

Board of Visitors

Quarterly Meeting

February 12, 2021

RADFORD UNIVERSITY

Board of Visitors

RADFORD UNIVERSITY

Board of Visitors

QUARTERLY MEETING
9 A.M. **
FEBRUARY 12, 2021
JOSEPH P. SCARTELLI ATRIUM
COVINGTON CENTER, RADFORD, VA

DRAFT
AGENDA

- **CALL TO ORDER** Mr. Robert A. Archer, *Rector*
- **APPROVAL OF AGENDA** Mr. Robert A. Archer, *Rector*
- **APPROVAL OF MINUTES** Mr. Robert A. Archer, *Rector*
 - December 4, 2020
- **RECOGNITION** Mr. Robert A. Archer, *Rector*
- **PRESIDENT'S REPORT** Dr. Brian O. Hemphill, *President*
- **ACADEMIC EXCELLENCE AND RESEARCH COMMITTEE** Dr. Thomas Brewster, *Chair*
 - Report to the Board of Visitors
- **ADVANCEMENT, UNIVERSITY RELATIONS AND ENROLLMENT MANAGEMENT COMMITTEE** Ms. Lisa Throckmorton, *Chair*
 - Report to the Board of Visitors
- **BUSINESS AFFAIRS AND AUDIT COMMITTEE** Mr. Gregory A. Burton, *Chair*
 - Report to the Board of Visitors
 - Approval of Resolution Certifying Compliance with the Radford University Debt Management Policy
 - Approval of Resolution of Third Quarter 2020-2021 University Operating Budget Adjustment
- **GOVERNANCE, ADMINISTRATION AND ATHLETICS COMMITTEE** Dr. Susan Whealler Johnston, *Vice Chair*
 - Report to the Board of Visitors
- **STUDENT SUCCESS COMMITTEE** Dr. Debra McMahon, *Chair*
 - Report to the Board of Visitors

- **REPORT TO THE BOARD OF VISITORS FROM THE STUDENT REPRESENTATIVE TO THE BOARD** Ms. Samantha Powell, *Student Representative to the Board of Visitors*
- **REPORT ON THE RADFORD UNIVERSITY FOUNDATION** Dr. Rachel D. Fowlkes, *BOV Liaison to RU Foundation*
- **GOVERNMENT RELATIONS UPDATE** Ms. Lisa Ghidotti, *Executive Director of Government Relations*
- **CLOSED SESSION** Mr. Robert A. Archer, *Rector*
Virginia Freedom of Information Act §2.2-3711 (A) (1), (3) and (7)
- **OTHER BUSINESS** Mr. Robert A. Archer, *Rector*
 - Upcoming Budget Presentation and Public Comment Session
- **ANNOUNCEMENTS** Mr. Robert A. Archer, *Rector*
 - **Meeting Dates**
April 22-23, 2021
August 8-10, 2021 Retreat
September 9-10, 2021
December 2-3, 2021
- **ADJOURNMENT** Mr. Robert A. Archer, *Rector*

**All start times are approximate only. The Board meeting either may begin before or after the listed approximate start time as Board members are ready to proceed.

BOARD MEMBERS

Mr. Robert A. Archer, Rector
 Mr. James R. Kibler, Jr.
 Dr. Thomas Brewster
 Dr. Jay A. Brown
 Mr. Gregory A. Burton
 Ms. Krisha Chachra
 Dr. Rachel D. Fowlkes
 Dr. Susan Whealler Johnston
 Mr. Mark S. Lawrence
 Dr. Debra K. McMahan
 Ms. Karyn K. Moran
 Ms. Nancy Angland Rice
 Mr. David A. Smith
 Ms. Georgia Anne Snyder-Falkinham
 Ms. Lisa Throckmorton

February 2021 Meeting Materials

RADFORD UNIVERSITY

Board of Visitors

**Radford University Board of Visitors
February 12, 2021**

**Action Item
Compliance with Debt Management Policy**

Item:

Adoption of a Resolution certifying that Radford University is in compliance with its Debt Management Policy. In addition, this certification is required annually by the Secretary of Finance for the Commonwealth of Virginia as part of Institutional Performance reporting.

Background:

The 2005 Session of the General Assembly adopted, and the Governor signed, legislation that provides Radford University and all other public colleges and universities in the Commonwealth the opportunity to attain certain authority and autonomy to manage its academic and administrative affairs more efficiently and effectively through implementation of the Restructured Higher Education Financial and Administrative Operations Act. At its meeting on June 30, 2005, the Radford University Board of Visitors approved a Resolution of Commitment allowing the University to exercise restructured financial and operational authority as identified in the Restructuring Act.

The 2015 Virginia Acts of Assembly, Chapter 665 includes a requirement in the General Provisions related to Higher Education Restructuring. §4-9.01 requires, in part, that: *“Consistent with §23-9.6:1.01 [recodified as §23.1-206], Code of Virginia, the following education-related and financial and administrative management measures shall be the basis on which the State Council of Higher Education shall annually assess and certify institutional performance. Such certification shall be completed and forwarded in writing to the Governor and the General Assembly no later than October 1 of each even-numbered year. Institutional performance on measures set forth in paragraph D of this section shall be evaluated year-to-date by the Secretaries of Finance, Administration, and Technology as appropriate, and communicated to the State Council of Higher Education before October 1 of each even-numbered year. Financial benefits provided to each institution in accordance with § 2.2-5005 will be evaluated in light of that institution’s performance.”*

The Secretary of Finance collects information to fulfill the reporting requirements as they relate to paragraph D-Financial and Administrative Standards, specifically §4-9.01 d.2. which states: *“Institution complies with a debt management policy approved by its governing board that defines the maximum percent of institutional resources that can be used to pay debt service in a fiscal year, and the maximum amount of debt that can be prudently issued within a specified period.”* To assess this measure, the Secretary of Finance is seeking a statement from the Board of Visitors certifying Radford University’s compliance with said policy and the effective date of that policy.

Schedule A below provides the required ratio calculation and demonstrates the University is in compliance with its Debt Management Policy. Currently, as disclosed in the 2020 unaudited annual financial statements, the University’s debt obligations including affiliated foundation

total \$142,973,728 which is mainly attributable to the Student Recreation and Wellness Center, Renovations of four Residence Hall projects, and the affiliated foundation property acquisition.

Schedule A				
RADFORD UNIVERSITY				
DEBT MANAGEMENT POLICY RATIO				
The calculation reflects June 30, 2020 unaudited Financial Statements for Total Operating Expenses (as defined in the University’s Debt Management Policy); however, Annual Debt Service reflects expected payments as of June 30, 2021.				
Board Approved Ratios	Range	Formula	Unaudited Financial Statements as of 6/30/2020	
<u>Debt Burden Ratio</u> Max Annual Debt Service as % of Operating Expenses	< 7%	$\frac{\text{Annual Debt Service}^*}{\text{Total Operating Expenses}^*}$	\$7,730,658	2.77%
			\$278,745,015	

* Ratio includes Radford University Foundation

The Debt Management Policy also identifies that an annual report shall be prepared for review by the Board of Visitors. The notes to the annual financial statements provide the required elements to comply with the Debt Management Policy. Below are the Financial Statement Notes related to outstanding obligations that were prepared for the year ending June 30, 2020 (unaudited):

NOTE 6: Long-Term Debt

Notes Payable—Pooled Bonds

The University issued 9(d) bonds by participating in the Public Higher Education Financing Program (Pooled Bond Program) created by the Virginia General Assembly in 1996. Through the Pooled Bond Program, the Virginia College Building Authority (VCBA) issues 9(d) bonds and uses the proceeds to purchase debt obligations (notes) of the University and various other institutions of higher education. The University’s general revenue secures these notes.

The composition of notes payable at June 30, 2020, is summarized as follows:

<u>Notes Payable - Pooled Bonds:</u>	<u>Interest Rates at Issuance</u>	<u>Maturity at Issuance</u>
Student Fitness Center		
Series 2009B, \$3.720 million par amount	2.00% - 5.00%	September 1, 2029
Series 2016A, \$2.285 million par amount – partial refunding of Series 2009B	3.00% - 5.00%	September 1, 2029
Series 2011A, \$4.235 million par amount	3.00% - 5.00%	September 1, 2031
Series 2012B, \$11.155 million par amount	3.00% - 5.00%	September 1, 2032
Series 2013A, \$4.865 million par amount	2.00% - 5.00%	September 1, 2033

Bonds Payable—9c

The University has issued bonds pursuant to section 9(c) of Article X of the Constitution of Virginia. Section 9(c) bonds are general obligation bonds issued by the Commonwealth of Virginia on behalf of the University. They are secured by the net revenues of the completed project and the full faith, credit and taxing power of the Commonwealth of Virginia.

The composition of bonds payable at June 30, 2020, is summarized as follows:

<u>Bonds Payable - 9c:</u>	<u>Interest Rates at Issuance</u>	<u>Maturity at Issuance</u>
Renovation of Washington Hall (residence hall)		
Series 2013A, \$5.040 million par amount	2.00% - 5.00%	June 1, 2033
Renovation of Pocahontas, Bolling, Draper (residence halls)		
Series 2014A, \$11.080 million par amount	2.00% - 5.00%	June 1, 2034
Series 2015A, \$8.820 million par amount	2.00% - 5.00%	June 1, 2035
Series 2016A, \$7.160 million par amount	3.00% - 5.00%	June 1, 2036

Capital Lease Obligation

In March 2018, the University entered into a 25-year capital lease with the Radford University Foundation, LLC to meet student housing demand. Due to existing housing commitments, a management agreement was entered between the Radford University Foundation and a third party to manage the properties. Therefore, the University's obligation regarding the capital lease was not effective until fiscal year 2020. The University has accounted for the acquisition of the various residential properties as a capital lease, and therefore has recorded the building as a depreciable capital asset, and has recorded a corresponding lease liability in long-term debt, both on its Statement of Net Position as of June 30, 2020.

A summary of changes in long-term debt for the year ending June 30, 2020, is presented as follows:

	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion	Noncurrent Portion
Governmental activities:						
Notes payable - pooled bonds	20,004,414	-	1,167,800	18,836,614	1,085,000	17,751,614
Bonds payable - 9c	29,870,933	-	1,424,685	28,446,248	1,320,000	27,126,248
Capital Lease	-	32,073,214	160,985	31,912,229	779,570	31,132,659
*Total long-term debt	\$49,875,347	\$32,073,214	\$2,753,470	\$79,195,091	\$3,184,570	\$76,010,521

*No amounts considered direct borrowings or direct placements.

Future principal payments and interest payments on long-term debt are as follows:

Fiscal Year Ending	Governmental Activities			
	Notes Payable Pooled Bonds		Bonds Payable - 9c	
	Principal	Interest	Principal	Interest
June 30, 2021	1,085,000	650,181	1,320,000	996,500
June 30, 2022	1,135,000	596,731	1,395,000	930,500
June 30, 2023	1,190,000	539,681	1,465,000	860,750
June 30, 2024	1,250,000	482,006	1,530,000	787,500
June 30, 2025	1,295,000	433,581	1,600,000	718,950
2026-2030	7,225,000	1,418,254	9,035,000	2,579,213
2031-2035	4,150,000	232,925	9,180,000	914,600
2036	-	-	505,000	15,150
Unamortized Premium	1,506,614	-	2,416,248	-
Total	\$18,836,614	\$4,353,359	\$28,446,248	\$7,803,163

Payments of principal, interest, and executory costs on the capital lease for fiscal years subsequent to June 30, 2020 are as follows:

Fiscal Year	Total Payment
2021	2,046,385
2022	2,046,385
2023	2,046,385
2024	2,046,385
2025	2,178,123
2026-2030	11,812,781
2031-2035	11,812,781
2036-2040	11,812,781
2041-2045	6,890,789
Total Minimum Lease Payments	\$52,692,794
Less Executory Costs	5,675,563

Net Minimum Lease Payments	47,017,231
Less Interest	15,105,003
Present Value of Lease Payments	\$31,912,228

Long-Term Debt Defeasance

During fiscal year 2017, the Commonwealth of Virginia, on behalf of the University, issued pooled bonds Series 2016A for \$2,285,000 with interest rates of 3.0 to 5.0 percent to advance refund \$2,305,000 of Series 2009B pooled bonds. The bonds, issued at a premium of \$470,852, are used to provide funds for debt service savings for the Commonwealth. The net proceeds were deposited in an irrevocable trust with an escrow agent to provide for future debt service payments on the refunded bonds.

The advanced refunding resulted in a deferred accounting loss of \$296,927 for the University, which is being amortized to interest expense over the life of the new debt. At June 30, 2020, \$206,722 of the unamortized deferred loss is reported on the *Statement of Net Position* as a deferred outflow of resources. The defeasance will reduce the University's total debt service obligation by \$184,341 over 13 years. The debt service savings discounted at a rate of 1.849 percent results in an economic gain of \$167,810.

For financial reporting purposes, these notes payables are considered an in-substance defeasance and have therefore been removed from the long-term debt payable line item of the *Statement of Net Position*. The assets in escrow have similarly been excluded. On June 30, 2020, \$2,305,000 from Series 2009B 9(d) VCBA pooled bonds was considered defeased and outstanding.

NOTE 19E: Component Unit Financial Information

The following is a summary of the outstanding notes payable at June 30, 2020:

Note payable in monthly installments of \$5,182.12 through May 2025, interest payable at LIBOR plus 1.48 percent (1.65% and 3.91% at June 30, 2020 and 2019, respectively). Unsecured.	280,837
Note payable in monthly installments of \$2,601 through November 2020, interest payable at 1.54 percent. Secured by deposit accounts maintained by and investment property held with the institution.	12,775
Notes payable in monthly installments calculated on a 25-year amortization with a balloon payment of remaining amount in May 2021, with interest payable at LIBOR plus 0.82 (1.01% and 3.22% and 2.91% at June 30, 2020 and 2019, respectively). Secured by real estate and deposit accounts maintained by and investment property held with the institution. Additionally, secured by an assignment of leases and rents.	385,539

Notes payable in monthly installments calculated on a 20-year amortization with a balloon payment of remaining amount in May 2023, with interest payable at LIBOR plus 0.82 (1.01% and 3.22% at June 30, 2020 and 2019 respectively). Secured by real estate and deposit accounts maintained by and investment property held with the institution. Additionally, secured by an assignment of leases and rents.

427,625

Notes payable in monthly interest only payments through April 2020, then monthly installments calculated on a 23-year amortization with a balloon payment of the remaining amount In April 2025. Interest payable at LIBOR plus 0.82 (0.99% and 3.26% and 2.91% at June 30, 2020 and 2019, respectively). Secured by real estate and deposit accounts maintained by and investment property held with the institution. Additionally, secured by an assignment of leases and rents.

22,354,863

Notes payable in monthly interest only payments through April 2020, then monthly installments calculated on a 23-year amortization with a balloon payment of remaining amount In April 2025. Interest payable at 4.20%. Secured by real estate and deposit accounts maintained by and investment property held with the institution. Additionally, secured by an assignment of leases and rents.

9,957,285

Notes payable in monthly installments on a 15-year amortization with a balloon payment of remaining amount in June 2024, with interest payable at 3.72%. Secured by real estate and deposit accounts maintained by and investment property held with the institution. Additionally, secured by an assignment of leases and rents. Secured by real estate and assignment of leases and rent.

199,313

Total long-term debt \$33,618,237

Future principal payments on notes payable for years ending June 30 are as follows:

2021	1,648,015
2022	1,271,838
2023	1,656,079
2024	1,446,507
2025 and thereafter	27,595,798
Total long-term debt	<u>\$33,618,237</u>

**Radford University Board of Visitors
Resolution
Compliance with Debt Management Policy**

February 12, 2021

WHEREAS, the 2005 Session of the General Assembly adopted, and the Governor signed, legislation that provides Radford University and all other public colleges and universities in the Commonwealth the opportunity to attain certain authority and autonomy to manage its academic and administrative affairs more efficiently and effectively through implementation of the Restructured Higher Education Financial and Administrative Operations Act, and

WHEREAS, on June 30, 2005, the Radford University Board of Visitors approved a Resolution of Commitment allowing the University to exercise restructured financial and operational authority as identified in the Restructuring Act, and

WHEREAS, the Governor has established financial and management measures on which annual assessment and certification of institutional performance will be evaluated, and

WHEREAS, the financial and management measures require the Radford University Board of Visitors to approve a Debt Management Policy, and

WHEREAS, the Radford University Board of Visitors approved such Debt Management Policy at its March 30, 2007, meeting; revisions to this policy were approved by the Board of Visitors at its August 23, 2007, November 12, 2010, and February 8, 2012 meetings, and

WHEREAS, Schedule A demonstrates that the University meets the requirements outlined in the Debt Management Policy; and

WHEREAS, the Board of Visitors must annually certify Radford University's compliance with the approved Debt Management Policy to the Secretary of Finance for the Commonwealth of Virginia;

NOW, THEREFORE, BE IT RESOLVED, this resolution approved by the Radford University Board of Visitors certifies that the University is in compliance with its Debt Management Policy.

RADFORD UNIVERSITY BOARD OF VISITORS

February 12, 2021

Action Item

Approval of the Radford University 2020-21 Third Quarter Operating Budget Adjustment

Item:

Board of Visitors approval of the Radford University's 2020-21 third quarter operating budget adjustment and review of the actual activity as of January 31, 2021.

Summary:

Due to the ongoing COVID-19 pandemic, the University has examined the fiscal impact on all available funding sources. Therefore, a third quarter budget adjustment is necessary to align revised revenue forecasts with authorized expenditure levels.

The far-reaching effects of the global pandemic have touched all facets of University operations including the Educational & General (E&G) operation, Student Financial Aid Programs, and Auxiliary Enterprises. Given the general uncertainty associated with the pandemic many students chose to forego their educational pursuits for this year or opted for a virtual campus presence thereby shifting service levels from the initial projections included in the original budget. Revenue shortfalls associated with reduced service levels have been offset by institutional cost savings strategies as well as Federal and State relief programs initiated to support Institutions of Higher Education during this unprecedented time. The impact of these factors is outlined by major program below.

An accompanying outline of adjustments is also provided in the 2020-21 Financial Performance Report (Schedule A) which summarizes the adjusted operating budget and related activity through January 31, 2021 and the Detailed University Operating Budget (Schedule B) which breakdowns the recommended adjustments.

Education and General (E&G):

The original 2020-21 revenue budget for E&G was forecasted at \$146.1 million. The revised budget recommendation is \$149.2 million, an increase of \$3.1 million. The revised revenue forecast is reflective of the following adjustments.

General Fund

The University is anticipating an overall increase in E&G General Fund support of \$4.2 million provided primarily from the fall 2020 Special Session of the General Assembly. The increase relates to additional allocations for tuition affordability of \$4.9 million, the implementation of the December 2020 Healthcare Premium Holiday resulting in an appropriation decrease of \$702,000, and an appropriation increase of \$29,000 for Virtual Library of Virginia (VIVA) funding.

As part of the 2020 Special Session of the General Assembly, the tuition affordability funding provides one-time operating support of \$80 million to maintain affordable access to public colleges and universities for fiscal year 2020-21. The funding may be used to support operations, enhance financial aid, or for other

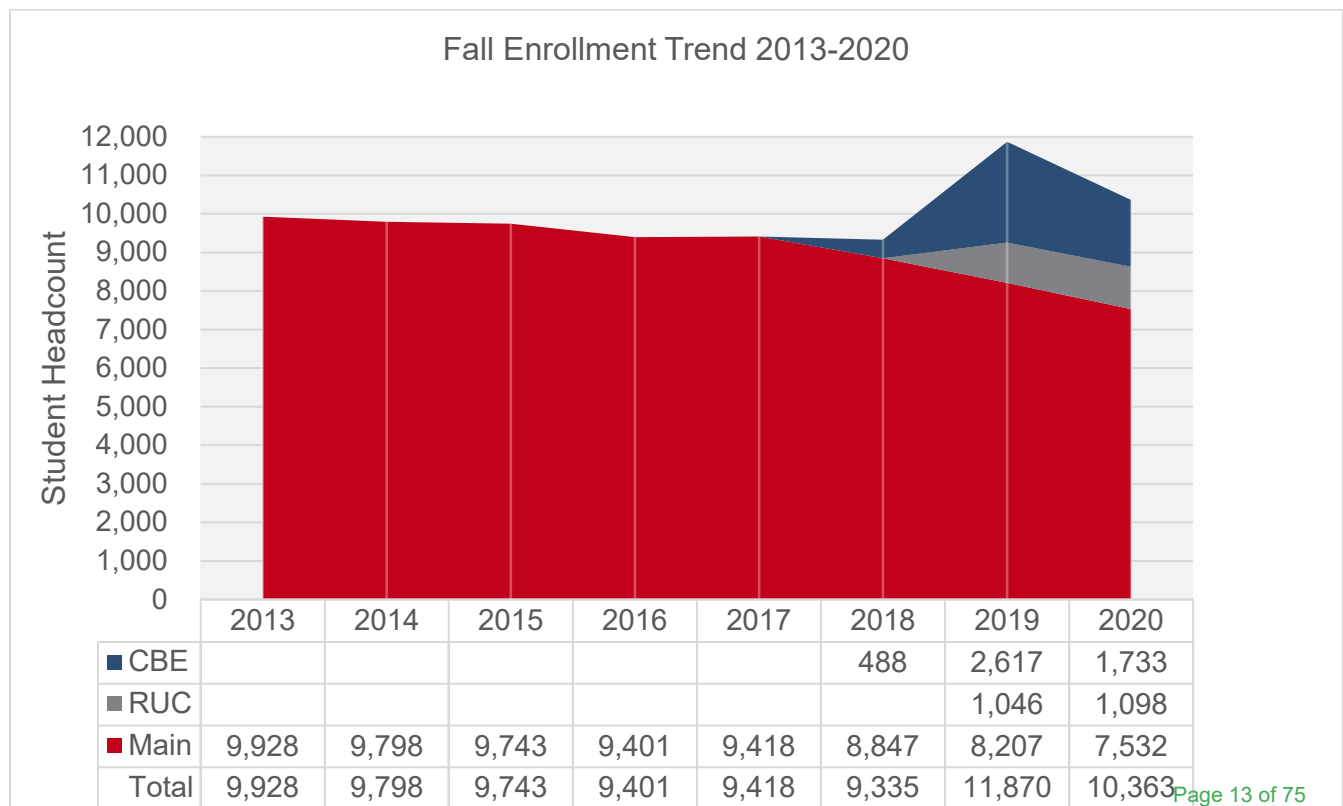
purposes to address the impacts of COVID-19. The University’s allocation is \$4.9 million, of which, \$2.0 million is designated for RUC Operations. Funding was allocated based on in-state undergraduate population and addressing estimated revenue shortfalls reflective of either a minimum of 5% in-state undergraduate revenues or 40% of the average in-state revenue shortfall.

Due to the success of the Healthcare Premium Holiday in November 2019 and the ability to utilize one-time fund balances, the General Assembly authorized another Healthcare Premium Holiday for December 2020 as part of the amended 2020-21 budget. Specifically, the event eliminated both the agency supported cost and the employee paid portion of health insurance for the two pay periods in December. Ultimately, the University saved \$1.2 million in E&G as part of the holiday; however, the Commonwealth withholds their portion of the cost resulting in a \$700,000 decrease in general fund appropriation.

Additionally, a general fund increase of \$29,000 is anticipated in support of the VIVA allocation to the University. The expense budget will decrease by \$1.2 million as a result of these two actions (health insurance decrease of \$1.2 million adjusted for a \$29,000 increase for VIVA)

Non-General Fund

The University is estimating a \$2.1 million decline in E&G revenue related to non-general fund business level factors. This includes a revenue shortfall of \$3.4 million based on actual summer and fall 2020 and preliminary spring 2021 enrollment levels. Based on final census data, fall traditional enrollment on main campus was lower than forecast. Fall 2020 enrollment was budgeted on a projected student headcount of 7,800. Actual headcount enrollment came in at 7,532, a decrease of 268 students or 3.4 percent. The University also experienced a decrease in Summer 2020 enrollment due to the elimination of all in person offerings. Partially offsetting this loss is an estimated \$1.3 million revenue increase related to the IMPACT program, which has experienced higher than budgeted revenue receipts.



In order to offset anticipated revenue losses, the University will utilize \$3.5 million in cost savings realized through cost containment measures implemented at the start of the pandemic.

Relief Funding

Coronavirus Relief Funds (CRF) provided higher educational institutions an allotment of \$116.0 million in COVID-19 relief funding, of which the University will receive \$3.6 million to support telework and distance learning infrastructure, personal protective equipment, sanitization and cleaning, and testing for students, staff, and faculty. This is a direct reimbursement of expenses that have or will occur from July 1, 2020 – December 31, 2020. The planned expenditures represent a split of \$1.0 million to E&G and \$2.6 million to Auxiliary Enterprises.

Miscellaneous

Higher education institutions will have the option to use available fund balances from other fund sources, including E&G, to support operations, increased costs or revenue reductions for auxiliary enterprise programs for the 2020-2022 biennium. The exception being supporting Athletics programs other than transfer payments from E&G. The University will defer the required indirect contribution from Auxiliaries for 2020-21, resulting in a E&G budget change of \$5.5 million with a respective fund availability for Auxiliary budgets.

Refer to the Financial Performance Report (Schedule A) for a summary and the Detailed Operating Budget (Schedule B) for details on the proposed budget adjustments.

Student Financial Assistance (SFA):

The original revenue budget for SFA was \$13.5 million. The revised budget is \$15.7 million, an increase of \$2.2 million. The revised revenue forecast is reflective of the following adjustments.

General Fund

General Fund appropriations for Virginia Military Survivors and Dependent Education Program, the College Transfer Grant program, and carryforward of graduate fellowship allocations increased by \$185,000 over the originally budget amount. These are routine supplemental allocations that vary by year.

Relief Funding

The Coronavirus Aid, Relief, and Economic Security Act or, CARES Act, was passed by Congress and the bill allotted \$2.2 trillion to provide fast and direct economic aid to the American people negatively impacted by the COVID-19 pandemic. Of that money, approximately \$14 billion was given to the Office of Postsecondary Education as the Higher Education Emergency Relief Fund, or HEERF. The University portion of the HEERF funding is \$9.1 million split equally between student financial aid and institutional relief. Most of the student financial aid was awarded last fiscal year requiring an adjustment to current year revenue and expenditures at this time of \$588,602 in order to make the last fund distributions for students.

Congress set aside approximately \$3 billion of the \$30.75 billion allotted to the Education Stabilization Fund through the CARES Act for the Governor's Emergency Education Relief Fund (GEERF). The Department has awarded these grants to States (governor's offices) based on a formula stipulated in the

legislation. The University will receive \$1.3 million in GEERF funding in 2020-21 which will be awarded as need based financial assistance.

GEAR UP (Gaining Early Awareness and Readiness for Undergraduate Programs) is a \$22 million seven-year grant funded by the U.S. Department of Education and administered by the State Council of Higher Education for Virginia (SCHEV). The program is designed to significantly increase the number of low-income students who are prepared to enter and succeed in postsecondary education. The University will receive \$78,000 in GEAR UP funding in 2020-21.

Refer to the Financial Performance Report (Schedule A) for a summary and the Detailed Operating Budget (Schedule B) for details on the proposed budget adjustments.

Sponsored Programs:

No budget changes are indicated at this time. The budget will remain \$8.9 million.

Auxiliary Enterprises:

The original revenue budget for Auxiliary Enterprises was \$68.3 million in revenue and \$64.8 million in expense. The revised revenue budget is \$67.3 million, a decrease of \$1.0 million. The revised expense budget is \$64.7 million, a decrease of \$.1 million. These adjustments result in a \$.9 million decrease in the planned reserve contribution. The revised budgets are reflective of the following adjustments.

Non-General Fund

The University is estimating a decrease in auxiliary comprehensive fee revenue of \$1.9 million related to the decrease in enrollment detailed in the E&G section above. In addition, sales and service revenue is estimated to decrease by \$6.1 million. Dining and Residential Program sales are anticipated to be \$4.0 million below initial projections due to a combination of factors to include the impact of rollover credits from Spring 2020 term, decreased student participation due to students electing a virtual learning experience, and overall traditional enrollment falling below anticipated levels. Additionally, Athletics sports revenue has decreased by \$0.8 million and Other Enterprise Functions revenue has decreased from loss of conference events, both due to the COVID-19 pandemic.

Relief Funding

As noted above in the SFA section, The Coronavirus Aid, Relief, and Economic Security Act or, CARES Act, was passed by Congress and the bill allotted \$2.2 trillion to provide fast and direct economic aid to the American people negatively impacted by the COVID-19 pandemic. The majority of the institutional portion will be utilized this fiscal year to reimburse Residential and Dining Programs \$3.9 million for the refunds to student meal plans and dorm charges for Spring 2020, leaving about \$630,839 to reimburse other University programs as necessary.

As noted above in the E&G section, Coronavirus Relief Funds (CRF) provided higher education institutions an allotment of \$116.0 million in COVID-19 relief funding, of which the University will receive \$3.6 million to support telework and distance learning infrastructure, personal protective equipment, sanitization and cleaning, and testing for students, staff, and faculty. This is a direct reimbursement of expenses that occurred from July 1, 2020 – December 31, 2020. The executed expenditures represent a split of \$1 million to E&G and \$2.6 million to Auxiliary Enterprises.

Miscellaneous

Auxiliary Enterprise budget adjustments are required for increases in one-time funding requirements of \$816,000, decreases in Auxiliary Indirect contributions of \$5.0 million as noted in the E&G section above, and an increase for the funding of the 2020 Early Retirement Option (ERO) of \$1.7 million. The combination of these factors results in a net expense budget decrease of \$2.5 million.

The one-time funding adjustments contribute to the second phase of the off-campus apartment renovations that occurred this summer of \$567,959, Student Health contractual obligations of \$158,280 to Carilion Health Systems related to timing of invoices and the addition of the Nurse Navigator for RUC students, and miscellaneous personal service adjustments.

As identified last fiscal year, the ERO program provided select participants severance payouts continuing through fiscal year 2022. An adjustment of \$1.7 million is recommended to cover the estimated costs of the ERO payments for this fiscal year.

Refer to the Financial Performance Report (Schedule A) for a summary and the Detailed Operating Budget (Schedule B) for details on the proposed budget adjustments.

Preliminary Financial Performance Report:

The Financial Performance Report (FPR) is more commonly presented at the September Board of Visitors meeting reflecting the prior fiscal year's budget and actual financial activity. The FPR is generated from annual budget projections and actual accounting data recorded in Banner Finance. The actual accounting data is recorded using a modified accrual basis of accounting which recognizes revenue when received rather than when earned and expenditures when posted rather than when payment is issued.

As shown on the Financial Performance Report (Schedule A), the Original Budget of \$236.8 million was approved by the Board of Visitors at the September 2020 meeting. The Revised Budget reflects 2020-21 recommended mid-year revenue adjustments totaling \$4.3 million. While there are a number of factors that influenced the recommended mid-year adjustments they are primarily attributed to the following: the infusion of general fund resources, COVID-19 relief funding, and actual 2020-21 enrollment levels. All expenditure budgets were adjusted accordingly.

The revised budget of \$241.2 million is sufficient to sustain University operations for the remainder of 2020-21. Actual expenditure activity through January 31, 2021 totals \$140.1 million and is in line with expectations. The vast majority of the \$98.5 million in total outstanding expense budget balance relates to anticipated third and fourth quarter compensation. At this time all programs are expected to come in within expected activity.

Action:

Radford University Board of Visitors approval of the 2020-21 third quarter operating budget adjustment as presented in Schedule B for the Total University Operating Budget.

RADFORD UNIVERSITY BOARD OF VISITORS

Resolution

February 12, 2021

Approval of the Radford University 2020-21 Operating Budget Adjustment

BE IT RESOLVED, the Radford University Board of Visitors approves the third quarter adjustments to the 2020-21 operating budget as presented in Schedule B for the Total University Operating Budget.

Student Representative Report

RADFORD
UNIVERSITY

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Initiatives

1. To expand the networking between administration and students
2. To promote unity amongst all students in the Radford University family

Administration Information Committee

- Group of students that will work to bring light to the different administrators across campus through short interviews posted to social media outlets
- Members choose different administrators to interview

Committee Update

- Establish questions
- Invite administrators
- Schedule interviews
- Publish interviews

Highlander Believers Committee

The Highlander Believers Committee

- Diverse group of students to lead university-wide diversity and inclusion initiatives
- Raise awareness through programming and activities
- Expand outreach and support to students
- Create unity and expand outreach among students
- Increase a sense of belonging for minority students
- Increase productivity through promoting teamwork

Committee Update

- “Even six feet apart, Highlanders stand together”
- Programming events with Radford University Carilion
- Connecting with organizations on campus to plan COVID-friendly events
- Working with Diversity Awareness Programming to explore different cultures on campus

Discussion

Minutes

RADFORD UNIVERSITY

Board of Visitors

RADFORD UNIVERSITY

Board of Visitors

QUARTERLY MEETING

9:00 A.M.

DECEMBER 4, 2020

DAVIS COLLEGE OF BUSINESS AND ECONOMICS, ROOM 340

DRAFT **MINUTES**

BOARD MEMBERS PRESENT

Mr. Robert A. Archer, Rector

Dr. Thomas Brewster

Dr. Jay A. Brown

Ms. Krisha Chachra

Dr. Rachel D. Fowlkes

Dr. Susan Whealler Johnston

Mr. Mark S. Lawrence

Dr. Debra K. McMahon

Mr. David A. Smith

Ms. Georgia Anne Snyder-Falkinham

Ms. Lisa Throckmorton

Dr. Katie Hilden, Faculty Representative (Non-voting Advisory Member)

Ms. Samantha Powell, Student Representative (Non-voting Advisory Member)

Mr. Gregory A. Burton participated via electronic communication from his home. Mr. Burton contacted the Rector prior to the meeting to inform him of a health-related matter that would prevent him from attending the meeting in person. He left the meeting at 11:30 a.m.

BOARD MEMBERS ABSENT

Mr. James R. Kibler, Jr., Vice Rector

Ms. Karyn K. Moran

Ms. Nancy A. Rice

OTHERS PRESENT

Dr. Brian O. Hemphill, President

Ms. Karen Castele, Secretary to the Board of Visitors and Special Assistant to the President

Mr. Craig Cornell, Vice President for Enrollment Management

Dr. Lyn Lepre, Provost and Vice President for Academic Affairs

Ms. Wendy Lowery, Vice President for Advancement and University Relations

Mr. Chad A. Reed, Vice President for Finance and Administration and Chief Financial Officer

Ms. Ashley Schumaker, Chief of Staff and Vice President for Strategic Operations

Dr. Susan Trageser, Vice President for Student Affairs

Mr. Allen T. Wilson, Assistant Attorney General, Commonwealth of Virginia

Dr. Corey Herd Cassidy, Executive Director of the Academic Success Center, for presentation

CALL TO ORDER AND OPENING COMMENTS

Rector Robert A. Archer called the quarterly meeting of the Radford University Board of Visitors to order at 9:02 a.m. in the Davis College of Business and Economics, Room 340.

Rector Archer began by welcoming everyone to the last scheduled Board of Visitors meeting for 2020 and expressed his enthusiasm for the ability to be together. Rector Archer shared with the Board members how much that he and President Hemphill appreciate their continued support and focus during this difficult time. This support, coupled with outstanding plan execution by the administration, staff, faculty and students, has resulted in the successful completion of the Fall 2020 semester. Rector Archer also, on behalf of the Board, thanked President Hemphill and his team, our great faculty and especially our students for pulling together in navigating the semester successfully. He added, going forward, that we will continue to be vigilant and comply with all guidelines surrounding the successful operation under the realities of a pandemic until we return to a more normal life, hopefully in 2021.

Rector Archer also shared that he would be remiss if he did not say how proud he was of the manner in which Radford University students effectively expressed their opinions in response to our nation's racial unrest and search for equality for all. Rector Archer shared that he believes that the students involved also used the event as a learning experience, in how to peacefully express opinions in a manner that invites enhanced debate and ultimately a better understanding of these long-standing societal issues and the need for further change.

Rector Archer provided brief comments related to some changes that were implemented based on feedback related to committee structure and reporting. The intent is to provide more opportunity for thoughtful discussion, as well as a more streamlined reporting process.

Rector Archer closed by thanking each person for their continued hard work on behalf of Radford University and our students.

APPROVAL OF AGENDA

Rector Archer asked for a motion to approve the Board of Visitors meeting agenda for December 4, 2020, as published. Dr. Thomas Brewster so moved, Mr. Mark S. Lawrence seconded, and the motion carried unanimously.

APPROVAL OF MINUTES

Rector Archer asked for a motion to approve the September 11, 2020 minutes of the Board of Visitors meeting. Mr. Lawrence so moved, Dr. Debra K. McMahon seconded, and the motion carried unanimously.

RECOGNITION

Rector Archer recognized students Grace Hurst and Chase Arrington for their academic achievements and successful engagement in campus activities. Both students expressed a desire to take on additional responsibility and represent all students as the Student Representative to the Board of Visitors in Summer 2020. A copy of the resolutions are hereto attached as ***Attachment A and B***, respectively, and is made a part hereof.

PRESIDENT'S REPORT

President Brian O. Hemphill, Ph.D. began his report by acknowledging the hard work of the many faculty and staff who worked diligently on behalf of the University in support of student

engagement and success in the midst of the ongoing global health pandemic. He continued by highlighting a number of activities, events and initiatives from the Fall 2020 semester.

President Hemphill stated that, on November 13, 2020, he was honored to deliver the annual State of the University Address. This year's address, which highlighted significant accomplishments and future plans, was shared through a digital platform due to an ongoing and strong focus on the health, safety and well-being of Highlander students, faculty, staff and supporters. One of the highlights of this year's address was an update on the hotel project, which was announced as part of last year's address. During the address, President Hemphill shared the team of companies assembled to bring the project to life by 2023. The name of the hotel, The Highlander, was announced, along with details regarding how the history of the institution and the region will be featured in the hotel's design features. Another focus of this year's address, he stated, was the manner in which the Radford family has united in the face of adversity and the midst of COVID-19. Finally, a number of individuals and programs were highlighted for exemplary contributions during the prior academic year.

President Hemphill also shared that the 2019-2020 Annual Report was recently distributed in print and online formats. He added that the items contained within this year's edition provide a robust outline of a busy year filled with exciting celebrations and significant achievements.

President Hemphill stated that, on November 20, 2020, the Radford family proudly and safely celebrated the academic achievements of the Fall 2020 graduating class with a virtual celebration. The graduating class of both Radford University and Radford University Carilion (RUC) included 602 students with 457 from main campus and 145 from RUC. In this class, 18 associate degrees, 496 bachelor's degrees, 81 master's degrees and seven doctoral degrees were awarded. The youngest graduate was 19 years old, and the oldest graduate was 66 years old. The class also included 196 first-generation students and five veterans.

In preparation of the upcoming 2021 General Assembly Session, President Hemphill stated that he has begun traveling across the Commonwealth in order to share information with state leaders regarding the University's priorities and goals. In addition to in-person meetings with members of both the House and Senate, he is engaging with officials virtually based on individual availability and preferences. He added that, for the 2021 session, the University is focused on advocating for continued investments in higher education and expanded investments in Radford students, specifically need-based financial aid and RUC operating support.

President Hemphill closed his remarks with a note of gratitude. He stated he must acknowledge our talented students, world-class faculty and dedicated staff, as well as passionate alumni, generous supporters and caring community. He added the foundation of our success for Fall 2020 was a detailed and thoughtful Campus Reopening Plan. However, it was the Highlander spirit of care and compassion that made our success a reality. President Hemphill then recognized individuals, groups and offices with specific contributions to the success of the semester. Rector Archer and other Board members commended the President and staff for their remarkable achievement. A copy of the report is attached hereto as *Attachment C* and is made a part hereof.

REPORT FROM THE ACADEMIC EXCELLENCE AND RESEARCH COMMITTEE

Dr. Thomas Brewster, Chair, stated that the Academic Excellence and Research Committee met on December 3, 2020 and shared the following information.

Dr. Brewster said that Provost and Vice President for Academic Affairs Lyn Lepre, Ph.D. presented information on Innovation and Excellence in Teaching: The Impact of Teaching Modality on Student Learning and Success, which included information regarding the complexities and how to best deliver courses given the restrictions and impacts of COVID-19. Following the presentation, Provost Lepre led a discussion beginning with asking the question, “What have you heard and read about the impact of alternate teaching modalities this semester?”

Dr. Brewster reported that emeritus status has been awarded to two faculty, which were Associate Professor Roxie Novak (Posthumous), Department of Mathematics and Statistics, and Professor Patricia Shoemaker, Ph.D., School of Teacher Education and Leadership.

Dr. Brewster reported that the Committee heard from Faculty Senate President Katie Hilden, Ph.D. who shared the recent work of the Faculty Senate, including 40 motions, Faculty Teaching Survey, REAL Council update and upcoming spring activities.

Dr. Brewster announced to the Board members that the Academic Excellence and Research Committee would like to bring forward a Resolution Recognizing Radford University Outstanding Faculty and that a copy of the proposed resolution was before them. He asked the Board members to review the resolution and if there would no objections, could he have a motion to approve the resolution. Mr. Lawrence made the motion, Ms. Georgia Anne Snyder-Falkinham seconded, and the motion carried unanimously. Dr. Brewster then read the resolution aloud as a copy was presented by Rector Archer and President Hemphill to Faculty Senate President Hilden on behalf of all faculty. A copy of the resolution is attached hereto as ***Attachment D*** and is made a part hereof.

REPORT FROM BUSINESS AFFAIRS AND AUDIT COMMITTEE

Mr. Mark Lawrence, Vice Chair, stated that the Committee met December 3, 2020 and shared the following information.

Mr. Lawrence stated that University Auditor Margaret McManus presented an oral report to the Committee on the review of University Discretionary Fund expenditures for the quarter ended September 30, 2020. He added that 100% of the fund’s expenditures were reviewed, and all were found in compliance with the Board of Visitors guidelines. Mr. Lawrence said that she also presented a report on the audit of Sponsored Programs and Grants Management and a follow-up audit status report.

Mr. Lawrence reported that Vice President for Finance and Administration and Chief Financial Officer Chad A. Reed provided an update on capital projects currently in progress, including the Center for Adaptive Innovation and Creativity, which will be the largest building project in the history of the University. He added updates on property acquisition, the forthcoming new hotel, residence halls renovations and the River Campus project. Mr. Lawrence shared that Vice President Reed also provided the Committee with an update on the University’s succession plan submitted to the Department of Human Resource Management. Mr. Lawrence added the importance of such planning and that 8.1% of the employees are eligible for service retirement within five years, and the resignation rate is 8%. Additionally, Mr. Lawrence reported the Committee received an overview of the proposed 2020-22 Budget Amendments from the 2020 Special Session of the General Assembly, including the impact of funding changes proposed for the University’s operating budget.

ACTION ITEM

Approval of Radford University's Crisis and Emergency Management Plan

Mr. Lawrence reported that Vice President Reed shared the proposed Crisis and Emergency Management Plan that was originally approved by the Board of Visitors in 2008 and last approved in 2016. Mr. Lawrence stated that the Committee is recommending approval of the Plan, which is required every four years. Rector Archer asked for a motion to approve the Crisis and Emergency Management Plan. Dr. Susan Whealler Johnston so moved, Dr. Brewster seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as *Attachment E* and is made a part hereof.

REPORT FROM THE GOVERNANCE, ADMINISTRATION AND ATHLETICS COMMITTEE

Dr. Jay A. Brown stated that the Committee met December 3, 2020 and shared the following information.

Dr. Brown reported that Special Advisor to the President for Partnerships and Chief Innovation Officer Angela Joyner, Ph.D. provided an update on the 2020-2025 strategic vision for the Vinod Chachra IMPACT Lab, which included an overview, history and accomplishments of the Lab and its programs. Dr. Brown stated that Dr. Joyner also provided a brief overview of future-proofing the workforce and accelerating skills acquisition based on a recent Boston Consulting Group report. Their department looked at the current landscape to determine what the Vinod Chachra IMPACT Lab could look like over the next five to 10 years, determining the best growth business model, opportunities and accelerated changes exposed by the pandemic.

Dr. Brown stated that Dr. Joyner engaged the Committee members in an overview and conversation of how to capitalize on the industry disruptors and dynamic workforce development needs. The discussion consisted of a Healthy Business Model approach that would drive sustainable growth in the future.

Dr. Brown reported that Director of Athletics Robert Lineburg updated the Committee on recent events within Athletics. Members of the Executive Board for the Student-Athlete Advisory Committee were shared and that student athletes participated in a number of community service initiatives in the New River Valley, with over 4,100 total volunteer hours with 100% participation from every athletic program. Dr. Brown also stated the Committee learned about the diversity, equity and inclusion initiative, which in alignment with the NCAA and the Big South Conference. Radford University Athletics is committed to fostering an environment of equity and inclusion where student-athletes, coaches and staff of all backgrounds are empowered to educate, engage, grow, compete and lead together.

Dr. Brown shared that Men's Basketball is ranked sixth in the preseason poll, and Women's Basketball is ranked second. Dr. Brown also shared that the Committee was updated on future growth of athletics, the baseball turf project, the Women's Sports Leadership Fund, Resource Development and important updating events.

Dr. Brown reported that, in other Committee business, there was a discussion regarding the potential of additional public comment opportunities. The Committee will review practices of other schools and discuss at the next meeting.

REPORT FROM THE STUDENT SUCCESS COMMITTEE

Dr. Debra K. McMahan stated that the Committee met December 3, 2020 and shared the following information.

Dr. McMahan stated that the first report was from Student Government Association (SGA) President Chris Davis, who presented updates on SGA initiatives for the 2020-2021 academic year. Dr. Mahon shared that the SGA Executive Board took a lead role in reminding students of the importance of the Daily COVID-19 Symptom Tracker and hosted a contest to increase participation. SGA passed two resolutions: one supporting Black Lives Matter and one requesting that faculty be required to post mid-term grades for all students not just freshmen. A voter registration event was held, and SGA wrote thank you notes to the essential University workers. Dr. McMahan also shared upcoming spring activities.

Dr. McMahan reported that Associate Vice President for Student Affairs and Dean of Students Angie Mitchell and Associate Vice President for Student Life Tricia Smith presented on diversity, equity and inclusion on campus, which initiated much discussion. Dr. McMahan stated that they outlined Fall 2020 programming, which created opportunities for conversations about race and diversity working toward building a more inclusive campus community.

Dr. McMahan shared that Vice President for Student Affairs Susan Trageser, Ed.D. provided the Division of Student Affairs report. The Committee learned that Housing and Residential Life continues to implement the Tartan Residential Education Kit (TREK) through intentional conversations, active programs, snack chat topics, social media outreach and bulletin boards in the residence halls. She also stated that much of the focus in the Center for Diversity and Inclusion this semester has been on ally development and education, and the Center for Accessibility Services offered tutorial Zoom sessions on accommodation procedures for faculty and students, revised the testing and notetaking procedures and held an outreach campaign to respond to students' needs this semester.

Dr. McMahan concluded her report by thanking Dr. Trageser and her staff for helping to keep our students healthy and well.

REPORT FROM THE ADVANCEMENT, UNIVERSITY RELATIONS AND ENROLLMENT MANAGEMENT COMMITTEE

Ms. Lisa Throckmorton stated that the Committee met December 3, 2020 and shared the following information.

Ms. Throckmorton reported that Vice President for Enrollment Management Craig Cornell provided an update on the Fall 2021 new student enrollments for Radford University and Radford University Carilion (RUC), as well as a brief overview of several new initiatives related to fall recruitment. Ms. Throckmorton shared that freshman applications are coming in at a slower pace than normal, but the differential is decreasing and added that applications are down across the country. She also shared that RUC is continuing to see strong application growth, and Radford University has seen a growth of financial aid applicants, which is in contrast to the national picture. Ms. Throckmorton shared our admits are up 17%, and that new transfer student applications are expected to be challenging this year due to community college enrollment pipelines. Ms. Throckmorton shared new campaigns are being launched and re-engagement campaigns are underway.

Ms. Throckmorton reported that Vice President Cornell, along with Vice President for Advancement and University Relations Wendy Lowery, engaged the Board in an overview and conversation of the exciting new programmatic marketing efforts underway between their offices and the Division of Academic Affairs. Ms. Throckmorton shared that this approach is designed to more intentionally highlight areas of the University to potential students by aligning them with their academic program more effectively. Ms. Throckmorton stated that the Committee saw a sample of the new programmatic marketing in a short video, highlighting the Department of Music.

Ms. Throckmorton reported that Vice President Lowery provided updates to the Committee on University Relations, Alumni Relations, Annual Giving and Major Gifts. Ms. Throckmorton stated that University Relations has selected VisionPoint as the new marketing vendor after a comprehensive and competitive RFP process. Ms. Throckmorton shared several recent video projects that have been completed, including the State of the University Address, 2020 Winter Commencement Celebration and Degree Conferral and Alumni Association Awards.

Ms. Throckmorton shared the successes of the Virtual Homecoming in October with over 60 events or activities planned with over 32 states and 12 countries represented by participants and provided an update to the Annual Giving activities and results. Ms. Throckmorton closed her report by sharing the overall giving is at \$7,225,499, as of November 30, 2020, which is an increase from \$3,954,684 at the same time last year.

REPORT FROM THE STUDENT REPRESENTATIVE TO THE BOARD

Samantha Powell, Student Representative to the Board, shared her initiatives for this year, including expanding the networking between administration and students and promoting unity among all students in the Radford family. Two committees have been created to help achieve the goals, and work will continue during spring semester. A copy of the report is attached hereto as *Attachment F* and is made a part hereof.

REPORT ON THE RADFORD UNIVERSITY FOUNDATION

Dr. Rachel Fowlkes, Representative to the Radford University Foundation Board of Directors, provided an update on recent Foundation news and activities. Dr. Fowlkes stated that the hotel project is proceeding, and they hoped to take contracts to the Real Estate Board and the Foundation Board, for their approval, by January. Dr. Fowlkes reported that RU Corporate Park may be put up for sale in early 2021, and the Real Estate Board has approved listing the property. She added that the Foundation's Audit Firm met with both the Audit Committee and the Foundation Board in November, and the 2020 audit went very well. Dr. Fowlkes shared that Bill McNulty '91, of Morgan Stanley, has agreed to act as an advisor to the Student Managed Investment Portfolio Organization (SMIPO). Mr. McNulty chairs the Foundation's Investment Committee. Dr. Fowlkes closed her report by sharing total assets for the Foundation grew to \$124 million as of September 30 and most of the increase was related to investment earnings for the quarter ended September 30. Dr. Fowlkes distributed an asset summary report, attached hereto as *Attachment G* and made a part hereof.

ACADEMIC SUCCESS CENTER UPDATE

Executive Director of the Academic Success Center Corey Herd Cassidy, Ph.D. provided a brief overview of the Center. When fully implemented, the Center will be comprised of all academic advisors from across the University and staff from the Office of New Student and Family Programs and the Office of Student Success. The Center team spans the divisions of Enrollment Management, Student Affairs and Academic Affairs. Now housed under the direct guidance of Provost Lepre, every member of the team brings an area of expertise. In addition to the core team, the Executive Director of General

Education Nicole Hendrix, Ph.D., is also housed in the Center to ensure seamless communication and collaboration, on behalf of the students and as liaisons to our faculty to effectively explore, navigate and thrive within the new REAL curriculum.

Dr. Cassidy shared that the Center is committed to students through a continuum of support from enrollment through graduation. The support of students begins as soon as they enroll and continues until they persist through graduation. Prior to Quest, students will be provided with an innovative, interactive Welcome Module through which they will engage and complete PathwayU, an online assessment program that considers students' personalities, strengths, challenges and career considerations. Academic advisors will engage with students and help them on the path to empowerment. Throughout Quest and once they arrive, the team will work across campus to implement intentional and multiple touchpoints with first- and second-year students in their respective programs to ensure connections are made and relationships are built between students, faculty and campus resources from the very beginning of each student's journey.

Dr. Cassidy reported that, between July 28 and November 20, 2020, the Center served 1,382 individual students through 2,887 academic advising and success coaching appointments. Advisors have added 1,808 notes in Starfish that represent additional touchpoints, including phone calls, emails, and other outreach, beyond appointments. In addition to serving students directly, the team completed 72 hours of structured professional development and cross-training between August 1, 2020 and November 20, 2020.

Dr. Cassidy continued by sharing that at this time, the Center is fully engaged in Phase I of implementation and is serving the first cohort of students. Advisors were each assigned a caseload and have provided centralized, holistic, individualized academic advising throughout the Fall 2020 semester to 916 students. Working closely with faculty advisors and mentors in all of our colleges, these students are served directly by their academic advisors for both their first and second years. In Phase II, which will be initiated in May 2021, the Center will be fully staffed with 32 team members when all of the professional advisors from each of the colleges join the team. Effective in Summer 2021 (Phase II), all incoming students, including freshman and transfer students, will be provided with academic advising services through the Center. Sophomores will continue to be served within the Center by their assigned academic advisors, as well as faculty co-advisors. A copy of the presentation is attached hereto as *Attachment H* and is made a part hereof.

WELLBEING and COVID-19

Vice President Trageser provided information in the impacts of COVID-19 to students, including depression and anxiety, academic stress and coping strategies. Dr. Trageser shared that, as we think about our new entering and first-time college students, the pandemic has impacted many important celebrations and milestones in their lives. Their transition to Radford has been different, Quest was virtual, and some of the students and their families had not been on campus until they moved into their residence halls. Dr. Trageser continued by stating the students arrived to campus with health and safety at the forefront, and their transition to campus has been very different than they imagined and hoped. She said that many of our students have struggled with depression and anxiety for quite some time, and the increase in depression has been attributed to the extra effort and strain required to complete what have been common, everyday activities that ward off depression, such as socializing with peers, exercising and forming study groups. And with larger traditional events, like Club Fair occurring virtually, students have mentioned feeling challenged to make greater connections.

Dr. Trageser stated the pandemic has had interesting impacts on the Student Counseling Center, examining the data from the first 10 weeks of the past three fall semesters. The historical high was in fall of 2019, in terms of the number of unique students seen by Student Counseling and initial consultations completed. Despite the Fall 2020 numbers being lower than the previous fall, the total number of appointments attended and individual counseling sessions attended are at all-time highs. The total appointments attended are up 33% this fall, and even more staggering is that individual counseling sessions attended are up 274% this fall. Dr. Trageser added that several factors are likely contributing to this increase, including the Student Counseling Center being fully staffed this fall unlike last fall, with six clinical interns compared to two last fall, and the new offering of concise sessions. She added concise sessions are 25–30 minutes counseling sessions versus the traditional 50–60 minutes. Both types of sessions are being offered this fall, but many more students are engaging in concise sessions, as opposed to traditional ones.

Dr. Trageser also updated the Board members on the response to recommendation from the external review of Student Counseling Services. The recommendations were prioritized, and the top five implemented, including: focus on the clinical triage model; grow the number of clinical trainees in the Center; seek accreditation; diversify staff; and establish a care/case management position. A copy of the presentation is attached hereto as *Attachment I* and is made a part hereof.

CLOSED SESSION

Rector Archer requested a motion to move into closed session. Dr. Brewster made the motion that the Radford University Board of Visitors convene a closed session pursuant to Section 2.2-3711 (A) Item 1, 3 and 7 under the Virginia Freedom of Information Act for the discussion of personnel matters; discussion or consideration of the acquisition of real property for a public purpose; and consultation with legal counsel and briefings by staff members or consultants pertaining to actual or probable litigation, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the public body. Mr. Lawrence seconded the motion. The Board of Visitors went into closed session at 11:40 a.m.

RECONVENED SESSION

Following closed session, public access to the meeting was reconnected. Rector Archer called the meeting to order at 12:52 p.m. On the motion made by Dr. Brewster and seconded by Dr. Johnston, the following resolution of certification was presented.

Resolution of Certification

BE IT RESOLVED, that the Radford University Board of Visitors certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements under this chapter were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion by which the closed session was convened were heard, discussed or considered by the Board.

Roll Call	Vote
Dr. Thomas Brewster	Yes
Dr. Jay A. Brown	Yes
Ms. Krisha Chachra	Yes
Dr. Rachel Fowlkes	Yes
Dr. Susan Whealler Johnston	Yes

Mr. Mark Lawrence	Yes
Dr. Debra K. McMahon	Yes
Mr. David A Smith	Yes
Ms. Georgia Anne Snyder-Falkinham	Yes
Ms. Lisa Throckmorton	Yes
Mr. Robert A. Archer, Rector	Yes

The resolution of certification was unanimously adopted.

OTHER BUSINESS

RECOMMENDATION FOR APPROVAL OF PERFORMANCE PLAN UPDATE

Rector Archer asked for a motion to approve the resolution for President Brian O. Hemphill’s Performance Plan Update for 2020-2021. Dr. Brewster so moved, Mr. Lawrence seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as *Attachment J* and made a part hereof.

RECOMMENDATION TO APPROVE VOLUNTARY EARLY RETIREMENT INCENTIVE PROGRAM

Rector Archer asked for a motion to approve the resolution for Voluntary Early Retirement Incentive Program. Dr. Fowlkes so moved, Mr. Lawrence seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as *Attachment K* and made a part hereof.

ANNOUNCEMENTS

Rector Archer announced the upcoming meeting dates.

February 11-12, 2021

April 22-23, 2021

August 8-10, 2021 Retreat

ADJOURNMENT

With no further business to come before the Board, Rector Archer adjourned the meeting at 1:00 p.m.

Respectfully submitted,

Karen Castele

Secretary to the Board of Visitors and Special Assistant to the President

**RESOLUTION RECOGNIZING
GRACE HURST**

WHEREAS, Grace Hurst is a junior at Radford University majoring in Communications Studies with a concentration in Public Relations; and

WHEREAS, Ms. Hurst's outstanding academic record and commitment to academics earned her acceptance into the University's esteemed Honors College; and

WHEREAS, Ms. Hurst strives to find ways to help her fellow Highlanders reach their fullest potential; and

WHEREAS, Ms. Hurst skillfully engages as a campus leader, currently serving as the Student Government Association Chief of Staff, Honors UNIV 100 Peer Instructor and Resident Assistant; and

WHEREAS, Ms. Hurst's call for service extends beyond the campus and into the community, as she currently serves on the Calfee Community and Cultural Center Board of Directors in Pulaski, Virginia, providing knowledge of the history of the Calfee Training School in the effort to renovate the current structure into a Community and Cultural Center; and

WHEREAS, in Summer 2020, Ms. Hurst expressed a desire to further her ability to help others and represent all students as the Student Representative to the Board of Visitors; and

WHEREAS, the Radford University Board of Visitors commends Ms. Hurst for her outstanding academic achievements, successful engagement in campus activities and passion to help others;

NOW, THEREFORE BE IT RESOLVED, that on this fourth day of the month of December in the year two thousand twenty, the Radford University Board of Visitors hereby considers and passes this resolution of commendation to Ms. Grace Hurst for exemplifying the strong qualities of a Highlander, which will enable life-long success, and furthermore that this resolution be preserved in perpetuity in permanent business records of the Radford University Board of Visitors and a copy be presented to Ms. Grace Hurst.



Robert A. Archer
Rector



Brian O. Hemphill, Ph.D.
President



**RESOLUTION RECOGNIZING
CHASE ARRINGTON**

WHEREAS, Chase Arrington is a senior at Radford University double majoring in Management and Marketing, with a concentration in Entrepreneurship; and

WHEREAS, Mr. Arrington gained an early interest in business by supervising the family farm operations in Bassett, Virginia; and

WHEREAS, Mr. Arrington came to Radford with already established characteristics of a strong Highlander, such as being trustworthy, loyal, helpful, friendly and brave, after successfully earning the rank of Eagle Scout; and

WHEREAS, Mr. Arrington, throughout his tenure at Radford University, has demonstrated leadership, investment and advocacy skills; and

WHEREAS, Mr. Arrington currently serves as the Student Government Association Parliamentarian, after previous holding Vice President and Senator positions, serves as a Junior Analyst in the Student Managed Investment Portfolio Organization (SMIPO), and has represented Radford University at Advocacy Day in Richmond for the past three years; and

WHEREAS, in Summer 2020, Mr. Arrington expressed a desire to accept more responsibility and represent all students as the Student Representative to the Board of Visitors; and

WHEREAS, the Radford University Board of Visitors commends Mr. Arrington for his outstanding academic achievements, successful engagement in campus activities and effective leadership positions;

NOW, THEREFORE BE IT RESOLVED, that on this fourth day of the month of December in the year two thousand twenty, the Radford University Board of Visitors hereby considers and passes this resolution of commendation to Mr. Chase Arrington for exemplifying the strong qualities of a Highlander, which will enable life-long success, and furthermore that this resolution be preserved in perpetuity in permanent business records of the Radford University Board of Visitors and a copy be presented to Mr. Chase Arrington.

A handwritten signature in black ink that reads "Robert A. Archer".

Robert A. Archer
Rector

A handwritten signature in black ink that reads "Brian O. Hemphill".

Brian O. Hemphill, Ph.D.
President

RADFORD
UNIVERSITYBrian O. Hemphill, Ph.D.
President

MEMORANDUM

TO: Members of the Board of Visitors

FROM: Brian O. Hemphill, Ph.D.
President

DATE December 4, 2020

RE: President's Report

I would like to begin my report today by acknowledging the hard work of the many faculty and staff who have worked diligently on behalf of the University in support of student engagement and success in the midst of the ongoing global health pandemic. Today, I will highlight a number of activities, events, and initiatives from the Fall 2020 semester.

2020 State of the University Address

On November 13, 2020, I was honored to deliver the annual State of the University Address. This year's address, which highlighted significant accomplishments and future plans, was shared through a digital platform due to an ongoing and strong focus on the health, safety, and well-being of Highlander students, faculty, staff, and supporters. One of the highlights of this year's address was an update on the hotel project, which was announced as part of last year's address. During the address, I shared the team of companies that have been assembled and are working diligently to bring the project to life by 2023. The name of the hotel, The Highlander, was announced, along with details regarding how the history of the institution and the region will be featured in the hotel's design features. Another focus of this year's address was the manner in which the Radford family has united in the face of adversity and the midst of COVID-19. Finally, a number of individuals and programs were highlighted for exemplary contributions during the prior academic year. The full-length remarks and video, which has nearly 1,800 views, are available at <https://www.radford.edu/content/president/home/2020-sou.html>.

2019-2020 Annual Report

The Annual Report, which was recently distributed in print and online, is organized around the focal areas of the University's five-year strategic plan, "Embracing the Tradition and Envisioning the Future." The items contained within this year's edition provide a robust outline of a busy year filled with exciting celebrations and significant achievements. The report is distributed annually in alignment with the State of the University Address. This year, the report was released electronically with a limited number of copies mailed to members of the Radford family, including Board members. The report is available at <https://www.radford.edu/content/president/home/2020-annual-report.html>.

Fall 2020 Graduating Class

On November 20, 2020, the Radford family proudly and safely celebrated the academic achievements of the Fall 2020 graduating class with a virtual celebration. The graduating class of both Radford University and Radford University Carilion (RUC) included 602 students with 457 from main campus and 145 from RUC. In this class, 18 associate degrees, 496 bachelor's degrees, 81 master's degrees, and seven doctoral degrees were awarded. The youngest graduate was 19 years old, and the oldest graduate was 66 years old. The class also included 196 first-generation students and five veterans.

In conferring their degrees and marking their official transition from Highlander student to Radford graduate, I encouraged them to return home to their alma mater in the Spring of 2021 for a much-deserved and long-awaited celebration. We are so proud of these outstanding graduates for accomplishing their goals in the face of adversity. And, we wish them continued success in the next phase of their educational, personal, and professional pursuits. The video is available at <https://www.radford.edu/content/2020/home.html>.

2021 General Assembly Session

In preparation of the upcoming 2021 General Assembly Session, I am beginning to travel across the Commonwealth in order to share information with our state's leaders regarding the University's priorities and goals. In addition to in-person meetings with members of both the House and Senate, I am also engaging with officials virtually based on individual availability and preferences. For the upcoming session, the House has announced that it will engage in committee meetings and floor sessions in a virtual format. The Senate will hold in-person deliberations and meetings; however, those will occur off-site. For the 2021 session, the University is focused on advocating for continued investments in higher education and expanded investments in Radford students, specifically need-based financial aid and RUC operating support.

A proud tradition at Radford has been the opportunity for our students to personally advocate for the University by engaging directly with state leaders. Due to the ongoing pandemic, this year's Advocacy Day is being planned as a series of virtual engagements. This is especially important during a time in which the Pocahontas Building continues to be closed to the general public.

Spring 2021 Semester Operational Plan

On October 6, 2020, I shared the Spring 2021 Semester Operational Plan with students, faculty, staff, and the broader community. The plan provided important details regarding the University's operational structure and academic calendar for next semester. The plan also included the continuation of many of the Campus Reopening Plan components, which proved to be successful during the Fall 2020 semester as we worked together to fulfill our mission and, at the same time, slowed the spread of COVID-19.

For the Spring 2021 semester, our robust communication and reporting efforts will continue. The Reopening website, which is available at <https://www.radford.edu/reopening>, will continue to be updated on a regular basis, and our weekly updates to the COVID-19 Dashboard will also remain in place as we provide continued accountability and transparency in our response and reporting efforts. As students return to campus in January, a structured process will be utilized in order to reduce density in the residence halls. Students traveling to and/or returning from hot spots will be required to participate in prevalence testing. This information will be collected from students through a Travel Declaration Form, which has been distributed to all students. Students will receive direct

communication from the Division of Student Affairs with specific details regarding move-in and testing.

The first day of class will occur on Tuesday, January 19, 2021, as originally planned. Spring Break will be observed at the end of the semester, thereby concluding the semester a week early. Due to the change in the academic calendar, Commencement ceremonies and related activities for the Class of 2021 will be held from Friday, April 30, 2021 through Sunday, May 2, 2021. In-person ceremonies, for both undergraduates and graduates, will be held in Radford for the main campus and in Roanoke for RUC and comply with state mandates regarding attendance and capacity. Multiple ceremonies will be held, and the Class of 2021 will graduate separately from the Class of 2020. All ceremonies will include required face coverings and enforced physical distancing and will be in compliance with any and all federal, state, and institutional requirements.

A Note of Gratitude

Before concluding my report, I must acknowledge our talented students, world-class faculty, and dedicated staff, as well as passionate alumni, generous supporters, and caring community. Due to the resilient and responsive efforts of many Highlanders throughout the Fall 2020 semester, our campus followed masking and distancing requirements, while completing the Daily Symptom Tracker and participating in surveillance and exit testing, as well as regular testing through the Student Health Center.

The foundation of our success was a detailed and thoughtful Campus Reopening Plan. However, it was the Highlander spirit of care and compassion that made our success a reality. When individuals questioned our ability to reopen our campus or remain open, we responded by providing alternate arrangements, enhanced outreach, and support networks to assist individual Highlanders in need. And, most of all, we continued to fulfill our worthwhile mission by engaging together in the classroom, in the laboratory, and in the field.

Without question, this has been one of the most challenging semesters for our institution and difficult times in recent history. A global health pandemic did not stop our campus from providing a world-class education with unique experiences, while remaining sharply focused on the health, safety, and well-being of students, faculty, staff, and the broader community. As I have shared on numerous occasions, our efforts to limit COVID-19 were successful due to the many precautions put in place and the constant care demonstrated by our campus and our community. I could not be more proud of the manner in which the Radford family responded to this pandemic and came together to demonstrate the many ways in which Highlanders rise!

Mr. Rector and members of the Board, this concludes my report.



RESOLUTION RECOGNIZING

RADFORD UNIVERSITY TEACHING AND RESEARCH FACULTY

WHEREAS, the exemplary faculty of Radford University have faced unprecedented challenges in response to the disruptive nature of the COVID-19 pandemic that emerged in March 2020 and has remained a constant distraction and disruptive force throughout the totality of the Fall 2020 semester; and

WHEREAS, beginning at the midpoint of the Spring 2020 semester, Radford University faculty competently, thoughtfully and quickly responded when all instruction transitioned to an online learning environment; and

WHEREAS, Radford University faculty took bold, decisive and selfless action to meet these challenges by, among other things, modifying longstanding practices to support the University's efforts to continue providing engaging and exceptional educational opportunities for our students; and

WHEREAS, by creating, endorsing and implementing new modalities of academic and co-curricular instruction, while maintaining fidelity to the traditional aspects of student-faculty interactions that are the hallmark of a Radford University education, the faculty of Radford University continuously exhibit qualities that exemplify the Highlander spirit: of being resilient and responsive, while proudly displaying an unwavering dedication to the ideals and principles of the academy and the institution; and

WHEREAS, in the midst of the ongoing global health pandemic, the critical and traditional business of faculty, specifically Faculty Senate, continued with all deliberations and meetings being held in a virtual format with the consideration and passage of 40 motions, which surpasses the total annual motion count for the past two years; and

WHEREAS, Radford University's dedicated faculty tirelessly worked one-on-one with students to ensure collective and individual student needs were met in and out of the classroom;

NOW, THEREFORE BE IT RESOLVED, that on this fourth day of the month of December in the year two thousand twenty, the Radford University Board of Visitors hereby considers and passes this resolution of commendation of the outstanding faculty at Radford University for their driven dedication in providing Highlander students with an exceptional education and meaningful mentorships, which will prepare them for life-long success and furthermore that this resolution be preserved in perpetuity in permanent business records of the Radford University Board of Visitors and a copy be presented to Faculty Senate President Katie Hilden, Ph.D., on behalf of all teaching and research faculty at Radford University.

A handwritten signature in black ink that reads "Robert A. Archer". The signature is written in a cursive style and is positioned above a horizontal line.

Robert A. Archer
Rector

A handwritten signature in black ink that reads "Brian O. Hemphill". The signature is written in a cursive style and is enclosed within an oval shape. It is positioned above a horizontal line.

Brian O. Hemphill, Ph.D.
President

RADFORD UNIVERSITY BOARD OF VISITORS

December 4, 2020

Action Item Adoption of the Crisis and Emergency Management Plan

Item:

Adoption of the Crisis and Emergency Management Plan in accordance with Virginia Governor's Executive Order 41 and § 23.1-804 of the Code of Virginia.

Background:

The first Radford University Emergency Operations Plan (EOP) was adopted by the Radford University Board of Visitors on September 4, 2008. The EOP, now referred to as the Crisis Management Emergency Plan, has been reviewed and adopted by the Board of Visitors every four years thereafter.

In 2019 Virginia's Governor signed Executive Order 41 which describes the overarching strategic preparedness initiatives for State Agencies. Emergency preparedness is a core responsibility of all executive branch agencies and public institutions of higher education. Executive Order 41 directs *"that all State Agencies implement the emergency management initiatives prescribed in this Order to enhance emergency preparedness in our Commonwealth, focusing on continuity of government, continuity of operations, and the operational capability to fulfill their roles in the event of a disaster."* As part of this order, each State Agency shall appoint an Emergency Management Coordinator with responsibility for duties that requires in part the: *"development, adoption, and maintenance of a written Crisis and Emergency Management Plan with respect to public institutions of higher education, and compliance with all related requirements in § 23.1-804 of the Code of Virginia."*

Code of Virginia § 23.1-804, Institutional crisis and emergency management plan, requires in part, that: *"Every four years, each public institution of higher education shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure that the plan remains current, and the revised plan shall be adopted formally by the governing board. Such review shall also be certified in writing to the Department of Emergency Management."*

The Radford University Crisis and Emergency Management Plan (CEMP) provides all-hazard guidance intended to preserve life, protect property, and contain an incident, emergency, or event on campus in order to continue the University's mission. The CEMP establishes incident organization to direct and control operations by assigning broad responsibilities to specific entities for disaster mitigation, prevention, preparedness, response, and recovery. The CEMP also provides the framework within which more detailed emergency plans and procedures can be developed and maintained.

This plan does not supersede or replace the procedures for safety, hazardous materials response, or other procedures that are already in place. Rather, it supplements those procedures with an organizational structure that provides for the immediate focus of management on response operations and the early transition to recovery operations.

The Plan includes; the Basic Plan, which provides high-level strategic guidance and a conceptual management framework; Annexes which provide operational guidance relative to University

functional areas, foreseeable hazards, and other key information; and Appendices which contain supplement information relevant to all CEMP elements.

The CEMP may be utilized, in whole or in part, whenever incident conditions exist where immediate action is required. Incident response should be prioritized based on several considerations of; protect life safety, secure critical infrastructure and facilities, or to resume teaching and research programs.

Should an incident, emergency, or event require University response, members of the University Incident Management Team (IMT) may be activated. The IMT provides leadership support to emergency operations, addresses the safety and welfare of students, faculty, staff, and visitors, and assures, to the extent possible, the continuity and timely resumption of University operations.

Additionally, the IMT provides overall incident management and coordination, determines the scope and impact of the incident, approves over all priorities and strategies for incident response and recover, approves any temporary polices, identifies and approves financial resource allocations, coordinates and issues communications, re-assign or deploy individuals or resources in sport of response and recovery operations, executes contracts for restoration services, coordinates with external agencies, implements University continuity of operations, and approves returning to normal operations.

In the event of an incident that may cause significant impact to University operations or last for a prolonged period, the Radford University Emergency Operations Center (EOC) may be activated to centralize the command, control, and coordination necessary to manage the incident. Members of the IMT would convene at the University EOC, as needed. Upon activation of the CEMP, the EOC may be partially or fully activated (physically or virtually) depending on the type and scope of the incident, emergency, or event.

Throughout 2020, the Office of Emergency Management led efforts with University stakeholders, in conducting a comprehensive review and update to ensure the plan remains current and operable as deemed necessary. Modifications to the previously adopted plan include: format and wording changes to adopt best practices; modification to Roles and Responsibilities section; creation of “Campus State of Emergency”; explanation of the National Incident Management System; outline of the roles, responsibilities, and personnel associated with the Executive Policy Group and the Incident Management Team; creation of the Emergency Management Program Advisory Committee; inclusion of details based upon the building block approach to exercising the University’s CEMP; update of Emergency Support Functions and Annexes; and the creation of Appendices.

Action:

Radford University Board of Visitors adoption of the Crisis and Emergency Management Plan, as presented.

**RADFORD UNIVERSITY BOARD OF VISITORS
RESOLUTION**

**Adoption of the Crisis and Emergency Management Plan
December 4, 2020**

Adoption of the Radford University Crisis and Emergency Management Plan, formerly the Emergency Operation Plan;

WHEREAS, the Board of Visitors of Radford University is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

WHEREAS, the President is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

WHEREAS, the *Code of Virginia § 23.1-804* states that all public institutions of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and


WHEREAS, every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the Board of Visitors; and

WHEREAS, such review shall be certified in writing to the Virginia Department of Emergency Management; and

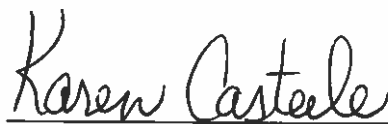
WHEREAS, such a plan has been developed by University staff in compliance with Virginia Department of Emergency Management planning standards and in cooperation with the City of Radford Emergency Management Coordinator;

NOW THEREFORE, BE IT RESOLVED that the Radford University Board of Visitors does hereby officially adopt the Radford University Crisis and Emergency Management Plan.

Adopted: December 4, 2020



Robert A. Archer
Rector
Radford University Board of Visitors



Karen Castele
Secretary to the Board of Visitors
Radford University

Student Representative Report

RADFORD
UNIVERSITY

Initiatives

1. To expand the networking between administration and students.
2. To promote unity amongst all students in the Radford University family.

Committee Structure

- Administration Information Committee
 - Three students
 - Plans to meet twice a month for interviews
- Highlander Believers Committee
 - Six students
 - Plans to meet twice a month to discuss diversity, inclusion and unity

Administration Information Committee

The Administration Information Committee

- Students will highlight administrators across campus by conducting short interviews.
- Videos will be posted to social media outlets.
- Committee members will choose different administrators to interview.

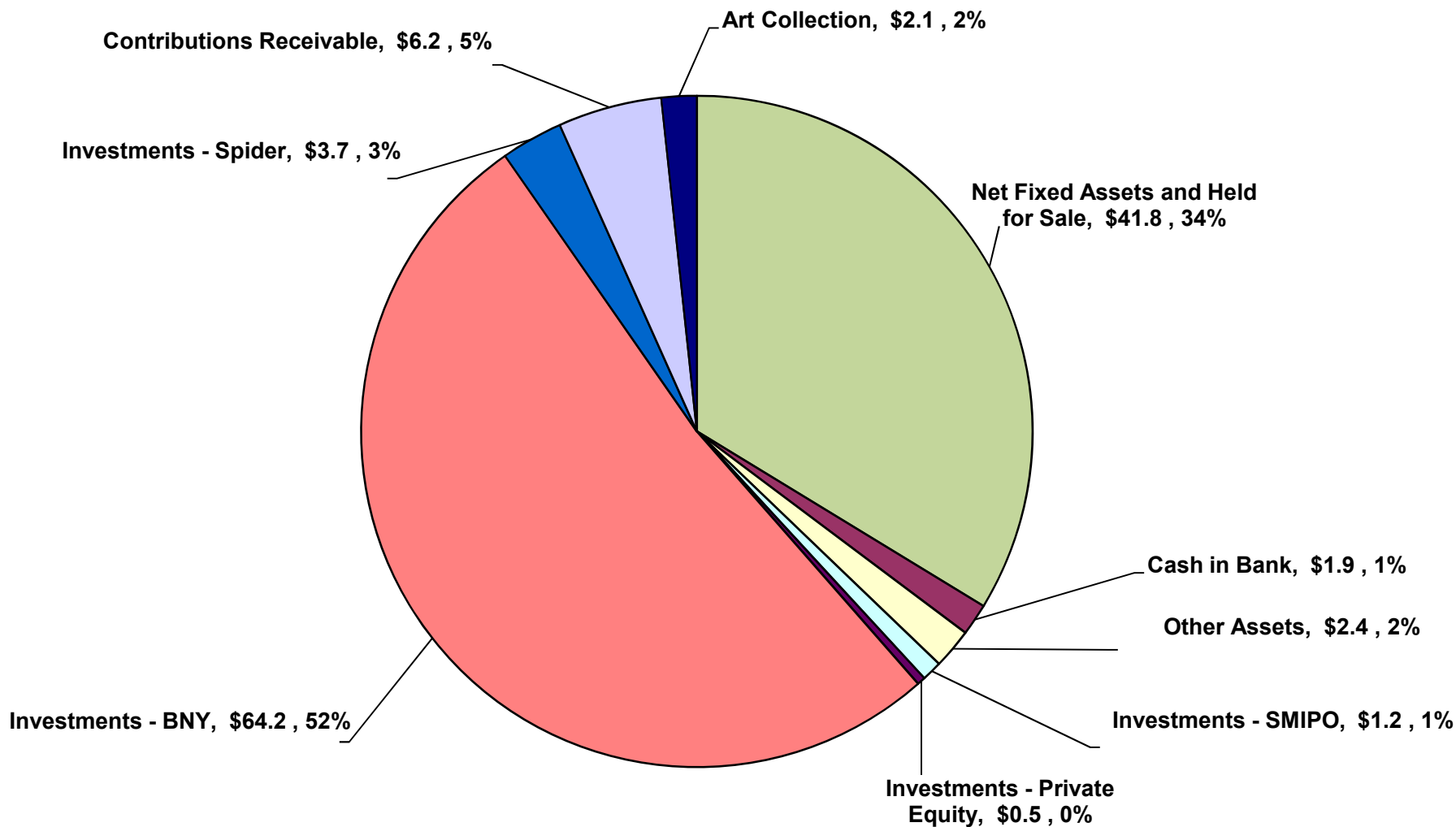
Highlander Believers Committee

The Highlander Believers Committee

- Diverse group of students to lead university-wide diversity and inclusion initiatives
- Raise awareness through programming and activities
- Expand outreach and support to students
- Create unity and expand outreach among students
- Increase a sense of belonging for minority students
- Increase productivity through promoting teamwork

Discussion

Radford University Foundation Asset Composition as of 9/30/20



(in millions)
Total Assets: \$124.0M

RADFORD UNIVERSITY

Academic Success Center

Who are we?

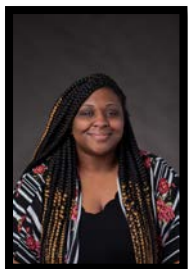
New Student and Family Programs
Enrollment Management

Academic Advising

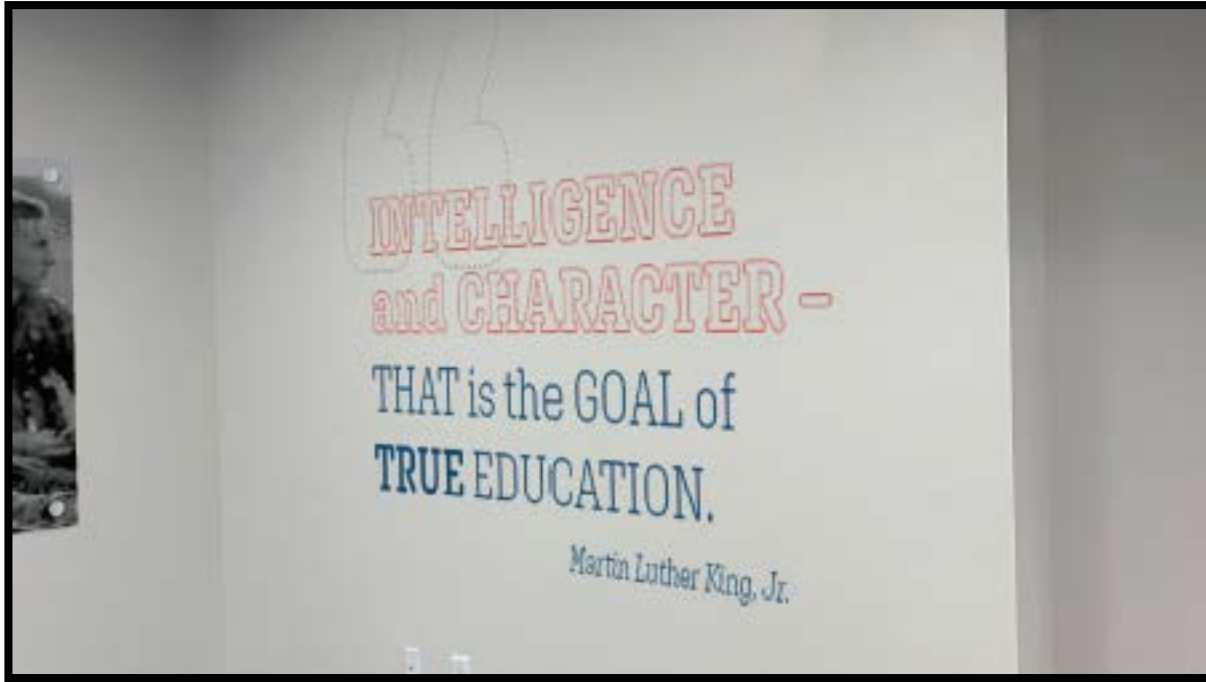
Academic Affairs

Student Success

Student Affairs



Implementation of the Academic Success Center

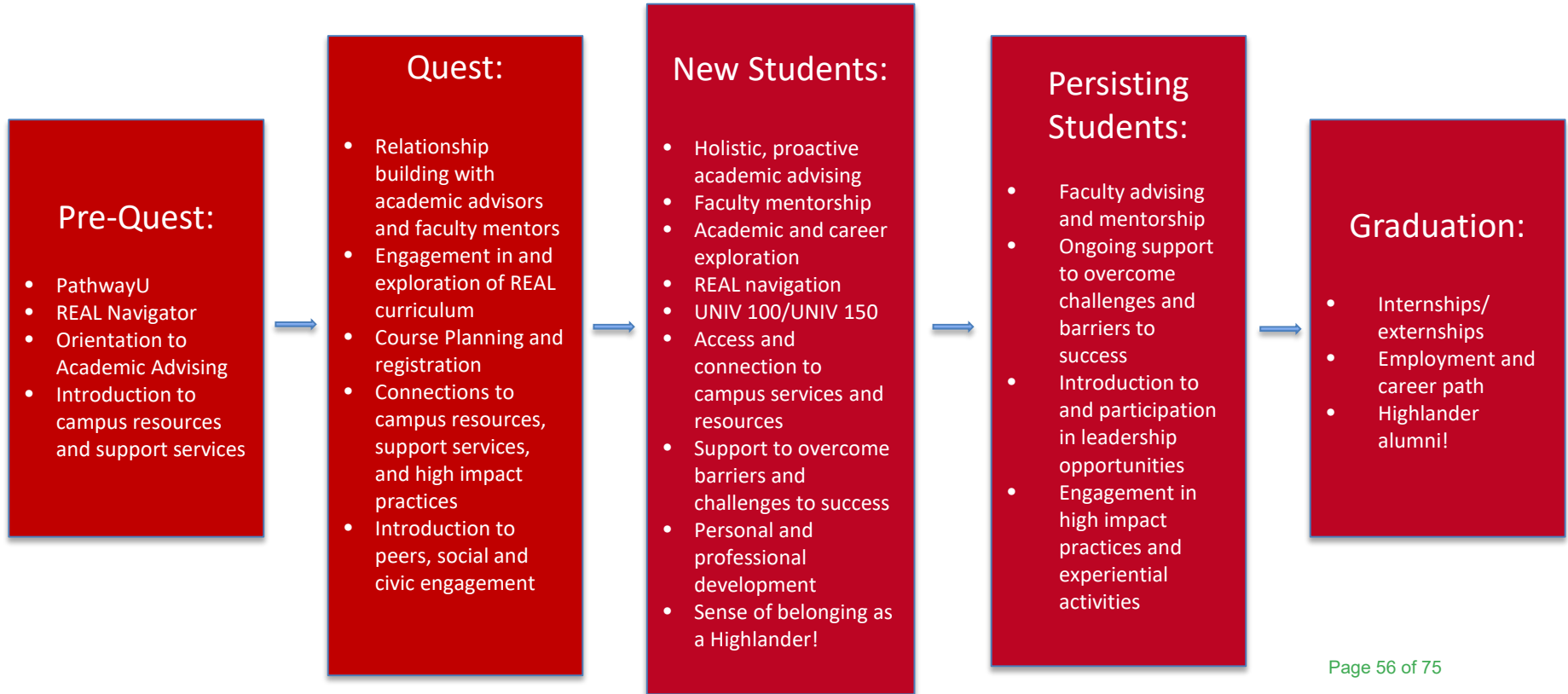


- Phase I: 2020-2021
- Phase II: 2021-2022
- Phase III: 2022-2023

- Support of our students will begin as soon as they enroll at RU (pre-Quest) and continue until they persist through graduation.
- Academic persistence, engagement, and belonging as a member of the Highlander family are our priorities for our students.



Pathway to student success



How is the **Academic Success Center** supporting students NOW?

Between July 28, 2020 – November 20, 2020:

- **2,887 academic advising and success coaching appointments** with students.
 - 2,258 scheduled appointments
 - 629 walk-in appointments
- **1,382 individual students** engaged with ASC academic advisors through appointments in the center (either in-person or Zoom).
- **1,808 notes** in Starfish that represent **additional touchpoints**.

Additional student outreach:

- ASC outreach: Touchpoint Plan
- Campus-wide outreach
 - Academic and Career Exploration Week **180 students**
 - Inaugural Midterm Grade Clinic in collaboration with Financial Aid **85 students**
 - Spring Registration Workshops (x4) **100+ students**

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The **Academic Success Center** empowers students to thrive through...

- A spectrum of quality academic support services, including a case management model and proactive, holistic approach to academic advising.
- Meaningful interactions with faculty, staff, and peers.
- Connections across campus and throughout the community.
- Opportunities and encouragement to engage in experiential, high impact practices.



The **Academic Success Center** is committed to evidence-based practices through...

- Ongoing cross-training focused on academic and advising expertise and predictive analytics
 - Academic Advising: case management; proactive, holistic, developmental approaches
 - Use of predictive analytics to support student persistence and success
 - Starfish for communication and outreach
 - Academic support: REAL implementation
- Collaborative committee work
 - Student Outreach
 - Faculty Outreach
 - Communications
 - Technology
 - Assessment and Data



How are we supporting faculty?

- Use of Starfish to ensure communication and collaboration between academic advisors, faculty mentors, and support services across campus
- Professional development
 - Faculty advising and mentoring
 - Faculty advising champions/fellows
- Strong connection between students and academic opportunities
 - Majors, minors, certificates
 - High impact and experiential practices
 - Themed housing/living-learning communities
 - Civic and community engagement



RADFORD UNIVERSITY

Academic Success Center

Young Hall (3rd and 4th floors)



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QUESTIONS?

Corey H. Cassidy, PhD

Executive Director, **Academic Success Center**

Professor, Communication Sciences and Disorders

cherd@radford.edu

540-831-1180

Young Hall 321A

Wellbeing and COVID-19

RADFORD
UNIVERSITY

COVID-19 Impacts

Student impacts

- Depression and anxiety
- Academic stress
- Coping strategies



COVID-19 Impacts

Counseling Center Impacts

Data is based on first ten (10) weeks of each fall semester	2018	2019	2020
Total Unique Clients/Students	207	343	232
Total appointments attended	478	721	961
Initial Consultations	148	287	219
Personal/Individual Counseling appointments (attended)	287	185	692

Student Counseling Services

Consultation Focal Points

- Review the clinical triage system
- Grow the training program
- Pursue accreditation
- Redouble efforts to diversify staff
- Establish care/case manager position



Page 66 of 75

Clinical Triage System

Procedures for 2020-21 Academic Year

- Initial consultations now available Monday through Friday, 8 a.m. - 5 p.m.
- Three staff counselors are assigned a daily block of initial consultation appointments.
- Students are most often seen for first appointment within 24 hours.



Growing Trainee Program

Trainee Program for 2020-2021

- Assistant Director of Student Counseling Services will oversee/supervise trainees
 - Three doctoral-level trainees
 - Three master's-level trainees
 - Room for future expansion



Accreditation



- Application
- Site Visit

Efforts to Diversify



Establishment of Care/Case Manager

Staffing

- New Position - Associate Director for Student Advocacy



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Discussion

**Performance Plan Update
Resolution for Executive Committee Review and
Board of Visitors Consideration**

Now Therefore Be it Resolved, that the Board of Visitors hereby approves that President Brian O. Hemphill met all metrics outlined in the Performance Plan for 2020-2021, under Fall Strategic Implementation, as discussed in closed session on December 4, 2020, and that said performance plan pursuant to Section E of the Employment Agreement of Brian O. Hemphill, Ph.D., dated December 7, 2018 and amended May 10, 2019 and June 12, 2020, is considered a personnel record.

Approved: December 4, 2020



Robert A. Archer
Rector
Radford University Board of Visitors



Karen Castele
Secretary to the Board of Visitors
Radford University

**RADFORD UNIVERSITY BOARD OF VISITORS
RESOLUTION
Voluntary Early Retirement Incentive Program
December 4, 2020**

Approval of the Radford University Faculty Early Retirement Program;

WHEREAS, retirement incentives are recognized as a pivotal component to an overall strategy for achieving operational and organizational efficiencies; and

WHEREAS, the *Code of Virginia § 23.1-1302* states that the governing board of each public institution of higher education may establish a compensation plan designed to provide incentives for voluntary early retirement of teaching and research staff employed in nonclassified, faculty positions; and

WHEREAS, participation in the plan is voluntary for both the University and the faculty member; and

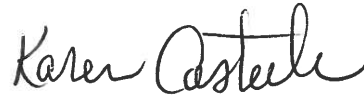
WHEREAS, such a plan has been developed by University administration in compliance with the Code of Virginia and provides reasonable incentives that consider the University's needs along with those of individuals who may be interested in voluntarily retiring from the University;

NOW THEREFORE, BE IT RESOLVED that the Radford University Board of Visitors does hereby officially approve the Radford University Faculty Early Retirement Program.

Approved: December 4, 2020



Robert A. Archer
Rector
Radford University Board of Visitors



Karen Castele
Secretary to the Board of Visitors
Radford University

End of Board of Visitors Materials

