

# Board of Visitors Quarterly Meeting

October 2018

**RADFORD UNIVERSITY**

---

Board of Visitors

# RADFORD UNIVERSITY

Board of Visitors

## QUARTERLY MEETING

9:00 A.M. \*\*

OCTOBER 3, 2018

MARY ANN JENNINGS HOVIS MEMORIAL BOARD ROOM  
THIRD FLOOR, MARTIN HALL, RADFORD, VA

### **DRAFT** **AGENDA**

- **CALL TO ORDER** Mr. Mark S. Lawrence, *Rector*
- **APPROVAL OF AGENDA** Mr. Mark S. Lawrence, *Rector*
- **APPROVAL OF MINUTES** Mr. Mark S. Lawrence, *Rector*
  - May 4, 2018 and July 11, 2018
- **RECOGNITION OF STUDENTS** Mr. Mark S. Lawrence, *Rector*
- **PRESIDENT'S REPORT** Dr. Brian O. Hemphill, *President*
- **ACADEMIC EXCELLENCE AND RESEARCH COMMITTEE** Dr. Rachel D. Fowlkes, *Vice Chair*
  - Report to the Board of Visitors
  - Resolution to Ratify Previously Approved Degree Proposal from B.S. in Computer and Cyber Science to B.S. in Cybersecutiry
  - Recommendation of Resolution for Approval of changes to the *Teaching and Research Faculty Handbook, Section 1.4.2 Evaluation of Department Chairs and School Directors*
- **BUSINESS AFFAIRS AND AUDIT COMMITTEE** Dr. Jay A. Brown, *Vice Chair*
  - Report to the Board of Visitors
  - Recommendation to Approve the 2018 Six-Year Plan Update
  - Recommendation to Approve Radford University's 2018-19 Operating Budget
- **GOVERNANCE, ADMINISTRATION AND ATHLETICS COMMITTEE** Dr. Rachel D. Fowlkes, *Chair*
  - Report to the Board of Visitors

- **STUDENT SUCCESS COMMITTEE**  
○ Report to the Board of Visitors  
Dr. Debra McMahon, *Chair*
- **UNIVERSITY ADVANCEMENT, UNIVERSITY RELATIONS AND ENROLLMENT MANAGEMENT COMMITTEE**  
○ Report to the Board of Visitors  
Ms. Krisha Chachra, *Chair*
- **REPORT TO THE BOARD OF VISITORS FROM THE FACULTY REPRESENTATIVE TO THE BOARD**  
Dr. Jake Fox, *Faculty Representative to the Board of Visitors*
- **REPORT TO THE BOARD OF VISITORS FROM THE STUDENT REPRESENTATIVE TO THE BOARD**  
Ms. Myriah Brooks, *Student Representative to the Board of Visitors*
- **REPORT ON THE RADFORD UNIVERSITY FOUNDATION**  
Ms. Georgia Anne Snyder-Falkinham, *BOV Liaison to RU Foundation*
- **CLOSED SESSION**  
Virginia Freedom of Information Act §2.2-3711 (A) (1), (3), (7), (8), (9) and (16)  
Mr. Mark S. Lawrence, *Rector*
- **OTHER BUSINESS**  
○ Recommendation to Revise Mission Statement  
Mr. Mark S. Lawrence, *Rector*
- **ANNOUNCEMENTS**  
○ **Meeting Dates**  
December 6-7, 2018  
February 7-8, 2019  
May 9-10, 2019  
July 14-16, 2019 Retreat  
*The Cavalier, Virginia Beach*  
Mr. Mark S. Lawrence, *Rector*
- **ADJOURNMENT**  
Mr. Mark S. Lawrence, *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. Mark S. Lawrence, Rector  
 Mr. Robert A. Archer, Vice Rector  
 Dr. Thomas Brewster  
 Dr. Jay A. Brown  
 Mr. Gregory A. Burton  
 Ms. Krisha Chachra  
 Dr. Rachel D. Fowlkes  
 Dr. Susan Whealler Johnston  
 Mr. James R. Kibler, Jr.

Mr. Randy J. Marcus  
Dr. Debra K. McMahon  
Ms. Karyn K. Moran  
Ms. Nancy Angland Rice  
Ms. Georgia Anne Snyder-Falkinham  
Ms. Lisa Throckmorton



# October 2018 Meeting Materials

**RADFORD UNIVERSITY**

---

Board of Visitors

**Resolution to Ratify Name Change of Previously Approved Degree Proposal  
From B.S. in Computer and Cyber Science  
to B.S. in Cyber Security**

**October 3, 2018**

**WHEREAS**, the Radford University Board of Visitors, on November 11, 2016, approved the proposal for a B.S. in Computer and Cyber Science in the Department of Information Technology in the Artis College of Science and Technology; and

**WHEREAS**, since 2016, the field of Cyber Science and Cybersecurity is ever-changing; and

**WHEREAS**, in order to maintain relevance, the Department of Information Technology in the Artis College of Science and Technology proposes to change the name of the degree to B.S. in Cyber Security, while maintaining the same detailed content as the previously approved program proposal; and,

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors approves the name change to the Bachelor of Science in Cybersecurity, CIP 11.1003, while maintaining the same proposal content; and

**BE IT FURTHER RESOLVED**, that the President and/or his designee(s) are hereby authorized to continue to seek approval of approved Bachelor of Science in Cybersecurity from the State Council of Higher Education of Virginia (SCHEV) and the Southern Association of Colleges and Schools Commission on Colleges.

## **Resolution to Amend the Teaching and Research Faculty Handbook**

**October 3, 2018**

**WHEREAS**, All proposed changes to the *Teaching and Research Faculty Handbook* must be managed in accord with §5.0 of that handbook, and

**WHEREAS**, the authority to amend or revise the Faculty Handbook lies with the Board of Visitors. However, proposals for revising the Handbook may be initiated by faculty, administrators, the President, or members of the Board of Visitors. Revisions fall into two categories: (1) those required to ensure that the University is in compliance with state policies and mandates, and (2) those within the purview of the decision-making processes within the University, and

**WHEREAS**, revisions required to ensure that the University is in compliance with state policies and mandates, and that do not require a decision by University personnel, will be effected through an administrative update, with faculty being informed of the change and the reasons for it, and

**WHEREAS**, revisions within the purview of the decision-making processes in the University Internal Governance system will be considered by appropriate committees as defined by the Internal Governance system. Proposals for changes will be made in the form of text intended to replace a portion of the Teaching and Research Faculty Handbook, noting new language and striking out the old language, and

**WHEREAS**, it will be the Faculty Senate's responsibility to ensure that the general faculty is provided time and opportunity to review the proposed change so faculty can communicate with their senators prior to any action by the Faculty Senate.

**WHEREAS**, the Faculty Senate's recommendations on proposed revisions to the Teaching and Research Faculty Handbook will be forwarded to and approved by the President. The Provost will forward the Faculty Senate's recommendations to the Academic Excellence and Research Committee who will in turn make recommendations to the member of the full Board of Visitors.

**NOW, THEREFORE, BE IT RESOLVED**, that the Academic Excellence and Research Committee of the Board of Visitors of Radford University hereby approve in accordance with §5.0 of the *Teaching and Research Faculty Handbook*, **Section 1.4.2: Evaluation of Department Chairs and School Directors** of the *Teaching and Research Faculty Handbook* is hereby amended to eliminate 1.4.2 regarding the quadrennial evaluation of Chairs and Directors in the Handbook. Said sections are to now read as follows (additions are in **red**):

### **1.4.2 Evaluation of Department Chairs and School Directors**

#### A. Annual Evaluation

The Department/School Personnel Committee shall evaluate the Department Chair or School Director annually in two separate evaluations, one as a faculty member and one as chair or director. Both evaluations shall be conveyed to both the Department Chair or School Director and the College Dean. The College Dean shall review the Personnel Committee's evaluation of the Department Chair or School Director as a faculty member, and shall separately evaluate him or her as a chair or director, subject to review by the Provost.

Evaluations of Department Chairs or School Directors shall be prepared annually in writing before the end of the spring semester. The primary purpose of the evaluation will be to provide guidance for development and to provide assessment for decisions related to merit pay and continuation in the role. These annual evaluations will be available for consideration by the Dean during the detailed review that will be conducted during the third year of each Chair's or Director's four-year term.

The annual evaluation of Department Chairs and School Directors shall be conducted as follows:

1. Evaluation as Faculty: The criteria for evaluation as a faculty member shall be the same as those for all faculty members except that the minimal weights allowable for teaching and university service shall be commensurate with their reassigned time. The Department/School Personnel Committee shall administer and collect the same data for the Department Chair or School Director as for all department faculty.

2. Evaluation as Chair or Director: The criteria for evaluation as Chair or Director shall reflect the duties and responsibilities of the chair or director as listed in section 4.2.3.1 of this Handbook. **Additionally, two questions must be added at the end of the survey: 1) Overall evaluation of the Department Chair or School Director and 2) Do you support the continued service of this person in the role of School Director or Chair?** The Department/School Personnel Committee shall circulate to all currently employed faculty of the department who reported to the Chair or Director during all or part of the evaluation period a Department Chair/School Director evaluation form based upon these evaluation criteria and shall include an appropriate place for an overall evaluation of the Chair or Director. Faculty beginning their employment during the semester in which the evaluation is conducted would not evaluate the Chair or Director since they were not employed by the University during the evaluation period. The forms will be completed and returned to the Department/School Personnel Committee.

3. Data and comments from the faculty evaluations shall be summarized by the Department/School Personnel Committee. The Department/School Personnel Committee shall then evaluate the Department Chair or School Director as a faculty member and separately as a chair, in tentative evaluations to be sent to the Department Chair or School Director.

**4. If the average rating of the question about the overall evaluation of the Department Chair or School Director falls below 3.00 on a 5.00 scale, the department personnel committee will recommend a plan of improvement by the Chair/Director and Dean.**

**5. The results of the annual evaluation will be presented to the chairs in a numerical fashion with the exception of the last item regarding support for continued service. For this question, the results will be presented as "the majority of faculty in the department (or school) support/do not support the continued service of \_\_\_\_\_ in the role of Chair/Director."**

6. Each Chair or Director will be given the opportunity to respond to both of the Personnel Committee's tentative evaluations of the Chair or Director-- as a faculty member and as a Chair or Director-- before the finalized evaluations are forwarded to the Dean. The appeal procedures shall be the same as those described for faculty.

7. The Department/School Personnel Committee's summary and overall evaluations of the Department Chair or School Director as a faculty member and as a chair or director shall be forwarded to the College Dean. All data used by the Personnel Committee shall be made available to the College Dean.

8. A minority report signed by all concurring faculty may be written if either or both of the Personnel Committee's evaluations are unacceptable to a minority of the committee members. A minority report is seen as an exception rather than standard procedure and shall include a justification for its creation. The minority report shall be submitted to the Dean as a separate document and shall be included with the Personnel Committee's evaluations. A copy shall be sent to the Chair or Director.

9. If the Dean disagrees with the Department/School Personnel Committee's evaluation of the Chair or Director as a faculty member in his or her review thereof, he or she shall give the Department Chair or School Director and Personnel Committee Chair a written statement of the reason(s) for the disagreement. The Department Personnel Committee may seek clarification from the Dean on any points of perceived disagreement.

10. The Dean shall communicate his or her evaluation of the Department Chair or School Director as a chair or director to the Department Chair or School Director in writing. The Department Chair or School Director shall have the opportunity to respond in writing to his or her evaluation as chair prior to the Dean's communication of a final evaluation to the Personnel Committee and to the Provost.

11. The College Dean shall forward her or his evaluation of the Department Chair or School Director as a chair or director, together with the evaluation of that role by the Department/School Personnel Committee, to the Provost, with copies sent to the Department Chair or School Director and to the Department/School Personnel Committee. In a case of a departure by the Dean from the evaluation by the Personnel Committee, the Committee may seek clarification from the Dean on the reason(s) for the departure.

12. The College Dean's evaluation of the Department Chair or School Director as a chair or director, and all pertinent data including any written responses from the Chair or Director and/or the Personnel Committee, shall be reviewed by the Provost, who shall provide written justification for any disagreement with the Dean's evaluation. In the event of disagreement by the Department Chair or School Director with the Dean's evaluation of him or her as chair, the Provost shall render a decision in the matter.

13. If the Chair or Director wishes to appeal his or her evaluation(s) either as faculty member or as chair, or the review(s) thereof by the Dean or the Provost, respectively, the process followed shall be consistent with that for faculty appeals. The final evaluations of the Department Chair or School Director both as a faculty member and as a chair, following any possible appeals, become part of the Department Chair's/School Director's personnel file, and shall serve as the basis for merit pay increases, for any possible reappointment, tenure, or promotion, and for decisions on retention as Department Chair or School Director.

#### **B. Quadrennial Evaluation**

~~Every four years, in spring of the third year of the Department Chair's or School Director's four-year term, in lieu of the annual evaluation as chair or director described in section A, an in-depth formal evaluation as chair or director shall be conducted by the Dean in consultation with the faculty of the department or school. (The policies and procedures affecting the annual evaluation of the Chair or Director as faculty member will not change.)~~

~~—1. Prior to the quadrennial evaluation of the Chair or Director, each Chair or Director shall prepare and distribute to all faculty within the department or school a quadrennial report summarizing his or her accomplishments related to responsibilities as Chair or Director, and with reference to the attainment of goals established for the previous four-year period.~~

~~—2. The criteria for evaluation as Chair or Director shall reflect the duties and responsibilities of the chair or director as listed in section 4.2.3.1 of this Handbook. The Department/School Personnel Committee shall circulate to all faculty of the department a Department Chair/School Director evaluation form based upon these evaluation criteria and shall include an appropriate place for an overall evaluation of the Chair or Director during his/her current four-year term. The forms will be completed and returned to the Department/School Personnel Committee.~~

~~—3. Data and comments from the faculty evaluations shall be summarized by the Department/School Personnel Committee. The Department/School Personnel Committee shall then evaluate the Department Chair/School Director as a faculty member (during the current year) and separately as a chair (over the past four years), in tentative evaluations to be sent to the Department Chair or School Director. In completing the quadrennial evaluation, the Department/School Personnel Committee should take into account the Chair or School Director's annual evaluations for the previous three years. The letter or memorandum prepared by the Department/School Personnel Committee for this evaluation should be addressed to the Dean and copied to the Chair/Director.~~

~~—4. Each Chair or Director will be given the opportunity to respond to both of the Personnel Committee's tentative evaluations of the Chair or Director—as a faculty member and as a Chair or Director—before the finalized evaluations are forwarded to the Dean. The appeal procedures shall be the same as those described for faculty.~~

~~—5. The Department/School Personnel Committee's summary and overall evaluations of the Department Chair or Director as a faculty member and as a chair or director shall be forwarded to the College Dean. All data used by the Personnel Committee shall be made available to the College Dean.~~

~~—6. A minority report signed by all concurring faculty may be written if either or both of the Personnel Committee's evaluations are unacceptable to a minority of the committee members. A minority report is seen as an exception rather than standard procedure and shall include a justification for its creation. The minority report shall be submitted to the Dean as a separate document, and shall be included with the Personnel Committee's evaluations. A copy shall be sent to the Chair or Director.~~

~~—7. If the Dean disagrees with the Department/School Personnel Committee's evaluation of the Chair or Director as a faculty member in his review thereof, she or he shall give the Department Chair or School Director and Personnel Committee Chair a written statement of the reason(s) for the disagreement. The Department Personnel Committee may seek clarification from the Dean on any points of perceived disagreement.~~

~~—8. The Dean shall meet with the Chair or Director to discuss his/her accomplishments and goals as Chair or Director. At this time, the Dean and Chair or Director can initiate a preliminary discussion of the goals the Chair or Director anticipates setting for him/herself as Chair or Director and for the department or school for the next four years.~~

~~—9. The Dean shall communicate his or her evaluation of the Department Chair or School Director as a chair or director to the Department Chair or School Director in writing. Included in this evaluation shall be a recommendation to the Provost regarding reappointment of the Chair or Director for another four year term. The Department Chair or School Director shall have the opportunity to respond in writing to his or her evaluation as chair or director prior to the Dean's communication of a final evaluation to the Personnel Committee and to the Provost.~~

~~—10. The College Dean shall forward her or his evaluation of the Department Chair or School Director as a chair or director, including the Dean's recommendation for reappointment of the chair or director for another term, together with the evaluation of that role by the Department/School Personnel Committee, to the Provost, with copies sent to the Department Chair and to the Department Personnel Committee. In a case of a departure by the Dean from the evaluation by the Personnel Committee, the Committee may seek clarification from the Dean on the reason(s) for the departure.~~

~~—11. The College Dean's evaluation of the Department Chair or School Director as a chair, and all pertinent data including any written responses from the Chair or Director and/or the Personnel Committee, shall be reviewed by the Provost, who shall provide written justification for any disagreement with the Dean's evaluation. In the event of disagreement by the Department Chair or School Director with the Dean's evaluation of him or her as chair or director or with the Dean's recommendation regarding reappointment for another term, the Provost shall render a decision in the matter.~~

~~—12. If the Chair or Director wishes to appeal either his or her annual evaluation as faculty member or his or her quadrennial evaluation as chair or director, or the review(s) thereof by the Dean or the Provost, respectively, the process followed shall be consistent with that for faculty appeals. The final evaluations of the Department Chair or School Director both as a faculty member and as a chair or director, following any possible appeals, become part of the Department Chair's or School Director's personnel file, and shall serve as the basis for merit pay increases, for any possible reappointment, tenure, or promotion, and for decisions on retention as Department Chair or School Director.~~

~~—13. Chairs/Directors who are reappointed for subsequent four year terms must submit for the review and approval of the Dean written copies of the of the goals they have established for themselves as chairs/deans and of their departments/schools during their next term. These goals must be submitted to the Dean by May 15 of the year of the quadrennial review. The degree to which these goals are fulfilled shall be assessed as part of the Chair's/Director's next quadrennial evaluation.~~

## Motion from Faculty Senate with Justification

### 17-18.29-Motion Regarding the Elimination of the Quadrennial Review of Department Chairpersons

Referred by: Governance Committee

MOTION: Faculty Senate recommends the following with regard to the quadrennial review of department chairpersons:

Eliminate 1.4.2.B regarding the quadrennial evaluation of Chairs and Directors in the

Handbook. Add language to 1.4.2.A.2

The criteria for evaluation as Chair or Director shall reflect the duties and responsibilities of the chair or director as listed in section 4.2.3. 1 of this Handbook. **Additionally, two questions must be added at the end of the survey: 1) Overall evaluation of the Department Chair or School Director and 2) Do you support the continued service of this person in the role of School Director or Chair?**

Alter 1.4.2.A. to  
insert: (After #3)

New#4:

"If the average rating of the question about the overall evaluation of the Department Chair or School Director falls below 3.00 on a 5.00 scale, the department personnel committee will recommend a plan of improvement be developed by Chair/Director and Dean."

New#5:

The results of the annual evaluation will be presented to the Chair in a numerical fashion with the exception of the last item regarding support for continued service. For this question, the results will be presented as "the majority of faculty in the department (or school) support/do not support the continued service of          in the role of Chair/Director."

#### RATIONALE:

In practice, the Quadrennial Review of Chairs has not been consistently implemented. When it has been implemented, the "third year, in-depth formal evaluation as Chair or Director" has typically consisted of just the annual reports from the previous three years, making it a redundant process.

Many, but not all of the chair evaluations already have a question that asks about the overall evaluation of Chair or Director. This motion would make this question standard on all evaluations.

The proposed, new questions maintain the faculty's voice concerning the continued leadership at the departmental level while eliminating the need for the ineffective quadrennial review.

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

**Due: July 12, 2018**

**Institution:** Radford University

**Institution UNITID:** 233277

**Individual responsible for plan**

**Name:** Chad A. Reed

**Email address:** [creed4@radford.edu](mailto:creed4@radford.edu)

**Telephone number:** 540-831-5411



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

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

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

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

**Radford University  
ACADEMIC AND FINANCIAL PLAN**

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

**Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need  
2018-2020 Biennium  
(Assuming No Additional General Fund)**

Items	2018-2019		2019-2020		2018-2019 (revised)		2019-2020 (revised)	
	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue
<b>Total Incremental Cost from Academic Plan<sup>1</sup></b>	<b>\$1,872,445</b>	<b>\$1,872,445</b>	<b>\$3,578,149</b>	<b>\$3,578,149</b>	<b>\$3,826,172</b>	<b>\$3,826,172</b>	<b>\$4,623,549</b>	<b>\$4,623,549</b>
<b>R-9</b> Increase T&R Faculty Salaries <sup>2</sup>	--	--	\$862,545	\$862,545	--	--	\$588,396	\$588,396
T&R Faculty Salary Increase Rate <sup>3</sup>	0.00%	0.00%	2.00%	2.00%	--	--	2.00%	2.00%
Increase Admin. Faculty Salaries <sup>2</sup>	--	--	\$400,943	\$400,943	--	--	\$265,251	\$265,251
Admin. Faculty Salary Increase Rate	0.00%	0.00%	2.00%	2.00%	--	--	2.00%	2.00%
Increase Classified Staff Salaries <sup>2</sup>	--	--	\$395,264	\$395,264	--	--	\$310,796	\$310,796
Classified Salary Increase Rate	0.00%	0.00%	2.00%	2.00%	--	--	4.00%	4.00%
Increase University Staff Salaries <sup>2</sup>	--	--	--	--	--	--	--	--
University Staff Salary Increase Rate	--	--	--	--	--	--	--	--
<b>1/8</b> Increase Number of Full-Time T&R Faculty <sup>4</sup> (\$)	\$298,590	\$298,590	\$487,771	\$487,771	\$359,012	\$359,012	\$359,012	\$359,012
Increase Number of Full-Time T&R Faculty <sup>4</sup> (FTE)	3.00	3.00	6.00	6.00	3.00	3.00	3.00	3.00
Increase Number of Full-Time Admin. Faculty <sup>4</sup> (\$)	--	--	--	--	--	--	--	--
Increase Number of Full-Time Admin. Faculty <sup>4</sup> (FTE)	--	--	--	--	--	--	--	--
Increase Number of Part-Time Faculty <sup>4</sup> (\$)	--	--	--	--	--	--	--	--
Increase Number of Part-Time Faculty <sup>4</sup> (FTE)	--	--	--	--	--	--	--	--
<b>1/8</b> Increase Number of Classified Staff <sup>4</sup> (\$)	\$189,181	\$189,181	\$378,361	\$378,361	--	--	\$189,181	\$189,181
Increase Number of Classified Staff <sup>4</sup> (FTE)	3.00	3.00	7.00	7.00	--	--	3.00	3.00
Increase Number of University Staff <sup>4</sup> (\$)	--	--	--	--	--	--	--	--
Increase Number of University Staff <sup>4</sup> (FTE)	--	--	--	--	--	--	--	--
<b>10</b> Library Enhancement <sup>4</sup> (\$)	\$99,350	\$99,350	\$142,240	\$142,240	--	--	\$120,334	\$120,334
Library Enhancement <sup>4</sup> (FTE)	--	--	--	--	--	--	--	--
<b>11</b> Technology Enhancement <sup>4</sup> (\$)	\$154,815	\$154,815	\$288,524	\$288,524	\$105,200	\$105,200	\$288,524	\$288,524
Technology Enhancement <sup>4</sup> (FTE)	--	--	--	--	--	--	--	--
O&M for New Facilities <sup>4</sup> (\$)	--	--	--	--	--	--	--	--
O&M for New Facilities <sup>4</sup> (FTE)	--	--	--	--	--	--	--	--
<b>12</b> Utility Cost Increase	\$114,000	\$114,000	\$231,420	\$231,420	--	--	\$114,000	\$114,000
<b>R-13</b> NGF share of state authorized salary increase/bonus	\$208,620	\$208,620	\$208,620	\$208,620	--	--	--	--
<b>A-15</b> Fringe/health insurance benefits increase	--	--	--	--	\$352,457	\$352,457	\$372,940	\$372,940
<b>A-16</b> VRS increase	--	--	--	--	\$5,976	\$5,976	\$5,976	\$5,976
Additional In-State Student Financial Aid From Tuition Revenue	--	--	--	--	--	--	--	--
Others (Specify, insert lines below)	--	--	--	--	--	--	--	--
<b>A-17</b> Other Fringe Benefits & Post Employment Costs	--	--	--	--	\$17,045	\$17,045	\$17,386	\$17,386
<b>A-18</b> Mandatory Costs - Contract Escalators	--	--	--	--	\$559,434	\$559,434	\$587,406	\$587,406
<b>14</b> Safety and Security Enhancement	\$29,410	\$29,410	\$48,310	\$48,310	\$32,500	\$32,500	\$48,310	\$48,310
<b>Total Additional Funding Need</b>	<b>\$2,966,411</b>	<b>\$2,966,411</b>	<b>\$7,022,147</b>	<b>\$7,022,147</b>	<b>\$5,257,796</b>	<b>\$5,257,796</b>	<b>\$7,891,060</b>	<b>\$7,891,060</b>

**Notes:**

- (1) Please ensure that these items are not double counted if they are already included in the incremental cost of the academic plan.
- (2) If planned, enter the cost of any institution-wide increase.
- (3) Enter planned annual faculty salary increase rate. Any salary increase entered here will be counted when calculating the gap to reach the 60th percentile in the future.
- (4) Enter number of FTE change over the FY2018 level in appropriate columns.

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

Radford University

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

Items	Revised																			
	2016-2017 (Estimated)			2017-2018 (Estimated)			2018-2019 (Planned)			2019-2020 (Planned)			2017-18 (Est.)		2018-2019 (Estimated)			2019-2020 (Planned)		
	Student Charge	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue		
<b>E&amp;G Programs</b>																				
Undergraduate, In-State	\$7,045	\$55,024,097	\$7,461	5.90%	\$58,003,368	\$7,685	3.00%	\$60,019,077	\$7,915	3.00%	\$62,911,960	\$55,902,257	\$7,980	6.96%	\$60,642,856	\$8,219	2.99%	\$62,612,715		
Undergraduate, Out-of-State	\$19,126	\$9,758,647	\$19,543	2.18%	\$10,329,150	\$20,129	3.00%	\$10,683,180	\$20,733	3.00%	\$11,244,635	\$9,842,818	\$20,062	2.66%	\$10,964,873	\$20,664	3.00%	\$11,290,585		
Graduate, In-State	\$7,922	\$5,783,575	\$8,390	5.91%	\$5,753,539	\$8,642	3.00%	\$6,145,935	\$8,901	3.00%	\$6,542,188	\$6,365,028	\$8,973	6.95%	\$6,151,638	\$9,242	3.00%	\$6,340,618		
Graduate, Out-of-State	\$16,894	\$2,026,719	\$17,363	2.78%	\$1,928,540	\$17,884	3.00%	\$2,061,396	\$18,420	3.00%	\$2,192,979	\$1,759,133	\$17,946	3.36%	\$1,707,996	\$18,484	3.00%	\$1,748,019		
Law, In-State	--	--	--	--	--	--	--	--	--	--	--	--	--	0.0%	--	--	0.0%	--		
Law, Out-of-State	--	--	--	--	--	--	--	--	--	--	--	--	--	0.0%	--	--	0.0%	--		
Medicine, In-State	--	--	--	--	--	--	--	--	--	--	--	--	--	0.0%	--	--	0.0%	--		
Medicine, Out-of-State	--	--	--	--	--	--	--	--	--	--	--	--	--	0.0%	--	--	0.0%	--		
Dentistry, In-State	--	--	--	--	--	--	--	--	--	--	--	--	--	0.0%	--	--	0.0%	--		
Dentistry, Out-of-State	--	--	--	--	--	--	--	--	--	--	--	--	--	0.0%	--	--	0.0%	--		
PharmD, In-State	--	--	--	--	--	--	--	--	--	--	--	--	--	0.0%	--	--	0.0%	--		
PharmD, Out-of-State	--	--	--	--	--	--	--	--	--	--	--	--	--	0.0%	--	--	0.0%	--		
Veterinary Medicine, In-State	--	--	--	--	--	--	--	--	--	--	--	--	--	0.0%	--	--	0.0%	--		
Veterinary Medicine, Out-of-State	--	--	--	--	--	--	--	--	--	--	--	--	--	0.0%	--	--	0.0%	--		
Other NGF		\$2,311,322			\$2,380,662			\$2,452,082			\$2,525,644	\$2,212,882			\$3,623,016			\$3,731,709		
Total E&G Revenue - Gross		\$74,904,360			\$78,395,259			\$81,361,670			\$85,417,406	\$76,082,118			\$83,090,381			\$85,723,646		
Total E&G Revenue - Net of Financial Aid		\$72,996,889			\$76,487,788			\$79,454,199			\$83,509,935	\$74,174,647			\$81,182,910			\$83,816,175		
E&G Revenue Used for Faculty Salary Increases		\$0			\$554,876			\$0			\$862,545	\$554,876			\$0			\$588,396		
Average T&R Faculty Salary Increase Rate		0.00%			3.00%			0.00%			2.00%	3.00%			0.00%			2.00%		
<b>Auxiliary Program</b>																				
Mandatory Non-E&G Fees																				
Undergraduate	\$3,036		\$3,166	4.28%		\$3,261	3.00%		\$3,359	3.01%		\$3,230	2.02%		\$3,327	3.00%				
Graduate	\$3,036		\$3,166	4.28%		\$3,261	3.00%		\$3,359	3.01%		\$3,230	2.02%		\$3,327	3.00%				
Law	--		--	--		--	--		--	--		--	--		--	--				
Medicine	--		--	--		--	--		--	--		--	--		--	--				
Dentistry	--		--	--		--	--		--	--		--	--		--	--				
PharmD	--		--	--		--	--		--	--		--	--		--	--				
Veterinary Medicine	--		--	--		--	--		--	--		--	--		--	--				
Total Auxiliary Revenue(ALL, including room and board)		\$86,640,387			\$70,013,166			\$72,113,561			\$74,276,968	\$69,938,465			\$73,532,043			\$75,738,004		
<b>Total Tuition and Fees</b>																				
Undergraduate, In-State	\$10,081		\$10,627	5.42%		\$10,946	3.00%		\$11,274	3.00%		\$11,210	5.49%		\$11,546	3.00%				
Undergraduate, Out-of-State	\$22,162		\$22,709	2.47%		\$23,390	3.00%		\$24,092	3.00%		\$23,292	2.57%		\$23,991	3.00%				
Graduate, In-State	\$10,958		\$11,556	5.46%		\$11,903	3.00%		\$12,260	3.00%		\$12,203	5.60%		\$12,569	3.00%				
Graduate, Out-of-State	\$19,930		\$20,529	3.01%		\$21,145	3.00%		\$21,779	3.00%		\$21,176	3.15%		\$21,811	3.00%				
Law, In-State	--		--	--		--	--		--	--		--	--		--	--				
Law, Out-of-State	--		--	--		--	--		--	--		--	--		--	--				
Medicine, In-State	--		--	--		--	--		--	--		--	--		--	--				
Medicine, Out-of-State	--		--	--		--	--		--	--		--	--		--	--				
Dentistry, In-State	--		--	--		--	--		--	--		--	--		--	--				
Dentistry, Out-of-State	--		--	--		--	--		--	--		--	--		--	--				
PharmD, In-State	--		--	--		--	--		--	--		--	--		--	--				
PharmD, Out-of-State	--		--	--		--	--		--	--		--	--		--	--				
Veterinary Medicine, In-State	--		--	--		--	--		--	--		--	--		--	--				
Veterinary Medicine, Out-of-State	--		--	--		--	--		--	--		--	--		--	--				
<b>Student Financial Aid (Program 108)</b>		\$1,907,471			\$1,907,471			\$1,907,471			\$1,907,471	\$1,907,471			\$1,907,471			\$1,907,471		
<b>Sponsored Programs (Program 110)</b>		\$5,139,409			\$5,293,591			\$5,452,399			\$5,615,971	\$6,996,488			\$7,206,383			\$7,422,574		
<b>Unique Military Activities</b>		--			--			--			--	--			--			--		
<b>Workforce Development</b>		--			--			--			--	--			--			--		
<b>Other (Specify)</b>		--			--			--			--	--			--			--		

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

**FINANCIAL AID PLAN**

**Note: If you do not have actual amounts for Tuition Revenue for Financial Aid by student category, please provide an estimate. If values are not distributed for Tuition Revenue for Financial Aid, a distribution may be calculated for your institution.**

**Allocation of Tuition Revenue Used for Student Financial Aid**

**\*2016-17 (Actual)**

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$55,024,097	\$1,526,046	2.8%	\$1,693,566
Undergraduate, Out-of-State	\$9,758,647	\$220,973	2.3%	\$213,905
Graduate, In-State	\$5,783,575	\$116,820	2.0%	\$0
Graduate, Out-of-State	\$2,026,719	\$43,632	2.2%	--
First Professional, In-State	--	--	--	--
First Professional, Out-of-State	--	--	--	--
Total	\$72,593,038	\$1,907,471	2.6%	\$1,907,471
Total from Finance-T&F worksheet	\$74,904,360	\$1,907,471	2.5%	
In-State Sub-Total	\$60,807,672	\$1,642,866	2.7%	\$1,693,566

**2017-18 (Planned)**

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$58,003,368	\$1,526,046	2.6%	\$1,725,911
Undergraduate, Out-of-State	\$10,329,150	\$220,973	2.1%	\$181,560
Graduate, In-State	\$5,753,539	\$116,820	2.0%	\$0
Graduate, Out-of-State	\$1,928,540	\$43,632	2.3%	\$0
First Professional, In-State	--	--	--	--
First Professional, Out-of-State	--	--	--	--
Total	\$76,014,597	\$1,907,471	2.5%	\$1,907,471
Total from Finance-T&F worksheet	\$78,395,259	\$1,907,471	2.4%	
In-State Sub-Total	\$63,756,907	\$1,642,866	2.6%	\$1,725,911
Additional In-State	\$2,949,235	\$0	%	\$32,345

**2018-19 (Planned)**

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$60,019,077	\$1,526,046	2.5%	\$1,725,911
Undergraduate, Out-of-State	\$10,683,180	\$220,973	2.1%	\$181,560
Graduate, In-State	\$6,145,935	\$116,820	1.9%	\$0
Graduate, Out-of-State	\$2,061,396	\$43,632	2.1%	\$0
First Professional, In-State	--	--	--	--
First Professional, Out-of-State	--	--	--	--
Total	\$78,909,588	\$1,907,471	2.4%	\$1,907,471
Total from Finance-T&F worksheet	\$81,361,670	\$1,907,471	2.3%	
In-State Sub-Total	\$66,165,012	\$1,642,866	2.5%	\$1,725,911
Additional In-State	\$2,408,105	\$0	%	\$0
Additional In-State from Financial Plan		\$0	%	

**2019-20 (Planned)**

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$62,911,960	\$1,526,046	2.4%	\$1,725,911
Undergraduate, Out-of-State	\$11,244,635	\$220,973	2.0%	\$181,560
Graduate, In-State	\$6,542,188	\$116,820	1.8%	\$0
Graduate, Out-of-State	\$2,192,979	\$43,632	2.0%	\$0
First Professional, In-State	--	--	--	--
First Professional, Out-of-State	--	--	--	--
Total	\$82,891,762	\$1,907,471	2.3%	\$1,907,471
Total from Finance-T&F worksheet	\$85,417,406	\$1,907,471	2.2%	
In-State Sub-Total	\$69,454,148	\$1,642,866	2.4%	\$1,725,911
Additional In-State	\$3,289,136	\$0	%	\$0
Additional In-State from Financial Plan		\$0	%	

\* Please note that the totals reported here will be compared with those reported by the financial aid office on the institution's annual S1/S2 report. Since the six-year plan is estimated and the S1/S2 is "actual," the numbers do not have to match perfectly but these totals should reconcile to within a reasonable tolerance level. Please be sure that all institutional offices reporting tuition/fee revenue used for aid have the same understanding of what is to be reported for this category of aid.

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

**Requirement:** As per § 23.1-306 (A) of the Code of Virginia each such plan and amendment to or affirmation of such plan shall include a report of the institution's active contributions to efforts to stimulate the economic development of the Commonwealth, the area in which the institution is located, and, for those institutions subject to a management agreement set forth in Article 4 (§ 23.1-1004 et seq.) of Chapter 10, the areas that lag behind the Commonwealth in terms of income, employment, and other factors.

**Special Notes:** The reporting period is FY18. The metrics serve as a menu of items that institutions should respond to as applicable and when information is available to them. Leave fields blank, if information is unavailable. Please note the narrative question at the bottom of the page. The response should be provided in a separate WORD or PDF document, as an attachment, if the Part II (Narrative) is not being updated.

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

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

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

VA PLAN Strategy Reference	Section B: Grants, Contracts and Sub-Agreements by Discipline						
	Discipline	Grants		Contracts		Sub-agreements	
		No.	\$ Value	No.	\$ Value	No.	\$ Value
4.3	Engineering	0					
	Physical Science						
	Environmental Science			4	\$93,204		
	Computer Science	1	\$140,250				
	Life Sciences	2	\$1,017,994			2	\$110,411
	Psych/Social	3	\$403,168				
	Other Science	1	\$10,000				
	Non-Science and Engineering (non-S&E)	17	\$5,829,846			5	\$153,223
	<b>Total</b>	<b>24</b>	<b>\$7,401,258</b>	<b>4</b>	<b>\$93,204</b>	<b>7</b>	<b>\$263,634</b>

**Section C: For the following items, provide responses in appropriate fields. Insert an X for yes/no responses. Use Number/Amount field for other information. A Comments field has been provided for any special information your institution may want to provide.**

VA PLAN Strategy Reference	Section C: General Questions	Yes	No	Number/Amount	Comments
4.1	1. Does your institution offer an innovation/ entrepreneurship/career-themed student living-learning community?	X			Launching fall 2018, the Radford University Entrepreneurship Living-Learning Community (ELC) is a learning community designed to help incoming freshmen learn about, live the life of, and become successful entrepreneurs. The ELC encourages innovation and entrepreneurship in students from diverse majors and backgrounds. Participants will live with other students interested in entrepreneurship, develop entrepreneurial competencies, develop and implement a business idea, register for classes reserved for ELC members, form relationships with faculty and entrepreneurs, and learn how to start and run a business from experts. Plans are to recruit an initial class of 20 students.
4.1	2. Does your institution offer startup incubation/accelerator programs? If yes, please comment if people/companies external to the institution can access them and, if so, how.	X			The Radford University College of Business and Economics Center for Innovation & Analytics: (1) Enhances regional economic development by connecting students and faculty with the business community; (2) Equips students, alumni, businesses, and government agencies with the skills, knowledge, and ability to create, innovate, and grow sustainable ventures; and (3) Offers consulting services and expertise to help businesses, non-profits, and government agencies understand the advantages of innovation and analytics and apply them to their specific needs.
4.2	3. Does your institution offer maker-space? If yes, please comment if people/companies external to the institution can access it and, if so, how.	X			Radford University hosts a growing ecosystem of Makerspaces to support Making and innovation across campus. Our three Makerspaces (Design Makerspace, New Media Center, and Peery Makerspace—associated with our living-learning community) support both digital and physical making and offer a wide array of equipment, tools, and materials to support students and faculty campus-wide. Across these makerspaces, we host classes and offer events.

4.2	4. Does your institution have an entrepreneurship center? If yes, please comment if people/companies external to the institution can access it and, if so, how.	X			The Radford University College of Business and Economics Center for Innovation & Analytics: (1) Enhances regional economic development by connecting students and faculty with the business community; (2) Equips students, alumni, businesses, and government agencies with the skills, knowledge, and ability to create, innovate, and grow sustainable ventures; and (3) Offers consulting services and expertise to help businesses, non-profits, and government agencies understand the advantages of innovation and analytics and apply them to their specific needs.
4.2	5. Does your institution have Entrepreneur Executive(s)-in-Residence?	X			The Radford University College of Business and Economics Center for Innovation & Analytics hosts executives in residence for Analytics and Innovation.
4.1	6. Number of students paid through externally funded research grants or contracts.				
4.1	7. Number of entrepreneurship degrees/ courses/programs (credit and noncredit) offered?				<ul style="list-style-type: none"> <li>The Department of Management within the College of Business and Economics has created and offers entrepreneurship curriculum. Both a concentration, with 138 students enrolled in the spring of 2018, and a minor, with 61 students, are offered through this department. Three courses are core to the entrepreneurship program: MGNT 250 (Entrepreneurship and Innovation); MGNT 350 (Owning and Managing a Business); and MGNT 450 (New Venture Management). During the spring of 2018, enrollment in these courses were 62 in MGNT 250, 75 in MGNT 350; and 35 in MGNT 450.</li> <li>For several years the College of Business and Economics- with financial support from BB&amp;T- has sponsored and held an Innovation Challenge. This is a semester-long business concept development competition open to all Radford University students that culminates in external entrepreneurs and guests.</li> </ul>
4.1	8. Number of academic units that have courses/programs requiring a capstone project, experiential learning activities, or internships.				Radford University has 67 programs that require a capstone, experiential learning activity, or internship.
4.1	9. Does your institution's tenure policy support commercialization? If yes, please provide brief explanation in comments section.	X			Although not listed as an example of professional contributions (the list of examples in the Faculty Handbook is not exhaustive), the deans report that commercialization of intellectual property would be a positive consideration for tenure. Our Faculty Handbook.
4.2	10. Does your institution offer a seed fund that awards money to start-ups? If yes, please comment on whether it awards funding only to university-based start-ups or to the general public as well?		X		
4.2	11. Does your institution offer translational research and/or proof of concept funding? If yes, please provide dollar amount available in FY18 in the number/amount field.		X		
4.1	12. Does your institution offer continuing education programs to industry? If yes, please provide dollar value or headcount for such programs in the number/amount field.	X			

**Section D: Provide information for research and commercialization grants by type, number, and dollar value with a breakdown by college and department. If additional rows are needed, please contact Jean Mottley (jeanmottley@schev.edu) to assist with changes.**

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

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

**Section E. The Intellectual Property (IP) section captures information on disclosure, patent, and licensing activities. It is divided into two tables. Table 1 captures information regardless of source of funds or nature of entity to whom IP is transferred. Table 2 is required by § 23.1-102 subdivision 2 of the Code of Virginia. It details assignment of IP interests to persons or nongovernmental entities and the value of externally sponsored research funds received during the year from a person or nongovernmental entity by the institution, any foundation supporting the IP research performed by the institution, or any entity affiliated with the institution. Information is sought on research that yields IP regardless of the project's intent. Information is sought about IP transferred as a result of either basic or applied research. The table captures separate aggregate data on entities that have a principal place of business in Virginia and those with a principal place of business outside of Virginia.**

VA PLAN Strategy Reference	Section E: Part 1 - All Patent Activity for FY 2017-18	No.
4.2	1. Number of Intellectual Property disclosures received	
	2. Number of Provisional Patent Applications filed during the year	
	3. Number of Patent Applications filed during the year (by type)	
	Design	
	Plant	
	Utility	
	<b>Total</b>	0
	4. Total number of Patent Applications pending (by type)	
	Design	
	Plant	
	Utility	
	<b>Total</b>	0
	5. Number of Patents awarded during the year (by type)	
	Design	
	Plant	
Utility		
<b>Total</b>	0	

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

**Section F: These items are VCCS specific. Please provide responses in appropriate fields. A Comments field has been provided for any special information the VCCS may want to provide.**

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

**NARRATIVE REQUIREMENT:**

Contributions to Economic Development – Describe the institution’s contributions to stimulate the economic development of the Commonwealth and/or area in which the institution is located. *If applicable*, the information should include:

- a. University-led or public-private partnerships in real estate and/or community redevelopment.
- b. State industries to which the institution’s research efforts have direct relevance.
- c. High-impact programs designed to meet the needs of local families, community partners, and businesses.
- d. Business management/consulting assistance.

## **RADFORD UNIVERSITY**

### **2018 SIX-YEAR PLAN - UPDATE**

#### **Instructions for Part II (Narrative)**

**July 12, 2018**

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

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

**Response:**

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

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

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

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

**Response:**

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



A. **Competency-Based Education:**

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

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

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

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

among leading academic institutions is expected to strengthen the region as a destination for health education and research, ultimately contributing directly to economic development.

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

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

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

**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Business Affairs & Audit Committee**  
**October 3, 2018**

**Action Item**  
**Approval of Radford University's 2018 Six-Year Plan**

**Item:**

Board of Visitors approval of Radford University's 2018 Six-Year Plan as required by § 23.1-306.

**Background:**

In response to the requirements outlined in § 23.1-306 of the Code of Virginia, attached is a copy of Radford University's updated 2018 Six-Year Plan submitted to the State Council of Higher Education for Virginia (SCHEV) by the stated deadline of July 12, 2018.

Please note, the deadline for this submission has historically been July 1<sup>st</sup>, but due to timing of the approved 2018-20 State biennial budget the Six-Year Plan materials were delayed in getting distributed. The deadline was therefore revised to July 12, 2018.

As a mandate established through the "*Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Act of 2011*" (TJ21) legislation, governing boards of each public institution of higher education shall develop and adopt biennially and amend or affirm annually a six-year plan for their institution. This requires the plans to be submitted to the State Council for Higher Education of Virginia by July 1 of each odd-numbered year and requires any amendments or affirmations to existing plans to be submitted by July 1 of each even-numbered year.

The instructions and template to complete the six-year plan are usually provided by SCHEV in late spring, typically at the time of the May Board meeting. Due to this timeline, the University has historically submitted the plan, to SCHEV by the July 1<sup>st</sup> deadline and then has presented it to the Board for approval at the next scheduled meeting which is usually held in September. In July, State representatives will review the plans submitted by each institution and provide comments in early September for all institutions to respond with updates or revisions, as appropriate, by October 1<sup>st</sup>. This process was once again followed for the 2018 Six Year Plan submission.

The strategies identified in the University's 2018 Six-Year Plan were developed collaboratively with each division through the annual budget development cycle. It is further supported by the University's Strategic Plan: *Embracing the Tradition and Envisioning the Future*, which is expected to chart the course for ongoing strategic action. Building upon the strategic multi-year budget developed from the previous cycle, divisions have reviewed their respective submissions and updated strategies to align with current priorities and strategic objectives. The academic strategies related to programmatic growth were developed by the Provost through the respective academic unit.

The presented tuition and fee increases assume a proportionate share of general fund support for modeling purposes only. The funding of the proposed strategies are subject to change unless

incremental general fund support is received. Additionally, approval of tuition and fees is the responsibility of the Board of Visitors and may be adjusted based upon factors such as incremental general fund support, legislative requirements, projected enrollment growth, and prioritization of strategies to implement.

Radford University's 2018 Six-Year Plan was updated to reflect the status of existing strategies based on institutional priorities and legislative action during the 2018 General Assembly Session. Comments regarding the University's 2018 Six-Year Plan update are anticipated to be received by in September 2018. Once received the institution will need to respond to any questions and resubmit the final plan to SCHEV by October 1, 2018.

**Action:**

Radford University Board of Visitors approval of the Radford University 2018 Six-Year Plan.

**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Resolution**

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

**WHEREAS**, the Higher Education Opportunity Act of 2011 became effective July 1, 2011, and requires each public institution of higher education in Virginia to develop and submit an institutional six-year plan; and

**WHEREAS**, § 23.1-306 of the Act requires, “*The governing board of each public institution of higher education shall (i) develop and adopt biennially in odd-numbered years and amend or affirm biennially in even-numbered years a six-year plan for the institution; (ii) submit a preliminary version of such plan to the Council, the General Assembly, the Governor, and the Chairmen of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Education and Health, and the Senate Committee on Finance no later than July 1 of each odd-numbered year; and (iii) submit preliminary amendments to or a preliminary affirmation of each such plan to the Council, the General Assembly, the Governor, and the Chairmen of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Education and Health, and the Senate Committee on Finance no later than July 1 of each even-numbered year*”; and

**WHEREAS**, Radford University prepared a six-year plan in accordance with the requirements of the Higher Education Opportunity Act of 2011 and guidelines provided by the State Council of Higher Education for Virginia; and

**WHEREAS**, the University submitted the six-year plan to the State Council of Higher Education for Virginia by the stated deadline of July 12, 2018 for the 2018 submission; and

**WHEREAS**, the 2018 Six-Year Plan must be approved by the Board of Visitors prior to the October 1 final submission;

**THEREFORE, BE IT RESOLVED** the Radford University Board of Visitors approves the Radford University 2018 Six-Year Plan as presented in the format provided by the State Council of Higher Education for Virginia; and

**BE IT FURTHER RESOLVED**, that the University is authorized to revise the 2018 Six-Year Plan as required by State officials for final submission by the stated deadline.

**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Business Affairs & Audit Committee**  
**October 3, 2018**

**Action Item**  
**Approval of the Radford University 2018-19 Operating Budget**

**Item:**

Board of Visitors approval of the Radford University 2018-19 operating budget.

**Executive Summary:**

Each year, the Vice President for Finance and Administration & Chief Financial Officer is responsible for presenting Radford University's (the University) projected annual operating budget to the Board of Visitors for the upcoming fiscal year. The 2018-19 operating budget was developed in consideration of projected enrollment levels, actions taken by the Governor and General Assembly during the 2018 session, Board-approved tuition and fee rates, the strategic goals of the University, and the economic outlook.

The University has recently begun implementation of its 2018-2023 Strategic Plan: *Embracing the Tradition and Envisioning the Future*. Since its initial rollout, a conscious effort has been underway to align institutional resources in support of strategic plan objectives. The collaborative process of budget development has helped provide the framework for which all divisions review operating priorities and align their actions with strategic goals of the University. The information collected during this process is then used in the development of the University's Six-Year Plan submission to the Commonwealth and further helps to frame the strategic direction of the institution.

As competition increases for in-state undergraduate students, enrollment remains paramount in effective strategic planning. As evidence of the University's commitment to its students, enrollment management has been identified as an area of key strategic focus. Resources are being deployed to specific operational areas to reinforce the University's ability to attract, retain, and educate its diverse student population. As a result, total enrollment and student retention are anticipated to grow within the next four years through a number of University programs, including Competency Based Education.

The 2018 General Assembly's legislative session was largely focused on strengthening the overall fiscal position of the Commonwealth while making investments in mandated services. The budget provides restorative contributions to the Revenue Stabilization Fund (aka the "rainy day fund"). This is largely the result of improvements in key revenue metrics during 2017-18. While the University will continue to utilize a fiscally conservative outlook to plan for its future, its funding is inevitably tied to economic performance of the Commonwealth and will be monitored closely.

Giving full consideration to the aforementioned items, the 2018-19 operating budget demonstrates a judicious use of University resources. Key operating efficiencies help to address mandatory and unavoidable cost increases while maximizing funding opportunities for strategic plan initiatives.

## Six-Year Planning Processes and 2018-19 Budget Development:

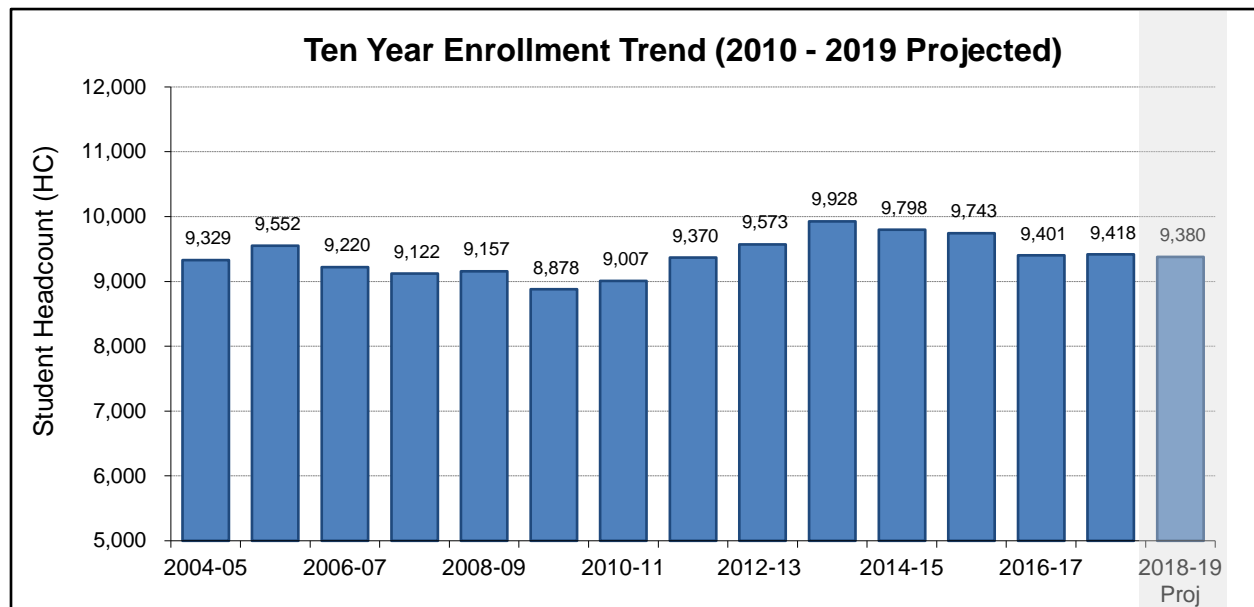
The Virginia Higher Education Opportunity Act of 2011 (TJ21) was passed by the 2011 General Assembly and is based on recommendations from the Governor’s Commission on Higher Education Reform, Innovation and Investment formed through Executive Order No. 9 issued in March 2010. The TJ21 legislation requires institutions of higher education to prepare and submit a “Six-Year Plan” by July 1<sup>st</sup> each year in accordance with criteria outlined by the Higher Education Advisory Committee (HEAC).

As an integral part of the six-year planning process, the University’s internal annual budget development cycle provides the opportunity to reevaluate the essential needs for the upcoming fiscal year and outline divisional priorities for the outlying years. The budget development review engages key personnel and provides a consistent mechanism to prioritize funding requests and strategically aligns the institution’s long-range goals with projected resources.

The University submitted the 2018-20 Six-Year Plan to the State Council of Higher Education for Virginia (SCHEV) in the prior fiscal year. The University was required to submit preliminary updates to the 2018-20 plan to SCHEV by July 12, 2018 with a final submission due October 1, 2018. The University’s Six-Year Plan identifies the targeted objectives and strategies to achieve both Virginia and institutional goals and provides a foundation for preparing tuition and mandatory fee recommendations for consideration by the Board.

## Enrollment Trend:

In recent history, the University has experienced gains in total student population. Between 2009-10 and 2013-14 the University enrollment increased by 1,050 students. However, since 2014-15 enrollment outcomes have begun to stabilize. Enrollment for 2018-19 is conservatively projected in line with prior year levels; a prudent decision given the challenges of the current landscape. It further takes into consideration fall 2017 census data, guidance from SCHEV on enrollment trends, and demographic changes in the high school student pipeline. Projections will continue to be monitored, but actual enrollments will not be confirmed until the fall 2018 census. The following chart depicts a 10-year history on enrollment trends based on student headcount and FTE.





While increases in tuition and fee revenue, whether receipted from enrollment growth or rate increases, reflect a significant portion of the resources needed to support a student’s cost of education, general fund support is also needed to cover the remaining portion. In the past, as enrollments have grown specifically from in-state undergraduates, general fund support for “new in-state seats” has not been allocated at the same proportion. This restricts the institution’s ability to fully fund the needs of the institution. While enrollment is a significant part of the discussion, so too is general fund support.

**Mandatory Cost Increases:**

***2018 General Assembly Session Action***

The 2018 General Assembly’s legislative session was largely focused on strengthening the overall fiscal position of the Commonwealth while making investments in mandated services. The initial General Assembly session concluded without a concurrence on the fiscal plan. The House and Senate offered different proposals associated with Federal Medicaid program expansion. After convening a special session both the Governor and General Assembly were able to work together to finalize a 2018-20 Biennial Budget.

The following schedule reflects the anticipated funding from the 2018 General Assembly Session providing additional general fund support for the University in 2018-19:

	<b>Proposed 2018-19 Funding</b>
<b>E&amp;G - Educational &amp; General</b>	
2017-18 Central Fund Alignment	\$118,006
2018-19 Interest Earnings/CC Rebates	180,000
2018-19 Fringe Rate Changes (*)	566,064
2018-19 Central System & Other Charges	38,152
<b>Total E&amp;G General Fund Recommendations</b>	<b>\$902,222</b>
<b>SFA - Student Financial Assistance</b>	
2018-19 In-State Undergraduate Financial Aid	519,545
<b>Total E&amp;G and SFA (combined) General Fund</b>	<b>\$1,421,767</b>

Notes:

(\*) Central Appropriation amounts are not included in the University's line item appropriation. Instead they are held centrally by the Commonwealth and allocated after the start of the fiscal year. For this reason estimates have been provided.

**Fringe Rate Changes:** General fund support of \$566,064 for health and other fringe rate changes. This will assist in defraying a portion of the mandatory cost - funding is based on a 6.0 percent increase in health insurance rates.

**Interest Earnings/CC Rebates:** Restoration of proceeds from interest earnings and credit card rebates providing an estimated \$180,000 in annual operating support for E&G.



**In-State Undergraduate Financial Aid:** General fund support of \$519,545 for need based Undergraduate Student Financial Assistance. The allocation of financial aid resources are important for the University and will assist in lowering the cost of higher education.

***Other Mandatory Costs***

In addition to the legislatively mandated items, the University must also address teaching and research faculty promotion and tenure contractual commitments, operation and maintenance of new and existing facilities, contractual escalators for technology and maintenance contracts, and recovery rate changes. These initiatives, referred to as central cost commitments, combine to total \$2,058,353. For additional details, Attachment II provides a further breakdown of the mandatory cost requirements.

**Funding Sources and Cost Drivers:**

The Commonwealth’s policy for funding higher education is to fund 67 percent of the cost of education for in-state students. Figure 1 reflects the status of general fund support for the University’s educational and general (E&G) program from 2002 through 2019 (projected) in relation to this policy. Currently, general fund support for the E&G program is projected to be 39 percent for the 2018-19 fiscal year.

As demonstrated in Figure 1, the 2018-19 projected E&G general fund split is significantly below the Commonwealth’s policy of 67 percent. The difference reflects funding of essential programmatic needs to support the University’s in-state student population.

**Figure 1: E&G General Fund Appropriation Historical Trend**

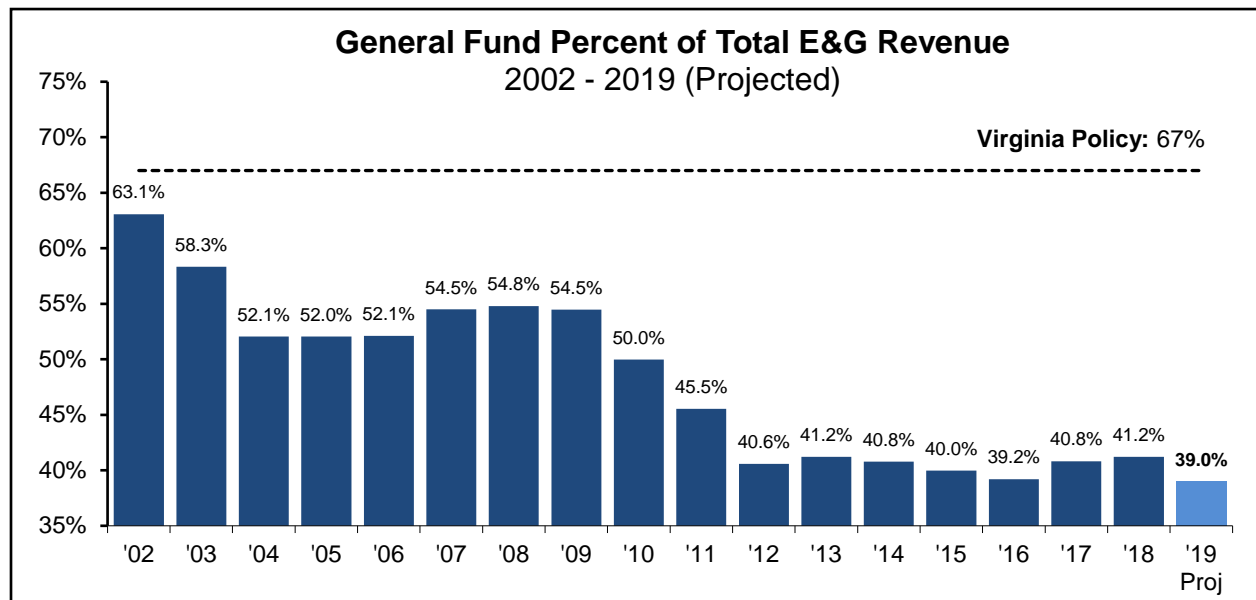
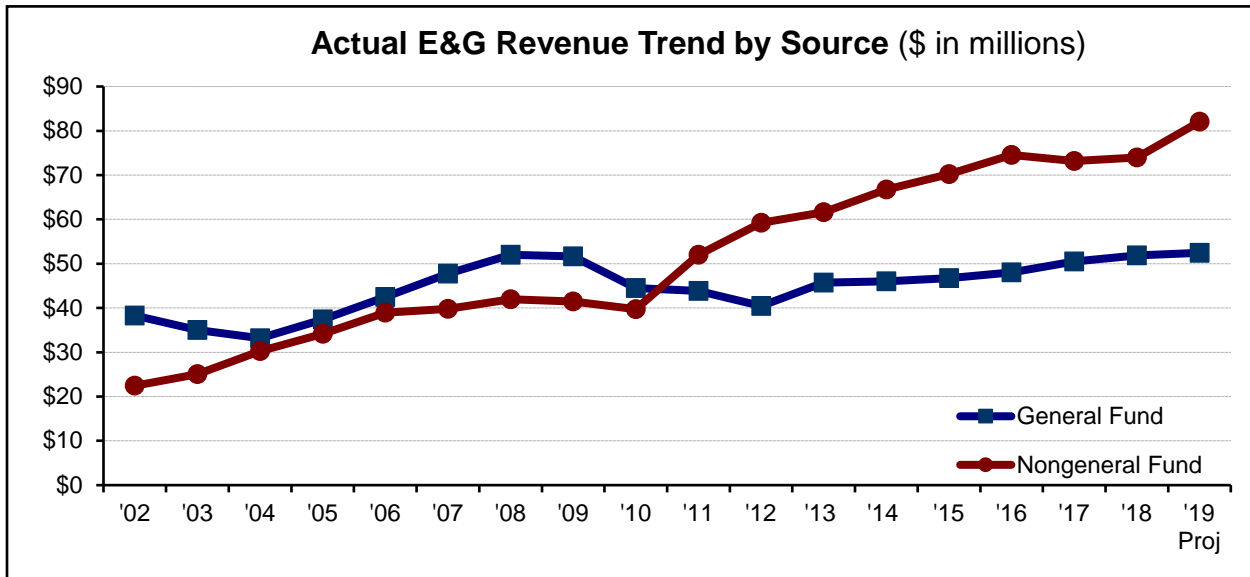


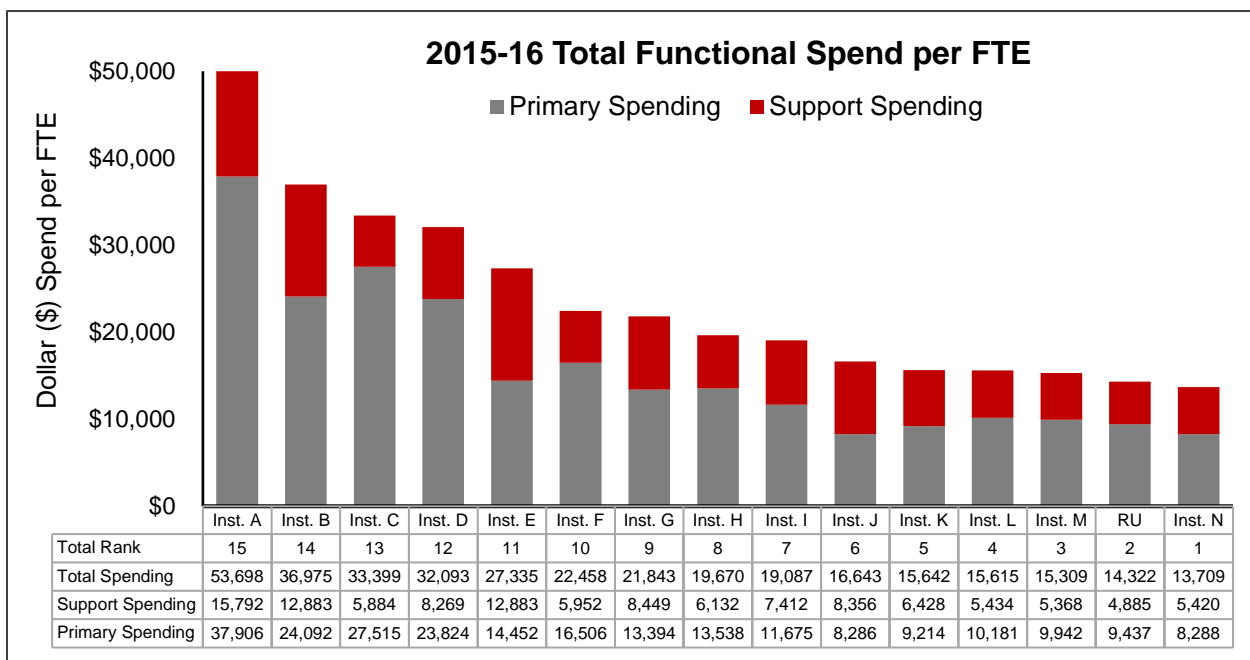
Figure 2 displays the E&G general fund and nongeneral fund trends between 2002 and 2019 (projected). In 2010, as a result of the economic downturn and the sustained loss of general fund support, students and their families began funding the majority of the cost of education. The increase in the nongeneral fund trend in recent years was largely attributed to planned enrollment growth during those years which assisted with mitigating further increases in tuition and fees.

**Figure 2: E&G General Fund/Nongeneral Fund Split Historical Trend (Nominal Dollars)**



Additionally, using national data from the Integrated Postsecondary Education Data System (IPEDS) for the past decade, the University has consistently ranked among the lowest Virginia four-year public institution of higher education in total E&G program functional spending per student FTE. The most recently available spending levels (2015-16) are presented in Figure 3. The ranking reflects the University’s lean operational structure and administrative efficiencies in the E&G program which encompasses costs associated with instruction and support operations.

**Figure 3: Ranking of E&G Spending per FTE of Virginia Public Four-Year Institutions**



## Proposed Budget

### 2018-19 Projected Total Revenue

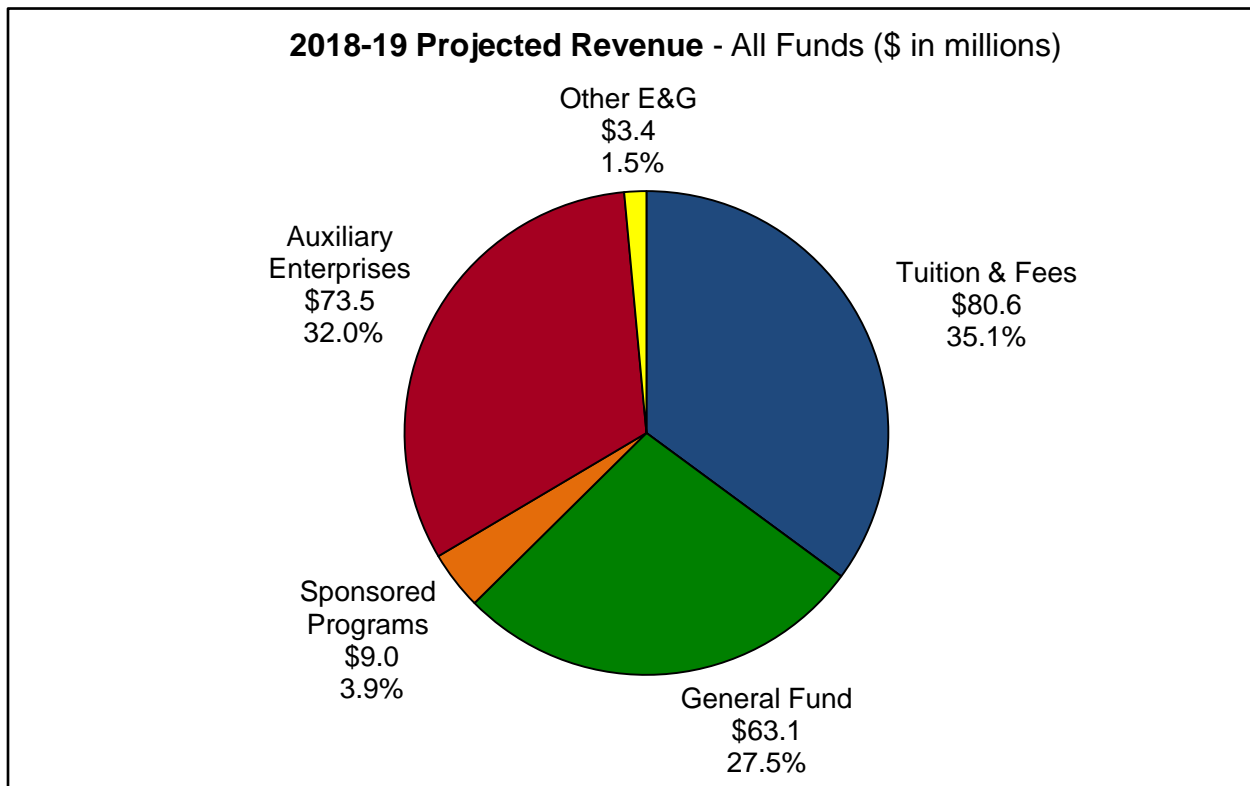
Radford University's institutional budget is derived from two fund sources:

- **General Fund (GF)** – Virginia tax dollars (unrestricted), distributed through the Commonwealth's budget process and documented through the Virginia Acts of Assembly (i.e. Appropriations Act).
- **Nongeneral Fund (NGF)** – tuition, mandatory (technology and comprehensive) fees, user (room and board) fees, other E&G and auxiliary enterprises fees, grants/contracts/research, federal student work study, and commissions (e.g. dining services, bookstore, laundry, etc.).

Total University revenue is expected to be \$229.5 million for fiscal year 2018-19, which reflects a 5.4 percent increase above the 2017-18 Adjusted Total Budget. The increase is attributable to incremental operating support from the Commonwealth and Board approved tuition and fee rates.

The majority of the University's total operating budget (72.5 percent) is supported through nongeneral fund sources. The remaining 27.5 percent is supported through the general fund. Figure 4 displays the breakdown of projected revenue by major funding sources.

**Figure 4: 2018-19 Projected Total Revenue (All Sources and Programs)**



## **2018-19 Projected Total Expenditures**

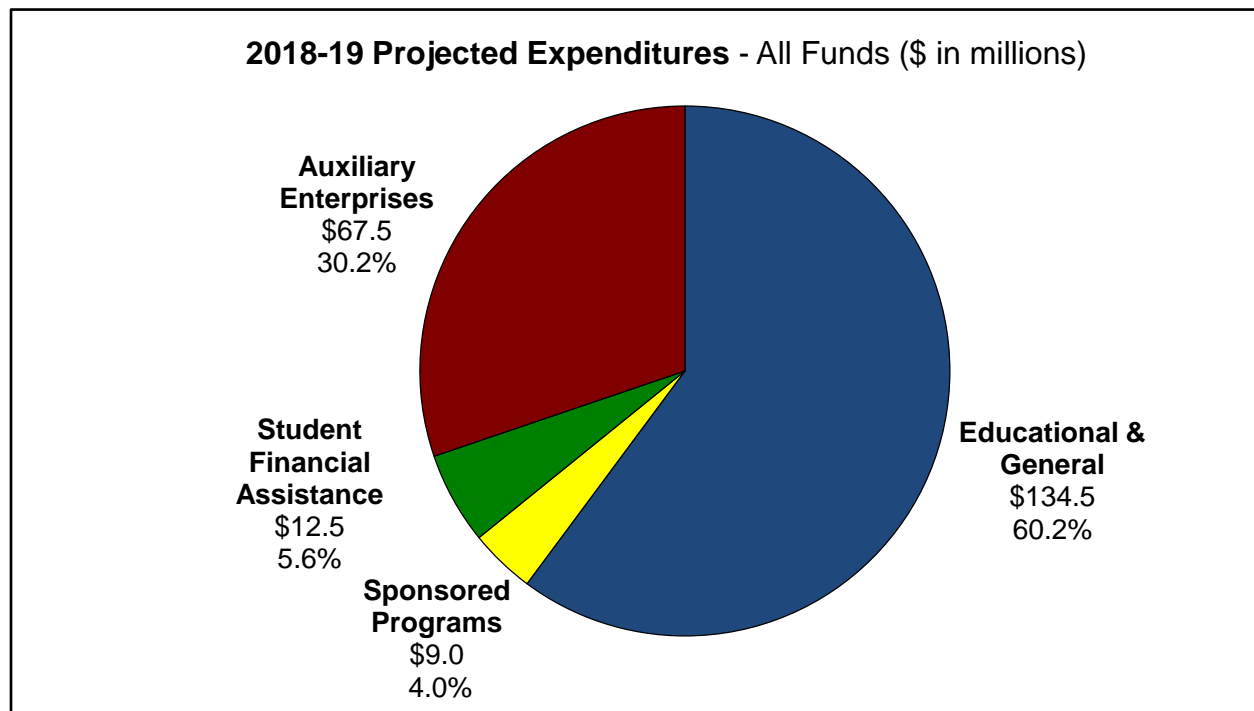
Expenditures are expected to total \$223.5 million for 2018-19. Projected expenditures are set less than projected revenues due to required Auxiliary Enterprises reserve fund deposits that must be generated to meet the SCHEV guidelines for operating, equipment renewal and replacement, and capital projects.

Figure 5 illustrates projected expenditures for each of the major programs which include:

- **Educational & General (E&G):** Activities to provide instruction, research, public service, academic support (e.g., library, deans), student support services (e.g., admissions, financial aid, registrar), and program support (e.g., administration, institutional support, physical plant) services.
- **Student Financial Assistance:** Activities to provide financial assistance to Virginia students.
- **Financial Assistance for Educational and General Services Program (Sponsored Programs, Grants and Contracts):** Activities to provide additional resources for educational and general services through third-party grants, contracts, and research.
- **Auxiliary Enterprises:** Self-supporting activities to provide goods or services to students, faculty, staff and visitors (e.g. residence halls, dining services, bookstore, athletics, student activities, etc.).

The E&G program represents 60.2 percent of the expenditures budgeted while Auxiliary Enterprises accounts for 30.2 percent. The remaining 9.6 percent is split between Student Financial Assistance and Sponsored Programs.

**Figure 5: 2018-19 Projected Expenditures by Major Program**



Attachment I and Schedules A and B provide an overview of the University's proposed 2018-19 operating budget by major program. Attachment I details the 2018-19 Funded E&G Initiatives by Division, Schedule A provides an overview of the 2018-19 Total University Operating Budget, and Schedule B reflects the 2018-19 Auxiliary Enterprise Budget by major program area.

The following is a narrative description by major program to complement the financial information presented in Attachment I and Schedules A and B.

### ***Educational & General (E&G) Program***

The Educational and General (E&G) program supports instruction, academic support, libraries, public service, student services, institutional support, and operation/maintenance of the physical plant. The proposed 2018-19 E&G operating budget (base and one-time) totals \$134.5 million. The projected increase in E&G revenue is primarily derived from incremental tuition revenue generated from Board-approved tuition and fees.

In 2018-19, the percentage of the E&G budget supported by general fund is projected to be 39 percent. The University is anticipated to receive \$0.7 million in new general fund over the previous year for central appropriation adjustments, legislative mandated salary and fringe benefit rate increases, and operational investments. Projected E&G nongeneral fund revenue is derived primarily from tuition and fees at \$78.7 million, with all other E&G revenue totaling \$3.4 million.

### **Resource Allocations**

During the May 2018 Board of Visitors meeting, programmatic priorities were outlined and incorporated into the proposed 2018-19 budget. This included \$1.4 million of additional nongeneral fund support for strategic plan initiatives. The investment signaled the Board's commitment to the initiatives contained within the strategic plan. .

Attachment I provides an overview of the E&G base budget initiatives funded in 2018-19. In addition, Attachment II illustrates the initial budget assumptions provided to the Board in May 2018, as well as, any changes that occurred prior to finalization of the actual 2018-19 operating budget.

### ***Student Financial Assistance Program***

Commonwealth support from the general fund is appropriated for scholarships and fellowships to undergraduate and graduate students. The authorized general fund appropriation for fiscal year 2018-19 is \$10.6 million, an increase of \$0.5 million over fiscal year 2017-18. In addition to general fund support, the University continues to commit \$1.9 million from institutional nongeneral fund resources to support undergraduate need-based financial aid.

***Financial Assistance for Educational and General Services Program (Grants/Contracts) –***

The University receives external funding for grants and contracts from a variety of federal, state, private, and local sources. For fiscal year 2018-19, estimated annual activity for Sponsored Programs is projected at \$8.9 million.

***Auxiliary Enterprises Program***

The Auxiliary Enterprises program supports student service activities such as residential life, dining, athletics, recreation, student health, and transportation. Funding for this program is generated from contract commissions and fees assessed to students and/or users. The Commonwealth requires Auxiliary Enterprises to be financially self-supporting. For this reason, general fund support and tuition revenue cannot be allocated to these activities.

For fiscal year 2018-19, the revenue budget for Auxiliary Enterprises is projected to be \$73.5 million. It should be noted that all auxiliary budgets were adjusted to account for fringe benefit rate changes, the alignment of indirect cost and utility changes as necessary.

It is projected that approximately \$6.0 million will be generated in 2018-19 for reserve fund contributions which can be used for future debt service, maintenance reserve projects, and construction and/or renovation costs associated with future capital projects. The following are future considerations for auxiliary reserve balances: residence hall improvements, athletic complex renovations, equipment renewal and replacement, and land acquisition.

**Action:**

Radford University Board of Visitors approval of the 2018-19 operating budget as presented in Schedule A for Total Operating Budget and Schedule B for Auxiliary Enterprises.

**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Resolution**  
**October 3, 2018**

**Approval of the Radford University 2018-19 Operating Budget**

**BE IT RESOLVED**, the Radford University Board of Visitors approves the fiscal year 2018-19 operating budget as presented in Schedule A for Total Operating Budget and Schedule B for Auxiliary Enterprises.

**Radford University  
E&G Requested Initiatives by Division  
2018-19**

	Dollars in Thousands (\$)			FTE	
	Mandatory	Programmatic	Division Reallocations	Resources Total	Positions
<b>Academic Affairs</b>					
Graduate College - Position Realignment		\$7.7		\$7.7	1.00
HIPS - Position Realignment		26.1	(19.0)	7.1	
IDSL Degree Completer		50.0		50.0	1.00
MFA Design Thinking Faculty	73.0			73.0	1.00
International Education		10.0		10.0	
Promotion & Tenure	186.0			186.0	
Research Rookies	120.0			120.0	
Faculty Travel	235.0			235.0	
Search Travel	50.0			50.0	
<b>Academic Affairs Total</b>	<b>\$664.0</b>	<b>\$93.8</b>	<b>(\$19.0)</b>	<b>\$738.8</b>	<b>3.00</b>
<b>Central Administration</b>					
Audit - Position Realignment	6.6			6.6	
<b>Central Administration Total</b>	<b>\$6.6</b>			<b>\$6.6</b>	
<b>Central Resources</b>					
<b>Fringe Adjustments</b>					
State Mandated Health Adjustment	827.1			827.1	
Health Insurance - Life Changes	100.4			100.4	
Other Employee Benefits	(5.5)			(5.5)	
Workers Comp., Line of Duty, Misc.	66.0			66.0	
Division Position Realignments - Fringes	62.7	167.5		230.2	
<b>Other Increases</b>					
Central Systems (PBS, Cardinal, PMIS)	50.0			50.0	
AP Leave Payouts	100.0			100.0	
Leases - Art & IMPACT	87.2			87.2	
Strategic Plan Implementation		1,444.3		1,444.3	
One-Time Operating Restoration	344.7			344.7	
Recovery Rate Changes	203.0			203.0	
<b>Central Resources Total</b>	<b>\$1,898.5</b>	<b>\$1,779.2</b>		<b>\$3,677.6</b>	
<b>Information Technology</b>					
Mandatory-Contract Escalators	70.2			70.2	
Position Realignments		210.5	(210.5)		
Identity Mgmt.		41.5	(41.5)		
Multi-Function Device Contract Change	15.0			15.0	
Academic Integrity		20.0		20.0	
<b>Information Technology Total</b>	<b>\$85.2</b>	<b>\$272.0</b>	<b>(\$252.0)</b>	<b>\$105.2</b>	
<b>Finance &amp; Administration</b>					
Facilities & Other-Mandatory-Contract Escalators	80.0			80.0	
Position Realignments		25.0		25.0	
<b>Finance &amp; Administration Total</b>	<b>\$80.03</b>	<b>\$25.00</b>		<b>\$105.03</b>	
<b>Student Affairs</b>					
Mandatory - Contract Escalator	0.9			0.9	
OSSR - Operating		12.5		12.5	
Position Realignment					0.25
<b>Student Affairs Total</b>	<b>\$0.9</b>	<b>\$12.5</b>		<b>\$13.4</b>	<b>0.25</b>
<b>Enrollment Management</b>					
Position Realignments		101.1		101.1	
IGRAD	5.0			5.0	
Royall Deposit IQ	40.0			40.0	
<b>Enrollment Management Total</b>	<b>\$45.0</b>	<b>\$101.1</b>		<b>\$146.1</b>	
<b>University Advancement</b>					
Position Realignments		302.0		302.0	3.00
Operating		40.0		40.0	
<b>University Advancement Total</b>		<b>\$342.0</b>		<b>\$342.0</b>	<b>3.00</b>
<b>University Relations</b>					
Position Realignment		\$12.0		\$12.0	1.00
<b>University Relations Total</b>		<b>\$12.0</b>		<b>\$12.0</b>	<b>1.00</b>
<b>Grand Total</b>	<b>\$2,717.5</b>	<b>\$2,470.1</b>	<b>(\$271.0)</b>	<b>\$4,916.5</b>	<b>7.25</b>



**Radford University**  
**Resource Allocation Analysis**  
**2018-19**

	<i>Original</i> <b>May 2018</b> <b>Assumptions</b>	<i>Proposed</i> <b>July 2018</b> <b>Budget</b>	<b>Dollar</b> <b>Change</b>
<b><u>REVENUE</u></b>			
<b>General Fund Changes</b>			
2017-18 Central Fund Alignment	\$118,006	\$118,006	\$0
2018-19 Interest Earnings & CC Rebates	180,000	180,000	0
2018-19 Fringe Rate Changes	566,064	566,385	321
2018-19 Central Systems & Other Changes	38,152	38,152	0
<b>Total General Fund Changes</b>	<b>\$902,222</b>	<b>\$902,543</b>	<b>\$321</b>
<b>Nongeneral Fund Changes</b>			
Tuition & Fees	\$3,999,840	\$4,040,079	\$40,239
Sales & Services	(60,000)	(60,000)	0
Private Support	201,653	201,653	0
VRS Recoveries	344,731	304,492	(40,239)
Need Based Scholarships	(472,225)	(472,225)	0
<b>Total Nongeneral Fund Changes</b>	<b>\$4,013,999</b>	<b>\$4,013,999</b>	<b>\$0</b>
<b>Total Revenue Changes</b>	<b>\$4,916,221</b>	<b>\$4,916,542</b>	<b>\$321</b>
<b><u>EXPENSES</u></b>			
<b>Non-Discretionary Cost Increases</b>			
<b>Mandatory Costs</b>			
2018-19 Fringe Rate Changes	\$938,101	\$938,101	\$0
<b>Central Cost Commitments</b>			
AA Promotion & Tenure	220,670	214,140	(6,530)
Contracts & Compliance	337,421	258,400	(79,021)
Contract Payouts	100,000	100,000	0
One-Time Operating Restoration	344,731	344,731	0
Recovery Rate Changes	202,981	202,981	0
<b>Sub-Total Central Commitments</b>	<b>\$2,143,904</b>	<b>\$2,058,353</b>	<b>(\$85,551)</b>
<b>Division Recurring Requirements</b>			
Academic Affairs	\$612,775	\$609,208	(\$3,567)
Finance & Administration	29,778	29,212	(566)
Information Technology	35,000	29,124	(5,876)
Central Administration	8,147	53,026	44,879
Student Affairs	13,441	13,441	0
University Relations	14,915	14,915	0
University Advancement	435,663	435,663	(0)
Enrollment Management	178,339	229,340	51,001
General Strategic Plan Implementation	1,444,260	1,444,260	0
<b>Sub-Total Division Requirements</b>	<b>\$2,772,317</b>	<b>\$2,858,189</b>	<b>\$85,872</b>
<b>Total Non-Discretionary Cost Increases</b>	<b>\$4,916,221</b>	<b>\$4,916,542</b>	<b>\$321</b>
<b>SURPLUS / (DEFICIT)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Radford University**  
**Proposed University Operating Budget**  
**2018-19**

Dollars in Thousands

	Annual Budget for 2017-18			2017-18 Adjusted Total Budget	2018-19 Adjustments			2018-19 Recommended Total Budget <sup>(c)</sup>
	Original Total Budget <sup>(a)</sup>	Adjustments	Adjusted Total Budget <sup>(b)</sup>		Technical Adjustments	Base Adjustments	One-Time Adjustments	
<b>Educational and General Programs</b>								
<u>Revenues</u>								
General Fund	\$51,727	\$137	\$51,864	\$51,864	(\$137)	723	\$0	\$52,450
Tuition and Fees	73,801	(953)	72,848	72,848	953	3,508	1,344	78,653
All Other Income	2,729	39	2,768	2,768	(1,758)	686	1,683	3,379
Revenue	\$128,257	(\$778)	\$127,480	\$127,480	(\$941)	\$4,917	\$3,027	\$134,481
<u>Expenditures</u>								
Instructional & Academic Support	(\$84,629)	\$3,437	(\$81,191)	(\$81,191)	(\$2,066)	(\$2,243)	(\$1,344)	(\$86,844)
All Other Support Programs	(43,628)	(2,660)	(46,288)	(\$46,288)	3,008	(2,674)	(1,683)	(\$47,637)
Expenditures	(\$128,257)	\$778	(\$127,480)	(\$127,480)	\$941	(\$4,917)	(\$3,027)	(\$134,481)
Reserve Draw (Deposit)	0	0	0	0	0	0	0	0
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Student Financial Assistance</b>								
Revenue	\$12,028	\$95	\$12,123	\$12,123	(\$95)	\$520	\$0	\$12,547
Expenditures	(12,028)	(95)	(12,123)	(12,123)	95	(520)	0	(12,547)
Reserve Draw (Deposit)	0	0	0	0	0	0	0	0
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Sponsored Programs</b>								
Revenue	\$6,100	\$1,860	\$7,960	\$7,960	(\$1,860)	\$2,862	\$0	\$8,962
Expenditures	(6,100)	(1,860)	(7,960)	(7,960)	1,860	(2,862)	0	(8,962)
Reserve Draw (Deposit)	0	(0)	(0)	(0)	(0)	0	0	(0)
<b>NET</b>	<b>\$0</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>
<b>Auxiliary Enterprises</b>								
Revenues	\$70,074	\$168	\$70,242	\$70,242	(\$162)	\$3,360	\$92	\$73,532
Expenditures	(63,321)	(2,636)	(65,957)	(65,957)	2,786	(1,826)	(2,546)	(67,542)
Reserve Draw (Deposit)	(6,754)	2,468	(4,285)	(4,285)	(2,625)	(1,534)	2,454	(5,990)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total University</b>								
Revenues	\$216,459	\$1,345	\$217,804	\$217,804	(\$3,058)	\$11,658	\$3,119	\$229,523
Expenses	(209,706)	(3,813)	(213,519)	(213,519)	5,682	(10,124)	(5,572)	(223,533)
Reserve Draw (Deposit)	(6,754)	2,468	(4,285)	(4,285)	(2,625)	(1,534)	2,454	(5,990)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Notes:**

- (a) Original Total Budget - Reflects the 2017-18 Operating Budget as of July 1, 2017 which was approved by the Board at the September 2017 meeting. Both recurring and one-time operating budgets are included.  
(b) Adjusted Total Budget - Reflects the 2017-18 Operating Budget as of June 30, 2018. Both recurring and one-time operating budgets are included.  
(c) Recommended Total Budget - Reflects the proposed 2018-19 Original Total Budget as of July 1, 2018. Both recurring and one-time operating budgets are included.

**Radford University**  
**Proposed Auxiliary Enterprise Budget**  
**2018-19**

Dollars in Thousands

	Annual Budget for 2017-18			2017-18	2018-19 Adjustments			2018-19
	Original Total Budget (a)	Adjustments	Adjusted Total Budget (b)	Adjusted Total Budget	Technical Adjustments	Base Adjustments	One-Time Adjustments	Recommended Total Budget (c)
<b>Residential &amp; Dining Programs</b>								
Revenues	\$33,667	\$0	\$33,667	\$33,667	\$0	\$2,257	\$0	\$35,924
Expenditures	(30,362)	(663)	(31,025)	(31,025)	542	(818)	(789)	(32,090)
Reserve Draw (Deposit)	(3,305)	663	(2,642)	(2,642)	(542)	(1,439)	789	(3,834)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Bookstore</b>								
Revenues	\$490	\$0	\$490	\$490	\$0	\$0	\$0	\$490
Expenditures	(272)	0	(272)	(272)	0	(0)	0	(272)
Reserve Draw (Deposit)	(218)	0	(218)	(218)	0	0	0	(218)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Parking &amp; Transportation</b>								
Revenues	\$2,030	\$4	\$2,034	\$2,034	(\$4)	(\$59)	\$0	\$1,971
Expenditures	(1,452)	(1)	(1,453)	(1,453)	19	(69)	(110)	(1,613)
Reserve Draw (Deposit)	(578)	(4)	(581)	(581)	(15)	128	110	(358)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Telecommunications</b>								
Revenues	\$585	\$0	\$585	\$585	\$0	\$0	\$0	\$585
Expenditures	(492)	6	(487)	(487)	0	(7)	(26)	(521)
Reserve Draw (Deposit)	(93)	(6)	(98)	(98)	0	7	26	(64)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Student Health Services</b>								
Revenues	\$3,108	(\$4)	\$3,104	\$3,104	\$4	\$156	\$0	\$3,264
Expenditures	(2,955)	(933)	(3,888)	(3,888)	1,025	(151)	(5)	(3,019)
Reserve Draw (Deposit)	(153)	937	784	784	(1,029)	(4)	5	(245)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Student Programming</b>								
Revenues	\$8,239	(\$47)	\$8,192	\$8,192	\$47	\$107	\$0	\$8,346
Expenditures	(8,025)	(251)	(8,275)	(8,275)	250	(196)	(34)	(8,255)
Reserve Draw (Deposit)	(214)	298	84	84	(297)	89	34	(91)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Building &amp; Facilities</b>								
Revenues	\$3,326	(\$2)	\$3,324	\$3,324	\$2	\$44	\$0	\$3,370
Expenditures	(1,468)	(22)	(1,490)	(1,490)	14	(48)	0	(1,524)
Reserve Draw (Deposit)	(1,858)	24	(1,834)	(1,834)	(16)	4	0	(1,846)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Enterprise Functions</b>								
Revenues	\$6,651	(\$55)	\$6,596	\$6,596	\$55	\$545	\$0	\$7,196
Expenditures	(6,065)	(2)	(6,067)	(6,067)	13	(164)	(1,365)	(7,583)
Reserve Draw (Deposit)	(586)	57	(529)	(529)	(68)	(382)	1,365	386
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Intercollegiate Athletics</b>								
Revenues	\$11,978	\$272	\$12,250	\$12,250	(\$266)	\$310	\$92	\$12,386
Expenditures	(12,230)	(770)	(13,000)	(13,000)	923	(373)	(217)	(12,666)
Reserve Draw (Deposit)	252	499	750	750	(658)	63	125	280
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Auxiliary Enterprise</b>								
Revenues	\$70,074	\$168	\$70,242	\$70,242	(\$162)	\$3,360	\$92	\$73,532
Expenses	(63,321)	(2,636)	(65,957)	(65,957)	2,786	(1,826)	(2,546)	(67,542)
Reserve Draw (Deposit)	(6,754)	2,468	(4,285)	(4,285)	(2,625)	(1,534)	2,454	(5,990)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Notes:**

- (a) Original Total Budget - Reflects the projected 2017-18 Operating Budget as of July 01, 2017 which was approved by the Board at the September 2017 meeting. Both recurring and one-time  
(b) Adjusted Total Budget - Reflects the 2017-18 Operating Budget as of June 30, 2018. Both recurring and one-time operating budgets are included.  
(c) Recommended Total Budget - Reflects the proposed 2018-19 Original Total Budget as of July 1, 2018. Both recurring and one-time operating budgets are included.

# Student Representative Report

RADFORD  
UNIVERSITY

Page 40 of 264

# Introduction

---

- Increase Student Retention
- Promote Community Outreach

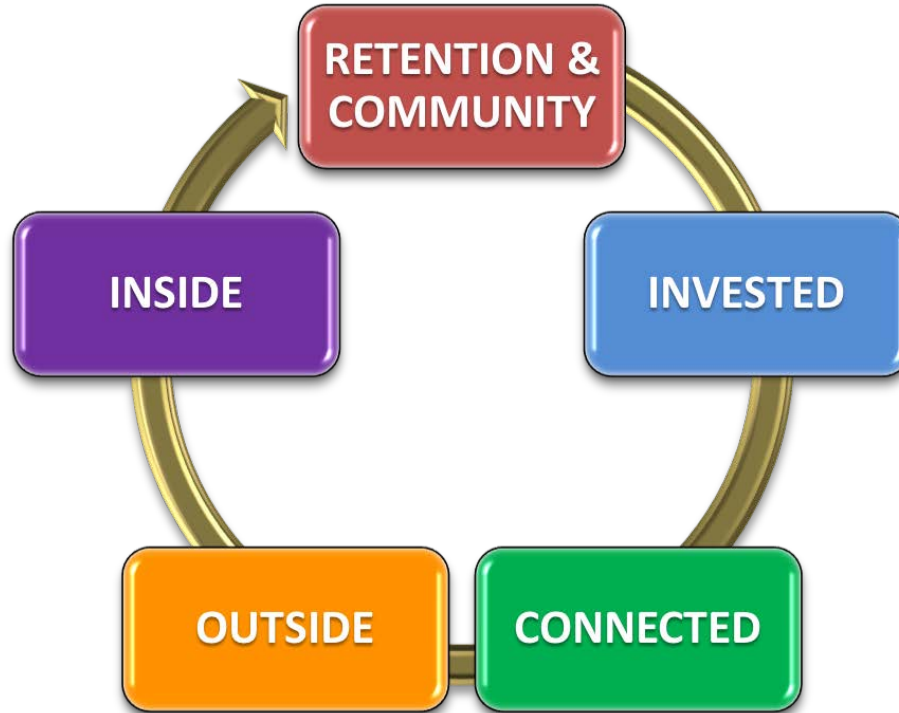
# Research

---

- Student Retention Figures
- Reasons Why Students Leave A College Other Than Money
- Struggling To Balance Work And School
- Waiting Too Long To Select Required Courses
- Not Getting Involved And Connected To Other Students

# Vision and Mission

---



# Invested-Connected-Outside

---

## Community Outreach

- Focus On Helping The Less Fortunate - Increase Number Of Students Working Towards A Common Goal
- Promote Higher Education To Rising Young Elementary And Middle School Students
- Promote Radford University To High School Students



# Invested-Connected-Inside

---

## Help Students Who Are Balancing Work And School

- Find Out From Them What Would Be Helpful
- Organize Study Groups With Flexible Hours
- Provide Assistance In Time Management Techniques
- Bring Working Students Together To Help Each Other

# Discussion

**DRAFT**

**RADFORD UNIVERSITY BOARD OF VISITORS**

**Resolution  
October 3, 2018**

**Approval of Revised Radford University's Mission Statement**

**WHEREAS**, the Radford University Board of Visitors approved a resolution on December 8, 2017 to move forward with partnership opportunities in accordance with Radford University's mission in order to provide greater outreach in the region and across the Commonwealth through the expansion of educational offerings and service delivery; and,

**WHEREAS**, officials from Carilion Clinic, Jefferson College of Health Sciences and Radford University have been working diligently to merge Jefferson College of Health Sciences into the Radford University family of colleges and departments; and,

**WHEREAS**, as part of the merger planning process, Radford University consulted with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) in preparation of forthcoming accreditation; and,

**WHEREAS**, SACSCOC advised of a required modification of Radford University's mission statement to include additional programs associated with the merger, specifically the teach out of the associate degree programs; and,

**WHEREAS**, the required mission statement modification must be completed by the effective date of the merger; and,

**WHEREAS**, the following revision to the Radford University Mission Statement fulfills the requirements of SACSCOC:

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

**NOW, THEREFORE, BE IT RESOLVED**, the Radford University Board of Visitors hereby considers and passes this resolution to revise the Radford University Mission Statement for further review and subsequent consideration by the State Council of Higher Education for Virginia and/or the Virginia General Assembly.

# May 2018 Minutes

**RADFORD UNIVERSITY**

---

Board of Visitors

# **RADFORD** UNIVERSITY

Board of Visitors

## **QUARTERLY MEETING**

**9:00 A.M.**

**May 4, 2018**

**MARY ANN JENNINGS HOVIS MEMORIAL BOARD ROOM  
THIRD FLOOR, MARTIN HALL, RADFORD, VA**

### **DRAFT** **MINUTES**

#### **BOARD MEMBERS PRESENT**

Mr. Mark S. Lawrence, Rector  
Mr. Randy J. Marcus, Vice Rector  
Mr. Robert A. Archer  
Dr. Jay A. Brown  
Mr. Gregory A. Burton  
Ms. Krisha Chachra  
Dr. Rachel D. Fowlkes  
Dr. Susan Whealler Johnston  
Mr. James R. Kibler, Jr.  
Dr. Debra K. McMahon  
Ms. Karyn K. Moran  
Mr. Steve A. Robinson  
Ms. Georgia Anne Snyder-Falkinham  
Ms. Lisa Throckmorton  
Dr. Jason Fox, Faculty Representative (Non-voting Advisory Member)  
Ms. Jessica Wollmann, Student Representative (Non-voting Advisory Member)

#### **BOARD MEMBER ABSENT**

Dr. Javaid Siddiqi

#### **OTHERS PRESENT**

President Brian O. Hemphill  
Mr. Richard Alvarez, Vice President for Finance and Administration and Chief Financial Officer  
Mr. Joe Carpenter, Vice President for University Relations and Chief Communications Officer  
Ms. Karen Castele, Secretary to the Board of Visitors/Special Assistant to the President  
Dr. Kenna Colley, Interim Provost and Vice President for Academic Affairs  
Ms. Lisa Ghidotti, Director of State Government Relations  
Mr. Danny M. Kemp, Vice President for Information Technology and Chief Information Officer  
Dr. Ann Marie Klotz, Vice President for Student Affairs  
Ms. Wendy Lowery, Vice President for University Advancement  
Ms. Margaret McManus, University Auditor  
Mr. Chad Reed, Associate Vice President for Budget and Financial Planning  
Ms. Ashley Schumaker, Chief of Staff, Office of the President  
Mr. Allen Wilson, Senior Assistant Attorney General, Commonwealth of Virginia  
Radford University Faculty and Staff

### **CALL TO ORDER**

Rector Mark Lawrence called the Board of Visitors quarterly meeting to order at 9:05 a.m. in the Mary Ann Jennings Hovis Memorial Board Room on Third Floor, Martin Hall at Radford University, Radford, Virginia.

### **APPROVAL OF AGENDA**

Rector Lawrence asked for a motion to approve the Board of Visitors meeting agenda for the May 4, 2018, as published. Vice Rector Randy Marcus so moved, Mr. Robert Archer seconded the motion and the agenda was unanimously approved, as published.

### **APPROVAL OF MINUTES**

Rector Lawrence asked for a motion to approve the minutes of the February 16, 2018 meeting, as published. Mr. Marcus so moved, Ms. Georgia Anne Snyder-Falkinham seconded the motion and the minutes were unanimously approved, as published.

### **RECOGNITION OF ATHLETES**

Mr. Robert Lineburg, Director of Athletics, first introduced members of the Women's Volleyball team and coaches and recognized the team for the Big South Championship and academic achievements. Mr. Lineburg also introduced to the Board of Visitors the Men's Basketball team and coaches and congratulated them on the Big South Championship, participation in the NCAA playoffs and academic achievements.

### **PRESIDENT'S REPORT**

President Brian O. Hemphill reported to the Board of Visitors on recent activities and accomplishments. President Hemphill began by updating the Board regarding a recent senior leadership change as Vice President for Finance and Administration and Chief Financial Officer Richard S. Alvarez plans to retire and the recent selection of Chad A. Reed as the incoming Vice President for Finance and Administration and Chief Financial Officer. President Hemphill also updated the Board on the progress of the IMPACT program and the public and private partnerships being developed. President Hemphill stated that, since the joint announcement in January of the proposed merger with Jefferson College of Health Sciences, individuals from Carilion Clinic, Jefferson College of Health Sciences and Radford University have been working diligently to chart a clear path forward with a strong focus on enhancing opportunities for current and future students. President Hemphill shared the excitement, which has been building for the Commencement celebrations and expressed that the Radford Family was looking forward to the new format in this year's ceremony. In closing, President Hemphill shared that the University is concluding the 2017-2018 academic year strong with as much energy, enthusiasm and optimism as it began. Looking back, a great deal has been accomplished this year with our faculty and staff singularly focused on the success of our students by leading and paving the way to make our vision a reality. A copy of the report is hereto attached as *Attachment A* and is made a part hereof.

### **REPORT FROM THE ACADEMIC AFFAIRS COMMITTEE**

Dr. Susan Whealler Johnston, Chair, stated that the Academic Affairs Committee met on May 3, 2018 and brought forth the following action items for consideration.

## **ACTION ITEMS**

### **Recommendation of Resolution for Approval of the Master of Science (M.S.) in Athletic Training**

Dr. Johnston presented the recommendation from the Committee for the proposed Master of Science (M.S.) degree in Athletic Training and stated that the timeline coincides with the discontinuance of the undergraduate degree, which was approved by the Board of Visitors in December 2017. Following discussion, Dr. Johnston asked for a motion to approve the resolution for the Master of Science (M.S.) in Athletic Training. Mr. Marcus so moved, Mr. Archer seconded the motion and the motion passed unanimously. The resolution is attached hereto as *Attachment B* and is made a part hereof.

### **Recommendation of Resolution for Approval of the Establishment of the Honors College**

Dr. Johnston presented the recommendation for the establishment of the Honors College. Following discussion, Dr. Johnston asked for a motion to approve the resolution for the establishment of the Honors College. Mr. Marcus so moved, Ms. Snyder-Falkinham seconded the motion and the motion passed unanimously. The resolution is attached hereto as *Attachment C* and is made a part hereof.

### **Recommendation of Resolution for Tenure Recommendations, 2018-2019**

Dr. Johnston presented the Teaching and Research faculty recommended for tenure for the 2018-2019 academic year. Dr. Johnston then asked for a motion to approve the resolution for tenure. Mr. Marcus so moved, Mr. Archer seconded the motion and the motion passed unanimously. The resolution is attached hereto as *Attachment D* and is made a part hereof.

### **Recommendation of Resolution for Approval of Changes to the Teaching and Research Faculty Handbook, Sections 1.6.1.1 and 1.6.2**

Dr. Johnston presented information to support amending the Teaching and Research Faculty Handbook to permit the rank of Senior Instructor for special purpose faculty. Dr. Johnston asked for a motion to approve the resolution for changes to the Teaching and Research Faculty Handbook, Sections 1.6.1.1 and 1.6.2. Mr. Marcus so moved, Ms. Archer seconded the motion and the motion passed unanimously. The resolution is attached hereto as *Attachment E* and is made a part hereof.

Dr. Johnston reported that in her report, Dr. Colley acknowledged achievements of the faculty by presenting a list of 26 faculty members to be promoted effective fall 2018. She also discussed the process and criteria for emeriti faculty status and added Dr. Kathy Mitchell and Dr. Lynn Saubert were awarded emeriti status this academic year. Dr. Colley also updated the committee of recent academic accomplishments and accolades, as well as personnel updates.

Dr. Johnston stated that Dr. Jake Fox, Faculty Senate President and Faculty Representative to the Board of Visitors, reported to the committee on recent events and motions from the Faculty Senate, including updates on a general education initiative in establishing the Academic Values Exploration Team. Dr. Fox concluded by stating that the results of the 2018 Faculty Morale Survey was deferred until the next Board of Visitors meeting in the fall.

## **REPORT FROM THE UNIVERSITY ADVANCEMENT, UNIVERSITY RELATIONS AND ENROLLMENT MANAGEMENT COMMITTEE**

Ms. Krisha Chachra, Chair, stated that the University Advancement, University Relations and Enrollment Management Committee met on May 3, 2018 with the following items to report:

- Ms. Kitty McCarthy, Vice President for Enrollment Management, provided an update regarding new student recruitment and enrollment for fall 2018, as of May 2, 2018. Included in the report, 13,870 applications have been received for fall 2018 compared to 14,300 for fall 2017 and 10,287 individuals have been offered admission for fall 2018, a difference of 379 or -3.6% over fall 2017's 10,666. Ms. McCarthy added that the academic quality of new freshmen who have deposited is holding constant with fall 2017, with the average SAT of 1,047 for fall 2018 compared to 1,048 for fall 2017 and the average GPA of 3.27 compared to 3.21 for fall 2017.
- Ms. Wendy Lowery, Vice President for University Advancement, shared the updated Comparative Giving Report as of April 25, 2018, which included overall giving is up 36% compared to the same time last fiscal year. A total of \$14,747,499 has been raised to date and on target to reach the \$15 million goal for fiscal year ending June 30, 2018.
- Mr. Joe Carpenter, Vice President for University Relations and Chief Communications Officer, provided an update on marketing and media relations, including that based on an industry standard assessment, the press and social media reporting of Radford University's Big South tournament championship win, and NCAA tournament participation resulted in the equivalent of \$44.6 million of advertising for the University.

## **REPORT FROM BUSINESS AFFAIRS AND AUDIT COMMITTEE**

Mr. Archer, Chair, stated that the Committee met on May 3, 2018 with the following items to report:

- Mr. Mike Reinholtz, Project Manager with the Auditor of Public Accounts (APA), provided a summary of the APA's audit of the University's fiscal year (FY) 2017 financial statements, noting that the University received an unmodified opinion with no material weaknesses.
- Ms. Margaret McManus, University Auditor, presented an oral report on the University Discretionary Fund review for the quarter ended March 31, 2018. One hundred percent of University Discretionary Fund expenditures were reviewed, and all were found in compliance with the Board of Visitors' guidelines.
- Mr. Alvarez provided an update on capital projects currently in progress.

## **ACTION ITEM**

### **Recommendation of Resolution for Approval of 2018-2019 Tuition and Fees**

Members of the Board of Visitors were presented information regarding the financial outlook for the 2018-2019 operating budget and the proposed 2018-2019 tuition and fee recommendations. It was discussed that the proposed tuition and fee recommendations take into account current economic factors and represent a conservative, sufficient and prudent funding approach for the University in 2018-2019. Mr. Archer asked for a motion to approve the resolution for tuition and fees for the 2018-2019 academic year as reflected in the Summary of Proposed 2018-2019 Tuition and Fees beginning with the fall 2018 semester and thereafter until otherwise adjusted by the Board of Visitors. Mr. Marcus so moved, Ms. Snyder-Falkinham seconded the motion and the motion passed unanimously. The resolution is attached hereto as *Attachment F* and is made a part hereof.



Upon conclusion of the Committee report, Rector Lawrence, Mr. Archer and President Hemphill presented Vice President Alvarez a resolution commending his dedicated career and service to Radford University students, faculty, staff, alumni, friends and supporters, as well as the citizens of the New River and Roanoke valleys and the Commonwealth of Virginia. Rector Lawrence asked for a motion to approve the resolution. Mr. Steve Robinson so moved, Mr. James Kibler seconded and the motion passed unanimously. A copy of the resolution is attached hereto as ***Attachment G*** and is made a part hereof.

## **REPORT FROM THE GOVERNANCE, ADMINISTRATION AND ATHLETICS COMMITTEE**

- Dr. Rachel D. Fowlkes, Chair, stated that the Governance, Administration and Athletics Committee met on May 3, 2018 with the following items to report: Mr. Danny M. Kemp, Vice President for Information Technology and Chief Information Officer, presented the EDUCAUSE top 10 IT issues and with each issue, current strategies that Radford University is providing for solutions.
- Robert Lineburg, Director of Athletics, presented highlights of current athletic teams and reviewed the impact of hosting the Big South Tournament Championship. He provided an update on resource development with new pledges and gifts to the Highlander Club totaling over \$1.2 million. The Highlander Pride Weekend raised \$77,000 for the student-athlete scholarship fund.

## **ACTION ITEMS**

### **Election of Rector and Vice Rector**

Dr. Fowlkes brought forth the nomination recommendation from the Executive Committee. Nominated for Rector, for a second term, was Mr. Mark Lawrence and nominated for Vice Rector was Mr. Robert Archer. Dr. Fowlkes asked for a motion to approve the slate of officers for 2018-2019. Ms. Snyder-Falkinham so moved, Mr. Marcus seconded the motion and the motion passed unanimously.

### **Committee Name Changes**

Dr. Fowlkes asked for a motion to move forward with Committee name changes. The Academic Affairs Committee would be changed to the Academic Excellence and Research Committee and the Student Affairs Committee would be changed to the Student Success Committee. Ms. Karyn Moran so moved, Dr. Johnston seconded the motion and the motion passed unanimously.

## **REPORT FROM THE STUDENT AFFAIRS COMMITTEE**

Dr. Debra McMahon, Chair, stated that the Student Affairs Committee met on May 3, 2018 with the following items to report:

- Ms. Julianna Stanley, President of the Student Government Association (SGA), updated the Committee on events that the SGA hosted during the past semester.
- Dr. Jeanne Mekolichick, Assistant Provost of Academic Programs and Dr. James Penven, Director of Housing and Residence Life, updated the committee on the growth and success of the Living-Learning Communities (LLC) for first year freshmen established in fall 2016 as a retention initiative.
- Mr. Ryley Capps Harris, SCHEV Student Representative, updated the committee on the focus of the SCHEV Student Advisory Committee this past year. The committee focused on freedom

of speech issues and recommended standard operating procedures be established for all demonstrations on college campuses.

- Dr. Ann Marie Klotz, Vice President for Student Affairs, gave the Division of Student Affairs report. Dr. Klotz updated the committee on the affinity building and retention initiatives implemented this semester, including the creation of a Traditions and Affinity Building Taskforce and a Halfway There Celebration.

### **REPORT FROM THE ADVISORY (NON-VOTING) STUDENT REPRESENTATIVE TO THE BOARD**

Ms. Jessica Wollman, Student Representative, updated the Board on initiatives that she has focused on this year. She presented the Board members with a photo from the Unity Fest and expressed that she thought the photo captured what Radford University is about. Upon conclusion of her report, Rector Lawrence and President Hemphill presented Ms. Wollmann with a plaque and expressed their gratitude for the contributions she has made to the Board of Visitors and to the student body during her tenure as Student Representative. A copy of the report is hereto attached as *Attachment H* and is made a part hereof.

### **REPORT ON THE RADFORD UNIVERSITY FOUNDATION**

Ms. Georgie Anne Snyder-Falkinham, Representative to the Radford University Foundation Board of Directors, provided an update to recent Foundation news and activities, including the Foundation Board has recently elected four new members and held election for officers. Ms. Snyder-Falkinham distributed an asset summary report and it is hereby attached as *Attachment I* and made a part hereof.

### **FEDERAL AND STATE GOVERNMENT RELATIONS UPDATE**

Ms. Lisa Ghidotti, Director of State Governmental Relations, provided an update of the 2018 General Assembly session and status of current state budget negotiations. Ms. Ghidotti also updated the Board members on the numerous meetings with key government officials and General Assembly members that she and the President have visited and plans for upcoming visits during the summer.

### **CLOSED SESSION**

Rector Lawrence requested a motion to move into closed session. Mr. Marcus made the motion that the Radford University Board of Visitors convene a closed session pursuant to Section 2.2-3711 (A) Item (1) under the Virginia Freedom of Information Act for discussion of personnel matters, more specifically relating to the performance evaluation, compensation of certain Radford University employees and evaluation of performance of certain departments of Radford University which will require performance evaluations of specific individuals in those departments. Mr. Archer seconded the motion. The Board of Visitors went into closed session at 11:25 a.m.

### **RECONVENED SESSION**

Following closed session, the public was invited to return to the meeting. Rector Lawrence called the meeting to order at 12:40 p.m. On motion made by Mr. Marcus and seconded by Mr. Archer, the following resolution of certification was approved by a roll call vote.

## **Resolution of Certification**

**BE IT RESOLVED**, that the Executive Committee of 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.

<u>Roll Call</u>	<u>Vote</u>
Mr. Mark S. Lawrence, Rector	Yes
Mr. Randy J. Marcus, Vice Rector	Yes
Mr. Robert A. Archer	Yes
Dr. Jay A. Brown	Yes
Mr. Gregory A. Burton	Yes
Ms. Krisha Chachra	Yes
Dr. Rachel D. Fowlkes	Yes
Dr. Susan Whealler Johnston	Yes
Mr. James Kibler	Yes
Dr. Debra McMahan	Yes
Ms. Karyn Moran	Yes
Mr. Steve Robinson	Yes
Ms. Georgia Anne Snyder-Falkinham	Yes
Ms. Lisa Throckmorton	Yes

The resolution of certification was unanimously adopted.

### **ACTION ITEMS**

#### **Election of Non-Voting Advisory Student Representative to the Board of Visitors for 2018-2019**

Mr. Lawrence moved that the Board elect Ms. Myriah Brooks to serve as the non-voting advisory student representative on the Board of Visitors for 2018-2019. Dr. Jay Brown seconded and the motion passed unanimously.

### **RECOMMENDATION FOR APPROVAL OF EVALUATION AND COMPENSATION**

Rector Lawrence asked for a motion to approve resolutions for the following: performance plan update for 2017-2018; performance plan approval for 2018-2019; and contract extension discussion authorization for President Hemphill. Mr. Archer so moved and Mr. Marcus seconded. The motion was approved unanimously. Copies are attached hereto as *Attachments J, K and L respectively* and are made a part hereof.

### **OTHER BUSINESS**

Rector Lawrence welcomed Dr. Jake Fox for an additional year as the Faculty Representative to the Board of Visitors after being re-elected as Faculty Senate President.

### **APPROVAL OF RESOLUTIONS**

The Board of Visitors presented a resolution of appreciation to Ms. Krisha Chachra, as current term expires June 30, 2018. Mr. Marcus made a motion to approve the resolution, Ms. Lisa Throckmorton seconded and the motion passed unanimously. A copy of the resolution is attached hereto as ***Attachment M*** and is made a part hereof.

The Board of Visitors presented a resolution of appreciation to Dr. Susan Whealler Johnston, as current term expires June 30, 2018. Mr. Greg Burton made a motion to approve the resolution, Ms. Karyn Moran seconded and the motion passed unanimously. A copy of the resolution is attached hereto as ***Attachment N*** and is made a part hereof.

The Board of Visitors presented a resolution of appreciation to Mr. Steve Robinson, as current term expires June 30, 2018. Mr. Archer made a motion to approve the resolution, Ms. Snyder-Falkinham seconded and the motion passed unanimously. A copy of the resolution is attached hereto as ***Attachment O*** and is made a part hereof.

The Board of Visitors presented a resolution of appreciation to Dr. Javaid Siddiqi, as current term expires June 30, 2018. Mr. Marcus made a motion to approve the resolution, Mr. Archer seconded and the motion passed unanimously. A copy of the resolution is attached hereto as ***Attachment P*** and is made a part hereof.

### **ADJOURNMENT**

With no further business to come before the Board, Rector Lawrence thanked everyone for attending and requested a motion to adjourn. Mr. Marcus so moved, Ms. Snyder-Falkinham seconded and the motion passed unanimously. The meeting adjourned at 1:20 p.m.

Respectfully submitted,

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

TO: Members of the Board of Visitors

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

DATE: May 4, 2018

RE: President's Report

---

I want to thank you for the opportunity to update you and share my perspectives about Radford University as we are completing the 2017-2018 academic year. The Radford family is in the final stages of concluding the Spring 2018 semester strong as evidenced by the many accomplishments and progress of our students, as well as our world-class faculty and dedicated staff.

#### **Senior Leadership Update: Vice President for Finance and Administration**

We entered this semester knowing we would conclude the academic year with change in the leadership of the Division of Finance and Administration as a result of Richard Alvarez's much earned retirement at the end of the fiscal year. Under the leadership of Waldron College of Health and Human Services Dean Ken Cox and Vice President for Enrollment Management Kitty McCarthy, the Search Committee, including student, faculty and staff representatives, worked diligently to conduct a comprehensive national search with a detailed review of all applicants, representing a total of 40 professionals from across the nation. The Search Committee spent countless hours developing the position description and related advertisement, reviewing applicant materials, narrowing the applicant pool, interviewing semi-finalists and welcoming the finalists to our campus. As a result of the Search Committee's dedicated efforts, on April 9, 2018, I was pleased to announce the selection of Chad A. Reed as Radford University's Vice President for Finance and Administration effective June 25, 2018. Many of you know firsthand Chad's professionalism, experience, skills and integrity, all of which qualify him as the best pick for this very important senior leadership position.

#### **Strategic Initiatives**

***Vinod Chachra IMPACT Lab:*** On March 14, 2018, the Radford family joined together to recognize the generosity of Dr. Vinod Chachra, a local entrepreneur and enthusiastic Radford University partner and supporter, for his significant financial donation that will support our competency-based education (CBE) program, IMPACT. In recognition of his generosity, Radford University unveiled and dedicated the Vinod Chachra IMPACT Lab. Dr. Chachra's gift will be instrumental in the University's efforts to continuously infuse technology in all facets of teaching and learning, as well as make a significant and lasting impact in the cyber defense sector.

***IMPACT/TR Group Partnership:*** On April 26, 2018, the Vinod Chachra IMPACT Lab and the TR Group, an LLC formed by seven state credit union trade associations, signed a landmark partnership agreement to provide cybersecurity training to credit union staff at over 800 credit unions in those states, which have a combined total of over 25,000 employees. In addition, TR Group has access to and relationships with over 30 additional state and multi-state credit union trade associations, which represents approximately 5,500 credit unions across the United States. In addition to Vinod Chachra IMPACT Lab faculty and staff, Governor Northam participated in the partnership agreement signing ceremony.

***IMPACT/PROTECT2:*** The Vinod Chachra IMPACT Lab is in the process of developing an innovative program to address the chronic shortage of cybersecurity trained educators and to increase rural students' interest and preparedness skills in cybersecurity and STEM professions. The Professional and Technical Education Cyber Teacher Training (PROTECT2) program will be submitting a proposal to the U.S. Department of Education this month for a \$18 million SEED grant opportunity, similar to the historic \$14 million U.S. Department of Education SEED grant awarded to the University last October. If awarded the grant, PROTECT2 will train 5,000 highly effective educators in K-12 high-need schools in rural Appalachia. Vinod Chachra IMPACT Lab faculty and staff are working in collaboration with additional University officials to obtain Governor Northam's support of the PROTECT2 program and include a letter of support in the grant proposal package.

***Jefferson College of Health Sciences Merger:*** Since the joint announcement in January, individuals from Carilion Clinic, Jefferson College of Health Sciences and Radford University have been working diligently to chart a clear path forward with a strong focus on enhancing opportunities for current and future students. Together, we have established a transition structure that includes the establishment and work of five subcommittees, which consist of University leads and representatives:

- Academic Programs and Accreditation Subcommittee, co-chaired by Interim Provost and Vice President for Academic Affairs Kenna Colley;
- Communication Subcommittee, co-chaired by Vice President for University Relations and Chief Communications Officer Joe Carpenter;
- Human Resources Subcommittee, co-chaired by Associate Vice President for Finance and University Controller Stephanie Jennelle;
- Finance and Legal Subcommittee, co-chaired by Associate Vice President for Budget and Financial Planning Chad Reed; and
- Student Services Subcommittee, co-chaired by Vice President for Enrollment Management Kitty McCarthy.

These subcommittees, which include a co-lead from Carilion Clinic and/or Jefferson College of Health Sciences and representatives from both organizations, will formulate and submit reports and recommendations to a Steering Committee. The Steering Committee will forward its findings to an Executive Committee, which will be comprised of executives from Carilion Clinic, Jefferson College of Health Sciences and Radford University.

The Academic Programs and Accreditation Subcommittee and the Communication Subcommittee, as well as the Steering Committee, were formed in late February and held initial meetings in early March. All three groups have met on multiple occasions over the course of the past two months. The Student Services Subcommittee was formed two weeks ago and will hold its initial meeting next week. The Human Resources Subcommittee and the Finance and Legal Subcommittee were formed earlier last week and will hold initial meetings in the near future. The transition process is moving forward in accordance with the previously announced timeline of 18 to 24 months.

### **Academic Excellence and Research: School of Nursing Rankings**

Radford University's School of Nursing (SON) programs, housed within the Waldron College of Health and Human Services at both the Radford and Roanoke campuses, have been rated the No. 2 and No. 8-ranked nursing programs in Virginia, respectively, by registerednursing.org, an online education and advocacy site run by registered nurses to promote excellence in nursing. According to registerednursing.org, the nursing programs from across the Commonwealth were assessed on several factors, which represent how well a program supports students toward licensure and beyond." The Bon Secours Memorial College of Nursing, which is located in Richmond, was ranked No. 1 and both Radford programs outranked James Madison University, Liberty University, Virginia Commonwealth University and the University of Virginia.

### **Philanthropic Giving and Alumni Engagement: Partners in Excellence Luncheon**

As one of our most special events during the academic year, we hosted the annual Partners in Excellence luncheon, which was held on April 6, 2018. The luncheon provided scholarship beneficiaries and benefactors the unique opportunity to meet one another, while also serving to honor both. This year's event was particularly emotional as Anita Williams, mother of Paul Hershey, served as one of the guest speakers. Paul Hershey, who served as assistant director for communications with Radford Athletics, passed away June 27, 2017, two weeks after sustaining serious injuries in a car accident. Paul's mother shared an emotional and passionate story about the outpouring of support from our campus after his accident, how members of the Athletics Department were there for her and the family throughout his hospitalization and after his passing. She shared examples of what epitomizes the Radford family.

### **Strategic Enrollment Growth: Master of Business Administration Courses in Abingdon**

University officials have continued efforts to offer courses at the Southwest Virginia Education Center located in Abingdon. Beginning with the fall semester, the College of Business and Economics will offer two Master of Business Administration (MBA) courses: Accounting for Decision Making and Control, a core course in the MBA program, and Service and Product Innovation for Organizations, an elective. This is the first time that the University has offered MBA courses at this location.



### **Student Success: Halfway There Celebration**

As we continually examine our retention activities, one aspect identified was that there was no tradition to recognize and honor second-year or sophomore students, thereby celebrating their passing of the halfway mark on the paths to graduation. On April 17, 2018, many members of the 1,400-strong class participating engaged in the inaugural Halfway There Celebration, where members of the Class of 2020 processed from the steps of the McConnell Library to the Bonnie Plaza. The celebration included a stop at the campus fountain, where members tossed commemorative coins that highlight Radford University's values.

### **Commencement**

Excitement is building for Commencement. Later today, the Graduate Hooding and Commencement Ceremony will be held followed by tomorrow's Commencement Ceremony. The Radford family is looking forward to the new format of this year's ceremony in which we will come together for a single ceremony to both highlight each student and recognize our identity as a Highlander family. In fact, the all-college combined format is an earlier tradition that was in place for Commencements from our founding to the early 1990's.

Highlights from the Class of 2018 include:

- 1,615 undergraduate students;
- 276 graduate students;
- 1,891 total students;
- Youngest undergraduate at 19 years old;
- Oldest undergraduate at 62 years old;
- Four students celebrating birthdays on May 5, 2018;
- Five sets of student twins;
- 457 students graduating in STEM-H fields, representing 28 percent of undergraduates; and
- 653 first-generation students, representing 40 percent of undergraduates.

As a result of this year's Commencement, we will welcome our first Radford University graduate and member of our national Highlander alumni from John Champe High School, which is located in Northern Virginia and founded in 2012. Also, U.S. Senator Tim Kaine will provide the keynote address to our graduates, their families and special guests. As such, we look forward to joining together as one Radford family for this very special occasion and celebration of our accomplished graduates and newest group of alumni.

### **Conclusion**

We are concluding the 2017-2018 academic year strong with as much energy, enthusiasm and optimism as it began. Looking back, a great deal was accomplished this year with our faculty and staff singularly focused on the success of our students by leading and paving the way to make our vision a reality. This concludes my report.



**RADFORD UNIVERSITY BOARD OF VISITORS**

**RESOLUTION FOR APPROVAL OF  
MASTER OF SCIENCE (M.S.) IN ATHLETIC TRAINING**

**MAY 4, 2018**

**WHEREAS**, the Department of Health and Human Performance (DHHP) in the College of Education and Human Development (CEHD) at Radford University proposes a Master of Science (M.S.) in Athletic Training; and

**WHEREAS**, the proposed M.S. degree in Athletic Training program will coincide with the discontinuance of the undergraduate major in Athletic Training; and

**WHEREAS**, the proposed M.S. degree in Athletic Training program is to prepare students to serve as certified athletic trainers in the Commonwealth and beyond; and

**WHEREAS**, the proposed M.S. degree in Athletic Training program will prepare students to prevent, diagnose and treat muscle and bone injuries and illnesses and provide students with the specific course work so they will develop the knowledge, skills and abilities to 1) promote injury/illness prevention and wellness; 2) examine, assess, and diagnose injuries; 3) provide emergency care; 4) provide therapeutic interventions; and 5) demonstrate professional responsibility and health care administration; and

**WHEREAS**, the proposed M.S. degree in Athletic Training program responds to the demand for certified athletic trainers;

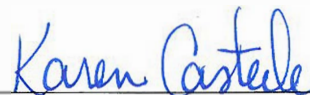
**NOW, THEREFORE, BE IT RESOLVED**, that the Radford University Board of Visitors approves the program for the Master of Science (M.S.) in Athletic Training; and it is further

**RESOLVED**, that the President and/or his designee(s) are hereby authorized to submit any and all documentation that may be required to receive approval of said program from the State Council of Higher Education of Virginia (SCHEV) and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

Adopted: May 4, 2018



Mark S. Lawrence  
Rector  
Radford University Board of Visitors



Karen Castele  
Secretary to the Board /Special Assistant  
to the President  
Radford University

**RADFORD UNIVERSITY BOARD OF VISITORS**

**RESOLUTION FOR APPROVAL OF  
RADFORD UNIVERSITY HONORS COLLEGE**

**MAY 4, 2018**

**WHEREAS**, Radford University requests permission to establish an Honors College to replace the current Honors Academy; and

**WHEREAS**, the new Honors College would maintain the current organizational structure of being located within the Office of Academic Programs in the Division of Academic Affairs; and

**WHEREAS**, the proposed Honors College would provide increased clarity for several important external audiences. Such clarity is vital for a range of stakeholders, including new students, honors alumni and university benefactors; and

**WHEREAS**, the proposed Honors College reflects the university's continual commitment to providing a wide range of academic programs that emphasize the process of learning;

**NOW, THEREFORE, BE IT RESOLVED**, that the Radford University Board of Visitors approves the establishment of an Honors College; and it is further

**RESOLVED**, that the President and/or his designee(s) are hereby authorized to submit any and all documentation that may be required to receive approval of said program from the State Council of Higher Education of Virginia (SCHEV) and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

Adopted: May 4, 2018



Mark S. Lawrence  
Rector  
Radford University Board of Visitors



Karen Castele  
Secretary to the Board /Special Assistant  
to the President  
Radford University

**ATTACHMENT D**

**RADFORD UNIVERSITY BOARD OF VISITORS  
RESOLUTION OF TENURE RECOMMENDATIONS**

**MAY 4, 2018**

**WHEREAS**, the tenure-track faculty are appointed initially on one-year contracts and throughout the probationary period, which is normally six years, they are subject to reappointment annually upon recommendation by the Department Personnel Committee, the Department Chair, the College Dean, the Provost, and the President, and

**WHEREAS**, no later than the beginning of the fall semester of the sixth year of full-time appointment, tenure-track faculty are notified by their Department Chairs of their eligibility for consideration for award of tenure and candidates for tenure must submit to their Department Personnel Committees pertinent information regarding their qualification for tenure, including a statement justifying the granting of tenure, all past performance evaluations, including a summary of student evaluations and any peer evaluations, a current curriculum vita, and any other relevant documentation, and

**WHEREAS**, criteria for the award of tenure include: the continuing need for the individual's expertise; the individual's teaching effectiveness; effectiveness as an advisor; professional development; participation in University co-curricular activities; committee work; cooperation with colleagues; and contributions towards the objectives of the department, college, and University, and

**WHEREAS**, upon consideration of the candidate's achievement of the above criteria, the Department Personnel Committee submits its recommendation to the Department Chair, who in turn submits his or her recommendation to the College Dean. The Dean submits his or her recommendation to the Provost, and the Provost submits his or her recommendation in each case to the President. At each stage, the recommendation is added to the previous recommendations, and all are transmitted to the next level. Copies of each recommendation, together with justification, are sent to the faculty member, who has the right to appeal negative recommendations to the Faculty Grievance Committee, and

**WHEREAS**, the final authority for awarding or denying tenure lies with the Board of Visitors and all of the faculty members listed below have met the criteria for award of tenure,

**ARTIS COLLEGE OF SCIENCE AND TECHNOLOGY**

<u>Name</u>	<u>Department</u>
Caleb L. Adams	Department of Mathematics & Statistics
Anthony M. Dove	Department of Mathematics & Statistics

**COLLEGE OF BUSINESS AND ECONOMICS**

<u>Name</u>	<u>Department</u>
Daniel F. Farhat	Department of Economics

**COLLEGE OF EDUCATION AND HUMAN DEVELOPMENT**

<u>Name</u>	<u>Department</u>
Pamela Y. Frasier	Department of Health and Human Performance
Darren W. Minarik	School of Teacher Education & Leadership
Brad E. Bizzell	School of Teacher Education & Leadership
Terry K. Smith	School of Teacher Education & Leadership

**COLLEGE OF HUMANITIES AND BEHAVIORAL SCIENCES**

<u>Name</u>	<u>Department</u>
Brock W. Cutler	Department of History

**WALDRON COLLEGE OF HEALTH AND HUMAN SERVICES**

<u>Name</u>	<u>Department</u>
Virginia K. Weisz	School of Nursing
Iris L. Mullins	School of Nursing
Deneen L. Evans	School of Social Work
Mashooq A. Salehin	School of Social Work

**THEREFORE, BE IT RESOLVED**, that the Radford University Board of Visitors concurs with the recommendation of the Academic Affairs Committee and the tenure will become effective the beginning of the 2018-2019 academic year.

Adopted: May 4, 2018



Mark S. Lawrence  
Rector  
Radford University Board of Visitors



Karen Castele  
Secretary to the Board /Special Assistant  
to the President  
Radford University



**Resolution to Amend the  
Teaching and Research Faculty Handbook**

**May 4, 2018**

**WHEREAS**, All proposed changes to the *Teaching and Research Faculty Handbook* must be managed in accord with §5.0 of that handbook, and

**WHEREAS**, the authority to amend or revise the Faculty Handbook lies with the Board of Visitors. However, proposals for revising the Handbook may be initiated by faculty, administrators, the President, or members of the Board of Visitors. Revisions fall into two categories: (1) those required to ensure that the University is in compliance with state policies and mandates, and (2) those within the purview of the decision-making processes within the University, and

**WHEREAS**, revisions required to ensure that the University is in compliance with state policies and mandates, and that do not require a decision by University personnel, will be effected through an administrative update, with faculty being informed of the change and the reasons for it, and

**WHEREAS**, revisions within the purview of the decision-making processes in the University Internal Governance system will be considered by appropriate committees as defined by the Internal Governance system. Proposals for changes will be made in the form of text intended to replace a portion of the Teaching and Research Faculty Handbook, noting new language and striking out the old language, and

**WHEREAS**, it will be the Faculty Senate's responsibility to ensure that the general faculty is provided time and opportunity to review the proposed change so faculty can communicate with their senators prior to any action by the Faculty Senate.

**WHEREAS**, the Faculty Senate's recommendations on proposed revisions to the Teaching and Research Faculty Handbook will be forwarded to and approved by the President. The Provost will forward the Faculty Senate's recommendations to the Academic Affairs Committee who will in turn make recommendations to the member of the full Board of Visitors.

**NOW, THEREFORE, BE IT RESOLVED**, that the Radford University Board of Visitors hereby approve in accordance with §5.0 of the *Teaching and Research Faculty Handbook*, **Section 1.6.1.1: Minimum Criteria for Faculty Promotions** and **Section 1.6.2: Procedures for Recommending Promotions** of the *Teaching and Research Faculty Handbook* is hereby amended to permit the rank of Senior Instructor for Special Purpose faculty. Said sections are to now read as follows (additions are in **red**):

**1.6.1.1 Minimum Criteria for Faculty Promotion**

(INSERT) Senior Instructor

~~Holds a Bachelor's degree in the discipline or field in which he or she will be employed to teach and has at least 18 hours of graduate credit in the field, or holds the Master's degree in the discipline or field in which he or she will be employed to teach.~~ **Holds an advanced, non-terminal degree consistent with the accreditation criteria of the discipline and the**

**Southern Association of Colleges and Schools.** Must be special purpose faculty and have six years of service at Radford University as an instructor.

### **1.6.2: Procedures for Recommending Promotions**

The Faculty Senate recommends that the FT&R Handbook statement on p. 28, 1.6.2.2 be used as the basis for a promotion process for special purpose faculty with some modifications reflecting departmental differences in the role of the special purpose faculty member. These modifications would take the form of **a statement explicitly referring to the department's expectations for role performance of the special purpose faculty member with respect to variations in the importance of service, professional accomplishments and teaching in this role.** It is recognized that in some departments, teaching performance may be the only ~~criteria~~ **criteria** for evaluation for promotion, and that this expectation varies across campus. **A statement to this effect, specifically describing departmental expectations for promotion of the special purpose faculty member, should be included in each department's handbook of policies and procedures.**

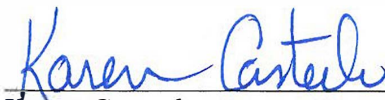
*Current version: 1.6.2.2 The faculty member shall initiate an application for promotion to the Department Chair and shall provide supporting documentation which must include a statement justifying promotion, evaluations of the faculty member from the Department Chair from the past six years including a summary of students evaluations and peer evaluations (if applicable), current curriculum vita, and any additional information appropriate to support a recommendation for promotion. The Department Chair shall submit the faculty member's application and documentation to the Chair of the appropriate Department Promotion Committee.*

**Add: 1.6.2.3 Special purpose faculty members will likewise follow the process as described above. Areas of evaluation will be weighted to accord with this faculty member's contract letter, expectations as described in departmental documents, and ongoing annual evaluations.**

Adopted: May 4, 2018



Mark S. Lawrence  
Rector  
Radford University Board of Visitors



Karen Castele  
Secretary to the Board /Special Assistant  
to the President  
Radford University

**RADFORD UNIVERSITY BOARD OF VISITORS**

**Resolution  
May 4, 2018**

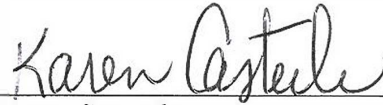
**Approval of 2018-19 Tuition and Fees**

**NOW, THEREFORE, BE IT RESOLVED** that the Radford University Board of Visitors approves tuition and fees for the 2018-19 academic year as reflected in the Summary of Proposed 2018-19 Tuition and Fees beginning with the Fall 2018 semester and thereafter until otherwise adjusted by the Board of Visitors.

Adopted: May 4, 2018



Mark S. Lawrence  
Rector  
Radford University Board of Visitors



Karen Castele  
Secretary to the Board /Special Assistant  
to the President  
Radford University



**RESOLUTION RECOGNIZING  
LIEUTENANT COLONEL RICHARD S. ALVAREZ,  
UNITED STATES MARINE CORPS (RETIRED)**

**WHEREAS**, Lieutenant Colonel Richard S. Alvarez is, above all else, a brave military officer, an admired public servant, and a devoted family man with his greatest treasures being his wife, Dale; their three daughters; and their seven grandchildren; and

**WHEREAS**, LtCol Alvarez received a bachelor's degree in aviation management from Auburn University, a master's degree in systems management from the University of Southern California, and has completed doctoral coursework in public policy design, public administration, and political inquiry and advanced topics in public administration at Virginia Tech; and

**WHEREAS**, LtCol Alvarez served in the United States Marine Corps from 1965 to 1988 in a broad spectrum of leadership roles, including aviator, flight instructor, district head of officer recruiting, head of the leadership and management department for the United States Marine Corps Command and Staff College, and executive officer of a Marine Corps air base in Japan; and

**WHEREAS**, LtCol Alvarez has an accomplished career with dedicated service and leadership legacies at many organizations and institutions, including Virginia Tech, Systems and Computer Technology, Inc., Hollins University, and Radford University; and

**WHEREAS**, LtCol Alvarez began his service at Radford University in August of 2009 having served in the dual role of Vice President for Finance and Administration and Chief Financial Officer; and

**WHEREAS**, LtCol Alvarez has served the campus, the community, and the Commonwealth of Virginia with distinction and pride; and

**WHEREAS**, LtCol Alvarez has assumed additional duties and responsibilities on numerous occasions when his expertise and leadership were needed in other critical areas, such as University Advancement; and

**WHEREAS**, LtCol Alvarez has inspired and mentored countless professionals by sharing his ideals and values of leadership and service; and

**WHEREAS**, LtCol Alvarez has secured the financial future of Radford University through his financial acumen and conservative approach; and

**WHEREAS**, LtCol Alvarez has created opportunities for past, present, and future generations of Highlanders through sound and strategic investments in academic programs, capital infrastructure, critical services, and student scholarships; and

**WHEREAS**, as LtCol Alvarez prepares to retire from Radford University, following an exemplary career spanning 53 years of dedicated service to his country and others, above all else, and in recognition of a meaningful career comprised of effective and thoughtful decision-making and strong leadership; and

**NOW THEREFORE BE IT RESOLVED**, that on the fourth day of May in the year two thousand eighteen, the Radford University Board of Visitors hereby considers and passes this resolution of commendation and appreciation for the extraordinary service to Radford University students, faculty, staff, alumni, friends, and supporters, as well as the citizens of the New River and Roanoke valleys and the Commonwealth of Virginia, and furthermore that this resolution be preserved in perpetuity in the permanent business records of the Radford University Board of Visitors and a copy presented to Lieutenant Colonel Richard S. Alvarez.

A handwritten signature in black ink, appearing to read "Mark S. Lawrence", written over a horizontal line.

Mark S. Lawrence  
Board of Visitors Rector

A handwritten signature in black ink, appearing to read "Robert A. Archer", written over a horizontal line.

Robert A. Archer  
Business Affairs and  
Audit Committee Chair

A handwritten signature in black ink, appearing to read "Brian O. Hemphill", written over a horizontal line.

Brian O. Hemphill, Ph.D.  
University President



# Student Representative Report

RADFORD  
UNIVERSITY

# Environmental Awareness

- Sustainability Signage Proposal - Submitted Fall 2018
- Earth Week – SGA
- Food Recovery Network - SILT



**EARTH WEEK**

Reduce. Reuse. Recycle.

**Events**

**Monday: RU Sustainability Taste Test**  
Bonnie Plaza 11am - 2pm

**Wednesday: R-SPACE DIY Terrariums**  
Bonnie Plaza 11am - 3pm

**Thursday: Earth Week Celebration**  
Heth Lawn 12 pm - 3pm

**Saturday: River Paddle Clean up**  
Bonnie Plaza 10:30am

**Sunday: Adopt-A-Spot**  
Trash Clean up  
Bonnie Plaza 12pm - 2pm

**RADFORD UNIVERSITY**  
Sustainability

**RADFORD UNIVERSITY**  
Student Government Association

Page 69 of 204

# Building Highlander Spirit

- March Madness!
- Unity Photo



NCAA March Madness  
@marchmadness

Follow

Radford wants Nova.

#MarchMadness #FirstFour



5:43 PM - 13 Mar 2018

Page 70 of 264



# 2nd Unity Fest



Page 71 of 264

# Student Activities

- Halfway There – April 17
- Spring Fever Bash – April 18
- Russell Hall Block Party - April 19
- SGA Baseball Tailgate – April 29



**Spring FEVER**  
**BASH**  
**APRIL 18**  
**HETH LAWN**  
**11:00 a.m. - 2:00 p.m.**

MUSIC  
FREE FOOD  
RAFFLE PRIZES  
LAWN GAMES  
T-SHIRTS

During Spring Fever (April 16-20), Radford University's seven colleges go head-to-head to see who has the most supporters. Your gifts will decide the winner! Don't miss your chance to support the college you are most passionate about. Make your Spring Fever gift at the Bash to get your Spring Fever T-shirt!

[www.radford.edu/springfever](http://www.radford.edu/springfever)



**HALF WAY THERE!**

**APRIL**  
17th, 2018  
4PM - 7PM

**FEATURING**

- 1 Scholarship Presentation (Must be presented to win)
- Free T-shirts
- DJ G-Wiz
- Pizza & More

**EXCITING**



**TRADITIONS**

Beginning at the McConnell Library  
&  
Concluding at the Bonnie Plaza

©2018 Radford University

Page 72 of 264

RADFORD UNIVERSITY

# Student Activities

- Halfway There – April 17
- Spring Fever Bash – April 18
- Russell Hall Block Party - April 19
- SGA Baseball Tailgate – April 29



**Spring FEVER**  
**BASH**  
**APRIL 18**  
**HETH LAWN**  
**11:00 a.m. - 2:00 p.m.**

MUSIC  
FREE FOOD  
RAFFLE PRIZES  
LAWN GAMES  
T-SHIRTS

During Spring Fever (April 16-20), Radford University's seven colleges go head-to-head to see who has the most supporters. Your gifts will decide the winner! Don't miss your chance to support the college you are most passionate about. Make your Spring Fever gift at the Bash to get your Spring Fever T-shirt!

[www.radford.edu/springfever](http://www.radford.edu/springfever)



**HALF WAY THERE!**

**APRIL**  
17th, 2018  
4PM - 7PM

**FEATURING**

- 1 Scholarship Presentation (Must be presented to win)
- Free T-shirts
- DJ G-Wiz
- Pizza & More

**EXCITING**



**TRADITIONS**

Beginning at the McConnell Library  
&  
Concluding at the Bonnie Plaza

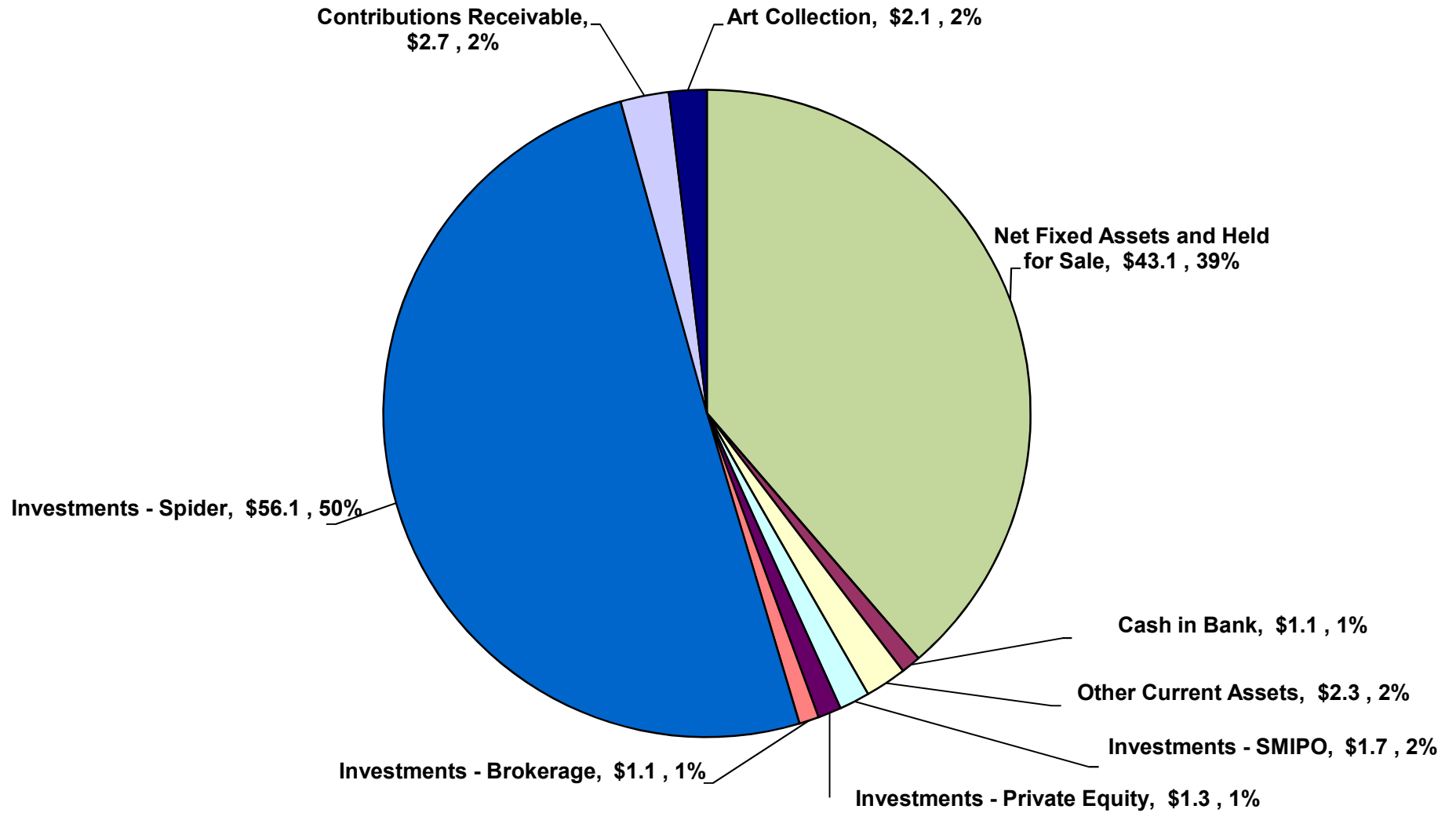
©2018 Radford University

Page 73 of 264

RADFORD UNIVERSITY

# Questions?

# Radford University Foundation Asset Composition as of 3/31/18



(in millions)  
**Total Assets: \$111.5M**



**Performance Plan Update for 2017-2018  
President Brian O. Hemphill**

**Resolution for Executive Committee and Board of Visitors**

**Now Therefore Be it Resolved**, that the Board of Visitors hereby approves payment for President Brian O. Hemphill's Performance Plan for 2017-2018, as discussed in closed session on May 4, 2018, and that said performance plan pursuant to Section E of the Employment Agreement of Brian O. Hemphill, Ph.D. dated December 15, 2015, and amended November 11, 2016 and May 5, 2017, is considered a personnel record.

**Performance Plan Approval for 2018-2019  
President Brian O. Hemphill**

**Resolution for Executive Committee and Board of Visitors**

**Now Therefore Be it Resolved**, that the Board of Visitors hereby approves President Brian O. Hemphill's Performance Plan for 2018-2019, as discussed in closed session on May 4, 2018, and that said performance plan pursuant to Section E of the Employment Agreement of Brian O. Hemphill, Ph.D. dated December 15, 2015, and amended November 11, 2016 and May 5, 2017, is considered a personnel record.

**Contract Extension Discussion Authorization  
President Brian O. Hemphill**

**Resolution for Executive Committee and Board of Visitors**

**Now Therefore Be it Resolved**, that the Board of Visitors hereby authorizes contract extension discussion to begin by Mark Lawrence and Bob Archer, on behalf of the full Board, related to Brian O. Hemphill's employment as President of Radford University in accordance with discussion in closed session on May 4, 2018, and pursuant to Section B of the Employment Agreement of Brian O. Hemphill, Ph.D. dated December 15, 2015, and amended November 11, 2016 and May 5, 2017, which is considered a personnel record. Such discussion shall result in an update to be provided to the Board as part of the December 2018 meetings of both the Executive Committee and full Board and possible consideration of new terms and a contract extension.

# RADFORD UNIVERSITY

Board of Visitors

## RESOLUTION RECOGNIZING KRISHA CHACHRA

**WHEREAS**, Ms. Krisha Chachra earned a bachelor's degree in economics and government from the College of William and Mary and a master's degree in public relations from American University's Graduate School of Communication; and

**WHEREAS**, Ms. Chachra is a highly engaged member of the New River Valley, devoting her time and talent to many causes and organizations to create a better life for her fellow citizens; and

**WHEREAS**, Ms. Chachra has served her local community, having been a member of Blacksburg Town Council for a total of eight years, as well as the town's Vice Mayor; and

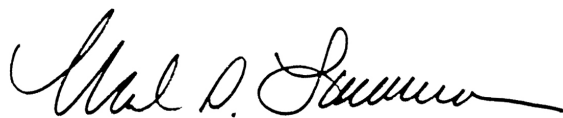
**WHEREAS**, Ms. Chachra is well known for encouraging and mentoring young professionals and embracing every opportunity to showcase the drive, determination, and passion of those around her; and

**WHEREAS**, Ms. Chachra is a loving and devoted mother, wife, daughter, sister, and friend; and

**WHEREAS**, Ms. Chachra has been a strong supporter of Radford University, attending on-campus and off-campus events and promoting Highlander values and pride to friends and followers near and far; and

**WHEREAS**, Ms. Chachra has served as a member of the Radford University Board of Visitors from 2015 through the present with most recent service as Chair of the University Advancement, University Relations, and Enrollment Management Committee; member of the Academic Affairs Committee; and member of the Executive Committee; and

**NOW, THEREFORE BE IT RESOLVED**, that on this fourth day of the month of May in the year two thousand eighteen, the Radford University Board of Visitors hereby considers and passes this resolution of commendation and appreciation for service and contribution to the Radford University Board of Visitors; Radford University students, faculty, staff, alumni, friends, and supporters; the Commonwealth of Virginia; and regional and national communities, 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. Krisha Chachra.



Mark S. Lawrence  
Rector



Brian O. Hemphill, Ph.D.  
President



**RESOLUTION RECOGNIZING  
SUSAN WHEELER JOHNSTON, PH.D.**

**WHEREAS**, Susan Wheeler Johnston, Ph.D. earned a bachelor's degree from Rollins College, master's and doctoral degrees from Purdue University, and an honorary doctorate from Rockford College; and

**WHEREAS**, Dr. Johnston has 30 years of vast experience in higher education, including 18 years as a faculty member and administrator; and

**WHEREAS**, Dr. Johnston has faithfully served as Executive Vice President and Chief Operating Officer at the Association of Governing Boards of Universities and Colleges and was most recently named President of the National Association of College and University Business Officers; and

**WHEREAS**, Dr. Johnston is nationally recognized and highly acclaimed for her many contributions to best practices, practical implementation, and scholarly works regarding expertise and guidance around the areas of educational quality and effective governance; and

**WHEREAS**, Dr. Johnston is an exemplary professional, engaged community member, and a devoted family member; and

**WHEREAS**, Dr. Johnston has served as an incredible resource to her fellow Board of Visitors members and the administration bringing her vast experience and national perspective to the myriad of challenges and opportunities facing higher education generally and Radford University specifically; and

**WHEREAS**, Dr. Johnston served as a member of the Radford University Board of Visitors from 2014 through the present with most recent service as Chair of the Academics Affairs Committee, Vice Chair of the Student Affairs Committee, and a member of the Executive Committee; and

**NOW, THEREFORE BE IT RESOLVED**, that on this fourth day of the month of May in the year two thousand eighteen, the Radford University Board of Visitors hereby considers and passes this resolution of commendation and appreciation for service and contribution to the Radford University Board of Visitors; Radford University students, faculty, staff, alumni, friends, and supporters; the Commonwealth of Virginia; and regional and national communities, 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 Susan Wheeler Johnston, Ph.D.

A handwritten signature in black ink, appearing to read "Mark S. Lawrence".

Mark S. Lawrence  
Rector

A handwritten signature in black ink, appearing to read "Brian O. Hemphill".

Brian O. Hemphill, Ph.D.  
President



**RESOLUTION RECOGNIZING**  
**STEVE A. ROBINSON '81, M.S. '85**

**WHEREAS**, Mr. Steve A. Robinson earned a bachelor's degree in health and physical education in 1981 and a master's degree in guidance and counseling in 1985, both from Radford University; and

**WHEREAS**, Mr. Robinson, a native of Roanoke, Virginia, graduated from William Fleming High School; and

**WHEREAS**, Mr. Robinson currently serves as Assistant Head Basketball Coach at the University of North Carolina at Chapel Hill where he excels as a scout and in-game strategist and has been named one of the top 25 recruiters in college basketball four times since being at UNC-Chapel Hill; and

**WHEREAS**, Mr. Robinson previously served as Head Coach at the University of Tulsa for two years and at Florida State University for five years and also served as Assistant Coach at the University of Kansas and three seasons at Radford University; and

**WHEREAS**, Mr. Robinson was inducted into the Radford University Athletics Hall of Fame in 1997; and

**WHEREAS**, Mr. Robinson has been a member of the Radford University Board of Visitors from 2013 through the present, including service as a member of the Governance, Administration and Athletics Committee and a member of the Student Affairs Committee; and

**WHEREAS**, Mr. Robinson has maintained a close connection to his community and his family despite the many commitments associated with his professional career; and

**NOW, THEREFORE BE IT RESOLVED**, that on this fourth day of the month of May in the year two thousand eighteen, the Radford University Board of Visitors hereby considers and passes this resolution of commendation and appreciation for service and contribution to the Radford University Board of Visitors; Radford University students, faculty, staff, alumni, friends, and supporters; the Commonwealth of Virginia; and regional and national communities, 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. Steve A. Robinson.

A handwritten signature in black ink, appearing to read "Mark S. Lawrence", written over a horizontal line.

Mark S. Lawrence  
Rector

A handwritten signature in black ink, appearing to read "Brian O. Hemphill", written over a horizontal line.

Brian O. Hemphill, Ph.D.  
President



**RESOLUTION RECOGNIZING**  
**JAVAI D E. SIDDIQI, PH.D.**

**WHEREAS**, Javaid E. Siddiqi, Ph.D. earned a bachelor's degree in biology from Virginia Commonwealth University, a master's degree in educational administration and supervision from Virginia State University, and a doctorate in educational leadership from Virginia Commonwealth University; and

**WHEREAS**, Dr. Siddiqi is the President and CEO of The Hunt Institute, which is a strategic catalyst for transforming public education and bringing together the right people and resources to facilitate critical dialogue and mobilize action on the issues that matter in education; and

**WHEREAS**, Dr. Siddiqi served the Commonwealth of Virginia as Secretary of Education and as Deputy Secretary of Education; and

**WHEREAS**, Dr. Siddiqi began his professional career in education and policy as a high school teacher and administrator, having served as Assistant Principal and Principal of Robious Middle School within the Chesterfield County Public Schools system; and

**WHEREAS**, Dr. Siddiqi has served as a member of the Radford University Board of Visitors from 2014 through the present, including prior service as Vice Rector and Chair of Business Affairs and Audit Committee and with most recent service as Vice Chair of the Academic Affairs Committee and a member of the Business Affairs and Audit Committee; and

**WHEREAS**, Dr. Siddiqi is a highly accomplished professional and an equally dedicated family man; and

**NOW, THEREFORE BE IT RESOLVED**, that on this fourth day of the month of May in the year two thousand eighteen, the Radford University Board of Visitors hereby considers and passes this resolution of commendation and appreciation for service and contribution to the Radford University Board of Visitors; Radford University students, faculty, staff, alumni, friends, and supporters; the Commonwealth of Virginia; and regional and national communities, 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 Javaid E. Siddiqi, Ph.D.

A handwritten signature in black ink, appearing to read "Mark S. Lawrence".

Mark S. Lawrence  
Rector

A handwritten signature in black ink, appearing to read "Brian O. Hemphill".

Brian O. Hemphill, Ph.D.  
President

# End of Board of Visitors Materials





# July 2018 Minutes

**RADFORD UNIVERSITY**

---

Board of Visitors

# RADFORD UNIVERSITY

Board of Visitors

**ANNUAL RETREAT  
JULY 10-11, 2018  
THE HOMESTEAD  
7696 SAM SNEAD HIGHWAY, HOT SPRINGS, VIRGINIA**

**DRAFT  
MINUTES**

## **JULY 10, 2018**

### **BOARD MEMBERS PRESENT**

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

### **BOARD MEMBER ABSENT**

Mr. Randy J. Marcus

### **OTHERS PRESENT**

President Brian O. Hemphill  
Ms. Ashley Schumaker, Chief of Staff, Office of the President  
Ms. Karen Castele, Secretary to the Board of Visitors/Special Assistant to the President  
Mr. Allen Wilson, Senior Assistant Attorney General, Commonwealth of Virginia  
Ms. Wendy Lowery, Vice President for University Advancement (Afternoon Presentation)  
Ms. Kitty McCarthy, Vice President for Enrollment Management (Afternoon Presentation)

### **CALL TO ORDER**

Mr. Mark S. Lawrence, Rector, called the meeting to order at 10:00 a.m. in the Chesapeake Room of The Homestead in Hot Springs, Virginia. Rector Lawrence welcomed everyone and began the meeting by presenting the recap video of the 2018 Spring Commencement as a reminder that students are at the center of all decisions made by the Board and University.

## **APPROVAL OF AGENDA**

Rector Lawrence requested approval of the agenda as published. Mr. Robert A. Archer, Vice Rector, so moved, Mr. Gregory Burton seconded, and the agenda was unanimously approved.

## **INTRODUCTION AND OVERVIEW**

Rector Lawrence provided a brief overview of the two-day meeting. He also thanked everyone for taking valuable time from their schedules in order to attend the retreat and to engage in valuable discussions.

## **PROTOCOL AND COMMUNICATION**

Rector Lawrence and Ms. Ashley Schumaker provided a briefing on protocol, flow and Radford University staff commitments in responding to Board member information requests. The presentation is attached hereto as *Attachment A* and is made a part hereof.

## **2017-2018 REVIEW AND 2019-2019 PREVIEW**

President Brian O. Hemphill reviewed with Board members the many significant accomplishments from 2017-2018, including new partnerships; the launch of IMPACT and the subsequent naming of the Vinod Chachra IMPACT Lab; year-end philanthropic giving update; and events such as Homecoming, NCAA appearance, Highlander Pride Weekend and Commencement. In looking to the year ahead, President Hemphill updated the Board on the progress and the University's investments of the Strategic Plan and provided enrollment, retention and graduate rate projections. President Hemphill also updated the Board on the progress of the merger with Jefferson College of Health Sciences and the plans for a new academic building on campus, the Center for Adaptive Innovation and Creativity. The presentation is attached hereto as *Attachment B* and is made a part hereof. A handout containing Jefferson College merger communications was provided and is attached hereto as *Attachment C* and is made a part hereof.

## **SACSCOC ANNUAL BOARD SELF-EVALUATION**

Ms. Ashley Schumaker led a Board self-evaluation discussion asking the questions – Is the Board structure working well? How does the Board maintain its focus on institutional mission? The Board members commented that the Board structure aligns well with the strategic planning and having faculty and student representatives have proven beneficial. The Board members concurred that discussions at meetings are thoughtful and consist of the University's mission and how to always place students first. Email surveys will be added in the future to maintain Board's focus on mission with relevant structure. The presentation and handout are attached hereto as *Attachment D* and *Attachment E*, respectively, and are made a part hereof.

## **BUILT TO LAST**

Vice President for University Advancement Wendy Lowery and Vice President for Enrollment Management Kitty McCarthy led a discussion of "Built to Last," a book written by Jim Collins and Jerry I. Porras focusing on successful habits of visionary companies. The presentation is attached hereto as *Attachment F* and is made a part hereof.

The meeting recessed at 4:15 p.m. The Board of Visitors members reconvened for a reception and dinner in the Tower Suite at The Homestead.

**TUESDAY, JULY 11, 2018**

**BOARD MEMBERS PRESENT**

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

**OTHERS PRESENT**

President Brian O. Hemphill  
Dr. Kenna Colley, Interim Provost and Vice President for Academic Affairs  
Mr. Chad Reed, Vice President for Finance and Administration  
Ms. Ashley Schumaker, Chief of Staff, Office of the President  
Ms. Karen Castele, Secretary to the Board of Visitors/Special Assistant to the President  
Mr. Allen Wilson, Senior Assistant Attorney General, Commonwealth of Virginia

**CALL TO ORDER**

Rector Mark Lawrence called the meeting to order at 8:00 a.m. in the Chesapeake Room of The Homestead in Hot Springs, Virginia.

**CLOSED SESSION**

Rector Lawrence requested a motion to move into closed session. Mr. Marcus made the motion that the Radford University Board of Visitors convene a closed session pursuant to Section 2.2-3711 (A) Item (3) under the Virginia Freedom of Information Act for discussion or consideration of the acquisition of real property for a public purpose. Mr. Archer seconded the motion. The Board of Visitors went into closed session at 8:10 a.m.

**RECONVENED SESSION**

Following closed session, Rector Lawrence called the meeting to order at 8:40 a.m. On motion made by Mr. Marcus and seconded by Mr. Archer, the following resolution of certification was approved by a roll call vote.

## **Resolution of Certification**

**BE IT RESOLVED**, that the Executive Committee of 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.

<u>Roll Call</u>	<u>Vote</u>
Mr. Mark S. Lawrence, Rector	Yes
Mr. Robert A. Archer, Vice Rector	Yes
Dr. Thomas Brewster	Yes
Dr. Jay A. Brown	Yes
Mr. Gregory A. Burton	Yes
Ms. Krisha Chachra	Yes
Dr. Rachel D. Fowlkes	Yes
Dr. Susan Whealler Johnston	Yes
Mr. James Kibler	Yes
Mr. Randy J. Marcus	Yes
Dr. Debra McMahan	Yes
Ms. Karyn Moran	Yes
Ms. Nancy Rice	Yes
Ms. Georgia Anne Snyder-Falkinham	Yes
Ms. Lisa Throckmorton	Yes

The resolution of certification was unanimously adopted.

### **INDEBTEDNESS OF STATE AGENCIES**

Mr. Chad Reed, Vice President for Finance and Administration, provided information regarding the annual notification to members of the Board of Visitors related to indebtedness of state agencies. The handout is attached hereto as **Attachment G** and is made a part hereof.

### **CAMPUS SAFETY AND SECURITY**

Mr. Reed provided the Board members with an overview of the University's Police Department and Office of Emergency Management including the measures that the University takes to provide campus safety and security. The presentation is attached hereto as **Attachment H** and is made a part hereof.

### **FACULTY TENURE AND PROMOTION**

Dr. Kenna Colley, Interim Provost and Vice President for Academic Affairs, provided the Board members with an overview of tenure and promotion, including definitions and historical national, state and University data regarding tenure and tenure track faculty. The presentation is attached hereto as **Attachment I** and is made a part hereof.

### **CLOSING REMARKS**

Rector Lawrence thanked members of the Board for attending the Board Retreat and expressed his appreciation for the meaningful dialogue, thoughtful questions and positive energy shared by all members. Rector Lawrence distributed a copy of the 2018-2019 committee assignments attached hereto as *Attachment J* and is made a part hereof.

The Rector announced the upcoming Board of Visitors meeting dates:

September 13-14, 2018

December 6-7, 2018

February 2019 – TBD

May 9-10, 2019

### **ADJOURNMENT**

With no further business to come before the Board, Rector Lawrence asked for a motion to adjourn. Vice Rector Archer made the motion to adjourn and Mr. Greg Burton seconded. The meeting adjourned at 11:55 a.m.

Respectfully submitted,

Karen Castele

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

# Protocol and Communication

RADFORD  
UNIVERSITY

# Roles and Responsibilities

---

- **Board Bylaws**
- **Board Officers (Rector Mark Lawrence and Vice Rector Bob Archer)**
- **Board Committees (Committee Chairs and Vice Chairs)**
  - Executive Committee
  - Academic Excellence and Research Committee
  - Business Affairs and Audit Committee
  - Governance, Administration, and Athletics Committee
  - Student Success Committee
  - University Advancement, University Relations, and Enrollment Management Committee

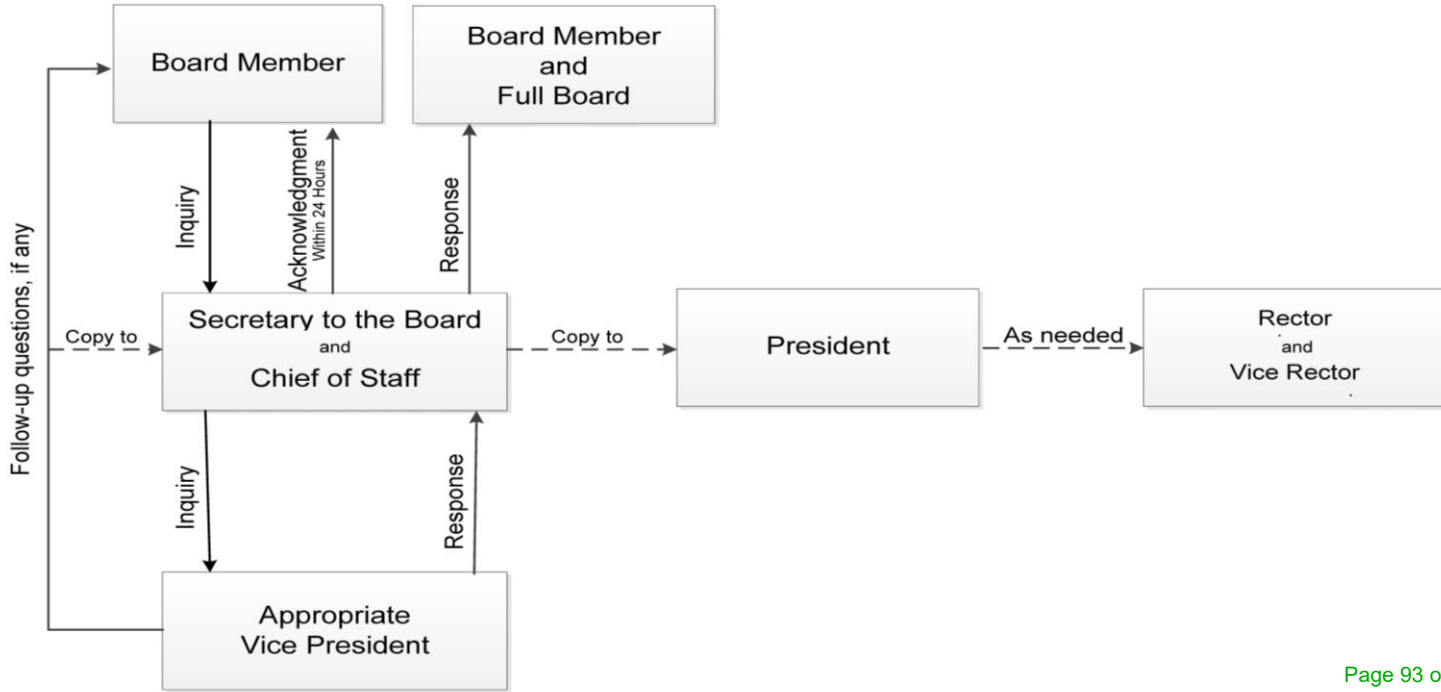


# Requests for Information

---

- **Contact Board Secretary (*If E-mail, Copy Rector, President and Chief of Staff*) for Data/Information Requests**
  - Acknowledgement/Response within 24 Hours
  - Follow-Up (If Needed) within 72 Hours
  - Additional Research and/or Discussion (If Needed) with Vice President and Other University Officials
- **Collected Data/Information to be Shared with Full Board of Visitors (*Exceptions May Apply*)**

# Flow of Communication



# Types of Communication

---

- **Regular Communication**
  - Meetings, Retreats, New Member Orientations, Etc.
- **Three Levels of Additional Communication with Board Members**
  - High-Level/Advance Notice
  - Exploratory/Anticipation
  - Regular Campus Updates

# 2017-2018 Review and 2018-2019 Preview

RADFORD  
UNIVERSITY

---

# *2017-2018 Review*

# The Commonwealth: NOVA Partnership Signing



# *The Future:* IMPACT Program Launch





# The World: Partnership Signings





FOLK ART FESTIVAL



FASHION SHOW



CHARIOT RACES



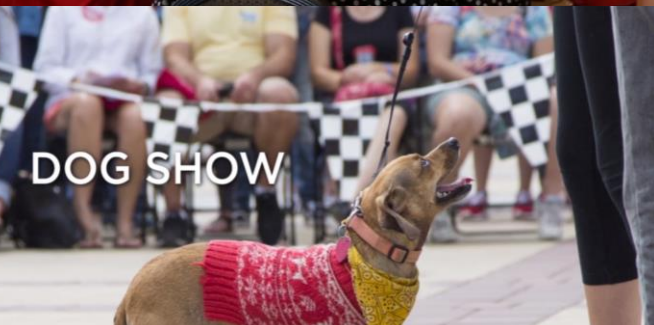
WOMEN OF  
RADFORD

# RADFORD UNIVERSITY

HOMECOMING  
AND  
FAMILY WEEKEND  
2017



ALUMNI  
VILLAGE



DOG SHOW



VOLUNTEER LUNCHEON  
RADFORD



ALUMNI LACROSSE

# *The Commonwealth: NRCC Partnership Signing*



**NEW RIVER**  
Community College





# *The Commonwealth: GMU Partnership Signing*



# *The National Spotlight: March Madness*



# Naming of the Vinod Chachra IMPACT Lab





# Second Annual Highlander Pride Weekend



**RED & WHITE GALA**  
THURSDAY, APRIL 26 | THE FARMHOUSE  
SILENT & LIVE AUCTIONS!

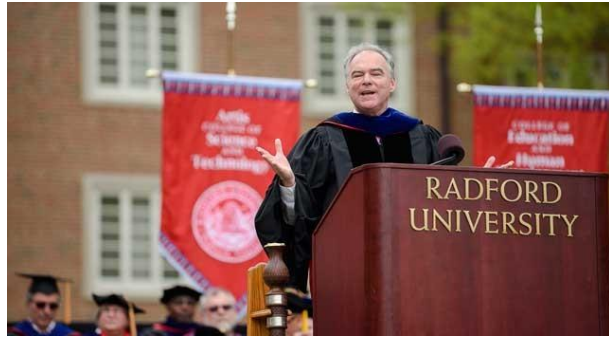
**HIGHLANDER OPEN**  
FRIDAY, APRIL 27 | 1:00 PM SHOTGUN START  
PETE DYE RIVER COURSE | RADFORD, VA

**HIGHLANDER HALF MARATHON & 5K**  
SATURDAY, APRIL 28 | RADFORD, VA  
NEW FOR 2018: UPDATED RACE COURSES!

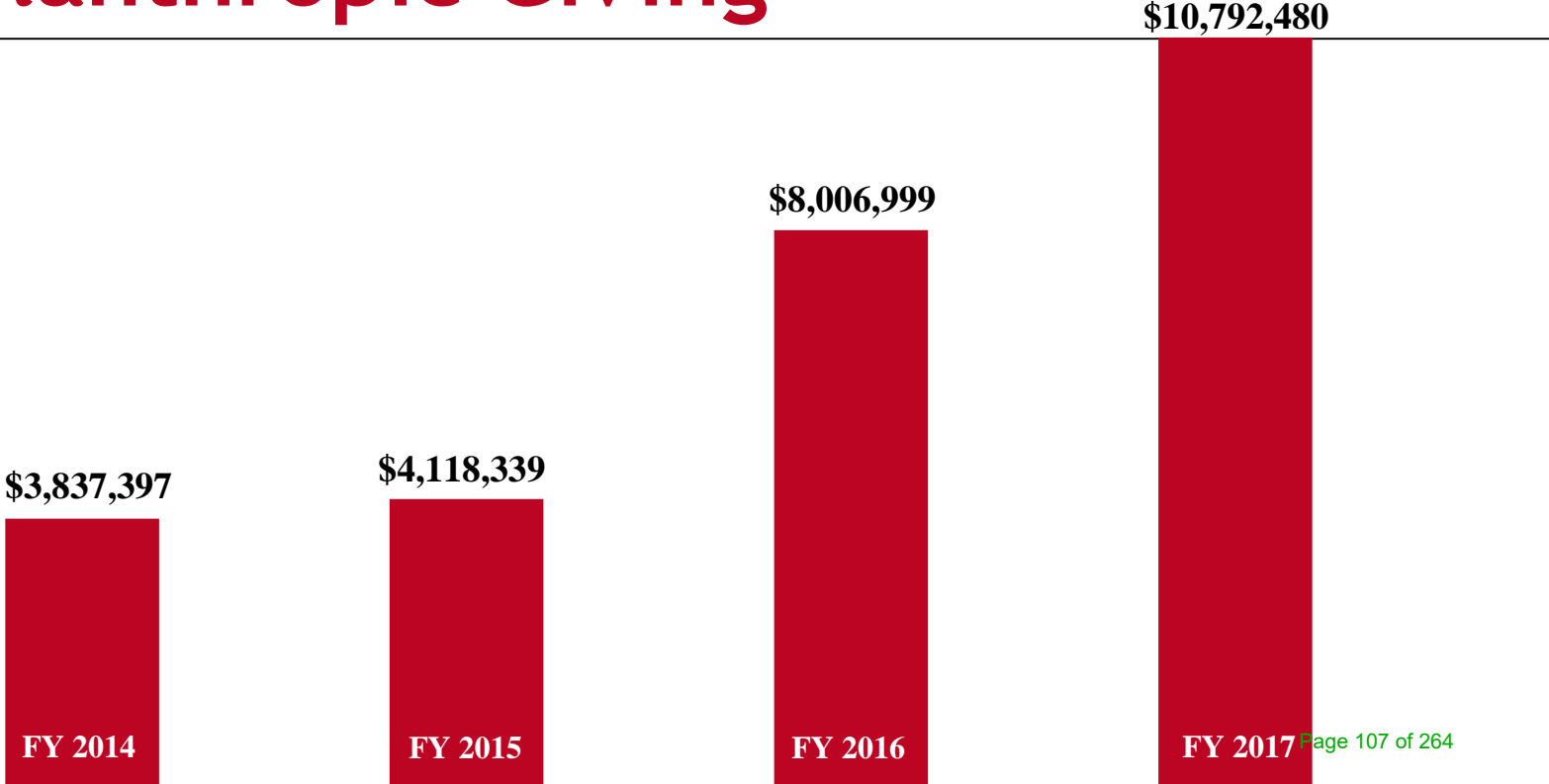


Page 105 of 264

# Student to Graduate to Alumni: Class of 2018



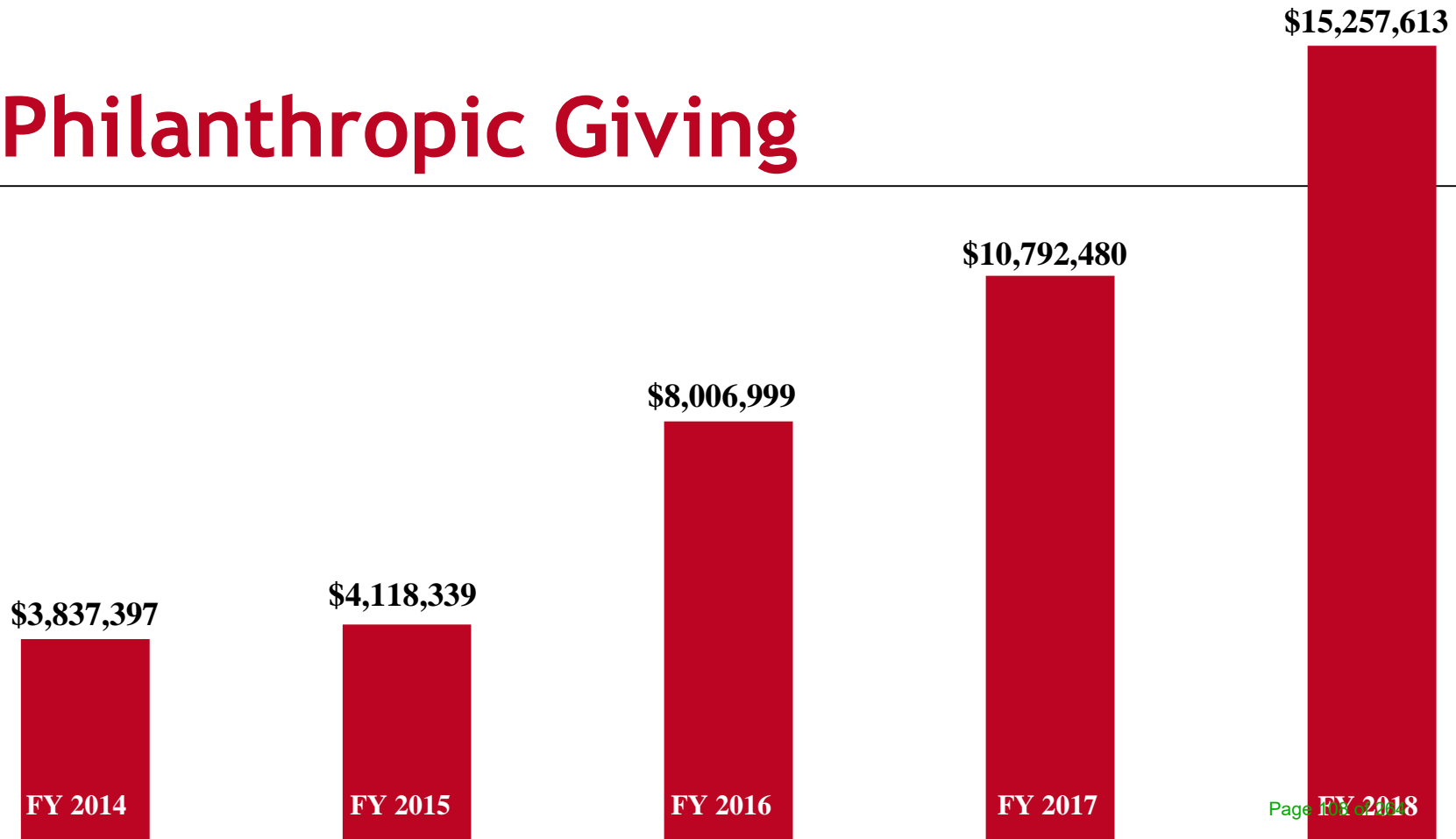
# Philanthropic Giving





# Philanthropic Giving

---

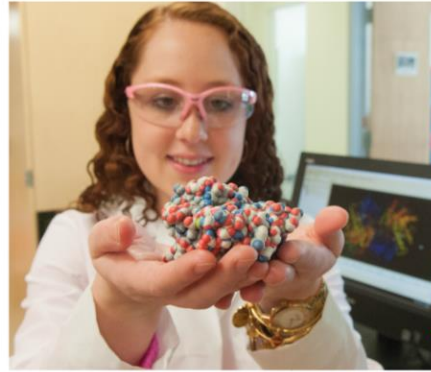




---

# *2018-2019 Preview*

# Academic Excellence and Research

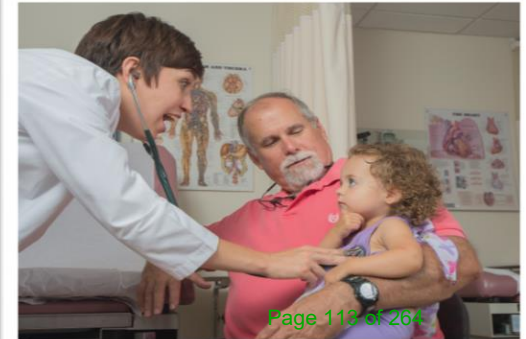


# Brand Identity





# Economic Development and Community Partnerships



# Philanthropic Giving and Alumni Engagement





# Strategic Enrollment Growth



Page 115 of 264



# Student Success

---



# Phase 1 Investment: Division Totals

---

	<b>Funding</b>	<b>FTE</b>
Academic Affairs	\$2,765,449	17.00
Enrollment Management	\$464,989	1.00
Student Affairs	\$293,998	4.00
University Advancement	\$352,592	3.00
University Relations	\$475,244	3.00
Central Administration	\$53,968	-
Finance and Administration	\$437,403	-
Information Technology	\$262,877	-
<b>Total for All Divisions</b>	<b>\$5,106,520</b>	<b>28.00</b>

Page 117 of 264

# Phase 1 Investment: Academic Affairs

		Funding	FTE
EDCP 2.A.1	Student Venture Lab Operating	\$183,370	2.00
EDCP 2.A.1	Student Venture Lab Outfit	\$450,000	
SEG 6.C	English Language Culture Institute	\$170,000	
AER 2.B.1	JCHS Integration	\$500,000	
AER 2.A.2	Center for Interprofessional Education and Practice	\$223,962	2.00
AER 4.F	Faculty Development	\$48,443	
ALL	Appalachian Outreach Institute	\$350,214	3.00
ALL	Faculty - Each College	\$611,814	6.00
ALL	Academic Administration Support	\$227,646	4.00
<b>Sub-Total Academic Affairs</b>		<b>\$2,765,449</b>	<b>17.00</b>

# Phase 1 Investment: Enrollment Management

---

		Funding	FTE
SEG 2.A	Royall Contract	\$315,592	
SEG 8.A	Financial Aid Staff Support	\$59,397	1.00
SEG 2.B	Virtual Recruitment	\$50,000	
SEG 5.A	Veterans/Military Recruitment	\$20,000	
SEG 8.A	Rural Recruitment	\$20,000	
<b>Sub-Total Enrollment Management</b>		<b>\$464,989</b>	<b>1.00</b>

# Phase 1 Investment: Student Affairs

---

		<b>Funding</b>	<b>FTE</b>
SS 1.B	Assistant Dean of Students	\$87,320	1.00
SS 1.B	Conduct Hearing Coordinator	\$65,852	1.00
SS 2.D	Administrative Assistant (Student Success and Retention	\$40,413	1.00
SS 2.A	Assistant Director (LGTBQ)	\$40,413	1.00
SS 1.D	Cultural Competency	\$60,000	
<b>Sub-Total Student Affairs</b>		<b>\$293,998</b>	<b>4.00</b>

# Phase 1 Investment: University Advancement

---

		Funding	FTE
PGAE 1.A	Alumni Engagement Officer	\$81,576	1.00
PGAE 1.A	Leadership Annual Giving Officer	\$96,440	1.00
PGAE 3.A	Administrative Support	\$74,576	1.00
PGAE 3.C	Operational Support	\$100,000	
<b>Sub-Total University Advancement</b>		<b>\$352,592</b>	<b>3.00</b>

# Phase 1 Investment: University Relations

---

		<b>Funding</b>	<b>FTE</b>
EDCP 1.A	Economic Development	\$146,118	1.00
BI 1.A	Center for Highlander Engagement	\$133,126	2.00
BI 1.B	Highlander Advisory Board	\$6,000	
BI 1.E	Brand Identity	\$190,000	
<b>Sub-Total University Relations</b>		<b>\$475,244</b>	<b>3.00</b>

# Enrollment Projections

Year	New Freshman	International (NEW)*	Transfer	Continuing Undergraduate	Total Undergraduate	Graduate	CBE**	Total Enrollment	Increase
Fall 2017	1,848	New initiative	662	5,908	8,418	1,000	5	9,418	New initiative
Fall 2018	1,903	50	682	5,979	8,614	1,031	120	9,765	3.6%
Fall 2019	1,961	100	702	6,057	8,820	1,062	240	10,122	3.7%
Fall 2020	2,020	150	723	6,221	9,114	1,095	480	10,689	5.6%
Fall 2021	2,081	200	745	6,426	9,452	1,130	960	11,542	8.0%
Fall 2022	2,143	250	767	6,644	9,804	1,165	1,500	12,469	8.0%
Fall 2023	2,207	300	790	6,877	10,174	1,200	2,000	13,374	7.3%

\*Returning/continuing international students are included in the “Continuing Undergraduate” or “Graduate” categories.

\*\*Competency-based education (CBE) students are enrolled in the Innovative Mobile Personalized Accelerated Competency Training (IMPACT) Program, which launched in October 2017. As of the Fall 2017 census date, five students were enrolled; however, IMPACT is a year-round program that does not follow the traditional academic calendar or official census. **NOTE:** The CBE initiative was included in Academic Excellence and Research and Economic Development and Community Partnership sections.



# Enrollment Projections

## Strategic Plan Enrollment Projections

Year	New Freshman	International (NEW)*	Transfer	Continuing Undergraduate	Total Undergraduate	Graduate	CBE**	Total Enrollment	Increase
Fall 2018	1,903	50	682	5,979	8,614	1,031	120	9,765	3.6%
Fall 2019	1,961	100	702	6,057	8,820	1,062	240	10,122	3.7%

## Revised Enrollment Projections

Year	New Freshman	International (NEW)*	Transfer	Continuing Undergraduate	Total Undergraduate	Graduate	CBE**	Total Enrollment	Increase
Fall 2018	1,850	70	615	5,700	8,235	980	415	9,630	2.6%
Fall 2019	2,000	100	625	6,180	8,905	1,330	2,000	12,235	27.1%

Page 124 of 264

# Retention and Graduation Rate Projections

---

Year	Retention Rate	Graduation Rate
2016-2017	75.7%	55.2%
2017-2018	77%	59.3%
2018-2019	78.6%	59.8%
2019-2020	80.2%	60.3%
2020-2021	81.8%	60.8%
2021-2022	83.4%	61.3%
2022-2023	85%	62%

Source: Student Success and Retention Plan, 2017

Page 125 of 264

# Jefferson College of Health Sciences Merger

---

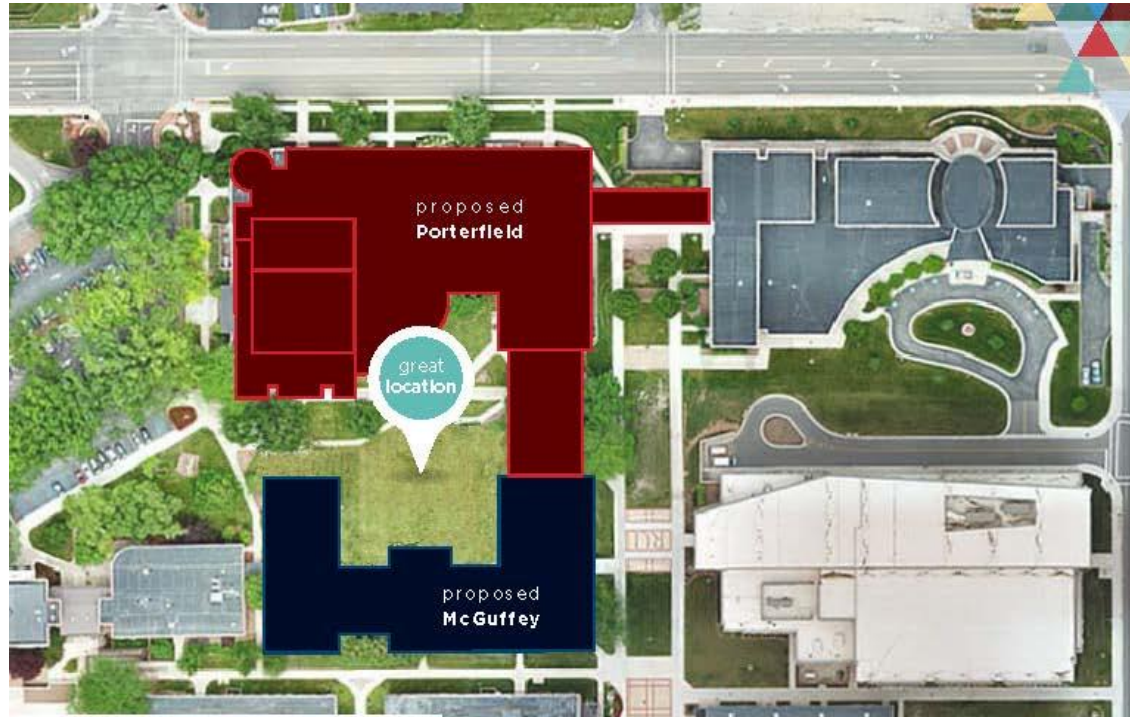


# Center for Adaptive Innovation and Creativity

---



# Center for Adaptive Innovation and Creativity





# Center for Adaptive Innovation and Creativity

---

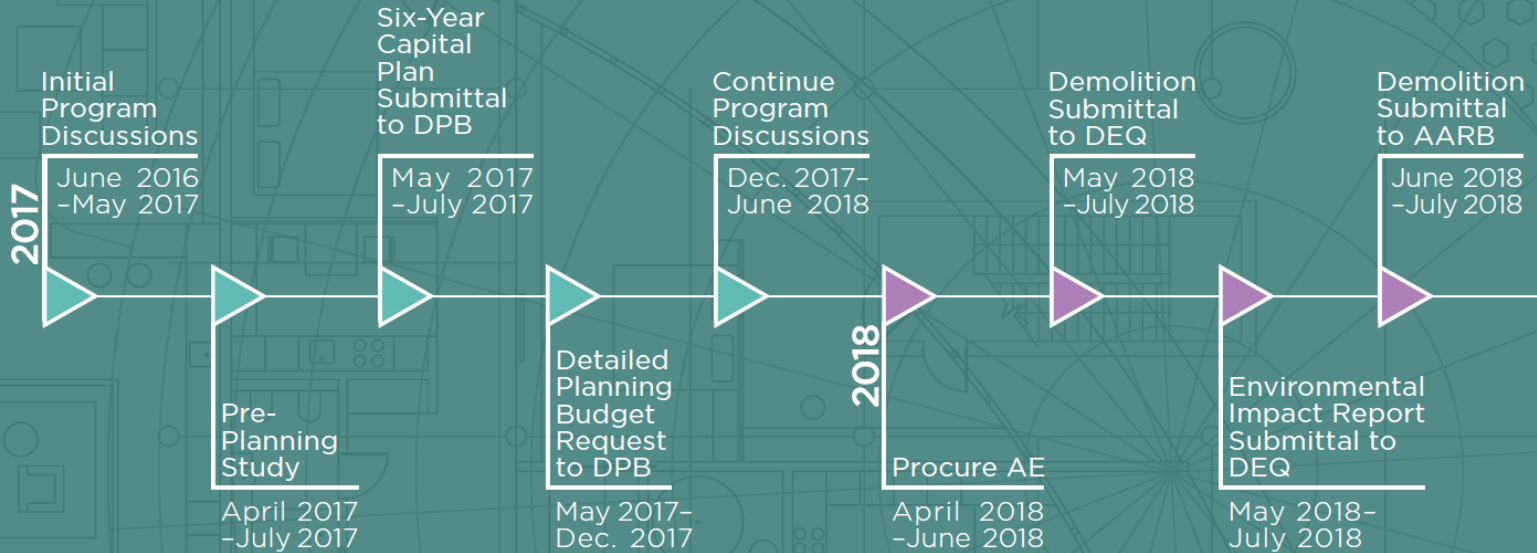


**Proposed Project Costs.** Based on the pre-programming and schematic work, the total cost for this project is estimated at **\$375-\$450 per square footage** for a total cost of **\$79 million**, which includes all hard costs and soft costs. There are no property acquisition costs since the Center will be constructed on land currently owned by the University.

Page 129 of 264

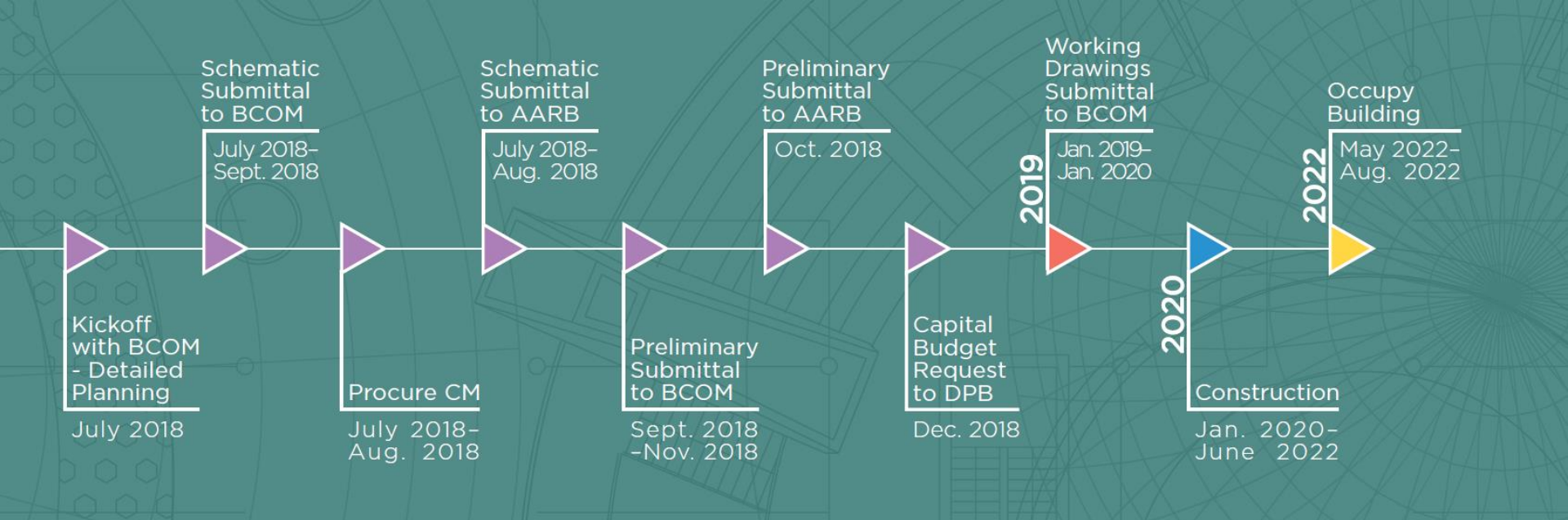
# Center for Adaptive Innovation and Creativity

## Project Timeline





# Center for Adaptive Innovation and Creativity





**EMBARGOED UNTIL THURSDAY, JAN. 18 AT 12:00 P.M.**

**CONTACTS:**

Chris Turnbull, Carilion Clinic  
(540) 204-6354  
crtturnbull@carilionclinic.org

Mark Lambert  
Jefferson College of Health Sciences  
(540) 985-9031  
malambert@jchs.edu

Joe Carpenter, Radford University  
(540) 831-7270  
ljcarpenter@radford.edu

**JEFFERSON COLLEGE OF HEALTH SCIENCES  
INTENDS TO MERGE WITH RADFORD UNIVERSITY**

RADFORD, Va. – Officials from Carilion Clinic, Jefferson College of Health Sciences and Radford University announced Thursday they intend to merge Jefferson College into the Radford University family of colleges and departments.

“Radford University and Jefferson College have a robust history of collaboration, and these two great institutions are now working toward an even stronger partnership,” said Dr. Brian O. Hemphill, president of Radford University. “This endeavor benefits the students, faculty, staff, alumni, supporters and communities of both institutions, along with the Commonwealth of Virginia and the entire region.”

“Both schools are approaching this potential merger from positions of institutional excellence and financial strength. We’re combining forces to create something even bigger and better for the entire Commonwealth,” said Dr. Nathaniel L. Bishop, president of Jefferson College. “We believe that together, we can enhance the quality of health care education and research better than we could individually.”

-MORE-



Jefferson College  
of Health Sciences

RADFORD  
UNIVERSITY

**EMBARGOED UNTIL THURSDAY, JAN. 18 AT 12:00 P.M.**

Carilion Clinic currently owns and operates Jefferson College.

The merger planning process is expected to take 18 to 24 months. Radford University, Jefferson College and Carilion Clinic officials will work closely during this time to develop processes and procedures to facilitate the integration.

“As we work carefully during the next several months to determine the best structure, we will be diligent in our efforts to keep stakeholders informed about the process,” Hemphill said.

Radford University officials intend to welcome Jefferson College primarily into its Waldron College of Health and Human Services.

“Jefferson College already enjoys a wonderful relationship with Radford University,” said Bishop. “This next step makes sense for both institutions, and serves to enhance Radford University’s reputation as a premier educational destination for those seeking careers in nursing, health care and health sciences.”

Jefferson College brings 35 years of history as an accredited institution and has grown from 200 to about 1,150 students in that time. Jefferson College is one of the top producers of nursing and allied health professionals in the region and is in the top 10 in the Commonwealth of Virginia.

Radford University, Jefferson College and Carilion Clinic boast a long list of collaborative endeavors.

- When the Roanoke Memorial Hospital School of Nursing closed in 1988, a partnership was developed to transition the program to Radford University. The partnership increased the size of Radford University’s nursing program and allowed students to receive half of their training at Roanoke Memorial. Today, many Radford University students continue their clinical education at the hospital.
- Carilion Clinic has provided student health services to Radford University since 1999.
- Carilion Clinic employs hundreds of Radford University graduates, including more than 350 Radford University nursing graduates on its staff – 40 of whom were hired in 2016 alone.

-MORE-



**EMBARGOED UNTIL THURSDAY, JAN. 18 AT 12:00 P.M.**

- Radford University, Jefferson College and the Virginia Tech Carilion School of Medicine collaborated in 2015 to establish the Virginia Intercollegiate Anatomy Lab, housed at Jefferson College.
- Radford University's Doctor of Physical Therapy program was integrated with Jefferson College's Roanoke campus in 2011, and it has promoted interaction between program participants and major health care providers in the region.
- More than 500 Radford University students participated in job shadowing, clinical rotations or internships with Carilion Clinic from 2016 to 2017.
- Carilion Clinic provides event coverage, athletic training and sports clinics to Radford University Athletics.
- Carilion Clinic's active patient treatment areas provide Radford University students invaluable access to real-world clinical experiences.

"Carilion Clinic is proud to have nurtured Jefferson's growth, as it established a reputation for developing ethical, knowledgeable, competent and caring health care professionals," said Nancy Howell Agee, president and CEO of Carilion Clinic. "Joining the Radford University family is a wonderful opportunity for Jefferson College. And now is the right time as the vision for a health sciences and technology campus in Roanoke comes to life. Partnerships among leading academic institutions strengthen our region as a destination for health education and research, and ultimately drive economic development."

Students from both Radford University and Jefferson College will have access to enhanced educational opportunities, including clinical rotations and internships, and Radford University will continue to partner with Carilion Clinic to utilize its facilities and research capabilities. The potential merger will create the second largest nursing program in Virginia.

"The potential merger will allow the health and human services programs from both institutions to have access to ongoing research and enable collaboration in ways not previously available," Hemphill said. "Our faculty and staff members on both campuses can integrate and better collaborate for the benefit of our students."

-MORE-



**Jefferson College**  
of Health Sciences

**RADFORD**  
UNIVERSITY

**EMBARGOED UNTIL THURSDAY, JAN. 18 AT 12:00 P.M.**

“We are confident this partnership will help better prepare our students by providing access to the latest research and top-notch clinical experiences,” said Hemphill. “We believe this will encourage potential students to seek health care careers and stay in the Commonwealth to work. There’s no doubt this will provide increased access to health care education.”

#### About Radford University

Radford University is a comprehensive public university of more than 9,400 students that has received national recognition for many of its undergraduate and graduate academic programs, as well as its sustainability initiatives. Radford University serves the Commonwealth of Virginia and the nation through a wide range of academic, cultural, human service and research programs.

#### About Jefferson College of Health Sciences

Jefferson College of Health Sciences is a professional health sciences college, offering 25 degree options on the graduate, bachelor and associate levels, as well as certificate and professional and continuing education programs. Jefferson enrolls about 1,150 students on the undergraduate and graduate levels annually and employs about 70 full-time faculty members.

#### About Carilion Clinic

Carilion Clinic is a tax-exempt health care organization headquartered in Roanoke, Va. Through a comprehensive network of hospitals, primary and specialty physician practices and other complementary services, Carilion works to provide quality care close to home for nearly one million Virginians. With an enduring commitment to the health of our region, Carilion also seeks to advance care through medical education and research, help communities stay healthy and inspire the region to grow stronger.

###



## State Officials

---

**From:** Hemphill, Brian  
**Sent:** Thursday, January 18, 2018 11:27 AM  
**Subject:** Jefferson College of Health Sciences Intends to Merge with Radford University



---

We are pleased to share with you our intent to merge Jefferson College of Health Sciences into the Radford University family of colleges and departments. This potential merger will strengthen our long-standing commitment to community engagement and public service, while more effectively addressing the current and future demand for health care and health sciences professionals across the Commonwealth of Virginia.

Building on a history of close collaboration among our institutions and by moving forward together, Jefferson College and Radford University will create the second largest nursing program in the Commonwealth of Virginia and offer a wide range of outstanding health care and health sciences programs. With this potential merger, Carilion Clinic will have an opportunity to focus more exclusively on providing health care services and emphasizing its role as a research leader in the Commonwealth.

As this process evolves, we are fully committed to ensuring we continue to deliver world-class educational programs, outstanding student services and meaningful community engagement. We will be working diligently over the course of the next 18 to 24 months to develop joint processes and procedures, and we will be tireless in our efforts to keep all audiences well informed.

We are excited for the future – in 2018 and beyond. We are confident that, with your support, this new venture and robust partnership among Carilion Clinic, Jefferson College and Radford University will be highly successful in serving current and future generations of students, as well as the citizens of the Commonwealth of Virginia.

If we can answer any questions about this exciting initiative, please feel to contact us

directly. Additionally, you may contact Mark Lawrence, Carilion Clinic's vice president for governmental and external affairs, at 540-224-5399 or [mrlawrence@carilionclinic.org](mailto:mrlawrence@carilionclinic.org) or Lisa Ghidotti, Radford University's director of state government relations, at 804-916-1556 or [lghidotti@radford.edu](mailto:lghidotti@radford.edu).



Nancy Howell Agee  
President and CEO, Carilion  
Clinic



Nathaniel L. Bishop, D.Min.  
President, Jefferson College of  
Health Sciences



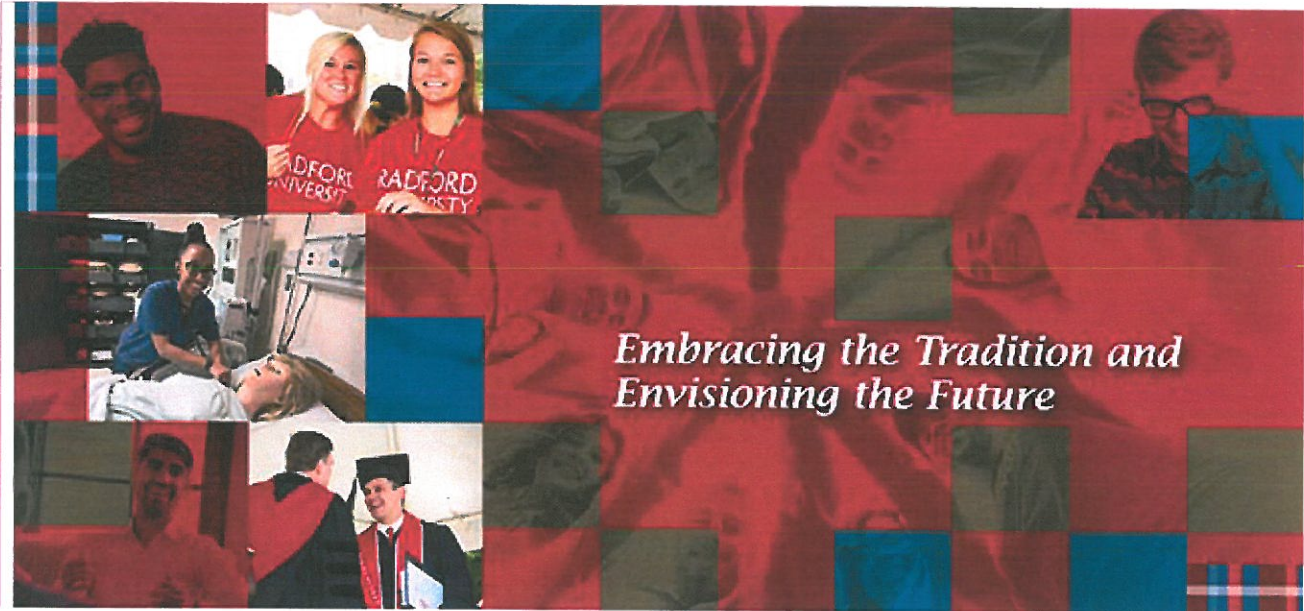
Brian O. Hemphill, Ph.D.  
President, Radford  
University



## Radford University Faculty and Staff

---

**From:** Brian O. Hemphill, Ph.D. <bhemphill@radford.edu>  
**Sent:** Friday, February 16, 2018 1:26 PM  
**Subject:** Update on the Jefferson College of Health Sciences Merger



Dear Faculty and Staff:

Approximately a month ago, as we began the semester, I was pleased to meet with many of you regarding Jefferson College of Health Sciences' intent to merge into the Radford University family of colleges and departments, specifically the Waldron College of Health and Human Services. Since the [exciting announcement](#) regarding this meaningful partnership, which garnered a positive reaction both on and off campus, the administration has been working closely with Carilion Clinic and Jefferson College of Health Sciences to chart a detailed and in-depth course for the merger process. As previously indicated, this process is expected to take 18 to 24 months. Detailed information regarding the transition structure, including the specific groups and individual members, will be provided to the campus community in the near future. In the interim, I would like to remind you of the [Frequently Asked Questions](#), which were provided as part of the initial announcement.

I look forward to working with each of you as we further our mission and bring to life our vision as thoughtfully articulated in our recently implemented five-year strategic plan, [Embracing the Tradition and Envisioning the Future](#).

With Highlander Pride,



Brian O. Hemphill, Ph.D.

President  
@BrianOHemphill

## Potential Merger of Radford University & Jefferson College FAQs

January 18, 2018

### GENERAL FAQs

#### **1. Where did the idea for a merger originate?**

The idea to merge Jefferson College into Radford University arose organically, as a result of the long-term partnership among Carilion Clinic, Radford University and Jefferson College. It grew from our belief that together, we can enhance the quality of health care education and research better than we could individually.

We believe integrating these institutions will more effectively meet the growing need for health care professionals in the Commonwealth and beyond. Through its comprehensive network of hospitals, primary and specialty physician practices, and other complementary services, Carilion Clinic works to provide quality care close to home for nearly one million Virginians. Given Radford University's established legacy of excellence in its nursing, health and human services programs and the many years of successful collaboration among Radford University, Jefferson College and Carilion Clinic, Radford University was a natural fit to move toward an even stronger partnership.

#### **2. When would the schools fully merge?**

The planning process is anticipated to take 18 to 24 months. We will work closely together during the next several months to develop processes and procedures for how to move forward.

#### **3. How many students attend each institution?**

Jefferson College has an enrollment of about 1,150. Radford University has an enrollment of more than 9,400, including more than 1,400 in the programs offered through its Waldron College of Health and Human Services.

#### **4. Is Radford University equipped to take on this institution?**

Yes. Radford University has benefited from close collaboration and partnerships with Jefferson College over the years and has a legacy of excellence in its nursing, health and human services programs, all of which will permit a seamless integration of Jefferson College into the Radford University family.



**5. Will this merger have any impact on the amount of faculty and staff members needed at either institution?**

Both Radford University and Jefferson College have talented faculty and staff members who are singularly dedicated to our students. Our teams will work closely together during the next 18 to 24 months to determine the best structure and operations.

**6. How will the boards and school leaders integrate? How will roles change?**

With respect to governing boards, Radford University has and will continue to operate under a single Board of Visitors, members of which are appointed by the governor. Evaluation of the administrative organization will be part of the planning process. With regard to the respective foundation boards and philanthropic boards, funds will continue to be allocated based on the donor's intent.

**7. What Jefferson College operations will be assumed by Radford University?**

Our analysis and planning during the next 18 to 24 months will help determine the best structure and operations for the integration. We plan to have operations in both Radford and Roanoke. Upon completion of the merger, academic and operations functions will be assumed by Radford University.

**ACCREDITATION & APPROVAL**

**8. Would a merger require approval from any state agencies?**

Yes. We will coordinate with the Commonwealth's coordinating body for higher education – the State Council of Higher Education for Virginia (SCHEV) – and will work with the Commonwealth to determine if other approvals need to take place.

**9. What does this mean for accreditation?**

Radford University and Jefferson College have long-standing accreditations of their respective institutions and many programs, including Southern Association of Colleges and Schools accreditation of both institutions. Radford University intends to continue to meet those high standards of quality and excellence.

**10. How does this impact program offerings at the Roanoke Higher Education Center?**

The Roanoke Higher Education Center will continue to play an integral role in Radford University's program offerings.

**11. How will this impact professional certification or licensure?**

Students who meet requirements set forth by the respective accrediting body will be able to sit for licensure.

**FINANCIAL FAQs**

**12. What will be the financial impact of the merger?**

We will use the 18 to 24-month planning process to refine operating costs.

**GEOGRAPHIC FAQs**

**13. Where will Jefferson College's main campus be located? Where will Radford University's Waldron College of Health and Human Services be located?**

Radford University's Waldron College of Health and Human Services has a presence in both Radford and Roanoke. We expect operations to continue in Roanoke similar to how they do today.

**14. Will Jefferson College and/or Radford University faculty members, staff members and/or students relocate?**

Our planning during the next 18 to 24 months will determine the best structure and operations for the potential merger.

**CARILION CLINIC FAQs**

**15. Why does Carilion Clinic want to make this move? Will Carilion Clinic still be associated with Jefferson College and Radford University?**

Carilion Clinic intends to continue its robust partnerships and collaborations. Partnerships are the future, and this public-private partnership is good for the region and the Commonwealth.

**16. How will the new relationship between Carilion Clinic and Radford University be structured?**

Much of this new relationship will be worked out during the next 18 to 24 months. The partnership will result in enhanced educational opportunities, facilitate access to ongoing research, build upon our robust commitment to community engagement and service, and augment the demand for health care and human services professionals in the region. We believe this relationship will enhance access to health care education.

## **RADFORD UNIVERSITY FAQs**

### **17. Why does Radford University want this merger?**

Radford University believes the merger of Jefferson College, its programs and its students will result in greater educational opportunities, and for more efficiency in STEM-H education. It will allow enhanced access to ongoing research, enable additional collaboration, help our institutions meet and exceed our commitment to community engagement and service, and more effectively meet the need for health care professionals throughout the Commonwealth of Virginia and beyond.

### **18. How does Radford University benefit?**

With the addition of Jefferson College, Radford University will have one of the largest health sciences programs in the Commonwealth. This will raise Radford University's profile and in turn, raise the profile of the region.

### **19. If programs will primarily integrate within the Radford University's Waldron College of Health and Human Services, where will programs go if they do not transfer there?**

Many of Jefferson College's existing programs naturally fit into the Waldron College of Health and Human Services due to similarities of their respective disciplines. However, where some Jefferson College programs might not be most suited to Waldron College, we will work to identify which Radford University colleges or departments are better suited based on the respective discipline.

### **20. How many faculty (full-time, part-time, adjunct) and staff are employed by Radford University? How many faculty and staff are in the Waldron College?**

In fall 2017, Radford University had 460 full-time teaching and research (T&R) faculty, 224 adjunct faculty, 305 administrative and professional (AP) faculty, 523 classified staff and 103 part-time staff. During the same period, the Radford University Waldron College of Health and Human Services had 66 T&R faculty, 32 adjunct faculty, 15 AP faculty, 13 classified staff and 17 part-time staff.

## **JEFFERSON COLLEGE FAQs**

### **21. How does Jefferson College benefit?**

The potential merger allows both Jefferson College and Radford University to mutually benefit from each institution's comprehensive experience in higher education.



**22. Does Jefferson College's administration support the plan of action? The Board of Directors?**

Jefferson College's administration and Board of Directors fully support a merger and are excited for the anticipated benefits that will result.

**23. Will Jefferson College students become Radford University students? Which entity will issue their degrees?**

In the near term, Jefferson College students will remain students of Jefferson College. During the next 18 to 24 months, we will develop processes and plans that will result in all students becoming members of the Radford University family by the time the integration is complete, which will also result in expanded opportunities for our students in both locations. We will be diligent in our efforts to keep interested parties informed.

**24. How will this affect Jefferson College diplomas/alumni?**

Jefferson College has a long history of teaching excellence that is validated by the success of its many alumni. Diplomas that have been issued by Jefferson College and the resulting alumni will not be impacted by a merger.

**25. Will the name of Jefferson College change? If so, to what?**

We anticipate that in some capacity the name will be updated to reflect the integration of Jefferson College into Radford University. Our teams will work closely together during the next 18 to 24 months to work through the details. We will be diligent in our efforts to keep interested parties informed.

**26. What is the impact on students currently attending Jefferson College? Will they lose any credits in the transfer?**

Radford University and Jefferson College highly value our students and will continue with our commitments to currently enrolled students to complete their program's requirements for degree completion.

**27. How will this impact the benefits of faculty or staff members from Jefferson College?**

Jefferson College faculty and staff members who integrate with Radford University will be eligible for all equivalent Radford University-related benefits.



**28. How will this impact current applicants to Jefferson College?**

There is no impact to current applicants. Nothing has changed that should deter any potential applicant from considering the many quality programs currently offered at Jefferson College. In the near term, Jefferson College students will remain students of Jefferson College. During the next 18 to 24 months, we will develop processes and plans that will result in all students integrating into the Radford University family by the time the merger is complete, which will also result in expanded opportunities for our students in both locations.

**29. How will this impact the programs currently offered by Jefferson College? Will any programs be ended?**

Both Radford University and Jefferson College have talented faculty and staff members who are singularly dedicated to our students. Our teams will work closely together during the next 18 to 24 months to determine the best structure and operations for the potential merger.

**30. Jefferson College offers associate degrees, in addition to bachelor, master and doctoral degrees – will all of these degrees continue to be offered when the potential merger is complete?**

In the near term, Jefferson College students will remain students of Jefferson College. During the next 18 to 24 months, we will develop processes and plans that will result in all students integrating into the Radford University family by the time the merger is complete, and that will result in expanded opportunities for our students in both locations. We will be making determinations regarding program offerings compatible with the potential merger during this period of analysis.

**31. Will Jefferson College students still get general education requirements through Jefferson College?**

Our analysis and planning during the next 18 to 24 months will help determine the best structure and operations for the integration, which will also result in expanded opportunities for our students in both locations.

**32. Jefferson College does not have tenure and Radford University does. How will this impact the role of faculty members at Jefferson College?**

Both Radford University and Jefferson College have talented faculty and staff members who are singularly dedicated to our students. Our teams will work closely together during the next 18 to 24 months to determine the best structure and operations for the potential merger.

**33. What will happen to the facilities associated with Jefferson College?**

Our planning during the next 18 to 24 months will determine the best structure and operations for the potential merger. We plan to operate in both Radford and Roanoke. The details of the Roanoke operations will be developed during the forthcoming analysis and planning.

**VIRGINIA TECH FAQs**

**34. How does Virginia Tech fit into this?**

Virginia Tech welcomes a more significant presence by Radford University in the Roanoke Innovation District. It will enhance the evolution of the city's health sciences and technology community.

**35. Will the Virginia Tech Carilion School of Medicine and Research Institute change?**

There are no planned changes to the Virginia Tech Carilion School of Medicine or the Virginia Tech Carilion Research Institute.

**36. What will be the effect on research?**

None.

## Radford University Faculty and Staff

---

**From:** Brian O. Hemphill, Ph.D. <bhemphill@radford.edu>  
**Sent:** Thursday, April 26, 2018 4:01 PM  
**Subject:** Establishment of Merger Committees

### MESSAGE FROM **President Brian O. Hemphill, Ph.D.**



Dear Faculty and Staff:

At the beginning of the 2018 Spring semester, an announcement was made regarding the intent to merge Jefferson College of Health Sciences into the Radford family of colleges and departments, specifically the Waldron College of Health and Human Services. Since that announcement, individuals from Carilion Clinic, Jefferson College of Health Sciences and Radford University have been working diligently to chart a clear path forward with a strong focus on enhancing opportunities for current and future students. At this time, I am pleased to share information regarding the transition structure, specifically the establishment and work of five subcommittees, as we continue the important work of connecting with our Carilion Clinic and Jefferson College of Health Sciences colleagues to move forward in accordance with the previously announced timeline of 18 to 24 months.

#### **Academic Programs and Accreditations Subcommittee**

- Kenna Colley, Ed.D., Interim Provost and Vice President for Academic Affairs (*University Lead*)
- Sandra Baker, Ph.D., Director of Institutional Effectiveness and Quality Improvement
- Corey Cassidy, Ph.D., Associate Dean of the Waldron College of Health and Human Services



- Ken Cox, Au.D., Dean of the Waldron College of Health and Human Services
- Brent Harper, D.Sc., D.P.T., Chair of the Department of Physical Therapy
- Tony Ramsey, Ph.D., Director of the School of Nursing (*Ad-Hoc Member*)
- Orion Rogers, Ph.D., Dean of the Artis College of Science and Technology
- Ashley Schumaker, Chief of Staff

### **Communication Subcommittee**

- Joe Carpenter, Vice President for University Relations and Chief Communications Officer (*University Lead*)
- Don Bowman, Public Relations Writer
- Danylle Kunkel, Ph.D., Assistant Professor of Management
- Wendy Lowery, Vice President for University Advancement (*Ad-Hoc Member*)
- Kitty McCarthy, Vice President for Enrollment Management
- Diane Millar, Ph.D., Chair of the Department of Communication Sciences and Disorders
- Susan Trageser, Associate Vice President for Student Affairs and Dean of Students
- Sherry Wallace, Director of Media Services

### **Human Resources Subcommittee**

- Stephanie Jennelle, Associate Vice President for Finance and University Controller (*University Lead*)
- Larry Ashby, Retirement and Benefits Manager
- Kenna Colley, Ed.D., Interim Provost and Vice President for Academic Affairs
- Sharla Cooper, D.N.P., Associate Director of Nursing (Undergraduate)
- Ken Cox, Au.D., Dean of the Waldron College of Health and Human Services
- Margaret McManus, University Auditor
- Chad Reed, Associate Vice President for Budget and Financial Planning
- Ashley Schumaker, Chief of Staff

### **Finance and Legal Subcommittee**

- Chad Reed, Associate Vice President for Budget and Financial Planning (*University Lead*)
- Sharon Barrett, Associate Athletics Director for Business and Finance
- Wendy Lowery, Vice President for University Advancement
- Ed Oakes, Associate Vice President for Information Technology
- Susan Schoppelrey, Ph.D., Associate Director and Professor of Social Work
- Michele Thacker, Director of Facilities Budget and Finance
- Al Wilson, Senior Assistant Attorney General, Office of the Attorney General, Commonwealth of Virginia (*Ad-Hoc Member*)

### **Student Services Subcommittee**

- Kitty McCarthy, Vice President for Enrollment Management (*University Lead*)

- Phil Hardy, Director of Graduate Recruitment (*Ad-Hoc Member*)
- Danny Kemp, Vice President for Information Technology and Chief Information Officer
- Ann Marie Klotz, Ed.D., Vice President for Student Affairs
- Sheila Krajnik, Ed.D., Assistant Professor of Occupational Therapy
- Jeanne Mekolichick, Ph.D., Assistant Provost for Academic Programs
- Jamie Penven, Ph.D., Director of Housing and Residential Life
- James Perkins, Director of University Services
- David Underwood, Chief of Police (*Ad-Hoc Member*)
- Andrea Zuschin, Ph.D., Director of Institutional Equity and Title IX Coordinator (*Ad-Hoc Member*)

These subcommittees, which include a lead from Carilion Clinic and/or Jefferson College of Health Sciences and representatives from both organizations, will formulate and submit reports and recommendations to a Steering Committee, which is comprised of the following University officials:

- Ashley Schumaker, Chief of Staff (*University Lead*)
- Joe Carpenter, Vice President for University Relations and Chief Communications Officer
- Kenna Colley, Ed.D., Interim Provost and Vice President for Academic Affairs
- Ken Cox, Au.D., Dean of the Waldron College of Health and Human Services
- Jake Fox, Ph.D., Faculty Senate President and Associate Professor of Anthropology
- Stephanie Jennelle, Associate Vice President for Finance and University Controller
- Danny Kemp, Vice President for Information Technology and Chief Information Officer
- Ann Marie Klotz, Ed.D., Vice President for Student Affairs
- Wendy Lowery, Vice President for University Advancement
- Stockton Maxwell, Ph.D., Faculty Senate Executive Council Member and Associate Professor of Geospatial Science
- Kitty McCarthy, Vice President for Enrollment Management
- Chad Reed, Associate Vice President for Budget and Financial Planning

The Steering Committee will forward its findings to an Executive Committee, which will be comprised of executives from Carilion Clinic, Jefferson College of Health Sciences and Radford University. The Academic Programs and Accreditation Subcommittee and the Communication Subcommittee, as well as the Steering Committee, were formed in late February and held initial meetings in early March. All three groups have met on multiple occasions over the course of the past two months. The Student Services Subcommittee was formed last week and will hold its initial meeting on May 7, 2018. The Human Resources Subcommittee and the Finance and Legal Subcommittee were formed earlier this week and will hold initial meetings in the near future.

Please be advised that a detailed communication, including all transition team members, will be released next week to Jefferson College of Health Sciences faculty and staff. In the spirit of collaboration and transparency, that message will be sent to the Radford

family as well. Additionally, on May 7, 2018 during the morning hours, I will participate in a town hall to be held on Jefferson College of Health Sciences' campus located in Roanoke. That afternoon, I will host a forum on our campus to be held in the Bonnie Combo Room beginning at 1:00 p.m. The purpose of both of these events is to provide an update on the merger and respond to any questions that faculty and staff may have about the transition structure, recent progress and the path forward.

As we prepare to conclude the 2017-2018 academic year, I want to express my continued appreciation for the dedicated and outstanding efforts of faculty and staff. Due to your tireless work, we are embracing the tradition and envisioning the future in our daily work and through strategic opportunities, such as this merger.

With Highlander Pride,



Brian O. Hemphill, Ph.D.  
President

 @BrianOHemphill



## Jefferson College of Health Sciences and Radford University Faculty and Staff

---

**From:** Brian O. Hemphill, Ph.D. <bhemphill@radford.edu>  
**Sent:** Wednesday, May 2, 2018 3:32 PM  
**Subject:** Update on the Planned Merger Between JCHS and RU



Dear Jefferson College and Radford University Faculty and Staff:

As the Jefferson College of Health Sciences and Radford University communities celebrate our respective graduations, please join us in expressing our appreciation and gratitude for your dedication to the success of the more than 2,100 students from our Classes of 2018. The upcoming Jefferson ceremony in the Berglund Center and the Radford ceremony on Moffett Lawn will be joyous occasions celebrating our students, their hard work and their scholarship contributions, as well as the support of their families, friends and loved ones. Our commencement ceremonies will embody their collective hopes for rewarding and fulfilling careers of our newest groups of alumni.

Both of our institutions share an enduring focus on student success. That common purpose has informed the process of bringing two communities together in advancing the proposed merger announced in January. In the interest of transparency, it is our pleasure to update you on the progress we have made toward the planned merger of Jefferson College into the Radford University family of colleges and departments, specifically the Waldron College of Health and Human Services.

To provide the organizational framework to facilitate critical decision-making, an Executive Committee, comprised of the executive leadership of Carilion Clinic, Jefferson College and Radford University, was recently formed. They will approve and implement the strategies by which the planned merger will move forward in accordance with the previously announced timeline of 18 to 24 months.

To study and prepare the reports and recommendations that guide those strategies and plans, as well as to explore the many other detailed aspects of the merger, a Steering

Committee was also formed. Supporting the Executive and Steering Committees with more detailed analysis and recommendations will be a structure of five subcommittees, each with faculty, staff and administrators representing all three entities:

- Academic Programs and Accreditation
- Communication
- Human Resources
- Finance and Legal
- Student Services

Both the Communication and Academic Programs and Accreditation Subcommittees were formed in February and have been meeting since March. Appointments to the other three subcommittees were recently finalized, and those subcommittees soon will hold initial meetings and begin to lend support and expertise to the effort by which Jefferson College and Radford University will together become a preeminent provider of health sciences, health care and human services programming in Virginia. This merger would result in a dynamic professional educational entity to serve the citizens of Southwest Virginia and a robust engine of economic growth in the Roanoke Valley and across the Commonwealth of Virginia.

Our letter to you today is the latest in our pledged effort to update you regarding the unique and valuable opportunities this proposed merger affords us. Forums with faculty and staff at both of our institutions are scheduled for Monday, May 7 at these locations and times:

- Jefferson College: Room 617 at 9:00 a.m.
- Radford University: Bonnie Combo Room at 1:00 p.m.

The forums will serve as opportunities to update you on the merger and respond to any questions you may have about the transition structure, recent progress and the path forward.

The Communication Subcommittee is in the process of developing a website in order to facilitate timely information and updates for our students, faculty and staff regarding some of the many details related to the planned merger, including subcommittee assignments and noteworthy milestones and developments, as they become available. An announcement will be made when that website is launched.

As we look to elevate our current partnership into becoming an institution that serves students, faculty, staff, alumni, supporters, neighbors and the Commonwealth of Virginia, we rely confidently on the individual strengths of our two historic institutions and the collaborative spirits of our local communities. Our institutions' heritages of service, reputations for excellence and financial strength supply a powerful momentum to the planned merger.

Together, we can and will distinctively enhance the quality of health care education for our students and provide access to top-notch clinical experiences and research that will



in turn benefit citizens of the Roanoke Valley, Southwest Virginia and Commonwealth of Virginia.

With Blue Healer and Highlander Pride,



Brian O. Hemphill, Ph.D.  
President, Radford University

 @BrianOHemphill

Nathaniel L. Bishop, D.Min.  
President, Jefferson College of Health  
Sciences

## Jefferson College of Health Sciences and Radford University Faculty and Staff

---

**From:** Brian O. Hemphill, Ph.D. <bhemphill@radford.edu>  
**Sent:** Monday, July 2, 2018 1:49 PM  
**Subject:** Update on the Merger Between JCHS and RU



Dear Jefferson College and Radford University Faculty and Staff:

We would like to update you on the on-going progress to bring the Jefferson College academic portfolio and its valued team of educators and staff into the Radford University family of colleges and departments, primarily the Waldron College of Health and Human Services. The detailed process of bringing the two communities together has gained momentum. Our goal is to have all of the processes in place for the two entities to operate as part of Radford University by the summer of 2019 with the merger completed on August 22, 2019, as we begin the 2019-2020 academic year.

As we look to elevate our current partnership into becoming the premier regional healthcare education institution serving students, faculty, staff, alumni, supporters, neighbors and the Commonwealth of Virginia, we acknowledge and rely on the individual strengths of our two historic institutions and the collaborative spirits of our dedicated and talented faculty and staff. As such, the Executive Committee, composed of Carilion Clinic, Jefferson College and Radford University leadership, is working to welcome Jefferson College personnel and its portfolio of programs and services into Radford University.

To guide the implementation and explore the many aspects of merging our two institutions, several subcommittees have been working diligently toward realizing the merger. Administrators and experienced faculty and staff from both institutions serve on these subcommittees and have been assessing the many elements of this exciting, but complex, initiative and have made a number of recommendations. As a result of this detailed and important work, which included program leaders and faculty from both institutions, the Steering Committee recently approved – and the Executive Committee



affirmed – several recommendations from the Academic Programs and Accreditation Subcommittee regarding Jefferson College’s academic programs.

The following Jefferson College programs will be accepted and fully integrated into Radford University’s portfolio:

- Emergency Services (Bachelor of Science);
- Nursing – Accelerated (Bachelor of Science);
- Nursing – Family Nurse Practitioner (Master of Science);
- Nursing – Nursing Administration (Master of Science);
- Occupational Therapy (Doctorate);
- Physician Assistant (Master of Science); and
- Respiratory Therapy (Bachelor of Science).

Additionally, the Jefferson College programs in Nursing Post-Licensure (RN to BSN) (Bachelor of Science) and Occupational Therapy (Master of Science) will accept Radford University’s curriculum and discontinue current curriculum. Jefferson College programs in Physical Therapy Assistant (Associate of Applied Science) and Surgical Technician (Associate of Applied Science) will be part of a Level 1 teach-out at Radford University and are proposed for transfer to Virginia Western Community College, pending review and action of the Commonwealth of Virginia.

The following program recommendations will be considered by the Steering Committee later in July:

- Biomedical Sciences (Bachelor of Science);
- Healthcare Administration (Master);
- Healthcare Management (Bachelor of Science);
- Health Sciences (Bachelor of Science and Doctorate);
- Medical Laboratory Sciences (Certificate and Bachelor of Science);
- Nursing – Pre-Licensure Traditional (Bachelor of Science);
- Occupational Therapy Assistant (Associate of Applied Science); and
- Public Health (Bachelor of Science).

With this announcement regarding academic programs, many of you will have the need to seek further information related to your personal situation. At this time, the Human Resources Subcommittee is working diligently to reconcile the various personnel and benefits policies that govern our organizations. The subcommittee will share comprehensive information about its recommendations when completed. As additional information develops, it will be posted on a newly-developed website available at the following link: [Merger Initiative](#).

This communication represents our pledged effort to inform you about the progress toward fulfilling the unique and valuable opportunity presented by this proposed merger. Prior to this update, the latest information available was provided during a series of town halls in early May with faculty and staff on both campuses. At those sessions, several faculty and staff members expressed understandable concerns about merger-related

issues pertaining to employment status and benefit packages. These concerns were clearly heard and have informed the discussions among the subcommittees. Summaries are available at the following links: [Jefferson College Town Hall](#) and [Radford University Town Hall](#).

The Jefferson College and Radford University communities share an enduring focus on student success. Our institutions' histories and traditions of service, reputations for excellence and financial strength provide a solid foundation for success. As educators and clinicians, we can build from that foundation in becoming a preeminent provider of health sciences, healthcare and human services programming. Together, we can distinctively enhance the quality of healthcare education for our students and provide them unparalleled access to valuable clinical experiences and research opportunities. From there, our students may then confidently enter our region's communities, hospitals, clinics and homes to enhance the health and well-being of our region and the Commonwealth of Virginia as a whole.

We appreciate all the hard work to-date in bringing the merger closer to reality. Your feedback and perspectives have been tremendously helpful and informative. Each member of the Jefferson and Radford teams serves a vital role in making this initiative successful for our students and our communities.

With Blue Healer and Highlander Pride,



Nathaniel L. Bishop, D.Min.  
President, Jefferson College of Health  
Sciences



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



# President Hemphill hosts Radford forum about JCHS-Radford merger

President Brian O. Hemphill met with more than 50 Radford University staff and faculty in the Hurlburt Student Center Combination Room on May 7 to review the progress of the impending merger between Radford and Jefferson College of Health Sciences.

The Radford University session came after a morning session in Roanoke during which President Hemphill met with Jefferson faculty and staff about the merger to create a preeminent provider of health sciences, health care and human services programming in Virginia and a robust engine of economic growth in the Roanoke Valley and across the Commonwealth of Virginia.

“It is our intent to have everything complete and ready for the merger by the summer of 2019 with the full merger occurring by the fall of 2019,” the President said.

He characterized his morning session with Jefferson personnel as “a great conversation about this particular opportunity to bring two entities together and do something powerful for Virginians.”

At the Radford session, questions were raised about a variety of topics, such as supervision and curriculum drift of distant programs, programmatic duplication and student clinical placement opportunities, as well as logistical aspects such as administrative and technical support, transportation and dovetailing the two institutions’ recruitment efforts.



*President Hemphill briefs the Radford community of faculty and staff about the impending Jefferson College of Health Sciences merger.*

During his comments, President Hemphill detailed the merger planning committee structure – Executive, Steering and five topical subcommittees that will develop the recommendations that inform and guide the Executive Committee as it implements the merger. President Hemphill was joined by members of the Radford University leadership team as he responded to questions that arose.

For example, Waldron College of Health and Human Services Dean Kenneth Cox spoke about the Academic Programs and Accreditation Subcommittee’s weekly efforts toward synchronizing the two organizations’ academic offerings. Vice President of Information Technology Danny

Kemp discussed the Student Services committee and its work that will integrate the technological infrastructure.

“Our commitment is to hold on to the great things going on at Jefferson and fit them into our system here and the great things Radford is doing,” President Hemphill said.

President Hemphill highlighted that the merger is a waypoint.

“Even when we complete the merger, we will not be done,” President Hemphill said. “There will still be work to do. We will continue to innovate and to improve.”

As part of his discussion, President Hemphill expressed a commitment to frequent communications and periodic forums in an effort to keep the Radford family updated about the upcoming merger.

May 14, 2018  
Don Bowman  
(540) 831-5182  
[dbowman@radford.edu](mailto:dbowman@radford.edu)

# Radford University President Dr. Brian O. Hemphill Addresses Town Hall Meeting at Jefferson College of Health Sciences

On Monday, May 7, 2018, Radford University President Dr. Brian O. Hemphill welcomed approximately 125 members of the Jefferson College of Health Sciences faculty, staff and administration to a town hall-style meeting on the college's campus at Carilion Roanoke Community Hospital. The meeting was an opportunity for Jefferson employees to hear an update on the potential merger of the two institutions and to ask questions about the process going forward.

After welcoming everyone, including members of the Radford leadership team, Dr. Hemphill asked for a moment of silence in honor of Virginia Tech President Emeritus Charles William Steger, Jr., who died Sunday evening at his home in Blacksburg.

Dr. Hemphill thanked everyone who has been involved in the transition planning since the January announcement of the intent to merge for the positive work they have already done and for the dedication to the process demonstrated by each member of the five subcommittee planning teams. Those teams include: Academic Programs and Accreditation, Communications, Student Services, Human Resources, and Finance and Legal.



*Radford University President Brian O. Hemphill addresses approximately 125 members of the Jefferson College of Health Sciences faculty, staff and administration to a town hall-style meeting on the college's campus at Carilion Roanoke Community Hospital.*

“The whole purpose around the subcommittees is to form recommendations that will be forwarded to the Steering Committee,” Dr. Hemphill said. “The Steering Committee will then take time to consider the best course forward and make recommendations to the Executive Committee, who will make final decisions after information has been vetted already at two levels.”



Dr. Hemphill added that the Executive Committee is composed of himself, Jefferson College President Dr. Nathaniel L. Bishop, Carilion Clinic President and CEO Nancy Howell Agee and others in leadership positions at all of the parties involved.

The Academics Programs and Accreditation Subcommittee has been meeting since March and has developed a number of recommendations for consideration, Dr. Hemphill continued, and we can expect more of these types of movements going forward. Within the next two weeks, representatives on the final subcommittees who have yet to meet—Human Resources and Finance and Legal—will be finalized and begin conducting their own meetings.

“Our timing as it relates to this, our intent and our work is working toward having everything, for the most part, completed for the merger by next summer, looking at a fall of 2019 implementation,” Dr. Hemphill said. “That is the game plan—everything we do this summer and into next year is being done with the expectation of the merged entity welcoming its first class that fall.”

Dr. Hemphill then began taking questions from the Jefferson community.

#### **What types of topics the subcommittees are working on?**

“Each subcommittee began with a charge, but there are things that each group will discover that we haven’t even considered,” Dr. Hemphill said. “We’re counting on that to help us navigate the merger.”

#### **Why does the estimated fall of 2019 completion of the merger not match up with the communicated 18-24 month merger timeframe?**

Dr. Hemphill said that starting from the time of the announcement in January 2018 to the implementation in the fall of 2019, it would span about 18 months. As a result, the merger is on track to have in place in summer 2019 what would be necessary for a fall 2019 implementation.

#### **Are there recommendations the subcommittees have made that could be shared?**

Referring back to the process for considering recommendations, Dr. Hemphill said after the Executive Committee has had time to consider the recommendations. The first meeting of the Executive Committee is scheduled to take place later in May.

#### **From the Director of a two-year program: How should we talk with prospective students about what to expect by the time they graduate? Will their diplomas say Jefferson College or Radford University?**

Dr. Hemphill said that if all timelines were met, they would most likely graduate from Radford. However, all of that timing will depend on the work and recommendations of the subcommittees. It will depend on what we encounter as we continue through the merger process.

**Based on the strategic vision of Radford, was the decision to merge related to the university wanting a presence in Roanoke, or to expanding their health sciences educational offerings?**

Dr. Hemphill said that Radford has had a presence in Roanoke for approximately 25 years through the Higher Education Center. He said that Radford's interest is in developing a signature identity. Within the confines of that conversation, health and human services programs were highlighted in Radford's most recent strategic planning process. The proposal to merge came about organically as a result of conversations among Radford, Jefferson and Carilion, as each entity was charting out its path.

"This was not something that was on my mind when I got here," Dr. Hemphill said, "but based on conversations with Nancy Agee and Dr. Bishop, as well as based on the strengths of both Jefferson and Radford, it became clear this was the solution when you look at the competitive and changing nature of higher education."

**What is the plan for faculty and staff who are within two years of retirement?**

Dr. Hemphill said that as part of this process, the HR subcommittee will address these kinds of topics, but that he and Dr. Bishop have already begun discussing how to develop and offer opportunities to employees in situations like this.

Dr. Hemphill said, "We know that you have spent your career working toward this point. We are going to be sensitive to that. It's important to you and it's important to us as well. This is one of the first topics we want the HR subcommittee to work on and it will take planning with Carilion to develop processes that are best for those individuals."

**What kinds of governmental approvals are still needed for this merger to take place?**

Dr. Hemphill assured the audience that before the announcement was made and committees began their work, several government officials and agencies, including SCHEV and SACSCOC, among others, were consulted or notified. The response from all of them was overwhelmingly positive, particularly due to the types of efficiencies and economic advantages that could result, while keeping students in the Commonwealth of Virginia.

Dr. Hemphill pointed to the relationship between Carilion and the Virginia Tech Carilion School of Medicine as a possible model for how this kind of merger can be done efficiently and effectively.

**Will tuition reimbursement and other benefits that Carilion employees have used to advance their educations continue?**

Dr. Hemphill indicated this was one of the topics that would be addressed by the HR subcommittee.



**Will the merger be totally complete by the fall of 2019?**

Dr. Hemphill said that most work leading up the merger would be complete on that timetable. However, there may be issues and obstacles that will arise during the planning process and thereafter that will require ongoing study to complete.

**Will the Roanoke campus be a branch campus of Radford or an extension campus?**

Dr. Hemphill said that the merged school would not be a branch campus. He said that this will be an educational site of Radford, with Jefferson's programs merged into the existing colleges and schools of Radford University.

**Will the existing student support services be housed at Radford with students traveling to use them? Or, will there be services on the Roanoke site?**

Dr. Hemphill said that with the expected expansion and growth in health and human services education, student services will need to be offered in Roanoke. He went on to say that the Student Services subcommittee would examine and make recommendations as to how those services would be structured.

**How will leadership and administration at this site be structured and located?**

Those will be things that will be sorted out by the HR subcommittee and recommendations will be made as to how that will look post-merger.

"Now is not the time to begin to look toward a job change," Dr. Hemphill said. "I think that would be extremely premature at this stage because you have something very special here and the last thing I'm interested in doing is coming in and trying to break all of that up. I want to make sure that we combine your expertise and our expertise to continue doing the great things we've been doing, but to take it to another level."

Dr. Hemphill went on to say that there are programs that Jefferson provides that Radford doesn't and vice-versa. This allows us to take the best of what each institution offers, embrace the strengths each brings to the table and create different pathways for our students.

**What is your vision for how the conversation continues long after the ink is dry so we can continue to grow to meet the needs of health and human services in Roanoke, Radford and beyond?**

"If we're not in the business of seeing how we can innovate and reinvent ourselves to better what we're doing; if we're not interested in seeing how we can improve operations, we're just maintaining. If you're in the business of maintaining, you're an organization waiting to die," Dr. Hemphill said. "You must continue to look at how you're improving on daily basis. While you're just maintaining, there are other organizations out there constantly improving for their students. This is the way we live; this is the way we work. The status quo doesn't work in this

environment. There's a reason why 12 universities have merged within the Georgia system. I can say 100 percent, we will continue to work and advance to become even stronger."

**When can faculty and staff expect to see a comprehensive benefit package so they can make informed decisions?**

The HR subcommittee will begin addressing that soon and will analyze how Jefferson, Radford and Carilion benefits compare.

**How will the process for clinical placements change after the merger? Will the merged entity have any kind of priority with Carilion?**

"As we move forward with this, I can say the commitment from Carilion to provide us with top-notch placements isn't going anywhere," Dr. Hemphill said. "The commitments that Jefferson and Radford have with Carilion and other health systems aren't going anywhere. We will continue placing our students in the very best opportunities available for them and for the merged entity."

**What is the most recent information available about what will happen to Jefferson's associate programs?**

Dr. Hemphill said that there is ongoing study taking place now within the Academic Programs and Accreditation Subcommittee about how those programs will evolve and transform. There is a commitment to those programs and to the graduates who come from those programs. More information will be provided when it becomes available.

**What will happen if a Jefferson employee is making more than their equivalent position at Radford? What if an employee is making less?**

Dr. Hemphill said that employment laws govern these types of situations. "Some of you may make a little more than our folks and some may make a little less," Dr. Hemphill said. "We aren't going to ask someone to do the same job for less. You have lives, you have families and we're going to be sensitive to that. We say that it's the 'Radford family for a reason and the last thing we want to do is take an action that will reduce people's overall pay moving forward." The HR subcommittee will be studying the salary questions over the next few months to make recommendations.

Dr. Hemphill also addressed the equity between positions and salary. At an institution as large as Radford, there are continual studies of pay equity. While salary increases can't be guaranteed, Jefferson employees who become Radford employees will be considered for these types of adjustments along with their new Radford colleagues.



**Will the complexity of clinical placements increase when Jefferson is no longer part of Carilion?**

Dr. Julie DeLoia, Jefferson's Dean of the College, said that we don't get shortcuts because we've been part of Carilion. Both Radford and Jefferson follow stringent guidelines to place students. That won't change post-merger. We will still work on finding the best possible placements for our students.

**What kind of lead time will Jefferson employees get to make employment decisions?**

Dr. Hemphill again pointed to the HR subcommittee and its work. "The sooner we can have them starting those conversations, the better," Dr. Hemphill said. "I'm asking folks to be patient and understand that these are important topics that are being considered now."

**Why has the HR group not begun meeting if it's an essential component of the merger?**

"There are some things that Radford, Carilion and Jefferson needed to work through before certain committees could begin meeting," Dr. Hemphill said. "We're pretty close to working through those issues, so those committees are close to meeting. Plus, we needed to gather some data before the committees could meet."

**What is the likelihood that a Jefferson employee will continue to be based in Roanoke?**

"As we continue thinking about the opportunities this merger presents, we want to continue to expand and grow here," Dr. Hemphill said. "The likelihood of having people drive to Radford is pretty small. We want to continue what we're doing here because of the synergy and opportunity that Roanoke presents in the health industry."

**Will Jefferson faculty be on a tenure system at Radford, considering that they aren't currently at Jefferson?**

Dr. Hemphill indicated that this will be something the Academic Programs and Accreditation and HR subcommittees will study further as the merger process continues. There are "non-tenured" faculty positions at Radford as well and there may be options for Jefferson faculty without credentials or experience needed for tenure.

**Will open positions at Jefferson be filled and how do you address the upcoming merger with prospective employees?**

Dr. Hemphill emphasized transparency and the positive trajectory that the merger offers, and that both Jefferson College and Radford University are approaching from positions of strength. "Share the benefits and the positives with employees and students about the merger," he said. "We know that this merger is happening. There is a whole list of positives available on the website that we can share with those interested in us."

**Are the associate degree programs involved in the merger transition subcommittees? If the two-year programs have concerns who should we talk to?**

Dr. Hemphill said that Dr. DeLoia is co-chairing the Academic Programs and Accreditation subcommittee. She is the advocate for the two-year programs and all of the programs from Jefferson as the merger progresses. Dr. Hemphill suggested that Jefferson employees forward questions to Dr. DeLoia, who will take them to her committee and to the Presidents for consideration.

**When can faculty members expect a standard message and share with students applying to our programs about the merger?**

Dr. DeLoia said that by mid-summer, those messages should be complete and there will be a communication plan for that. Dr. Hemphill added that the merger is going to move forward and that this initiative wasn't undertaken to fail. He encouraged everyone to be honest with whom they talk and let them know about all the advantages that will come as this merger happens.

**Will there be a new building to house the merged entity?**

At some point down the road, that may happen. For now, the focus is on successfully completing the merger.

**Will all of the software systems be merged by this time next summer to ensure we're all using the same thing?**

Dr. Hemphill said that will be one of the ongoing projects that will be addressed during the merger and afterward.

**Will all Jefferson programs end up in the Waldron College at Radford?**

Not necessarily. Dr. Hemphill said that there are Deans from several of the Radford colleges on the subcommittees to ensure programs are placed in the most logical and effective places to produce successful graduates.

**Jefferson has positioned itself as a research institution, as part of Carilion Clinic. Will that continue as the merger moves forward?**

While Radford has not traditionally been known as a research university, Dr. Hemphill said that all involved are dedicated to providing opportunities to faculty interested in pursuing research. More to come.

**Have all Boards involved in the merger approved moving forward, or does that come later?**

Dr. Hemphill said that the Radford, Carilion and Jefferson boards agreed to move forward with the announcement made in January 2018. After the subcommittees complete their work, and it

has been vetted by the Steering and Executive Committees, final implementation plans will be presented to the boards.

May 14, 2018

Mark Lambert, Senior Consultant for Communications & College Relations at Jefferson College of Health Sciences

(540) 985-9031

[malambert@jchs.edu](mailto:malambert@jchs.edu)



# Transition Structure

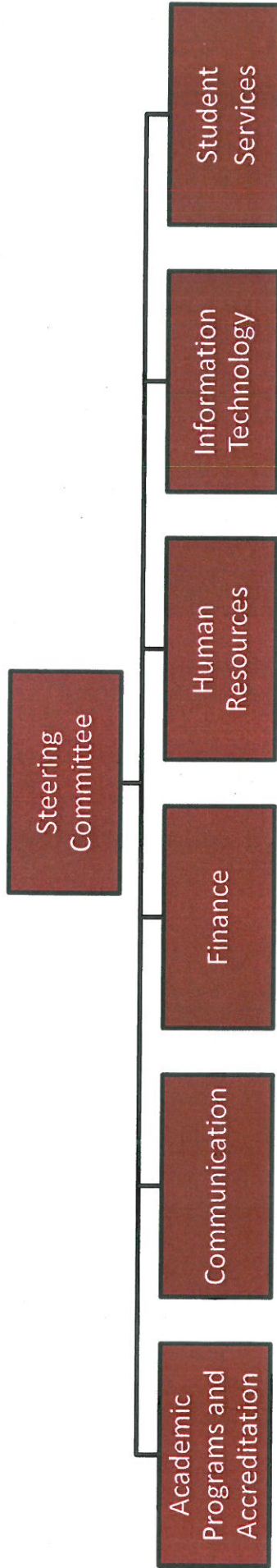
---

Executive  
Committee  
*(Quarterly Meetings)*

Steering Committee  
*(Monthly Meetings)*

# Transition Structure

---



**Jefferson College of Health Sciences**  
Business Operations

**Degree Programs:**

- 3 Associate Degrees
- 5 Certificate Programs
- 10 Bachelor Degrees
- 5 Master Degrees
- 2 Doctorate Degrees
- 25 Total Programs Available**

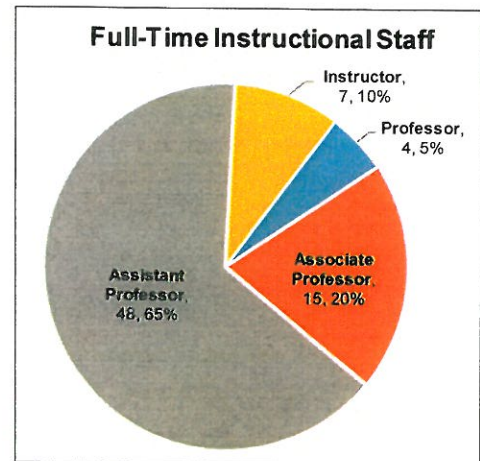
	Degree Completions		
	2014-15	2015-16	2016-17
Associates	76	61	67
Bachelors	176	203	198
Masters	79	80	93
Doctorate	-	-	-
<b>Total Degrees</b>	<b>331</b>	<b>344</b>	<b>358</b>

**Annual Enrollments:**

	Annual Enrollment - FTE					
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Undergraduates	792	774	770	806	763	759
Graduates	234	229	266	279	296	346
<b>Total Students</b>	<b>1,026</b>	<b>1,003</b>	<b>1,036</b>	<b>1,085</b>	<b>1,059</b>	<b>1,105</b>

**Employment:**

	Employment by Category		
	Full-Time	Part-Time	Total
Instructional	74	106	180
Librarians / Curators	6	2	8
Other Staff	60	13	73
<b>Total Staff</b>	<b>140</b>	<b>121</b>	<b>261</b>



Other Staff will include Academic Affairs, Student Affairs, Financial Operations, Information Technology, Administrative Support, and Facilities.

**Operations:**

	Actuals	Plan
	2016-17	2017-18
<b>Revenue</b>	<b>\$27,295,784</b>	<b>\$28,206,566</b>
Personal Services	16,125,531	16,756,693
Nonpersonal Services	9,284,429	9,621,688
<b>Total Expense</b>	<b>\$25,409,960</b>	<b>\$26,378,381</b>
<b>Net Surplus / (Deficit)</b>	<b>\$1,885,824</b>	<b>\$1,828,185</b>

	Annual	Pr Year
	UG Tuition	%Change
2013-14	\$22,400	---
2014-15	\$23,080	-3.0%
2015-16	\$24,000	-4.0%
2016-17	\$24,700	-2.9%
2017-18	\$25,400	-2.8%
2018-19	\$26,416	-4.0%

**Tuition Assistance (TAG) Awards**

Undergrads	Total Awards	Average
------------	--------------	---------

Included in Revenue is Student Financial Aid activity:  
Sponsorship, Work Study, Pell Grant, and TAG Revenue

2015-16	617	\$1,665,467	\$2,699
2016-17	515	\$1,482,637	\$2,879
2017-18	500	\$1,502,289	\$3,005



- The Finance Sub-Committee does not meet until Tuesday, June 26, 2018. Financial discussions will pick up at that time.
- **Operating Support:**
  - Tentatively, the University intends to request a technical reallocation of Tuition Assistance Grant (TAG) funds to increase financial aid. The amount requested is based on current grant related activity.
    - According to SCHEV TAG awards in 2017-18 totaled \$1,707,422; of which \$1,502,289 (or 88%) was directed toward eligible undergraduates
- **Need Based Financial Aid:**
  - Based on EFC levels of undergraduates enrolled at JCHS for 2017-18, it is estimated 564 students are eligible for VGAP/Virginia Commonwealth. (Max \$12,000 EFC)
    - To meet this full need, based on Radford University's 2018-19 financial aid awarding standards, it would require about \$4,000,000 in additional funding.
    - In 2017-18 VGAP/Commonwealth helped to support approx. 70% of eligible students. Using this same funding level we would anticipate receiving \$2,800,000 in additional funds.
    - For graduate students approximately \$300,000 – 350,000 in Virginia Graduate Commonwealth Award is requested.

*2017-2018 Academic Program Offerings*

***Certificate Programs***

1. *Bioethics*
2. *Biology*
3. *Healthcare Administration*
4. *Medical Laboratory Science*

***Associate's Degree Programs***

1. *Occupational Therapy Assistant*
2. *Physical Therapist Assistant*
3. *Surgical Technology*

***Bachelor's Degree Programs***

1. *Biomedical Sciences*
2. *Emergency Services*
3. *Health Sciences (Traditional/3+ 1 Programs)*
4. *Healthcare Management*
5. *Medical Laboratory Science*
6. *Nursing: Accelerated Pre-License*
7. *Nursing: Pre-License*
8. *Nursing: RN to BSN*
9. *Public Health*
10. *Respiratory Therapy*

***Master's Degree Programs***

1. *Family Nurse Practitioner*
2. *Healthcare Administration*
3. *Nursing Administration*
4. *Occupational Therapy*
5. *Physician Assistant*

***Doctoral Programs***

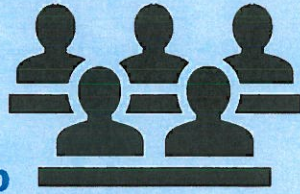
1. *Health Sciences*
2. *Occupational Therapy*



# BE Counted 2017-2018

## Enrollment

1,151



Graduate: 32%

Undergraduate: 68%

Source: FA17 Census



Average Undergraduate  
Financial Aid Gift

\$9,427

Source: SCHEV FA (FA 2015)

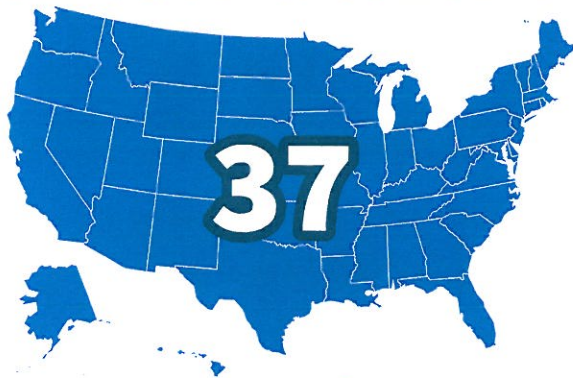
Average Class Size  
(Undergraduate)

17.5 Students

Source: Roster Report (FA 16-SP17)



## Our Students Come From



States Across the Country

Including Washington, DC and the U.S. Virgin Islands

Source: FA17 Census



First-Time Licensure/  
Certification Pass Rate

93% First Attempt

Source: IE Report

100%

Clinical Programs Accredited

Source: Accreditation Chart



## Employers Rating Jefferson College Graduates Good/Excellent

Compared to Other  
Schools' Graduates



100%

Source: 2016 Employer Survey (Class of FA14, SP15, SU15)

## Taking at Least One Online Course

70.4%

## Taking All Courses Online

28%



Source: 2016-17 Fact Book



96.5%

Employed Within Six  
Months of Graduation

Source: FA15, SP16, SU16 Alumni Survey

Jefferson College  
of Health Sciences

at CARILIONCLINIC

BE inspired. BE challenged. BE prepared.

BE Next

Page 171 of 164

1-888-985-8483 • www.jchs.edu • admissions@jchs.edu



# JEFFERSON COLLEGE MERGER INITIATIVE

Officials from Carilion Clinic, Jefferson College of Health Sciences and Radford University announced in Jan. 2018 they intend to merge Jefferson College into the Radford University family of colleges and departments.

“Radford University and Jefferson College have a robust history of collaboration, and these two great institutions are now working toward an even stronger partnership,” said Dr. Brian O. Hemphill, president of Radford University. “This endeavor benefits the students, faculty, staff, alumni, supporters and communities of both institutions, along with the Commonwealth of Virginia and the entire region.”

“Both schools are approaching this potential merger from positions of institutional excellence and financial strength. We’re combining forces to create something even bigger and better for the entire Commonwealth,” said Dr. Nathaniel L. Bishop, president of Jefferson College. “We believe that together, we can enhance the quality of health care education and research better than we could individually.”

Carilion Clinic currently owns and operates Jefferson College.

The merger planning process is expected to take 18 to 24 months. Radford University, Jefferson College and Carilion Clinic officials will work closely during this time to develop processes and procedures to facilitate the integration.

“Radford University and Jefferson College have a robust history of collaboration, and these two great

“As we work carefully during the next several months to determine the best structure, we will be diligent in our efforts to keep stakeholders informed about the process,” Hemphill said.



**CARILION  
CLINIC**



**Jefferson College  
of Health Sciences**  
at CARILIONCLINIC

**RADFORD  
UNIVERSITY**

institutions are now working toward an even stronger partnership.”

Dr. Brian O. Hemphill, Radford University  
President

Radford University officials intend to welcome Jefferson College primarily into its Waldron College of Health and Human Services.

“Jefferson College already enjoys a wonderful relationship with Radford University,” said Bishop. “This next step makes sense for both institutions, and serves to enhance Radford University’s reputation as a premier educational destination for those seeking careers in nursing, health care and health

sciences.”

Jefferson College brings 35 years of history as an accredited institution and has grown from 200 to about 1,150 students in that time. Jefferson College is one of the top producers of nursing and allied health professionals in the region and is in the top 10 in the Commonwealth of Virginia.

---

# A PARTNERSHIP: MEETING THE GROWING HEALTH CARE NEEDS IN VIRGINIA



## A Collaborative Past

Radford University, Jefferson College and Carilion Clinic boast a long list of collaborative endeavors.

When the Roanoke Memorial Hospital School of Nursing closed in 1988, a partnership was developed to transition the program to Radford University. The partnership increased the size of Radford University's nursing program and allowed students to receive half of their training at Roanoke Memorial. Today, many Radford University students continue their clinical education at the hospital.

Carilion Clinic has provided student health services to Radford University since 1999.

Carilion Clinic employs hundreds of Radford University graduates, including more than 350 Radford University nursing graduates on its staff – 40 of whom were hired in 2016 alone.

Radford University, Jefferson College and the Virginia Tech Carilion School of Medicine collaborated in 2015 to establish the Virginia Intercollegiate Anatomy Lab, housed at Jefferson College.

Radford University's Doctor of Physical Therapy program was integrated with Jefferson College's Roanoke campus in 2011, and it has promoted interaction between program participants and major health care providers in the region.

More than 500 Radford University students participated in job shadowing, clinical rotations or internships with Carilion Clinic from 2016 to 2017.

Carilion Clinic provides event coverage, athletic training and sports clinics to Radford University Athletics.

Carilion Clinic's active patient treatment areas provide Radford University students invaluable access to real-world clinical experiences.

“Carilion Clinic is proud to have nurtured Jefferson's growth, as it established a reputation for developing ethical, knowledgeable, competent and caring health care professionals,” said Nancy Howell Agee, president and CEO of Carilion Clinic. “Joining the Radford University family is a wonderful opportunity for Jefferson College. And now is the right time as the vision for a health sciences and



The potential merger will allow the health and human services programs from both institutions to have access to ongoing research and enable collaboration in ways not previously available.” Hemphill said. “Our faculty and staff members on both campuses can integrate and better collaborate for the benefit of our students.”

Dr. Brian O. Hemphill, Radford University  
President

technology campus in Roanoke comes to life. Partnerships among leading academic institutions strengthen our region as a destination for health education and research, and ultimately drive economic development.”

Students from both Radford University and Jefferson College will have access to enhanced educational opportunities, including clinical rotations and internships, and Radford University will continue to partner with Carilion Clinic to utilize its facilities and research capabilities. The potential merger will create the second largest nursing program in Virginia.

“The potential merger will allow the health and human services programs from both institutions to have access to ongoing research and enable collaboration in ways not previously available,” Hemphill said. “Our faculty and staff members on both campuses can integrate and better collaborate for the benefit of our students.”

“We are confident this partnership will help better prepare our students by providing access to the latest research and top-notch clinical experiences,” said Hemphill. “We believe this will encourage potential students to seek health care careers and stay in the Commonwealth to work. There’s no doubt this will provide increased access to health care education.”



# SACSCOC Required Annual Board Self-Evaluation

RADFORD  
UNIVERSITY

# The Principles of Accreditation

---

- Standard 4.2.g
- The governing board defines and regularly evaluates its responsibilities and expectations.



# The Principles of Accreditation

---

- Notes and Rationale
- Questions to Consider
- Sample Documentation
- Open Discussion





# RESOURCE MANUAL

for The Principles of Accreditation:  
Foundations for Quality Enhancement





**4.2.g** The governing board defines and regularly evaluates its responsibilities and expectations. (*Board self-evaluation*)

### Rationale and Notes

As the body that holds in trust the fundamental autonomy and ultimate well-being of the institution, the governing board of the institution is a critical element in the success of the institution. Good institutional governance requires that the board systematically asks itself, “How are we doing? What are we doing? Are we as effective as a board as we can be?” The process of institutional improvement underlies the *Principles of Accreditation*. While the means by which a governing board participates in that process may be different in scope, tone, and detail than that of the rest of the institution, it is still a necessary element in institutional leadership.

A good starting place is a self-reflective examination of the issues that underlie the governance standards of the *Principles of Accreditation* and the “Questions to Consider” in this section of this *Resource Manual*. How this is done is something best determined by a governing board itself. Some institutions use a board retreat format. Some boards build self-reflection into an annual orientation/reorientation of the board. Some boards facilitate this process by using external resources such as a facilitator or a book, although that is not a requirement of this standard. What is expected of this standard is something more substantive than a statement that “the board conducted a self-evaluation.”

#### NOTE

*If the institution has multiple governing boards [see Standard 4.3 (Multi-level governance)], then the institution should address the self-evaluation process for all relevant boards.*



## Questions to Consider

- What are the legal obligations of board members? Does each member of the board understand these expectations?
- Do bylaws and other written documents for board procedures make clear the role of and limits of board actions?
- Do bylaws and other written documents for board distinguish the roles between the board (policy-making) and the CEO (administrative)?
- Is the board structure working well? Are committee responsibilities well defined?
- Is the orientation of new board members effective?
- How does the board stay informed as to the financial health of the institution?
- How does the board maintain its focus on the institutional mission?
- Is review of the mission statement a regular expectation of the governing board?
- What is the relationship between the institution's chief executive officer and the institution's governing board?
- What protections are built into the board structure to ensure the board is not subject to undue influence by a minority of members or by external forces?
- Are board minutes clear and accurate? Do they provide sufficient detail to capture the results of deliberations?
- Do board procedures regarding protection from internal conflicts of interest work appropriately?
- Does the board have a functioning self-evaluation process?
- Are procedures for CEO succession clear?
- If the governing board interacts with other boards (e.g., system boards, foundation boards, alumni boards), are duties and expectations clear?

## Sample Documentation

- Statements of board responsibilities and expectations.
- Schedule used by the board for self-review.
- Board policies and procedures regarding board self-evaluation.
- Board minutes or reports detailing the findings of board self-evaluation.
- Materials used as part of the self-examination process (e.g., excerpts from board books, retreat handouts, summaries).

## Reference to SACSCOC Documents, If Applicable

None noted.

# Built to Last

RADFORD  
UNIVERSITY



# Built to Last

---

**Exploring the successful habits that help the visionary company outperform the competition.**

**To be built to last you have to be built to change.**

# Today's Conversation

---

## Theme:

Preserve the core and stimulate progress, focusing on culture and continuous improvement.

## Context:

Radford University - Jefferson College of Health Sciences - IMPACT

## Perspectives:

Readers = Leadership

Faculty and Staff = Creating a Culture

Students = Customers

**RADFORD**  
UNIVERSITY

**Jefferson College**  
*of Health Sciences*  
at CARILION CLINIC 





# Core Ideologies

---

*Ideas* drive visionary organizations.  
Visionary companies have *core ideologies*:



This is who we are.

**This is what we stand for.**

This is what we are all about.

# What do we have in our toolbox?

---

**Mission**

**Vision**

**Core Values**

**Strategic Plan**

**Faculty**



**Staff**



**Students**



**Alumni**



**Volunteers**



# RU Vision

---

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

# RU Mission

---

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

Page 169 of 264

# RU Core Values

---

- Student Empowerment and Success
- Excellence
- Inclusiveness
- Community
- Intellectual Freedom
- Innovation
- Sustainability



# Preserve the Core and Stimulate Progress

---

**Core ideology is not enough. Visionary companies couple ideology with a relentless drive for progress that impels forward movement in everything but the core.**

*“You can’t just keep doing what works one time, because everything around you is always changing. To succeed, you have to stay out in front of that change.” - Sam Walton*



NORDSTROM

# Nordstrom Employee Handbook

---

## WELCOME TO NORDSTROM

We're glad to have you with our Company.

Our number one goal is to provide  
**outstanding customer service.**

Set both your personal and professional goals high.

We have great confidence in your ability to achieve them.

### Nordstrom Rules:

**Rule #1: Use your good judgment in all situations.**

There will be no additional rules.

Please feel free to ask your department manager, store manager or division general manager any question at any time.

Page 193 of 264

# Group Discussion

---

**Create a 75 word employee handbook which exhibits clarity of who RU is, what RU is about and what RU is trying to achieve.**

**Indoctrination**

**Tightness of fit**

**Elitism**

# Culture

---

An organization that preserves ideology in specific ways. Reinforcing signals that indoctrinate people and create a sense of belonging to something special and impose tightness of fit.





# Evidence of Cultism

---

**Orientation programs**

**Ongoing training**

**Publications, website**

**Expectations of loyalty**

**Celebrations to reinforce successes**

**Emphasis on “family feeling”**

# Group Discussion

---



NORDSTROM

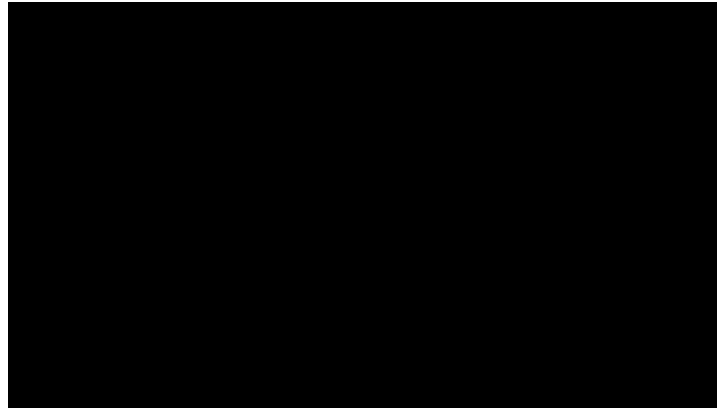
- “Buy-in” mechanisms
- Celebrations that reinforce success, belonging and specialness
- Verbal and written emphasis on values, heritage and sense of being part of something special

# Good Enough Never Is

---

“Don’t bother just to be better than your contemporaries or predecessors. Try to be better than yourself.”  
- William Faulkner

“People would always say to my father, ‘Gee whiz, you’ve done real well. Now you can rest.’ And he would reply. ‘Oh no, got to keep going and do it better.’” - J. Willard Marriott, Jr.



# Group Exercise

---



**How can we reduce complacency and bring about change and improvement from within yet remain true to our core ideology?**



**How do we continue to build for the long-term even during difficult times?**



**How can we encourage all faculty and staff at RU (and JCHS) to understand comfort is not the objective - that life in a visionary environment is not supposed to be easy?**



**Do we reject doing well as an end goal, replacing it with the never-ending discipline of working to do better tomorrow that we did today?**

# What next?

---

- ↪ **How can we enhance our culture?**
- ↪ **How do we continually improve?**
- ↪ **How do we stick to our core values while impacting change?**



---

**“We’re proud of our successes, and we celebrate them. But the real excitement comes in figuring out how we can do even better in the future. It’s a never-ending process of seeing how far we can go. There’s no ultimate finish line where we can say we’ve arrived, I never want us to be satisfied with our success, for that’s when we’ll begin to decline.”**

**- Hewlett Packard marketing manager**

**RADFORD UNIVERSITY BOARD OF VISITORS**  
**June 28, 2018**

**Annual Notification Regarding Indebtedness of State Agencies**

**Item:**

Annual notification to the members of governing boards of each state agency regarding the indebtedness of state agencies.

**Background:**

Section 4-3.01 of the General Provisions of the 2018 Virginia Acts of Assembly, Chapter 2, requires the Governor to bring the deficit provision to the attention of the members of the governing board of each state agency and directs the agency head to acknowledge that each member of the board has been provided notice of this information.

To remain in compliance with this state policy, attached are the following documents for your review and information:

- A. Budget Instructions from the Virginia Department of Planning and Budget (June 2018)
- B. Section 4-3.01 of the General Provisions of the 2018 Virginia Acts of Assembly, Chapter 2
- C. Section 2.2-2100 of the Code of Virginia

**Action:**

None. Informational item only.

# Deficits

---

## Section 4-3.01 Requirements

Section 4-3.01 of Chapter 2 prohibits agencies from obligating or expending general fund amounts in excess of appropriations or obligating or expending at a rate that would result in expenditures in excess of nongeneral fund revenue collections and appropriations, without prior approval by the Governor. The prohibition from incurring a deficit applies to the legislative, judicial, and executive branch, as well as independent agencies that are designated in Chapter 2 by title and assigned a three digit agency code by DPB.

Agency analysis and monitoring of expenditures against cash, allotments, and appropriations are critical to avoid incurring a deficit at the close of the fiscal year. Agencies must alert DPB as soon as possible if a problem is detected and anticipated at year-end close. Any agency currently aware of potential deficits **should** notify DPB immediately. **Do not** wait until year-end close is underway.

Agencies **should not** assume that expenditures in excess of appropriations will be met from unappropriated nongeneral funds, by transfers from other current appropriations, or from appropriation of prior-year, unexpended balances. Each agency's request for an appropriation allotment, or any other action which requires executive approval, will be treated (in the absence of any specific statement to the contrary) as the representation that approval of the request will neither directly nor indirectly result in a deficit.

Pursuant to § 4-3.01, if any agency violates any of the prohibitions stated above and incurs an unauthorized deficit, the Governor is directed to withhold approval of such excess obligation or expenditure. The section stipulates that there will be no reimbursement of said excess, nor shall there be any liability or obligation upon the state to appropriate funds to address the unauthorized deficit. Instead, those members of the governing board of any such agency who shall have voted, or its head if there is no governing board, shall be personally liable for the full amount of such unauthorized deficit. At the discretion of the Governor, violators shall be deemed guilty of neglect of official duty, and will be subject to removal from his/her position.

## Required Form

Section 4-3.01 also requires the Governor to bring the deficit provision to the attention of the members of the governing board of each state agency or the agency head if there is no governing board. Consistent with this provision, the agency head is directed to acknowledge the receipt of this notification by completing the form found in **Appendix**

- A. The form is also available on DPB's Web site at the following link:

### [2019 Deficit Provision Acknowledgement Form](#)

A signed form is required from each cabinet secretary and all agency heads in the legislative,

judicial, and executive branches and the independent agencies. **Acknowledgement cannot be delegated and must contain the original signature of the cabinet secretary or agency head.**  
The signed form must be returned to the following address by **Wednesday, July 18, 2018**:

Budget Operations, Debt Acknowledgment  
Department of Planning and Budget  
Patrick Henry Building, Room 5040  
1111 East Broad Street  
Richmond, Virginia 23219-1922

The heads of agencies with governing boards must also provide each board member with a copy of this notice and of § 4-3.01. The governing boards are those classified as supervisory boards in § 2.2-2100, Code of Virginia. Agency heads are also requested to provide the material to any board members and fiscal officers who may be appointed in the future.

**Sec. 4-3.01 of the General Provisions of the 2018 Virginia Acts of Assembly, Chapter 2**

§ 4-3.01 DEFICITS

a. GENERAL:

1. Except as provided in this section no state agency shall incur a deficit. No state agency receiving general fund appropriations under the provisions of this act shall obligate or expend moneys in excess of its general fund appropriations, nor shall it obligate or expend moneys in excess of nongeneral fund revenues that are collected and appropriated.

2. The Governor is authorized to approve deficit funding for a state agency under the following conditions:

- a) an unanticipated federal or judicial mandate has been imposed,
- b) insufficient moneys are available in the first year of the biennium for start-up of General Assembly-approved action, or
- c) delay pending action by the General Assembly at its next legislative session will result in the curtailment of services required by statute or those required by federal mandate or will produce a threat to life, safety, health or property.
- d) Such approval by the Governor shall be in writing under the conditions described in § 4-3.02 a Authorized Deficit Loans of this act and shall be promptly communicated to the Chairmen of the House Appropriations and Senate Finance Committees within five calendar days of deficit approval.

3. Deficits shall not be authorized for capital projects.

4. The Department of Transportation may obligate funds in excess of the current biennium appropriation for projects of a capital nature not covered by § 4-4.00 Capital Projects, of this act provided such projects a) are delineated in the Virginia Transportation Six-Year Improvement Program, as approved by the Commonwealth Transportation Board; and b) have sufficient cash allocated to each such project to cover projected costs in each year of the Program; and provided that c) sufficient revenues are projected to meet all cash obligations for such projects as well as all other commitments and appropriations approved by the General Assembly in the biennial budget.

b. UNAUTHORIZED DEFICITS: If any agency contravenes any of the prohibitions stated above, thereby incurring an unauthorized deficit, the Governor is hereby directed to withhold approval of such excess obligation or expenditure. Further, there shall be no reimbursement of said excess, nor shall there be any liability or obligation upon the state to make any appropriation hereafter to meet such unauthorized deficit. Further, those members of the governing board of any such agency who shall have voted therefor, or its head if there be no governing board, making any such excess obligation or expenditure shall be personally liable for the full amount of such unauthorized deficit and, at the discretion of the Governor, shall be deemed guilty of neglect of official duty and be subject to removal therefor. Further, the State Comptroller is hereby directed to make public any such unauthorized deficit, and the Director, Department of Planning and Budget, is hereby directed to set out such unauthorized deficits in the next biennium budget. In addition, the Governor is directed to bring this provision of this act to the attention of the members of the governing board of each state agency, or its head if there be no



governing board, within two weeks of the date that this act becomes effective. The governing board or the agency head shall execute and return to the Governor a signed acknowledgment of such notification.

c. **TOTAL AUTHORIZED DEFICITS:** The amount which the Governor may authorize, under the provisions of this section during the current biennium, to be expended from loans repayable out of the general fund of the state treasury, for all state agencies, or other agencies combined, in excess of general fund appropriations for the current biennium, shall not exceed one and one-half percent (1 1/2%) of the revenues collected and paid into the general fund of the state treasury as defined in § 4-2.02 b. of this act during the last year of the previous biennium and the first year of the current biennium.

d. The Governor shall report any such authorized and unauthorized deficits to the Chairmen of the House Appropriations and Senate Finance Committees within five calendar days of deficit approval. By August 15 of each year, the Governor shall provide a comprehensive report to the Chairmen of the House Appropriations and Senate Finance Committees detailing all such deficits.

**§ 2.2-2100. Classification of executive branch boards, commissions and councils.**

A. Effective July 1, 1986, every collegial body established by law or executive order within the executive branch of state government shall be classified according to its level of authority as follows:

"Advisory" - A board, commission or council shall be classified as advisory when its purpose is to provide advice and comment to an executive branch agency or office. An advisory board, commission or council serves as a formal liaison between the agency or office and the public to ensure that the agency or office understands public concerns and that the activities of the agency or office are communicated to the public. An advisory board, commission or council does not serve a regulatory or rule-making purpose. It may participate in the development of public policy by providing comment and advice.

"Policy" - A board, commission or council shall be classified as policy if it is specifically charged by statute to promulgate public policies or regulations. It may also be charged with adjudicating violations of those policies or regulations. Specific functions of the board, commission or council may include, but are not limited to, rate setting, distributing federal funds, and adjudicating regulatory or statutory violations, but each power shall be enumerated by law. Policy boards, commissions or councils are not responsible for supervising agencies or employing personnel. They may review and comment on agency budget requests.

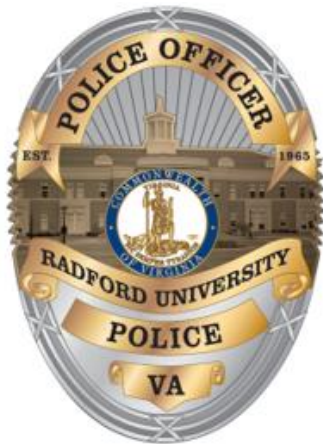
"Supervisory" - A board, commission, or council shall be classified as supervisory if it is responsible for agency operations including approval of requests for appropriations. A supervisory board, commission, or council appoints the agency director and ensures that the agency director complies with all board and statutory directives. The agency director is subordinate to the board. Notwithstanding the foregoing, the Board of Education shall be considered a supervisory board.

B. Each executive branch board, commission or council shall be assigned only one of the above classifications. The classification for boards and councils that are created by law shall be designated by the enabling legislation. The classification for commissions that are created by executive order shall be designated by the executive order.

(1985, c. 419, § 9-6.25; 2001, c. [844](#).)

# Campus Safety and Security

Board of Visitors  
Annual Retreat  
July 11, 2018



**RADFORD**  
UNIVERSITY

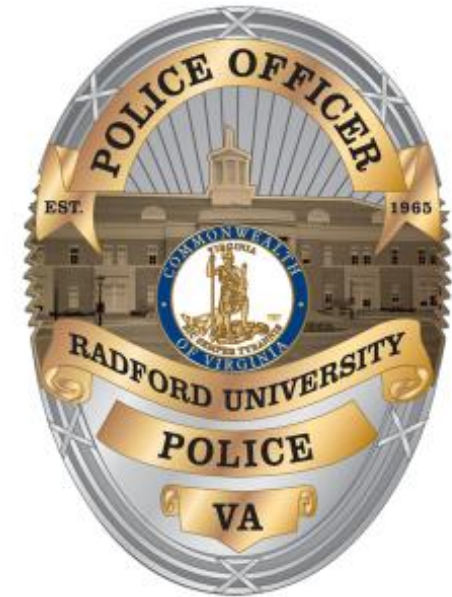


# RUPD Police Services

---

- The Radford University Police Department (RUPD) provides police services to the university community consisting of more than 11,500 students, faculty, staff and visitors on campus on any given day.
- The Radford University Police Department (RUPD) provides 24-hours-a-day patrol protection to the campus, parking lots, residence halls and other properties owned or controlled by the university.
- RU Police Officers are vested with full law enforcement powers and responsibilities, identical to the local police or sheriff's department.
- University Police share concurrent jurisdiction with the Radford City Police Department for streets adjacent to the university.

RADFORD UNIVERSITY POLICE DEPARTMENT



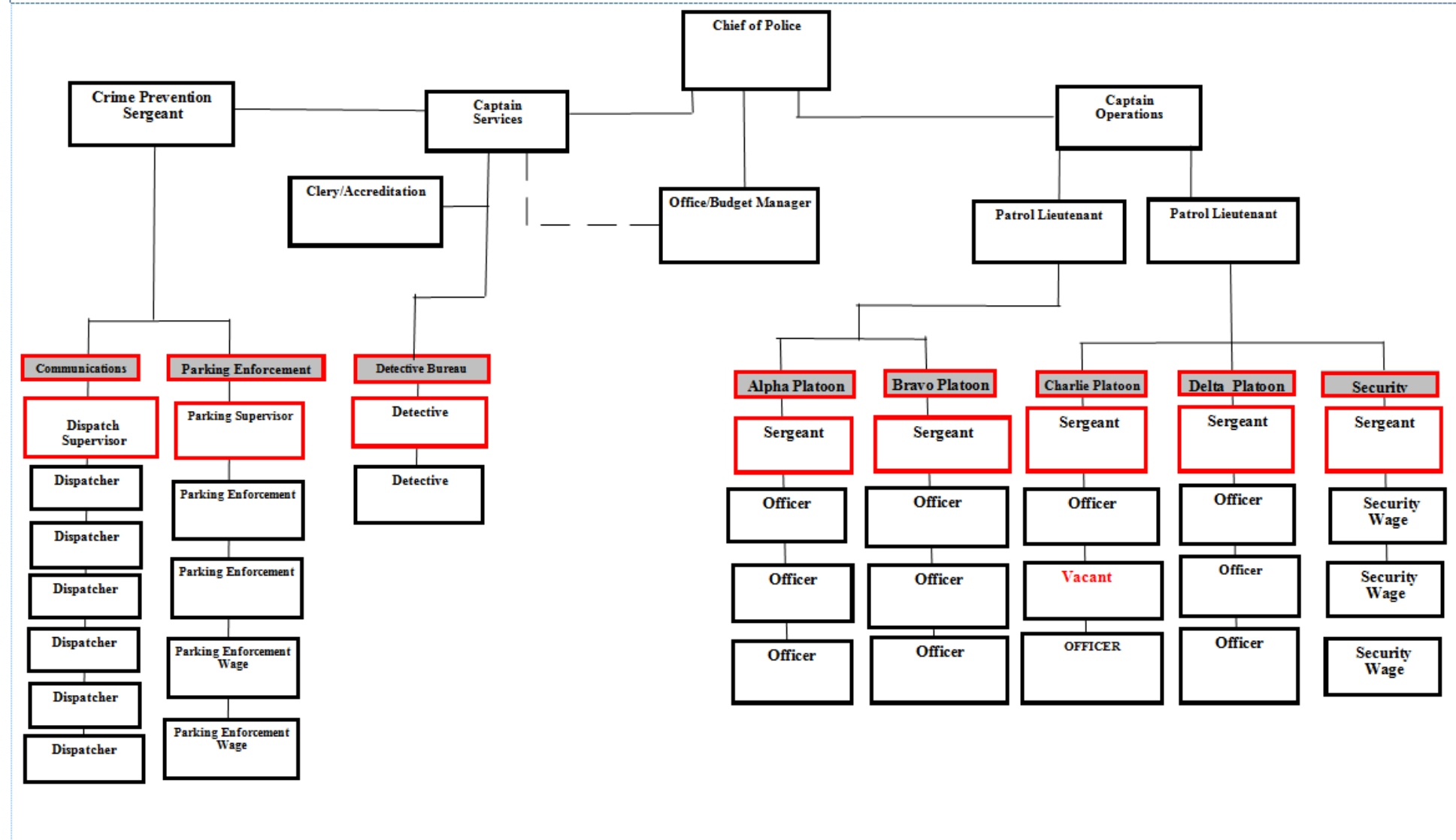
# RUPD Current Staffing Level

---

- RUPD is a 24-hour operation 365 days a year.
- The department is made up of 36 FTE and 5 part time employees divided into various units, each with a specific function.
- 24 Sworn Officers
  - 1-Chief, 2-Captains, 2- Lieutenants, 5-Sergeants, 13-Officers and 1- Detective
- 17 Civilians
  - 7 FTE Dispatchers
  - 1 Full Time Clerical/Accreditation Coordinator
  - 3 Part Time Lock-up/Security Officers
  - 3 FTE Parking Enforcement Officers and 2 Part Time
  - 1 FTE Administrative Staff



# Radford University Police Department



RUPD ORGANIZATIONAL CHART

# RUPD Police Services

---

University police officers are responsible for a full range of public safety services including:

- All Crime Reports
- Investigations
- Medical Emergencies
- Fire Emergencies
- Traffic Accidents
- Enforcement of Laws
- Regulating Criminal Activity
- All Other Incidents Requiring Police Assistance



# RUPD Personnel Training

---

Personnel have been trained in numerous specialties including:

- Active Shooter
- Tactical Medic
- Hostage Negotiations
- Bomb Threats
- Critical Incident Response
- First Aid / CPR, Hazardous Materials Response
- Mental Health Crisis Intervention
- Crime Prevention and Special Investigations



# State Accredited Police Agency

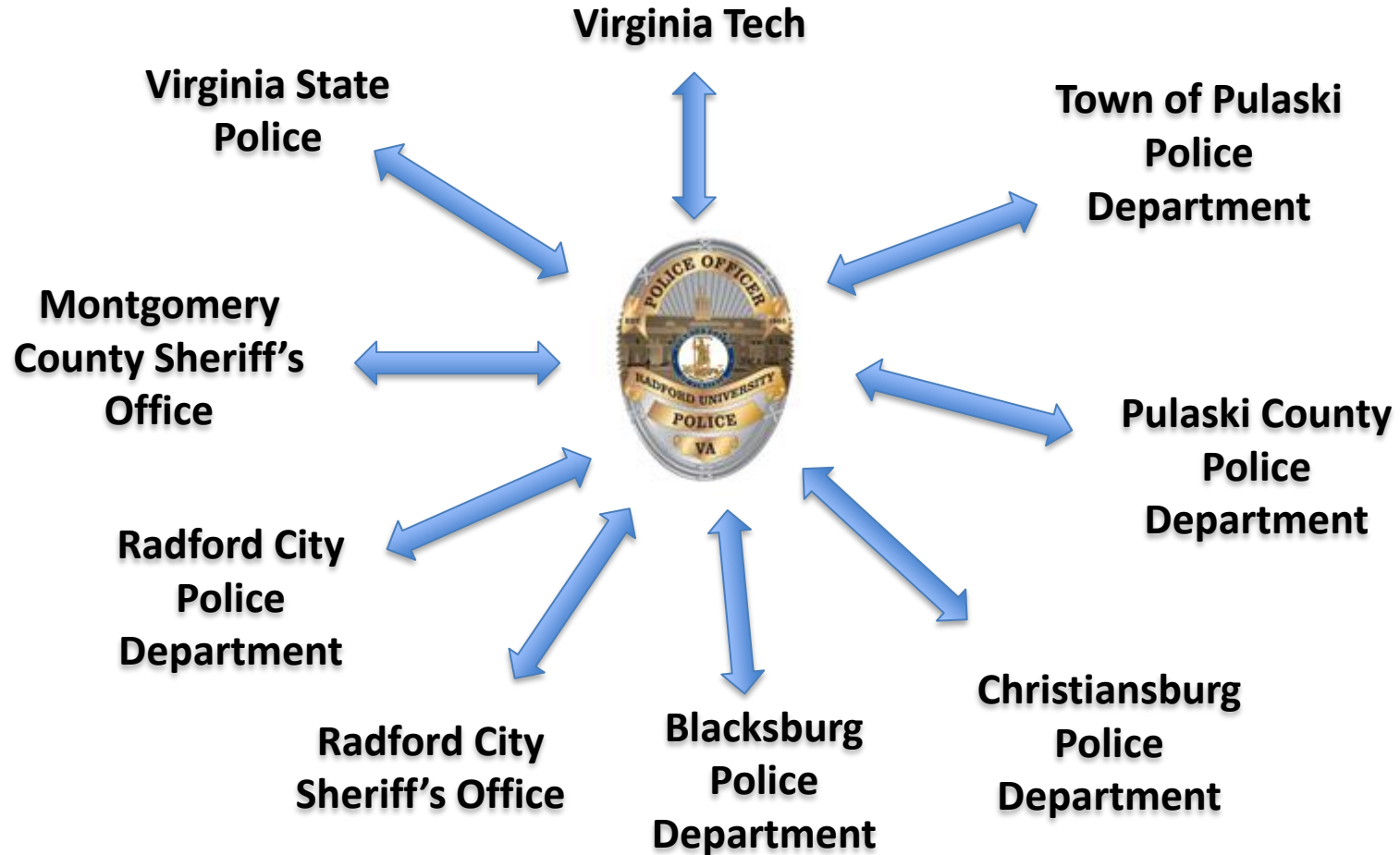
---

- Radford University Police Department is a fully accredited police agency and required to be re-accredited every four years.
- RUPD is accredited through (VLEPSC) Virginia Law Enforcement Professional Standards Commission.
- The Radford University Police Department became the Commonwealth's first college or university police agency to earn State Accreditation.
- There are 190 Professional Standards that have to be met to become accredited through VLEPSC.
- The Department has been state accredited since January 2001 and received re-accreditation in January 2017.



# Mutual Aid Agreements

Radford University Police Department has Mutual Aid with the following localities:





# Office of Emergency Management

---

- Tasked with the overall emergency operations planning and continuity of operations planning for the University.
- Responsible for emergency management training, planning, coordination and implementation of all FEMA, Virginia Department of Emergency Management and Homeland Security related activities including alert technologies, drills and establishment of regional partnerships.
- Provide direction/oversight for Office of Environmental Health and Safety.



# Safety and Security Planning

---

- The University maintains a number of plans related to incident response, safety, security and over all emergency management.
- The two overarching plans are the Emergency Operations Plan (EOP) and the Continuity of Operations Plan (COOP).
- The EOP also includes many Incident Annex (IA) Sections that are incident specific procedures and supporting documents that are directly linked to the EOP to provide resources to support planning and response processes.

The annexes include:

- Active Threat Incident
- Bomb Threat/ Explosion incident
- Emergency Medical Services
- Evacuation
- Fire Incident
- Flooding Incident
- Hazardous Materials
- Natural Disaster
- Tornado
- Hurricane
- Severe Weather
- Inclement Weather
- Pandemic Plan (Infectious Disease Outbreak Control Plan)

# Emergency Operations Plan - Background

---

- Virginia Department of Emergency Management (VDEM) provides oversight and assistance to institutions of higher education for compliance with Governor's Directive 41 and applicable Virginia Administrative Code sections.
- Governor's Directive 41 for Institute of Higher Education requires:
  - Emergency Operation Plan/Crisis Emergency Management Plan
    - The governing board of each public institution of higher education shall develop, adopt and keep current a written crisis and emergency management plan.
    - 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.
    - The Radford University Director of Emergency Management conducts annual reviews of the Emergency Operations Plan between May and September.
    - The plan is subsequently reviewed by the Chief of Police, Director of Emergency Management and the Vice President for Finance and Administration before presentation to the President and the Emergency Operations Team in compliance with [Code of Virginia § 23.1-804](#).

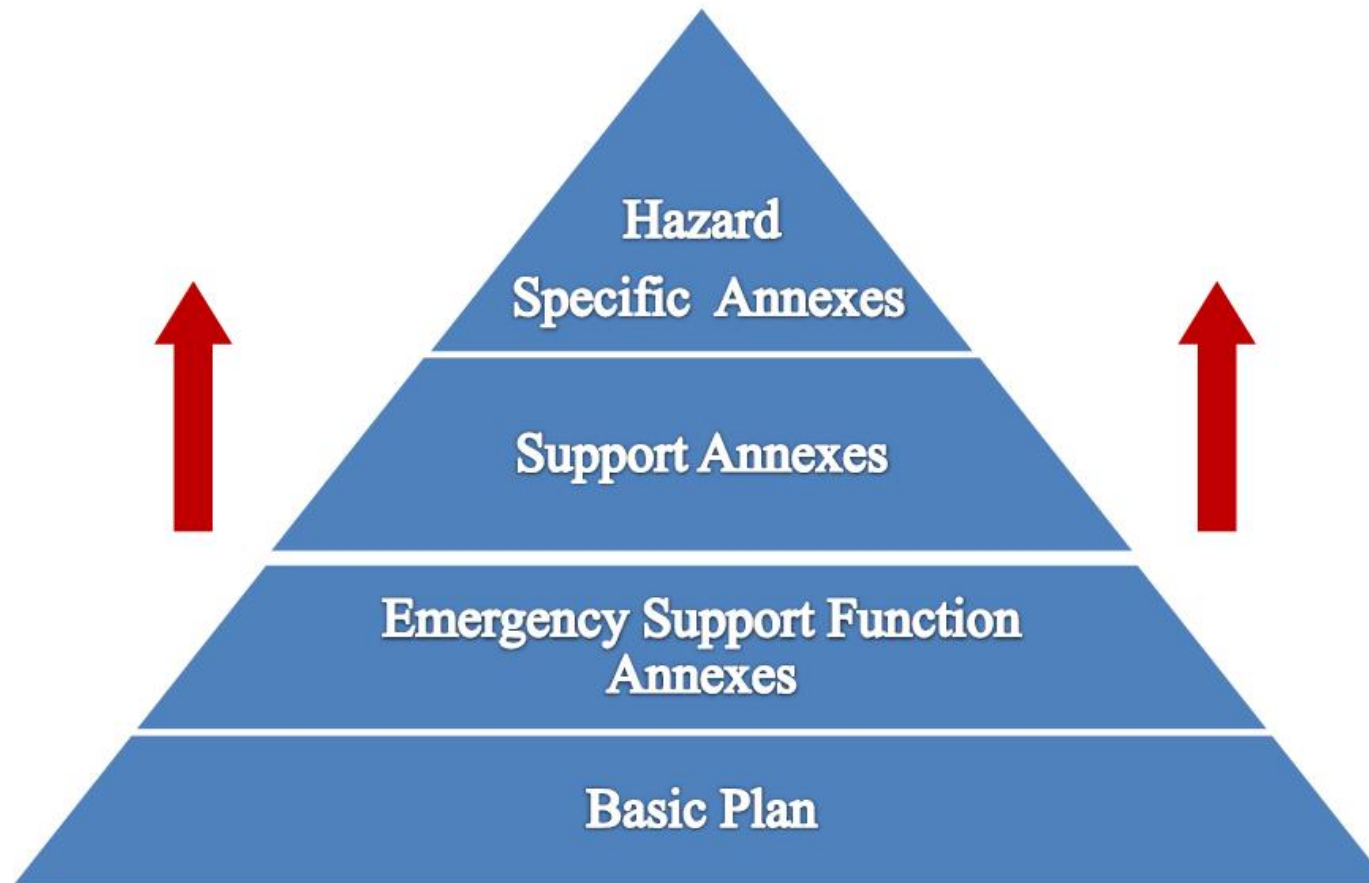
# Incident Management Activities

---

- The EOP addresses the full spectrum of activities related to local incident management including prevention, preparedness, response and recovery actions. This plan focuses on those activities that are directly related to an evolving incident or potential incident that may impact Radford University.
- Examples of incident management actions include, but are not limited to:
  - Increasing public awareness
  - Coordinating protective measures across the campus
  - Increasing countermeasures such as inspections, security, and infrastructure protection
  - Conducting public health assessments and conducting a wide range of prevention measures to include, but not limited to immunizations
  - Providing immediate and long-term public health and medical response assets
  - Coordinating Radford University, regional, state, and federal support in the aftermath of an incident
  - Providing strategies for coordination of resources
  - Enabling immediate recovery activities, as well as addressing long-term consequences in the impacted area.

# Incident Management Activities

---





# Purpose & Promulgation

---

- The purpose of the Emergency Operations Plan is to establish the legal and organizational basis for operations at Radford University to effectively respond to and recover from disasters and/or emergency events or situations.
- The promulgation document puts the plan “in force.”
  - It announces the plan and makes it official, giving both authority and responsibility to those organizations identified within it to perform their given tasks.
  - Describes the process and responsibilities for those tasked with identifying, preparing and maintaining standard operating procedures that explain “how” the tasks will be completed.
  - Commits those organizations tasked to train and exercise as appropriate to successfully be able to implement the plan.

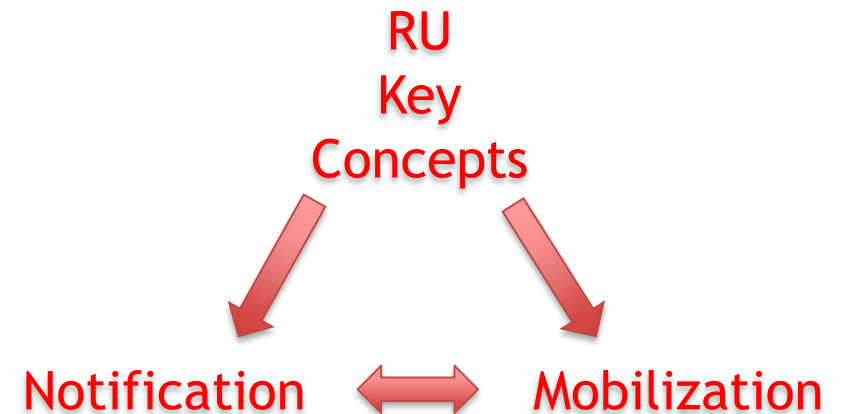


## Emergency Operations Plan

# Key Concepts

---

- Systematic and coordinated incident management, including protocols for:
  - Incident reporting
  - Coordinated action
  - Alert and notification
  - Mobilization of resources
  - Operating under differing threats Integration of crisis and consequence management functions

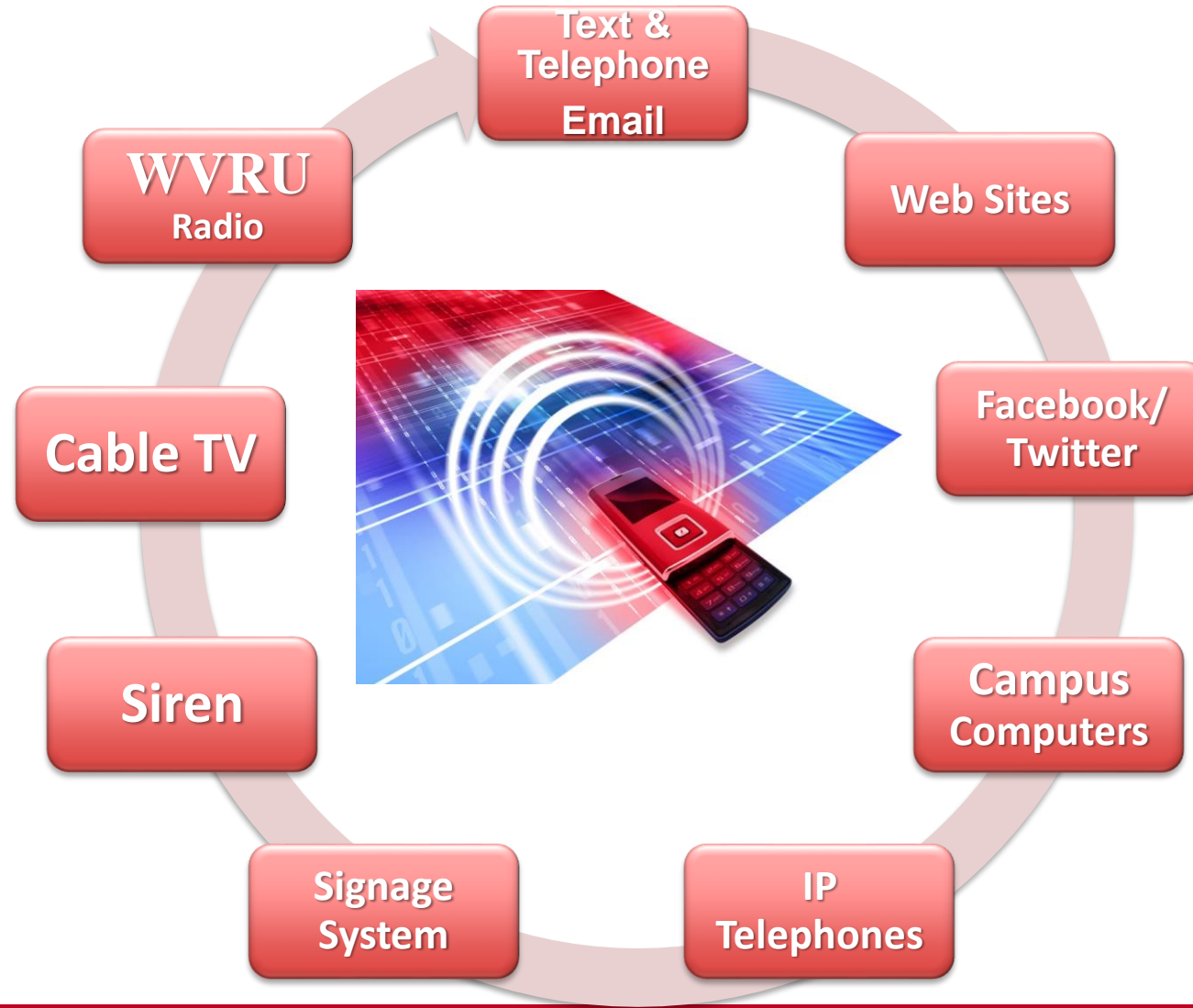


# Alerts and Notification

---

- Proactive notification (Radford University Alert) and deployment of resources in anticipation of or in response to catastrophic events including Radford University coordination and collaboration with federal, state, private entities and other local governments (e.g. City of Radford) when possible.
- How does the RU inform you about an emergency/incident on or near the campus?
  - RU Alerts
  - LiveSafe App
  - Outside siren/public address speaker arrays at four separate locations across campus are utilized to broadcast messages
  - Emergency Messages are distributed on RU desktop computers and desktop phones which have to be acknowledged before either can be used.
  - RU Facebook and Twitter

# RU Alert



# On-Scene Incident Commander

- The On-Scene Incident Commander is the first qualified responder on the scene who automatically takes charge of the scene.
- Job tasks of the Incident Commander include:
  - Task command staff in the field with identifying and assessing the problem on-scene;
  - Devising a plan to deal with the problem;
  - Acquire resources to carry out the plan; and
  - As the incident progresses, the role of the On-Scene Incident Commander may be transferred to meet the needs of the incident.





# Emergency Operations Center - Executive Team

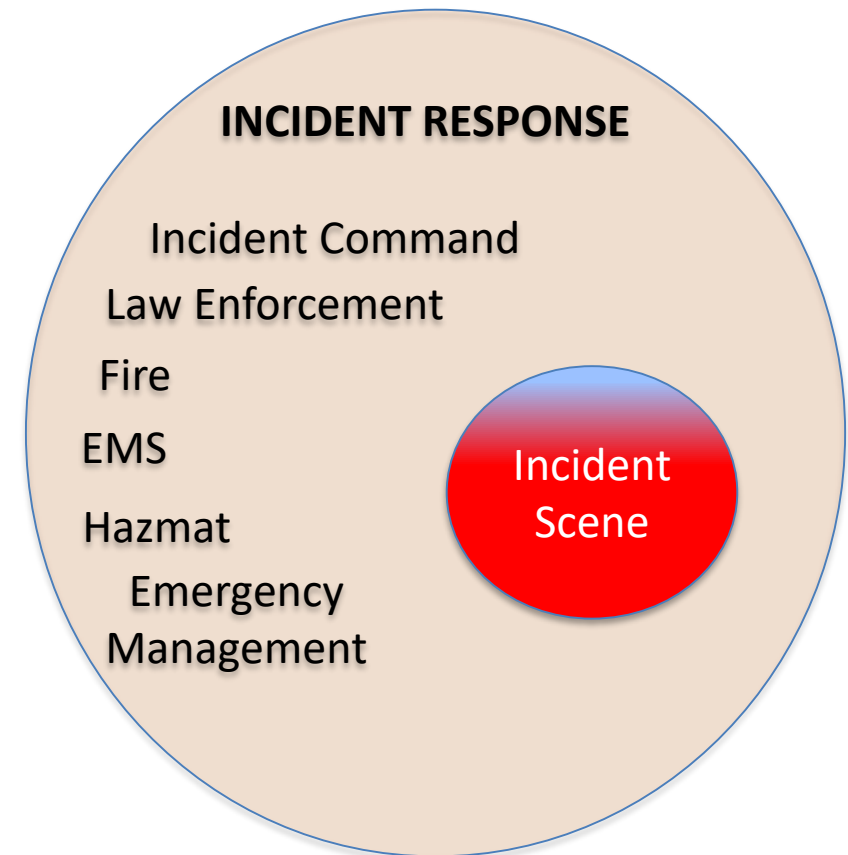
---

- The Emergency Operations Center Executive Team will normally staff the Emergency Operations Center during an emergency and are assigned by title and may be called, as required, in an emergency event. Additional staff may also be called depending on the emergency
- The Emergency Operations Executive Team consists of:
  - University President (Emergency Operations Center Commander);
  - University Chief of Staff;
  - Vice President for Finance and Administration (Alt. Emergency Operations Center Commander);
  - Provost and Vice President for Academic Affairs;
  - Vice President for Student Affairs;
  - Vice President for University Relations;
  - Vice President for Information Technology;
  - Director of Emergency Management and Emergency Coordination Officer;
  - Chief of Police;
  - Executive Director for Facilities Management; and
  - Additional support personnel as directed by the President.

# Command Staff in the field

---

- Command Staff in the field are responsible for management functions, including:
  - Setting incident objectives, strategies and priorities;
  - Incident safety;
  - Maintaining liaisons with other participating agencies; and
  - Providing information to stakeholders including the Radford University Emergency Operations Center Commander.



# President's Role During an Emergency

---

- The President oversees all line and staff functions as the accountable Emergency Operations Center Commander unless that role is delegated for any reason.
- In the role of Emergency Operations Center Commander, the President's duty includes, but is not limited to:
  - Provides support, as requested, to the On-Scene Incident Commander in command of active life-and-death situations;
  - Provides leadership and plays a key role in communicating to the public, and in helping students, staff, parents, and Radford regional partners and organizations in dealing with any type of incident within the campus;
  - Authorizes the suspension of classes, establishes campus curfews, initiates campus evacuations; and
  - Issues directives and orders as required to ensure the safety of students, staff, and campus visitors in an emergency.

# Vice President for Finance and Administration

---

- The Vice President for Finance and Administration (VPFA) serves in the key line role for emergency operations. The VPFA's day-to-day span-of-control encompasses the primary operational areas of the University required to moderate and recover from most emergencies.
- Duties of the VPFA include, but are not limited to:
  - Works directly with the President maintaining all required emergency action plans, organizing and imitating training and exercises and in addressing campus emergencies and incidents at the time they occur;
  - Serves as the Emergency Operations Center Commander (President) in the absence of the President with all authorities granted until a communications link is made with the President;
  - Communicates with the Cabinet to coordinate response activities;
  - Provides appropriate resources from his/her functional units to all areas of the University;
  - Coordinates with external emergency and disaster partners, such as city, county, state, regional and federal agencies, as well as public and private resource groups (power, water, equipment, etc.);
  - Maintains the financial records of Radford University;
  - Authorizes emergency expenditures and maintains accurate records of expenses related to the emergency; and
  - Works to provide uninterrupted payroll (financial support) for all employees in a sustained emergency such as a pandemic.

# Provost

---

- The Provost serves in the key line role of chief academic officer and is responsible for all academic programs and faculty management.
- Duties of the Provost include, but are not limited to:
  - Assures that all academic studies continue as uninterrupted as possible;
  - Maintains the quality of instruction through alternative delivery methods whenever possible;
  - Schedules of all academic instruction during emergencies based on planning and accessibility of resources; and
  - Works with the President and Vice President for Finance and Administration to identify resources needed to continue instruction and support student and staff.



# Vice President for Student Affairs

---

- The Vice President for Student Affairs (VPSA) serves in the key line role of chief student affairs officer and oversees all aspects of student life while on campus.
- Duties of the VPSA include, but are not limited to:
  - Manages all aspects of student residential and support activities on campus and off campus as appropriate in an emergency;
  - Provides administrative support to continue the student services mission of Radford University as uninterrupted as possible; and
  - Keeps the incident team informed related to student welfare needs.

# Vice President for Information Technology

---

- The Vice President for Information Technology (VPIT) serves in the key staff role of chief information officer for Radford University.
- Duties of the VPIT include, but are not limited to:
  - Maintains the data and voice network infrastructure in times of emergencies;
  - Maintains operations of critical information systems;
  - Provides technology assistance and support to continue as uninterrupted as possible; and
  - 365 days of the year, maintains Emergency Operations Center communications equipment at-the-ready, including equipment setup testing and positioning as expeditiously as possible when required.

# Vice President for University Relations

---

- The Vice President for University Relations (VPUR) serves in the key staff role of chief communication officer during and following an incident.
- Duties of the VPUR include, but are not limited to:
  - Coordinates closely with the Emergency Operations Center Commander (President) and the Chief of Staff to formulate and release incident-related information, including emergency alerts/messaging to University students and their families, faculty and staff, alumni, the media and other agencies;
  - Maintains working templates at-the-ready for use in various kinds of emergencies (Refer to complete document, including TAB's, for examples of actions and definitions); and
  - In cooperation with the Vice President for Advancement and the Vice President for Enrollment Management, the Vice President for University Relations will identify a location/structure and set up an external communications center that facilitates communication/messaging to parents, alumni and donors of the University and the center will respond to non-emergency external incoming inquiries to the University, execute appropriate messaging to the internet, media and other entities as designated by the Emergency Operations Center.
  - At the site designated for the external communications center, the Vice President for Information Technology will maintain the necessary infrastructure for the facility.

# Chief of Police

---

- The Chief of Police serves in the key line role of ensuring the public safety of the University community.
- Duties of the Chief of Police include, but are not limited to:
  - Manages all aspects of the University Police Department, Director of Emergency Management, Fire Marshall and Director of Environmental Safety;
  - Working through the Vice President for Finance and Administration and in coordination with the University Chief of Staff, drafts and maintains all local, regional, and statewide mutual aid agreements and Memorandums of Understanding related to law enforcement and emergency incidents;
  - Maintains and manages all 2-way radio communication infrastructures and protocol, including direct radio links to other associated agencies in the region; and
  - Maintains communications repeaters located on top of Muse Hall in perfect working order at all times.

# University Chief of Staff

---

The University Chief of Staff provides critical support to the President as directed and facilitates all communications to internal leadership and external communication to all government hierarchy, including the Governor.



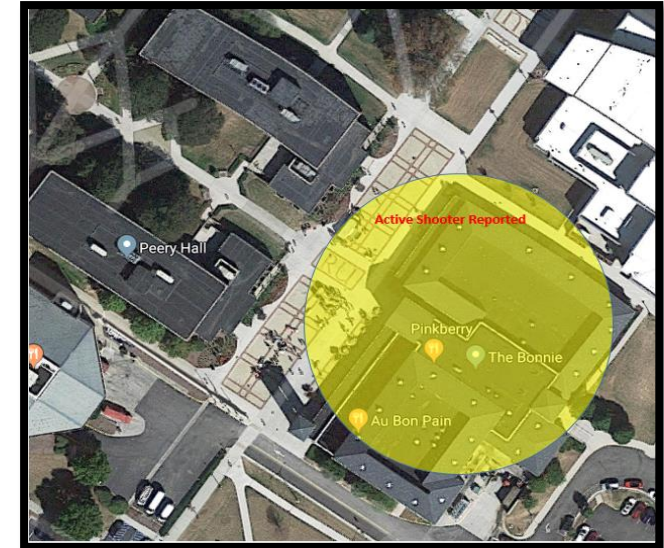
# Recovery Phase

---

- The On-Scene Incident Commander is expected to make all immediate and direct decisions necessary to minimize loss of life or property and to eliminate all associated danger.
- At the end of the active incident phase and the declaration of a safe campus, the Emergency Operations Center Team will begin the ‘recovery’ phase of the emergency.
- If there is a remaining crime scene or hazardous area, the appropriate emergency responders will remain in command and control of the designated danger site(s).

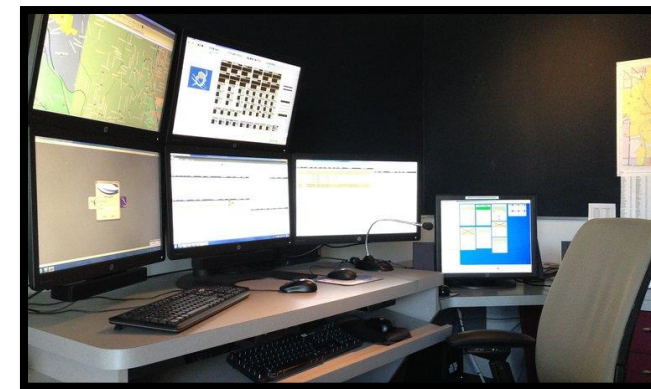
# Active Shooter Initial Response

- Radford University Police receives a call of Active Shooter on Campus.
- RUPD will respond to the location of the incident and notify dispatch of the confirmed threat once on scene.
- Dispatch will make an immediate notification to campus as soon as possible using the Emergency Alert System.
- The On-Scene Commander will coordinate securing the scene for arriving police and medical personnel.



# Active Shooter Initial Response - Continued

- Officers will identify the threat and neutralize the threat as circumstances warrant.
- As soon as practical the Chief of Police will be in contact with President and staff and brief on situation.
- Administrative staff will be assigned to assist dispatch with coordination of outside agency responding to assist with the incident.
- The scene will be secured and a staging area and triage area will be set up in a safe location near the incident to care for any injured.
- The RUPD has been trained to assist with triage until medical personnel arrive on scene after the threat has been neutralized.
- A follow-up message thru the Alert system will be disseminated to campus indicating all clear when no further threat exists.



# Law Enforcement's Role During an Active Shooter Incident

---

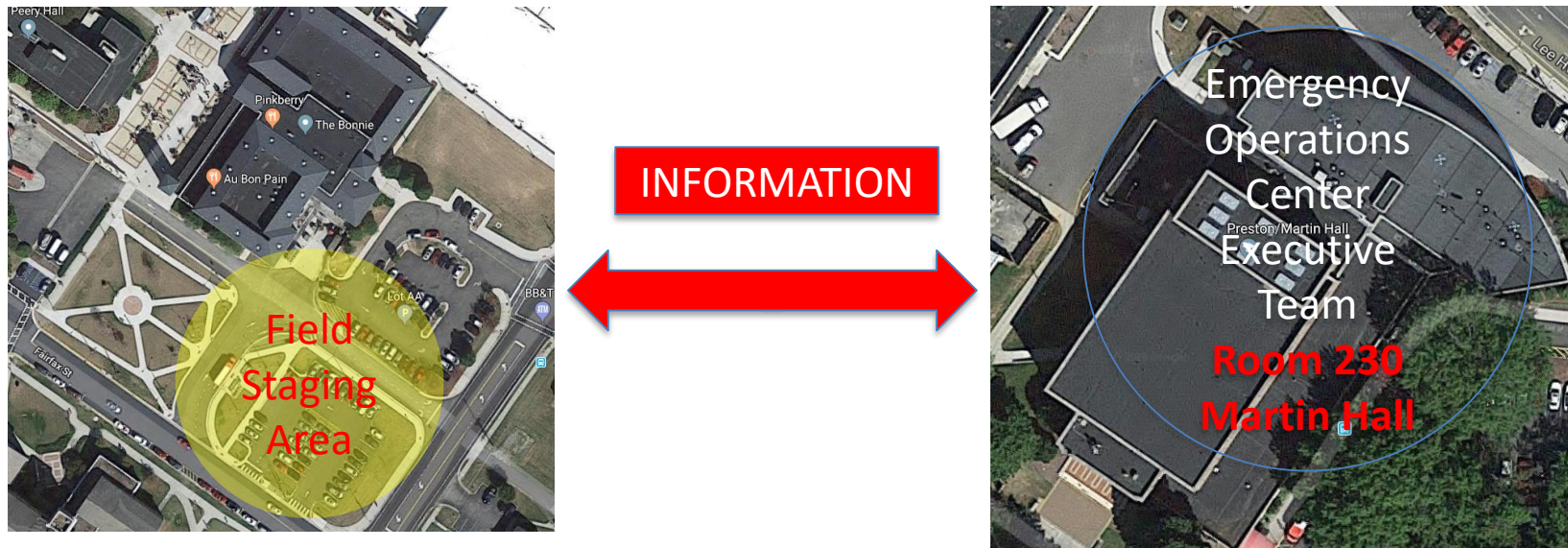
- Law enforcement's immediate purpose is to stop the active shooter as soon as possible.
- Officers will proceed directly to the area in which the last shots were heard.
- The first officers to arrive at the scene will not stop to help injured persons because their first priority is life safety, so they will need to secure the scene first.
- When there is an emergency such as an active shooter incident, it is important to remember that officers arriving on scene may be coming from many different duty assignments and will likely be in various types of uniforms and even in street clothes.
- Do not be surprised by the variances in appearance, as law enforcement officials are trained to react quickly and work together.





# Communication

- Communication will remain strong between the staging area and executive team.





# Available Police Equipment

---



Patrol Officers  
Ballistic Vest



M4 Carbine



Taser X26



Door Breaching  
Kit

# RUPD Tactical Response Equipment

- RUPD now has four (4) Baker Ballistic Bat-Shields (BAT) to be deployed in each patrol car.
- The BAT weights about 13.5 pounds, covers 5.4 sq. feet and can be set up in a few seconds.
- This gives officers the ability to move more quickly and not as fatigued when having to confront and active threat.
- RUPD conducted tactical training with the new Ballistic Shields during the week of June 4, 2018.

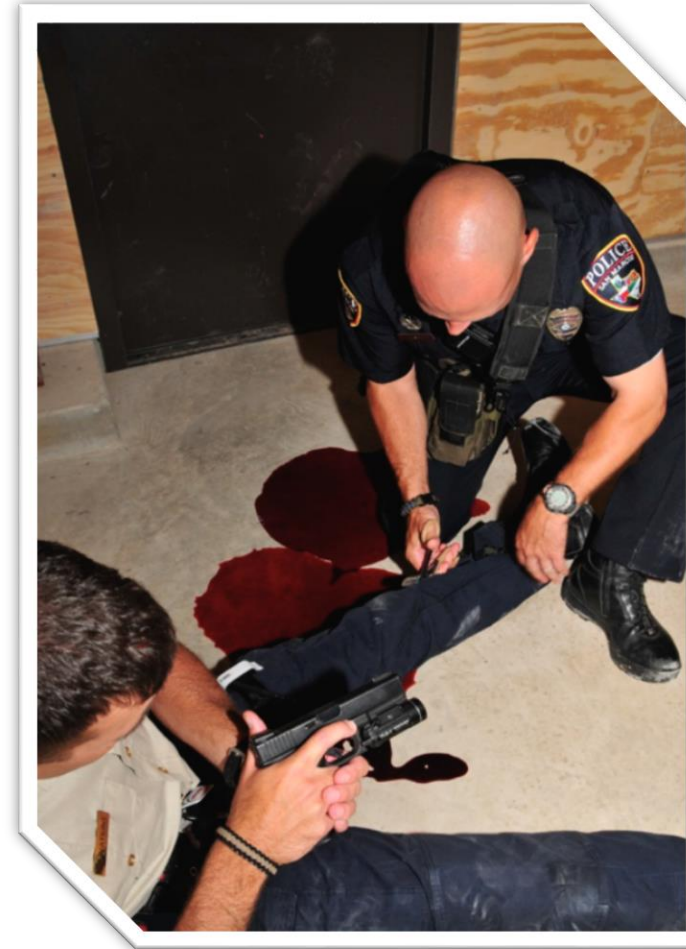


# Recent RUPD Training

---

**ADVANCED LAW  
ENFORCEMENT RAPID  
RESPONSE TRAINING  
“ALERRT”**

**Tactical Medic  
Medical Response for Active  
Shooter Events**



# Recent RUPD Training

---

## ADVANCED LAW ENFORCEMENT RAPID RESPONSE TRAINING AT RADFORD UNIVERSITY 2017



# Recent RUPD Training

---

## 2018 Charlottesville Regional Tabletop Exercise for Institutions of Higher Education



Homeland  
Security



UNIVERSITY  
of VIRGINIA

Grady DeVilbiss and Lt. Mike Baker  
attended this tabletop  
on Monday June 11, 2018



# Upcoming Active Shooter and Tactical Medic Training

---

- On August 7 thru August 9, Radford University will be hosting training titled Active Threat Integrated Response in Young Hall.
- The course will be taught by instructors from the National Center for Biomedical Research and Training at LSU.
- The three-day class is designed to help us integrate our public safety response to an active shooter event.
- The course provides law enforcement officers with key medical skills based on tactical emergency casualty care (TECC) guidelines that can be used at the point of injury (POI) to increase survivability of victims.



# Live Safe Mobile Application

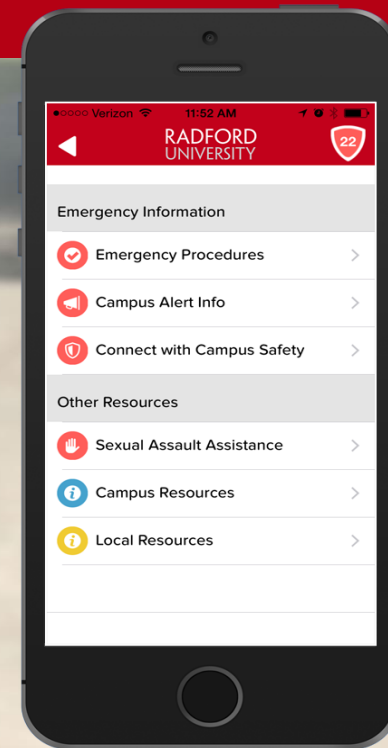
RADFORD  
UNIVERSITY

## LiveSafe FAQs

The school only sees your location when you report a tip or initiate one of the Emergency Options.

Friends and family only see your location when you invite them via SafeWalk.

You can choose to be anonymous when sharing information with safety officials.



# Questions?

---



# Faculty Tenure and Promotion

RADFORD  
UNIVERSITY

# Definition

---

**A tenured appointment is an indefinite appointment that can only be terminated for cause or under extraordinary circumstances such as financial exigency or program discontinuation.**

- Primary purpose is to safeguard academic freedom, which is necessary to teach and conduct research in higher education.
- Faculty members purpose is to advance and transmit knowledge, based on academic research.
- It allows for free inquiry, free expression and open dissent without recourse from special interest groups, politicians, religious groups or corporations.



# About tenure and promotion

---

**“The tenure and promotion process continue to operate as a central ‘motivational and cultural force in the academic lives’ of many faculty members.”** (Eatman, O’Meara and Petersen, 2015)

- The process reflects institutional values, aspirations, and privileges.
- It is very individualized based upon the discipline and the faculty member.
- Scholarly accomplishments vary, as well as teaching and service definitions (traditional scholarship vs. engaged scholarship).
- Tenure and promotion are integral to all universities; when it is endangered, national headlines follow.

# Current discussions

---

- Approximately 21% of university faculty are tenured nationally.
- Myths about tenure: tenure is a lifetime job guarantee, tenured faculty don't work very hard, tenure allows a faculty member to say or do whatever they want, just about all professors have tenure, tenured faculty do not have to participate in ongoing professional development.

## Radford University Teaching and Research Faculty by Tenure Status

Term	Tenured	Tenure-Track	Non-Tenure	FT Temp	Total	Tenured	Tenure-Track	Non-Tenure	FT Temp
Fall 2007	195	127	74	1	397	49%	32%	19%	0%
Fall 2008	207	119	74	0	400	52%	30%	19%	0%
Fall 2009	191	127	67	2	387	49%	33%	17%	1%
Fall 2010	203	111	79	0	393	52%	28%	20%	0%
Fall 2011	231	109	60	6	406	57%	27%	15%	1%
Fall 2012	241	106	58	6	411	59%	26%	14%	1%
Fall 2013	259	93	60	21	433	60%	21%	14%	5%
Fall 2014	261	103	59	21	444	59%	23%	13%	5%
Fall 2015	249	117	62	26	454	55%	26%	14%	6%
Fall 2016	261	113	66	28	468	56%	24%	14%	6%
Fall 2017	267	108	66	19	460	58%	23%	14%	4%

## Virginia Public 4-Year (excluding Radford)

Term	Tenured	Tenure-Track	Non-Tenure	Total	Tenured	Tenure-Track	Non-Tenure
Fall 2007	5,167	2,202	3,703	11,072	47%	20%	33%
Fall 2008	5,207	2,267	3,760	11,234	46%	20%	33%
Fall 2009	5,287	2,236	3,731	11,254	47%	20%	33%
Fall 2010	5,327	2,090	3,793	11,210	48%	19%	34%
Fall 2011	5,427	2,017	4,032	11,476	47%	18%	35%
Fall 2012	5,467	1,986	3,169	10,622	51%	19%	30%
Fall 2013	5,561	2,071	3,303	10,935	51%	19%	30%
Fall 2014	5,617	2,147	3,510	11,274	50%	19%	31%
Fall 2015	5,608	2,071	3,537	11,216	50%	18%	32%
Fall 2016	5,598	2,181	3,588	11,367	49%	19%	32%

## National Public 4-Years

Term	Tenured	Tenure-Track	Non-Tenure	Total	Tenured	Tenure-Track	Non-Tenure
Fall 2007	170,060	74,799	103,168	348,027	49%	21%	30%
Fall 2008	149,590	65,156	90,652	305,398	49%	21%	30%
Fall 2009	174,379	74,691	108,542	357,612	49%	21%	30%
Fall 2010	155,313	62,364	97,621	315,298	49%	20%	31%
Fall 2011	177,089	68,902	116,122	362,113	49%	19%	32%
Fall 2012	154,768	58,481	80,739	293,988	53%	20%	27%
Fall 2013	175,941	66,506	105,281	347,728	51%	19%	30%
Fall 2014	164,777	61,670	98,372	324,819	51%	19%	30%
Fall 2015	177,702	68,939	111,638	358,279	50%	19%	31%
Fall 2016	176,766	71,829	116,035	364,630	48%	20%	32%

\*Note: IPEDS was missing data for some institutions for certain years, so values may not be reliable.

Page 255 of 264



## National Public Master's Large Institutions

Term	Tenured	Tenure-Track	Non-Tenure	Total	Tenured	Tenure-Track	Non-Tenure
Fall 2007	31,549	15,660	11,835	59,044	53%	27%	20%
Fall 2008	28,602	14,436	10,966	54,004	53%	27%	20%
Fall 2009	32,584	16,023	11,855	60,462	54%	27%	20%
Fall 2010	29,034	13,268	10,390	52,692	55%	25%	20%
Fall 2011	33,434	14,524	12,652	60,610	55%	24%	21%
Fall 2012	30,210	12,710	10,293	53,213	57%	24%	19%
Fall 2013	34,011	13,898	13,047	60,956	56%	23%	21%
Fall 2014	32,343	12,990	12,023	57,356	56%	23%	21%
Fall 2015	34,147	14,332	13,745	62,224	55%	23%	22%
Fall 2016	33,675	14,887	14,038	62,600	54%	24%	22%

\*Note: IPEDS was missing data for some institutions for certain years, so values may not be reliable.

Page 256 of 264

## Radford Tenure-Track Faculty Outcomes

TT Begin Year	Total	Tenured	Still Tenure-Track	Left	AP	Deceased	Average Years Until Tenure
1999	12	4		8			5.0
2000	17	8		9			6.1
2001	18	10		7		1	6.0
2002	17	11		6			5.3
2003	25	18		6			4.9
2004	20	11		8	1		5.6
2005	32	28		4			4.9
2006	25	17		7		1	5.9
2007	39	29		10			5.3
2008	22	19		3			5.0
2009	18	13		5			5.0
2010	11	8	1	2			5.8
2011	29	20	2	6		1	5.2
2012	19	6	5	8			3.7
2013	25	3	14	8			4.1
2014	32		25	7			
2015	25		20	5			
2016	15		14	1			
2017	27		27				

## Radford Tenure-Track Faculty Outcomes

TT Begin Year	Total	Tenured	Still Tenure-Track	Left	AP	Deceased
1999	100%	33%	0%	67%	0%	0%
2000	100%	47%	0%	53%	0%	0%
2001	100%	56%	0%	39%	0%	6%
2002	100%	65%	0%	35%	0%	0%
2003	100%	72%	0%	24%	0%	0%
2004	100%	55%	0%	40%	5%	0%
2005	100%	88%	0%	13%	0%	0%
2006	100%	68%	0%	28%	0%	4%
2007	100%	74%	0%	26%	0%	0%
2008	100%	86%	0%	14%	0%	0%
2009	100%	72%	0%	28%	0%	0%
2010	100%	73%	9%	18%	0%	0%
2011	100%	69%	7%	21%	0%	3%
2012	100%	32%	26%	42%	0%	0%
2013	100%	12%	56%	32%	0%	0%
2014	100%	0%	78%	22%	0%	0%
2015	100%	0%	80%	20%	0%	0%
2016	100%	0%	93%	7%	0%	0%
2017	100%	0%	100%	0%	0%	0%

## Fall 2017 Tenure-Track Faculty

Ethnicity	Female	Male	Total
Asian	3	5	8
Black or African American	3	2	5
Hispanic	0	1	1
White	55	31	86
Two or more races	1	1	2
Nonresident Alien	2	3	5
Race and Ethnicity Unknown	1	0	1
<b>Total</b>	<b>65</b>	<b>43</b>	<b>108</b>

## Fall/Spring BBA-M FTE by Tenure Type

Instruction Type	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Tenured	445	483	471	433	420	430
Tenure Track	218	196	192	203	188	193
Non-Tenure Track	134	138	141	135	147	145
Full-Time Temporary	16	57	54	56	58	35
Without Faculty Status	0	0	0	1	1	0
GA	40	34	33	31	35	35
Part-Time	262	256	258	280	254	261

# Discussion



## 2018-2019 Committee Assignments

NAME	EC	AERC	BAAC	GAAC	SSC	UAUREMC
LAWRENCE, Rector	C					
ARCHER, Vice Rector	VC					
BREWSTER				X	X	
BROWN			VC		X	
BURTON	X		C	X		
CHACHRA	X	X				C
FOWLKES	X	VC		C		
JOHNSTON	X	C			X	
KIBLER			X			VC
MARCUS		X	X			
McMAHON	X		X		C	
MORAN					VC	X
RICE			X			X
SNYDER-FALKINHAM		X		VC		
THROCKMORTON				X		X
HEMPHILL	X					
FOX		X				
BROOKS					X	
WILSON	X					

C	Chair
VC	Vice Chair
EC	Executive Committee
AERC	Academic Excellence and Research
BAAC	Business Affairs and Audit Committee
GAAC	Governance, Administration and Athletics Committee
SSC	Student Success Committee

UAUREMC	University Advancement, University Relations, Enrollment Management Committee
---------	---

# End of Board of Visitors Materials

