

Business Affairs and Audit Committee

December 2021

RADFORD UNIVERSITY

Board of Visitors

RADFORD UNIVERSITY

Board of Visitors

BUSINESS AFFAIRS AND AUDIT COMMITTEE MEETING

12:00 P.M.**

DECEMBER 2, 2021

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

DRAFT **AGENDA**

- **CALL TO ORDER** Dr. Debra K. McMahon, *Chair*
- **APPROVAL OF AGENDA** Dr. Debra K. McMahon, *Chair*
- **APPROVAL OF MINUTES** Dr. Debra K. McMahon, *Chair*
 - September 9, 2021
- **REPORTS**
 - University Auditor's Report Ms. Margaret McManus,
University Auditor
 - Capital Projects Update Mr. Chad A. Reed, *Vice President for
Finance and Administration and Chief
Financial Officer*
 - Succession Planning Update Mr. Chad A. Reed, *Vice President for
Finance and Administration and Chief
Financial Officer*
- **RECOMMENDATIONS AND ACTION ITEMS**
 - Recommendation to approve the Span of Control Policy Mr. Chad A. Reed, *Vice President for
Finance and Administration and Chief
Financial Officer*
 - Recommendation to approve the Sustainability and Climate Action Plan Mr. Chad A. Reed, *Vice President for
Finance and Administration and Chief
Financial Officer*
- **OTHER BUSINESS** Dr. Debra K. McMahon, *Chair*
- **ADJOURNMENT** Dr. Debra K. McMahon, *Chair*

****All start times for committees are approximate only. Meetings may begin either before or after the listed approximate start time as committee are ready to proceed**

COMMITTEE MEMBERS

Dr. Debra K. McMahon, Chair

Mr. Mark S. Lawrence, Vice Chair

Dr. Susan Whealler Johnston

Mr. Marquett Smith

Ms. Nancy Angland Rice

December 2021 Meeting Materials

RADFORD UNIVERSITY

Board of Visitors

RADFORD UNIVERSITY – OFFICE OF AUDIT & ADVISORY SERVICES
Financial Aid – Enrollment Reporting Audit
November 17, 2021

BACKGROUND

Radford University participates in federal student financial aid programs administered by the U.S. Department of Education (ED). The National Student Loan Data System (NSLDS) is ED's central database for student aid, and it provides a centralized, integrated view of federal student aid loans and grants that are tracked through the lifecycle of the aid. The University is required to report enrollment information accurately and timely to NSLDS, both at the institutional (Campus) level and the academic program (Program) level, according to requirements established by ED. For academic year 2019-2020, the University awarded over \$83.5 million in federal student financial aid.

OBJECTIVES AND SCOPE

The objectives of this audit were to determine whether

1. Unofficial withdrawals were recorded in NSLDS accurately and timely.
2. Student data is recorded in NSLDS accurately and timely at both the Campus Level and the Program Level.

The scope of this review was limited to Fall 2020.

This review was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

CONCLUSION

At the time of the review, and relative to the processes and transactions reviewed, the internal control structure appeared adequate to provide reasonable assurance that the objectives noted above are being met. However, we identified the following business issues.

BUSINESS ISSUES

The following issues were identified in this audit. Pages 2-3 contain information on planned actions and completion dates and, accordingly, those pages are an integral part of this report.

1. Improvements are needed in the unofficial withdrawals process to help ensure accuracy and efficiency.
2. Improvements are needed in the processes for specific data elements to help ensure accurate reporting.

RADFORD UNIVERSITY – OFFICE OF AUDIT & ADVISORY SERVICES
Financial Aid – Enrollment Reporting Audit
November 17, 2021

BUSINESS ISSUE	PLANNED ACTION	COMPLETION DATE
<p>1. Improvements are needed in the unofficial withdrawals process to help ensure accuracy and efficiency. Specifically,</p>		
<p>1.1 Our testing of the enrollment reporting of unofficial withdrawals identified one error in our sample of eight (13%) which resulted in an inaccurate date being reported to the National Student Loan Data System (NSLDS). This appeared to be due to a keying error on the spreadsheet where the Office of Financial Aid listed the unofficial withdrawals.</p>	<p>1.1 The Office of Financial Aid will work with the Registrar’s Office to implement a quality control process. To help ensure accuracy, the Office of Financial Aid will review unofficial withdrawal data at two different points in the process. This process will be used for Fall 2021.</p>	<p>April 30, 2022</p>
<p>1.2 The unofficial withdrawals process, which involves multiple employees, was unnecessarily performed on approximately 25 students who did not receive federal aid.</p>	<p>1.2 The Office of Financial Aid has updated the desktop procedures for evaluating unofficial withdrawals to clarify that the process pertains only to students receiving federal financial aid. Additionally, data points were added to the unofficial withdrawals report to indicate the types of federal aid that each student on the report received. These updated procedures will be used for Fall 2021.</p>	<p>March 31, 2022</p>

RADFORD UNIVERSITY – OFFICE OF AUDIT & ADVISORY SERVICES

Financial Aid – Enrollment Reporting Audit

November 17, 2021

BUSINESS ISSUE	PLANNED ACTION	COMPLETION DATE
<p>2. Improvements are needed in the processes for specific data elements to help ensure accurate reporting. Specifically, in our sample of 40 students, we noted the following:</p>		
<p>2.1 For five students (13%), the effective date reported at the NSLDS Campus Level was correct, but the effective date reported at the Program Level was incorrect. This appeared to be due to a process run for students that transitioned directly to Radford University from the Jefferson College of Health Sciences as part of the merger. The process appeared to be incorrectly modifying those effective dates for students with status changes after the merger.</p>	<p>2.1 The Registrar’s Office has worked with Information Technology Services to find the error in the script used in this process. The script has been adjusted, and it will be implemented for the next data submission to the National Student Clearinghouse.</p>	December 10, 2021
<p>2.2 For two students (5%), although the students’ status appeared to be correct in Banner, the status in NSLDS was incorrect. Management noted that the information being reported in the University’s file to the National Student Clearinghouse (which transmits the data to NSLDS) agreed with the NLSDS status. However, it was unclear why the incorrect status was in the University’s file.</p>	<p>2.2 The Registrar’s Office has worked with Information Technology Services and determined that a table in Banner had an incorrect code for ¾ time students. The table has been updated and the time status for students has been updated accordingly. This updated information will be reflected in the next data file submission to the National Student Clearinghouse.</p>	December 10, 2021
<p>2.3 For one student (3%), although the student’s status was reported correctly in NSLDS, the status was listed incorrectly in Banner. This appeared to be due to the student being dually enrolled in the University and a community college. However, Banner had not been updated to reflect the dual enrollment.</p>	<p>2.3 The Office of Financial Aid has developed a process to monitor all students who are requesting dual enrollment verification for financial aid purposes. The process also includes providing the appropriate information to the Registrar’s Office each semester to help ensure that Banner is updated accordingly. This new process will be used for Spring 2022.</p>	March 31, 2022

RADFORD UNIVERSITY – OFFICE OF AUDIT & ADVISORY SERVICES
CARES Act – Reporting Audit
November 17, 2021

BACKGROUND

The Coronavirus Aid, Relief, and Economic Security (CARES) Act, which was enacted in March 2020 established and funded the following: Higher Education Emergency Relief Fund (HEERF), Governor’s Emergency Education Relief Fund (GEERF), Coronavirus Relief Fund (CRF). The HEERF had both a student portion and an institutional portion. Radford University received funding from all of these. Due to the way the funds were issued by the federal government, the University was responsible for the external reporting requirements for the HEERF, and the Commonwealth of Virginia was responsible for the external reporting requirements for the GEERF and the CRF. As noted in the Scope section below, this audit focused only on the required reporting for which Radford University was responsible.

OBJECTIVES AND SCOPE

The objectives of the audit were to evaluate the reporting requirements for CARES-Act-related grants, and, for those reports for which Radford University was responsible, to determine whether adequate processes were in place to ensure compliance with grant reporting requirements for accuracy and timeliness of reporting.

The scope of our audit was reporting that was required July 2020 – February 2021 for the HEERF – Student Portion (CFDA 84.425E) and the HEERF – Institutional Portion (CFDA 84.425F).

This review was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

CONCLUSION

At the time of the review, and relative to the reporting reviewed, adequate processes appeared to be in place to ensure compliance with grant reporting requirements.

BUSINESS ISSUES

No business issues were identified.

RADFORD UNIVERSITY

Office of Audit and Advisory Services

FOLLOW-UP AUDIT STATUS REPORT BUSINESS AFFAIRS AND AUDIT COMMITTEE DECEMBER 2021

Audit: IT – Contingency Planning Program – Backup and Recovery				
Business Issue		Planned Action	Completion Date	Status
1.2	<p>For every IT system that is identified as sensitive relative to availability, the Standard requires implementation of backup and recovery plans. Improvements are needed in the University's current strategy. Specifically</p> <p>This issue was communicated to management in a separate document marked Freedom of Information Act exempt under § 2.2-3705.2 of the Code of Virginia due to its sensitivity and description of security mechanisms.</p>	1.2 Management provided a planned action under the same public disclosure exemption as noted in the business issue.	<p>July 1, 2021 Revised to September 1, 2021 Revised to January 20, 2022</p>	In Process

Audit: Sponsored Programs and Grants Management				
Business Issue		Planned Action	Completion Date	Status
1.1	<p>The University lacks a policy(ies) to define institutional base salary (IBS) and supplemental/extra-service pay. Such policy(ies) are required by the Uniform Guidance. Not having the required policy(ies) could result in unallowable compensation costs charged to Federal grants.</p> <p>Additionally, one employee's supplemental pay amount was required to be revised after the original amount had been fully approved. The revision was required because the approved supplemental pay amount would violate a Federal requirement that the employee's total supplemental pay could not exceed the allowable percentage of the employee's normal salary. However, lack of University documentation outlining this requirement has led to confusion.</p>	1.1 Human Resources, after consultation with Sponsored Programs and Grants Management and the Controller's Office, will develop a policy to define institutional base salary. The policy will also address any restrictions that apply, such as the one noted on supplemental pay, in accordance with 2 CFR § 200.430 - Compensation - personal services. The new policy will be communicated campus-wide.	<p>October 31, 2021 Revised to May 1, 2022</p>	In Process

RADFORD UNIVERSITY

Office of Audit and Advisory Services

FOLLOW-UP AUDIT STATUS REPORT BUSINESS AFFAIRS AND AUDIT COMMITTEE DECEMBER 2021

Audit: Auditor of Public Accounts – FY 2020				
	Business Issue	Planned Action	Completion Date	Status
1.	<p>Improvements are needed related to an operating system.</p> <p>Radford University Information Technology Services (ITS) does not document and apply a baseline security hardening configuration for an operating system that supports a database server.</p> <p>Baseline security configurations are essential controls in information technology environments to ensure that systems have appropriate configurations and serve as a basis for implementing or changing existing information systems.</p> <p>ITS has an ongoing project to evaluate hardening best practices, such as CIS Benchmark, and develop baseline configurations that identify the security controls implemented or deviations from the CIS Benchmark for the operating system environment. However, the project was delayed due to a shift in priorities to support the University during the COVID-19 pandemic and the Information Security Officer leaving in September 2020.</p>	<p>1. ITS will complete the review and update the operating system baseline configuration.</p>	November 1, 2021	Complete

Capital Project Update

RADFORD
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Artis Center for Adaptive Innovation and Creativity

- Demolish Porterfield and McGuffey Halls
- 178,000-square-foot new building
- CVPA and WCHHS spaces, along with shared spaces and classrooms

View from East Main Street



Major Package Bid Overruns

	<u>Estimate</u>	<u>Low Bid</u>	<u>Variance</u>
Major Packages			
Demo/Site Package	\$ 8,371,255	\$ 8,647,872	\$ 276,617
Steel Package	8,550,726	10,062,650	1,511,924
Building Package	24,200,000	27,909,297	3,709,297
MEP Package	26,724,184	35,949,867	9,225,683
Total Major Packages	\$ 67,846,165	\$ 82,569,686	\$ 14,723,521

Project was value engineered to reduce project estimates by \$6.4M before bidding, and an additional \$4.0M after bids were received.

Factors Impacting Bids

Materials Escalation

Equipment Escalation

Labor Escalation/Availability

Supply Chain Issues

Weather Impacts

Profitability Recovery

Future Risk Avoidance

Lack of Capacity and Competition

Project Cost Variances

	<u>Original Allocation</u>	<u>Adjustment</u>	<u>Revised Total</u>
Project Cost			
Construction	\$ 80,500,000	\$ 11,143,734	\$ 91,643,734
Design & Related Service Items	8,840,000	275,000	9,115,000
Inspection & Testing	250,000	-	250,000
Project Management and Other Cost Items	5,440,000	(627,820)	4,812,180
Contingency	1,621,000	209,000	1,830,000
Subtotal Project Cost	\$ 96,651,000	\$ 10,999,914	\$ 107,650,914
Fixtures, Furniture & Equipment	5,000,000	4,500,000	9,500,000
Grand Total Project Cost	\$ 101,651,000	\$ 15,499,914	\$ 117,150,914

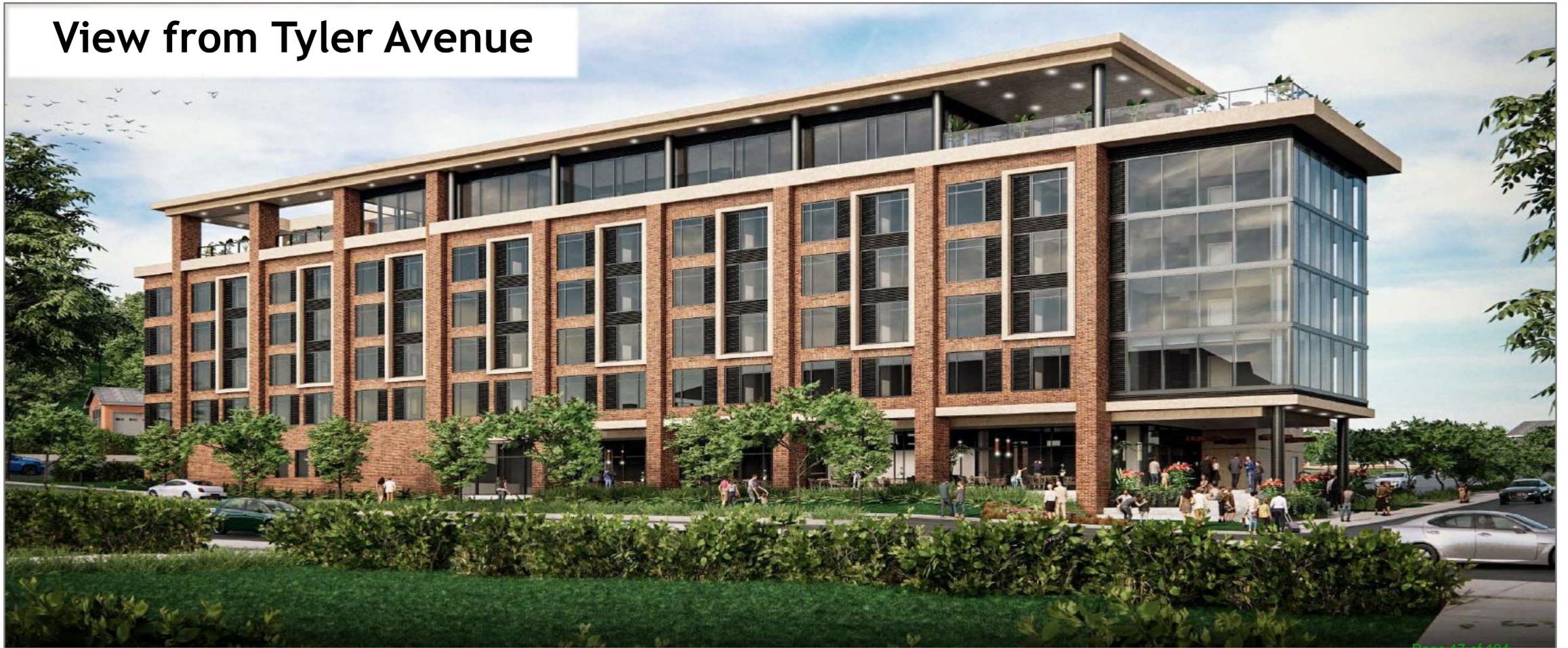
Artis Center for Adaptive Innovation and Creativity



In Progress

The Highlander Hotel

View from Tyler Avenue



The Highlander Hotel



In Progress



RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs and Audit Committee
December 2, 2021

Information Item
Capital Projects Update

Item: Facilities Planning and Construction update on capital projects.

1. Artis Center for Adaptive Innovation and Creativity

Project Budget ----- \$101,651,000

Architect/Engineer Firm----- Hord Coplan and Macht

Construction Manager----- Skanska

The Artis Center for Adaptive Innovation and Creativity (Center) will address an array of significant existing programmatic and building deficiencies across a number of academic colleges. The approximately 178,000-square-foot multi-story building will include state-of-the-art instruction, laboratory, maker, studio, computer, and collaborative spaces that integrate the arts and health sciences, along with office and other academic support functions. Specialty spaces will include an instructional auditorium and support spaces, health science clinical lab spaces, painting and drawing studio spaces, and music and dance studio spaces. The project will be located in a prominent area of campus directly adjacent to East Main Street, and will respond aesthetically to the existing buildings along this important campus corridor.

The project scope will generally provide for demolition of the existing Porterfield East and West Halls and McGuffey Hall and construction of the new building and building systems and components including HVAC, plumbing, electrical, fire alarm and detection, fire suppression, lightning protection, and elevators. The project will replace existing facilities and building systems that are 50 years old and are inadequate for today’s learning environment and technologies. Significant utility impacts will be accommodated, along with erosion/sediment control and stormwater management requirements. The University is also aggressively pursuing sustainable design features leading to certification through the US Green Building Council’s LEED program.

The impacts of required swing spaces were investigated during the design phases of the project, and a final plan for the enabling projects was completed. Approximately 20 spaces across campus were modified to allow temporary occupancy during the construction period. The necessary College of Visual and Performing Arts moves were complete in August 2021 prior to the start of the fall semester.

The Capital Budget Request for the project was submitted in June 2019, and was included in the approved 2021-22 biennial budget bond package. Full project funding was obtained in April 2021, due to delays caused by COVID-19 and the extended Special Session. Due to the effects of COVID-19, supply chain disruptions, and limited workforce availability in southwest Virginia, the University is currently working with Department of Planning and Budget and has submitted a budget appeal package to the state for relief. Additional funding may potentially be included in the Governor’s Budget.

The project has received an approved permit for the early demolition and site development package,

which got underway in May 2021. The full building package permit approval is anticipated in late fall of 2021. This schedule will facilitate project completion and move-in for classes in fall 2024.

2. Property Acquisition

University Housing

The expansion of student residential housing has been in the University's master plans and capital outlay initiatives for the last decade. The acquisition of properties in 2018 by the Foundation provided an opportunity for the University to expand its residential housing along with strategic land acquisition. Upon acquisition of the properties by Foundation, the University entered into a capital lease with the intent to acquire several of the properties within two years.

The University strategically defined approximately \$22.5 million worth of properties for acquisition. Of the \$22.5 million, \$17.5 million is financed through the issuance of 9(c) debt, while the remaining \$5.0 million will utilize auxiliary reserves. This transfer allows Radford University to leverage the Commonwealth's favorable financing options to acquire the property.

The University closed on the acquisition of two additional properties comprised of multi-family units with an estimated property value of approximately \$3.3 million on August 30, 2021. With the completion of this acquisition and the previous nineteen properties which closed March 2021, the University has acquired approximately two-thirds of the properties the Foundation attained in 2018 infusing 434 beds into the University's owned student residential housing portfolio.

3. The Highlander (Hotel and Conference Center)

The University identified the property location at the corner of Tyler Avenue and Lawrence/Calhoun Streets for a hotel and conference center. Radford University Foundation is collaborating with Jones Lang LaSalle, a commercial real estate firm, for this development opportunity. The hotel is planned to have approximately 125 rooms; street level restaurant, coffee shop, and business center; rooftop lounge and exercise center; conference center with meeting spaces; and adjacent parking.

The Foundation and the University jointly prepared and submitted an application for rezoning to the Radford Planning Commission, with Variance Application approved in October 2020. The City of Radford also approved the vacating of an alley through the site to allow use of the complete site area. Final funding and financing were executed in early April 2021, with ground-breaking in May 2021. S.B. Ballard Construction Company, Virginia Beach, was selected as the contractor to complete the development, and has completed demolition of the existing structures and is well underway on sitework and utilities. With a construction schedule of approximately 18 months, the hotel is anticipated to open in late 2022. As a reminder, this is a project of the Radford University Foundation and is included for reference purposes.

4. Renovation of Tyler and Norwood Halls

The Master Plan identifies Norwood Hall and Tyler Hall as the next on-campus residence halls to be renovated. The renovation scope will provide for the replacement of plumbing piping, fixtures, HVAC systems, fire alarm systems, electrical upgrades, accessibility improvements, and asbestos abatement, similar to the renovation scopes recently completed for the Moffett Quad residence halls in 2016. The

renovations will also include significant upgrades to first floor building entries, student support areas (i.e. lounges, kitchen, study spaces), along with activating the porch areas for student gathering space. These renovations will give vibrant new life to these buildings built in the 1930's.

Selection of an architect and engineering (AE) design firm is complete, with Hanbury (HEWV) currently under contract for pre-planning services to determine final project renovation scope. Final design will commence in fall of 2021 and is anticipated to be complete in late 2022. This timeline will allow bidding in the spring of 2023, with construction getting underway in May of 2023 and project completion in August 2024. The total project budget, originally anticipated at \$17.0 million, is currently being analyzed for potential escalators.

5. River Campus

The Master Plan identified development of the River Campus on University and City of Radford (City) properties adjacent to the New River. Stakeholder meetings have taken place, including academic and student affairs, and an initial visioning document has been compiled. The visioning document will serve to identify initial projects for execution, and planning and prioritization of further River Campus development projects.

The overall River Campus development includes zones for higher density public activities such as an amphitheater, event space, food and beverage areas, and associated support spaces; for quieter academic and passive recreation spaces; and for highly active recreation and student engagement areas.

An initial project was completed this summer that included the greenway extension on university property adjacent to parking Lot Z and the New River. This project will also ultimately include outdoor seating, event areas, and spaces designed to accommodate informal gatherings. The design for a second phase in coordination with the City to link the University greenway to the City greenway is complete. The University and the City will be negotiating a Memorandum of Understanding for shared construction activities, usage, and maintenance.

Further development projects include more significant public projects such as an amphitheater and food services, along with more recreation-based projects such as access to the river for people and boats, climbing walls and bouldering, and zip lines and ropes courses. An architect-engineer firm, hired by the University, has performed a feasibility study for the preferred location for an amphitheater that is currently being evaluated for next steps.

The City has developed construction documents to rehabilitate the University Drive bridge across the Norfolk Southern tracks adjacent to East Main Street. As part of this project, the University has agreed to fund the replacement of the fencing, the addition of street lighting along the bridge, and resurfacing of the existing sidewalks. This project will serve as a significant improvement to the main entry to this portion on campus, and help highlight future River Campus development projects. The design is complete and the City has received two rounds of construction bids, with all bids being over the current established budget. The City and the University are currently discussing next steps for the project.

The development of the River Campus will need to be carefully executed with the cooperation of the City, and will also need to be coordinated with all regulatory and permit requirements.

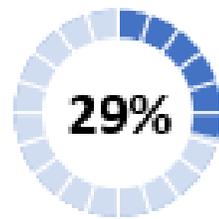
Action: None. Informational only.

Succession Planning Update

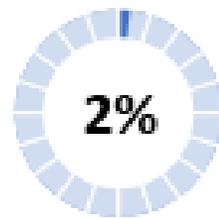
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Fiscal Year 2021 - Workforce

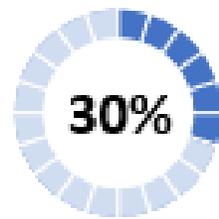
1,688
TOTAL EMPLOYEES
358
of the 1688 are Leaders



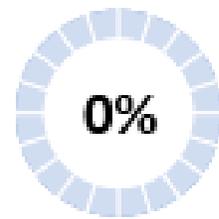
CLASSIFIED



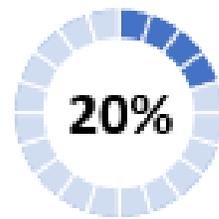
WAGE



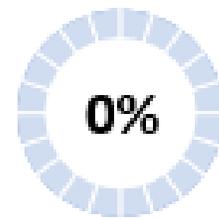
INSTRUCTION



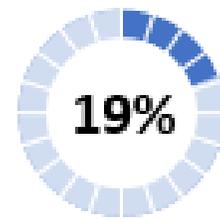
RESEARCH



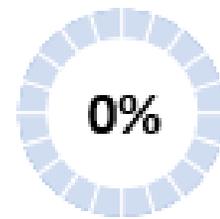
A/P FACULTY



UNIV. STAFF



ADJUNCT

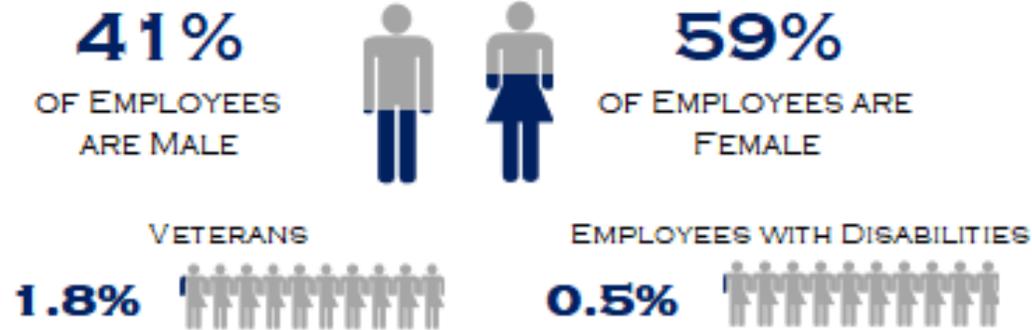


OTHER

Fiscal Year 2021 - Demographics

Workforce Demographics

(percentages are out of all 1688 employees)



Leader Demographics

(percentages are out of the 358 employees who are leaders)



EXECUTIVE TEAM BREAKDOWN

14 TOTAL EXECUTIVES

29%
MALE

71%
FEMALE

21%
MINORITY

Fiscal Year 2021 - Workforce Racial Demographics

RACE	PERCENTAGE OF WORKFORCE
WHITE	87.6%
BLACK / AFRICAN AMERICAN	5.4%
HISPANIC / LATINO	0.4%
ASIAN	3.1%
AMERICAN INDIAN / ALASKAN NATIVE	0.4%
HAWAIIAN OR PACIFIC ISLANDER	0.1%
TWO OR MORE RACES	0.7%
UNKNOWN OR NOT ENTERED	2.5%

RACE	PERCENTAGE OF LEADERS
WHITE	89.9%
BLACK / AFRICAN AMERICAN	6.1%
HISPANIC / LATINO	0.6%
ASIAN	1.1%
AMERICAN INDIAN / ALASKAN NATIVE	0.6%
HAWAIIAN OR PACIFIC ISLANDER	0.0%
TWO OR MORE RACES	1.1%
UNKNOWN OR NOT ENTERED	0.6%

NOTE: Gender and Race data are voluntarily self-reported by the employee.

Fiscal Year 2021 - Service Retirements

3.7%

OF EMPLOYEES

**ELIGIBLE FOR SERVICE
RETIREMENT WITHIN FIVE
(5) YEARS**

AGENCY'S SERVICE RETIREMENT BREAKDOWN

85 EMPLOYEES CURRENTLY ELIGIBLE FOR
SERVICE RETIREMENT

62 EMPLOYEES ELIGIBLE FOR SERVICE
RETIREMENT IN 5 YEARS

Succession Plan - Key Elements

1. Identifying key positions

2. Identifying job requirements

3. Identifying and building competencies

4. Identifying successor(s)

5. Assessing progress

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs & Audit Committee
December 2, 2021

Information Item
Succession Planning Update

Item:

An update of Radford University's succession planning efforts.

Background:

In 2017, [§ 2.2-1209.C](#) of the Code of Virginia was amended to require that all Executive Branch Agencies develop succession plans for key personnel, executive positions, and employees nearing retirement.

The purpose of the succession plan is to ensure the University is able to fulfill its mission when a key staff separate from the University. The succession plan is a "living document" that will be ever evolving and responsive to the changing realities of the workplace. Realities, such as retirements of aging workforce, lack of an emerging group to replace baby boomers, increasing demand for senior management expertise, must be taken into consideration to ensure continuity of operations. Identifying, mentoring, and providing professional development opportunities to the 'next generation' of managers is critical to the success of the succession plan.

The University's succession plan was derived into five key elements: identifying key positions, identifying job requirements, identifying and building competencies, identifying successor(s), and assessing progress. Creating a plan around these five elements is the responsibility of the Department of Human Resources in conjunction with senior staff. While the Department of Human Resources is able to provide guidance on how to create and enact a succession plan, senior staff are engaged in the vital role of ensuring the proper positions, responsibilities, and accomplishments are achieved. Additionally, the Commonwealth's Division of Human Resource Management (DHRM) has provided a succession plan tool that is being employed to complement the University's ongoing process.

Over the last year, progress continues to be made on succession planning efforts across the University. The Department of Human Resources has partnered with each Vice President to identify key positions within their respective division. Various factors were discussed during the review to determine the position's impact on business operations. Such factors included unique position responsibilities, certifications and specialized skillsets, the probability of difficulty in refilling the role, and the impact of delivering critical services. Key positions were identified and then further grouped into three main categories: imperative, important, or discretionary. Based upon the information collected, the Department of Human Resources will be able to continue the assessment of the identifying job requirements, identifying and building competencies, identifying successor(s).

Action:

None. Informational only.

Span of Control Policy

RADFORD
UNIVERSITY

Span of Control

2017 Virginia Acts of Assembly Ch. 836 § 4-9.04(a) 3, 4, and 5 based on JLARC recommendation requires the Board of Visitors at each Virginia public four-year higher education institution to:

1. **Organizational Review** - Conduct comprehensive review of organizational structure and identify opportunities to streamline organizational structure
2. **Policy** - Revise human resources policies to eliminate unnecessary supervisory positions by developing standards that establish and promote broader spans of control
3. **Reporting** - Require periodic reports on average and median spans of control and the number of supervisors with six or fewer direct reports

Organizational Review

- Radford University contracted with Censeo initially in the 2015-16 fiscal year to conduct an administrative assessment that determined the average span of control of the institution to be 3.5 employees.
- The University re-engaged the consultants for a more tailored Span and Layer Assessment. The results indicated the following:
 - Efficiency improvements and performance can be obtained by decreasing the number of middle managers
 - Managers with few reports can lead to additional administrative work, micromanagement, and unnecessary approval steps

Span of Control Policy



Target span is three or more direct reports per supervisor



Establishes supervisory position parameters



Monitored by Human Resources



Division Head actively engaged in assessment

Current Span of Control - Radford University

Layer	Current Organization	Avg. Span	Supervisors	Employees
1		12.0	1	12
2		9.9	8	79
3		6.6	49	321
4		3.1	110	346
5		3.3	58	192
6		4.2	30	127
All Layers		4.2	256	1077

Policy Title: Span of Control Policy	Effective Date:
Policy Number: HR-PO-1405	Date of Last Review: NEW
Oversight Department: Department of Human Resources	Next Review Date:

1. PURPOSE

The *Span of Control Policy* for Radford University (University) establishes guidelines for establishing and reviewing the spans of control within the University's organizational structure to improve efficiency and effectiveness.

2. APPLICABILITY

The *Span of Control Policy* applies to all organizational units, including but not limited to, colleges, schools, divisions, and departments of the University.

3. DEFINITIONS

Direct Reports: Employees whose performance is managed by a particular supervisor.

Division Head: President, Provost, or applicable vice president.

Enterprise Resource Planning (ERP) System: Enterprise resource planning (ERP) refers to a type of software that organizations use to manage day-to-day business activities such as accounting, budgeting, human resources, payroll, and procurement.

Span of Control: The average number of direct reports for which each supervisor is responsible.

Supervisor: The employee who has primary responsibility for making decisions on hiring, assignment and monitoring of work, and performance management of other employees.

4. POLICY

- A. Radford University's overall target span of control is three (3) or more direct reports per supervisor.
- B. The circumstances that necessitate the use of a supervisory position include when specific technical knowledge is required to effectively manage employees, when safety requires more direct management of employees, and if a supervisory position is required to comply with state or federal law.
- C. Establishing a supervisory role for the purpose of retaining or recruiting a new employee is not permitted.

- D. Recognizing that the minimum supervisory span of three (3) may not be achievable or appropriate in all circumstances, exceptions may be approved by the division head in consultation with the Department of Human Resources (Human Resources).

5. PROCEDURES

A. Monitoring and Tracking Spans of Control

1. Span of control will be monitored and maintained by the Human Resources using data within the University's enterprise resource planning (ERP) system.
2. Division heads are required to submit updated organizational charts on an annual basis to the Human Resources. The organizational chart deadline will be designated and communicated by Human Resources.
3. Human Resources will annually calculate the number of direct reports for supervisors and the average and median spans of control for each division, and identify all supervisors with fewer than three direct reports. Human Resources will then create a report on the University's spans of control which is communicated to the President.
4. Exceptions may be made by Human Resources at the recommendation of a division head in cases of business necessity. Examples of business necessity include, but are not limited to, fulfilling statutory requirements, ensuring the safety of employees or students, or working supervisors who supervise only one employee.

B. Changes that Impact Spans and Layers

1. The division head, dean, director, or department head, in consultation with Human Resources, will assess the organizational impact of changes on span of control. Such changes present opportunities to facilitate improved span of control. Organizational changes that may result in an assessment being conducted include but are not limited to:
 - a. Vacancies
 - b. Organizational restructuring
 - c. Department consolidation
 - d. Transfers of supervisors to other departments
 - e. Elimination of supervisory positions
 - f. Creation of new positions
 - g. Retirements
2. Upon turnover or departmental reorganizations that involve decentralized personnel that perform operational functions similar to those performed by central administrative units, efforts should be made to determine whether responsibilities can be reallocated to the relevant central administrative unit.

6. EXCLUSIONS

This policy does not apply to teaching and research faculty, special purpose faculty, or adjunct faculty.

7. APPENDICES

None

8. REFERENCES

[2017 Virginia Acts of Assembly Ch. 836 § 4-9.04 \(a\)3,4,5](#)

9. INTERPRETATION

The authority to interpret this policy rests with the President of the University and is generally delegated to the Vice President for Finance and Administration & Chief Financial Officer.

10. APPROVAL AND REVISIONS

New policy.

For general information concerning University policies, contact the [Office of Policy and Tax Compliance](#) – (540) 831-5794. For questions or guidance on a specific policy, contact the Oversight Department referenced in the policy.

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs & Audit Committee
December 2, 2021

Action Item
Approval of the Span of Control Policy

Item:

Approval of the Span of Control Policy.

Background:

In 2012, the General Assembly directed the Joint Legislative Audit and Review Commission (JLARC) to study the cost efficiency of the Commonwealth's institutions of higher education and to present options and recommendations for reducing the cost of public higher education in Virginia. In 2014, JLARC issued a report with a focal point of reviewing organizational structures for reducing cost.

As stated in the study, JLARC staff used "spans of control" analysis to identify opportunities to improve the efficiency of support functions at four-year public institutions in Virginia. In some organizations, there are too many supervisors, which may lead to unnecessary layers of management between front-line employees and top executives. These layers can slow decision making and unnecessarily increase costs. These narrow spans of control (i.e. too few employees per supervisor), which sometimes point to structural inefficiency, are not unique to Virginia and have been found at other higher education institutions nationwide.

As a result of the study, Radford University contracted with an outside firm, Censeo, who performed an initial administrative assessment that determined the average span of control for the University to be 3.5 employees. A more detailed assessment was performed by Censeo in 2016 that provided greater detail at the division level of where potential organizational efficiencies could be gained.

Since 2016, monitoring span of control has been a continued focus of the University. When turnover or reorganizations have occurred, the University has remained committed to ensuring operational efficiencies and effectiveness are at the forefront of decision making. Recent examples of such monitoring and decision making include the combining of the University Relations and University Advancement leadership, as well as, the consolidation of the Division of Information Technology into the Division of Finance and Administration.

The Span of Control policy formalizes guidelines for establishing and reviewing the spans of control within the University's organizational structure to improve efficiency and effectiveness. The policy establishes an overall target span of control of three (3) or more direct reports per supervisor, defines the circumstances that necessitate the use of a supervisory position, and establishes a periodic review process.

Action:

Radford University Board of Visitors approval of the Span of Control Policy, as presented.

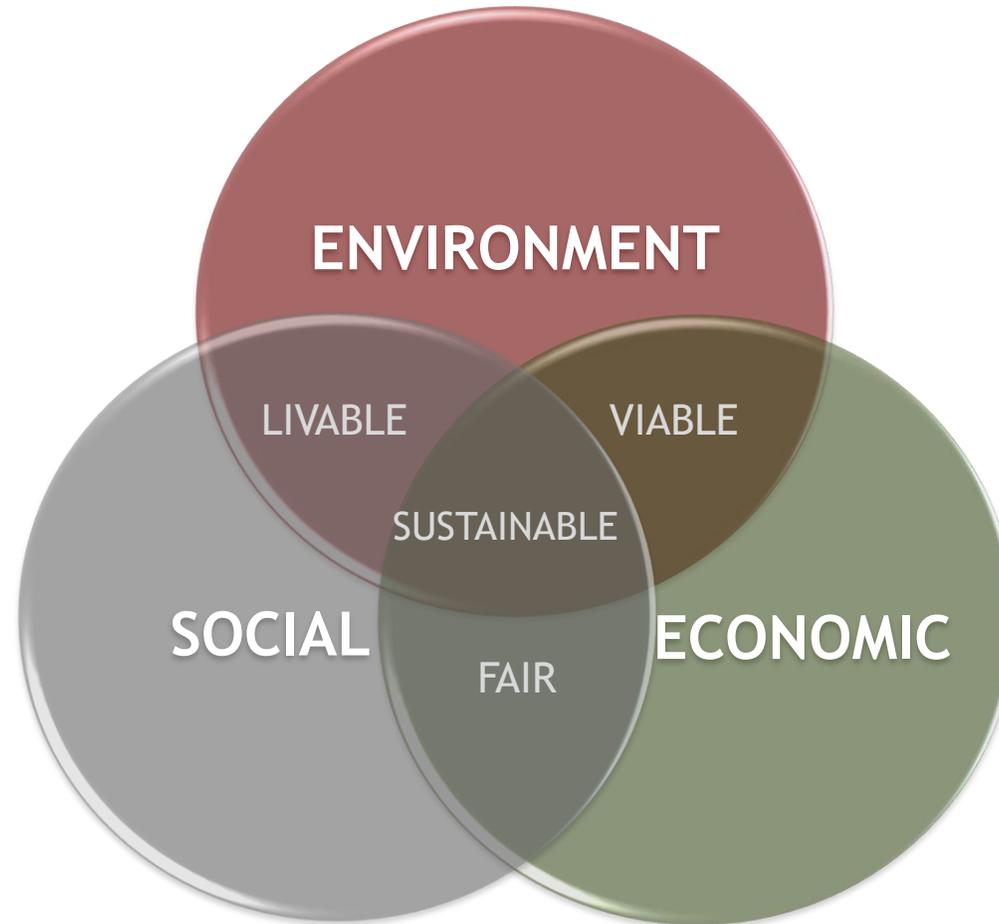
**RADFORD UNIVERSITY BOARD OF VISITORS
RESOLUTION
Approval of the Span of Control Policy
December 3, 2021**

BE IT RESOLVED, the Radford University Board of Visitors approves the Radford University Span of Control Policy as presented.

Sustainability and Climate Action Plan

RADFORD
UNIVERSITY

What is Sustainability?



History of Sustainability at Radford University



Carbon Commitment



Task Force Goals

- Develop a sustainability and climate action plan that includes:
 - A combination of strategies to achieve net carbon neutrality by 2040;
 - New sustainability goals and targets based on current data;
 - Specific actions for achieving goals;
 - New energy strategies that reduce costs over the course of the plan;
 - Social justice and equity as critical to our sustainability mission; and
 - Clear metrics for measuring progress.
- Support implementation of the 2018 – 2023 Strategic Plan, the 2020 – 2030 Master Plan, and the Carbon Commitment

Task Force Members

Chad A. Reed, Chair

Vice President for Finance & Administration and Chief Financial Officer

Dr. Aysha Bodenhamer

Assistant Professor, Department of Sociology

Dr. Holly Cline

Professor and Chair, Department of Design

Mr. Jorge Coartney

Assistant Vice President Facilities Management

Mr. Craig Cornell

Vice President for Enrollment Management

Dr. Heather Keith

Executive Director of Faculty Development

Dr. Stockton Maxwell

Associate Professor, Department of Geospatial Science

Mr. Josh Nease

Sustainability Manager

Mr. James Perkins

Director of University Services

Dr. Orion Rogers

Interim Provost and Vice President for Academic Affairs

Dr. Rick Roth

Professor Emeritus, Geospatial Science

Ms. Tricia Smith

Associate Vice President for Student Life

Mr. Chris Wozniak

Student Representative

Writing and Design & Production Teams

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*Vice President for Finance & Administration
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Sustainability Manager

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Director of Policy, Financial Reporting and Accounting

Design & Production Team

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Graphic Design Manager

Pam McCallister
Marketing Copywriter/Editor

Evan Musgrave
University Photographer

Printing Services

External Environment



Drive



Framework



Recognition

The Path to 2040



Overarching Goals - Five Pillars



I. Educational Environment - Provide an educational environment and the tools to address the social, economic, and environmental issues confronting our region, nation and the world.

II. Net Carbon Neutrality - Achieve net carbon neutrality by 2040 or sooner.

III. Sustainability Campus Culture - Create a campus culture of sustainability, inclusivity, and well-being that fosters conscious, attentive, and competent local and global citizens and leaders.

IV. Operational Practice - “Integrate sustainable practices into all aspects of our operations.” (From Radford University Core Values)

V. Critical Planning Component - Position sustainability so that it is a critical component of University planning, administration, and governance.



Focal Areas



Academics

Engagement

Operations

Planning and Administration

Services



Academics

Goal 1

Radford University will develop new curriculum opportunities focused on sustainability and the environment.

Goal 2

Radford University will develop sustainability-focused personal and professional development and engagement opportunities across campus.

Goal 3

Radford University will build a research and scholarship program focused on sustainability studies and environmental science.



Focal Areas



Academics

Engagement

Operations

Planning and Administration

Services



Engagement

Goal 1

Radford University will enact a comprehensive sustainability outreach and engagement strategy that is integrated throughout a student's experience or an employee's tenure.

Goal 2

Radford University will develop connections between the campus and the community to address our shared sustainability challenges.



Focal Areas



Academics

Engagement

Operations

Planning and Administration

Services



Operations

Goal 1

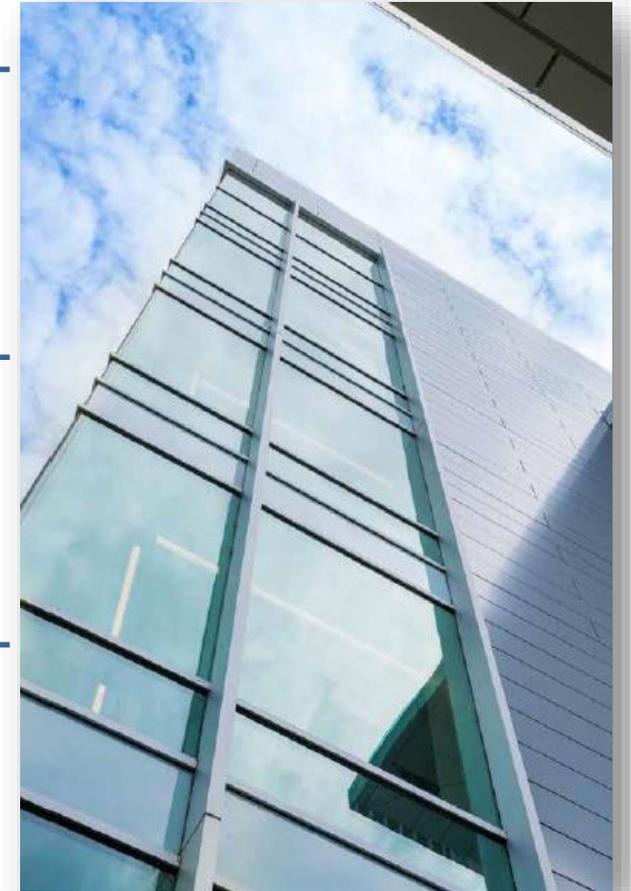
Radford University will pursue net zero carbon emissions by 2040, with an interim target of a 50% reduction in greenhouse gas emissions below the 2019 level by 2030.

Goal 2

Radford University will increase the sustainability of our buildings with a focus on energy, water, waste, and people.

Goal 3

Radford University will make short- and long-term reductions in energy consumption, focusing on electricity, heating and cooling efficiencies, and innovative solutions for energy intensive spaces.



Operations

Goal 4

Radford University will enhance the sustainability of the campus grounds and create outdoor spaces that encourage time outdoors.

Goal 5

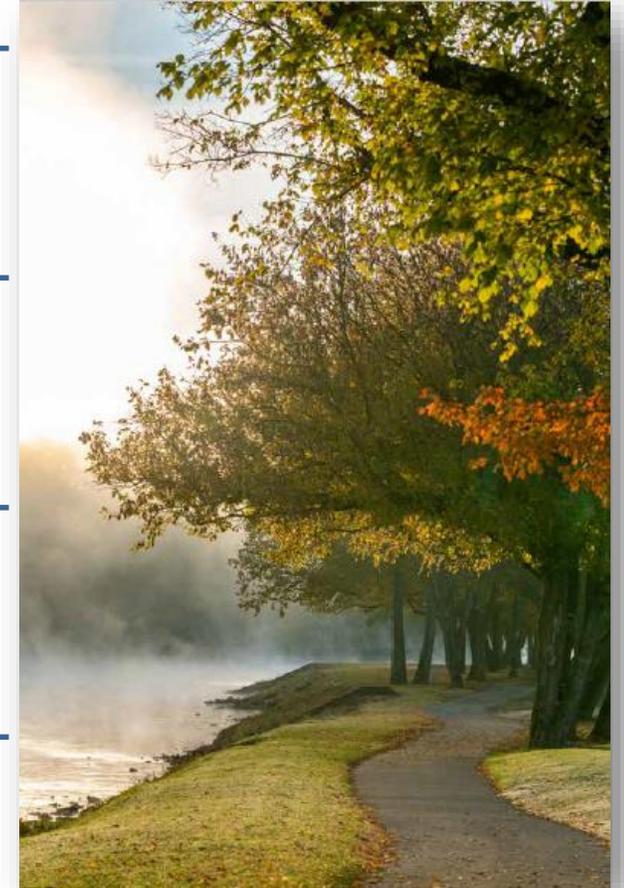
Radford University will reduce and offset transportation-related emissions associated with University operations.

Goal 6

Radford University will minimize waste through source reduction, landfill diversion, reuse, and education.

Goal 7

Radford University will protect water quality in the New River through management of stormwater runoff from campus grounds.



Focal Areas



Academics

Engagement

Operations

Planning and Administration

Services



Planning and Administration

Goal 1

Radford University will institutionalize and implement sustainability at a high level of the University's administration and governance to ensure widespread adoption and extensive campus engagement. Strive to support sustainability at every opportunity.

Goal 2

Radford University will support and collaborate to advance a Diversity, Equity, and Inclusion Action Plan, in accordance with the ONE Virginia Strategic Plan for Inclusive Excellence.

Goal 3

Radford University will create support programs that improve the affordability and accessibility of Radford University for underrepresented groups, low-income students, and first-generation students.

Goal 4

Radford University will collaborate with Radford University Foundation to encourage and support the transition of Radford University investments to socially responsible, fossil fuel-free investments.



Focal Areas



Academics

Engagement

Operations

Planning and Administration

Services



Services

Goal 1

Radford University will increase the sustainability of the campus food system in an effort to reduce harmful environmental and social impacts.

Goal 2

Radford University will develop comprehensive, sustainable purchasing guidelines that align with and contribute to campus sustainability goals (energy, recycling, waste, social responsibility, etc.), EO 77, and STARS.

Goal 3

Radford University will reduce and offset transportation-related emissions associated with University operations.



The Path to 2040:
The Radford University Sustainability
and Climate Action Plan

Five Pillars

The Path to 2040: The Radford University Sustainability and Climate Action Plan can be summarized with five pillars for University sustainability. These goals represent the desired outcomes and strategic intent of the goals and strategies within each focal area of the plan.

1. **“Provide an educational environment and the tools to address the social, economic, and environmental issues confronting our region, nation and the world.”** (From RU Mission Statement)
2. **Achieve net carbon neutrality by 2040 or sooner.**
3. **Create a campus culture of sustainability, inclusivity, and well-being that fosters conscious, attentive, and competent local and global citizens and leaders.**
4. **“Integrate sustainable practices into all aspects of our operations.”** (From Core Values statement)
5. **Position sustainability so that it is a critical component of University planning, administration, and governance.**

Focal Areas

Radford University’s vision for sustainability is a comprehensive one that spans the University. For the purpose of the Plan, sustainability goals and strategies are separated into Focal Areas and aim to integrate sustainability into all aspects of the institution. The Focal Areas include: Academics, Engagement, Facilities & Operations, Services, and Planning & Administration.

ACADEMICS

Radford University will integrate sustainability into curriculum, research, scholarship, and academic engagement to create a generation of sustainability leaders. With this new focus, students will be able to engage in environmental, economic, and equity challenges and forge new solutions to create sustainable ways of life for our campus, community, and the planet.

GOAL 1

Radford University will develop new curriculum opportunities focused on sustainability and the environment.

Strategies

- A. Develop interdisciplinary major, minor, and graduate programs in sustainability and environmental studies.
 - 1. Establish a faculty-led group to develop sustainability focused and related academic programs spanning multiple departments and colleges.
 - 2. Adopt an institutional sustainability learning outcome and encourage program-level sustainability learning outcomes.
 - 3. Hire new faculty to develop and grow programs.
- B. Establish a position to formally lead the effort to expand sustainability in academic programs and develop the framework to coordinate multiple levels of research and curricular integration.
 - 1. Coordinate efforts to expand sustainability across curriculum through academic integration and course support.
 - 2. Work with colleges and departments to incorporate sustainability learning objectives in programs and courses.
 - 3. Ensure that every RU undergraduate student engages in coursework with learning outcomes focused on sustainability.
 - 4. Launch a new version of the Environmental Center to focus on expanding and supporting sustainability in curriculum and research.
- C. Increase sustainability literacy among Radford University students through academic initiatives that enhance student learning and success.
 - 1. Conduct an annual assessment of the sustainability literacy of students.
 - 2. Conduct a new course inventory for "sustainability-focused" and "sustainability-related" courses.
- D. Grow enrollment in existing and new sustainability-related programs.
 - 1. Collaborate with University Relations to develop a public relations campaign that highlights campus sustainability, academic programs, and regional opportunities.
 - 2. Collaborate with the Virginia Community College System to build a transfer pipeline from associate programs.

3. Capitalize on the cultural and recreational opportunities associated with the New River Valley and Appalachian region to attract new students.
4. Label sustainability literacy courses in the course registration system to increase visibility (e.g. Green Leaf).
5. Establish a sustainability diploma designation that recognizes students that complete courses in sustainability literacy.

GOAL 2

Radford University will develop sustainability-focused personal and professional development and engagement opportunities across campus.

Strategies

- A. Facilitate opportunities to participate in sustainability-focused, project-based, academic experiences.
 1. Formally establish sustainability-focused faculty and staff development opportunities.
 2. Support and grow the ECO Living and Learning Community with project-based and experiential learning opportunities.
 3. Establish sustainability scholarship and Green Citizen Leader programs to engage students in sustainability projects.
 4. Develop volunteer service-learning opportunities for student organizations that align with the curriculum.
 5. Support student organizations with sustainability themes.
 6. Develop an academic freshman sustainability experience with education of campus sustainability and immersive experiences to build a culture of sustainability.
 7. Host short courses or training seminars for community members about sustainable development, environmental stewardship, environmental justice, and other sustainability and environmental topics.
- B. Develop a network of internship and volunteer opportunities focused on sustainability and the environment within the University and with local/regional businesses, organizations, and municipalities.
 1. Coordinate internships with University facilities and operations offices.
 2. Identify non-profit, government, and private organizations to build a repository of internship and volunteer opportunities focused on sustainability and the environment.
 3. Develop agreements with local and regional organizations to provide student personal and professional development and engagement opportunities.

GOAL 3

Radford University will build a research and scholarship program focused on sustainability studies and environmental science.

Strategies

- A. Foster student and faculty research on sustainability, climate change, energy, environmental change, and environmental justice issues in Appalachia and beyond.
 - 1. Coordinate with Faculty Development, the Office of Undergraduate Research and Scholarship, and other campus entities to develop scholarship opportunities focused on sustainability.
 - 2. Offer more immersive, sustainability-focused research and outreach programs that are a week or more in length.
 - 3. Establish annual funding specifically to support student and faculty sustainability and environmental research.
 - 4. Establish a Sustainability Faculty Fellows program to build research and mentorship opportunities.
- B. Establish a framework for “campus as a living laboratory” for project-based learning in courses and with student organizations.
 - 1. Identify campus locations including Selu Conservancy for long-term living laboratory sites and support development with funding.
 - 2. Identify programs, courses, and student organizations to engage with living laboratories.
 - 3. Develop and support outdoor classrooms and gardens for learning and research.
 - 4. Establish a Sustainability Scholars programs to engage students in sustainability projects including community-based projects in collaboration with the Office of Undergraduate Research and Scholarship.
 - 5. Develop interdisciplinary summer programs at Selu Conservancy to create immersive research and scholarship experiences.
 - 6. Continue to support the Radford Amazonian Research Expedition, Alternative Spring Break to Mountaintop Removal Sites, the Arctic Expedition, and additional similar opportunities for students.
 - 7. Develop new programs in southwestern Virginia and Appalachia to provide regional opportunities to engage in research, scholarship, and outreach.
- C. Build connections with federal and state agencies and organizations to create a pipeline of sustainability-focused research and job opportunities.
 - 1. Establish cooperative agreements with federal, state, and local agencies and organizations for internships, volunteer opportunities, and contract work.
- D. Make scholarly work open and accessible to the campus community to support universal access to new knowledge and encourage widespread comprehension of sustainability concepts.

1. Offer repository hosting that makes versions of journal articles, book chapters, and other peer-reviewed scholarly works by its employees freely available on the public internet.
2. Promote collections of sustainability resources through collaboration with the McConnell Library.
3. Create a policy or program that helps faculty publish scholarly works via open access or archive final post-peer reviewed versions of scholarly works in an open access repository.

ENGAGEMENT

Radford University will increase sustainability literacy and engagement in an effort to turn awareness into meaningful actions that reduce our impacts on the environment and promote equitable solutions to society's greatest challenges.

GOAL 1

Radford University will enact a comprehensive sustainability outreach and engagement strategy that is integrated throughout a student's experience or an employee's tenure.

Strategies

- A. Communicate sustainability culture, programs, courses, and research to potential new students through focused recruitment strategies and materials.
 - 1. Continue to pursue listing on Princeton Review's Guide to Green Colleges and promote the University's Carbon Commitment and STARS Rating.
 - 2. Feature sustainability facts and stories in admissions tours.
 - 3. Create an online sustainability tour for interested students.
- B. Integrate sustainability literacy and culture into Quest, orientation, Welcome Weeks, and other first-year experiences.
 - 1. Provide sustainability items instead of normal swag (e.g. reusable bottle for Fill It Forward, reusable utensils and food containers, etc.).
 - 2. Integrate sustainability-related community service projects for all students into Welcome Weeks and other first year programs.
- C. Facilitate collaboration among campus partners to develop and implement sustainability education and engagement programs targeting the entire campus community.
 - 1. Increase collaboration between the Office of Housing & Residential Life and the Sustainability Office to enhance sustainability in residence hall operations and programming.
 - 2. Facilitate collaboration with the ECO Faculty advisors to enhance the ECO Living Learning Community with sustainability-focused programming.
 - 3. Identify and evaluate means for funding student-led sustainability initiatives, e.g. a student green fund.
 - 4. Create peer-to-peer sustainability education programs for employees and students, e.g. Green Events Certification, Green Office Certification, etc.
 - 5. Continue to enhance the existing Sustainability Leadership Team internship.
 - 6. Develop a Sustainability Events Committee to collaboratively plan Sustainability Week, Earth Week, and other campus-wide sustainability events.

7. Implement an organized interactive energy awareness program and make it part of standard ongoing operations.
 8. Assess campus sustainability culture through a survey or other means.
 9. Support integration of sustainability into student organizations.
- D. Partner with University Relations to launch a campus-wide sustainability promotion and advertising campaign.
1. Develop campus signage and outreach materials highlighting sustainability initiatives and features and promoting sustainable behaviors.
 2. Support the development of a campaign slogan along with a theme, graphics, and key messages.
 3. Publish articles, both locally and regionally, on efforts to reduce greenhouse gas emissions.
 4. Create a sustainable living reference guide and educate students about sustainability efforts.
- E. Prepare students for a lifetime of sustainability through professional development activities and alumni engagement.
1. Prepare students for sustainability-focused career through collaboration with the Center for Career and Talent Developments.
 2. Foster greater interaction between students and professionals who are active in sustainability to help them explore vocational and career options.
 3. Evaluate and develop a Graduation Pledge for students committing to be socially and environmentally responsible citizens of the world post-graduation.
 4. Engage alumni in ongoing campus sustainability efforts through collaboration with the Office of Alumni Relations.

GOAL 2

Radford University will develop connections between campus and the community to address our shared sustainability challenges.

Strategies

- A. Explore opportunities for a sustainability-focused community service partnership with the City of Radford and other local organizations. Collaborate to provide service opportunities for students and other community members.
1. Explore food recovery and delivery partnerships with local organizations and collaborate to organize and implement.
 2. Explore opportunities for advancing “ReNew the New” or other collaborative, local service initiatives.

- B. Explore opportunities for collaboration with other New River Valley institutions of higher education on sustainability-related service projects (e.g. food drives, food recovery donations, tree plantings, etc.).
- C. Develop a centralized system for encouraging, supporting, and recording community service for all faculty, staff, and students, including student organizations.

OPERATIONS-FACILITIES

Radford University will reduce and strive to eliminate emissions and other environmental impacts related to facilities and operations by adapting existing systems and adopting new ones. The University will serve as a leader in climate action in Virginia by implementing pragmatic solutions that are environmentally beneficial and financially viable, saving energy and natural resources and reducing the institution's environmental footprint. These strategies focus on Air & Climate, Buildings, Energy, Grounds, Transportation, Waste, and Water.

GOAL 1

Radford University will pursue net zero carbon emissions by 2040, with an interim target of a 50% reduction in greenhouse gas emissions below the 2019 level by 2030.

Strategies

- A. Replace traditional campus fuels and emissions sources with carbon-free and carbon-reduced fuels and emissions sources.
 - 1. Complete assessment of Scope 1 and 2 campus emissions sources and applicable strategies for reducing or eliminating these emissions.
 - 2. Conduct a feasibility assessment of Renewable Natural Gas and other alternative carbon-free or reduced-carbon steam producing fuels.
 - 3. Monitor campus refrigerant inventory and create campus refrigerant guidelines or Best Management Practices.
 - 4. Conduct air quality testing of boiler plant emissions as well as complete annual tuning of all boilers.
 - 5. Implement projects on campus related to energy storage and/or micro grid technology as identified in assessments and the Greenhouse Gas Action Plan.
- B. Replace conventional electricity with carbon free electricity.
 - 1. Complete assessment and modeling of renewable energy options and develop a strategy for deployment.
 - 2. Explore collaborative public and private partnerships for renewable energy generation and conservation and efficiency options.
 - 3. Develop and implement utility scale renewable energy procurement to decrease Scope 2 emissions.
- C. Convert existing systems or install new systems that reduce or eliminate carbon emissions.
 - 1. Research energy storage (battery) and microgrid technologies.
 - 2. Evaluate feasibility of parking canopy solar arrays in large parking lots.
- D. Engage in a carbon offset strategy to eliminate the remaining emissions that are not reached through increased efficiencies, renewable energy generation, or cultural changes.
 - 1. Conduct a certifiable carbon sequestration assessment that will provide the carbon offset value of University properties.

2. Implement certifiable offset strategies for remaining emissions.
- E. Develop and implement a Radford University Greenhouse Gas Action Plan.
 1. Set on-campus and off-campus renewable energy goals with select strategies to achieve these goals.
 2. Evaluate air and climate plans with any new or ongoing capital leases.

GOAL 2

Radford University will increase the sustainability of our buildings with a focus on energy, water, waste, and people.

Strategies

- A. Develop construction and renovation standards for buildings.
 1. Formalize standards and guidelines for energy efficient design and construction to ensure compliance with VA Energy Conservation Code and targeting LEED Gold certification or better, with a LEED Silver Minimum.
 2. Require conversion of controls to Direct Digital Controls (DDC) in renovations or in buildings that have obsolete DDC systems.
 3. Formalize standards or guidelines for any capital or renovation projects to consider and implement best practices for intelligent infrastructure; and energy generation in campus buildings.
 4. Develop standards or guidelines for capital or renovation projects to consider and implement best practices to promote diversity, equity, and inclusion.
 5. Include Energy Use Intensity targets for all new capital projects and qualifying renovations.
- B. Reduce energy and water consumption through increased efficiencies, new conservation strategies, updated operations/processes, and education.
 1. Implement monitoring and evaluation programs to quickly identify causes or locations of problems and inefficiencies.
 2. Evaluate feasibility of system upgrades and new technologies to increase conservation.
 3. Continue to monitor trends in engineering for opportunities to increase efficiency and conservation.
 4. Formalize strategies and evaluation of systems which will allow for detailed management of independent fixtures with Building Automation Systems.
- C. Develop and formalize building operations and management standards or guidelines.
- D. Consider innovative approaches to energy and water conservation in new building design and renovations.
 1. When replacing roofs on campus buildings, evaluate solar energy potential.

2. As part of the design process for any new buildings, the design team will provide a cost analysis for Zero Energy Buildings versus LEED Silver and Gold construction.
3. Evaluate building energy, water, and waste plans with any new or ongoing capital leases.

GOAL 3

Radford University will make short- and long-term reductions in energy consumption, focusing on electricity, heating and cooling efficiencies, and innovative solutions for energy intensive spaces.

Strategies

- A. Develop an Energy Action Team to monitor building energy consumption, analyze data, and evaluate new strategies to increase efficiency and conservation. Develop an Energy Management Action Plan.
 1. Evaluate “Combined Heat & Power” cogeneration opportunities in the boiler house.
 2. Evaluate control strategies for overall campus systems (e.g. microgrid, district cooling loops, building utilization, etc).
 3. Develop and implement campus temperature set point policy or standards.
 4. Develop and implement campus Facility utilization/occupancy scheduling policy or standards.
- B. Coordinate with academic departments, labs, and the University Safety Office to develop a "Green Labs Program" and fume hood monitoring program for interested labs to ensure proper functionality and safety.
- C. Evaluate building energy plans with any new or ongoing capital leases.
- D. Maximize opportunities for energy savings in lighting, including an LED lighting replacement program and installation of vacancy and occupancy sensors in strategic locations.
 1. Implement LED lighting replacement program.
 2. Install vacancy/occupancy sensors for existing spaces with focus on larger square footage spaces.
- E. Design strategy and standards for new construction and major renovations to evaluate the opportunity and feasibility of energy and water conserving technologies.
 1. Maximize the use of natural light and use low level ambient lighting with supplemental task lighting as appropriate.
 2. Evaluate the opportunity and feasibility of heating domestic water with solar energy or waste heat from other systems in capital renovations and new construction projects.
- F. Pursue information technology related power reductions available through technology improvements.
 1. Evaluate energy efficiency opportunities with data centers, equipment purchases, and data storage options.
- G. Establish Renewable Energy Goals that include energy generation, education, and research.

1. Develop research and education programming around campus renewable energy projects.

GOAL 4

Radford University will enhance the sustainability of the campus grounds and create outdoor spaces that encourage time outdoors.

Strategies

- A. Formalize management standards or guidelines for managing campus grounds.
- B. Investigate and implement strategies to reduce emissions in grounds and landscaping.
- C. Investigate feasibility and benefits of Tree Campus USA and Bee Campus USA designations and apply as appropriate.
- D. Establish outdoor spaces to be reserved for classes and events on campus.
- E. Investigate feasibility and benefits of establishing pollinator gardens on campus.
- F. Launch sustainable garden project, consider feasibility and impacts of garden locations.

GOAL 5

Radford University will reduce and offset transportation-related emissions associated with University operations.

Strategies

- A. Create a campus fleet vehicle replacement plan for campus that considers fuel efficiency, fuel type, etc., transitioning towards electric vehicles (EV), hybrid, biodiesel, where possible.
- B. Develop and implement a campus EV plan for integration of EV charging stations at prioritized locations and per guidelines from the Commonwealth.
- C. Develop a campus bike plan or policy designed to encourage bicycle travel.
- D. Evaluate the implications of a campus idling policy and pursue as appropriate.
- E. Evaluate participation in public transit, bus, and rail opportunities that provide connectivity to Northern Virginia (NOVA), Richmond, and other population centers.
- F. Review public transit routes and usership and enhance as appropriate.

GOAL 6

Radford University will minimize waste through source reduction, landfill diversion, reuse, and education.

Strategies

- A. Reduce waste by focusing on source reduction.
 1. Continue deploying bottle-filling stations in academic and residential buildings.
 2. Use information technology to reduce resource use across campus (e.g. video conferencing, e-documents, etc.).

- B. Divert waste materials from the landfill by recycling, composting, or donating.
 - 1. Develop and implement a Waste Reduction Plan with key campus partners that reviews inputs and outputs and identifies waste management strategies targeting landfilled waste.
 - 2. Develop an electronic waste diversion program for employees and students.
 - 3. Formalize standards or guidelines for construction waste streams.
- C. Increase education and outreach around waste minimization and recycling.
 - 1. Develop waste and recycling training modules for employees and students.
 - 2. Evaluate “Building Stewards” program as a tool for outreach.

GOAL 7

Radford University will protect water quality in the New River through management of stormwater runoff from campus grounds.

Strategies

- A. Maintain a compliant MS4 Stormwater Management program and evaluate new strategies for mitigating stormwater runoff impacts.
- B. Evaluate feasibility of a student volunteer monitoring program for MS4. Implement as appropriate.

PLANNING AND ADMINISTRATION

Radford University will make sustainability a primary consideration of the planning and administration process, rather than a secondary addition. This will have profound impacts on the institution and provide the pathway for the transformational change outlined in this plan. These strategies focus on Planning & Administration, Diversity & Affordability, Investment & Finance, and Wellbeing & Work.

GOAL 1

Radford University will institutionalize and implement sustainability at a high level of the University's administration and governance to ensure widespread adoption and extensive campus engagement. Strive to support sustainability at every opportunity.

Strategies

- A. Formalize the institutional framework for the administration of sustainability programs.
 - 1. Maintain support for the existing Sustainability Office and expand as needed to effectively implement the Sustainability and Climate Action Plan. Consider adding positions focused on "Academics and Student Engagement" and "Facilities and Operations".
 - 2. Maintain support for existing Sustainability Steering Committee as a body for institution-wide sustainability coordination.
 - 3. Create a network of sustainability coordinators throughout Divisions and Colleges, hold bi-annual meetings, and establish an email listserv to share and discuss information.
 - 4. Develop a pathway or framework to provide information and feedback to University leadership in order to integrate sustainability goals and objectives into high level, strategic decisions of the University. Consider a leadership council or cabinet-level sustainability officer and other direct reporting strategies.
 - 5. Develop and formalize a list of key sustainability criteria that are consistent with the Sustainability and Climate Action Plan for use in budget and planning processes.
- B. Integrate sustainability and climate action into the University's next Strategic Plan.
- C. Include sustainability and climate action in the University's fundraising strategy, e.g. capital campaign and annual giving.
- D. Evaluate issues of environmental justice when planning new infrastructure and work with community to develop equitable solutions.

GOAL 2

Radford University will support and collaborate to advance a Diversity, Equity, and Inclusion Action Plan, in accordance with the ONE Virginia Strategic Plan for Inclusive Excellence.

Strategies

- A. Maintain the existing Diversity & Equity Action Committee (DEAC) or other institution-wide body for advancing diversity, equity, and inclusion.
- B. Adopt and implement a Diversity, Equity, and Inclusion Plan in accordance with the ONE Virginia Strategic Plan for Inclusive Excellence.

1. Require all students and all employees to participate in cultural competence, anti-oppression, anti-racism, and/or social inclusion trainings or activities.
2. Engage in a structured assessment process to improve diversity, equity, and inclusion on campus.
3. Consider creating training and development programs, teaching fellowships, and/or other programs that specifically aim to support and prepare students from underrepresented groups for careers as faculty.

GOAL 3

Radford University will create support programs that improve the affordability and accessibility of Radford University for underrepresented groups, low-income students, and first-generation students.

Strategies

- A. Establish and advance the Center for Opportunity & Social Mobility to support first generation students and other underrepresented groups.
- B. Evaluate and establish support programs for serving low-income students and other underrepresented groups as feasible, e.g. scholarships, childcare assistance, and food and shelter assistance.

GOAL 4

Radford University will collaborate with Radford University Foundation to encourage and support the transition of Radford University investments to socially responsible, fossil fuel-free investments.

Strategies

- A. Establish a committee or subcommittee for investor responsibility that includes faculty, staff, and students to investigate and evaluate sustainable investment opportunities.
- B. Encourage the Radford University Foundation to invest in Socially Responsible funds and/or an Environmental, Social, and Governance fund.
- C. Consider making a snapshot of investment holdings available to the public.
- D. Inquire with the Student Managed Investment Portfolio Organization (SMIPO) about their sustainable investment strategies and/or socially responsible investing. Encourage and support these investments as appropriate.

GOAL 5

Radford University will strive to provide University employees a living wage.

Strategies

- A. Make a formal commitment to pursuing a living wage for University employees and contractors.
- B. Develop policy or guidelines to provide employees and long-term contractors a living wage.

GOAL 6

Radford University will support and encourage employee health, wellness, and satisfaction through programs, benefits, and other incentives.

Strategies

- A. Conduct a survey or other assessment that allows for anonymous feedback to measure employee satisfaction and engagement.
- B. Maintain and enhance student and employee fitness and wellness programs and facilities.
- C. Evaluate smoking policies and redefine designated smoking areas as necessary.
- D. Investigate costs, benefits, and opportunities of providing an employee wellness incentive program and implement programs as appropriate.

SERVICES

Radford University will enhance the sustainability of the wide range of services it provides to faculty, staff, and students and reduce the associated environmental, social, and economic impacts. Dining, procurement of goods and services, and transportation all have impacts on our climate, air quality, water, and human health. The strategies outlined in this focal area will reduce the associated carbon emissions, enhance the local environment, and support the community.

GOAL 1

Radford University will increase the sustainability of the campus food system in an effort to reduce harmful environmental and social impacts.

Strategies

- A. Increase the amount of sustainably produced, ethically sourced, and/or local foods and beverages served on campus.
 1. Conduct an inventory of food and beverage purchases that qualify as sustainably and ethically produced.
 2. Set immediate, near, and long-term targets for sustainable and ethically produced food products based on Chartwells designations, STARS designations, and/or third-party certifications (Fair Trade, Rainforest Alliance, etc.).
 3. Expand sustainable food purchasing to achieve established purchasing targets. Use Chartwells/Compass guidelines and/or STARS guidelines
- B. Eliminate or significantly reduce food waste on campus.
 1. Review, update, and formalize procedures and guidelines for recovery and donation of good leftover food from campus dining locations.
 2. Implement a food waste tracking program to monitor and decrease food waste from campus dining locations.
 3. Investigate composting, dehydrator, and pulper options for decreasing food and other organic waste and implement solutions as soon as possible.
 4. Conduct baseline assessment of food waste going to landfill.
 5. Establish immediate, near, and long-term targets for percentage reductions in food waste and take actions to achieve target reductions.
- C. Eliminate or significantly reduce single use plastic, polystyrene, and other landfilled waste in food and beverage service, vending, and other campus services to meet or exceed standards established in Executive Order 77.
 1. Investigate a reusable container program, as well as paper and compostable container options for dining takeout, and implement as feasible to comply with EO77

2. Provide reusable beverage and dining ware options for students to purchase, including straws, bags, and utensils.
 3. Promote refillable water bottles and bottle filling stations, and provide bottled water in aluminum or other non-plastic containers.
 4. Develop a targeted phase out plan of single use plastics and other single use items.
- D. Increase the number of plant-forward meals and plant-based options served on campus.
1. Investigate feasibility of student-run campus gardens to contribute to campus food supply or designated local food events and implement as feasible.
 2. Promote the availability and benefits of sustainable, plant-forward food choices and expand vegan and plant-forward dining options as needed.
- E. Increase awareness of sustainable food systems to encourage attentive and conscious food choices.
1. Evaluate opportunities to host a farmer's market or community supported agriculture program on campus or in the community.
 2. Evaluate options for hosting a sustainability-themed food outlet on site.
 3. Increase labeling and signage around sustainable food choices.
 4. Provide information to campus community on current sustainability initiatives in Dining.
 5. Investigate benefits of Green Restaurant certification and pursue as appropriate.
 6. Develop and implement a campus-wide "sustainable, low-impact, or green event program, policy or guidelines" to promote sustainable catering options and reduce landfilled waste, e.g. leftover food, disposable dining ware, and other associated waste.
 7. Develop and implement a "Green Events Certification" program to certify and incentivize more sustainable and environmentally friendly events.

GOAL 2

Radford University will develop comprehensive, sustainable purchasing guidelines that align with and contribute to campus sustainability goals (energy, recycling, waste, social responsibility, etc.), EO 77, and STARS.

Strategies

- A. Develop sustainable procurement guidelines and best practices for campus purchasing and contracts.
 1. Stay current with advanced trends in sustainable procurement specifications and strategies.
 2. Create Guidelines for Sustainable Procurement to educate and engage campus in making environmentally friendly purchases.
 3. Develop standardized sustainability language for solicitations.
 4. Collaborate with campus contractors to implement sustainability initiatives.

5. Create best practice teams comprised of procurement and other university staff to develop strategies and specifications that encourage and enhance sustainable purchasing.
 6. Promote reuse through purchase of surplus items.
 7. Promote sustainability in campus procurement through recognition programs, awards, and/or incentives for departments that make the biggest strides towards these initiatives.
- B. Develop product specific criteria for high impact products (e.g. chemically intensive services, consumables, furniture, IT equipment, food service providers, professional service providers, transportation, and fuels) and commonly purchased or highest quantity items (e.g. paper) where possible to promote more sustainable products.
1. Promote the support of a common campus-wide sustainable purchasing initiative, such as buying recycled content paper.
 2. Encourage and promote the importance in buying Energy Star rated appliances and equipment.
 3. Develop a Sustainability Procurement Guide that identifies environmentally friendly and sustainable alternatives for commonly purchased items.
- C. Establish purchasing guidelines and recommendations to meet or exceed standards established in Executive Order 77, to reduce "disposable" or "single use" plastic items.
1. Create list of acceptable product alternatives currently available from vendors.
 2. Create an EO77 virtual training for purchasers and event planners, along with other resources to be used by staff and students.

GOAL 3

Radford University will reduce and offset transportation-related emissions associated with University operations.

Strategies

- A. Investigate and develop a voluntary "Carbon Neutral Commuter" program. Participants can purchase carbon offsets to accompany their parking pass to offset greenhouse gas emissions associated with their commute.
- B. Explore "Bus, Bike, and Walk" parking permit for off-campus apartments and other commuters to encourage alternative forms of transportation.
- C. Promote carpooling and develop prioritized parking for carpool vehicles as needed.
- D. Investigate carbon offset opportunities for business travel. If feasible, implement a carbon offset program for ground and air business travel.
- E. Investigate if Main Campus-RUC transit route and Blacksburg/Christiansburg/Radford route would be carbon net positive.
- F. Update telework policy and encourage teleworking as appropriate.

RADFORD UNIVERSITY BOARD OF VISITORS
Business Affairs & Audit Committee
December 2, 2021

Action Item
Approval of the Sustainability and Climate Action Plan

Item:

Approval of the Radford University Sustainability and Climate Action Plan

Background:

On November 13, 2020, President Brian O. Hemphill signed the Carbon Commitment, reaffirming Radford University's commitment to pursuing net carbon neutrality. The Carbon Commitment recognizes the increasing pace and detrimental impacts of climate change and the need for colleges and universities to exercise leadership in addressing the problem. At the core of the Carbon Commitment is the effort to reduce greenhouse gas emissions to net zero and to integrate sustainability and climate action into university curriculum and culture. The Carbon Commitment requires that signatory universities develop an implementation plan with a targeted carbon neutrality date.

In support of the reaffirmation, a Sustainability Task Force was created to develop a new Sustainability and Climate Action Plan that will guide the institution in fulfilling its Carbon Commitment pledge, embody the institution's Core Value of Sustainability, and support the University's mission.

The Task Force was designed to enhance cross-campus collaboration and develop strategies for advancing sustainability and achieving net carbon neutrality. The Task Force was comprised of thirteen appointed faculty, staff, and student members from across the University community. This team developed a sustainability and climate action plan that permeates University culture, trains students to be sustainability leaders, and establishes a framework for achieving net carbon neutrality. The Task Force convened at six-week intervals over eleven months to create the new Radford University Sustainability and Climate Action Plan. In addition to routine meetings, the Task Force subcommittees engaged stakeholders and made recommendations that strategically reduce carbon emissions and integrate sustainability and climate action into academics and university culture. Subcommittee focus areas included Academics, Engagement, Planning and Administration, Campus Services, and Operations.

The Sustainability and Climate Action Plan closely aligns with the University's 2018-2023 Strategic Plan: *Embracing the Tradition and Envisioning the Future* and 2020-2030 Master Plan. The fundamentals of sustainability are built into the University's Mission and Core Values, and the Sustainability and Climate Action Plan provides detailed, actionable items for improving sustainability performance and meeting the University's bold sustainability goals.

Action:

Radford University Board of Visitors approval of the Radford University Sustainability and Climate Action Plan, as presented.

Radford University Board of Visitors
RESOLUTION
Approval of the Sustainability and Climate Action Plan
December 3, 2021

BE IT RESOLVED, the Radford University Board of Visitors approves the Radford University Sustainability and Climate Action Plan as presented.

Minutes

RADFORD UNIVERSITY

Board of Visitors



BUSINESS AFFAIRS AND AUDIT COMMITTEE
12:00 P.M.
SEPTEMBER 9, 2021
MARY ANN JENNINGS HOVIS MEMORIAL BOARD ROOM
MARTIN HALL, THIRD FLOOR, RADFORD, VA

DRAFT
MINUTES

COMMITTEE MEMBERS PRESENT

Dr. Debra K. McMahon, Chair
Mr. Mark S. Lawrence, Vice Chair
Dr. Susan Whealler Johnston
Mr. Marquett Smith
Ms. Nancy Angland Rice

BOARD MEMBERS PRESENT

Mr. Robert A. Archer, Rector
Dr. Jay A. Brown, Vice Rector
Dr. Thomas Brewster
Ms. Charlene A. Curtis
Dr. Rachel D. Fowlkes
Mr. David A. Smith
Ms. Lisa Throckmorton

OTHERS PRESENT

Dr. Carolyn R. Lepre, Interim President
Ms. Sharon Barrett, Assistant Vice President for Planning, Budget, and Reporting
Ms. Karen Castele, Secretary to the Board of Visitors and Special Assistant to the President
Mr. Jorge Coartney, Assistant Vice President for Facilities Management
Mr. Craig W. Cornell, Vice President for Enrollment Management
Ms. Stephanie Jennelle, Associate Vice President for Finance and University Controller
Dr. Angela Joyner, Interim Chief of Staff
Ms. Deb Love, Senior Assistant Attorney General, Education Section Chief
Ms. Margaret McManus, University Auditor
Mr. Chad A. Reed, Vice President for Finance and Administration and Chief Financial Officer
Dr. J. Orion Rogers, Interim Provost and Vice President for Academic Affairs
Dr. Susan Trageser, Vice President for Student Affairs

CALL TO ORDER

Dr. Debra K. McMahon formally called the meeting to order at 12:00 p.m. in the Mary Ann Jennings Hovis Memorial Board Room. Dr. McMahon welcomed everyone to the September meeting of the Business Affairs and Audit Committee.

APPROVAL OF AGENDA

Dr. McMahon asked for a motion to approve the September 9, 2021 meeting agenda, as published. Mr. Marquett Smith so moved, Ms. Nancy Angland Rice seconded, and the motion carried unanimously.

APPROVAL OF MINUTES

Dr. McMahon asked for a motion to approve the minutes of the April 22, 2021 meeting of the Business Affairs and Audit Committee, as published. Mr. Smith so moved, Mr. Mark S. Lawrence seconded, and the motion carried unanimously.

REPORTS AND RECOMMENDATIONS

University Auditor's Report

University Auditor Margaret McManus presented oral reports related to auditor independence and the internal quality assurance program. Ms. McManus further reported that one hundred percent of University Discretionary Fund expenditures for the quarter ended June 30, 2021 were reviewed, and all were in compliance with the Board of Visitors' guidelines. She also reviewed a list of reports related to prior and projected audit department activity, and presented a follow-up audit status report.

Write-off of Past Due Accounts

Vice President for Finance and Administration Chad A. Reed presented a report of all past due accounts written off in the previous fiscal year. The report documents compliance with the Board's delegated authority to write off all accounts deemed uncollectible during the previous fiscal year in order to meet financial reporting standards in a timely manner.

Capital Projects Update

Vice President Reed provided an update on capital projects currently in progress, including the Artis Center for Adaptive Innovation and Creativity, property acquisition, The Highlander (Hotel and Conference Center), renovation of Tyler and Norwood Halls and the River Campus.

ACTION ITEMS

Recommendation for Approval of Radford University's Six-Year Capital Outlay Plan 2022-2028

Vice President Reed presented the Six-Year Capital Outlay Plan and reported projects included for each biennium through 2028, as well as 2029 and beyond. Projects included are driven by the initiatives within the University's Strategic Plan and Master Plan. Dr. McMahon asked for a motion to recommend the Six-Year Capital Outlay Plan, as presented, to the full Board for approval. Mr. Lawrence so moved and Ms. Rice seconded, and the motion carried unanimously. A copy of the Six-Year Capital Outlay Plan 2022-28 resolution is attached hereto as ***Attachment A*** and is made a part hereof.

Recommendation for Approval of Radford University's 2021 Six-Year Plan

Vice President Reed presented the University's 2021 Six-Year Plan and reported that Radford University's Six-Year Plan reflects the status of existing strategies based on institutional priorities and legislative actions. The institution will resubmit the final plan to SCHEV by October 1, 2021. Dr. McMahon asked for a motion to recommend Radford University's 2021 Six-Year Plan, as presented,

to the full Board for approval. Mr. Smith so moved and Dr. Susan Whealler Johnston seconded the motion and the motion carried unanimously. A copy of the proposed resolution is attached hereto as **Attachment B** and is made a part hereof.

Recommendation for Approval of 2021-22 Operating Budget

Vice President Reed presented a detailed overview of the University’s budget processes. A copy of the presentation is attached hereto as **Attachment F** and is made a part hereof. Additionally, Vice President Reed presented the 2020-21 Financial Performance Report, which included a review of year-end financial activity as of June 30, 2021, and the 2021-22 Proposed Operating Budget for board consideration. Dr. McMahon asked for a motion to recommend the 2021-22 Operating Budget, as presented, to the full Board for approval. Ms. Rice so moved and Mr. Lawrence seconded, and the motion carried unanimously. A copy of the proposed resolution is attached hereto as **Attachment C** and is made a part hereof.

Recommendation for Approval of Radford University’s Competency-Based Education Tuition and Fees

Vice President Reed presented a recommendation for the transition of a per credit hour rate for IMPACT programs. Dr. McMahon asked for a motion to recommend the 2021-22 Competency-Based Education Tuition and Fees, as presented, to the full Board for approval. Mr. Smith so moved and Mr. Lawrence seconded, and the motion carried unanimously. A copy of the proposed resolution is attached hereto as **Attachment D** and is made a part hereof.

ADJOURNMENT

With no further business to come before the committee, Dr. McMahon adjourned the meeting at 2:16 p.m.

Respectfully submitted,

Pamela Fitchett
Administrative Assistant to the Vice President for Finance and Administration
and Chief Financial Officer

Radford University Board of Visitors
RESOLUTION
Approval of the Six-Year Capital Outlay Plan for 2022-2028
September 10, 2021

BE IT RESOLVED, the Radford University Board of Visitors approves the Radford University Six-Year Capital Outlay Plan for 2022-2028, as presented in Appendixes A and B.

RADFORD UNIVERSITY

Appendix A: Summary of the Radford University Six-Year Capital Outlay Plan for 2022-2028

Project Priority	Capital Project Description	Funding	State General Fund	University Nongeneral Fund	University Debt	Other	Total Funding Requested
Current Active Projects							
	Artis Center for Adaptive Innovation and Creativity	E&G	\$101,651,000	\$0	\$0	\$0	\$101,651,000
	Renovate Norwood Hall and Tyler Hall Residences	Auxiliary	\$0	\$5,000,000	\$12,000,000	\$0	\$17,000,000
	Property Acquisition	Auxiliary	\$0	\$28,500,000	\$17,500,000	\$0	\$46,000,000
2023-2024 Biennium							
1	Renovate McConnell Library	E&G	\$49,535,000	\$0	\$0	\$0	\$49,535,000
2	Expand Create Riverway Experience	Auxiliary	\$0	\$5,000,000	\$0	\$5,000,000	\$10,000,000
3	Improve Campus Infrastructure - Utilities/Safety/Security	E&G	\$15,425,000	\$0	\$0	\$0	\$15,425,000
2025-2026 Biennium							
4A	Radford University Carilion Academic Building	E&G	\$112,800,000	\$0	\$0	\$0	\$112,800,000
4B	Radford University Carilion Auxiliary Building	Auxiliary	\$0	\$0	\$78,325,000	\$0	\$78,325,000
5	Athletics Umbrella Fund (Renovate Dedmon Center)	Auxiliary	\$0	\$0	\$20,000,000	\$0	\$20,000,000
6	Renovate Muse Hall Residences	Auxiliary	\$0	\$0	\$96,000,000	\$0	\$96,000,000
2027-2028 Biennium							
7	Renovate Walker Hall	E&G	\$28,400,000	\$0	\$0	\$0	\$28,400,000
8	Renovate Ingles Hall Residences	Auxiliary	\$0	\$0	\$12,500,000	\$0	\$12,500,000
9	Construct Combined Heat and Power Co-Generation Facility	ESCO	\$0	\$0	\$0	\$16,000,000	\$16,000,000
10	Construct New Administrative Services Addition	E&G	\$0	\$3,000,000	\$0	\$0	\$3,000,000
2029 and Beyond							
11	Renovate Waldron Hall	E&G	\$36,200,000	\$0	\$0	\$0	\$36,200,000
12	Renovate Peters Hall	E&G	\$57,486,000	\$0	\$0	\$0	\$57,486,000
13	Renovate Governor's Quad Residence Halls	Auxiliary	\$0	\$0	\$49,500,000	\$0	\$49,500,000
14	Construct New Public Safety Building	E&G	\$20,000,000	\$0	\$0	\$0	\$20,000,000
15	Construct New Welcome Center	E&G/Auxiliary	\$7,500,000	\$0	\$7,500,000	\$0	\$15,000,000
16	Construct New University Convocation Center	E&G/Auxiliary	\$58,000,000	\$0	\$58,000,000	\$0	\$116,000,000
17	Athletics Umbrella Fund (Construct Concessions/Ticketing)	Auxiliary	\$0	\$0	\$10,000,000	\$0	\$10,000,000
18	Construct Hurlburt Addition	Auxiliary	\$0	\$10,000,000	\$10,000,000	\$0	\$20,000,000
	Totals		\$385,346,000	\$18,000,000	\$341,825,000	\$21,000,000	\$766,171,000

Appendix B: Summary of Radford University's Six-Year Capital Outlay Plan for 2022-2028

2023-2024 Biennium

1. Renovate McConnell Library

The footprint that forms the McConnell Library consists of an original 14,000 square foot building built in 1931, a 47,500 square foot addition built in 1965, and a 46,444 square foot addition built in 1995. Both the 1965 addition and the 1995 addition, which represent approximately 90 percent of the library's square footage and operations, remain in their original configuration with building systems and equipment which have far exceeded their expected useful life. The original 1931 section of the building has been renovated for aesthetic improvements and space upfits, but still relies on end-of-life utility systems and components.

Given the fact that the building was constructed in multiple phases over many decades, with dozens of small interior upfit projects executed over the life of the building, there are a multitude of basic issues that need to be corrected by this overall renovation project. Accessibility systems and components are not consistently provided in all building spaces, such that the building provides a circuitous and confusing wayfinding situation, and public facilities such as toilets have been grandfathered for continued use. Building security likewise has been provided through inconsistent systems and components which are not in line with current technology. Portions of the building also contain hazardous materials such as asbestos and lead-based paint.

Various single pieces of HVAC equipment have been replaced as they have worn out, but no building-wide ventilation and indoor environment improvements have been undertaken. The remaining existing mechanical components do not operate with current efficiencies, such that energy consumption in the building is well above the campus average. Further, the HVAC humidity control capabilities do not meet current requirements for collections and archives storage. The electrical secondary distribution systems and components are original in many parts of the building, which does not provide adequate support for today's academic power needs, and data systems and components have likewise been inconsistently assembled over time. The proposed renovation will replace all of the aged and inefficient building systems and equipment with modern efficient solutions.

The renovation will also incorporate repurposing and space changes to provide amenities found in and expected within modern libraries. With the increasing move to electronic resources and purging of print collections, the University plans to repurpose print storage space for alternative configurations. Spaces targeted for repurposing are home to some of the library's print collection along with Archives and Special Collections. The print collection located in these areas is in the process of being weeded and the remaining books moved to compact storage.

The purging and relocation of existing collections will also create the necessary space for the Radford University Innovation Lab (RU iLab). Reflective of current library trends, this space will include learning commons, breakout rooms, interdisciplinary presentation spaces and classrooms, and multiple maker-spaces. This move will rebrand the library as a hub for innovation and productivity. In particular, the RU iLab will create the infrastructure for students to engage in collaborative, interdisciplinary thinking to confront present-day needs and pressing future problems.

The renovated space will also include student support areas for group study; provide technology-emphasized rooms for both instruction and information retrieval; incorporate student service functions such as tutoring and writing instruction; and incorporate the RU iLab.

2. Expand Create Riverway Experience

The New River is directly adjacent to the Athletics/Recreation Campus, with boat access points at several locations near University property. Also, an extensive partially developed greenway/trail system parallels the river and extends to Bissett Park and other City of Radford facilities to the west of campus. This series of projects to expand the overall riverway experience will serve to better connect students and others to the New River, for both instructional and recreational uses.

Several gathering areas with appropriate outdoor furniture and shelters are proposed along this greenway development, to provide spaces for relaxation and contemplation along with potential academic research and student life activities. Boat and canoe launch ramps would be provided to provide direct access to the river for recreational use. Festival event areas along with an amphitheater are proposed adjacent to the river. Recreational elements such as ziplines, ropes courses, and climbing walls would be located in the area, potentially for both student and public use. A restaurant adjacent to the river would provide food service and event spaces. A rails-to-trails connection along the existing trestle bridge would provide connectivity to other greenways in the New River Valley.

To further enhance connections to the river campus area, it is proposed to move the RU Able program to campus from its current off-campus leased space location. In conjunction with RU Outdoors and the Tourism and Special Events Resource Lab, these programs will enhance and facilitate greater connectivity to the overall significant assets made available by the New River. The gateway bridge into the river campus area and traffic patterns around the adjacent Dedmon Center will also be improved for efficiency and aesthetics, in partnership with the City of Radford.

3. Improve Campus Infrastructure

The university needs to make improvements to many infrastructure systems and components across campus. Systems include water, sanitary, storm drainage, electrical, steam, security, and information technology. Many basic utilities and services were installed for the citizens of the city of Radford. These services were incorporated for university use when the campus was first developed more than 75 years ago, and still provide service to many buildings and various areas of campus even today. The increased importance of electrical/data resiliency has also brought about the need for generator power to supplement the basic power grid.

As financial and facilities resources have been available, upgrades have been implemented to various elements of campus infrastructure. This approach has been partially successful, but new regulations for many utilities such as storm water and facility resiliency require additional upgrades, along with increased need due to the expanded campus footprint. For example, only a portion of the occupied buildings on campus have been retrofitted with access-control doors, security enhancements, and improved exterior site lighting. This project would provide funding necessary to bring the overall campus infrastructure up to date with current needs and regulatory requirements.

2025-2026 Biennium

4. Radford University Carilion Academic and Auxiliary Buildings

Radford University's 2019 merger with the Jefferson College of Health Sciences, Virginia created Radford University Carilion (RUC). RUC's operations are housed in Carilion Roanoke Community Hospital (CRCH), an active health care facility, which is part of the Carilion Clinic, a not-for-profit health care provider in southwest Virginia. CRCH is a 10-story, 408,000 square-foot hospital, providing a variety of health care services. RUC leases approximately 171,000 square feet in CRCH, including administrative, academic, laboratory, and other associated activities.

In today's environment, both RUC and Carilion have identified the need for expanded facilities to provide for both anticipated academic program growth and increased need for regional health care services. RUC's enrollment has grown over the last two years, and the demand for nursing and health sciences program graduates is very strong. RUC's current space in CRCH allows little to no flexibility to serve potential academic program growth, while future Carilion health care capital demands will likely require reclaiming of current RUC space. RUC's current programs benefit greatly from the immersive nature of the academic spaces within a working hospital; however, there are some basic academic and administrative needs which might be better served in a more flexible environment outside of the hospital proper.

The continued growth of health sciences initiatives in Roanoke offers unique opportunities to provide students with classroom, research, and real-world clinical education settings only a few steps away from one another. Along with the increased concentration of educational offerings will come the need for various student services. In January 2021, a Master Planning Committee was established that consists of members from both Carilion Clinic and Radford University and will work collaboratively with the Virginia Tech Carilion (VTC) Master Planning Committee to ensure potentially mutually beneficial approaches are identified to define desired growth areas of education and research offerings, the layout of Roanoke health sciences campus, and facility needs both now and in the next 3 to 5 years. Initial findings highlight the shared desire for increased academic space, expansion of student health and wellness space, as well as providing additional student housing and dining options. Additional priorities also include the need for expanded research and innovation space to support the cross pollination and collaboration of evolving activities and needs supported by Carilion Clinic, RUC, and VTC.

5. Athletics Umbrella Funding - Renovate Dedmon Center

The Dedmon Center was constructed in 1980, as a combination overall university recreation and athletic venue and support space. The facility originally included basketball, volleyball, gymnastics, and swimming performance venues along with locker rooms, training rooms, and athletics administrative offices. The facility is not designed for effective fan experiences in the way that current facilities are designed, and locker and training spaces are woefully inadequate. This project will reconfigure the arena seating bowl to provide more appropriate fan seating and viewing for indoor athletic events, and adjacent spaces will be renovated to include new locker rooms, athletic training rooms, and concessions.

6. Renovate Muse Hall Residences

Muse Hall is by far the largest residential housing unit on campus with approximately 900 beds, or about one-fourth of all students housed. Built in the late 1960s, the building has never undergone a complete renovation, and is in significant need of a variety of system repairs and upgrades. The building has a commanding presence on campus, and includes a 13-story resident tower along with a penthouse and three below-grade levels. The building is the only residence hall on campus with virtually no resident room air conditioning, and is the least desirable available on-campus housing. The building also includes the university's secondary dining facility, which is extremely important particularly during the week at mid-day meals. The building also has many basic building systems such as plumbing and electrical at end-of-life. Portions of the building also contain hazardous materials such as asbestos and lead-based paint, given their age.

This project would modernize the facility with renovated rooms, new finishes, and improved building systems. The renovated rooms will be done in a manner to make them more appealing to

students – less sharing of bathrooms space, provisions for some apartment-style accommodations, and improved student study and gathering areas.

2027-2028 Biennium

7. Renovate Walker Hall

Walker Hall was originally constructed in 1935 with an addition in 1963, and has housed a multitude of different occupant groups over the life of the building. Accessibility systems and components are not consistently provided in all building spaces, such that the building provides a circuitous and confusing wayfinding situation, and public facilities such as toilets have been grandfathered for continued use. Building security likewise has been provided through inconsistent systems and components which are not in line with current technology.

Various single pieces of HVAC equipment have been replaced as they have worn out, but no building-wide ventilation and indoor environment improvements have been undertaken. The remaining existing mechanical components do not operate with current efficiencies, such that energy consumption in the building is well above the campus average. The electrical secondary distribution systems and components are original in many parts of the building, which does not provide adequate support for today's academic and IT organizational power needs, and data systems and components have likewise been inconsistently assembled over time. The proposed renovation will replace all of the aged and inefficient building systems and equipment with modern efficient solutions.

The university's Department of Information Technology Services is currently scattered about campus housed at multiple locations. One objective of the project is to bring together the department's scattered operations under one roof, which offers both production and fiscal efficiencies. The renovated building would house IT administration and support functions, and provide appropriate areas for computer deployment and repair, software installation, web and content development, and IT infrastructure. The renovated building would also utilize space for general use classrooms and computer labs for overall campus use. To support the critical continuity of operation required of the IT departments, emergency and UPS back-up power will be provided.

8. Renovate Ingles Hall Residences

Ingles Hall was built in 1950 as a residence hall for students during a period of growth of the University. The dormitory building is in significant need of system repairs and upgrades. This project would modernize the building with renovated rooms, new finishes, and improved systems and components. The proposed renovation will replace all of the aged and inefficient building systems and equipment with modern efficient solutions. The renovated rooms will be done in a

manner to make them more appealing to students – less sharing of bathrooms spaces, provisions for some apartment-style accommodations, and improved student study and gathering areas.

9. Construct Combined Heat and Power Co-Generation Facility

This project would convert an existing building into a combined heat and power (CHP) facility for the overall campus. The conversion of the facility to CHP would consist of one or two 4.4 megawatt natural gas (NG) fired reciprocating engines. The engines would generate electricity for campus utilization while the waste heat generated from the equipment would supplement the university steam plant generation. The overall project costs for construction are approximately \$8 million for the single engine and \$16M for the twin unit option. This project would not require the utilization of Commonwealth or university funds due to the nature of the project being an Energy Savings Company (ESCO) partnership with Trane. The ESCO will complete the construction of the project, using their resources, and the project will ultimately being paid for by guaranteed energy savings realized by the university from the current utility expenses. The current pro forma has an approximate payoff period of 9 to 10 years.

10. Construct New Administrative Services Addition

Various university administrative functions are currently scattered in multiple locations both on- and off-campus, with several groups in leased spaces. This project will provide a relatively small addition adjacent to the existing Armstrong Building to house the support team for the Controller, the Compliance team, Accounts Payable, Payroll, Procurement, and Human Resources.

2029 and Beyond

11. Renovate Waldron Hall

Waldron Hall was completed in the fall of 2000, and houses the Waldron College of Health and Human Services (WCHHS). Academic occupant groups include the Dean's Offices; the Departments of Communication Sciences and Disorders, Physical Therapy, and Occupational Therapy; and the Schools of Nursing and Social Work. Special facilities include an interdisciplinary clinic and health services laboratories, along with campus general use classrooms and offices. The clinic spaces also support the community through immersive experiences for students in real-life settings with actual patients.

The WCHHS represents one of the signature programs of academic emphasis for the University as stated in the 2018 Strategic Plan. This emphasis is based on the current and projected strong demand for graduates from the WCHHS, including nurses, therapists, and other health science professions. These professions have proven to be even more in demand in the aftermath of the

COVID-19 pandemic. Further demands on the WCHHS faculty and academic footprint have come about due to the introduction of the Radford University Carilion (RUC) campus in Roanoke. RUC has attracted additional students to the WCHHS for the opportunity to go into these high-demand fields, with an accompanying growth in required facilities and faculty.

Much of the original equipment and furnishings are still in use in Waldron Hall, including outdated lab equipment and simulators. This places the students at a disadvantage, given the rapidly evolving nature of medical equipment, and does not portray the necessary environment when competing for students. The lab spaces are also still in their original configurations, which does not allow teaching and training to match current actual conditions in health care settings.

This project will allow the current building space footprint to be significantly revamped to provide more accurate teaching spaces in accordance with today's health care delivery methods. Certain conventional classroom settings will be repurposed into more appropriate lab and learning spaces. Existing equipment will be replaced, along with appropriate furnishings and casework. The renovation will also create a more effective and efficient overall building layout, and will create badly needed student study and collaborative spaces.

Given the age of the building, there are also a number of basic original building systems and components that are approaching their end of life. Further, the electrical power and data infrastructures are not readily adaptable to today's highly specialized clinical environments. This renovation project will replace these systems and equipment, along with greatly increasing the robustness of the data/IT backbone.

12. Renovate Peters Hall

Peters Hall was originally constructed in 1951, with additions in 1956 and 1967, and a renovation and addition in 2001. The building is the home for the College of Education and Human Development (CEHD), but has also housed a multitude of different occupant groups over the life of the building, including the School of Dance, athletics, student recreation, and a swimming pool. As several of these organizational units have moved to other locations on campus, remaining spaces have been upfit as well as possible using university funding in a somewhat piecemeal way.

The CEHD represents one of the signature programs of academic emphasis for the University as stated in the 2018 Strategic Plan. This emphasis is based on the current and projected strong demand for graduates from the CEHD to serve in various educational roles. In order to provide the types of spaces to support today's education pedagogical methods, it is necessary to reprogram many of the outdated classroom and lab spaces to provide an appropriate learning environment. There is also significant need for student study and collaborative spaces to support learning both inside and outside the classroom. This renovation project will reprogram and repurpose many spaces in the building to meet these needs.

Given the age of the building since the most recent renovation, there are also a number of basic original building systems and components that are approaching their end of life. Further, the electrical power and data infrastructures are not readily adaptable to today's highly specialized academic environments. This renovation project will replace these systems and equipment, along with greatly increasing the robustness of the data/IT backbone.

13. Renovate Governor's Quad Residences

The Governor's Quad consists of four basically identical residence halls for students built in 1965 during a period of growth of the University. The buildings included in the Governor's Quad are Trinkle, Stuart, Floyd, and Peery. The dormitory buildings underwent partial renovations in 2002-2005, but still need certain system repairs and upgrades. This project would modernize the building with renovated rooms, new finishes, and improved systems and components. The proposed renovation will replace all of the aged and inefficient building systems and equipment with modern efficient solutions, and will abate all remaining asbestos-containing materials. The renovated rooms will be done in a manner to make them more appealing to students – less sharing of bathrooms spaces, provisions of some apartment-style accommodations, and improved student study and gathering areas.

14. Construct New Public Safety Building

The RU Police Department, Emergency Medical Services team, Emergency Preparedness personnel, Emergency Operations Center, and Environmental Health and Safety Department staff are currently located in multiple buildings around campus. Further, these functions are located in shared building spaces which are not up to current standards for these critical areas of university services. This new building will be designed to maximize the safety and emergency capabilities of the university, including up-to-date hardware and software and associated furnishings.

15. Construct New Welcome Center

Students and their parents currently desire sophisticated engagement and support staff and facilities during their entire university experience. This proposed new building will include a campus Welcome Center to help guide both prospective and current students and their parents to desired resources and locations around campus.

16. Construct New University Convocation Center

The university has outgrown the central gathering areas necessary to address the needs of the student body. Other than the current basketball arena, there is no single interior space large enough to handle an address or event that involves more than a small minority of students. This project would build a convocation hall sufficient to handle large events such as convocation, commencement, new student move-in events, family weekend, and homecoming, along with

various athletic events. The center would also serve to provide a venue for orientation programs, conference services, and concerts, and would promote a wide variety of activities involving the local community.

17. Athletics Umbrella Funding - Construct New Athletics Ticketing/Concessions Center

Recent athletics construction projects have renovated and/or replaced the university athletics softball, baseball, and tennis facilities. These facilities are co-located together and include fields and dugouts along with a new indoor practice and coach's facility, but lack common fan ticketing, concession, and restroom areas. This project will provide a new building containing these common fan functions, such that accessible services are effectively provided in this area of the university athletics complex.

18. Construct Hurlburt Hall Addition

Various university student support functions and groups are currently housed in Hurlburt Hall. This project will provide an addition adjacent to Hurlburt Hall to expand the space for student support groups, along with campus-wide large meeting and gathering spaces, conference spaces, and event venues.

**RADFORD UNIVERSITY BOARD OF VISITORS
Resolution**

***Approval of Radford University's 2021 Six-Year Plan
September 10, 2021***

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 and amend or affirm annually a six-year plan for the institution; (ii) submit such plan to the Council (State Council of Higher Education for Virginia), 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 amendments to or an affirmation of that plan no later than July 1 of each even-numbered year or at any other time permitted by the Governor or General Assembly*”; 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 1, 2021 for the 2021 submission; and

WHEREAS, the 2021 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 2021 Six-Year Plan (Part I and Part II) 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 2021 Six-Year Plan as required by State officials for final submission by the stated deadline.

RADFORD UNIVERSITY BOARD OF VISITORS

Resolution

September 10, 2021

Approval of the Radford University 2021-22 Operating Budget

BE IT RESOLVED, the Radford University Board of Visitors approves the fiscal year 2021-22 operating budget as presented in Schedule A for Total Operating Budget and Schedule B for Auxiliary Enterprises.

Radford University
Proposed University Operating Budget
2021-22

Dollars in Thousands

	Annual Budget for 2020-21			2020-21	2021-22 Adjustments			2021-22
	Original Total Budget ^(a)	Adjustments	Adjusted Total Budget ^(b)	Adjusted Total Budget	Technical Adjustments	Base Adjustments	One-Time Adjustments	Recommended Total Budget ^(c)
Educational and General Programs								
Revenues								
General Fund	\$59,565	\$4,228	\$63,794	\$63,794	(\$4,228)	15,630	\$1,331	\$76,526
Tuition and Fees	83,159	(1,921)	81,238	81,238	1,921	(15,975)	0	67,184
All Other Income	3,326	870	4,197	4,197	(2,615)	176	0	1,757
Revenue	\$146,051	\$3,177	\$149,228	\$149,228	(\$4,922)	(\$169)	\$1,331	\$145,468
Expenditures								
Instructional & Academic Support	(\$94,944)	\$1,319	(\$93,625)	(\$93,625)	(\$1,533)	\$637		(\$94,521)
All Other Support Programs	(51,107)	(4,496)	(55,603)	(\$55,603)	5,925	(1,269)		(\$50,946)
Expenditures	(\$146,051)	(\$3,177)	(\$149,228)	(\$149,228)	\$4,392	(\$632)	\$0	(\$145,468)
Reserve Draw (Deposit)	0	0	0	0	530	801	(1,331)	0
NET	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Student Financial Assistance								
Revenue	\$13,542	\$2,427	\$15,969	\$15,969	(\$2,427)	\$2,538	\$0	\$16,080
Expenditures	(13,542)	(2,427)	(15,969)	(15,969)	2,427	(2,538)	0	(16,080)
Reserve Draw (Deposit)	0	0	0	0	0	0	0	0
NET	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sponsored Programs								
Revenue	\$8,962	\$250	\$9,212	\$9,212	(\$250)	\$0	\$0	\$8,962
Expenditures	(8,962)	(250)	(9,212)	(9,212)	250	0	0	(8,962)
Reserve Draw (Deposit)	0	(0)	(0)	(0)	(0)	0	0	(0)
NET	\$0	(\$0)	(\$0)	(\$0)	\$0	\$0	\$0	(\$0)
Auxiliary Enterprises								
Revenues	\$68,269	\$2,956	\$71,226	\$71,226	(\$1,372)	\$394	(\$275)	\$69,973
Expenditures	(64,824)	(4,372)	(69,196)	(69,196)	4,294	1,160	(355)	(64,097)
Reserve Draw (Deposit)	(3,446)	1,416	(2,030)	(2,030)	(2,923)	(1,554)	630	(5,876)
NET	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total University								
Revenues	\$236,824	\$8,810	\$245,634	\$245,634	(\$8,971)	\$2,764	\$1,056	\$240,482
Expenses	(233,378)	(10,227)	(243,604)	(243,604)	11,364	(2,010)	(355)	(234,606)
Reserve Draw (Deposit)	(3,446)	1,416	(2,030)	(2,030)	(2,393)	(753)	(700)	(5,876)
NET	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Notes:

(a) Original Total Budget - Reflects the 2020-21 Operating Budget as of July 1, 2020 which was approved by the Board at the September 2020 meeting. Both recurring and one-time operating budgets are included.

(b) Adjusted Total Budget - Reflects the 2020-21 Operating Budget as of June 30, 2021. Both recurring and one-time operating budgets are included.

(c) Recommended Total Budget - Reflects the proposed 2021-22 Original Total Budget as of July 1, 2021. Both recurring and one-time operating budgets are included.

Radford University
Proposed Auxiliary Enterprise Budget
2021-22

Dollars in Thousands

	Annual Budget for 2020-21			2020-21	2021-22 Adjustments			2021-22
	Original		Adjusted	Adjusted	Technical	Base	One-Time	Recommended
	Total Budget (a)	Adjustments	Total Budget (b)	Total Budget	Adjustments	Adjustments	Adjustments	Total Budget (c)
Residential & Dining Programs								
Revenues	\$34,339	\$3,988	\$38,327	\$38,327	(\$2,403)	(\$467)	(\$275)	\$35,182
Expenditures	(32,761)	(2,578)	(35,339)	(35,339)	1,426	686	(35)	(33,261)
Reserve Draw (Deposit)	(1,579)	(1,410)	(2,989)	(2,989)	977	(219)	310	(1,921)
NET	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bookstore								
Revenues	\$285	(\$102)	\$183	\$183	\$102	\$0	\$0	\$285
Expenditures	(272)	7	(265)	(265)	(7)	(0)	0	(272)
Reserve Draw (Deposit)	(13)	95	82	82	(95)	0	0	(13)
NET	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parking & Transportation								
Revenues	\$1,828	(\$181)	\$1,647	\$1,647	\$181	\$11	\$0	\$1,839
Expenditures	(1,695)	189	(1,505)	(1,505)	(156)	(94)	(143)	(1,898)
Reserve Draw (Deposit)	(134)	(8)	(142)	(142)	(25)	83	143	59
NET	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Telecommunications								
Revenues	\$560	\$0	\$560	\$560	\$0	\$0	\$0	\$560
Expenditures	(529)	58	(471)	(471)	(33)	(2)	0	(505)
Reserve Draw (Deposit)	(31)	(58)	(89)	(89)	33	2	0	(55)
NET	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Student Health Services								
Revenues	\$2,815	\$541	\$3,355	\$3,355	(\$541)	\$87	\$0	\$2,901
Expenditures	(2,599)	(560)	(3,159)	(3,159)	560	(144)	(5)	(2,747)
Reserve Draw (Deposit)	(215)	19	(197)	(197)	(19)	57	5	(154)
NET	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Student Programming								
Revenues	\$7,525	(\$537)	\$6,988	\$6,988	\$537	(\$829)	\$0	\$6,696
Expenditures	(7,217)	627	(6,590)	(6,590)	(627)	819	(145)	(6,543)
Reserve Draw (Deposit)	(308)	(90)	(398)	(398)	90	10	145	(153)
NET	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Building & Facilities								
Revenues	\$2,489	(\$376)	\$2,113	\$2,113	\$1,934	(\$81)	\$0	\$3,967
Expenditures	(1,373)	(3,093)	(4,466)	(4,466)	418	81	0	(3,967)
Reserve Draw (Deposit)	(1,116)	3,469	2,352	2,352	(2,352)	0	0	0
NET	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Enterprise Functions								
Revenues	\$7,246	\$1,175	\$8,421	\$8,421	(\$2,733)	\$1,447	\$0	\$7,135
Expenditures	(7,049)	31	(7,019)	(7,019)	3,658	(506)	(28)	(3,894)
Reserve Draw (Deposit)	(197)	(1,206)	(1,403)	(1,403)	(925)	(941)	28	(3,241)
NET	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Intercollegiate Athletics								
Revenues	\$11,181	(\$1,551)	\$9,630	\$9,630	\$1,551	\$226	\$0	\$11,408
Expenditures	(11,329)	946	(10,383)	(10,383)	(946)	320	0	(11,010)
Reserve Draw (Deposit)	148	605	753	753	(605)	(546)	0	(398)
NET	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Auxiliary Enterprise								
Revenues	\$68,269	\$2,956	\$71,226	\$71,226	(\$1,372)	\$394	(\$275)	\$69,973
Expenses	(64,824)	(4,372)	(69,196)	(69,196)	4,294	1,160	(355)	(64,097)
Reserve Draw (Deposit)	(3,446)	1,416	(2,030)	(2,030)	(2,923)	(1,554)	630	(5,876)
NET	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Notes:

- (a) Original Total Budget - Reflects the projected 2020-21 Operating Budget as of July 1, 2020 which was approved by the Board at the September 2020 meeting. Both recurring and one-time
(b) Adjusted Total Budget - Reflects the 2020-21 Operating Budget as of June 30, 2021. Both recurring and one-time operating budgets are included.
(c) Recommended Total Budget - Reflects the proposed 2021-22 Original Total Budget as of July 1, 2021. Both recurring and one-time operating budgets are included.

RADFORD UNIVERSITY BOARD OF VISITORS

Resolution

September 10, 2021

Approval of 2021-22 Competency-Based Education Tuition and Fees

NOW, THEREFORE, BE IT RESOLVED that the Radford University Board of Visitors approves Competency-Based Education (CBE) tuition and fees for the 2021-22 academic year as reflected in the Summary of Proposed 2021-22 CBE Tuition and Fees beginning with enrollment in the Fall of 2021 and thereafter until otherwise adjusted by the Board of Visitors.

Program	Approved	Proposed		
Approved	Per Credit	Per Credit	Dollar	Percent
2021-22	Hour	Hour	Change	Change
	2021-22	2021-22		

Radford University

Competency Based Education (CBE)

Cybersecurity - CBE

Tuition	\$5,688	\$316	\$316		
Mandatory Technology Fee	72	4	4		
Mandatory Online Comprehensive Fee	540	30	30		
Total Cybersecurity - CBE	\$6,300	\$350	\$350	\$0	0.00%

Geospatial - CBE

Tuition	\$5,824	\$416	\$316		
Mandatory Technology Fee	56	4	4		
Mandatory Online Comprehensive Fee	420	30	30		
Total Geospatial - CBE	\$6,300	\$450	\$350	(\$100)	-22.22%

Education - CBE

Tuition	\$1,250	\$417	\$316		
Mandatory Technology Fee	0	0	4		
Mandatory Online Comprehensive Fee	0	0	30		
Total Education - CBE	\$1,250	\$417	\$350	(\$67)	-16.00%

Data Science - CBE

Tuition	N/A	N/A	\$316		
Mandatory Technology Fee	N/A	N/A	4		
Mandatory Online Comprehensive Fee	N/A	N/A	30		
Total Data Science - CBE	N/A	N/A	\$350	N/A	N/A

End of Board of Visitors Materials

