Advisory Committee (HEAC).

As an integral part of the six-year planning process, the University's internal annual budget development cycle provides the opportunity to reevaluate the essential needs for the upcoming fiscal year and outline divisional priorities for the outlying years. The budget development review engages key personnel and provides a consistent mechanism to prioritize funding requests and strategically aligns the institution's long-range goals with projected resources.

The University submitted the preliminary 2020-22 Six-Year Plan to the State Council of Higher Education for Virginia (SCHEV) on July 1, 2019 and will submit the final plan after Board action on October 1, 2019. The University's Six-Year Plan identifies the targeted objectives and strategies to achieve both Virginia and institutional goals, and provides a foundation for preparing tuition and mandatory fee recommendations for consideration by the Board.

### **Enrollment Trend:**

Between 2009-10 and 2013-14, the University's enrollment increased by 1,050 students. However, since 2014-15, enrollment in traditional undergraduate programs has begun to stabilize to prior levels and additional student classifications are diversifying the enrollment portfolio. While total enrollment for 2019-20 is projected to be the largest ever for the University, the increase is from populations outside of the traditional undergraduate base of the University. The enrollment growth in the coming year is driven, in part, by a projected 1,100 additional RUC students added as a result of the merger with Jefferson College of Health Sciences and an additional 1,062 students enrolled in the University's Competency Based Education (CBE) programs. Overall, undergraduate students are predicted to decrease by 307 from 2018-19 to 2019-20. This decrease, coupled with the dramatic increase in other student populations, represents a significant change in the enrollment classifications of the University population. The charts below show enrollment trends and identifies the fall enrollment since 1992 by student classification.



**Mandatory Cost Increases:**

**2019 General Assembly Session Action**

The 2019 General Assembly’s legislative session was largely focused on affordability of education for future generations of students. Governor Northam and the General Assembly made a substantial investment in students from the Commonwealth through their Tuition Moderation Plan, which provides base funding in lieu of tuition rate increases. This progressive approach to funding mandatory cost increases provides much needed relief to students in a time of rising student debt. The following schedule reflects the anticipated funding from the 2019 General Assembly Session, which provides additional general fund support for the University in 2019-20:

	<b>Proposed 2019-20 Funding</b>
<b>E&amp;G - Education &amp; General</b>	
2019-20 Degree Production Initiative	\$1,028,460
2019-20 Employee Faculty Increase (est.)	1,125,952
2019-20 Employee Staff Salary Increase (est.)	559,802
2019-20 Fringe Rate Changes	(81,211)
2019-20 Central Systems Changes	(25,752)
2019-20 Tuition Moderation	1,659,000
2019-20 RUC Operations	1,707,422
<b>Total E&amp;G General Fund Recommendations</b>	<b>\$5,973,673</b>
<b>SFA - Student Financial Assistance</b>	
2019-20 In-State Undergraduate Financial Aid	994,206
<b>Total E&amp;G and SFA (combined) General Fund</b>	<b>\$6,967,879</b>

Notes:

Central Appropriation amounts are not included in the University's line item appropriation. Instead they are held centrally by the Commonwealth and allocated after the start of the fiscal year. For this reason estimates have been provided.

**Degree Production Initiative:** General fund support of \$1,028,460 designated to address increased degree production in Data Science and Technology, Science and Engineering, Healthcare, and Education.

**Tuition Moderation:** Funding offered to hold In-State Undergraduate Tuition rates flat to 2018-19 rates. This is base funding provided to address affordability for Virginia students.

**In-State Undergraduate Financial Aid:** General fund support of \$994,206 for need-based Undergraduate Student Financial Assistance. The allocation of financial aid resources are important for the University and will assist in lowering the cost of higher education.

**Other Mandatory Costs**

In addition to the legislatively mandated items, the University must also address teaching and research faculty promotion and tenure contractual commitments, operation and maintenance of new and existing facilities, contractual escalators for technology and maintenance contracts, and recovery rate changes. These initiatives, referred to as central cost commitments, combine to total \$348,310. For additional details, Attachment II provides a further breakdown of the mandatory cost requirements.

**Funding Sources and Cost Drivers:**

The Commonwealth’s policy for funding higher education is to fund 67 percent of the cost of education for in-state students. Figure 1 reflects the status of general fund support for the University’s educational and general (E&G) program from 2005 through 2020 (projected) in relation to this policy. Currently, general fund support for the E&G program is projected to be 43.7 percent for main campus in the 2019-20 fiscal year, and 38.3 percent including RUC.

As demonstrated in Figure 1, the 2019-20 projected E&G general fund split is significantly below the Commonwealth’s policy of 67 percent. The difference reflects funding of essential programmatic needs to support the University’s in-state student population.

**Figure 1: E&G General Fund Appropriation Historical Trend**

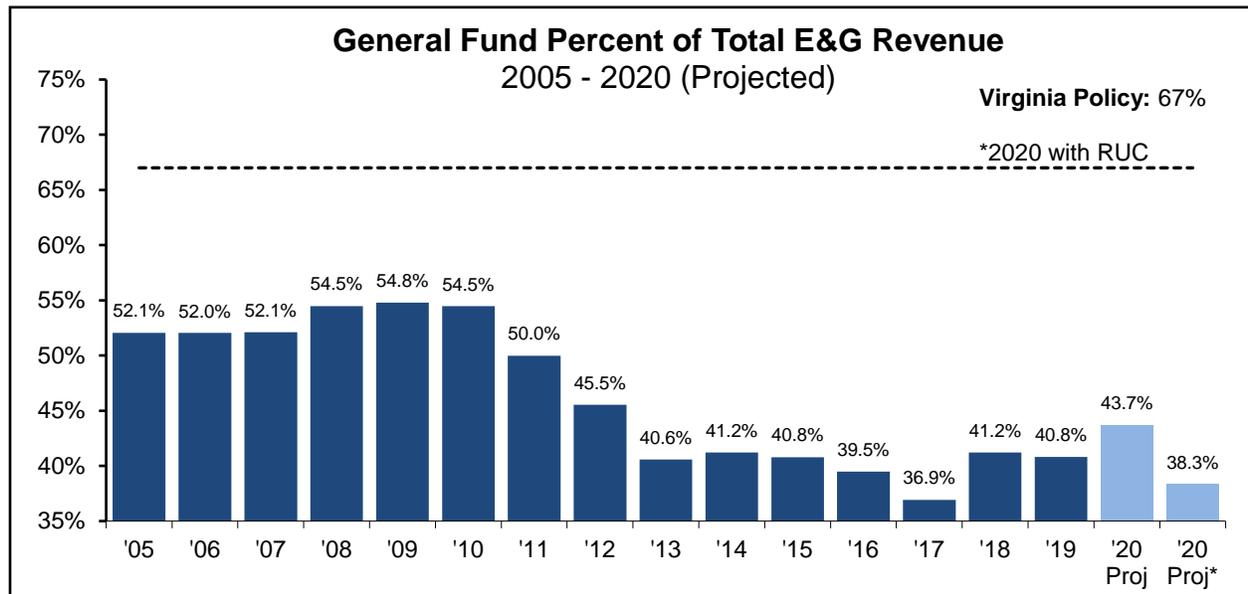
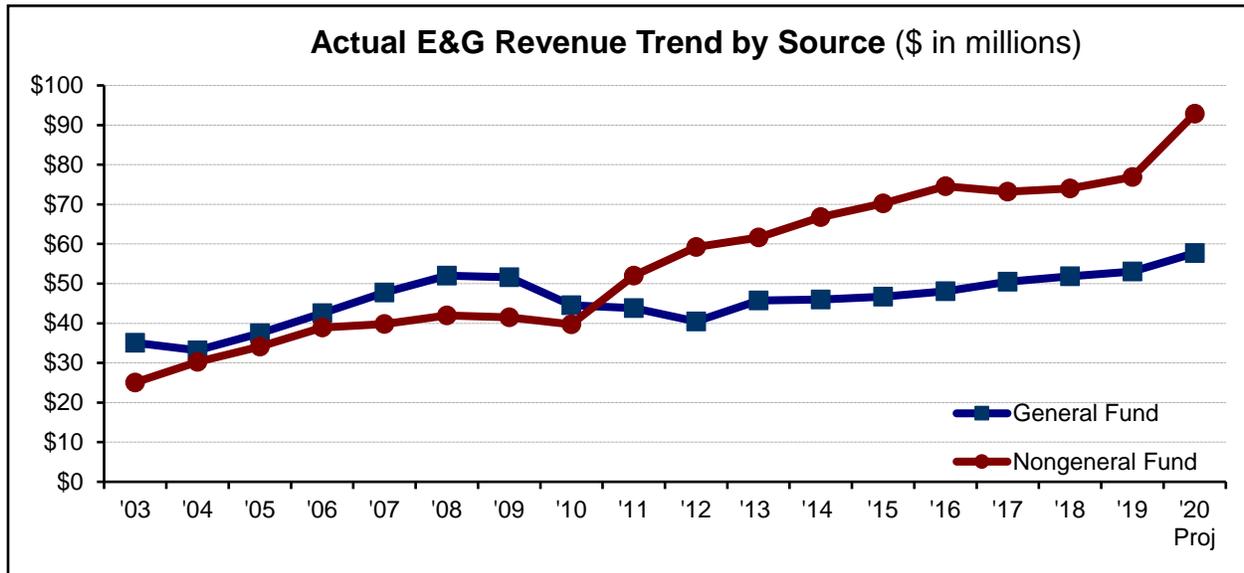


Figure 2 displays the E&G general fund and nongeneral fund trends between 2002 and 2020 (projected). In 2010, as a result of the economic downturn and the sustained loss of general fund support, students and their families began funding the majority of the cost of education. The increase in nongeneral funds for 2020 relates primarily to the merger with JCHS and the related \$20.6 million in Tuition and Fee revenue associated with the new RUC site. There is also an increase in general funds related to the \$1.7 million allocation to RUC, as well as, infusion of support for Tuition Moderation Funding, and other mandatory cost increases.

**Figure 2: E&G General Fund/Nongeneral Fund Split Historical Trend (Nominal Dollars)**



## Proposed Budget

### 2019-20 Projected Total Revenue

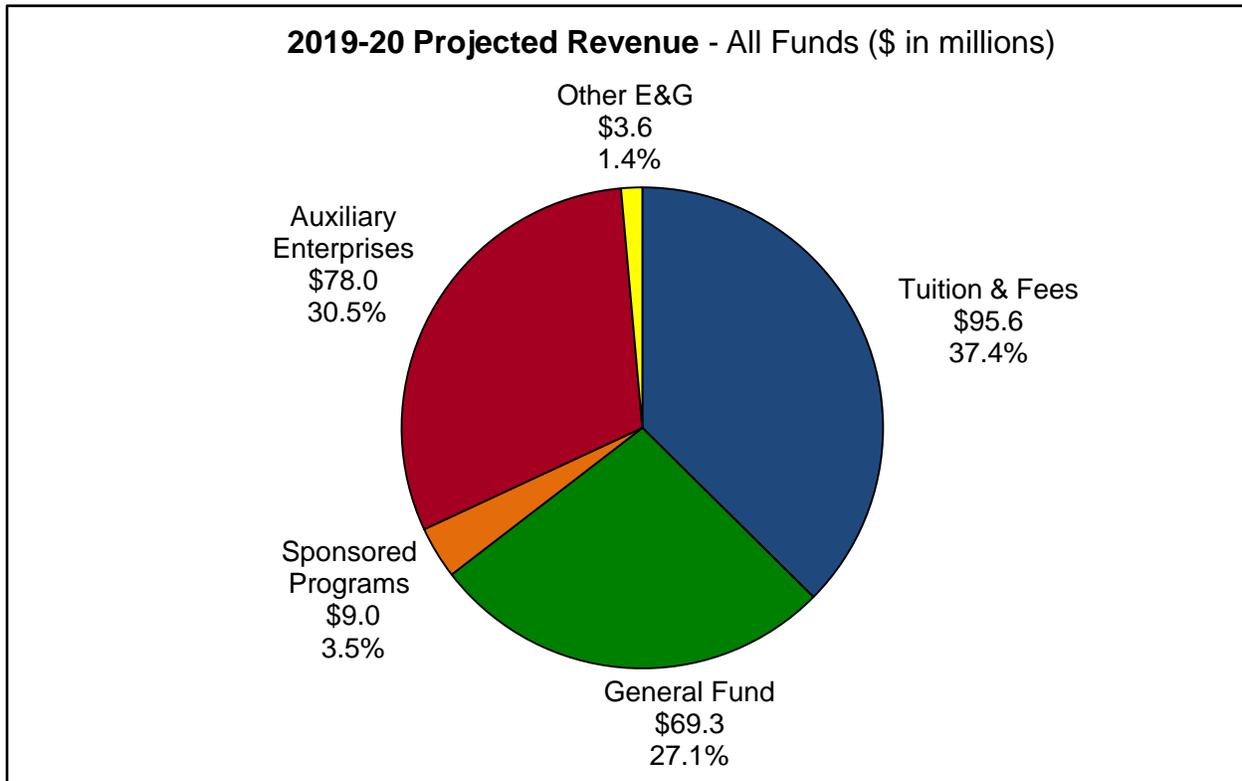
Radford University's institutional budget is derived from two fund sources:

- **General Fund (GF)** – Virginia tax dollars (unrestricted), distributed through the Commonwealth's budget process and documented through the Virginia Acts of Assembly (i.e. Appropriations Act).
- **Nongeneral Fund (NGF)** – tuition, mandatory (technology and comprehensive) fees, user (room and board) fees, other E&G and auxiliary enterprises fees, grants/contracts/research, federal student work study, and commissions (e.g. dining services, bookstore, laundry, etc.).

For fiscal year 2019-20 the University is projecting the largest total revenue budget in its history at \$255.5 million. This reflects an 11.3 percent increase above the 2018-19 Adjusted Total Budget. The increase is attributable to incremental operating support and increased student financial aid from the Commonwealth, Board-approved fee rates, as well as, the addition of Tuition and Fees for RUC.

The majority of the University's total operating budget (72.9 percent) is supported through nongeneral fund sources. The remaining 27.1 percent is supported through the general fund. Figure 3 displays the breakdown of projected revenue by major funding sources.

**Figure 3: 2019-20 Projected Total Revenue (All Sources and Programs)**



**2019-20 Projected Total Expenditures**

Expenditures are expected to total \$247.2 million for 2019-20. Projected expenditures are set less than projected revenues due to required Auxiliary Enterprises reserve fund deposits that must be generated to meet the SCHEV guidelines for operating, equipment renewal and replacement, and capital projects.

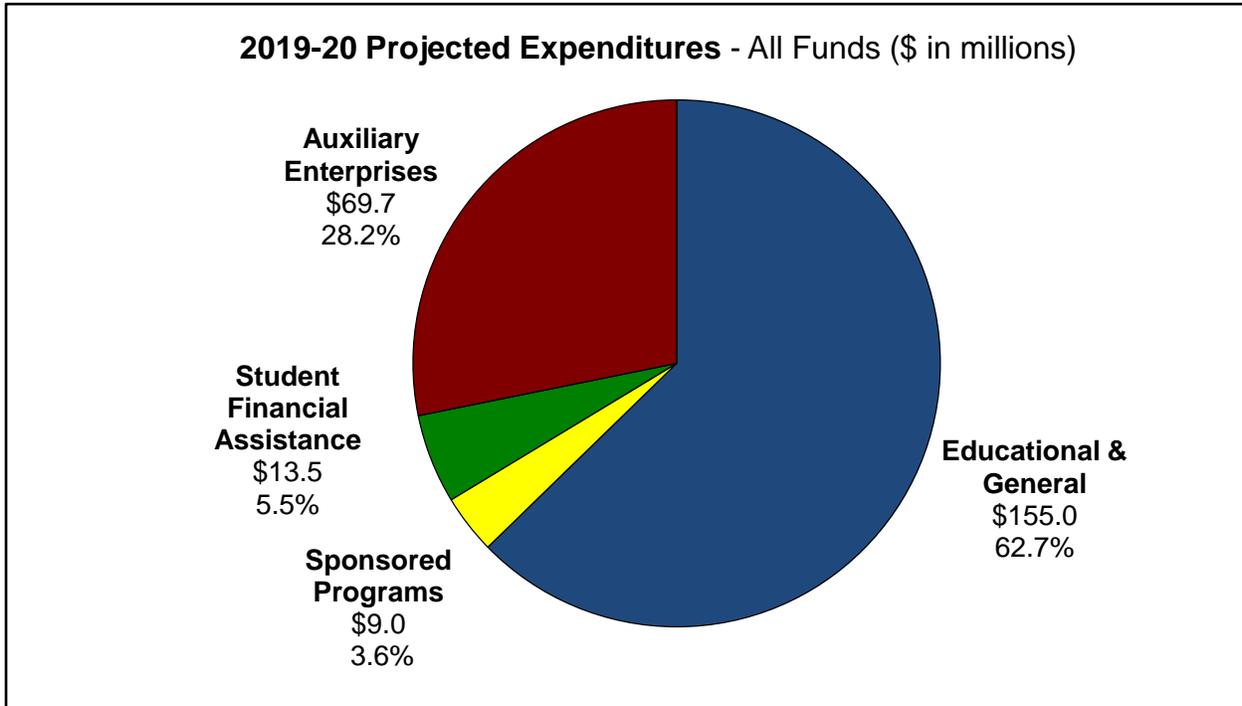
Figure 5 illustrates projected expenditures for each of the major programs which include:

- **Educational & General (E&G):** Activities to provide instruction, research, public service, academic support (e.g., library, deans), student support services (e.g., admissions, financial aid, registrar), and program support (e.g., administration, institutional support, physical plant) services.
- **Student Financial Assistance:** Activities to provide financial assistance to Virginia students.
- **Financial Assistance for Educational and General Services Program (Sponsored Programs, Grants and Contracts):** Activities to provide additional resources for educational and general services through third-party grants, contracts, and research.

- **Auxiliary Enterprises:** Self-supporting activities to provide goods or services to students, faculty, staff, and visitors (e.g. residence halls, dining services, bookstore, athletics, student activities, etc.).

The E&G program represents 62.7 percent of the expenditures budgeted while Auxiliary Enterprises accounts for 28.2 percent. The remaining 9.1 percent is split between Student Financial Assistance and Sponsored Programs.

**Figure 4: 2019-20 Projected Expenditures by Major Program**



Attachment I and Schedules A and B provide an overview of the University’s proposed 2019-20 operating budget by major program. Attachment I details the 2019-20 Funded E&G Initiatives by Division, Schedule A provides an overview of the 2019-20 Total University Operating Budget, and Schedule B reflects the 2019-20 Auxiliary Enterprise Budget by major program area.

The following is a narrative description by major program to complement the financial information presented in Attachment I and Schedules A and B.

***Educational & General (E&G) Program***

The Educational and General (E&G) program supports instruction, academic support, libraries, public service, student services, institutional support, and operation/maintenance of the physical plant. The proposed 2019-20 E&G operating budget (base and one-time) totals \$155.0 million. The projected increase in E&G revenue is primarily derived from incremental tuition revenue associated with RUC.

In 2019-20, the percentage of the E&G budget supported by general funds is projected to be 41.7 percent, or 37.2 percent if RUC is included in the calculation. The University is anticipated to receive \$5.9 million in new general funds over the previous year for central appropriation adjustments, legislative mandated salary and fringe benefit rate increases, tuition moderation, degree production, and operational investments in RUC bringing total general funds to \$57.7 million. Projected E&G nongeneral fund revenue is derived primarily from tuition and fees at \$95.6 million with all other E&G revenue totaling \$3.6 million.

### **Resource Allocations**

During the May 2019 Board of Visitors meeting, programmatic priorities were outlined and incorporated into the proposed 2019-20 budget. Attachment I provides an overview of the E&G base budget initiatives funded in 2019-20. In addition, Attachment II illustrates the initial budget assumptions provided to the Board in May 2019, as well as, any changes that occurred prior to finalization of the actual 2019-20 operating budget.

#### ***Student Financial Assistance Program –***

Commonwealth support from the general fund is appropriated for scholarships and fellowships to undergraduate and graduate students. The authorized general fund appropriation for fiscal year 2019-20 is \$11.6 million, an increase of \$994,206 over fiscal year 2018-19. In addition to general fund support, the University continues to commit \$1.9 million from institutional nongeneral fund resources to support undergraduate need-based financial aid.

#### ***Financial Assistance for Educational and General Services Program (Grants/Contracts) –***

The University receives external funding for grants and contracts from a variety of federal, state, private, and local sources. For fiscal year 2019-20, estimated annual activity for Sponsored Programs is projected at \$8.9 million.

#### ***Auxiliary Enterprises Program –***

The Auxiliary Enterprises program supports student service activities such as residential life, dining, athletics, recreation, student health, and transportation. Funding for this program is generated from contract commissions and fees assessed to students and/or users. The Commonwealth requires Auxiliary Enterprises to be financially self-supporting. For this reason, general fund support and tuition revenue cannot be allocated to these activities.

For fiscal year 2019-20, the revenue budget for Auxiliary Enterprises is projected to be \$77.9 million. It should be noted that all auxiliary budgets were adjusted to account for salary increases and fringe benefit rate changes, the alignment of indirect costs, and utility changes, as necessary.

It is projected that approximately \$8.3 million will be generated in 2019-20 for reserve fund contributions which can be used for future debt service, maintenance reserve projects, and construction and/or renovation costs associated with future capital projects. The following are future considerations for auxiliary reserve balances: residence hall improvements, athletic complex renovations, equipment renewal and replacement, and land acquisition.

**Action:**

Radford University Board of Visitors approval of the 2019-20 operating budget as presented in Schedule A for Total Operating Budget and Schedule B for Auxiliary Enterprises.

**RADFORD UNIVERSITY BOARD OF VISITORS**

**Resolution**

**September 27, 2019**

**Approval of the Radford University 2019-20 Operating Budget**

**BE IT RESOLVED**, the Radford University Board of Visitors approves the fiscal year 2019-20 operating budget as presented in Schedule A for Total Operating Budget and Schedule B for Auxiliary Enterprises.

# 2018-19 Financial Performance Report



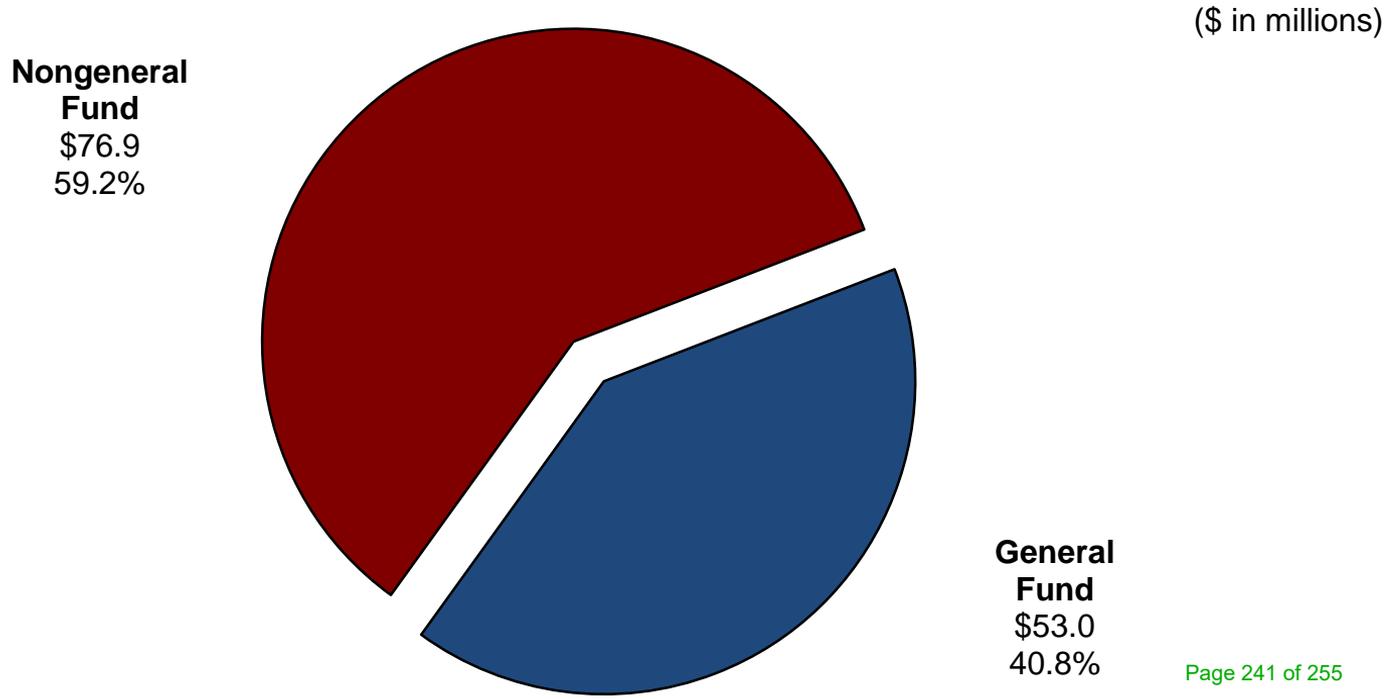
# 2018-19 Financial Performance Summary

**Radford University**  
**Financial Performance Summary**  
*For the Period Ending June 30, 2019*

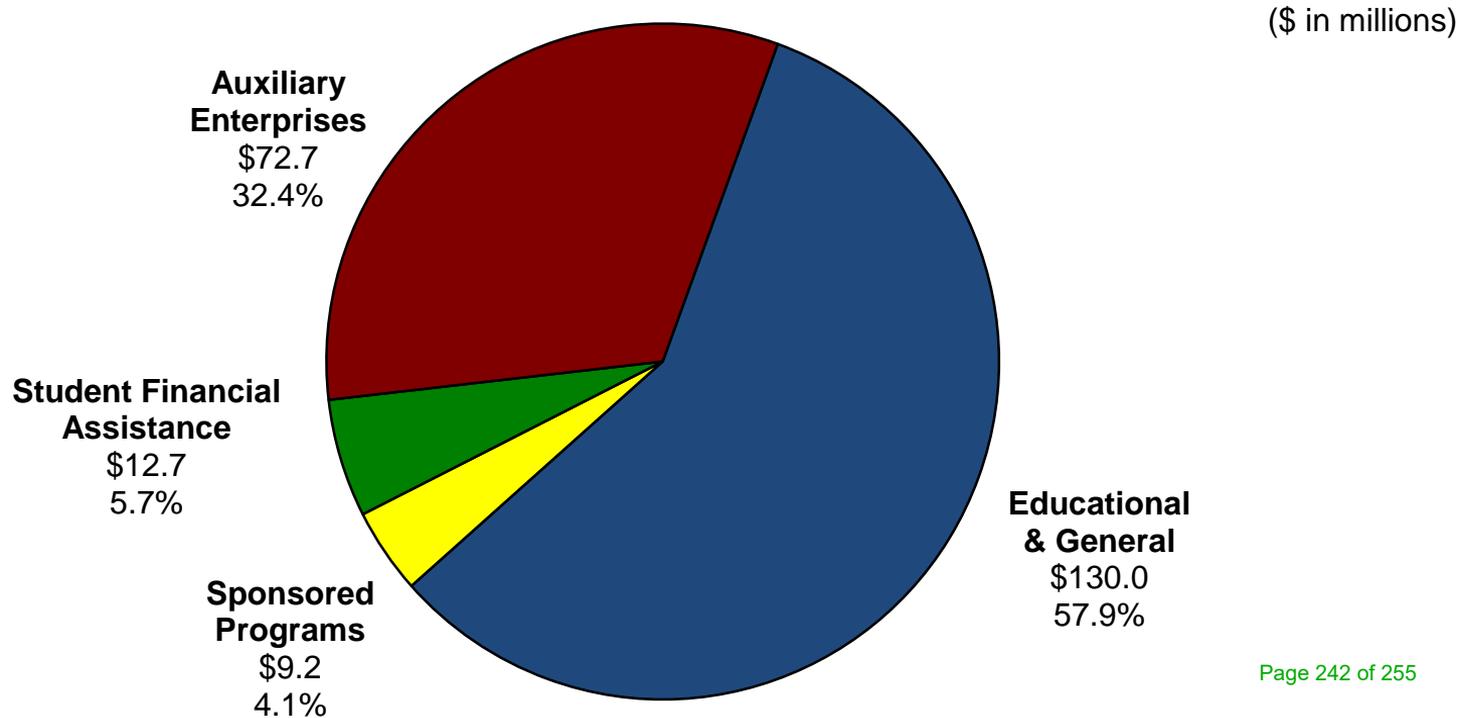
	<u>Budget (\$ in Thousands)</u>			<u>Actual (\$ in Thousands)</u>		
	<u>Revenue</u>	<u>Expense</u>	<u>Surplus/(Deficit)</u>	<u>Revenue</u>	<u>Expense</u>	<u>Surplus/(Deficit)</u>
Education & General	\$131,947	(\$131,947)	\$0	\$129,956	(\$129,824)	\$132
Student Financial Assistance	12,735	(12,735)	0	12,735	(12,735)	0
Sponsored Programs	9,311	(9,311)	0	9,213	(9,049)	164
Auxiliary Enterprise	72,090	(67,604)	4,486	72,675	(64,703)	7,973
<b>Total University</b>	<b><u>\$226,083</u></b>	<b><u>(\$221,597)</u></b>	<b><u>\$4,486</u></b>	<b><u>\$224,579</u></b>	<b><u>(\$216,311)</u></b>	<b><u>\$8,268</u></b>

# 2018-19 Actual Revenue: General v. Nongeneral Split

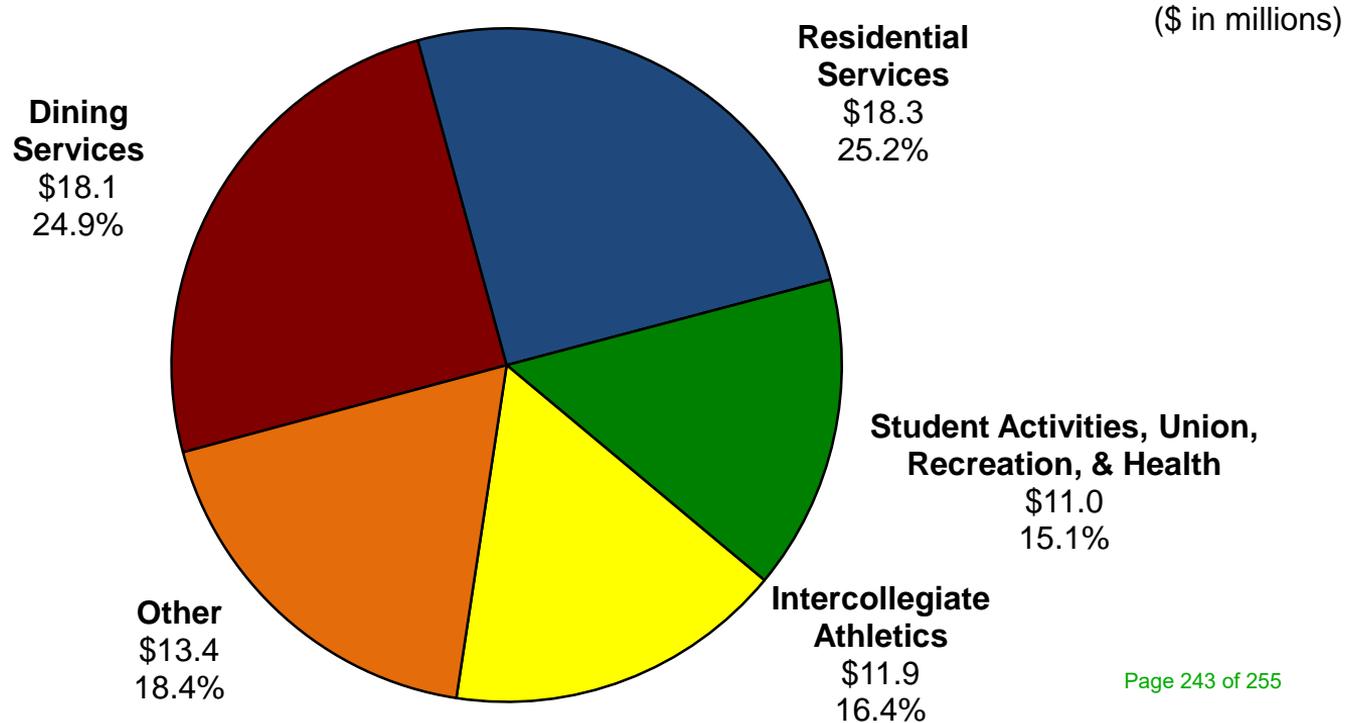
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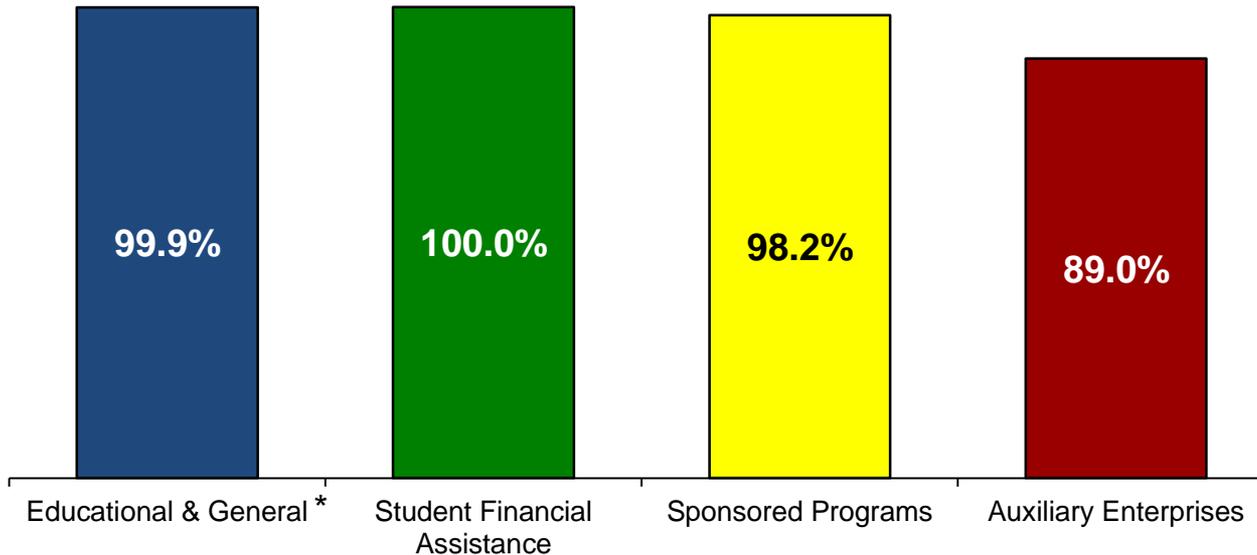
# 2018-19 Actual Revenue: All Programs & Funds



# 2018-19 Actual Revenue: Auxiliary Enterprise



# 2018-19 Percent of Revenue Expended



**Sponsored Programs** operation is cyclical and revenue is dependent on when expenditures are reimbursed.

**Auxiliary Enterprises** operation should not fully expend all revenue because it must be self-supporting and include reserve fund deposits.

*\* Includes an institutionally planned E&G carryforward.*

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# 2019-20 Proposed Operating Budget



# 2019-20 Resource Allocation: Revenue

	<i>Original</i> <b>May 2019</b> <b>Assumptions</b>	<i>Proposed</i> <b>July 2019</b> <b>Budget</b>	<b>Dollar</b> <b>Change</b>
<b>REVENUE</b>			
<b>General Fund Changes</b>			
2019-20 Degree Production Initiative	\$1,028,460	\$1,028,460	\$0
2019-20 Employee Faculty Increase (est.)	1,099,279	1,125,952	26,673
2019-20 Employee Staff Salary Increase (est.)	533,129	559,802	26,673
2019-20 Fringe Rate Changes	11,544	(81,211)	(92,755)
2019-20 Central Systems Changes	789	(25,752)	(26,541)
2019-20 Tuition Moderation	1,659,000	1,659,000	0
2019-20 Operational Support - RUC	1,707,422	1,707,422	0
<b>Total GF Change</b>	<b>\$6,039,623</b>	<b>\$5,973,673</b>	<b>(\$65,950)</b>
<b>Nongeneral Fund Changes</b>			
Non-General Fund Changes - Main Campus	(\$3,372,576)	(\$5,410,172)	(\$2,037,596)
Non-General Fund Changes - RUC	23,758,415	23,758,415	\$0
Scholarship Support - Main Campus	(255,550)	0	255,550
Scholarship Support - RUC	(3,300,000)	(3,300,000)	0
Tuition Policy Changes	1,050,000	0	(1,050,000)
Miscellaneous Revenue - RUC	175,533	175,533	0
<b>Total NGF Changes</b>	<b>\$18,055,822</b>	<b>\$15,223,776</b>	<b>(\$2,832,046)</b>
<b>Total Revenue Changes</b>	<b>\$24,095,445</b>	<b>\$21,197,449</b>	<b>(\$2,897,996)</b>

# 2019-20 Resource Allocation: Expense

	<i>Original</i> <b>May 2019</b> <b>Assumptions</b>	<i>Proposed</i> <b>July 2019</b> <b>Budget</b>	<b>Dollar</b> <b>Change</b>
<b><u>EXPENSES</u></b>			
<b>Non-Discretionary Cost Increases</b>			
<b>Mandatory Costs</b>			
<b>Salary Adjustments</b>			
2019-20 3% Faculty Increase	\$1,832,132	\$1,710,918	(\$121,214)
2019-20 2.75% Staff Salary Increase	512,865	478,934	(33,931)
2019-20 2.25% Add'l Staff Merit Increase	375,683	350,828	(24,855)
<b>Fringe Adjustments</b>			
2019-20 RUC Fringes	\$3,915,692	\$3,915,692	\$0
2019-20 Fringe Rate Changes	32,500	7,829	(24,671)
<b>Central Cost Commitments</b>			
AA Promotion & Tenure	\$340,481	\$340,481	\$0
Utility Rate Increases	94,000	0	(94,000)
Student Success and Retention	294,500	0	(294,500)
Degree Completion Initiatives	312,500	262,795	(49,705)
Contracts & Compliance	5,569,010	5,388,090	(180,920)
Recovery Rate Changes	1,506,497	1,506,497	0
<b>Sub-Total Central Commitments</b>	<b>\$14,785,860</b>	<b>\$13,962,064</b>	<b>(\$823,796)</b>

## 2019-20 Resource Allocation: Expense (cont.)

	<i>Original</i> <b>May 2019 Assumptions</b>	<i>Proposed</i> <b>July 2019 Budget</b>	<b>Dollar Change</b>
<b>Division Recurring Requirements</b>			
Academic Affairs	\$9,690,044	\$9,600,104	(\$89,940)
Finance & Administration	462,509	462,509	0
Information Technology	427,035	427,035	0
Central Administration	141,522	141,522	0
Student Affairs	289,434	289,434	0
University Relations	110,273	80,273	(30,000)
University Advancement	27,415	8,500	(18,915)
Enrollment Management	868,803	868,803	0
<b>Sub-Total Division Requirements</b>	<b>\$12,017,035</b>	<b>\$11,878,180</b>	<b>(\$138,855)</b>

# 2019-20 Resource Allocation: Expense (cont.)

	<i>Original</i> <b>May 2019</b> <b>Assumptions</b>	<i>Proposed</i> <b>July 2019</b> <b>Budget</b>	<b>Dollar</b> <b>Change</b>
<b><u>Savings Strategies</u></b>			
Academic Affairs	(\$817,788)	(\$1,158,269)	(\$340,481)
Finance & Administration	(189,356)	(189,356)	0
Information Technology	(104,073)	(104,073)	0
Central Administration	(18,826)	(18,826)	0
Student Affairs	(14,466)	(14,466)	0
University Relations	(23,385)	(23,385)	0
University Advancement	(36,523)	(36,523)	0
Central Resources	(1,438,405)	(3,033,269)	(1,594,864)
Enrollment Management	(64,628)	(64,628)	0
<b>Total Savings strategies</b>	<b>(2,707,450)</b>	<b>(\$4,642,795)</b>	<b>(\$1,935,345)</b>
<b>Total Base Budget</b>	<b>\$24,095,445</b>	<b>\$21,197,449</b>	<b>(\$2,897,996)</b>
<b>SURPLUS/(DEFICIT)</b>	<b>\$0</b>	<b>(\$0)</b>	<b>(\$0)</b>

# 2019-20 Proposed Budget Summary

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## Radford University 2019-20 Proposed Budget Summary

	Revenue (\$ in Thousands)			Expense (\$ in Thousands)		
	Base	One-Time	Total	Base	One-Time	Total
Education & General	\$152,652	\$2,373	\$155,025	152,652	2,373	155,025
Student Financial Assistance	13,542	0	13,542	13,542	0	13,542
Sponsored Programs	8,962	0	8,962	8,962	0	8,962
Auxiliary Enterprise	77,976	0	77,976	67,654	2,024	69,677
<b>Total University</b>	<b><u>\$253,131</u></b>	<b><u>\$2,373</u></b>	<b><u>\$255,505</u></b>	<b><u>\$242,809</u></b>	<b><u>\$4,397</u></b>	<b><u>\$247,206</u></b>

# Proposed Budget Summary by Major Program

## Radford University

### 2019-20 Proposed Revenues & Expenditures

<i>(\$ in Thousands)</i>	Proposed Revenue	Proposed Expenditure	Proposed Cont/(Draw)
Education & General	\$155,025	\$155,025	\$0
Student Financial Assistance	13,542	13,542	0
Sponsored Programs	8,962	8,962	0
Auxiliary Enterprise	77,976	69,677	8,299
<b>Total University</b>	<b><u>\$255,505</u></b>	<b><u>\$247,206</u></b>	<b><u>\$8,299</u></b>

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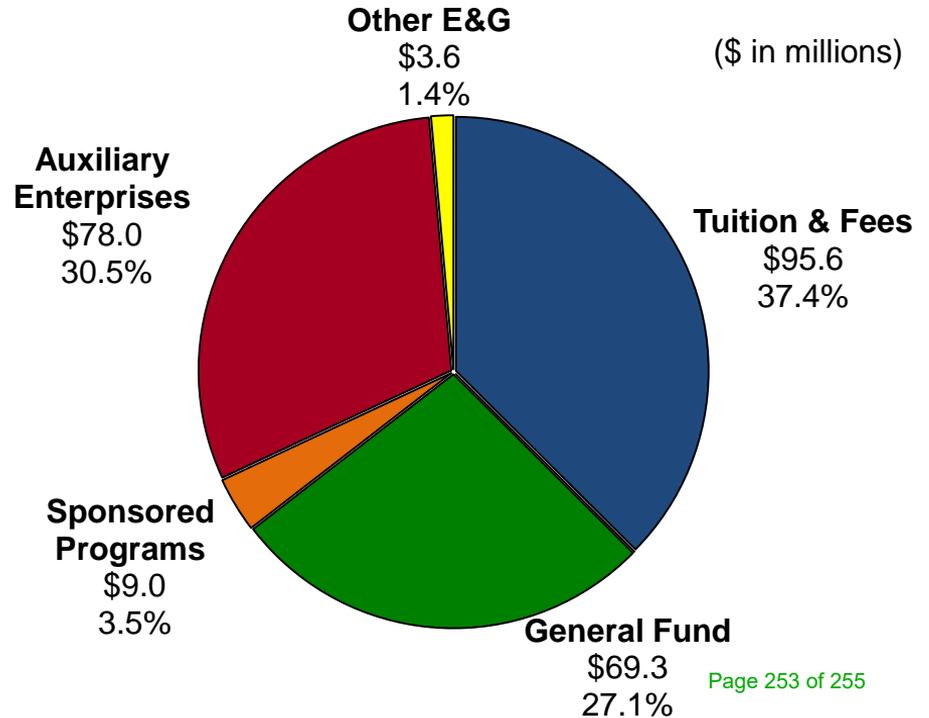
# Proposed Budget Summary by Auxiliary Subprogram

**Radford University**  
2019-20 Proposed Revenues & Expenditures

<i>(\$ in Thousands)</i>	Proposed Revenue	Proposed Expenditure	Proposed Cont/(Draw)
Dining Services	\$19,778	\$17,145	\$2,633
Bookstore	365	272	93
Residential Services	21,237	19,571	1,666
Parking & Transportation	2,076	1,657	419
Telecommunications	560	502	58
Student Health Services	3,145	2,950	195
Student Union & Recreation	6,966	6,597	369
Student Activities	1,272	1,301	(29)
Other Auxiliary	10,764	7,815	2,950
Intercollegiate Athletics	11,812	11,867	(55)
<b>Total University</b>	<b>\$77,976</b>	<b>\$69,677</b>	<b>\$8,299</b>

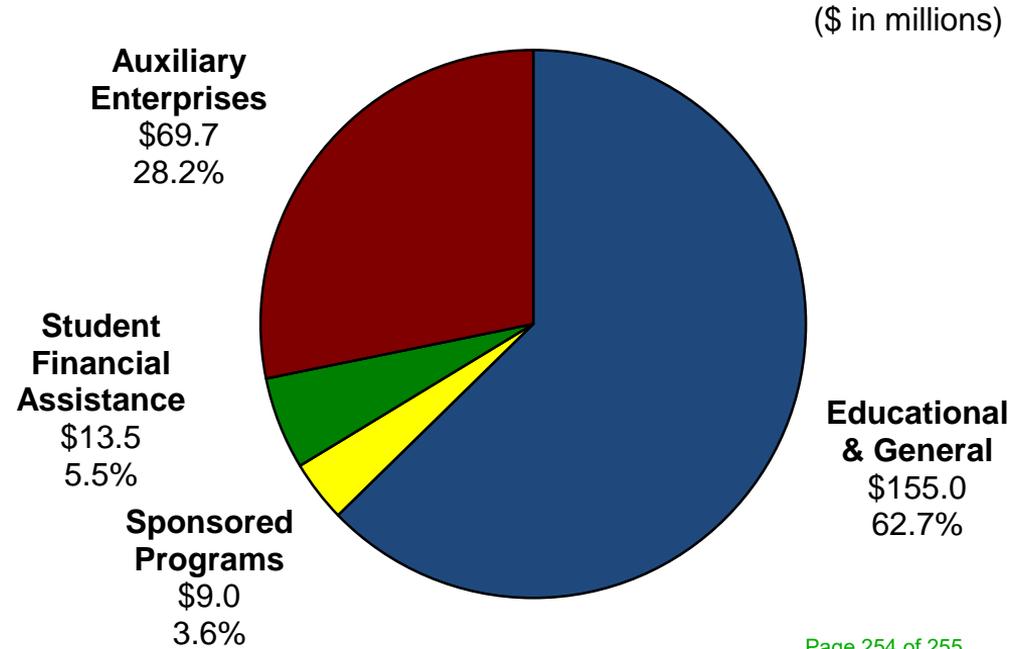
# 2019-20 Projected Total Operating Revenue

Using projected revenues, Radford University's proposed total annual operating revenue budget is **\$255.5 million**.



# 2019-20 Projected Total Operating Expenditures

Using projected expenditures, Radford University's proposed total annual operating expenditure budget is **\$247.2 million.**



# End of Board of Visitors Materials

