

Six-Year Plans - Part I (2018): 2018-20 through 2022-24

Due: July 12, 2018

Institution:

Radford University

Institution UNITID:

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Individual responsible for plan

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Six-Year Plans - Part I (2018): 2018-20 through 2022-24
Radford University
ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2018-2024)," please provide titles to identify strategies (for the three biennia of this six-year period) associated with goals in the Virginia Plan. *Please use this title to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative).*

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2016-2022)											
	Biennium 2018-2020 (7/1/18-6/30/20)					Biennium 2020-2022 (7/1/20-6/30/22)					Biennium 2022-2024 (7/1/22-6/30/24)	
	Strategies (Short Title)	VP Goal	Cost: Incremental, Savings, Reallocation								Strategies	Strategies
			2018-2019		2019-2020		2018-2019 (revised)		2019-2020 (revised)			
Total Amount			Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue			
1	Implement Student Success and Retention Action Plan	1	Incremental: \$1,005,903	\$1,005,903	\$1,408,264	\$1,408,264	\$565,937	\$565,937	\$565,937	\$565,937	Continue to make progress on enhancing student success, retention, and graduation.	Continue to make progress on enhancing student success, retention, and graduation.
			Savings:									
			Reallocation:				\$16,996		\$16,996			
2	Increase Degree Completion and Adult Learners Through Competency Based Education (CBE)	4	Incremental:				\$1,343,750	\$1,343,750	\$1,343,750	\$1,343,750	Continue to expand the Competency Based Education program offering and target academic support efforts on nontraditional students.	Continue to expand the Competency Based Education program offering and target academic support efforts on nontraditional students.
			Savings:									
			Reallocation:	\$250,000		\$250,000						
3	Ensure Access for Low and Middle-Income Families Through Need-based Financial Aid to Undergraduate Students	1	Incremental: \$368,335	\$368,335	\$1,027,775	\$1,027,775	\$472,225	\$472,225	\$1,027,775	\$1,027,775	Continue to emphasize affordability and access for low and middle income students.	Continue to emphasize affordability and access for low and middle income students.
			Savings:									
			Reallocation:									
4	Appalachian Community Outreach	4	Incremental: \$78,180	\$78,180	\$110,858	\$110,858			\$110,858	\$110,858	Continue to support the region of Southwest Virginia through academic and community outreach efforts.	Continue to support the region of Southwest Virginia through academic and community outreach efforts.
			Savings:									
			Reallocation:				\$22,429		\$22,429			
5	Further Educational opportunities for Healthcare professions and the Roanoke Valley	1,3	Incremental: \$154,270	\$154,270	\$154,270	\$154,270					Continue to support existing STEM-H degree programs and assess public/private partnerships for possible program expansion.	Continue to support existing STEM-H degree programs and assess public/private partnerships for possible program expansion.
			Savings:									
			Reallocation:				\$154,270		\$154,270			
6	Enhance K-12 Education Leadership	1	Incremental: \$12,925	\$12,925	\$247,384	\$247,384			\$12,925	\$12,925	Continue to grow the Ed.D. program with additional cohorts and build additional relationships with the Commonwealth's K-12 network.	Continue to grow the Ed.D. program with additional cohorts and build additional relationships with the Commonwealth's K-12 network.
			Savings:									
			Reallocation:	\$120,854		\$120,854		\$106,770	\$106,770			
7	Improve Occupational Therapy Training in the Commonwealth	3	Incremental:		\$118,044	\$118,044			\$118,044	\$118,044	Continue to address the shortage of qualified professionals by providing critical training and practical experience.	Continue to address the shortage of qualified professionals by providing critical training and practical experience.
			Savings:									
			Reallocation:	\$111,647		\$111,647		\$111,647	\$111,647			
8	Implement Strategic Plan - Embracing the Tradition and Envisioning the Future.	1-4	Incremental: \$252,832	\$252,832	\$511,554	\$511,554	\$1,444,260	\$1,444,260	\$1,444,260	\$1,444,260	Continue the execution of strategies identified in the University's strategic plan - "Embracing the tradition and envisioning the future"	Finalize the execution of strategies identified in the University's strategic plan - "Embracing the tradition, envisioning the future"
			Savings:									
			Reallocation:									
Total 2018-2020 Costs												
			Incremental (included in Financial Plan line 61)	\$1,872,445	\$1,872,445	\$3,578,149	\$3,578,149	\$3,826,172	\$3,826,172	\$4,623,549	\$4,623,549	
			Savings									
			Reallocation	\$482,501		\$482,501		\$412,112		\$412,112		

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ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2018-2024)," please provide titles to identify strategies (for the three biennia of this six-year period) associated with goals in the Virginia Plan. *Please use this title to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative).*

10	Library Enhancement ⁴ (\$)	\$99,350	\$99,350	\$142,240	\$142,240	--	--	\$120,334	\$120,334
	Library Enhancement ⁴ (FTE)	--	--	--	--	--	--	--	--
11	Technology Enhancement ⁴ (\$)	\$154,815	\$154,815	\$288,524	\$288,524	\$105,200	\$105,200	\$288,524	\$288,524
	Technology Enhancement ⁴ (FTE)	--	--	--	--	--	--	--	--
	O&M for New Facilities ⁴ (\$)	--	--	--	--	--	--	--	--
	O&M for New Facilities ⁴ (FTE)	--	--	--	--	--	--	--	--
12	Utility Cost Increase	\$114,000	\$114,000	\$231,420	\$231,420	--	--	\$114,000	\$114,000
13	NGF share of state authorized salary increase/bonus	\$208,620	\$208,620	\$208,620	\$208,620	--	--	--	--
A-15	Fringe/health insurance benefits increase	--	--	--	--	\$352,457	\$352,457	\$372,940	\$372,940
A-16	VRS increase	--	--	--	--	\$5,976	\$5,976	\$5,976	\$5,976
	Additional In-State Student Financial Aid From Tuition Revenue	--	--	--	--	--	--	--	--
	Others (Specify, insert lines below)	--	--	--	--	--	--	--	--
A-17	Other Fringe Benefits & Post Employment Costs					\$17,045	\$17,045	\$17,386	\$17,386
A-18	Mandatory Costs - Contract Escalators					\$559,434	\$559,434	\$587,406	\$587,406
14	Safety and Security Enhancement	\$29,410	\$29,410	\$48,310	\$48,310	\$32,500	\$32,500	\$48,310	\$48,310
	Total Additional Funding Need	\$2,966,411	\$2,966,411	\$7,022,147	\$7,022,147	\$5,257,796	\$5,257,796	\$8,667,356	\$7,891,060

Six-Year Plans - Part I (2018): 2018-20 through 2022-24

Radford University

Six-Year Financial Plan for Tuition and Fee Increases and Nongeneral Fund Revenue Estimates

Items	Revised																				
	2016-2017 (Estimated)			2017-2018 (Estimated)			2018-2019 (Planned)			2019-2020 (Planned)			2017-18 (Est.)			2018-2019 (Estimated)			2019-2020 (Planned)		
	Student Charge	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue			
E&G Programs																					
Undergraduate, In-State	\$7,045	\$55,024,097	\$7,461	5.90%	\$58,003,368	\$7,685	3.00%	\$60,019,077	\$7,915	3.00%	\$62,911,960	\$55,902,257	\$7,980	6.96%	\$60,642,856	\$8,219	2.99%	\$62,612,715			
Undergraduate, Out-of-State	\$19,126	\$9,758,647	\$19,543	2.18%	\$10,329,150	\$20,129	3.00%	\$10,683,180	\$20,733	3.00%	\$11,244,635	\$9,842,818	\$20,062	2.66%	\$10,964,873	\$20,664	3.00%	\$11,290,585			
Graduate, In-State	\$7,922	\$5,783,575	\$8,390	5.91%	\$5,753,539	\$8,642	3.00%	\$6,145,935	\$8,901	3.00%	\$6,642,188	\$6,365,028	\$8,973	6.95%	\$6,151,638	\$9,242	3.00%	\$6,340,618			
Graduate, Out-of-State	\$16,894	\$2,026,719	\$17,363	2.78%	\$1,928,540	\$17,884	3.00%	\$2,061,396	\$18,420	3.00%	\$2,192,979	\$1,759,133	\$17,946	3.36%	\$1,707,996	\$18,484	3.00%	\$1,748,019			
Other NGF		\$2,311,322			\$2,380,662			\$2,452,082			\$2,525,644			\$2,212,882			\$3,623,018				
Total E&G Revenue - Gross		\$74,904,360			\$78,395,259			\$81,361,670			\$85,417,406			\$76,082,118			\$83,090,381				
Total E&G Revenue - Net of Financial Aid		\$72,996,889			\$76,487,788			\$79,454,199			\$83,509,935			\$74,174,647			\$81,182,910				
E&G Revenue Used for Faculty Salary Increases		\$0			\$554,876			\$0			\$862,545			\$554,876			\$0				
Average T&R Faculty Salary Increase Rate		0.00%			3.00%			0.00%			2.00%			3.00%			0.00%				
Auxiliary Program																					
Mandatory Non-E&G Fees																					
Undergraduate	\$3,036		\$3,166	4.28%		\$3,261	3.00%		\$3,359	3.01%			\$3,230	2.02%		\$3,327	3.00%				
Graduate	\$3,036		\$3,166	4.28%		\$3,261	3.00%		\$3,359	3.01%			\$3,230	2.02%		\$3,327	3.00%				
Total Auxiliary Revenue (ALL including room and board)		\$66,640,387			\$70,013,166			\$72,113,561			\$74,276,968			\$69,938,465			\$73,532,043				
Total Tuition and Fees																					
Undergraduate, In-State	\$10,081		\$10,627	5.42%		\$10,946	3.00%		\$11,274	3.00%			\$11,210	5.49%		\$11,546	3.00%				
Undergraduate, Out-of-State	\$22,162		\$22,709	2.47%		\$23,390	3.00%		\$24,092	3.00%			\$23,892	2.57%		\$23,991	3.00%				
Graduate, In-State	\$10,958		\$11,556	5.46%		\$11,903	3.00%		\$12,260	3.00%			\$12,203	5.60%		\$12,569	3.00%				
Graduate, Out-of-State	\$19,930		\$20,529	3.01%		\$21,145	3.00%		\$21,779	3.00%			\$21,176	3.15%		\$21,811	3.00%				
Student Financial Aid (Program 108)		\$1,907,471			\$1,907,471			\$1,907,471			\$1,907,471			\$1,907,471			\$1,907,471				
Sponsored Programs (Program 110)		\$5,139,409			\$5,293,591			\$5,452,399			\$5,615,971			\$6,996,488			\$7,206,383				

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FINANCIAL AID PLAN

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

***2016-17 (Actual)**

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	\$55,024,097	\$1,526,046	2.8%	\$1,693,566
Undergraduate, Out-of-State	\$9,758,647	\$220,973	2.3%	\$213,905
Graduate, In-State	\$5,783,575	\$116,820	2.0%	\$0
Graduate, Out-of-State	\$2,026,719	\$43,632	2.2%	--
First Professional, In-State	--		--	
First Professional, Out-of-State	--		--	
Total	\$72,593,038	\$1,907,471	2.6%	\$1,907,471
Total from Finance-T&F worksheet	\$74,904,360	\$1,907,471	2.5%	
In-State Sub-Total	\$60,807,672	\$1,642,866	2.7%	\$1,693,566

2017-18 (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	\$58,003,368	\$1,526,046	2.6%	\$1,725,911
Undergraduate, Out-of-State	\$10,329,150	\$220,973	2.1%	\$181,560
Graduate, In-State	\$5,753,539	\$116,820	2.0%	\$0
Graduate, Out-of-State	\$1,928,540	\$43,632	2.3%	\$0
First Professional, In-State	--		--	
First Professional, Out-of-State	--		--	
Total	\$76,014,597	\$1,907,471	2.5%	\$1,907,471
Total from Finance-T&F worksheet	\$78,395,259	\$1,907,471	2.4%	
In-State Sub-Total	\$63,756,907	\$1,642,866	2.6%	\$1,725,911
Additional In-State	\$2,949,235	\$0	%	\$32,345

2018-19 (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	\$60,019,077	\$1,526,046	2.5%	\$1,725,911
Undergraduate, Out-of-State	\$10,683,180	\$220,973	2.1%	\$181,560
Graduate, In-State	\$6,145,935	\$116,820	1.9%	\$0
Graduate, Out-of-State	\$2,061,396	\$43,632	2.1%	\$0
First Professional, In-State	--		--	--
First Professional, Out-of-State	--		--	--
Total	\$78,909,588	\$1,907,471	2.4%	\$1,907,471
Total from Finance-T&F worksheet	\$81,361,670	\$1,907,471	2.3%	
In-State Sub-Total	\$66,165,012	\$1,642,866	2.5%	\$1,725,911
Additional In-State	\$2,408,105	\$0	%	\$0
Additional In-State from Financial Plan		\$0	%	

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	\$62,911,960	\$1,526,046	2.4%	\$1,725,911
Undergraduate, Out-of-State	\$11,244,635	\$220,973	2.0%	\$181,560
Graduate, In-State	\$6,542,188	\$116,820	1.8%	\$0
Graduate, Out-of-State	\$2,192,979	\$43,632	2.0%	\$0
First Professional, In-State	--		--	
First Professional, Out-of-State	--		--	
Total	\$82,891,762	\$1,907,471	2.3%	\$1,907,471
Total from Finance-T&F worksheet	\$85,417,406	\$1,907,471	2.2%	
In-State Sub-Total	\$69,454,148	\$1,642,866	2.4%	\$1,725,911
Additional In-State	\$3,289,136	\$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.

Six-Year Plans - Part I (2018): FY2017-2018
Radford University
ECONOMIC DEVELOPMENT: CONTRIBUTIONS (HB515)

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.

Special Notes: The reporting period is FY18. 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 note the narrative question at the bottom of the page. The response should be provided in a separate WORD or PDF document, as an attachment, if the Part II (Narrative) is not being updated.

Section A: Provide information for research and development (R&D) expenditures by source of fund with a breakdown by Science and Engineering (S&E) specific and non-S&E.

VA PLAN Strategy Reference	Section A: Research and Development (R&D) Expenditures by Source of Fund			
	Source of Funds	*S&E	Non S&E	Total
4.3	Federal Government	\$239,540	\$5,156	\$244,696
	State and Local Government	\$86,145	\$16,249	\$102,394
	Institution Funds	\$42,961	\$76,013	\$118,974
	Business	\$0	\$0	\$0
	Nonprofit Organizations	\$82,972	\$28,811	\$111,783
	All Other Sources	\$0	\$0	\$0
	Total	\$451,618	\$126,229	\$577,847

* S&E - Science and Engineering

Section B: Provide number and dollar value of grants, contracts and sub-agreements by discipline. If your institution prefers to report by industry, please contact Jean Mottley (jeanmottley@schev.edu) to assist with changes.

VA PLAN Strategy Reference	Section B: Grants, Contracts and Sub-Agreements by Discipline						
	Discipline	Grants		Contracts		Sub-agreements	
		No.	\$ Value	No.	\$ Value	No.	\$ Value
4.3	Engineering	0					
	Physical Science						
	Environmental Science			4	\$93,204	1	\$13,179
	Computer Science	1	\$140,250				
	Life Sciences	2	\$880,000	1	\$20,000		
	Psych/Social						
	Other Science						
	Non-Science and Engineering (non-S&E)	16	\$17,682,190			16	\$2,859,988
	Total	19	\$18,702,440	5	\$113,204	17	\$2,873,167

Section C: 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	Section C: General Questions	Yes	No	Number/Amount	Comments
4.1	1. Does your institution offer an innovation/ entrepreneurship/career-themed student living-learning community?	X			Launching fall 2018, 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. Plans are to recruit an initial class of 20 students.
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.	X			The Radford University College of Business and Economics Center for Innovation & Analytics: (1) Enhances regional economic development by connecting students and faculty with the business community; (2) Equips students, alumni, businesses, and government agencies with the skills, knowledge, and ability to create, innovate, and grow sustainable ventures; and (3) Offers consulting services and expertise to help businesses, non-profits, and government agencies understand the advantages of innovation and analytics and apply them to their specific needs.
4.2	3. Does your institution offer maker-space? If yes, please comment if people/companies external to the institution can access it and, if so, how.	X			Radford University hosts a growing ecosystem of Makerspaces to support Making and innovation across campus. Our three Makerspaces (Design Makerspace, New Media Center, and Peery Makerspace—associated with our living-learning community) support both digital and physical making and offer a wide array of equipment, tools, and materials to support students and faculty campus-wide. Across these makerspaces, we host classes and offer events.

4.2	4. 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			The Radford University College of Business and Economics Center for Innovation & Analytics: (1) Enhances regional economic development by connecting students and faculty with the business community; (2) Equips students, alumni, businesses, and government agencies with the skills, knowledge, and ability to create, innovate, and grow sustainable ventures; and (3) Offers consulting services and expertise to help businesses, non-profits, and government agencies understand the advantages of innovation and analytics and apply them to their specific needs.
4.2	5. Does your institution have Entrepreneur Executive(s)-in-Residence?	X			The Radford University College of Business and Economics Center for Innovation & Analytics hosts executives in residence for Analytics and Innovation.
4.1	6. Number of students paid through externally funded research grants or contracts.				
4.1	7. Number of entrepreneurship degrees/ courses/programs (credit and noncredit) offered?				• The Department of Management within the College of Business and Economics has created and offers entrepreneurship curriculum. Both a concentration, with 138 students enrolled in the spring of 2018, and a minor, with 61 students, are offered through this department. Three courses are core to the entrepreneurship program: MGNT 250 (Entrepreneurship and Innovation); MGNT 350 (Owning and Managing a Business); and MGNT 450 (New Venture Management). During the spring of 2018, enrollment in these courses were 62 in MGNT 250, 75 in MGNT 350; and 35 in MGNT 450. • For several years the College of Business and Economics- with financial support from BB&T- has sponsored and held an Innovation Challenge. This is a semester-long business concept development competition open to all Radford University students that culminates in external entrepreneurs and guests
4.1	8. Number of academic units that have courses/programs requiring a capstone project, experiential learning activities, or internships.				Radford University has 67 programs that require a capstone, experiential learning activity, or internship.
4.1	9. Does your institution's tenure policy support commercialization? If yes, please provide brief explanation in comments section.	X			Although not listed as an example of professional contributions (the list of examples in the Faculty Handbook is not exhaustive), the deans report that commercialization of intellectual property would be a positive consideration for tenure. Our Faculty Handbook.
4.2	10. Does your institution offer a seed 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?		X		
4.2	11. Does your institution offer translational research and/or proof of concept funding? If yes, please provide dollar amount available in FY18 in the number/amount field.		X		
4.1	12. Does your institution offer continuing education programs to industry? If yes, please provide dollar value or headcount for such programs in the number/amount field.	X			

Section D: Provide information for 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) to assist with changes.

VA PLAN Strategy Reference	Section D: Research and Commercialization Grants	No.	\$ Value	College	Department
4.3	SBIR - Small Business Innovation Research				
	STTR - Small Technology Transfer Research				
	CRCF - Commonwealth Research Commercialization Fund				
	*VBHRC - The Catalyst				
	Commonwealth Health Research Board				
	VRIF - Virginia Research Investment Fund				

*University must pay to be a member and collaborate with at least one other member university

Section E. The Intellectual Property (IP) section captures information on disclosure, patent, and licensing activities. It is divided into two tables. Table 1 captures information regardless of source of funds or nature of entity to whom IP is transferred. Table 2 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. The table captures 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	Section E: Part 1 - All Patent Activity for FY 2017-18	No.
4.2	1. Number of Intellectual Property disclosures received	
	2. Number of Provisional Patent Applications filed during the year	
	3. Number of Patent Applications filed during the year (by type)	
	Design	
	Plant	
	Utility	
	Total	0
	4. Total number of Patent Applications pending (by type)	
	Design	
	Plant	
	Utility	
	Total	0
	5. Number of Patents awarded during the year (by type)	
	Design	
	Plant	
	Utility	
	Total	0

VA PLAN Strategy Reference	Section E: Part 2 - Other Information	Principal Place of Business in VA	Principal Place of Business outside VA
4.2	1. Value of funds from persons or nongovernmental entities to support intellectual property research	\$0	\$0
	2. Number of patents awarded during the year (by type) developed in whole or part from external projects funded by persons or nongovernmental entities:		
	a. Design Patent	0	0
	b. Plant Patent	0	0
	c. Utility Patent	0	0
	d. Total	0	0
	3. Number of assignments of intellectual property interests to persons or nongovernmental entities	0	0
	4. Total number of intellectual property licenses executed in FY 17-18	0	0
5. Number of start-ups created through IP licensing in FY17-18	0	0	
6. Amount of licensing revenue in FY17-18 resulting from all intellectual property licenses	\$0	\$0	
7. Number of jobs created as a result of university start-ups.	0	0	

Section F: 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	Section F: General Questions - VCCS Specific	Number	Value	Comments
4.1	1. Number and value of federal, state or private grant resources to support development of, or access to, training programs leading to workforce credentials, certifications and licensures.			
	2. Number of training programs leading to workforce certifications and licensures.			
	3. Number of students who earned industry recognized credentials stemming from training programs.			
	4. Number of industry-recognized credentials obtained, including certifications and licenses.			
	5. Number of Career/Technical Education certificates, diplomas and degrees awarded that meets regional workforce needs.			

NARRATIVE REQUIREMENT:

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

2018 SIX-YEAR PLAN - UPDATE

Instructions for Part II (Narrative)

October 1, 2018

Part II (Narrative) of the Six-Year Plan contains the following section updates:

- 1) If your institution had higher Tuition and E&G Fees and/or Non-E&G Fees rate increase(s) for 2018-19 for in-state undergraduate students than was/were projected in its 2017 plan (as noted in your response to #1), please provide an explanation in a separate document or in the Narrative (Part II), if it is being updated, regarding the need for the increase(s) and the specific use(s) of the additional revenue.**

Response:

The tuition and fee rates for 2018-19 were based on a number of factors including; the anticipated state budget, fall 2018 enrollment projections, state mandated benefit increases, other mandatory cost increases, and institutional priorities driven by the strategic plan. The increase is reflective of the anticipated resources needed to support the aforementioned changes and to further maintain essential levels of instructional support and student services.

Actual tuition and fee rates were updated for 2018-19 (in-state undergraduate increased from 3.00% to 6.96%) while planned 2019-20 rates remained unchanged (in-state undergraduate maintained a 3.00% year-over-year increase). The higher increase in 2018-19 was the result of expectations of limited programmatic resources. The 3.00% estimate was only sufficient to cover the mandatory cost increases associated with health insurance, retirement, and other fringe rate changes. Therefore, based on the BOV approved rates, the incremental revenue was critical in providing funding support for investments in the strategic plan. Auxiliary fees were intentionally reduced from prior year estimates in order to help minimize the total dollar impact to the students while maximizing the available resources for the strategic plan.

The University's Strategic Plan: *Embracing the Tradition and Envisioning the Future* was recently launched in January 2018. The plan is expected to chart the course for ongoing strategic action and will focus its efforts on serving both current and future generations of Highlanders. The 2018-19 budget development cycle sought to align divisional priorities with the efforts identified in the strategic plan. It was only those initiatives that aligned with the strategic plan that were considered during the budget cycle. Therefore, it is important that these initiatives get properly funded and continue to be a point of fiscal relevance.

- 2) The Economic Development (ED) Worksheet is an annual report. This reporting requirement contains a narrative which should be submitted as a separate document or within the updated Narrative (Part II), if one is provided. Please note that the Intellectual Property (IP) Worksheet information is now included within the Economic Development Worksheet.**

Response:

Highlights of Radford University's contributions to economic development at local, regional and statewide levels include the following:

A. **Competency-Based Education:**

- (1) Former Virginia Gov. Terry McAuliffe visited Radford's campus to celebrate the program's statewide influence in a ceremonial launch on Sept. 8, 2017. As a result, on October 1, 2017, Radford University became Virginia's first four-year public to offer competency-based education (CBE) with the launch of its IMPACT (Innovative Mobile Personalized Accelerated Competency Training) program. IMPACT was launched with an initial focus on cybersecurity to help address the critical need for cybersecurity trained professionals in the Virginia workforce, and to leverage Radford University's nationally-recognized information technology security program. This spring, IMPACT expanded its curriculum to include geospatial intelligence. The program has maintained a 100 percent retention rate.
- (2) In March 2018, local information technology entrepreneur Vinod Chachra, Ph.D., gifted the University a significant financial donation to specifically support IMPACT. In recognition of his generosity, the University named the program's laboratory the Vinod Chachra IMPACT Lab. The lab is located at Radford University Corporate Park, adjacent to campus.
- (3) On April 26, 2018, Virginia Gov. Ralph Northam attended a signing ceremony wherein the newly named Vinod Chachra IMPACT Lab entered into a partnership with TRGroup, LLC, to provide cybersecurity training to credit union staff in more than 800 locations across seven states to keep assets secure from cybercrime.

B. **Strategic Plan:** In January 2018, Radford University launched the 2018-2023 Strategic Plan: *Embracing the Tradition and Envisioning the Future*. The strategic plan is the culmination of more than one year of effort by committees of faculty, staff, students, alumni, entrepreneurs, and civic and industry leaders, and included the economic development and community partnerships. 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.

C. **Announced Plan to Merge Jefferson College of Health Sciences:** Radford University's President Brian O. Hemphill joined officials from Carilion Clinic and Jefferson College of Health Sciences (JCHS) on January 18, 2018 to announce the potential merger of JCHS into the Radford University family of colleges and departments. JCHS, owned and operated by Carilion Clinic, has 35 years of history as an accredited health care education institution and has grown from 200 to about 1,150 students on the undergraduate and graduate levels. Jefferson College, with a full-time faculty of 70, is a top regional producer of nursing and allied health professionals that ranks among the top 10 in the Commonwealth of Virginia. The merger process is expected to take 18-24 months, pending approvals. Building off a history of public-private collaborations in health care and health sciences education, the integrated institutions will benefit the communities of Southwest Virginia and throughout the Commonwealth of Virginia by providing educated and highly trained in-demand health care professionals. The expanded partnership among leading academic institutions is expected to strengthen the region as a destination

for health education and research, ultimately contributing directly to economic development.

D. **High Impact Practices:** Radford University offers a variety of high-impact programs designed to meet various needs of local families, community partners and business. Spanning all six academic colleges, these programs engage greater than 1,000 faculty and students. Examples range from community arts programs, to business consulting, science camps, mental health outreach, speech & music therapy programs, K-12 partnerships, service learning, and town-gown collaborations.

E. **College of Business Economics (COBE) Collaborations:**

- (1) In Spring 2017, a MGNT 685 class worked with both Volvo regional manufacturing consortium developing and extending large-scale 3D printing into manufacturing and Warm Hearth (strategic plan development).
- (2) MGNT 452 is a formal business consulting course used to facilitate students working with area businesses. In the fall of 2017, five teams of 16 students worked with retail, hotel, and restaurant businesses on confidential counselling projects.
- (3) The American Marketing Association worked with a local Coldstone Creamery owner to deploy design thinking methods to identify underlying issues (fall semester) and implement solutions (spring semester).
- (4) A team of student entrepreneurs was sponsored by the COBE Center for Innovation and Analytics and the Office of Undergraduate Research and Scholarship to compete in the 2018 Tom Tom Founders Festival Innovators Cup (<https://tomtomfest.com/innovators-cup/>). The team competed against other university student start-up ventures for capital investment to grow their idea.

F. **OP Six Comments**

a. **General Comments for All Institutions**

1. **Salary Increase Information:** Salary information must be filled in the top lines provided in the Finance section of the Academic-Finance sheet. If the additional NGF salary increase is a bonus, put a note in those lines. If there is a special salary case that does not fit the provided salary lines, please provide a write-up including the funding source and salary amount etc. Please note that FY2020 should not reflect zeros when the budget already includes increases for faculty and staff. If you have any questions, please contact Yan Zheng.

Response:

The template was updated as requested.

2. Funding for Plan: Please reconcile your new net revenue with your new net spending (both with and without financial aid) to ensure accuracy. Specific comments are being provided to several institutions. But, for quality assurance purposes, all institutions are being asked to perform this review prior to submitting their final plans.

Response:

The variance in year one is explained in the institution specific section of this document. There is no variance in year two.

3. Non-E&G Fees Increase for FY2020: The 2018 General Assembly lowered the cap of the annual increase in non-E&G fees to 3% for in-state undergraduate students with some exceptions such as salary increase authorized by the General Assembly (Section 4-2.01.b.8a). Some institutions had the non-E&G fee increase over 4% in FY2020. Please provide a written explanation of the uses of the additional revenue, if your institution plans to have the non-E&G fee increase over 4% in FY2020.

Response:

N/A

4. Economic Development Worksheet: For sections A and B on this worksheet, please note the following:

Section A: Section A should be consistent with the data NSF collects for the Higher Education Research and Development survey (HERD). We understand there is a timing difference, as HERD data is submitted later, meaning any adjusting journal entries made in the interim are not included in the expenditures reported in Section A.

Section B: Please ensure that Section B includes the total amount of new grants, contracts, and sub-agreements awarded in FY2018 (i.e. include the total amount for a three-year grant awarded in FY2018). Section B should not contain the total amount of all active grants, contracts and sub-agreements and should not repeat the research expenditures from Section A reformatted by discipline. If you are unable to separate the new awards into grants, contracts, and sub-agreements, please provide the totals by discipline.

Response:

Section A is consistent with the HERD survey and section B was updated to reflect the new awards as requested.

b. Specific Radford University Questions

1. There is more revenue than spending for FY19 under the revised plan. Total E&G revenue (net of financial aid) is \$7,008,263 compared with spending plan (net of financial aid) of \$4,785,571. Please explain.

Response:

The difference between the E&G revenue of \$7,008,263 and the revised spending plan of \$4,785,571 is \$2,222,692. This is a technical variance and attributed to two factors. The primary factor is a \$1,750,467 one-time technical accounting change instituted in FY18 deferring summer intersession revenue until FY19. Previously, intersession revenue was receipted over two fiscal years. The change in fiscal policy aligns the entire intersession

program within one fiscal year. The expenses associated with the \$1,750,467 were also deferred and therefore are not reflected in the spending plan. The expenses are a part of the institution's base expenditures. The remaining \$472,225 is foregone revenue already reflected in the net numbers as a contra revenue (reference academic plan priority 3).

2. Please provide more explanation on the impact of the merger with Jefferson College of Health Sciences and how RU is funding it. The financial plan is not clear on this aspect.

Response:

The merger between Radford University (RU) and Jefferson College of Health Sciences (JCHS) is not expected to have a material impact on RU's financial position. JCHS will be incorporated into RU as a self-supporting academic unit. JCHS has a long-standing history of strong enrollment and financial viability, and is expected to continue to bring in revenue at a level to fully support its operations.

RADFORD UNIVERSITY BOARD OF VISITORS
Resolution

Approval of Radford University's 2018 Six-Year Plan
October 3, 2018

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 in odd-numbered years and amend or affirm biennially in even-numbered years a six-year plan for the institution; (ii) submit a preliminary version of such plan to the Council, 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 preliminary amendments to or a preliminary affirmation of each such plan to the Council, 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 even-numbered year*”; 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 12, 2018 for the 2018 submission; and

WHEREAS, the 2018 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 2018 Six-Year Plan 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 2018 Six-Year Plan as required by State officials for final submission by the stated deadline.