



RADFORD
UNIVERSITY

2018–2023 Strategic Plan Recap
Celebrating Our Tradition
Embracing Our Next Chapter



Greetings from Radford University,

This is a special place. In Radford, First Lady Kay and I have found a tight-knit community where students are seeking an education that will change their lives while having the unwavering support of faculty and staff focused on helping them reach their potential. We will continue to elevate Radford University's tradition of engaged learning while surrounding our students with a culture of care.

Goals and objectives to steer the university from 2018 through 2023 came from a six-year strategic plan, "Embracing the Tradition and Envisioning the Future," championed by past president Brian O. Hemphill. The plan aimed to increase student access and success through innovation both inside and outside of the classroom. It is time to celebrate the successes of this strategic plan, bring it to closure and use lessons learned to plot a future course for Radford University.

Key success stories resulting from the plan have broadened our institution's mission. The merger of the Jefferson College of Health Sciences and Radford University to form Radford University Carilion has helped Roanoke reposition itself as a regional healthcare hub and enhanced Radford's role as a leading educator in this critical field. Radford's economic outreach has increased with the development of the Vinod Chachra IMPACT Lab and its focus on competency-based education to prepare Southwest Virginia's workforce to meet growing demands. More undergraduate students than ever are developing critical skills by conducting university-funded, faculty-supported research that is typically available only to graduate students at most institutions. The establishment of the Highlander Success Center allows students to receive holistic support from matriculation to graduation to career readiness. These pages will highlight those achievements and other goals reached over the course of the strategic plan.

Following a year of engagement with a diverse spectrum of university stakeholders, I have heard what the needs and aspirations are for this institution. To create a new path forward, university leadership has developed a two-year strategic plan to establish Radford's goals through 2025. Approval for this framework is anticipated from the Board of Visitors during its December 2023 meeting. As the strategies for the two-year plan are implemented, a new five-year strategic plan for the university will be developed.

On behalf of students, faculty and staff, we extend our sincerest appreciation for your support throughout the execution of the "Embracing the Tradition and Envisioning the Future" strategic plan. Now is the time to begin the next chapter for Radford University. In our path forward, we will be distinctive, innovative and inclusive while remaining centered on those we serve.

Tartan Proud,

President Bret Danilowicz





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ACADEMIC EXCELLENCE AND RESEARCH

The Academic Excellence and Research Subgroup recognized that Radford University's stature is not based on rigor and recognition alone. It is based on increasing access to relevant programs by meeting students where they are and providing the support they need. Students — traditional, nontraditional and from all backgrounds — are Radford University's reason for existence.

SUCCESS IN UNDERGRADUATE RESEARCH

- Approximately 20% of fall 2022-23 undergraduates engaged in course-based research experiences, up from 5% of fall 2017-18 undergraduates.
- In May 2023, 10% of undergraduate students graduated with the research scholar diploma distinction, exceeding the target of 5%.
- With a grant from the Jessie Ball duPont Fund, Radford launched the Elevate Research program in 2021 to close the opportunity and access gap for minority, first-generation, nontraditional and low-income students.



RUC: A Reflection of Student Success

Radford University Carilion (RUC) officially became part of the Highlander family in 2019. Formerly known as Jefferson College of Health Sciences, the institution had been owned and operated by Carilion Clinic, the largest healthcare organization in Southwest Virginia. After an 18-month process of planning and collaboration, the merger became official.

The immediate impact of the merger was the addition of approximately 1,100 new Highlanders and 19 academic programs focused on the health sciences, with options from the associate to doctoral levels. Long term, the merger is providing Radford students with expanded opportunities to explore health-related careers, research and clinical experiences in the Roanoke Valley.

RUC graduates continue to fill vital roles at Carilion Clinic and other healthcare organizations across the Commonwealth and beyond.

Reed and Curie Renovation and Ribbon Cutting

The renovation of Radford University's Reed and Curie Halls was officially celebrated on Feb. 12, 2020, with a special ribbon-cutting ceremony in the building's campus-side atrium. Home to the Artis College of Science and Technology, the renovated space includes 94,840 square feet of teaching and research facilities filled with state-of-the-art equipment and furnishings at a cost of nearly \$34 million.

The remodeled structures complement the adjacent Center for the Sciences and create an integrated and sophisticated science complex. Unique and notable features include an Unmanned Aerial Vehicle Center; a Geohazards and Unmanned Systems Research Center; a Geology Maker Lab; a Tree Ring Lab; a Geographic Information System Center; and a Virtual Reality Lab. Also included within the space is dedicated housing for the scanning tunnel microscope, an instrument that can image and manipulate materials at an atomic level.



Student Investment Group Expands Its Horizons to the Big Apple

Radford University's Student Managed Investment Portfolio Organization (SMIPO) offers Highlanders exactly what its title promises – practical experience in the realms of business and finance. In April 2022, a group of 15 SMIPO students took a four-day trek to New York City, where they participated in multi-day forums at the corporate investment banking firm BNY Mellon and at Goldman Sachs, the multinational investment bank and financial services company. It was the first time either company had hosted college students for such an event.

SMIPO was founded in 2002 by professors Steve Beach and Clarence C. Rose with a reserve of \$100,000; less than a decade later, the portfolio exceeded \$1 million. In 2022, as the organization celebrated its 20th anniversary, that value sits at just under \$1.5 million. Its members get to supervise a small mid-cap value fund portfolio, and staked with capital from the university foundation, they have the ability to decide how and where to invest.

"SMIPO has not only taught me about the stock market; it has also opened many doors for me, as I have been able to network through it and meet many important people in the business world," said Jonathan Infantolino '22, an accounting and finance major from Staten Island, New York.



School of Nursing Becomes a Stand-alone Unit

In April 2021, the Radford University Board of Visitors approved a resolution to separate the School of Nursing (SON) from the Waldron College of Health and Human Services to create a stand-alone academic unit. As one of the largest academic entities at Radford University, with three learning locations in Radford and Roanoke, the SON continues to grow — in the number of students, faculty, programs and, ultimately, patients impacted in the region and across the nation. The SON continues to evolve its educational programs in response to healthcare needs, delivery mechanisms and technology advancements.

Fast-track Programs

Radford University began collaborating in spring 2021 with a new partner to rework the changing landscape of higher education. Academic Partnerships, a leading online developer of innovative and affordable higher education approaches, paired with the university to continue providing highly sought-after degree programs through a new online format. Each program offers coursework using seven-week terms as opposed to the traditional fifteen-week semester.

Radford University is collaborating with Academic Partnerships to reach new student markets by starting and supporting in-demand and top-quality academic programs that are entirely online. The partnership will support the delivery of the university's existing programs in an expanded online format, beginning with Bachelor of Science in Nursing (RN-to-BSN), Master of Science in Nursing Administration and Master of Business Administration degrees.

McGlothlin Center for Global Education and Engagement

Radford University unveiled a new name for its international education center in spring 2021: the McGlothlin Center for Global Education and Engagement. The name acknowledges the dedication and leadership of Thomas D. McGlothlin, president of The McGlothlin Foundation in Bristol, Virginia, who for years has been a champion of international education and engagement.

The McGlothlin Center for Global Education and Engagement in Cook Hall supports students, faculty and staff who are interested in pursuing international initiatives that result in a positive impact for the individual and the Radford University community.

ACADEMIC EXCELLENCE AND RESEARCH

OBJECTIVES ACCOMPLISHED

- To expand delivery modes and methods of instruction, three accelerated fast-track online degree programs were launched. In two years, enrollments increased over 300% for each program.
- The classroom experience was enhanced through successful implementation of the High Impact Practices Grant Program (HIPs). Small grants, up to \$1,000, were awarded each fall and spring semester through 2021, totaling \$48,085 to 66 faculty members across seven colleges and 27 different departments. The grants, which prioritized undergraduate courses, impacted more than 3,500 students over a seven year period beginning in 2015.
- Through a five-year, \$1 million grant from the Howard Hughes Medical Institute, the REALISE initiative – REALising Inclusive Science Excellence in Biology, Chemistry and Physics – was successfully implemented. REALISE expanded maker opportunities in entry-level STEM courses. The maker movement encourages creative engagement between faculty and students, fostering a do-it-yourself mentality and experimentation to build student confidence.



ECONOMIC DEVELOPMENT AND COMMUNITY PARTNERSHIPS

Lasting community partnerships for economic development is a long-term endeavor. Along with ideas, structures and processes, success requires relationships with and buy-in from local citizens, governments and community agencies. Keeping in mind the critical groundwork to be laid and the immediacy of the region's needs, the subgroup focused on what existing capacities Radford University can bring to bear on economic development in the short term while building relationships and identifying potential capacities for the long term.

Vinod Chachra IMPACT Lab

Local entrepreneur and enthusiastic Radford University partner and supporter Vinod Chachra, Ph.D., made a significant financial donation to the university in support of the competency-based education (CBE) program IMPACT (Innovative Mobile Personalized Accelerated Competency Training).

IMPACT officially launched in October 2017 with an initial focus on cybersecurity, an information technology security program for which Radford University is nationally recognized.

In recognition of his generosity, Radford University named the program's laboratory the Vinod Chachra IMPACT Lab. As a Radford University partner, Chachra has strongly supported the implementation and creation of IMPACT, a first-of-its-kind program among four-year public institutions in Virginia.

VINOD CHACHRA IMPACT LAB, BY THE NUMBERS:

- To date, the IMPACT Lab has enrolled approximately 7,000 credit-bearing students (5,682 unduplicated headcount) and over 3,700 non-credit-bearing students.
- The IMPACT Lab has been awarded \$15.9 million in grants and contracts, including a \$13.9 million grant from the U.S. Department of Education, the largest grant in the history of Radford University.
- Over 3,000 Virginia teachers have been served by micro-credential programs in Early Learning and Development Standards (English and Spanish) and Culturally Responsive Instruction.
- The IMPACT Lab has partnered with 49 cybersecurity and geospatial intelligence companies and organizations to place employees in credential programs.

The Highlander Officially Opens

The Radford University community celebrated the opening of The Highlander Hotel Radford with a ribbon-cutting ceremony on April 4, 2023.

The Highlander is a six-story destination hotel and conference center inspired by the Scots-Irish origins of Southwest Virginia. It features 124 rooms, including optional adjoining rooms and four apartment-style suites.

Located on Tyler Avenue, adjacent to Radford University, the hotel is about 4 miles from Interstate 81 Exit 109. It has more than 6,000 square feet of event space, including a 4,000-square-foot ballroom that will accommodate 250-300 people for meetings and up to 220 for weddings. A 500-square-foot executive boardroom in the hotel has private dining space for up to 20 people. The Highlander has two restaurants, The Bee & Butter rooftop restaurant and bar and The Highlander Red Provisions.

***The HUB at Radford Builds Business Connections Between University, Region***

In fall 2023, The HUB at Radford opened on Main Street in downtown Radford in the former SunTrust Bank location. The HUB connects potential business partners to the university, opening doors for Radford University faculty and students to share their expertise with the region's businesses, governments, school districts and service agencies. The HUB's modern, collaboration-friendly space offers meeting rooms and co-working areas in a convenient location. In addition, The HUB serves as the new home of the Vinod Chachra IMPACT Lab, complete with modern virtual classrooms and video production resources that will enhance the presentation and experience of Radford's competency-based learning courses.

The HUB is one of several partnerships between Radford University and the city of Radford, including future initiatives currently in the planning stages.



Venture Lab Opens

Radford University officially opened its new home for student entrepreneurship, the Venture Lab, in Kyle Hall on Sept. 26, 2019. The lab is a space for student entrepreneurs from any discipline to develop and test business concepts by connecting ideas of value to sales of a finished product or service.

Carbon Commitment

For many years, Radford University has ranked among the most environmentally conscious campuses in the country. In late 2020, Radford's strong commitment to sustainability took a giant leap forward when former President Brian O. Hemphill signed the Carbon Commitment, which pledges the university to reduce greenhouse gas emissions to net zero by 2040 and integrate sustainability and climate action into the university's curriculum and culture.

"Signing the Carbon Commitment energizes the university's sustainability and climate action efforts, and it gives direction to our future," Sustainability Manager Josh Nease said. **"Achieving carbon neutrality is a long process that is full of important steps, and signing of the commitment is the critical first step."**

Creation of the Division of Economic Development and Corporate Education

The Division of Economic Development and Corporate Education was developed during the 2022-2023 academic year under the direction of Angela Joyner, Ph.D.. It fosters connections to the programs, services and networks that create a strong talent pipeline, support innovation and drive economic growth throughout the region and the Commonwealth of Virginia.

The economic development initiatives are designed to actively engage corporations and communities to provide expertise and business solutions in today's dynamic economy. The university and world-class faculty are uniquely positioned to provide knowledge and services to support the diverse needs of industry partners. The division serves faculty, students, alumni, corporate and community partners by fostering connections to the programs, services and networks that support innovation and economic growth both within and outside the university.

The Vinod Chachra IMPACT Lab, which delivers online, self-paced, competency-based education (CBE) in high-demand workforce areas, is also part of this division.



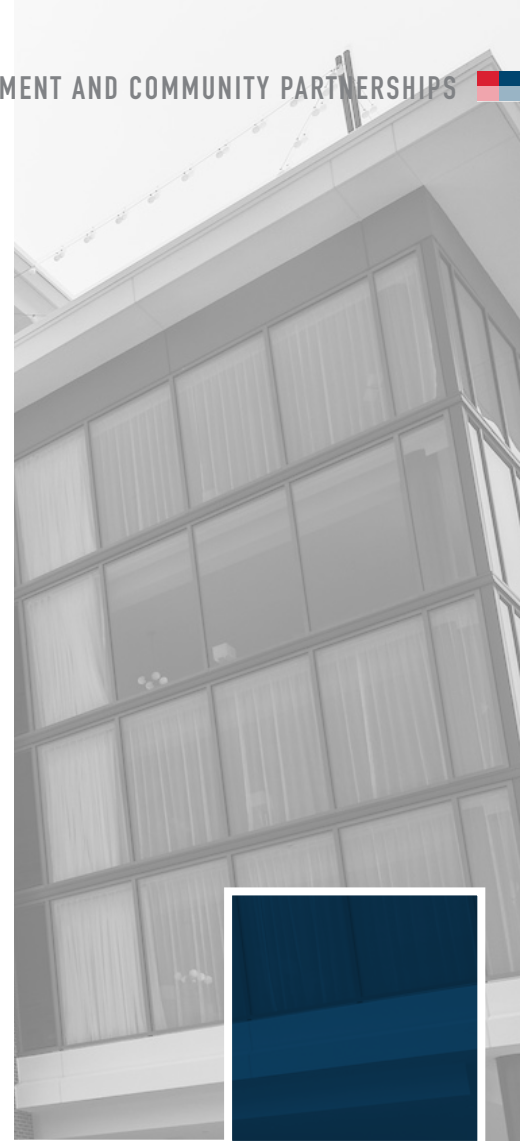
Small Business Development Center

Housed within the Davis College of Business and Economics, the Small Business Development Center (SBDC), an extension of the renewed partnership with the Roanoke Regional SBDC, opened during the spring 2019 semester.

Regional SBDCs comprise a statewide network through which the Roanoke Regional SBDC serves the New River and Roanoke valleys as well as the Alleghany Highlands. By staffing an office on the Radford University campus, the SBDC is better able to offer its signature pro bono business assistance throughout the New River Valley in order to help existing businesses thrive and help startup businesses chart a path to success.

Radford Gives Back

To tackle food insecurity in Radford City Public Schools (RCPS), Radford University partnered with Bobcat Backpacks to organize the annual Radford Gives Back canned food drive. The organization was founded in 2016 by alumnae Daniela Brunner '98, Jane Fisher '94, M.S. '00, and Jenny Riffe, M.S.W. '03. It provides approximately 180 RCPS children with food to eat over the weekends. The drive resulted in more than 15,000 items collected for Bobcat Backpacks.





PHILANTHROPIC GIVING AND ALUMNI ENGAGEMENT

The Philanthropic Giving and Alumni Engagement subgroup focused its research and work on building a lasting, meaningful culture of philanthropy on campus, in the community and beyond. The subgroup recognized that in order to expand support for students and programs, the university must develop and implement a comprehensive approach to outreach and engagement at all levels.

PHILANTHROPIC GIVING AND ALUMNI ENGAGEMENT OBJECTIVES ACCOMPLISHED

- The university's first-ever student-funded scholarship, the Highlander Senior Class Scholarship, reached endowment in December 2021.
- As part of the fall 2022 Highlander10 Challenge, a crowdfunding initiative, student-led efforts resulted in \$5,000 raised and a \$1,000 bonus for the university's esports program. Highlander10 raised funds for 10 student support initiatives, generating \$20,844 in one day, nine hours and 10 minutes.
- The Climb, a faculty and staff giving initiative, reached its goal of 29% participation across the university during the 2022 fiscal year.
- New volunteer opportunities to support philanthropic giving and alumni engagement were established, including TOGETHER Ambassadors, Inauguration Ambassadors and Education Champions. Alumni Relations established a 1,000 Volunteer Challenge and exceeded the goal by recruiting 1,372 volunteers in 2023.
- Four new regional alumni chapters were established, extending the reach of the Alumni Association from the Washington, D.C. region to the Miami-Palm Beach-Broward County metropolitan area of Florida.

Momentous Occasion

On Oct. 3, 2018, Radford University announced a landmark \$8 million gift from Sandra C. Davis and William C. Davis as part of a campus-wide Momentous Occasion. The Davis' gift endowed scholarships for students in Radford University's College of Business and Economics and the College of Visual and Performing Arts. The Sandra C. Davis and William C. Davis Endowed Scholarship Fund will provide academic scholarship awards to Davis Scholars of \$4,000 per year or \$2,000 per semester.

In recognition of the generous offering, the university announced the naming of the Sandra C. Davis and William C. Davis College of Business and Economics. Additionally, the Douglas and Beatrice Covington Center for Visual and Performing Arts is home to the newly named Sandra C. Davis and William C. Davis Performance Hall.

Artis Center for Adaptive Innovation and Creativity

On the site of the former Porterfield and McGuffey Halls, a new, state-of-the-art structure is rising: the Artis Center for Adaptive Innovation and Creativity, a unique, blended teaching and learning space for the arts and health sciences.

At 178,000 square feet, the Artis Center represents the largest capital construction in the history of Radford University in terms of total project funding and square footage.

The center is named for alumna Nancy E. Artis '73 and her husband H. Pat Artis, Ph.D., who gifted the university \$6 million to support scholarships in the Waldron College of Health and Human Services, the College of Visual and Performing Arts and the Department of Athletics.



TOGETHER — The Campaign for Radford University

Together, we can change countless lives and leave a lasting legacy. That's the message behind TOGETHER — The Campaign for Radford University, the largest capital campaign in Radford University's history.

In April 2021, Radford announced the public phase of TOGETHER, with a goal of raising \$100 million. The university had already raised more than \$68 million during the quiet phase of the campaign, which began in 2018. The funds will, in large part, support students through scholarship and access.



Williams Field at Sherman Carter Memorial Stadium

The 2021 Highlanders baseball season began on a new FieldTurf synthetic surface at Sherman Carter Memorial Stadium. It's practically waterproof — rain simply settles and dries on the brilliant green surface. It's quite a contrast from the days when a pesky drizzle could result in rain delays and a schedule gone haywire. Gone, too, are the days of student-athletes raking, chalking and nurturing the grass; they can spend the time on games and instruction instead. The project broke ground in November 2020 and was privately funded.



STRATEGIC ENROLLMENT GROWTH

The Strategic Enrollment Growth subgroup developed a multifaceted, data-driven approach to growing Radford University's enrollment. Traditional and digital marketing tools, face-to-face engagement and new programs and partnerships will reach specific, targeted populations of students. Support for student retention will increase. Staff across campus will collaborate to support these efforts by maximizing available tools and resources and exploring external means of support for achieving enrollment goals.

STRATEGIC ENROLLMENT GROWTH OBJECTIVES ACCOMPLISHED

- Graduate student headcount exceeded the goal to grow by 3% annually. Headcount in Fall 2018 was 1,410 graduate students. By fall 2023, the number grew to 1,780 students.
- In cooperation with the Center for Diversity and Inclusion (CDI), the Laptop Loaner Program (LLP) was established in 2019 to ensure that university students have access to personal notebook computers. The LLP can provide computers for students to use throughout the course of their degree program at Radford University.
- As part of the university's Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) reaffirmation of accreditation, approval was given to implement a Quality Enhancement Plan (QEP), Realizing Inclusive Student Excellence or RISE. RISE focuses on faculty development and course revisions at 100 and 200-level courses to remove barriers to learning and foster academic belonging. The aim of RISE is to increase retention and graduation rates for undergraduate students.

Student Veterans Appear on 'Military Makeover with Montel'

Radford University's Military Resource Center got a national audience in January 2023 when it was featured on a popular Lifetime television program.

Students Sarah Schafer and Chandler Scott and President Bret Danilowicz were part of that week's episode of "Military Makeover with Montel" during its "Operation Career" segment, which looks at veterans who are making the transition from service into civilian life and focuses on some of the means available to help them succeed.

"The Military Resource Center was the first place I went to. I said, 'That's where my people are going to be,'" Schafer explained. "I would say to a vet looking to come to Radford, 'Absolutely, let me help you.'"

Doctor of Education Inaugural Cohort

Radford University's Doctor of Education degree, which welcomed its inaugural class in fall 2020, is designed to prepare practicing professional educators to fill positions as educational leaders at the district level in Virginia. Successful completion of this fully online program qualifies its graduates for superintendent licensure.

The 63-credit-hour program includes courses in educational foundations, educational leadership, applied research, field experiences and elective choices. It is designed to be completed part-time in three years.

Bridge Program

In May 2021, Radford University and New River Community College (NRCC) celebrated the first class to complete the institutions' Bridge Program. The "bridging ceremony" took place on Heth Lawn and symbolized the students' transition from studying at NRCC to becoming Highlanders at Radford.

The collaboration, also known as NRB2RU, is a rigorous and supportive yearlong residential program that provides review of academic content, tutoring and skill enhancement workshops at both Radford and NRCC. This support gives participants the opportunity to enhance their academic skills before fully enrolling at Radford.

Participants have the fall and spring semesters to earn 21-30 transfer credit hours with a minimum 2.0 GPA. After completing the academic year at NRCC, students who meet the minimum requirements will then be eligible to enroll at Radford the following fall.





STUDENT SUCCESS

Because student success depends on intellectual as well as social and emotional growth, the Student Success subgroup focused on increasing students' academic engagement, connections with the campus and community, and access to advising and support. By providing rich opportunities and consistent help, the university becomes fertile ground in which students are able to thrive.



STUDENT SUCCESS

OBJECTIVES ACCOMPLISHED

- Living-Learning Communities (LLCs) were expanded, allowing students to build intellectual and social relationships with classmates and faculty. As of the 2023-24 academic year, 10 communities are housed in residence halls on the main campus. LLCs include communities dedicated to academic programming, such as nursing and criminal justice, and social support communities that serve wellness and recovery.
- During the 2022-23 academic year, Student Affairs staff initiated an evaluation of and systemic interventions with unengaged students, resulting in early contact and increased connections.
- Enhanced resources for student emotional support were provided, including the pet therapy program Tartan Tails. Tartan Tails is available on the main campus and at RUC in Roanoke, helping students alleviate stress, enhance mood and promote overall healing through interaction with therapy pets.
- April's Traditions Week has added an increased social and cultural presence to student life. Programming for students grew from a singular Halfway There Celebration for sophomores to a week of events designed to engage students at all stages of their careers. In addition to main campus events, RUC's Spring Fling has been a signature event since 2021.
- Beginning in fall 2023, the office of Fraternity and Sorority Life is partnering with the CDI to offer diversity, equity and inclusion training to new members of Greek organizations at the university.
- Faculty and academic leaders engaged with nationally recognized experts in diversity, access and equity literacy via a cash-match grant from the Howard Hughes Medical Institute. From December 2019 through May 2023, Engaging Differences advanced inclusive excellence in academic affairs. Participants demonstrated gains in awareness, knowledge and implementation of inclusive excellence practices and programming directed toward institutional change.

Highlander Success Center

The Highlander Success Center opened in fall 2020 to help first-year students succeed academically and get involved in the community by offering enhanced advising services and information about engagement opportunities.

Research shows that a centralized location for students who have questions helps ensure a more successful undergraduate experience with positive outcomes. The Highlander Success Center helps students from orientation to graduation. The center is an innovative approach to supporting students, focusing on a more holistic Radford University experience.

The Highlander Success Center is also home to Student Connections, including Quest (orientation) and Student Success.

Harvey Center for Learning and Writing

To provide increased academic support, the Harvey Center for Learning and Writing opened in McConnell Library in 2018. The center offers an array of helpful resources for both students and faculty, including small and private study areas, one-on-one academic coaching, study groups and other forms of group collaboration and workshops designed to help students become lifelong learners. More than a dozen undergraduate coaches are available at the center to help student learners achieve academic success in all areas of study, from biology and mathematics to the humanities.

"We envision the center as a place where students can connect to a community and a place for academic questions, exploration and inquiry," said Director Jessica Beckett, Ph.D. at the opening ceremony.



Highlander Research Rookies Program

In the fall 2018 semester, the Highlander Research Rookies Program was officially launched with the goal of engaging highly motivated first- and second-year students in faculty-mentored, hands-on research and creative scholarly activities. Research Rookies explore topics and develop relationships with expert faculty in their areas of interest while gaining valuable research and critical-thinking skills.

In the program's first year, 15 apprenticeships were awarded to high-achieving and highly motivated students who received funding of up to \$4,000 for a full year on a project. Once students were selected and determined a field of interest, they were paired with a faculty mentor. Faculty in the program received an average \$2,000 stipend for supplies and other materials needed to aid students in their projects.

RARE Chance for Research in Peru

The Radford Amazonian Research Expedition (RARE) gave undergraduate students a unique opportunity to conduct original research in a primary Amazonian rainforest ecosystem in 2019. Under the supervision of Radford professors, a group of select students spent three weeks learning and exploring deep in the Peruvian jungle.

Students conducted original research, developed new knowledge, built strong relationships with each other and faculty, explored the exotic terrain and served those who call the jungle home.

"This trip changed my view of the world," said Cole Faulkner, a biology and chemistry major who participated in RARE. **"I feel immensely blessed that I received the opportunity to go on this one-of-a-kind research opportunity. Being a native of Bland, Virginia, I had never imagined how the climate, wildlife and people of Peru would change my perspective of the world."**

After returning to Radford, students are encouraged to continue their studies and analysis, conducting follow-up research on the samples and data they collected for further academic credit.

The RARE project is a component of Radford University's initiative to provide undergraduate students with unique opportunities for transformative academic exploration of the world and their place in it.

Center for Police Practice, Policy and Research

In the College of Humanities and Behavioral Sciences, the Center for Police Practice, Policy and Research opened during the 2018-2019 academic year. The center, which blends evidence-based and practice-based research to inform best methods in crime prevention and police practices, is headed by two Criminal Justice faculty members: Professor Rachel Santos and Assistant Professor Roberto Santos. The Santos' research helps determine how to apply the practices within the organizational structure and operations of law enforcement agencies.

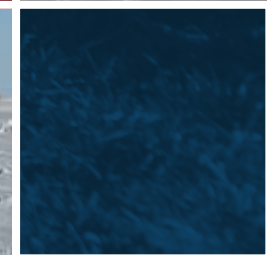
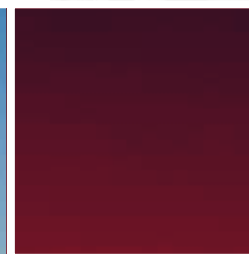
Alaska Trip Offers Cool Research Opportunities

In 2018, 2020 and 2022, during the university's spring break, students conducted "icebreaking" research in Utqiagvik, Alaska – the northernmost city in the United States.

The students were given the autonomy to discover, study and test anything they are interested in as related to geophysics.

"You're working out of your comfort zone," said Katelyn Collett, a student who went on the trip in 2020. "You just have to adapt and overcome. If you hit an error, you ask the people around you. You build teamwork. The research project has been like a really cool job."

Experiences like these make Radford University a leader in innovative research, giving students opportunities they never imagined possible. Students find guidance from professors that prepare them to grow professionally and personally — equipping them with the necessary tools for future challenges and successes.



FINANCIAL HIGHLIGHTS SUMMARY

For the years ended June 30, 2019-23

Units in Thousands

Dollars (\$)

Growth in Operating Activity	2018-19	2019-20	2020-21	2021-22	2022-23	5-Yr. Total
Operating Revenue:						
Education and General	\$129,956	\$150,142	\$149,167	\$152,583	\$150,814	\$732,662
Student Financial Aid	12,735	13,768	15,278	38,368	18,218	98,366
Sponsored Programs	9,213	10,583	9,311	28,324	4,977	62,407
Auxiliary Enterprise	73,290	67,490	70,523	72,124	60,987	344,405
Total Operating Revenue	\$225,194	\$241,983	\$244,279	\$291,399	\$234,996	\$1,237,851
Operating Expenses						
Education and General	\$129,824	\$150,064	\$149,013	\$151,961	\$150,772	\$731,634
Student Financial Aid	12,735	13,768	15,268	32,772	18,218	92,761
Sponsored Programs	9,049	10,001	8,680	27,685	5,564	60,979
Auxiliary Enterprise	64,703	55,419	61,139	54,231	59,583	295,075
Total Operating Expenses	\$216,311	\$229,252	\$234,100	\$266,649	\$234,137	\$1,180,449
Total Operating Surplus/(Deficit)	\$8,883	\$12,731	\$10,179	\$24,750	\$859	\$57,402

Operating increase from 2020-21 to 2021-22 and subsequent decrease in 2022-23 is attributable to one-time COVID relief funding.

Square Footage

Percent Change

University Facility Infrastructure	2018-19	2019-20	2020-21	2021-22	2022-23	5-Yr. Growth
University Owned Space	2,814	2,809	2,937	2,843	2,843	1.03%
University Leased Space	292	585	485	464	448	53.42%
Total University Space	3,106	3,394	3,422	3,307	3,291	5.96%

Dollars in Thousands

Percent Change

University Operating Activity	2018-19	2019-20	2020-21	2021-22	2022-23	5-Yr. Change
Operating Revenue:						
Tuition and Fees	\$76,459	\$88,299	\$82,779	\$80,795	\$65,375	-14.50%
State Appropriations	67,702	68,100	75,558	83,912	99,960	47.65%
Grants and Contracts	9,196	14,710	19,015	50,981	5,386	-41.43%
Auxiliary Revenue	73,290	67,490	63,407	72,124	60,978	-16.80%
Indirect Revenue	666	725	533	493	382	-42.64%
Other Revenue	2,881	2,660	2,985	3,093	2,906	0.87%
Total Operating Revenue	\$230,194	\$241,984	\$244,277	\$291,398	\$234,987	2.08%

Operating Expenses:						
Instruction	\$71,356	\$83,965	\$81,130	\$86,658	\$83,236	16.65%
Public Service	428	505	224	288	427	-0.23%
Academic Support	11,151	12,233	12,403	12,978	13,939	25.00%
Student Services	7,152	12,243	8,296	9,598	10,049	40.51%
Institutional Support	21,800	26,725	32,104	28,134	26,533	40.51%
Operation and Maintenance	17,963	14,394	14,855	14,305	16,588	-7.65%
Student Financial Aid	12,735	13,768	15,268	32,772	18,218	43.05%
Sponsored Programs	9,049	10,001	8,680	27,685	5,564	-38.51%
Auxiliary Enterprise	64,703	55,419	61,139	54,231	59,583	-7.91%
Total Operating Expense	\$216,337	\$229,253	\$234,099	\$266,649	\$234,137	8.23%



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