

RADFORD UNIVERSITY

Invites Applications and Nominations for the Position of:

PRESIDENT



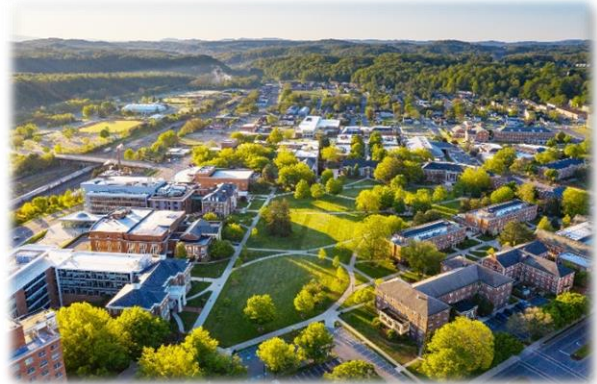
Greenwood/Asher
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The Opportunity

The Board of Visitors of Radford University invites nominations and applications for an exceptional and visionary leader to serve as the next president.

The Role of the President

Radford University seeks an innovative and dynamic leader to build upon the many successes of President Brian O. Hemphill, Ph.D. President Hemphill positioned the University to continue to grow in enrollment, fundraising and academic reputation.



The President of the University is the chief executive officer, appointed by and accountable to the Board of Visitors. The President is responsible for the leadership of the institution in compliance with University policies and consistent with all applicable federal, state and local laws. The President oversees the day-to-day administration of the institution while respecting the time-honored internal governance model of the University.

The University has significant opportunities to increase public and private revenue streams and remains committed to increasing philanthropic support through the continued expansion of student scholarships, academic excellence and research, student success and engagement, the athletic experience, and emerging needs.

The University is positioned to continue to elevate its profile nationally and internationally. The President will work with the faculty, students, staff, alumni and members of the business community to identify, foster and enhance programs throughout the University. The President will work to promote the Radford brand so that Radford University is a school of choice for students in the Commonwealth of Virginia, the region, the nation and beyond.

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

Leadership and Vision

- Articulate and execute visionary leadership to increase the stature of the University;
- Collaborate with the Provost and faculty to foster excellence in teaching, scholarship and academic vision, keeping the University at the forefront of emerging trends in higher education;
- Accelerate the University's commitment to innovative in-person and online teaching;
- Ensure the creation and implementation of effective programs and processes to improve student success;
- Develop and maintain collaborative relationships with local business and industry;

- Lead the development of the University's next strategic plan;
- Be an active leader in legislative relations, alumni affairs, and public relations;
- Anticipate, identify and prepare for required accountability and measurement of outcomes for federal, state, and accreditation agencies;
- Lead collaborative efforts with other educational institutions to provide increased access and breadth of programs;
- Institutionalize the University's commitment to diversity, equity and inclusion, including actively increasing the diversity of faculty, staff and students;
- Foster an environment that facilitates open dialogue and connections with the student body, demonstrating responsiveness to student needs and concerns;
- Act as the principal spokesperson for the University, promoting the unique cultural, educational and professional context of Radford University to enhance its standing within the Commonwealth and the nation;
- Cultivate productive relationships with local, regional and state officials; and
- Develop a productive and supportive relationship with the Board of Visitors to ensure that collectively they serve as valuable assets to the University.

Management

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

Resource Development

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



Qualifications

Radford University's next president should possess a distinguished record of executive leadership while also demonstrating a commitment to scholarship, learning and discovery. The successful candidate must embrace excellence and integrity, and exhibit the leadership abilities required to achieve the University's vision. The desired leader should have a proven track record for building an accomplished, talented and diverse senior leadership team. Experience in securing funding from multiple sources is required. The next president of Radford University will be a proven collaborative and entrepreneurial leader and a successful manager of people and programs. The next president must demonstrate a responsible administrative leadership approach and a collegial and transparent leadership style.



The next president will ideally possess an earned terminal degree and have knowledge/experience in teaching and research, as well as current trends in education. University leadership and the search committee also welcome candidates who, while not possessing such a traditional academic background, have demonstrated the successful ability to lead diverse groups and programs in a non-academic environment. For all candidates, an understanding of and

commitment to traditional academic values, including especially the centrality of student success at both the graduate and undergraduate levels, shared governance and the inextricable link between teaching and scholarship, is preferred.

The ability and enthusiasm to connect with business, government and community leaders and a willingness to spend a considerable percentage of time and energy on external relations is critical. With \$68 million already raised of a recently announced \$100 million capital campaign, demonstrated skill as a successful fundraiser will be a distinct advantage, and the personal qualities of the successful relationship builder – including exceptional communication skills – are absolutely required. Additional skills and experience that are highly preferred are: dealing with accreditation agencies, soliciting grants, developing international programming, creating new programs and direct experience dealing with advisory or governing boards.

Preferred Characteristics/Traits

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

- Demonstrated success in securing transformational gifts and leading a comprehensive fundraising campaign;
- Proven record of innovative problem-solving, coupled with the ability to utilize a transparent, collaborative process in decision making that invites multiple perspectives;
- Experience in increasing student enrollment, diversity, and recruitment of students, nationally and internationally;
- An understanding and appreciation of the evolution of higher education locally and globally, and the ability to operate nimbly in this dynamic environment;
- A bold leader with personal humility who is both visible and approachable; and
- A role model with superior integrity, honesty, resilience and work ethic.



About Radford University

Radford University is located along the New River in Virginia's Blue Ridge Mountains. Its beautiful, 204-acre American classical campus is filled with state-of-the-art-facilities, including the newly renovated Reed and Curie Halls in the Artis College of Science and Technology. The University just recently broke ground on the new Artis Center for Adaptive Innovation and Creativity, a revolutionary facility that will blend the arts and health sciences.

Radford University is a comprehensive public institution that is known for student-focused academic programs, a strong emphasis on service to others and a picturesque campus. As a mid-size institution, the University provides its students a winning combination of broad opportunities associated with a large university, as well as highly personalized relationships considered the hallmark of a smaller college. Well-known for its innovative use of technology in the learning environment and vibrant student life, Radford University offers many opportunities for success in and out of the classroom.

Radford University offers 76 bachelor's degree programs in 47 disciplines, three associate degrees and six certificates at the undergraduate level; 28 master's programs in 23 disciplines and six doctoral programs at the graduate level; and 14 post-baccalaureate certificates and one post-master's certificate.

Radford University is well-known for its focus on teaching and close student-faculty interactions. Radford University faculty members are invested in the success of their students. With a student to faculty ratio of 14 to 1, Radford's faculty has been recognized for excellence and dedication. Since 1981, 15 faculty members have been selected as Fulbright Scholars to teach or do research in other countries. Thirteen Radford University professors have received the State Council of Higher Education for Virginia's Outstanding Faculty Award since 1990, most recently in 2021.

Radford University faculty employ the advanced technology in creative and adaptive ways to meet students' needs and reflect current industry and professional standards. With wireless

connectivity in all campus buildings, the University has more than 170 electronic classrooms and labs and is innovative in introducing state-of-the-art technology and related support to students and faculty across all facilities, including traditional buildings and new academic and gathering spaces. As an example, the Emergency Operations Center, located in Hemphill Hall, is classroom space that provides real-world experience in simulated emergency situations.

Radford University students come from 46 states (as well as Washington, D.C.) and 54 foreign nations. Radford's student body has become the most diverse in the institution's history. For example, the Fall 2020 freshman class was comprised of 27 percent first-generation students, while more than 38 percent of the class identified themselves as ethnic minorities (compared to 11.9 percent in 2009), with 21.4 percent as African American and 8.53 percent as Hispanic/Latino. The campus community supports this culturally diverse student population and offers nearly 300 clubs and organizations for student participation and growth, leadership development and service. Students also have the opportunity to participate in faculty-led study abroad programs.

Roanoke, VA	40 min.
Charlotte, NC	2.5 hours
Charleston, WV	2.5 hours
Richmond, VA	3 hours
Raleigh, NC	3.5 hours
Washington, D.C.	4.5 hours
Baltimore, MD	5 hours
Virginia Beach, VA	5 hours
Philadelphia, PA	7 hours



Radford University has embraced its historical mission of teaching and learning, while, at the same time, is looking to the future with a focus on innovation. In Fall 2017, the University launched IMPACT, a competency-based program targeting the adult learner population with a focus on cybersecurity, geospatial intelligence and education. Radford was the first public university in the Commonwealth of Virginia to launch a competency-based education program. The University also secured a \$13.8 million grant from the U.S. Department of Education, representing the largest grant in the history of the University, in order to support

the IMPACT program. The University has further extended partnerships with Virginia institutions of higher education. These included new dual degree program partnering with the Antonin Scalia Law School at George Mason University to help Radford University students expedite their law school education and the University's partnership with the Appalachian College of Pharmacy (ACP) that will streamline the process for ACP Doctor of Pharmacy graduates to enroll in Radford's Master of Business Administration program.

In 2019, Carilion Clinic, Jefferson College of Health Sciences and Radford University joined together to merge Jefferson College of Health Sciences into the Radford University's colleges and departments. The merger came to life as Radford University Carilion (RUC). This public-private partnership focused on cutting edge delivery of health sciences programming, outreach and service. RUC, located in Roanoke, Virginia, enrolled its first class of Highlanders in Fall 2019 and effective Fall 2021, with general fund support from the Commonwealth of Virginia, Radford

University was able to equalize resident undergraduate tuition for RUC students. These students in high demand health sciences saw a tuition reduction from \$26,886 to \$7,980 annually, representing a 70.32% reduction.

Code of Ethics

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

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

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



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

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

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

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

Strategic Plan

Radford University's 2018-2023 Strategic Plan, Embracing the Tradition and Envisioning the Future, contains the following seven 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.

- Inlusiveness — 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.

Vision Statement

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 Statement

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.

Accreditation

Radford University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate, baccalaureate, master's, specialist and doctorate degrees.



Facilities

As part of Radford University's 2010 Centennial activities, the University broke ground for a new home for the College of Business and Economics, later named Kyle Hall in honor of President Penelope W. Kyle, J.D. The \$44 million complex, which opened in August 2012, features laboratories and classrooms with the latest technological and financial research capabilities for Radford's 1,500 business majors,

multipurpose areas available to alumni and the community, and a trading room with running stock quotes and a continual data feed.

Radford University has always been committed to educating the whole student, both inside and outside of the classroom. To that end, a 115,000-square-foot recreation and wellness center opened in 2014. The facility provides students with recreational, wellness and exercise therapies.

The Center for the Sciences encompasses the original 1930s-era Georgian building; a modernist 1960s addition; and a \$49 million, 114,000-square-foot annex, which opened in January 2016. It includes teaching and research laboratories, the Museum of the Earth Sciences and the Radford University Planetarium.

The College of Humanities and Behavioral Sciences building opened in Fall 2016 and was named Hemphill Hall in April 2021 in honor of President Brian O. Hemphill, Ph.D. The 143,600 square-foot building is the largest academic building on Radford University's campus and houses all of the college's academic units. The state-of-the-art space features a mock trial/moot courtroom, a television studio, a forensic laboratory and an Emergency Operations Center.

Radford University is a place where students come first. In recent years, significant investments have been made in scholarship support to provide opportunities for current and future generations. In Spring 2017, Radford University announced the naming of the Artis College of Science and Technology due to the generosity of Nancy E. and H. Pat Artis, Ph.D. In Fall 2018, Radford University announced the naming of the Davis College of Business and Economics due to the generosity of Sandra C. and William C. Davis. And on May 25, 2021, the University held a groundbreaking and naming ceremony for the Artis Center for Adaptive Innovation and Creativity. The \$101 million, 178,000-square-foot facility represents the largest capital project in the history of the



University, named for Nancy E. and H. Pat Artis, Ph.D., and will house the College of Visual and Performing Arts and clinical spaces for Waldron College of Health and Human Services.

Academics

Through its academic colleges and schools, the University offers 76 bachelor's degree programs, 3 associate programs, 28 master's programs and 6 doctoral programs, as well as 6 undergraduate certificates, 14 postbaccalaureate certificates and 1 post-master's certificate. Over the past 100 years, Radford has become known for meeting the growing needs of society through its academic programs. Recent additions include bachelor's degrees in cybersecurity, allied health sciences and sport management, a master's in athletic training and a doctoral program in education and an expansion of STEM-H (science, technology, engineering, mathematics and health) programs.

The REAL Curriculum resulted from a three-year, faculty-led general education reform process. Students develop general education learning competencies by building personalized pathways through the REAL Curriculum as they complete majors, minors, and certificates in four areas of

knowledge. With a student-centered focus, REAL builds on the strength of academic departments and on faculty expertise. The University has over 500 full-time faculty. Class sizes are small, and most classes are taught by full-time, tenure-track faculty. The faculty is consistently recognized for their performance and commitment to teaching. A number of faculty are Fulbright Scholars and each year the University provides awards for outstanding teaching, research and service. Radford University has consistently been recognized in national rankings, including:

University Accolades

- Top Public Schools, South #14, 2021
- Best Regional Universities in the South – U.S. News & World Report, 2013-2021
- Best Colleges and Universities in the Southeast – The Princeton Review, 2004-2021
- College of Distinction, Colleges of Distinction, 2020-2021
- Best Colleges of Veterans – South, U.S. News & World Report, 2021
- Military Friendly School Designation, VIQTORY, 2020
- Best Colleges of Your Money, MONEY, 2015-2020
- Top Green Colleges in the Nation – The Princeton Review, 2010-21

Program Accolades

- Best Undergraduate Teaching Programs, U.S. News & World Report, 2021
- Best Colleges for Criminal Justice, Niche.com, 2021
- Best Colleges for Sports Management, Niche.com, 2021
- Best RN Programs in Virginia, RegisteredNursing.org, 2020
- Best Business Schools, The Princeton Review, 2012-2020
- Best Business Schools for 2021: On-Campus MBA Programs, The Princeton Review, 2021
- Best Nursing Schools: Doctor of Nursing Practice, U.S. News & World Report, 2020
- Best Part-time MBA, U.S. News & World Report, 2020
- Best Master of Social Work program, U.S. News & World Report, 2020
- Most Admired Interior Design Schools, DesignIntelligence, 2019
- Best Theatre Bachelor Degree Program, Study.com, 2021
- Best Affordable Music Therapy Programs, Affordableschools.net, 2020
- Best Online MFA Programs for ROI – Design Thinking, OnlineU.com, 2018-2020

Radford University Foundation, Inc.

The Radford University Foundation, Inc. is a 501(c)(3) nonprofit organization and was established in 1973 to advance and further the aims and purpose of Radford University. Despite the challenges faced during the spring of 2020, the year ended with total assets of nearly \$120 million and investments of approximately \$66 million.

Additionally, The Highlander, one of Radford's most anticipated projects, is a high-end hotel first announced in 2019 and on track to be completed by 2022. The Highlander will be built on property owned by the Foundation near campus. It will be an upscale, full-service boutique hotel that reflects the local region and its rich history, as well as the University's tradition of hard work.

Student Life

Radford University's focus is on the student. Through co-curricular experiences, the University engages students in developing an inclusive and accessible campus environment encouraging life-long learning, citizenship, success and wellbeing. The student-centered facilities, services and programs provide diverse experiences to further intellectual, civic and social development while promoting a sense of community, collaboration and engagement. All with the ultimate goal of preparing students for lives of meaning and purpose.



Several themed and living-learning communities serve to enhance the student residential and academic experience, including Biology Connections, Accelerated Research Opportunities (ARO), Community of Artists, and Community of Makers, to name a few.

Athletics

The Highlanders compete in the NCAA Division I and are members of the Big South Conference. The Radford Highlanders are composed of 16 teams representing Radford University in intercollegiate athletics, including men and women's basketball, cross country, golf, soccer and tennis. Men's sports also include baseball and women's sports also include volleyball, lacrosse, and softball. USA Today Sports ranked the Radford Highlander as the top mascot in a ranking of all 68 teams in the 2018 NCAA tournament.



Radford University's student-athletes epitomize sportsmanship and success, on the court and on the field, as well as in the classroom. Highlander Athletics has a 93% graduation success rate. Over 70% of all student-athletes continuously earn a 3.0 GPA or better each semester. Since 2007, Radford University Athletics has achieved 22 Big South Regular Season Championships, 18 Big South Tournament Championships, 19 NCAA Tournament appearances, five WNIT and one NIT appearance in basketball, 28 Big South Coaches of the Year, and 22 Big South Players of the Year.

The City of Radford

Radford University is located in the City of Radford (population 18,249), 36 miles southwest of Roanoke, Virginia, on Route 11 and I-81 in the New River Valley, in the beautiful Blue Ridge Mountains of Virginia. The town of Christiansburg, Virginia, is located in the New River Valley, 15 minutes from the City of Radford. The City of Radford and the surrounding region provide a rich variety of cultural and leisure activities. Outdoor enthusiasts will find the University's location along the New River provides opportunities to hike, kayak, fish, swim and camp. Dozens of biking and hiking trails are accessible with less than a 30-minute drive, including access points to the Appalachian Trail and Jefferson National Forest. Downtown Radford is home to a variety of locally owned shops and restaurants. Christiansburg serves as a retail hub providing a regional mall and major chain stores and restaurants less than 10 miles from campus.



Nomination and Application Process

Salary

Salary will be competitive and commensurate with qualifications and experience.

How to Apply

Greenwood/Asher & Associates, Inc. is assisting Radford University in this search. Applications and nominations are now being accepted. Confidential inquiries and nominations should be directed to Greenwood/Asher and Associates LLC. For a full application package please provide a cover letter, CV/Resume, and a list of five references. Submission of application materials as PDF attachments is strongly encouraged. Please send materials to julieholley@greenwoodsearch.com or bettyasher@greenwoodsearch.com.

The search will be conducted with a commitment to confidentiality. Initial screening of applications will begin immediately and will continue until an appointment is made.

Please direct inquiries and nominations to:

Betty Turner Asher, Founder and Vice President & Managing Partner, Kelly
Julie Holley, Senior Executive Search Consultant

E-mail: bettyasher@greenwoodsearch.com

E-mail: julieholley@greenwoodsearch.com

For more information about Radford University, please visit:

www.radford.edu

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

This position requires a criminal background check. Therefore, you may be required to provide information about your criminal history in order to be considered for this position.