

# **RADFORD** UNIVERSITY

Board of Visitors

**GOVERNANCE, ADMINISTRATION AND ATHLETICS COMMITTEE**  
**4:00 P.M.**  
**DECEMBER 3, 2020**  
**DAVIS COLLEGE OF BUSINESS AND ECONOMICS, ROOM 320**

**DRAFT**  
**MINUTES**

**COMMITTEE MEMBERS PRESENT**

Dr. Jay A. Brown, Chair  
Dr. Susan Whealler Johnston, Vice Chair  
Dr. Thomas Brewster  
Mr. David A. Smith

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

**BOARD MEMBERS PRESENT**

Mr. Robert A. Archer, Rector  
Dr. Rachel D. Fowlkes

**OTHERS PRESENT**

Dr. Angela Joyner, Special Advisor to the President for Partnerships and Chief Innovation Officer  
Mr. Robert G. Lineburg, Director of Intercollegiate Athletics  
Ms. Ashley Schumaker, Chief of Staff and Vice President for Strategic Operations  
Mr. Allen T. Wilson, Senior Assistant Attorney General, Commonwealth of Virginia  
Mr. Cory Durand, Deputy Athletics Director

**CALL TO ORDER**

Dr. Jay A. Brown, Chair, formally called the Governance, Administration and Athletics Committee meeting to order at 4:15 p.m. in the Davis College of Business and Economics, Room 320. Dr. Brown conducted a roll call and established a quorum was present. Dr. Brown also welcomed those attending via Zoom, in the overflow area, Room 204 of this same building.

**APPROVAL OF AGENDA**

Dr. Brown asked for a motion to approve the December 3, 2020 agenda, as published. Dr. Susan Whealler Johnston so moved, Mr. David A. Smith seconded, and the motion carried unanimously.

**APPROVAL OF MINUTES**

Dr. Brown asked for a motion to approve the minutes of the February 13, 2020 meeting of the

Governance, Administration and Athletics Committee, as published. Dr. Susan Whealler Johnston so moved, Mr. David Smith seconded, and the motion carried unanimously.

### **INNOVATION, PARTNERSHIPS AND ECONOMIC DEVELOPMENT REPORT**

Special Advisor to the President for Partnerships and Chief Innovation Officer Angela Joyner, Ph.D. provided an update on the 2020-2025 strategic vision for the Vinod Chachra IMPACT Lab, as well as shared recent industry disruptors in education, and efforts pertaining to economic development and partnerships. The focus of her presentation was on the Vinod Chachra IMPACT Lab, which launched in 2017 with its first program in cybersecurity. Radford University was the first competency-based education certificate in the Commonwealth and is aligned with industry recognized standards, including the National Security Agency (NSA). Since the inception, Dr. Joyner stated the Lab has broadened the workforce development programs to include K-12 teacher training through the ASSET grant awarded by the Department of Education and a Geospatial Intelligence Certificate. The Lab has forged over 30 strategic partnerships and served over 4,000 learners.

Dr. Joyner then provided a brief overview of future-proofing the workforce and accelerating skills acquisition based on a recent Boston Consulting Group report. The department looked at the current landscape to determine what the Vinod Chachra IMPACT Lab could look like over the next 5-10 years, determining the best growth business model, opportunities and accelerated changes exposed by the pandemic. As part of the deep dive, leadership members spent time looking at competitors, industry trends and talking with the advisory board, as well as participating in other learning experiences to complete an exercise in Measure, Learn and Change. One of the main goals includes implementing a program innovation strategy that is learner centric and insight driven, and that will provide a strong competitive advantage for Radford University.

Dr. Joyner engaged the Committee members in an overview and conversation of how to capitalize on the industry disruptors and dynamic workforce development needs. Discussion consisted of a Healthy Business Model approach that includes pricing, generating revenue, cash, sustainable and scalable goals for workforce development, and driving sustainable growth in the future.

In economic development and partnerships, Dr. Joyner shared that Roanoke Blacksburg Technology Council and Valley Innovation Council will merge to leverage existing expertise and provide more impact to the New River Valley and Roanoke region. Radford University will continue to have a presence with the organization with Angela Joyner replacing Danny Kemp on their Board. Radford University renewed its membership, and is committed to supporting the efforts of increasing internships and full-time employment opportunities for businesses in the New River Valley and Roanoke region.

In the area of student career and talent development, Dr. Joyner conveyed to the committee, as anticipated, the pandemic presented the Center for Career and Talent Development (CCTD) a broad range of challenges to overcome this fall semester. From navigating a precarious employment market to accommodating a myriad of stakeholders' needs in a semi-virtual environment, the team has nonetheless adapted well to these demands and learned a great deal that will inform its approach in the spring semester. Dr. Joyner informed the Committee, that a grant was received from the State Council of Higher Education for Virginia (SCHEV), and the

University has formed a Presidential Taskforce that will play an active role in furthering experiential learning. Results from this Taskforce are expected in Spring 2021.

In closing, Dr. Joyner shared that the Center for Career and Talent Development has published the third edition of the Career Guide, which is an excellent resource for students to chart the path to their career. Copies of this guide were made available for each board member. Dr. Joyner thanked the committee for feedback, questions and suggestions.

A copy of the report is attached hereto as *Attachment A* and is made a part hereof.

### **INTERCOLLEGIATE ATHLETICS REPORT**

Director of Athletics Robert Lineburg greeted members of the Committee and shared that this is the first time in many years that his presentation is not following Danny Kemp's. Mr. Lineburg shared recent news, challenges and events of the Athletic Department. Mr. Lineburg acknowledged the Collegiate Sports Associates, athletic administration, coaches, COVID-19 Response Team and University leadership for their dedication, guidance and support.

In student-athlete experience, Mr. Lineburg named the members of the Executive Board for the Student-Athlete Advisory Committee (SAAC) and shared that student athletes participated in a number of community service initiatives in the New River Valley, and over 4,100 total volunteer hours with 100% participation from every athletic program.

Mr. Lineburg appraised the committee of the diversity, equity and inclusion initiative. In alignment with the NCAA and the Big South Conference, Radford University Athletics is committed to fostering an environment of equity and inclusion where student-athletes, coaches and staff of all backgrounds are empowered to educate, engage, grow, compete and lead together. The objective is to provide opportunities for education, shared expression and understanding around race, ethnicity, sexual orientation, gender identity, religion and socioeconomic background. Committee members were named, and this Committee presents an opportunity for the department to deeply examine its commitment to racial and social justice in athletics, as well as, implement changes that result in greater equity and inclusion. Education, empowerment and engagement are at the forefront of these efforts.

In competitive excellence, Mr. Lineburg shared that Men's Basketball is ranked sixth in the preseason poll, and Women's Basketball is ranked second. Women's Basketball player Amele Ngwafang was named to the Big South Preseason Second Term.

Potential expansion ideas the department is exploring include Women's Acrobatics and Tumbling and Men's Wrestling. These ideas have not moved forward at this time; however, conversation is continuing. Mr. Lineburg also conveyed updates regarding the renovation of the 15,000 square foot facility that will help with recruiting, serve the University, and the entire Athletic Department. It will be located next to the Sioros Center with an identical building design. Mr. Lineburg acknowledged, with gratitude, the recent anonymous gift for the turf field and informed the Committee that the baseball turf project broke ground on November 9, 2020 and has an expected completion date of January 2021.

In women's leadership, Mr. Lineburg shared with the Committee, that in September, Radford Athletics and the Highlander Club announced the creation of the Women's Sports Leadership Fund

(WSLF) to support all 10 women's sports in the areas of scholarships, academic development and enrichment programs. Radford Athletics' female student-athletes make up 61 percent of the 2020-21 student-athlete population. These Highlanders not only have a rich tradition of success in the classroom and in competition, but they also fully represent the University in the highest manner. The WSLF will empower these incredible young women through specialized learning and leadership opportunities, deliver additional and necessary resources for said sport programs, as well as champion the development of the female student-athletes on and off the playing field.

In resource development, Mr. Lineburg reported the 2020-2021 fund drives goals and updates. Gifts and pledges for FY 2020 total \$1,121,807.00 from 1,100 donors. Gifts and pledges year-to-date for FY 2021 total \$1,344,130 from 237 donors (includes the pledge/gift for the baseball turf project). The 2020-2021 corporate partnership revenue update, as of November 6 reflects:

Overall Revenue: \$155,000 (\$99,500 cash / \$55,500 trade)

Overall Percentage to Budget: 49% (\$315,000)

Cash Revenue Target: 46% (\$215,000)

Trade Revenue Target: 56% (\$100,000)

Due to COVID-19 restrictions and limited capacity, there are no basketball season ticket sales for the 2020-21 season, and only student-athletes/coaches' families and Radford University students can attend. The Athletic Department is offering fans the opportunity to cheer for their Highlanders virtually, while still providing financial support to the department. Fans will have the option to pick where their personal cutouts will go, choosing either the Dedmon Center, Cupp Stadium, Softball Stadium or Carter Memorial Stadium.

Mr. Lineburg answered questions and engaged in discussion with Committee members. Discussion topics included: doing more with less because of no season tickets, department management and staffing needs. Dialogue continued with defining the top two priorities for the department. The first is renovation of the facility that will help with recruiting, serve the University, and the entire Athletic Department. The second is to have all sixteen sports fully funded. Currently two are fully funded. In comparison with peer institutions, Radford University is on the mid to lower level on the rating scale.

Members of the Committee stated they were pleased with the diversity, equity and inclusion initiative. One question from a Committee member was inquiring the percentage of enrolled students who are athletes. Mr. Lineburg reported that the percentage is not recalled, but there are currently 280 student-athletes. Mr. Lineburg thanked the Committee for questions, comments and feedback.

In closing, Mr. Lineburg shared that the Highlander 10 Initiative is December 1-10, 2020. This ten days of giving supports the newly established Women's Sports Leadership Fund. The Athletics Giving Day is coming in February 2021, the Highlander Open Golf Tournament is scheduled for Friday, April 23, 2021 at the Pete Dye River Course, and the Highlander Half Marathon & 5K presented by Carilion Clinic is coming in Spring 2021.

A copy of the report is attached hereto as **Attachment B** and is made a part hereof.

### **OTHER BUSINESS**

Dr. Brown requested feedback from members regarding the SCHEV Orientation and Dr. Susan Whealler Johnston attended the orientation. Dr. Johnston reported that the online session was intended to help Board members understand duties. Dr. Johnston reflected that the orientation was difficult to complete online and may best be presented individually at institutions. Rector Robert Archer spoke briefly about another Board member informing him of a public comment session idea that came from conversations with other Board members during this online event. The Committee will review this concept, inquire about what other universities are doing, determine the considerations needed if this idea moves forward, include local government experiences, other reasonings and details related to this idea over the next few months. Dr. Brown asked that the committee bring those ideas and reflections to the next committee session.

### **ADJOURNMENT**

With no further business to come before the Committee, Dr. Brown requested a motion to adjourn. Mr. Smith so moved, Dr. Johnston seconded, and the motion carried unanimously. The meeting adjourned at 5:12 p.m.

Respectfully submitted,

MaDonna Overstreet  
Executive Administrative Assistant to the Special Advisor to the President for Partnerships and  
Chief Innovation Officer



# VINOD CHACHRA IMPACT LAB

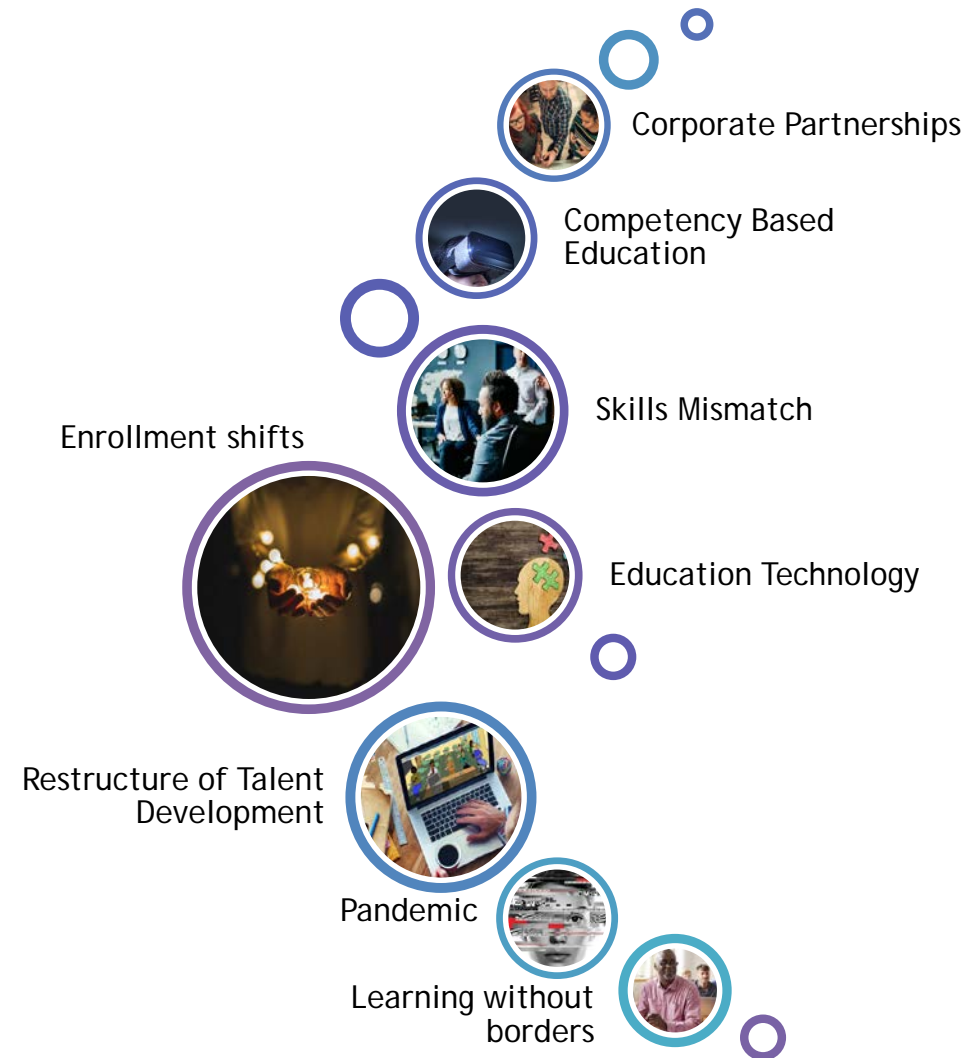
INNOVATIVE MOBILE PERSONALIZED ACCELERATED COMPETENCY TRAINING

## 2020-2025 Vision

# Industry Disrupters

Higher Education is experiencing unprecedented headwinds but is well positioned to reimagine what learning will look like in the future.

Radford University has the opportunity to leverage these disruptors to provide innovative and differentiated learning experiences.



# Strategic Overview

## Strategic Imperatives

1

Growth  
Business  
Model

2

Culture

3

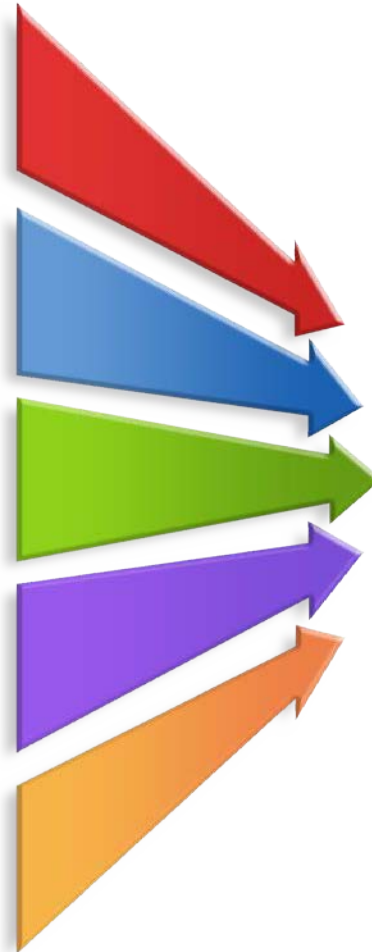
Innovation  
Pipeline

4

Customer  
Cultivation

5

Learner  
Success  
Model



## Strategies and Objectives

- ✓ Determine best model and infrastructure for sustainable revenue growth.
- ✓ Foster a culture that is collaborative, transparent and empowering.
- ✓ Develop a balanced pipeline that is insight driven and learner centric.
- ✓ Create a market strategy and customer cultivation plan to increase enrollment.
- ✓ Deliver learner engagement, completion and experience growth.



# Industry Sectors

We will continue to focus our program development and partnership approach in sectors that support our vision and give Radford University a competitive advantage.



## Market Penetration Strategy

- ✓ Growing market sectors with strong demand and stability
- ✓ Provides first mover advantage or differentiated competitive position
- ✓ Strong revenue opportunity via learner base and/or partnerships
- ✓ Capitalizes on Radford University knowledge expertise and reputation

# Discussion

*Based on your expertise, how might the Vinod Chachra IMPACT Lab capitalize on the industry disruptors, workforce needs and the future of workforce trends to serve adult learners and drive growth in the future?*

The image is a collage of three photographs. On the left, a man in a plaid shirt is pointing at a screen. In the center, a woman is smiling and pointing at a document. On the right, a man is looking at a computer monitor. The text 'VINOD CHACHRA IMPACT LAB' is overlaid in large, red, outlined letters. Below it, a smaller red box contains the text 'INNOVATIVE MOBILE PERSONALIZED ACCELERATED COMPETENCY TRAINING'.

**VINOD CHACHRA  
IMPACT LAB**

INNOVATIVE MOBILE PERSONALIZED ACCELERATED COMPETENCY TRAINING



# VINOD CHACHRA IMPACT LAB

INNOVATIVE MOBILE PERSONALIZED ACCELERATED COMPETENCY TRAINING

## Questions

# Intercollegiate Athletics

RADFORD  
UNIVERSITY

# Agenda

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- Student-Athlete Experience
- Diversity, Equity and Inclusion Initiative
- Competitive Excellence
- Future Growth
- Baseball Turf Project
- Women's Sports Leadership Fund
- Resource Development
- Important Dates and Initiatives

# Student-Athlete Experience

## Student-Athlete Advisory Committee (SAAC)

- 2020-21 Executive Board
  - Grace Green (VB) - President
  - Karah Foster (WTR) - Vice President
  - Lauren Seedlock (WSOC) - Secretary
  - Lily McLane (WSOC) - Treasurer
  - Kat Schoettinger (WSOC) - Community Service Coordinator
  - Natalie Welsh (WGOLF) - Social Media Coordinator
- Campus and Community Engagement
  - Each year, the student-athletes participate in a number of community service initiatives in the New River Valley. Over 4,100 total volunteer hours with 100% participation from every athletic program.



(Photo taken pre-COVID)

# Diversity, Equity and Inclusion Committee

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This committee presents an opportunity for the department to deeply examine our commitment to racial and social justice in athletics, as well as, implement changes that result in greater equity and inclusion. ***Education, empowerment and engagement are at the forefront of our efforts.***

## **Committee Members:**

Robert Lineburg – Director of Athletics  
Dr. Sharon Jones – Cultural Competency Project Manager  
Scott Bennett – Assistant AD, Sport Performance  
Jaren Marino – Men’s Basketball, Director of Ops.  
Nikki Newman – Women’s Basketball, Asst. Coach  
Asha Evans – Communications Coordinator  
Grace Green – Student-Athlete Rep/SAAC President  
Chancey Gunnell – Student-Athlete Rep

Alix Guynn – Associate AD for SASS  
Malinda Tasler – Associate AD, Compliance  
Mike Jones – Men’s Basketball, Head Coach  
David Boyden – Men’s Basketball, Asst. Coach  
Shelli Sayers – Director of Track and Field/XC  
Dr. Holly Cline – Faculty Athletics Rep  
Quentasia Reed – Student-Athlete Rep

In alignment with the NCAA and the Big South Conference, Radford University Athletics is committed to fostering an environment of equity and inclusion where student-athletes, coaches and staff of all backgrounds are empowered to educate, engage, grow, compete and lead together. Our objective is to provide opportunities for education, shared expression and understanding around race, ethnicity, sexual orientation, gender identity, religion and socioeconomic background.

**EDUCATE - EMPOWER - ENGAGE**

# Competitive Excellence

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## Men's Basketball Preseason Poll

Rk.	Team (first-place votes)	Total Points
1.	Winthrop (21)	261
2.	UNC Asheville (2)	214
3.	Charleston Southern	192
4.	Gardner-Webb (1)	188
5.	USC Upstate	149
<b>6.</b>	<b>RADFORD</b>	<b>127</b>
7.	High Point	117
8.	Longwood	111
9.	Hampton	92
10.	Campbell	78
11.	Presbyterian	55

## Women's Basketball Preseason Poll

Rk.	Team (first-place votes)	Total Points
1.	Campbell (6)	112
<b>2.</b>	<b>RADFORD (2)</b>	<b>107</b>
3.	High Point (3)	104
4.	Hampton	86
5.	Gardner-Webb	70
6.	Longwood	66
7.	UNC Asheville	56
8.	Presbyterian	48
9.	USC Upstate	30
10.	Charleston Southern	24
11.	Winthrop	23

Women's basketball's Amele Ngwafang named to the Big South Preseason Second-Team.



# Future Growth

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## Potential Expansion for Radford Athletics

### Women's Acrobatics and Tumbling

- National Collegiate Acrobatics & Tumbling Association (NCATA) / Emerging NCAA Women's Sport
- Winter Sport / Average Roster Size is 35

### Men's Wrestling

- 6<sup>th</sup> most popular high school boys sport in America
- Winter Sport / Average Roster Size is 35



# Future Growth

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- 15,000-square-foot facility
- Large enough for practice and competition
- Coaching offices and locker rooms
- Located next to the Sioros Center with identical build design



# Baseball Turf Project

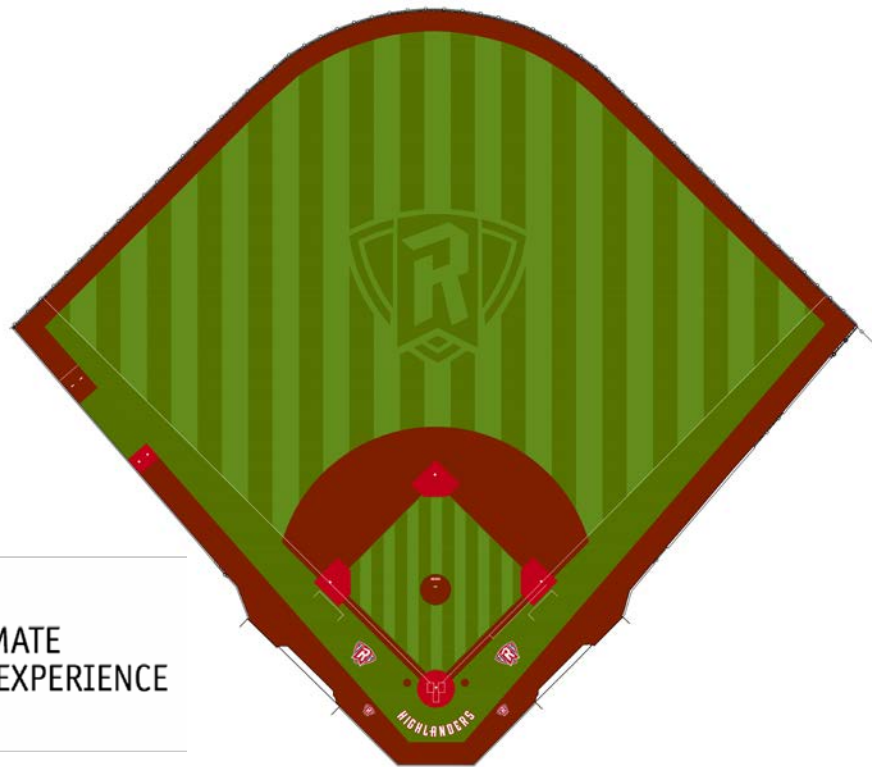
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## Sherman Carter Memorial Stadium

- 100% Privately Funded
- Broke ground on November 9, 2020
- Completion date of January 2021



THE ULTIMATE  
SURFACE EXPERIENCE



# Women's Sports Leadership Fund

In September 2020, Radford Athletics and the Highlander Club announced the creation of the Women's Sports Leadership Fund (WSLF) to support all 10 women's sports in the areas of scholarships, academic development, and enrichment programs.

Radford Athletics' female student-athletes make up 61 percent of the 2020-21 student-athlete population. These Highlanders not only have a rich tradition of success in the classroom and in competition, they fully represent the University in the highest manner. The WSLF will empower these incredible young women through specialized learning and leadership opportunities, deliver additional and necessary resources for said sport programs, as well as champion the development of the female student-athletes on and off the playing field.

**WOMEN'S SPORTS  
LEADERSHIP** DZCF

**GOALS**

- 1** EMPOWER THE INCREDIBLE YOUNG FEMALE STUDENT-ATHLETES THROUGH SPECIALIZED LEARNING AND LEADERSHIP OPPORTUNITIES
- 2** DELIVER ADDITIONAL AND NECESSARY RESOURCES FOR RADFORD'S WOMEN'S SPORTS PROGRAMS
- 3** CHAMPION THE DEVELOPMENT OF FEMALE STUDENT-ATHLETES ONE AND OFF THE PLAYING FIELD

**AREAS OF SUPPORT**

**SCHOLARSHIPS**

**ACADEMIC DEVELOPMENT**

**ENRICHMENT PROGRAMS**

# Resource Development

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## 2020-21 Fund Drive Goals & Updates:

	FY20	FY21 GOALS	FY21 YTD (11/10/20)
TOTAL NEW GIFTS & PLEDGES	\$1,121,807.00	\$1,200,000.00	\$1,344,130.00*
UNRESTRICTED	\$169,483.00	\$300,000.00	\$69,581.00
NUMBER OF DONORS	1,110	1,350	237

\*Includes \$1.185M pledge/gift for the baseball turf project.

# Resource Development

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## 2020-21 Corporate Partnership Revenue Update (11/6/20):

- Overall Revenue: \$155,000 (\$99,500 cash / \$55,500 trade)
- Overall Percentage to Budget: 49% (\$315,000)
- Cash Revenue Target: 46% (\$215,000)
- Trade Revenue Target: 56% (\$100,000)

## Basketball Season Tickets:

- No basketball season ticket sales for the 2020-21 season
- Student-Athlete/Coaches families and Radford University students only due to limited capacity

## Fan Cutouts and Virtual Tickets:

- Offering fans the opportunity to cheer on their Highlanders virtually while still providing financial support to the department
- Fans will have the option to pick where their personal cutouts will go. Fans can choose from the Dedmon Center, Cupp Stadium, Softball Stadium or Carter Memorial Stadium.

# Important Dates ad Initiatives

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**“Highlander10” Participation: December 1-10, 2020**

- Supporting the newly established Women’s Sports Leadership Fund

**Athletics Giving Day: February 2021**

**Highlander Open Golf Tournament: Friday, April 23, 2021**

- Pete Dye River Course

**Highlander Half Marathon & 5K presented by Carilion Clinic: Spring 2021**

# Discussion