

# Board of Visitors

Quarterly Meeting  
September 6, 2024



**Radford**  
UNIVERSITY



Board of Visitors

Quarterly Meeting

9:00 a.m.\*\*

September 6, 2024

Kyle Hall, Room 340, Radford, VA

**DRAFT**  
**Agenda**

- **Call to Order and Opening Comments** Mr. Marquett Smith, *Rector*
- **Approval of Agenda** Mr. Marquett Smith, *Rector*
- **Approval of Minutes** Mr. Marquett Smith, *Rector*
  - June 7, 2024, July 22-23, 2024
- **Recognition**
- **The Radford Experience** Ms. Jae Horst, *Student Speaker*
- **President's Report** Dr. Bret Danilowicz, *President*
- **Government Relations Update** Ms. Lisa Ghidotti, *Executive Director of Government Relations and Strategic Initiatives*
- **Academic Excellence and Student Success Committee** Ms. Jeanne Armentrout, *Chair*
  - Report to the Board of Visitors
  - Approval to Revise Department Structure of the College of Nursing
- **Business Affairs and Audit Committee** Dr. Betty Jo Foster, *Chair*
  - Report to the Board of Visitors
  - Approval of the 2024-25 Operating Budget
- **Enrollment Management and Brand Equity Committee** Mrs. Jennifer Wishon Gilbert, *Chair*
  - Report to the Board of Visitors

- **External Engagement Committee**
  - Report to the Board of Visitors
- **Student Affairs and Athletics Committee**
  - Report to the Board of Visitors
- **Report on the Radford University Foundation**
- **Report to the Board of Visitors from the Student Representative to the Board**
- **Freedom of Expression and Supporting Constructive Dialogue on Campus**
- **CLOSED SESSION**  
Virginia Freedom of Information Act §2.2-3711(A) (1) and (8)
- **ACTION ITEMS**
  - Bylaws Update
- **OTHER BUSINESS**
- **ANNOUNCEMENTS**
  - **Meeting Dates**  
Dec. 5-6, 2024
  - 2025 Dates**  
March 20-21, 2025  
June 5-6, 2025  
July 20-22, 2025 Retreat  
Sept. 11-12, 2025  
Dec. TBD
- **ADJOURNMENT**

Ms. Lisa Pompa, *Chair*

Mr. David A. Smith, *Chair*

Ms. Joann Craig, *BOV Liaison to RU Foundation*

Mr. Onajae Edmund, *Student Representative to the Board of Visitors*

Dr. Susan Tragesser, *Vice President for Student Affairs*  
Dr. Heather Keith, *Executive Director of Faculty Development*  
Mr. Peter McCann, *Director of Emergency Management*

Mr. Marquett Smith, *Rector*

Mr. Marquett Smith, *Rector*

Mr. Marquett Smith, *Rector*

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

**BOARD MEMBERS**

Mr. Marquett Smith, Rector  
Mr. Tyler W. Lester, Vice Rector  
Mr. Dale Ardizzone

Ms. Jeanne S. Armentrout  
Ms. Betsy D. Beamer  
Ms. Joann S. Craig  
Ms. Callie Dalton  
Mr. William C. Davis  
Dr. Betty Jo Foster  
Mrs. Jennifer Wishon Gilbert  
Mr. George Mendiola, Jr.  
Ms. Lisa W. Pompa  
Mr. David A. Smith  
Mr. Jonathan D. Sweet  
Mr. James C. Turk

# Meeting Materials



Radford  
UNIVERSITY

**RADFORD UNIVERSITY  
ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE**

**SEPTEMBER 5, 2024**

**RESOLUTION TO REVISE THE DEPARTMENT STRUCTURE  
OF THE COLLEGE OF NURSING**

**WHEREAS**, in 2023, the Board of Visitors approved to change the name of the School of Nursing to the College of Nursing; and

**WHEREAS**, the proposed revised department structure for the College of Nursing more appropriately aligns with the administrative structure of that academic unit and will align with the Teaching and Research Faculty Handbook; and

**WHEREAS**, the proposed department structure was approved by a vote of the faculty of the College of Nursing and was subsequently recommended by a vote of the Teaching and Research Faculty Senate; and

**WHEREAS**, the proposed departmental structure has a net-neutral effect on the budget;

**NOW, THEREFORE, BE IT RESOLVED**, that the Academic Excellence and Research Committee recommends that the Board of Visitors approves to revise the department structure of the College of Nursing as proposed;

**BE IT FURTHER RESOLVED**, that the President and/or designee(s) are hereby authorized to submit any and all documentation that may be required to receive approval of the revised department structure to the State Council of Higher Education for Virginia (SCHEV) and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

## **Motion to Revise the Department Structure of the College of Nursing**

Referred by: Governance Committee

### **MOTION:**

The Faculty Senate supports the College of Nursing's proposed revision of its organizational structure to two departments

1. Department of Undergraduate Nursing
2. Department of Graduate Nursing

### **RATIONALE:**

This proposal was approved by a vote of the College of Nursing faculty on August 12, 2024. Although the College of Nursing was formed in January 2024, the college does not align with the structure of other colleges and departments at Radford University. Functionally, the college has three units with "chairs," known as academic unit heads. Thus, the creation of departments within the college more appropriately aligns with the administrative structure of a college and with the *Radford University Teaching & Research Faculty Handbook*.

In order to accommodate the very large number of students and faculty in the BSN degree program (CIP 51.3801), the Undergraduate Nursing department will have two co-chairs – one for pre-licensure BSN and one for post-licensure RN to BSN. The Graduate Nursing department would only have one chair to house the graduate nursing CIP codes (51.3802, 51.3805, 51.3818).

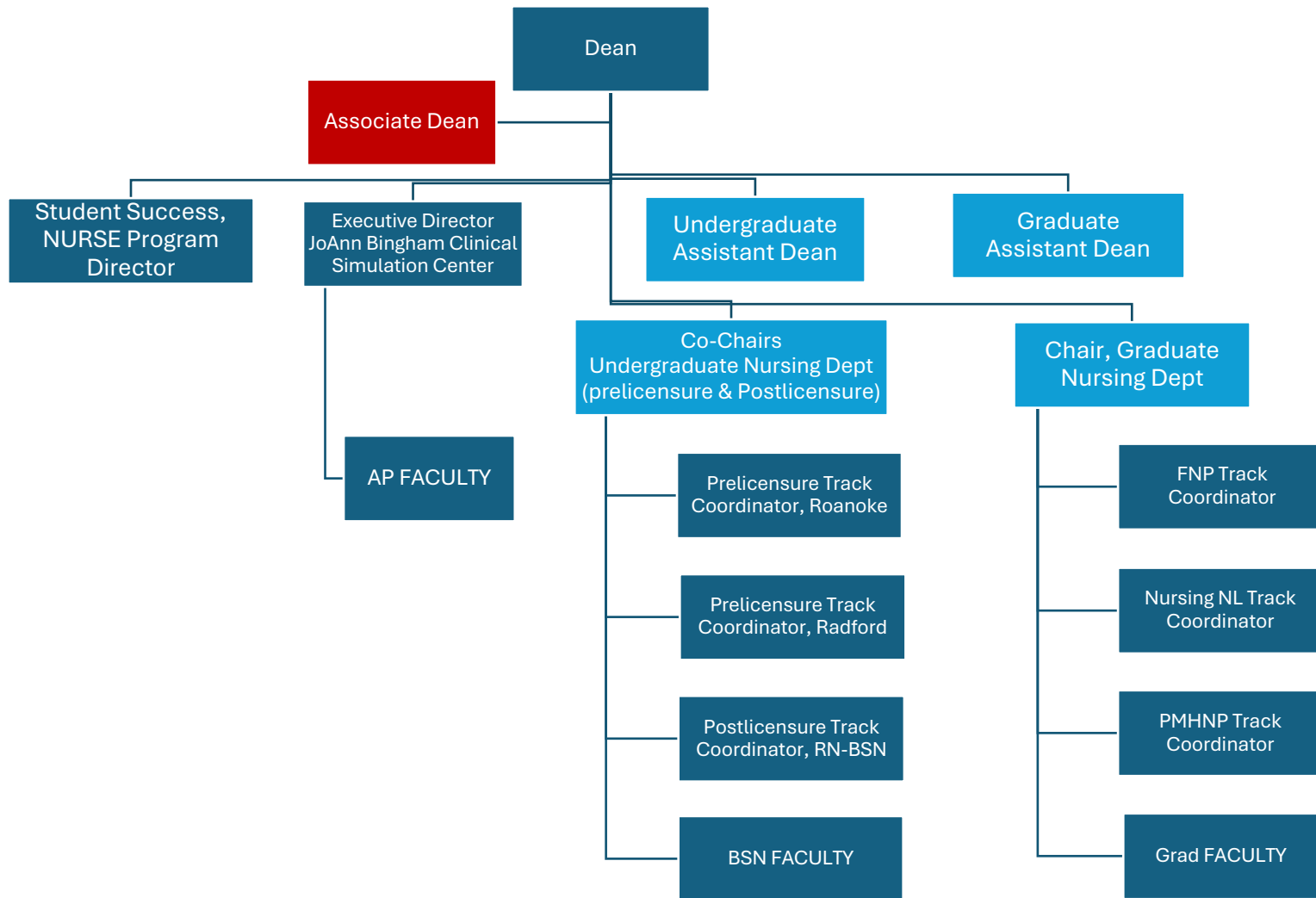
The change to the proposed departmental structure has a net-neutral effect on the budget. Associate Dean, Assistant Dean, and Chair stipends will come from funds already provided to the university for nursing education by the Commonwealth but not yet allocated.

The number of faculty and students in each department will be as follows:

- Department of Undergraduate Nursing
  - o Faculty: 40
  - o Students: 1,242
- Department of Graduate Nursing
  - o Faculty: 13
  - o Students: 130

The college also has a significant number of adjuncts throughout all programs, primarily for the clinical components of courses and online post licensure and graduate courses.

# Proposed College of Nursing Organizational Structure





**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Business Affairs & Audit Committee**  
**September 5, 2024**

**Action Item**  
**Approval of the Radford University 2024-25 Operating Budget**

**Item:**

Board of Visitors approval of the Radford University 2024-25 operating budget.

**Executive Summary:**

Each year, the Vice President for Finance and Administration & Chief Financial Officer is responsible for presenting Radford University's projected annual operating budget to the Board of Visitors for the upcoming fiscal year. The 2024-25 operating budget was developed in consideration of projected enrollment levels, actions taken by the Governor and General Assembly during the 2024 session, Board-approved tuition and fee rates, the strategic goals of the University, and the economic outlook.

As noted in last year's budget submission, Radford University closed out a strategic plan that guided the University for the last five years. Since that time, the University prepared and has been operating with a two-year strategic plan (2024-2025) to guide operations and programs, taking advantage of proven high-impact practices across divisions. While the University has a lot to be proud of, including a diverse student population, strong academic programs, solid infrastructure and dedicated faculty and staff, obvious challenges were identified that must be addressed ahead. The most critical issue of declining enrollment mirrors what many small, regional universities are experiencing across the country. The current two-year plan is focused on this critical issue as the University seeks to understand the cause and find solutions to the enrollment shifts.

The Commonwealth's revenue forecast has remained strong, providing the Governor the ability to include significant investments to address funding for: tax relief for Virginian families, increase funding for law enforcement, support the development of lab schools, and multiple higher education initiatives, including increased funding for undergraduate financial aid. Given the current stability of the Commonwealth's fiscal outlook, the 2024-26 biennial budget includes a three percent pay raise for eligible state employees that was effective June 10, 2024.

Considering the aforementioned items, the 2024-25 operating budget demonstrates a conservative use of University resources. The proposed budget identifies key operating efficiencies that help to address mandatory and unavoidable cost increases while maximizing funding opportunities for strategic plan initiatives.

**Six-Year Planning Processes and 2024-25 Budget Development:**

The Virginia Higher Education Opportunity Act of 2011 (TJ21) was passed by the 2011 General Assembly and is based on recommendations from the Governor's Commission on Higher Education Reform, Innovation and Investment, which was formed through Executive Order No. 9 issued in March 2010. The TJ21 legislation requires institutions of higher education to prepare

and submit a “Six-Year Plan” by July 1<sup>st</sup> each year in accordance with criteria outlined by the Higher Education Advisory Committee (HEAC).

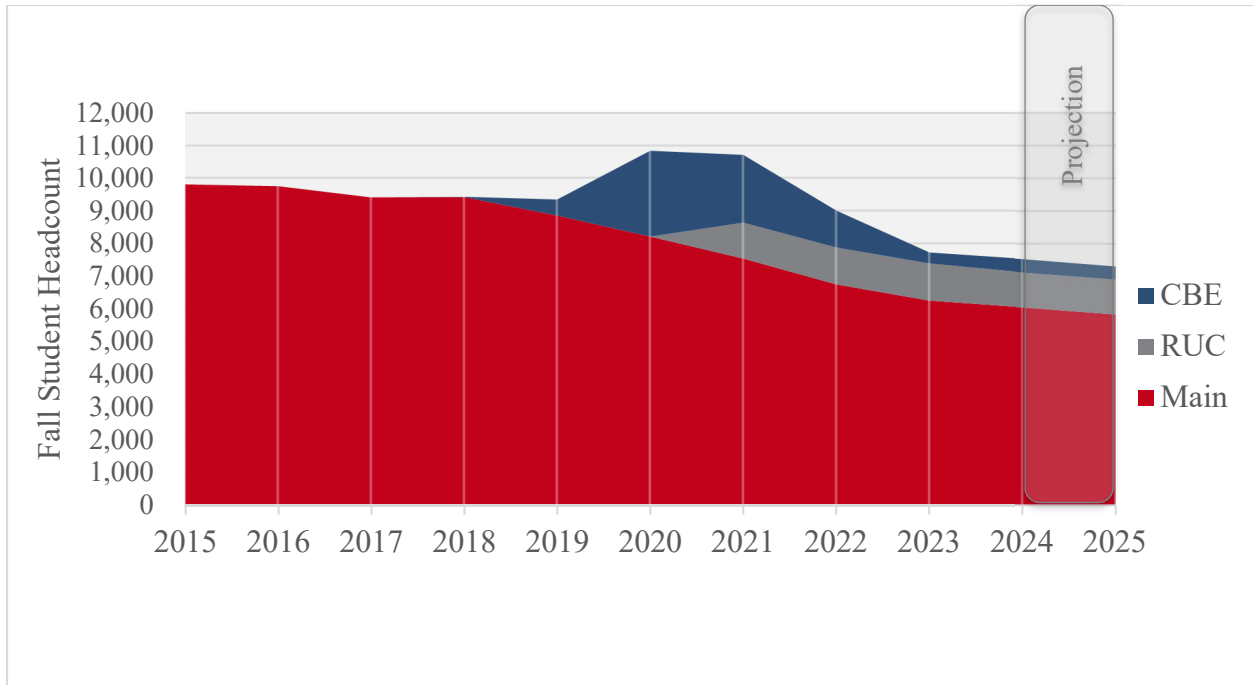
As an integral part of the six-year planning process, the University’s internal annual budget development cycle provides the opportunity to reevaluate the essential needs for the upcoming fiscal year and outline divisional priorities for the outlying years. The budget development review engages key personnel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

The University submitted an update to the previously submitted 2024-25 Six-Year Plan to the State Council of Higher Education for Virginia (SCHEV) on July 17, 2024, while making no substantive changes. The University’s Six-Year Plan identifies the targeted objectives and strategies to achieve both Virginia and institutional goals and provides a foundation for preparing tuition and mandatory fee recommendations for consideration by the Board.

### **Enrollment Trend:**

As has been discussed broadly with the Board, the University has seen a decrease in undergraduate enrollment for almost a decade. During that time, there has been an overall decrease and significant shift in the mix of student classification between instructional level and modality. This shift in enrollment classification is illustrated in the following chart. The University remains focused on increasing undergraduate student enrollment through innovative transfer options, such as the Bridge Program, as well as increasing enrollment in high demand Health Sciences programs offered on both main campus and at RUC.

Conservative assumptions were used to develop the 2024-25 budget based on enrollment projections and retention trend data from prior years. Enrollment for 2024-25 on main campus is cautiously projected below prior year levels as the University seeks to stabilize throughout the upcoming years. Enrollment for RUC is projected slightly lower than prior year levels based on associate program offerings transferring to the Virginia Community College System. Early enrollment data, however, indicates that the university will see an increase in student headcount instead of the projected declines, resulting in a more optimistic outlook and confidence in meeting tuition revenue targets.



**Mandatory Cost Increases:**

The University compiled the fiscal year 2025 budget with the information as provided within the 2024 Special Session I Virginia Acts of Assembly Chapter 2 and estimates that were anticipated to impact future funding considerations as shown below:

**2024-25 General Assembly Estimated Impact Summary**

	2024-25
<b>E&amp;G - Educational &amp; General</b>	
Compensation Adjustments *	\$8,060,402
Affordable Access Funding	6,397,000
Fringe/Central System Changes*	2,824,970
<b>Total E&amp;G General Fund Recommendations</b>	<b>\$17,282,372</b>
<b>SFA - Student Financial Assistance</b>	
In-State Undergraduate Financial Aid	5,591,010
Graduate Fellowships	57,500
<b>Total E&amp;G and SFA General Fund</b>	<b>\$5,648,510</b>

Notes:

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

### ***Other Mandatory Costs –***

In addition to the state-mandated items, the University must also address teaching and research faculty promotion and tenure contractual commitments, operation and maintenance of facilities, contractual escalators for technology and maintenance contracts, escalating utilities, and committed costs for previously approved projects. These initiatives, referred to as Mandatory Costs, combine to total \$3.6 million for the University.

### **Funding Sources and Cost Drivers:**

Radford University main campus is very reliant upon general fund support due to the significant number of in-state undergraduate students served (90 percent as of Fall 2023). The state’s cost share model identifies that the University’s E&G program should be funded 67 percent from Commonwealth’s general fund support and 33 percent through institutional non-general fund sources (i.e. tuition, E&G fees, etc.).

As demonstrated in Figure 1, the 2024-25 projected E&G general fund split is still below the Commonwealth’s policy of 67 percent. The difference reflects funding of essential programmatic needs to support the University’s in-state student population.

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

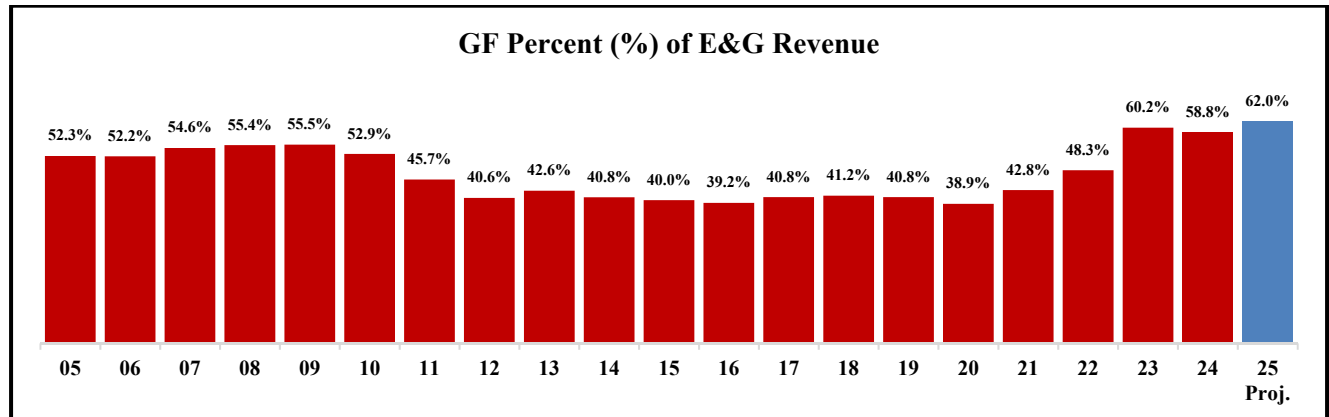
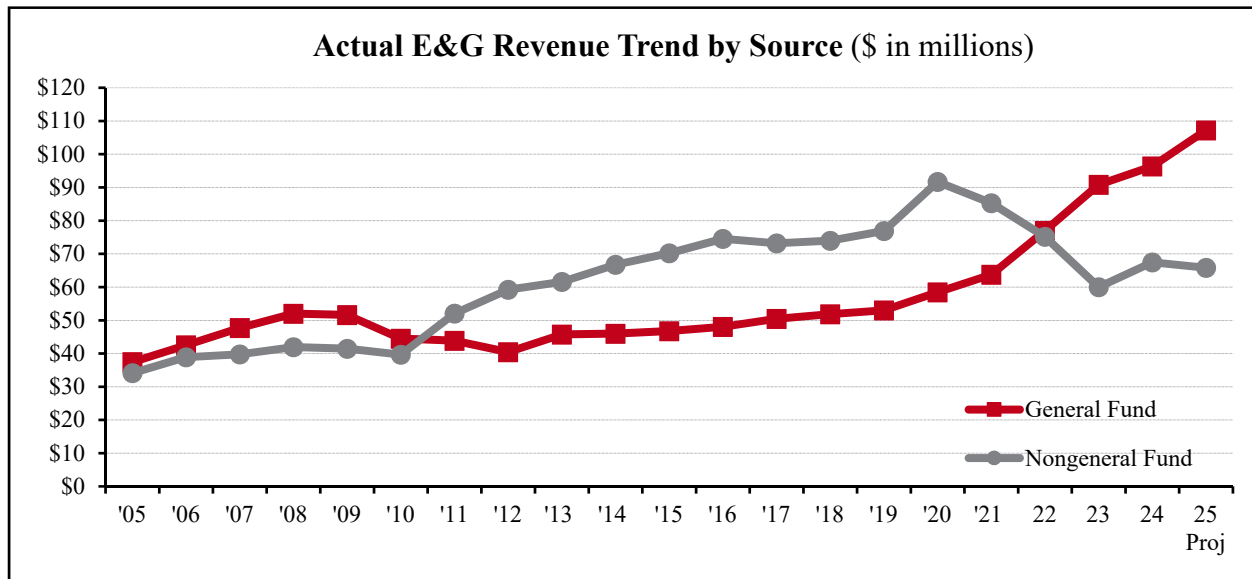


Figure 2 displays the E&G general fund and non-general fund trends between 2005 and 2025 (projected). In 2010, as a result of the economic downturn and the sustained loss of general fund support, students and their families began funding the majority of the cost of education. The increase in non-general funds for 2020 relates primarily to the merger with Jefferson College of Health Sciences and the related \$20.6 million in Tuition and Fee revenue associated with the new RUC site. There is also an increase in general funds related to the initial \$1.7 million allocation to RUC, as well as an infusion of support for Tuition Moderation Funding and other mandatory cost increases. The most notable increase comes in 2022 with the historic \$10 million investment to equalize RUC tuition with the main campus, along with \$2.9 million to maintain affordability on main campus. The Commonwealth has continued to invest in higher education to ensure institutions remain affordable.

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



**Proposed Operating Budget:**

**2024-25 Projected Total Revenue**

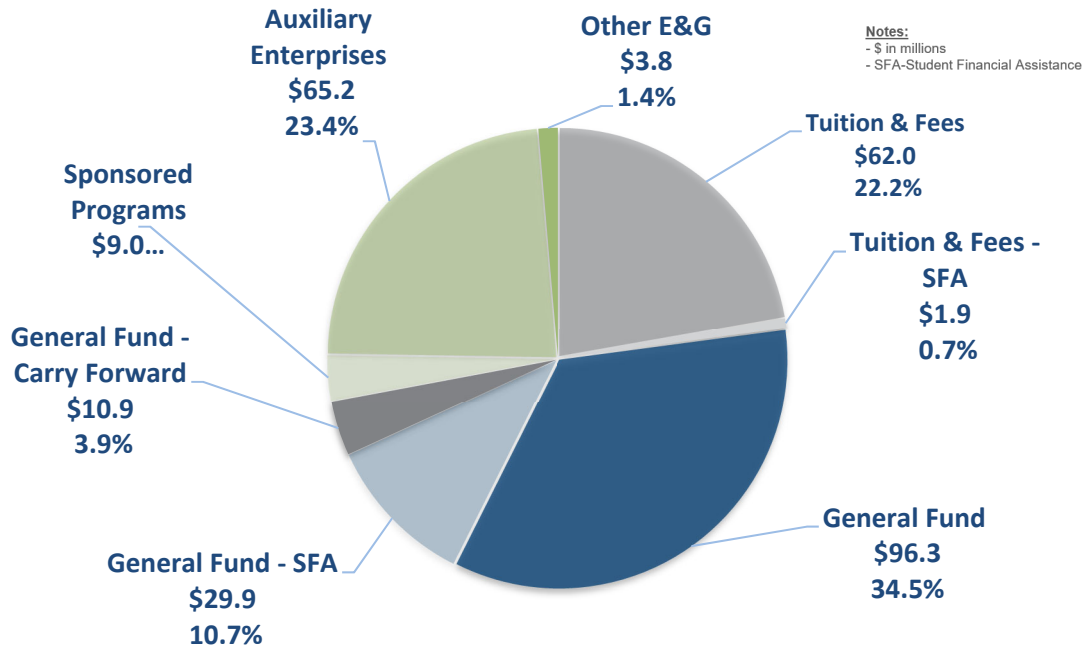
Radford University’s institutional budget is derived from two fund sources:

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

For the fiscal year 2024-25 the University is projecting revenue of \$279.0 million. This reflects an 8 percent increase from the 2023-24 Original Total Budget.

The majority of the University’s total operating budget (51 percent) is supported through non-general fund sources. The remaining 49 percent is supported through the general fund. Figure 3 displays the breakdown of projected revenue by major funding sources.

**Figure 3: 2024-25 Projected Total Revenue (All Sources and Programs)**



**2024-25 Projected Total Expenditures**

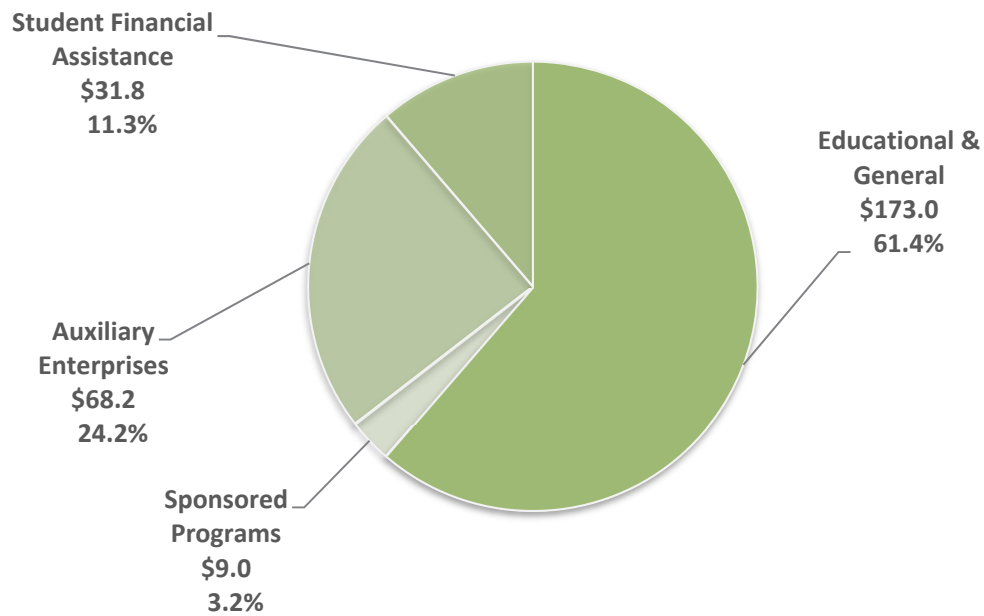
Expenditures are expected to total \$281.9 million for 2024-25.

Figure 4 illustrates projected expenditures for each of the major programs which include:

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

The E&G program represents 61.4 percent of the expenditure budgeted while Auxiliary Enterprises accounts for 24.2 percent. The remaining 14.4 percent is split between Student Financial Assistance and Sponsored Programs.

**Figure 4: 2024-25 Projected Expenditures by Major Program**



Attachment I and Schedules A and B provide an overview of the University’s proposed 2024-25 operating budget by major program. Attachment I details the 2024-25 Funded E&G Initiatives, Schedule A provides an overview of the 2024-25 Total University Operating Budget, and Schedule B reflects the 2024-25 Auxiliary Enterprise Budget by major program area.

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

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

The Educational and General (E&G) program supports instruction, academic support, libraries, public service, student services, institutional support, and operation/maintenance of the physical plant. The proposed 2024-25 E&G operating budget (base and one-time) totals \$173.0 million. The percentage of the E&G budget supported by general funds is projected to be 62.0 percent for 2024-25. The University is anticipating to receive \$8.1 million in new base general funds over the previous year for mandated salary increases as well as \$6.4 million in Affordable Access funding and an additional \$2.8 million in fringes and other categories. Projected E&G non-general fund revenue is derived primarily from tuition and fees at \$63.6 million, a 2023-2024 non-general fund carryforward of \$10.8 million, with all other E&G revenue totaling \$3.5 million.

***Student Financial Assistance Program –***

Commonwealth support from the general fund is appropriated for scholarships and fellowships to undergraduate and graduate students. The authorized general fund appropriation for fiscal year 2024-25 is \$29.9 million, which is a \$5.7 million increase over fiscal year 2023-24. In addition to general fund support, the University continues to commit \$1.9 million from institutional non-general fund resources to support undergraduate need-based financial aid.

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

The University receives external funding for grants and contracts from a variety of federal, state, private, and local sources. For the fiscal year 2024-25, estimated annual activity for Sponsored Programs is projected at \$9.0 million.

***Auxiliary Enterprises Program –***

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

For the fiscal year 2024-25, the revenue budget for Auxiliary Enterprises is projected to be \$65.2 million. It should be noted that all auxiliary budgets were adjusted to account for projected revenue changes due to enrollment levels, salary increases, auxiliary indirect rate, and contractual commitments, as necessary. It is projected that approximately \$2.9 million will be drawn against reserve funds. Further review and reductions in expense budget will be ongoing throughout the remainder of the fiscal year to limit the reserve draw

**Action:**

Radford University Board of Visitors approval of the 2024-25 operating budget as presented in Schedule A for Total Operating Budget and Schedule B for Auxiliary Enterprises.



**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Resolution**  
**September 6, 2024**

**Approval of the Radford University 2024-25 Operating Budget**

**BE IT RESOLVED**, the Radford University Board of Visitors approves the fiscal year 2024-25 operating budget as presented in Schedule A for Total Operating Budget and Schedule B for Auxiliary Enterprises.

**2024-25 Resource Allocation Analysis  
As of July 1, 2024**

<b>REVENUE - estimated</b>	
<b>General Fund Changes</b>	
Compensation Adjustments (prior 7%, current 3%)	\$ 8,060,402
Affordable Access Funding	\$ 6,397,000
Fringe Benefits & Other	\$ 2,824,970
<b>Total GF Changes</b>	<b>\$ 17,282,372</b>
<b>Non-General Fund Changes</b>	
Tuition Impact (Enrollment: -3.03%, Tuition Rate increases)	\$ (624,275)
Tuition Refund (UG In-State 1.5%)	\$ (786,853)
Other	\$ (2,270,000)
<b>Total Non-GF Changes</b>	<b>\$ (3,681,128)</b>
<b>Total Revenue Changes</b>	<b>\$ 13,601,244</b>
<b>EXPENSES - estimated</b>	
<b>Compensation &amp; Fringes</b>	
Fringe Increase	\$ 979,000
Compensation Adjustments	\$ 3,343,000
<b>Central Cost Commitments</b>	
Mandatory Costs (State Funded)	\$ 6,397,000
Mandatory Costs (RU Funded)	\$ 3,620,000
RU Strategic Commitments	\$ 3,815,000
<b>Divisional</b>	
Divisional Requests	\$ 1,099,000
Divisional Savings Strategies	\$ (2,644,000)
<b>Total Expense Changes</b>	<b>\$ 16,609,000</b>
<b>SAVINGS STRATEGIES</b>	
Academic Affairs	\$ (1,170,538)
Finance & Administration	\$ (405,274)
Central Administration	\$ (43,897)
Economic Development	
Student Affairs	\$ (36,707)
University Advancement	\$ (32,500)
Enrollment Management & Strategic Communications	\$ (158,027)
Central Resources	\$ (797,057)
<b>Total Savings Strategies</b>	<b>\$ (2,644,000)</b>

**Radford University**  
**Proposed University Operating Budget**  
**2024-25**

Dollars in Thousands

	Annual Budget for 2023-24			2023-24 Adjusted Total Budget	2024-25 Adjustments			2024-25 Recommended Total Budget <sup>(c)</sup>
	Original Total Budget <sup>(a)</sup>	Adjustments	Adjusted Total Budget <sup>(b)</sup>		Technical Adjustments	Base Adjustments	One-Time Adjustments	
<b>Educational and General Programs</b>								
<u>Revenues</u>								
General Fund	\$85,810	\$3,435	\$89,246	\$89,246	(\$3,435)	10,526	\$0	\$96,336
NGF Carryforward	6,500	(235)	6,265	6,265	(6,265)	0	10,880	10,880
Tuition and Fees	63,579	0	63,579	63,579	(0)	(1,525)	0	62,054
All Other Income	3,546	0	3,546	3,546	(1,527)	0	1,745	3,764
Revenue	\$159,435	\$3,200	\$162,636	\$162,636	(\$11,227)	\$9,000	\$12,625	\$173,034
<u>Expenditures</u>								
Instructional & Academic Support	(\$98,259)	(\$18)	(\$98,277)	(\$98,277)	\$3,062	(\$4,622)	(\$1,745)	(\$101,582)
All Other Support Programs	(61,177)	(3,112)	(64,289)	(\$64,289)	\$11,218	(7,502)	(10,880)	(\$71,452)
Expenditures	(\$159,435)	(\$3,130)	(\$162,566)	(\$162,566)	\$14,281	(\$12,124)	(\$12,625)	(\$173,034)
Reserve Draw (Deposit)	0	(70)	(70)	(70)	(3,054)	3,123	0	(0)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Student Financial Assistance</b>								
Revenue	\$26,115	\$12,203	\$38,318	\$38,318	(\$12,203)	\$5,649	\$0	\$31,763
Expenditures	(\$26,115)	(\$12,203)	(\$38,318)	(\$38,318)	12,203	(5,649)	0	(31,763)
Reserve Draw (Deposit)	0	0	0	0	0	0	0	0
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Sponsored Programs</b>								
Revenue	\$8,962	\$84	\$9,046	\$9,046	(\$84)	\$0	\$0	\$8,962
Expenditures	(8,962)	(\$84)	(9,046)	(9,046)	84	0	0	(8,962)
Reserve Draw (Deposit)	0	0	0	0	0	0	0	0
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Auxiliary Enterprises</b>								
Revenues	\$63,216	\$168	\$63,383	\$63,383	(\$168)	\$2,033	\$0	\$65,249
Expenditures	(64,215)	(1,884)	(66,099)	(66,099)	2,138	(2,593)	(1,616)	(68,170)
Reserve Draw (Deposit)	999	1,717	2,716	2,716	(1,971)	560	1,616	2,921
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total University</b>								
<b>Revenues</b>	<b>\$257,728</b>	<b>\$15,655</b>	<b>\$273,383</b>	<b>\$273,383</b>	<b>(\$23,681)</b>	<b>\$16,682</b>	<b>\$12,625</b>	<b>\$279,008</b>
<b>Expenses</b>	<b>(258,727)</b>	<b>(17,302)</b>	<b>(276,028)</b>	<b>(276,028)</b>	<b>28,706</b>	<b>(20,365)</b>	<b>(14,241)</b>	<b>(281,929)</b>
<b>Reserve Draw (Deposit)</b>	<b>999</b>	<b>1,647</b>	<b>2,646</b>	<b>2,646</b>	<b>(5,024)</b>	<b>3,683</b>	<b>1,616</b>	<b>2,921</b>
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Notes:**

(a) Original Total Budget - Reflects the 2023-24 Operating Budget as of July 1, 2023 which was approved by the Board at the September 2023 meeting. Both recurring and one-time operating budgets are included.

(b) Adjusted Total Budget - Reflects the 2023-24 Operating Budget as of June 30, 2024. Both recurring and one-time operating budgets are included.

(c) Recommended Total Budget - Reflects the proposed 2024-25 Original Total Budget as of July 1, 2024. Both recurring and one-time operating budgets are included.

**Radford University**  
**Proposed Auxiliary Enterprise Budget**  
**2024-25**

Dollars in Thousands

	Annual Budget for 2023-24		2024-25 Adjustments				2024-25
	Original	Adjusted	Adjusted	Technical	Base	One-Time	Recommended
	Total Budget (a)	Total Budget (b)	Total Budget	Adjustments	Adjustments	Adjustments	Total Budget (c)
<b>Residential &amp; Dining Programs</b>							
Revenues	\$32,852	\$32,852	\$32,852	(\$0)	\$1,113	\$0	\$33,965
Expenditures	(\$33,860)	(\$34,625)	(34,625)	\$1,076	(1,318)	0	(34,868)
Reserve Draw (Deposit)	1,008	1,773	1,773	(1,076)	205	0	903
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Bookstore</b>							
Revenues	\$70	\$70	\$70	\$0	\$193	\$0	\$263
Expenditures	(\$69)	(\$69)	(69)	0	(221)	0	(290)
Reserve Draw (Deposit)	(1)	(1)	(1)	0	29	0	28
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Parking &amp; Transportation</b>							
Revenues	\$1,752	\$1,752	\$1,752	\$0	\$85	\$0	\$1,837
Expenditures	(\$1,711)	(\$1,711)	(1,711)	3	(142)	0	(1,850)
Reserve Draw (Deposit)	(41)	(41)	(41)	(3)	57	0	13
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Telecommunications</b>							
Revenues	\$520	\$520	\$520	\$0	\$0	\$0	\$520
Expenditures	(\$508)	(\$508)	(508)	(3)	0	0	(511)
Reserve Draw (Deposit)	(12)	(12)	(12)	3	0	0	(9)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Student Health Services</b>							
Revenues	\$2,547	\$2,547	\$2,547	\$0	\$62	\$0	\$2,609
Expenditures	(\$2,533)	(\$2,723)	(2,723)	\$175	(36)	0	(2,583)
Reserve Draw (Deposit)	(14)	176	176	(175)	(27)	0	(26)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Student Programming</b>							
Revenues	\$7,706	\$7,714	\$7,714	(\$1,633)	\$123	\$0	\$6,203
Expenditures	(\$7,658)	(\$7,766)	(7,766)	1,752	(156)	0	(6,170)
Reserve Draw (Deposit)	(48)	52	52	(119)	33	0	(33)
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Building &amp; Facilities</b>							
Revenues	\$829	\$829	\$829	\$1,626	\$112	\$0	\$2,567
Expenditures	(\$1,707)	(\$1,657)	(1,657)	(1,281)	(15)	0	(2,954)
Reserve Draw (Deposit)	878	828	828	(344)	(97)	0	387
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Enterprise Functions</b>							
Revenues	\$5,463	\$5,518	\$5,518	(\$54)	\$201	\$0	\$5,664
Expenditures	(\$4,730)	(\$5,157)	(5,157)	102	(168)	(1,391)	(6,614)
Reserve Draw (Deposit)	(733)	(361)	(361)	(48)	(33)	1,391	949
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Intercollegiate Athletics</b>							
Revenues	\$11,476	\$11,582	\$11,582	(\$106)	\$144	\$0	\$11,620
Expenditures	(\$11,439)	(\$11,883)	(11,883)	314	(536)	(225)	(12,331)
Reserve Draw (Deposit)	(37)	301	301	(208)	392	225	710
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Auxiliary Enterprise</b>							
Revenues	\$63,216	\$63,383	\$63,383	(\$168)	\$2,033	\$0	\$65,249
Expenses	(64,215)	(66,099)	(66,099)	2,137	(2,593)	(1,616)	(68,171)
Reserve Draw (Deposit)	999	2,716	2,716	(1,969)	560	1,616	2,922
<b>NET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Notes:**

- (a) Original Total Budget - Reflects the 2023-24 Operating Budget as of July 1, 2023 which was approved by the Board at the September 2023 meeting. Both recurring and one-time operating budgets are included.  
(b) Adjusted Total Budget - Reflects the 2023-24 Operating Budget as of June 30, 2024. Both recurring and one-time operating budgets are included.  
(c) Recommended Total Budget - Reflects the proposed 2024-25 Original Total Budget as of July 1, 2024. Both recurring and one-time operating budgets are included.

# Student Representative



# Get to know Onajae Edmund



**Radford**  
UNIVERSITY



- Bachelor of Fine Arts Dance performance major
- Executive Highlander guide
- College of Visual and Performance Arts ambassador
- Polemarch (president) Kappa Alpha Psi fraternity inc.
- Secretary for Brother for Brother

Goal this year boost student involvement and engagement!



**Radford**  
UNIVERSITY



# What are the benefits of increasing student involvement?



**Radford**  
UNIVERSITY

- Increase retention
- Help admissions
- Mental health
- Motivates students
- Networking opportunities
- Overall campus morale







**Radford**  
UNIVERSITY

# How will we reach this goal?

- Funding
- Marketing
- University 100
- Education

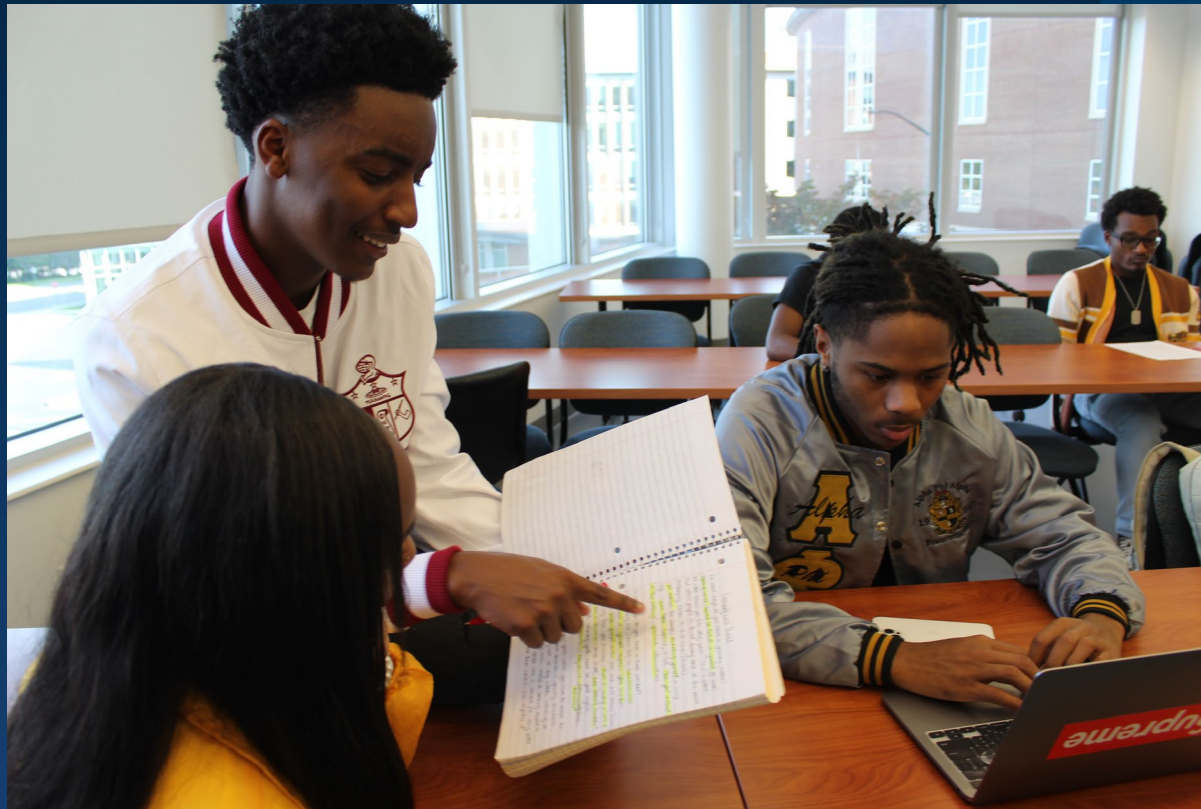




# Radford UNIVERSITY

## My focus

- Fraternity and Sorority life
- Black/African American clubs and organizations



# Tracking goals

- Tracking attendance at events
- Tracking membership growth
- Meetings with organization presidents



**Radford**  
UNIVERSITY



# Discussion

**Radford University Board of Visitors  
Resolution**

**Amendments to the Bylaws**

**Now Therefore Be It Resolved**, the Board of Visitors hereby amends the Radford University Board of Visitors Bylaws, as follows:

**Article I – The Board of Visitors**

**Section 1 – Legal Status, Composition and General Operation**

**A. General Operations.** The Board is required by law to, and does:

1. Strive to be transparent in its operations, and operate entirely openly to the extent required by law.
2. Comply with the Commonwealth of Virginia’s Freedom of Information Act (Code of Va. §2.2-3700, et seq.), including but not limited to the following:
  - a. Record minutes of each open meeting and post the minutes on the Board’s website in accordance with subsection ~~H~~ of §2.2-3707 and §2.2-3707.1;
  - b. Conduct all discussions and actions on any topic not specifically exempted by §2.2-3711 in open meeting;
  - c. Give public notice of all meetings in accordance with subsection ~~E~~ **D** of §2.2-3707; and
  - d. Approve in open meeting any action taken in closed meeting before it can have any force and effect in accordance with subsection B of §2.2-3711.

**D. Removal of Board Members.** If any member of the Board fails to attend (i) the meetings of the Board for one year without sufficient cause, as determined by a majority vote of the Board, or (ii) the educational programs for governing boards presented by the State Council of Higher Education for Virginia, and required by Virginia Code §23.1-1304 in the member’s first two years of membership without sufficient cause, as determined by a majority vote of the board, the remaining members of the Board shall record such failure in the minutes at the Board’s next meeting and notify the Governor, and the office of such member shall be vacated. (Virginia Code §23.1-1300(E))

**E. Individual Member(s) Participation via Electronic Communications.**

1. An individual member may also participate in a meeting via electronic communication means from a remote location that is not opened to the public in the event of a temporary

or permanent disability or other medical condition that prevents the member's physical attendance; a medical condition of a family member that requires the board member to provide care and prevents the board member's physical attendance; the member's principal place of residence is more than 60 miles from the meeting location identified in the required notice for such meeting; or, the member is unable to attend the meeting due to a personal matter in accordance with the Code of Virginia §2.2-3708.3 and provided that:

- a. If, on or before the day of the meeting, the member notifies the Rector that such member is unable to attend the meeting due to one of the provisions in E(1) above and, with regard to a personal matter, the member identifies with specificity the nature of the personal matter. However, a member may not use remote participation due to personal matters more than two meetings per calendar year or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater.
- b. The Board shall record the reason for the member to participate from a remote location, including the specific nature of any personal matter cited by the member as a basis, together with the remote location from which the member participates in the minutes of the meeting.
- c. The Board shall make arrangements for the voice of the remote participant to be heard by all persons at the primary location.
- d. If any request for participation via electronic communication from a remote location is denied, the decision and rationale will be reflected in the minutes **with specificity**.

#### **F. All-Virtual Meetings.**

The Board and any of its committees separately may hold all-virtual public meetings in which all who participate do so remotely, provided that the Board follows the requirements in the applicable provisions of the Virginia Code.

1. The required public notice of the Board meeting will indicate whether the meeting will be an in-person or all-virtual public meeting along with a statement notifying the public that the method by which the Board chooses to meet shall not be changed unless the Board provides a new meeting notice in accordance with the provisions of § 2.2-3707;
2. Public access to the all-virtual public meeting is provided via electronic communication means;
3. The electronic communication means used allows the public to hear all members of the Board participating in the all-virtual public meeting and, when audio-visual technology is available, to see the members of the public body as well. **When audio-visual technology is available, a member of the Board shall, for purposes of a quorum, be considered absent from any portion of the meeting during which visual communication with the member is voluntarily disconnected or otherwise fails or during which audio communication involuntarily fails;**

4. A phone number or other live contact information is provided to alert the Board if the audio or video transmission of the meeting provided by the Board fails, the Board monitors such designated means of communication during the meeting, and the Board takes a recess until public access is restored if the transmission fails for the public;
5. A copy of the proposed agenda and all agenda packets and, unless exempt, all materials furnished to members of a public body for a meeting is made available to the public in electronic format at the same time that such materials are provided to members of the public body;
6. If public comment is customarily received at the meeting if it were conducted in-person, the public is afforded the opportunity to comment through electronic means;
7. No more than two members of the Board are together in any one remote location unless that remote location is open to the public to physically access it;
8. If a closed session is held during an all-virtual public meeting, transmission of the meeting to the public resumes before the Board votes to certify the closed meeting;
9. The Board does not convene an all-virtual public meeting (i) more than two times per calendar year or ~~25~~ 50 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater, or (ii) consecutively with another all-virtual public meeting; and
10. Minutes of all-virtual public meetings held by electronic communication means are taken as required during a regular, in-person meeting and include the fact that the meeting was held by electronic communication means and the type of electronic communication means by which the meeting was held. If a member's participation from a remote location is disapproved because such participation would violate Board Bylaws, such disapproval shall be recorded in the minutes with specificity.
11. The Board will apply the Individual Member(s) Participation via Electronic Communications and All-Virtual Meetings sections of the Board Bylaws strictly and uniformly, without exception, to all Board members without regard to the identity of the member requesting remote participation or the matters that will be considered or voted on at the meeting. A record will be kept of requests to use remote participation, and the approving or denying of the requests.

Before the Board uses all-virtual public meetings or allows members to use remote participation as described above, the Board shall at least once annually, by recorded vote at a public meeting, adopt Bylaws or a policy, that comply with the requirements of Virginia Code §2.2-3708.3(D).

# Minutes



Radford  
UNIVERSITY





Board of Visitors

Quarterly Meeting  
9:00 a.m.\*\*  
June 7, 2024  
Kyle Hall, Room 340, Radford, VA

**DRAFT**  
**MINUTES**

**Board Members Present**

Dr. Debra McMahon, Rector  
Mr. Marquett Smith, Vice Rector  
Mr. Robert A. Archer  
Ms. Jeanne S. Armentrout  
Dr. Jay A. Brown  
Ms. Joann S. Craig  
Mrs. Jennifer Wishon Gilbert  
Mr. Tyler W. Lester  
Mr. George Mendiola, Jr.  
Ms. Lisa W. Pompa  
Mr. David A. Smith  
Mr. James C. Turk  
Dr. Kurt Gingrich, Faculty Representative (Non-voting Advisory Member)  
Mr. Troy Stallard, Student Representative (Non-voting Advisory Member)

**Board Member Absent**

Ms. Betsy D. Beamer  
Dr. Betty Jo Foster  
Ms. Georgia Anne Snyder-Falkinham

**Others Present**

Dr. Bret Danilowicz, President  
Ms. Karen Castele, Secretary to the Board of Visitors and Special Assistant to the President  
Dr. Dannette Gomez Beane, Vice President for Enrollment Management and Strategic Communications  
Dr. Rob Hoover, Vice President for Finance and Administration  
Dr. Angela Joyner, Vice President for Economic Development and Corporate Education  
Ms. Susan Richardson, University Counsel  
Dr. Susan Trageser, Vice President for Student Affairs  
Dr. Bethany Usher, Provost and Senior Vice President for Academic Affairs  
Ms. Penny Helms White, Vice President for University Advancement

### **Call to Order**

Rector Debra K. McMahon called the quarterly meeting of the Radford University Board of Visitors to order at 9:08 a.m. in Room 340 in Kyle Hall.

### **Approval of Agenda**

Rector McMahon asked for a motion to approve the Board of Visitors meeting agenda for June 7, 2024, as published. Mrs. Jennifer Wishon Gilbert so moved, Mr. Robert A. Archer seconded, and the motion carried unanimously.

### **Approval of Minutes**

Rector McMahon asked for a motion to approve the March 21, 2024 and March 22, 2024 minutes of the Board of Visitors meetings. Mr. Tyler Lester so moved, Ms. Joann Craig seconded, and the motion carried unanimously.

### **President's Report**

President Bret Danilowicz provided a report to the Board of Visitors on recent university activities. A copy of the report is attached hereto as *Attachment A* and is made a part hereof.

### **Impact of Incorporating Standardized Test Requirements**

President Danilowicz stated that the Governor asked the university presidents to share with their boards information regarding the impact of incorporating standardized test requirements. Vice President Dannette Gomez Beane shared data on retention rates with students using the old SAT, new SAT and when test optional. The analysis indicates that the SAT scores do not add meaningfully predictive power to retention when high school GPA is already considered in the model.

### **Report from the Academic Excellence and Research Committee**

Ms. Jeanne Armentrout stated that the Committee met on June 6, 2024, and shared the Committee heard the Academic Affairs update from Provost and Senior Vice President for Academic Affairs Bethany M. Usher who shared recent Points of Pride, end of the academic year activities, strong transfer numbers and increased retention rates. Ms. Armentrout shared that Dr. Donna McCloskey will begin in July as the Dean of the Davis College of Business and Economics and Dr. Jerel Benton, Assistant Provost for Student Success, will begin June 25.

### **Action Items**

Ms. Armentrout reviewed the following action items with the Board of Visitors.

### **Approval of Tenure Recommendation**

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

### **Approval to Establish an Office of Graduate Affairs and the Dissolution of the College of Graduate Studies**

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

### **Approval of Closure of M.A. in Criminal Justice**

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

### **Approval of Closure of B.A. in Recreation, Parks and Tourism**

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

**Approval of Revisions to the Teaching and Research Faculty Handbook for Faculty Evaluation Policies in Section 1.4.1.1**

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

**Approval of Revisions to the Teaching and Research Faculty Handbook for Faculty Evaluation Procedures for Special Purpose, Temporary, and Part-time Faculty in Section 1.4.1.4.2**

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

**Approval of Revisions to the Teaching and Research Faculty Handbook for T & R Language for Tenure in Section 1.7**

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

After reviewing the action items, Ms. Armentrout offered the items to be approved in a block vote if there was no objection. Mrs. Jennifer Wishon Gilbert made the motion to approve the action items, Mr. Marquett Smith seconded, and the motion carried unanimously.

**Report from the Business Affairs and Audit Committee**

Mr. Tyler Lester stated that the Committee met on June 6, 2024, and shared the Committee heard from Zachary Borgerding with the Auditor of Public Accounts who presented information regarding the results of the audit of the university's FY 2023 financial statements and noted that the university received an unmodified opinion with no material weaknesses. The Committee also heard from University Auditor Margaret McManus who presented an oral report on the March 2024 quarterly review of the University Discretionary Fund expenditures and several audit reports. Mr. Lester reported that the Committee heard updates on capital projects, division goals, fiscal year 2024 financials, 2025 legislative actions and the anticipated fiscal year 2025 budget overview.

**Action Items**

Mr. Lester reviewed the following action items with the Board of Visitors.

**Approval of Rebate for Tuition Increase**

Mr. Tyler Lester shared that the Business Affairs and Audit Committee made a commitment to revisit the 1.5% tuition increase approved in March after the state budget was final. Based on support from the Commonwealth of Virginia, the committee is recommending a rebate of the 1.5% increase resulting in a net zero increase. Mr. Lester asked for a motion to approve the tuition rebate. Mrs. Jennifer Wishon Gilbert so moved, Mr. Marquett Smith seconded, and the motion carried unanimously.

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

**Approval of Administrative and Professional Faculty Handbook Revisions**

Following discussion, Mr. Tyler Lester asked for a motion to approve the resolution. Mr. George Mendiola so moved, Dr. Jay Brown seconded, and the motion carried unanimously.

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

**Report from the Enrollment Management and Brand Equity Committee**

Mrs. Jennifer Wishon Gilbert stated that the Committee met on June 6, 2024, and was pleased to share the report to the Board. The Committee heard from Associate Vice President David Perryman who provided an update on the current work to expand brand awareness, including digital campaigns, billboards and a presence at the Roanoke Regional Airport. The Committee also heard an update on the release of the new website on June 11 and a new content management system.

Mrs. Jennifer Wishon Gilbert stated that the Committee also heard from Vice President Dannette Gomez Beane who shared that the new freshmen admitted student rate is at 88% and new freshmen deposits are at a 16% yield. Vice President Beane shared with the Committee that the in-state freshman Page 35 of 77

by over 30% due to the Radford Tuition Promise program. Also noted is that new transfer total applications increased by 28% and completed new transfer applications increased by 13.5%. The combined total new freshman and transfer deposits show a 35% increase.

The Board members acknowledged the work of Dr. Beane and her team for exceeding the goals set by the Board. Rector McMahon acknowledged that the Radford Tuition Promise was making a difference. The Rector asked Dr. Jay A. Brown to read a resolution and asked for a motion to approve thus indicating the Board's continued support of the Radford Tuition Promise. Mr. Marquett Smith so moved, Ms. Lisa Pompa seconded, and the motion carried unanimously.

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

### **Report from the External Engagement Committee**

Ms. Lisa Pompa stated that the Committee met on June 6, 2024 and shared that Vice President for Economic Development and Corporate Education Angela Joyner shared the progress to both the two-year goals and year-to-date goals for the division, as well as the action plan for the next 90 days. The Provisional to Professional Pathway has thirteen provisionally licensed educators enrolled and the final course development will be completed late this summer. The GO Virginia Grant to develop the IT and Cybersecurity pipeline advancing cluster growth was approved by the state board earlier this week. Also, the Verge Biotech GO Virginia grant as part of the proposal to support a STEM-related camp with other education and private partners in the Roanoke region was approved for funding this week.

Vice President for University Advancement Penny Helms White provided updates to the Committee on the 2023–2025 University Advancement's strategies as they relate to the university's goals. In highlighting alumni success stories that demonstrate areas of distinction, the Oral History Project exceeded expectations with over 8,000 alumni participating. This project created 10,473 unique page views on the university's website. Both of this year's spring commencement speakers were alumni. Ms. Amanda Cox, MBA '21, was the graduate hooding ceremony speaker and Mr. Mark Pace '92 was the undergraduate ceremony speaker, which allowed the university to share two successful alumni. In other updates, save-the-dates cards have been mailed for the invitation-only campaign celebration event and we will be hosting multiple events to acknowledge the donors to the campaign. To date, 174 scholarships have been established because of the TOGETHER campaign and the Alumni Executive Scholarship has 100% participation from the board with over a \$28,000 commitment of gifts and or pledges. Ms. Phebe Walker, a current student, shared her story with the Committee and the importance of scholarships, which have allowed her to continue her education with little debt.

### **Report from the Student Affairs and Athletics Committee**

Mr. David Smith stated that the Committee met on June 6, 2024 and that Deputy Athletics Director Cory Durand shared that spring semester was highlighted by an overall department GPA of 3.48 and 88% of all student-athletes earning a 3.0 GPA or higher. Seventy percent of all student-athletes earned a 3.4 GPA or higher and 20% earned a perfect 4.0 GPA. Athletics has signed a partnership with Student Athlete NIL (SANIL) to act as a third-party collective for NIL deals. Spring sports were highlighted by the Women's Outdoor Track & Field program finishing third overall and Chloe Williams winning the 5000m and 10000m. Men's Golf entered the Big South Championship as the #1 seed but ended up losing in the semifinal of match play. Bryce Corbett was named to the Big South All-Championship Team and First-Team All-Conference while head coach, Mike Grant, was named Big South Coach of the Year.

Mr. Smith reported that Student Government Association President Ms. Lora Ellen Starr provided an update of the programs and initiatives the Executive Board, Senate and Cabinet staff members held in the latter half of the semester, including Unity Fest, Sustainability/Earth Week, Legislate and Connect. The SGA completed revisions to the SGA Constitution, passed First Gen and newsletter resolutions and began work on legislation related to course syllabi. The Board of Visitors expressed their appreciation for Lora Ellens' leadership.

Mr. Smith reported that Vice President for Student Affairs Susan Trageser provided the Committee an update on the Division's work related to well-being, student engagement and student satisfaction. The team is striving to ensure that 100% of first time in college and new transfer students have at least four touch points per semester as in the 2-year plan. The next steps include a focus on the engagement of transfer, non-traditional and commuter students, as well as targeted and increased education to better track event attendance. Selu Conservancy continues to expand opportunities and experiences for students with an intentional focus on well-being engagement. Student Affairs continues to provide ways for staff to learn and grow professionally to enhance the quality of service provided with an outcome of increased student satisfaction.

### **Report from the Radford University Foundation**

Mr. Marquett Smith, Representative to the Radford University Foundation Board of Directors, provided an update on recent Foundation news and activities. The next Foundation Board meeting will be held June 21 at The Highlander. Michelle O'Conner will be completing her two years as Board Chair and it is expected that Jay Kenslow will be the next Chair. Mr. Smith shared, as mentioned in March, the hotel has a new General Manager and that all indications are that positive changes are happening, and the community is feeling more included. Mr. Smith reported that city council recently approved a property tax rebate of almost 80% of the property taxes paid for the hotel land and that the Foundation has been told to expect a payment of approximately \$150,000 in early June. Mr. Marquett Smith distributed an asset summary report, attached hereto as *Attachment L* and made a part hereof.

### **Report from the Student Representative on the Board**

Student Representative to the Board Troy Stallard provided the Board with an update on his activities during spring semester, including the Health and Well-being Taskforce, Blue Ridge Partnership for the Health Sciences, Eagle Rock Science Festival and the New River Valley Veteran Leadership Council and the Peer Mentorship Program. Mr. Stallard shared that he will continue working with the Summer residential Governor's School for Medicine and Health Sciences in Roanoke. The Board members congratulated Mr. Stallard on his achievements during the past year and presented him with a plaque.

### **Response Planning for Campus Unrest**

President Danilowicz shared the ongoing work of faculty and staff to develop policies and cultivate resources that will support free expression at Radford University. College of Humanities and Behavioral Sciences Dean Matthew Smith led an overview and discussion of the work that has been done by the university working group, along with Director of Student Life Jen Rentschler and Chief of Police Eric Plummer. Examples were given of proactive activities and effective dialogue which promote mutual respect and a sense of community.

### **AI Taskforce Update**

Radford University created an internal AI Taskforce in response to directives from Governor Youngkin Executive Directive 5 and Executive Order 30. Co-chairs of the Task Force Matt Dunleavy and Charley Cosmato shared with the Board of Visitors the timeline of their work, AI applications, potential uses, concerns and challenges. The Task Force created recommendations for the university which were shared with the Board of Visitors.

### **Closed Session**

Rector McMahan requested a motion to move into closed session. Mr. Robert A. Archer made the motion that the Radford University Board of Visitors convene a closed session pursuant to **Section 2.2-3711 (A) Items 1 and 8** under the Virginia Freedom of Information Act for the discussion of personnel matters, specifically related to the President's performance plan and for consultation with legal counsel. Mr. Tyler Lester seconded the motion. With all in favor, the Board of Visitors went into closed session at 11:46 a.m.

**RECONVENED SESSION**

Following closed session, public access to the meeting was reconnected. Rector McMahon called the meeting to order at 1:07 p.m. On the motion made by Mr. Robert A. Archer and seconded by Mr. Tyler Lester, the following resolution of certification was presented.

**Resolution of Certification**

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

Roll Call	Vote
Mr. Marquett Smith	Yes
Mr. Robert A. Archer	Yes
Ms. Jeanne Armentrout	Yes
Dr. Jay Brown	Yes
Ms. Joann S. Craig	Yes
Mrs. Jennifer Wishon Gilbert	Yes
Mr. Tyler Lester	Yes
Mr. George Mendiola	Yes
Ms. Lisa W. Pompa	Yes
Mr. David A Smith	Yes
Mr. James Turk	Yes
Dr. Debra K. McMahon	Yes

**Other Business**

**Election of Rector and Vice Rector**

As Chair of the Nominating Committee, Mr. David Smith reviewed the nominating process and timeline. Mr. Smith stated that on behalf of the committee he was bringing forward the following two names who received unanimous nominations: Marquett Smith as Rector and Tyler Lester as Vice Rector. Mr. David Smith asked if there were other nominations from the floor. Hearing none, he asked for a motion for approval. Mr. Robert A. Archer so moved, Dr. Jay Brown seconded, and the motion carried unanimously.

**Approval of Evaluation and Compensation**

Rector McMahon asked for a motion to approve the resolution for the 2023-24 Performance Plan and compensation for President Danilowicz. Mr. Robert A. Archer so moved, Mrs. Jennifer Wishon Gilbert seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as ***Attachment M*** and is made a part hereof.

**Approval of Resolutions**

The Board of Visitors presented and approved a resolution of appreciation to Dr. Kurt Gingrich, who served as Faculty Representative for the past two years and to Ms. Georgia Anne Snyder-Falkinham, Dr. Jay A. Brown, Mr. Robert A. Archer and Dr. Debra K. McMahon who had fulfilled their terms on the Board of Visitors. A copy of the resolutions is attached hereto as ***Attachment N*** and is made a part hereof.

July 21-23, 2024 Retreat  
Sept. 5-6, 2024  
Dec. 5-6, 2024

**2025 Dates**

March 20-21, 2025  
June 5-6, 2025  
July 20-22, 2025 Retreat  
Sept. 11-12, 2025  
Dec. TBD

**ADJOURNMENT**

With no further business to come before the Board, Rector McMahon adjourned the meeting at 1:40 p.m.

Respectfully submitted,

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



## **President Danilowicz's Remarks**

*Radford University Board of Visitors Meeting, June 7, 2024*

### Highlights from this past year

I do believe that celebrating a little today is in order, Radford University's accomplishments over this past year are having a positive impact on our performance metrics and our community spirit. Remember, this is in the context of our mission, and we should remember RU graduated nearly 1,700 students this year and I'd like to acknowledge the wonderful work of our faculty, staff and our students that resulted in this positive outcome. A special thanks to our Board of Visitors members who have supported our taking calculated risks to move forward quickly on important student support initiatives.

Stability in the provost's office was essential for making institutional progress, and I am delighted to report our provost will have lasted longer than a year next week on June 12 and given the need for a minimum two-week notice if she were to depart- which I have not received- I can correctly say Happy Work Anniversary to our Provost and Senior Vice President for Academic Affairs, Dr. Bethany Usher.

Similarly, the build-out of Cabinet was completed, with the hiring of Susan Richardson as General Counsel, Dr. Dannette Gomez Beane as Vice President for Enrollment Management and Strategic Communication, and Penny White as Vice President for University Advancement.

We finalized our two-year strategic plan in December, and we have been reporting on progress metrics with measurable impacts on the university's performance. On your table, you will find a copy of our first quarterly report on the strategic plan which updates you not on all goals but on goals with a progress report due this quarter. As we will be providing these two you quarterly, roughly at each Board of Visitors meeting, if you believe the format can be improved, please let me or Karen Castele know of your suggestions.

We balanced our budget to current enrollment and inflationary pressures while minimizing our tuition increases to keep our high-quality, four-year degree accessible for students across the Commonwealth.

We revised our brand complete with a new logo, pillar messages and tagline. Similarly, we revised our website and at this time it looks better, yet the biggest changes to the website actually start on June 11, 2024, with continued updates planned over the coming year.

To ensure that our policies did not limit freedom of expression and civil discourse on campus, we were certified Green by FIRE (Foundation for Individual Rights and Expression), becoming at that time one of just 63 universities, public or private, in the nation to achieve their highest rating.

State regional universities nationally have been experiencing enrollment declines as had Radford University. So, when I arrived in July 2022, my ambitious goal was to achieve enrollment stability after 3 years, by fall 2025. With respect to enrollment, admissions, and financial aid strategy and process, we rebuilt all of our programs from scratch over the past year. I cannot overstate the amount of time, effort and creativity that went into making those changes possible. While led by Enrollment Management, this work was done across all divisions at the university and aided by both our students and our Highlander alumni. As part of this rebuild effort, we launched the Radford Tuition Promise, a nation-leading effort on affordability, stating that an in-state undergraduate student from a family with an income of \$100K or less would not pay a penny out of their pocket towards tuition. So, did all of our changes to rebuild our enrollment processes



have a measurable impact? I can say emphatically, yes. Enrollment deposits by new students are the closest predictor we have for the fall enrollment, and as of June 3, 2024 when we stopped accepting new applications for students, our deposits for new freshman were up over 26% and deposits for transfers were 52% higher (when combined, these are up 34% overall for new students). Nursing deposits are up 58% for new freshman and 28% for transfer students, numbers which are worth celebrating on their own. We appear poised to experience a significant enrollment increase for new students this fall, and that alone will boost our overall enrollment for the next four years as that cohort progresses through to their degrees. My goal was to achieve stability by fall 2025, which I believed was an ambitious goal, yet this university came together to exceed that goal and will be growing enrollment again by fall 2024. And while everyone played a part, I do want to specifically thank Dr. Gomez Beane for her leadership in bringing change to the outlook for enrollment at Radford.

As I stated at the last meeting, Radford University offers high quality, highly engaged degrees with excellent outcomes for its graduates at a price that is affordable. As we help prospective students and their parents understand the value proposition at Radford, it appears to be making a difference in their choice of where to go to a university.

Given the excellent work and outcomes from this past year, know that Radford University is in a good place, and I want the Board members who are here for their last meeting to enjoy the difference that they have helped make at this institution.

### Looking ahead

We are finalizing the approach to take for developing our 2026-2031 strategic plan. I have named the co-chairs for the planning committee, who are Dr. Angela Joyner, Vice President for Economic Development and Corporate Education, and Dr. Sharon Roger Hepburn, Professor and Chair of the Department of History. We have selected the company Segal as our external facilitator for the process, and I anticipate they will begin their work with us this summer.

We are continuing to plan for our new facility in Roanoke which will house our RUC programs. We are working closely with Carilion Clinic in planning the location for that facility. At our Board of Visitors meeting this March held in Roanoke, you learned about the pressing need for the facility, the programs that would be housed in it, and opportunities to expand our educational clinical outreach into the greater Roanoke area. In many ways, the university has been planning for this new facility ever since the merger with Jefferson College. I would appreciate learning from the Board if there were any other questions you have as we continue to develop our proposal for planning funds to the State, and as I conclude my report, I will ask this question directly to elucidate responses.

The Artis Center for Adaptive Innovation and Creativity will be open this August to welcome all our new and returning Highlanders, as well as the community in our region. It is full of interactive learning environments that purposefully drive people from different disciplines together to think in new ways. We will be celebrating the successful completion of the TOGETHER Campaign in that new facility, which represents the largest fundraising campaign in the history of Radford University. So, we will make that celebration a night to remember.

The HUB, RU's Economic Development enterprise, will be launching several new initiatives this fall. These include the development of co-working space, establishing a regional testing center, and the student-focused Gig-Hub program for paid, short-term real-world projects that assist businesses and non-profits in the region.

This coming Legislative Session in Spring 2025 will include a special university milestone, that being Radford University's 25<sup>th</sup> Advocacy Day. Our program is the longest running Advocacy Day program in the Commonwealth, and we will try to make it especially memorable this year. This is a great segway to an overview of government relations and advocacy for which I would like to thank Lisa Ghidotti for putting together for me.

## Government relations and advocacy

The 2024-2026 Biennial Budget passed by the General Assembly during the 2024 Special Session last month includes, for Radford, \$3.5 million in additional operating support each year; \$1 million in FY 25 and \$800,000 in FY 26 in additional funding for financial aid; and \$9 million over the biennium for maintenance reserve.

We were pleased to host United States Senator Mark Warner and members of his staff, along with Senator Travis Hackworth, Delegate Chris Obenshain, local government and economic development officials, and business and community leaders at The Highlander at the end of April for an economic development lunch.

Later this month, the university will be hosting the Attorney General, General Assembly members, Cabinet Secretaries, local government officials, judges and Commonwealth's attorneys, and other notable guests for the Virginia Boys State program.

Staff for the Joint Legislative Audit and Review Commission (JLARC) visited campus in late April for a site visit as part of two higher education studies that are currently underway. In addition to the JLARC higher education studies, there are several other legislative committees and commissions meeting this summer and fall, including House and Senate select committees established to review campus safety and free speech policies and responses to campus protests at Virginia public institutions; and a joint subcommittee on higher education funding policies that will convene at the end of the year to review higher education funding and provide recommendations and develop a plan for phased implementation of recommendations.

The Council of Presidents continues to meet quarterly with Governor Youngkin to discuss higher education priorities and other matters of mutual interest. One of the Governor's priorities is the Virginia Military Survivors and Dependents Education Program. In May, the Governor signed Executive Directive Seven directing SCHEV to create a task force to review the General Assembly's recent VMSDEP eligibility changes and provide recommendations for possible action during the 2025 General Assembly session.

This summer, I will once again be traveling across the Commonwealth to meet with General Assembly members in each region. During these visits, Lisa and I will provide an update on university initiatives and have a preliminary conversation about the university's state priorities for the 2025 General Assembly session and learn more about higher education and workforce development needs in their districts. In addition to my regional legislative visits, we will be hosting tours and briefings for state government officials at Radford University Carilion this summer as we begin advocating for authorization and planning funds for a new building in Roanoke as previously discussed.

Which brings me back to the question I posed earlier: revisiting the question on planning for the new facility at RUC- is there anything else you feel you need to know as a board at this point in the planning process?

**RADFORD UNIVERSITY  
ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE**

**JUNE 6, 2024**

**RESOLUTION OF TENURE RECOMMENDATIONS**

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

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

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

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

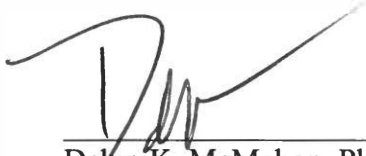
**WHEREAS**, the final authority for awarding or denying tenure lies with the Board of Visitors and all of the faculty members listed below have met the criteria for award of tenure;

**DAVIS COLLEGE OF BUSINESS AND ECONOMICS**

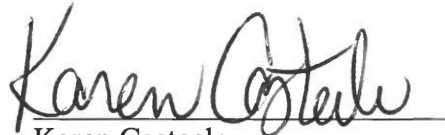
<u>Name</u>	<u>Department</u>
Donna McCloskey	Department of Management

**THEREFORE, BE IT RESOLVED**, it is recommended that the Academic Excellence and Student Success Committee recommend that the Board of Visitors approves the faculty Tenure recommendations listed above to become effective the beginning of the 2024-2025 academic year.

Adopted: June 7, 2024



Debra K. McMahon, Ph.D.  
Rector  
Radford University Board of Visitors



Karen Castele  
Secretary to the Board of Visitors  
Radford University

**RADFORD UNIVERSITY  
ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE**

**JUNE 6, 2024**

**RESOLUTION TO ESTABLISH AN OFFICE OF GRADUATE AFFAIRS AND THE  
DISSOLUTION OF THE COLLEGE OF GRADUATE STUDIES**

**WHEREAS**, Radford University reaffirms its commitment to supporting and growing graduate academic programs in alignment with our mission in Radford, in Roanoke, across Southwest Virginia, and online; and

**WHEREAS**, Radford University supports and plans to expand a wide range of highly ranked research-based profession and executive graduate programs; and

**WHEREAS**, several of the functions currently in the College of Graduate Studies can more efficiently and effectively be administered by leveraging strengths in other units, reducing redundancy in operations; and

**WHEREAS**, Academic Affairs defines Colleges as Academic Units that manage academic programs and have Teaching and Research Faculty assigned; and

**WHEREAS**, the Division of Academic Affairs proposes to discontinue the College of Graduate Studies and distribute the current responsibilities between Enrollment Management, University Registrar, and a newly formed Office of Graduate Affairs; and


**WHEREAS**, an Office of Graduate Affairs will be able to leverage internal and external partnerships to support graduate academic affairs, curriculum, development, and policy; and support graduate student success;

**NOW, THEREFORE, BE IT RESOLVED**, a decision has been made to dissolve the College of Graduate Studies and re-organize its various responsibilities across a newly formed Office of Graduate Studies, Academic Affairs, and Enrollment Management; and it is further **RESOLVED**, that the President and/or his designee(s) are hereby authorized to submit any and all documentation that may be required to receive approval of the discontinuance of the College to the State Council of Higher Education of Virginia (SCHEV).

---

Faculty Senate passed a motion in support of this action on April 18, 2024  
Graduated Affairs Committee passed a motion in support of this action on April 19, 2024

Adopted: June 7, 2024



---

Debra K. McMahon, Ph.D.  
Rector  
Radford University Board of Visitors



---

Karen Castele  
Secretary to the Board of Visitors  
Radford University

**RADFORD UNIVERSITY  
ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE**

**JUNE 6, 2024**

**RESOLUTION FOR DISCONTINUANCE OF THE MASTER OF ARTS (MA) DEGREE  
DESIGNATION IN CRIMINAL JUSTICE**

**WHEREAS**, the Department of Criminal Justice in the College of Humanities and Behavioral Sciences at Radford University proposes to discontinue the Master of Arts (MA) degree designation in Criminal Justice; and

**WHEREAS**, the purpose of the Master of Arts (MA) Degree Designation in Criminal Justice was to prepare students for careers in criminal justice and related fields. The program is designed both to enhance students' existing capabilities and to develop unique competencies and skills for future academic and career goals;

**HOWEVER**, the program only had between 0 and 4 enrolled students annually; and

**WHEREAS**, the current MA degree designation has limited use among the criminal justice degree programs at public institutions in Virginia. In August 2023, faculty reviewed the degree programs offered by Virginia's 15 public four-year institutions. Of the 5 other Virginia public institutions that offer a masters level criminal justice degree program, only one (1) has a MA degree designation.; and

**WHEREAS**, the Criminal Justice Department intends to continue the existing Master of Science (MS) degree designation in Criminal Justice to serve the same purpose;

**NOW, THEREFORE, BE IT RESOLVED**, a decision has been made to discontinue the Master of Arts (MA) Degree Designation in Criminal Justice and remove it from the Radford University degree inventory; and it is further **RESOLVED**, that the President and/or his designee(s) are hereby authorized to submit any and all documentation that may be required to receive approval of the discontinuance of the program to the State Council of Higher Education of Virginia.

**Proposed Intent to Discontinue**

Radford University (Radford) requests to discontinue the Master of Art (MA) degree designation from the Master of Arts/Master of Science (MA/MS) degree program in Criminal Justice (CIP code: 43.0104). The degree program would be a Master of Science (MS) in Criminal Justice (CIP code: 43.0104). The degree program is located in the College of Humanities and Behavioral Sciences, Department of Criminal Justice.

**Background**

Radford University first offered the Master of Art/Master of Science (MA/MS) degree in Criminal Justice in fall 1987. The purpose of the degree program was and remains to prepare students for careers in criminal justice and related fields. The program is designed both to enhance students’ existing capabilities and to develop unique competencies and skills for future academic and career goals.

On August 17th, 2023, the faculty of the Criminal Justice department discussed the future of the Criminal Justice Master’s Degree program during a faculty retreat. This retreat is an annual meeting where enrollment data, student learning data and other matters related to curriculum are discussed. At this meeting, faculty discussed the presented enrollment data, in particular enrollment differences between the MA and MS degree designations. The department faculty for the graduate program determined there was a need to discontinue the MA degree designation. The graduate program coordinator presented a proposal to discontinue the MA degree designation on September 4, 2023, and it was approved by the department faculty on that date.

On January 2024 the proposal to discontinue the MA degree designation was approved by the Dean of the College of Humanities and Behavioral Sciences. On April 4, 2024, Faculty Senate approved the closure of the MA degree designation. On April 15, 2024, the Provost approved the closure.

**Rationale for Intent to Discontinue**

The proposed intent to discontinue the MA degree designation is needed for two reasons: 1) lack of student enrollment; and 2) common degree designation.

Enrollment

Enrollment in the MA degree designation in Criminal Justice has steadily decreased. Institutional records show enrollment has declined since 2014. Students have not consistently enrolled in the program and since fall 2022 no students have enrolled in the degree designation.

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Enrollments	3	0	1	1	1	0	4	0	1	0
New Enrollments	0	0	0	0	0	0	0	0	0	0

It is apparent that the degree designation is no longer desirable for students at Radford University. The lack of enrollment supports the need to discontinue the degree designation at this time.

Common Degree Designation

The current MA degree designation has limited use among the criminal justice degree programs at public institutions in Virginia. In August 2023, faculty reviewed the degree programs offered by Virginia’s 15 public four-year institutions. Of the 5 other Virginia public institutions that offer a

masters level criminal justice degree program, only one (1) has a MA degree designation. Faculty determined that not offering the MA degree designation would be beneficial in that Radford's degree program's designation would align with the other public institutions in Virginia. Thus, the discontinuance of the degree designation is needed to help the University maintain appropriate similarity and competitiveness with public four-year institutions in Virginia.

**Critical Shortage Area**

The MA degree designation in Criminal Justice is not in a critical shortage area. The curriculum will continue to be offered in the MS degree designation in Criminal Justice.

**Teach-out Plan**

No students are enrolled in the MA degree designation of the program MA/MS in criminal Justice degree program. A teach-out plan is not needed.

All faculty have been made aware of the impending degree designation closure. No faculty positions will be lost as result of the discontinuance of the degree designation. All faculty will continue to teach core and required courses in the MS in Criminal Justice degree program.

“Stopped-Out” Students

Institution records show that no students are “stopped out” of the MA degree designation of the degree program. No plan is needed to notify students.

Adopted: June 7, 2024



Debra K. McMahon, Ph.D.  
Rector  
Radford University Board of Visitors



Karen Castele  
Secretary to the Board of Visitors  
Radford University



**RADFORD UNIVERSITY  
ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE**

**JUNE 6, 2024**

**RESOLUTION FOR DISCONTINUANCE OF THE BACHELOR OF ARTS (BA) IN  
RECREATION, PARKS AND TOURISM**

**WHEREAS**, the Department of Recreation, Parks, and Tourism in the College of Education and Human Development at Radford University proposes to discontinue the Bachelor of Arts (BA) Degree Designation in Recreation, Parks and Tourism; and

**WHEREAS**, the purpose of the Bachelor of Arts (BA) Degree Designation in Recreation, Parks and Tourism to enrich lives and make a positive impact on individuals, communities, and the environment, through empowering students with knowledge, skills, and experiences to create meaningful and sustainable recreational opportunities for people of all ages, backgrounds, and abilities.

**HOWEVER**, the degree designation only had 0-2 students enrolled annually, graduating only 7 students in 23 years; and

**WHEREAS**, the Recreation, Parks and Tourism Department intends to continue the existing Bachelor of Science (BS) degree designation in Recreation, Parks and Tourism to meet the purpose described above.

**NOW, THEREFORE, BE IT RESOLVED**, a decision has been made to discontinue the Bachelor of Arts (BA) Degree Designation in Recreation, Parks and Tourism and remove it from the Radford University degree inventory; and it is further **RESOLVED**, that the President and/or his designee(s) are hereby authorized to submit any and all documentation that may be required to receive approval of the discontinuance of the program to the State Council of Higher Education of Virginia.

### **Proposed Intent to Discontinue**

Radford University requests to discontinue the Bachelor of Art (BA) degree designation from the Bachelor of Arts/Bachelor of Science (BA/BS) degree program in Recreation, Parks and Tourism (CIP code: 31.0101). The degree program would be a Bachelor of Science (BS) in Recreation, Parks, and Tourism (CIP code: 31.0101). The degree program is located in the College of Education and Human Development, Department of Recreation, Parks and Tourism.

### **Background**

Radford University first offered the Bachelor of Art/Bachelor of Science (BA/BS) degree in Recreation Administration in 1969. Since that time the major has undergone a number of name changes and currently holds the name Recreation, Parks and Tourism. A separate, independent, self-governing Department of Recreation was established in 1974 and was renamed the Department of Recreation and Leisure Services in 1975. Subsequently, the name changed to the Department of Leisure Services in 1995 and in Spring 2000 became the Department of Recreation, Parks and Tourism. The program was first accredited by the Council on Accreditation for Parks, Recreation Tourism and Related Professions (COAPRT) in 1979.

The purpose of the degree program was and remains to prepare students for careers that enrich lives and make a positive impact on individuals, communities, and the environment. The program is designed to empower students with knowledge, skills, and experiences to create meaningful and sustainable recreational opportunities for people of all ages, backgrounds, and abilities.

At the Council of Chairs meeting on February 14, 2024, Provost Usher outlined a Curriculum Lifecycle and expressed her desire to streamline majors and reduce complexity. One element of this process was to look for uneven distribution of B.A. and B.S. degrees within a major. The Interim Department Chair, Dr. Susan Van Patten, contacted the Office of Institutional Research who provided degrees conferred since 2000-2001. It was determined that removing the Bachelor of Arts degree options would simplify the curriculum and reduce confusion for students with very minimal impact. This decision was supported by the Department and College Curriculum Committees, Dean, and Faculty Senate.

### **Rationale for Intent to Discontinue**

The proposed intent to discontinue the BA degree designation is needed for two reasons: 1) lack of student enrollment; and 2) common degree designation.

### Enrollment

Enrollment in the BA degree designation in Recreation, Parks and Tourism has been low for 23 years. Most years there have been no students in this designation and only in 4 of the past 23 years have there been any enrollment in the degree designation. Further, only 7 students have graduated with this degree designation in the past 23 years.

### Common Degree Designation

The current BA degree designation has little or no recognition in the field. Currently, degree programs that are preparing students for professional positions or graduate programs use the BS degree designation. The Bachelor of Science designation typically indicates the curriculum included “science” coursework. The rigor of the coursework prepares students for leadership roles that can include complete management and oversight of an organization. The BA degree designation does not include this science coursework. Thus, the discontinuance of the degree designation is needed.

**Critical Shortage Area**

The BA degree designation in Recreation, Parks, and Tourism is not in a critical shortage area. The curriculum will continue to be offered in the BS degree designation in Recreation, Parks and Tourism.

**Teach-out Plan**

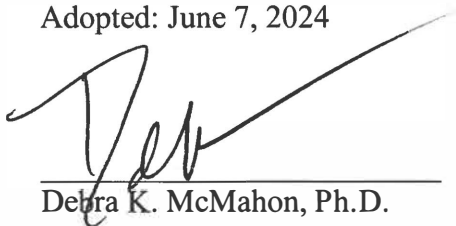
No students are enrolled in the BA degree designation of the program BA/BS in Recreation, Parks, and Tourism degree program. A teach-out plan is not needed.

All faculty have been made aware of the impending degree designation closure. No faculty positions will be lost as result of the discontinuance of the degree designation. All faculty will continue to teach core and required courses in the BS in Recreation, Parks and Tourism degree program.

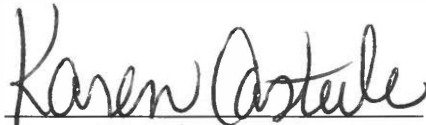
“Stopped-Out” Students

Institution records show that no students are “stopped out” of the MA degree designation of the degree program. No plan is needed to notify students.

Adopted: June 7, 2024



Debra K. McMahon, Ph.D.  
Rector  
Radford University Board of Visitors



Karen Castele  
Secretary to the Board of Visitors  
Radford University

**RADFORD UNIVERSITY  
ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE**

**JUNE 6, 2024**

**RESOLUTION TO AMEND THE  
TEACHING AND RESEARCH FACULTY HANDBOOK**

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

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

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

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

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

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

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors of Radford University hereby approves in accordance with §5.0 of the *Teaching and Research Faculty Handbook*, **Section 1.4.1.1: Evaluation** of the *Teaching and Research Faculty Handbook* as hereby amended. Said sections are to now read as follows (additions are in **red**):

---

[Motion to Revise T&R Language for Faculty Evaluation Policies](#)

**Referred by:** Faculty Issues

**MOTION:**

The Faculty Senate approves the addition of language (red type) and the deletion of language (stricken through) in Section 1.4.1.1 of the T & R Faculty Handbook.

All full-time and part-time faculty are subject to annual evaluation. Responsibility and authority for evaluation of faculty of all classifications whose appointments are more than 50% teaching and research rests with the Department Chair and is subject to review by the Dean. Each faculty evaluation shall be made by the Department Chair consistent with the criteria that follow, in accordance with a given faculty classification and any published Department-specific evaluation criteria, and in accordance with College evaluation procedures.

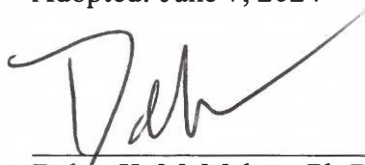
The Department Personnel Committee also makes recommendations regarding reappointment of faculty as described in section 1.5 of this Handbook.


All evaluated activities shall be in the context of the faculty member’s role as professor-scholar rather than in personal roles such as citizen or parent.

**RATIONALE:**

This motion clarifies that all faculty, including adjunct faculty, are to be evaluated on an annual basis. At present, adjunct faculty are evaluated at the end of each semester, which places a considerable administrative burden on both adjuncts and department chairs. This change, therefore, should make the evaluation process more efficient, while still adhering to SACS requirements.

Adopted: June 7, 2024

  
\_\_\_\_\_  
Debra K. McMahon, Ph.D.  
Rector  
Radford University Board of Visitors

  
\_\_\_\_\_  
Karen Castele  
Secretary to the Board of Visitors  
Radford University

**RADFORD UNIVERSITY  
ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE**

**JUNE 6, 2024**

**RESOLUTION TO AMEND THE  
TEACHING AND RESEARCH FACULTY HANDBOOK**

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

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

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

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

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

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

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors of Radford University hereby approves in accordance with §5.0 of the *Teaching and Research Faculty Handbook*, **Section 1.4.1.4.2: Evaluation** of the *Teaching and Research Faculty Handbook* as hereby amended. Said sections are to now read as follows (additions are in **red**):

---

Motion to Revise T&R Language for Faculty Evaluation Procedures for Special Purpose, Temporary, and Part-time Faculty

**Referred by:** Faculty Issues

**MOTION:**

The Faculty Senate approves the addition of language (red type) and the deletion of language (stricken through) in Section 1.4.1.4.2 of the T & R Faculty Handbook.

The evaluation of special purpose and full-time temporary faculty shall adhere to the same procedures as those for tenure-track faculty except that the range of weights for each category of evaluation shall be:

Teaching: 75% - 100%

Professional ~~Service~~ **Contributions**: 0% - 20%

University Service: 0% - 15%

~~The Personnel Committee shall administer student evaluations of special purpose, full-time temporary, and part-time faculty between the thirteenth and the fourteenth weeks of the semester for all courses, every semester.~~ The appeals procedures shall also be the same as for tenure-track faculty.


The evaluation of part-time faculty shall **occur at least once per academic year, the end of the semester;** based on assigned responsibilities outlined in their letter of appointment. The Department Chair shall prepare a written evaluation of the part-time faculty member's performance and send a copy to the faculty member. If the faculty member disagrees with the evaluation from the Department Chair, he or she may send a written statement of disagreement to the College Dean.

**The Personnel Committee shall administer student evaluations of special purpose, full-time temporary, and part-time faculty for all courses, every semester.**

**RATIONALE:**

This motion makes a number of changes for clarity and consistency. Changing "Professional Service" to "Professional Contributions" makes the language in this section consistent with language elsewhere in the Handbook. Moving the language about student evaluations to the end of the section, rather than the middle, makes the section's arrangement more coherent. The current language about when student evaluations are administered is unnecessary and overly specific and thus has been deleted. Finally, changing evaluation of adjuncts from every semester to once annually will decrease the administrative burden on department chairs.

Adopted: June 7, 2024



Debra K. McMahon, Ph.D.  
Rector  
Radford University Board of Visitors



Karen Castele  
Secretary to the Board of Visitors  
Radford University

**RADFORD UNIVERSITY  
ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE**

**JUNE 6, 2024**

**RESOLUTION TO AMEND THE  
TEACHING AND RESEARCH FACULTY HANDBOOK**

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

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

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

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

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

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

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors of Radford University hereby approves in accordance with §5.0 of the *Teaching and Research Faculty Handbook*, **Section 1.7: Tenure** of the *Teaching and Research Faculty Handbook* as hereby amended. Said sections are to now read as follows (additions are in **red**):

---

[Motion to Revise T&R Language for Tenure](#)

**Referred by:** Faculty Issues



**MOTION:**

The Faculty Senate approves the addition of language (red type) and the deletion of language (stricken through) in Section 1.7 of the T & R Faculty Handbook.

A decision to grant tenure is an affirmative decision and is available only to tenure-track faculty, College Deans, the Provost, and the President of the University. Faculty members are only eligible for tenure at the conclusion of a probationary period. That probationary period, for all instructor and professorial ranks at Radford University, shall be six years. Should a tenure-track faculty member be approved for an Externally Funded Professional Leave, the time period of the leave shall be included in the probationary period for tenure.

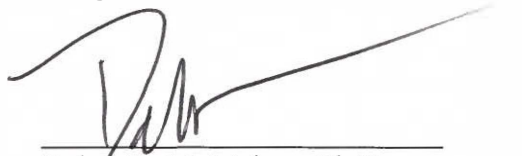
Should a tenure-track faculty member take a Professional Leave Without Pay, the time period of the leave shall be included in the probationary period only with the recommendation of the Department Personnel Committee, the Department Chair, and the College Dean, and approval by the Provost. Should a faculty member take Personal Leave, the time period of the leave shall not be counted in the probationary period for tenure.

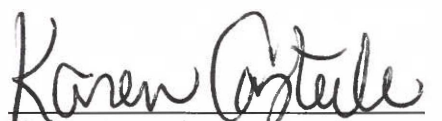
~~Faculty hired on a full-time temporary basis are not eligible for tenure.~~ Should a full-time temporary faculty member in a position ineligible for tenure later be hired to a tenure-track position, the faculty member will be offered the opportunity to count up to five years of his or her their continuous and uninterrupted prior service as a full-time temporary faculty member at Radford University as part of the probationary period. The faculty member's decision to count or to waive credit for prior service will be made at the time of initial hiring to the tenure-track position. Faculty hired on a part-time basis shall not be eligible for tenure. Should a part-time faculty member later be hired to a tenure-track position, previous part-time service shall not be counted as part of the probationary period.

**RATIONALE:**

This motion allows any non-tenure track faculty member who has served in a full-time role the option to count their continuous and uninterrupted service at Radford as part of the probationary period if later hired to a tenure-track position. Current handbook language specifies that FTT 32 faculty already have this option, but no mention is made of other non-tenure track positions (SPF, Visiting Faculty, In-Residence Faculty). These edits also eliminate a redundancy, as Section 1.1 already defines which roles are ineligible for tenure.

Adopted: June 7, 2024

  
Debra K. McMahon, Ph.D.  
Rector  
Radford University Board of Visitors

  
Karen Castele  
Secretary to the Board of Visitors  
Radford University

**RADFORD UNIVERSITY  
BUSINESS AFFAIRS AND AUDIT COMMITTEE  
June 6, 2024**

**Action Item  
Recommendation to Approve a Rebate for the 2024-25 Tuition Increase**

**WHEREAS**, on March 22, 2024, the Radford University Board of Visitors voted to increase tuition by 1.5% for all undergraduate traditional programs with a commitment to reevaluate the university's financial outlook after Virginia's state budget was finalized; and

**WHEREAS**, upon the recommendation of the university administration, the Business Affairs and Audit Committee has evaluated the current economic status of the university with the additional investment by the Commonwealth of Virginia and the shared commitment to making education accessible and affordable for current and future students; and

**NOW, THEREFORE, BE IT RESOLVED** that the Business Affairs and Audit Committee recommends that the Radford University Board of Visitors approve a rebate for undergraduate in-state students in the amount of the tuition increase of 1.5% in the 2024-25 academic year. This rebate is applicable to traditional programs approved for increase by the Board of Visitors in March 2024. This rebate is not applicable to differential program rates.

Adopted: June 7, 2024



Debra K. McMahon, Ph.D.  
Rector  
Radford University Board of Visitors



Karen Castele  
Secretary to the Board of Visitors  
Radford University

**RADFORD UNIVERSITY BOARD OF VISITORS**  
**Business Affairs and Audit Committee**  
**June 6, 2024**

**Action Item**

**Approval of the Radford University Administrative and Professional Faculty Handbook Revision**

**Item:**

Board of Visitors approval of the Radford University Administrative and Professional (AP) Faculty Handbook Revisions.

**Summary:**

The AP Faculty Handbook has been updated to remove the requirement of annual contract renewal letters. Language states that AP faculty members can expect to continue employment contingent on job performance and position viability with the University. However, non-renewal does not require establishment or documentation of just cause.

Within the termination for cause section, language was added to include unsatisfactory job performance, consistent with the Classified Handbook. Within the Annual Leave section, language was updated to be consistent with University practice related to leave carry-forward.

The revision to the AP Faculty Handbook is now being submitted to the Board of Visitors for consideration and final approval. The AP Faculty Senate has recommended the revision, legal counsel has reviewed the revision, and the President's Cabinet has approved the revision.

The following proposed language represents the recommended edits to the Administrative and Professional Faculty AP Faculty Handbook.

## **1.2 TERMS AND CONDITIONS OF APPOINTMENT AND CONTINUING EMPLOYMENT**

Initial appointments to AP positions are typically 12- month term contracts. In some cases, the appointment can be 9, 10, or 11 months depending on programmatic needs. To the extent that specific terms and conditions set out by a University approved appointment letter are in addition to, contrary to, or inconsistent with the provisions of this Handbook, the terms and conditions of the appointment letter shall supersede this Handbook. If the appointment letter deviates from the standard template letter in the AP Recruitment Guide, the hiring supervisor must provide the Chief Human Resource Officer with a copy of the letter for review and approval prior to making an offer or renewing a contract that has special terms and conditions.

Typically, an AP faculty member can expect to continue employment each year if job performance remains at a high level of productivity, effectiveness, and there is a continued need for the position by the University. However, non-renewal does not require establishment or documentation of just cause.

The 12-month contract period is from June 25 to June 24. All AP members are paid over 24 pay periods regardless of the length of their contracts. Starting and ending dates for the 9-, 10-, and 11-month contracts are dependent on the programmatic need. Typically, the initial contract will cover the period from the date of the appointment to the beginning of the normal contract period (e.g. June 25 is the beginning of the normal contract period for 12-month contracts).

AP members whose contracts are not being renewed will receive written notice of the non-renewal. The length of the notice is determined by the length of the AP member's Radford University consecutive years of service in a Classified, Administrative and Professional Faculty and/or Teaching Faculty position as follows:

Length of Notice:

Less than 1 year of service    1 month notice  
1 to 5 years of service        3 months notice  
More than 5 years of service   12 months notice

*(NOTE: Restricted AP positions are covered under section 1.1.4 and are not subject to provisions of this section.)*

If the contract of an AP member is not being renewed, he or she will be presented with a notification of non-renewal of the contract from the office offering the contract through their supervisor. The notice of non-renewal will specify the notice period required for the AP member based on his or her length of service. If the notice period extends beyond the current contract period, the AP member will receive a terminal appointment letter for the period between the ending date of the current contract and the ending date of the required notice. For example, if an individual on a 12-month contract with four years of service is notified on May 25 that his or her contract is not being renewed, he or she will receive a terminal appointment letter for the period of June 25 to August 24 to meet the notice requirement of three months. However, if the same AP member is notified on March 25 that his or her contract is not being renewed, he or she will have been given the required notice of three months by the end of the current contract and a terminal appointment letter for a period beyond the current contract will not be necessary.

The non-renewal of a contract with the appropriate notice is not grievable as defined in Section 1.10 of this Handbook and does not fall under the AP grievance procedure.

### **1.3 SANCTIONS AND TERMINATION FOR CAUSE**

Distinguished from the non-renewal of a contract or continuation of employment beyond a specified date which is governed by Section 1.2 of this Handbook, termination means the dismissal of any AP member during the term of the individual's contract of employment. Cause for termination includes, but is not limited to, unsatisfactory job performance, unethical conduct, unsatisfactory attendance, falsifying credentials or records, unauthorized removal or damage to University property or another employee's property, acts of violence, violation of the University's policies, criminal convictions relating to job responsibilities or of such a nature that continuing the employee in his or her position may constitute negligence on the part of the University.

Termination of an AP member for cause does not require the advance notice for the non-renewal of a contract as described in Section 1.2 of this Handbook. However, if a supervisory administrative officer has determined that the termination of an AP member is warranted, the AP member shall be informed in writing of the charges on which the decision to terminate is based. In turn, the AP member will be afforded the opportunity to respond to the charges within a defined period of time of not less than two business days after the day of receipt of the notice of termination.

If the AP member elects to respond to the notice of intended termination, and the response is deemed unsatisfactory by the supervisory administrative officer, the AP member will be notified in writing of the

termination action and the effective date thereof within ten (10) business days. The written notification will state specifically the reasons for the termination and shall inform the individual of his or her right to access the grievance procedure for AP members to appeal the termination decision.

## 1.5 REASSIGNMENT

AP members may be reassigned at any time. Reassignment may involve a change in administrative title or supervisory responsibilities, reassignment to another position or department, or salary adjustment commensurate with responsibilities. Neither notice of non-reappointment nor removal for cause is required to affect a reassignment.

Tenured and tenure-track administrators holding rank may be assigned full-time teaching duties with appropriate adjustments in salary should their administrative assignments be terminated.

### 1.11.2 Annual Leave

Personnel on 12-month appointments earn 192 hours of annual leave per year. Newly hired AP members are granted 48 hours of annual leave at the time they are hired and for their first 12 months of employment earn 6 hours of annual leave per pay period. At the beginning of the second year of employment, AP members earn 8 hours of annual leave per pay period.

Personnel on 9-, 10-, and 11-month appointments earn leave for the pay periods actually worked and at the same rate as 12-month appointments. The number of days of annual leave granted at the time of hire to new AP members on 9-, 10-, and 11-month appointments is prorated based on the number of months for which they are appointed.

AP members should record annual leave as approved by their supervisor.

AP members with less than five consecutive years of full-time service at Radford University may accrue annual leave and carry over up to a maximum of 240 hours of leave from one calendar year to the next. AP members with five or more consecutive years of full-time service at Radford University may accrue annual leave and carry over up to a maximum of 280 hours of leave from one calendar year to the next.

Upon voluntary separation of employment AP members are eligible for payment of unused annual leave following the below scale based on their most recent full-time Radford University service.

#### **Annual Leave Payout upon voluntary separation:**

Less than 5 years	Zero payout of unused Annual Leave
5 – 9 years	240 hours maximum payout of unused Annual Leave
10 years or more	280 hours maximum payout of unused Annual Leave

Annual leave is administered on a leave year which begins January 10 and ends on January 9.

The last day an employee actually works is considered the separation date unless leave has been approved by the Division Head.

#### **Action:**

Radford University Board of Visitors approval of the revisions to the AP Faculty Handbook.

**RADFORD UNIVERSITY BOARD OF VISITORS**

**Resolution**

**June 7, 2024**

**Approval of the Radford University AP Faculty Handbook Revisions**

**BE IT RESOLVED**, the Radford University Board of Visitors approves the Administrative and Professional (AP) Faculty Handbook revisions as presented within the proposed action item.

Adopted: June 7, 2024



Debra K. McMahon, Ph.D.  
Rector  
Radford University Board of Visitors



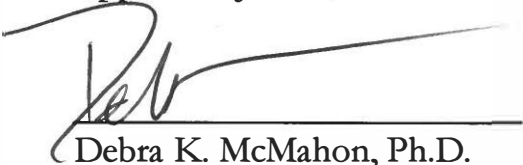
Karen Castele  
Secretary to the Board of Visitors  
Radford University

**Radford University Board of Visitors  
Radford Tuition Promise  
June 7, 2024**

**Now Therefore Be It Resolved**, the Radford University Board of Visitors endorses the Radford Tuition Promise and supports this effort to further expand the educational opportunities for students in the Commonwealth of Virginia who meet the criteria. The Board of Visitors approves the continuation of the Radford Tuition Promise for 2024-25 and will monitor the financial impact on families and the university through periodic updates by university leadership.

The Radford University Board of Visitors remains committed to affordability as a top priority for all students.

Approved: June 7, 2024

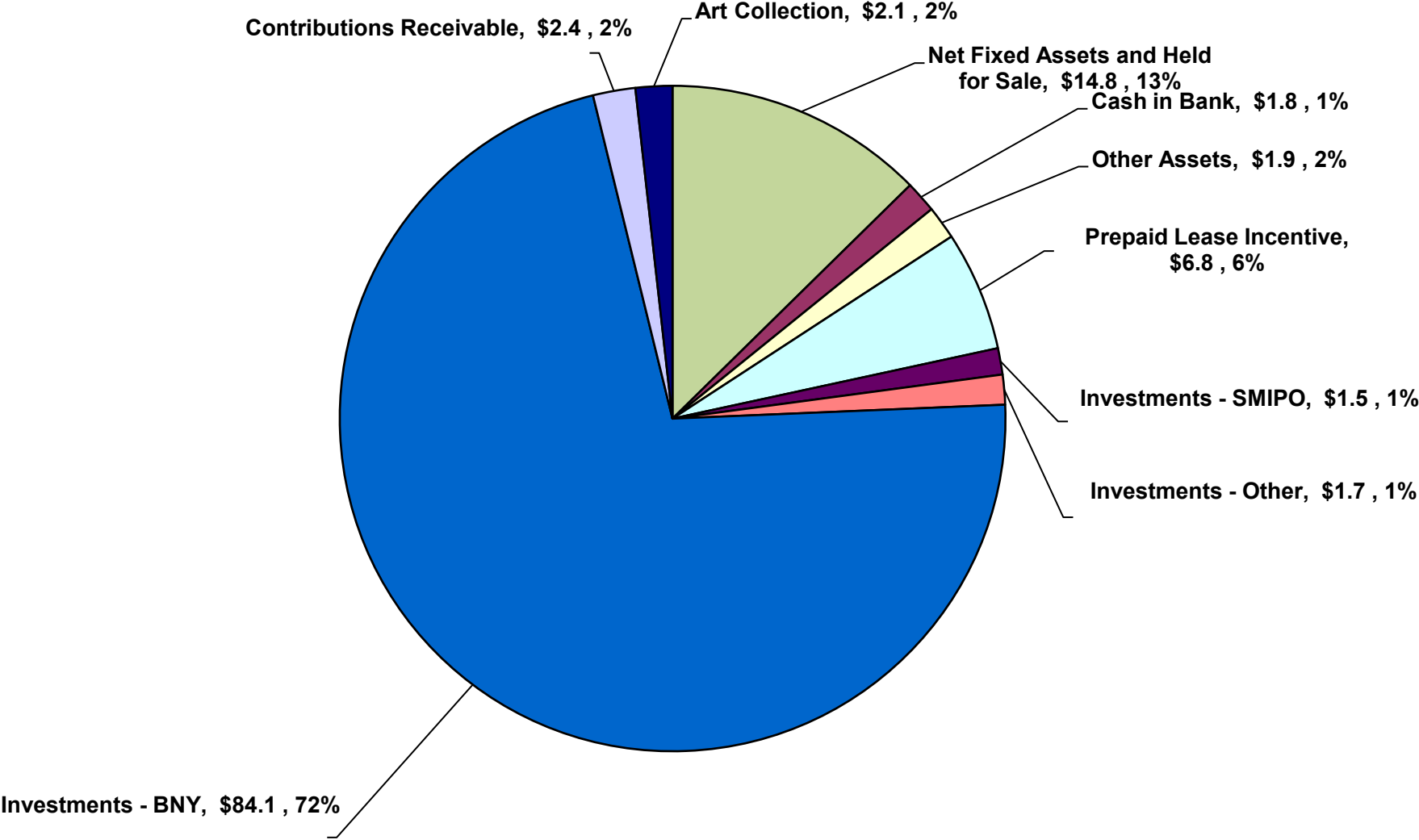


Debra K. McMahon, Ph.D.  
Rector  
Radford University Board of Visitors



Karen Castele  
Secretary to the Board of Visitors  
Radford University

# Radford University Foundation Asset Composition as of 3/31/2024-Preliminary



(in millions)  
**Total Assets: \$117.1M**

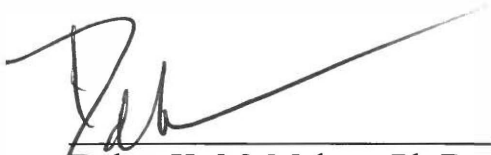


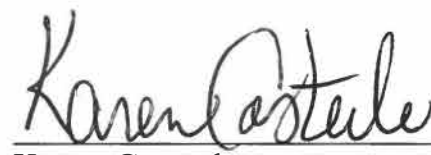
**Radford University Board of Visitors  
Resolution**

**Performance Plan for 2023-2024  
President Bret Danilowicz**

**Now Therefore Be It Resolved**, that the Board of Visitors hereby approves payment for the completion of President Bret Danilowicz's 2023-2024 Performance Plan, as discussed in closed session on June 7, 2024, and that said performance plan pursuant to Section E of the Employment Agreement with President Bret Danilowicz, dated December 7, 2021, is considered a personnel record. Additionally, the Board of Visitors approves a request to the Radford University Foundation to increase their portion of the President's salary by 3% to be consistent with the Commonwealth of Virginia's salary increase for state employees, effective June 10, 2024.

Adopted: June 7, 2024

  
\_\_\_\_\_  
Debra K. McMahon, Ph.D.  
Rector  
Radford University Board of Visitors

  
\_\_\_\_\_  
Karen Castele  
Secretary to the Board of Visitors  
Radford University



## Resolution Recognizing Kurt Gingrich, Ph.D.

WHEREAS, Dr. Kurt Gingrich, originally from Pennsylvania, moved to the New River Valley after completing his Ph.D. in European and World History from the University Wisconsin – Madison when he joined the Radford University faculty in August 2000; and

WHEREAS, throughout his career at Radford, one of Dr. Gingrich’s most highly regarded attributes has been his dedication to his students and the positive impact he has made on those he has taught; and

WHEREAS, students consistently praise Dr. Gingrich’s ability to relate to them and refer to him as enthusiastic, passionate, engaging, motivating, inspiring, professional and challenging—or as best summed up by one student—his tone is passionate, his insight profound and his witticisms acute; and

WHEREAS, Dr. Gingrich holds a deep commitment to the curriculum, and over the years has been an instrumental force in conceptualizing, developing and teaching the Department of History’s courses, as well as the history courses in the Honors College; and

WHEREAS, as Faculty Senate President, Dr. Gingrich’s leadership furthered the faculty’s work in impacting student success, the curriculum, workload optimization, academic freedom and civil discourse, as well as supporting the university’s strategic plan goals; and

WHEREAS, Dr. Gingrich faithfully served on the Radford University Board of Visitors as the Faculty Representative from 2022 to 2024, and provided valuable insight and expert guidance by clearly articulating and representing the needs and views of faculty, as well as matters related to shared governance;

FURTHERMORE, Dr. Gingrich, on behalf of his faculty colleagues, consistently demonstrated meaningful collaboration which strengthened communication and the relationship with the Board of Visitors and university administration, and will be reflected in the success of our students and the university well into the future;

NOW, THEREFORE BE IT RESOLVED, that on this seventh day of the month of June in the year two thousand twenty-four, the Radford University Board of Visitors does hereby consider and pass this resolution of commendation and appreciation for service and contribution to the Radford University Board of Visitors, the Radford University students, faculty and staff and the many contributions to national and regional communities, and furthermore that this resolution be preserved in perpetuity in permanent business records of the Radford University Board of Visitors and a copy be presented to Dr. Kurt Gingrich.

Debra K. McMahon, Ph.D.  
Rector

Bret Danilowicz, Ph.D.  
President



## Resolution Recognizing Jay A. Brown, Ph.D.

WHEREAS, Dr. Jay A. Brown has faithfully served the Commonwealth of Virginia with distinction as a member of the Radford University Board of Visitors from 2016 to 2024; and

WHEREAS, since June 2021, Dr. Brown has served as Deputy County Administrator for Administrative Services in Hanover County, and previously served as Director of the Department of Budget and Strategic Planning for the City of Richmond; and

WHEREAS, Dr. Brown earned his Ph.D. in Public Policy and Administration from Virginia Commonwealth University, a Master of Public Administration degree from Virginia Tech and a bachelor's degree in political science from Hampton University, and furthered his skillset by completing the Senior Executive Institute at the University of Virginia and the Bloomberg Harvard City Leadership Initiative; and

WHEREAS, throughout Dr. Brown's service on the Board of Visitors, his expert perspective and professional guidance were driven by his experience of over 20 years in budget, finance and strategic planning; and

WHEREAS, Dr. Brown served as Vice Rector from 2021 to 2023, chair of the Governance, Administration and Athletics Committee from 2019 to 2021, and as vice chair of the Business Affairs and Audit Committee from 2017 to 2019; and

WHEREAS, Dr. Brown served as Co-chair of the Presidential Search Committee and through a collaborative effort of engaged stakeholders, the university welcomed President Bret Danilowicz to the Highlander family in July 2022; and

WHEREAS, during Dr. Brown's tenure on the Board of Visitors, his thoughtfulness was always evident, whether it was decisions made in the best interest of our students or the devotion to his own family, including his wife, Chantel, and children, McKinley and Ethan;

**NOW, THEREFORE BE IT RESOLVED**, that on this seventh day of the month of June in the year two thousand twenty-four, the Radford University Board of Visitors does hereby consider and pass this resolution of commendation and appreciation for service and contribution to the Radford University Board of Visitors, the Radford University students, faculty and staff, and furthermore that this resolution be preserved in perpetuity in permanent business records of the Radford University Board of Visitors and a copy be presented to Dr. Jay A. Brown.

Debra K. McMahan, Ph.D.  
Rector

Bret Danilowicz, Ph.D.  
President



## Resolution Recognizing Georgia Anne Snyder-Falkinham

WHEREAS, Ms. Georgia Anne Snyder-Falkinham has been a pillar to the Radford University community for more than three decades; and

WHEREAS, Ms. Snyder-Falkinham served the Commonwealth of Virginia with distinction as a member of the Radford University Board of Visitors from 2012 to 2016, and from September 2016 to 2024; and

WHEREAS, Ms. Snyder-Falkinham further supported Radford University as a loyal member of the Radford University Foundation Board, joining in 1989 and later elected to the Radford University Real Estate Board in 2007, where she currently serves as a member; and

WHEREAS, Ms. Snyder-Falkinham served as the Board of Visitors liaison to the Radford University Foundation Board of Directors from 2012 to 2015 and from 2017 to 2020; and

WHEREAS, as a member of the Board of Visitors, Ms. Snyder-Falkinham served as Vice Chair of the Student Affairs and Athletics Committee from 2022 to 2024, Vice Chair of the Academic Excellence and Research Committee from 2021 to 2022 and Vice Chair of the Governance, Administration and Athletics Committee from 2017 to 2019; and

WHEREAS, during her tenure on the Board of Visitors, Ms. Snyder-Falkinham has consistently demonstrated her support of Radford University by her loyal patronage and attendance at numerous university events; and

WHEREAS, through Ms. Snyder-Falkinham's vision and generous contributions, the home of former Governor James Hoge Tyler was purchased as the residence of the Radford University President and Ms. Snyder-Falkinham personally supervised the renovation to the home; and

WHEREAS, since 1985, Ms. Snyder-Falkinham has proudly been president of Snyder & Associates, which is a leader in the Virginia building industry with specialization in commercial projects;

NOW, THEREFORE BE IT RESOLVED, that on this seventh day of the month of June in the year two thousand twenty-four, the Radford University Board of Visitors does hereby consider and pass this resolution of commendation and appreciation for service and contribution to the Radford University Board of Visitors, the Radford University students, faculty and staff and the many contributions to national and regional communities, and furthermore that this resolution be preserved in perpetuity in permanent business records of the Radford University Board of Visitors and a copy be presented to Georgia Anne Snyder-Falkinham.

Debra K. McMahon, Ph.D.  
Rector

Bret Danilowicz, Ph.D.  
President



## Resolution Recognizing Robert A. Archer

WHEREAS, Mr. Robert A. Archer has been recognized widely for his service to our country, his contributions to his community and his success in business; and

WHEREAS, Mr. Archer, after graduating from Virginia Tech where he was a member of the Corp of Cadets, served on active duty with the U.S. Army's 82nd Airborne Division and completed a 30-year Army Reserve career before retiring as a colonel; and

WHEREAS, in 1972, Mr. Archer joined his family business, Blue Ridge Beverage Co., Inc., a company purchased by his parents in 1959 and with his astute leadership, the business has seen consistent growth and success; and

WHEREAS, while Mr. Archer has been given many awards through the years, the Radford University community is also thankful for his loyal and dedicated service to the Highlander family; and

WHEREAS, Mr. Archer served the Commonwealth of Virginia with distinction as a member of the Radford University Board of Visitors from 2016 to 2024; and

WHEREAS, Mr. Archer served three terms as Rector of the Board of Visitors from 2019 to 2022, and served as Vice Rector from 2018 to 2019, Chair of the Business Affairs and Audit Committee from 2017 to 2018 and as a member of the Executive Committee from 2017 to 2024; and

WHEREAS, Mr. Archer's strong leadership came at an unprecedented time for our university as he helped navigate a global health pandemic and two leadership transitions; and

WHEREAS, in honor of his commitment, the Board of Visitors voted in 2022 to name Martin Hall 230 the Robert A. Archer Executive Conference Room; and

WHEREAS, while we thank Mr. Archer for sponsoring events, attending functions and giving 100% on behalf of our students, what we will always remember is a person with a camera in one hand, a notepad and pen nearby and someone who can take a joke as well as play one;

**NOW, THEREFORE BE IT RESOLVED**, that on this seventh day of the month of June in the year two thousand twenty-four, the Radford University Board of Visitors does hereby consider and pass this resolution of commendation and appreciation for service and contribution to the Radford University Board of Visitors, the Radford University students, faculty and staff and the many contributions to national and regional communities, and furthermore that this resolution be preserved in perpetuity in permanent business records of the Radford University Board of Visitors and a copy be presented to Robert A. Archer.

Debra K. McMahon, Ph.D.  
Rector

Bret Danilowicz, Ph.D.  
President



## Resolution Recognizing Debra K. McMahon, Ph.D.

WHEREAS, Dr. Debra K. McMahon has faithfully served the Commonwealth of Virginia with distinction as a member of the Radford University Board of Visitors from 2016 to 2024; and

WHEREAS, Dr. McMahon served as Rector from 2022 to 2024, as Chair of the Student Success Committee from 2017 to 2021, Chair of the Business Affairs and Audit Committee from 2021 to 2022 and on the Executive Committee from 2017 to 2024; and

WHEREAS, as Rector, Dr. McMahon facilitated a solid transition with incoming President Danilowicz and strengthened the communication and relationship with Faculty Senate; and

WHEREAS, throughout her tenure, Dr. McMahon has been an advocate for students, enjoying every opportunity for engagement, whether it be Advocacy Day in Richmond or serving ice cream at the fountain, she always advocated on the students' behalf and elevated important conversations such as mental health awareness and services; and

WHEREAS, Dr. McMahon, has also had the unique opportunity as a Board member to see the university through the eyes of a parent while she enjoyed cheering on the club volleyball team and hosting a sleepover at their home; and

WHEREAS, Dr. McMahon received her Ph.D. in Pathology from the University of North Carolina at Chapel Hill, completed a postdoctoral fellowship and was on her way to being a faculty member when she left academics to become an entrepreneur leading an education company, Scitent, which helps nonprofits, associations and for-profit healthcare organizations foster their reach, revenue and reputation through better eLearning; and

WHEREAS, Dr. McMahon has received many acknowledgements for her work, including Entrepreneur of the Year by the Central Virginia Business Innovation Council; and

WHEREAS, through the guidance, support and leadership of Dr. McMahon, Radford University is on a positive path to impact generations of students in the Commonwealth of Virginia and beyond;

NOW, THEREFORE BE IT RESOLVED, that on this seventh day of the month of June in the year two thousand twenty-four, the Radford University Board of Visitors does hereby consider and pass this resolution of commendation and appreciation for service and contribution to the Radford University Board of Visitors, the Radford University students, faculty and staff, and furthermore that this resolution be preserved in perpetuity in permanent business records of the Radford University Board of Visitors and a copy be presented to Dr. Debra K. McMahon.

Bret Danilowicz, Ph.D.

President

# End of Board of Visitors Materials





Board of Visitors

Board of Visitors Retreat  
July 22-23, 2024  
Berry Hill Resort & Conference Center  
3105 River Road, South Boston, VA 24592

**DRAFT**  
**MINUTES**

**JULY 22, 2024**

**Board Members Present**

Mr. Marquett Smith, Rector  
Mr. Tyler Lester, Vice Rector  
Mr. Dale S. Ardizzone  
Ms. Jeanne S. Armentrout  
Ms. Betsy D. Beamer  
Ms. Joann S. Craig  
Ms. Callie Dalton  
Dr. Betty Jo Foster  
Mrs. Jennifer Wishon Gilbert  
Mr. George Mendiola, Jr.  
Mr. David A. Smith  
Mr. Jonathan Sweet

**BOARD MEMBERS ABSENT**

Mr. William C. Davis  
Ms. Lisa W. Pompa  
Mr. James C. Turk

**OTHERS PRESENT**

Dr. Bret Danilowicz, President  
Ms. Karen Casteel, Secretary to the Board of Visitors and Special Assistant to the President  
Dr. Bethany Usher, Provost and Senior Vice President for Academic Affairs  
Dr. Danette Gomez Beane, Vice President for Enrollment Management and Strategic Communication  
Dr. Rob Hoover, Vice President for Finance and Administration



Dr. Angela Joyner, Vice President for Economic Development and Corporate Education,  
Dr. Susan Trageser, Vice President for Student Affairs  
Ms. Penny Helms White, Vice President for University Advancement

### **Welcome**

Rector Marquett Smith called the Retreat to order at 8:00 a.m. at the Berry Hill Resort & Conference Center in South Boston, Virginia. Rector Smith led a conversation centered on Board culture and his commitment to effective leadership. Rector Smith shared the importance of focusing on the most important issues and exercising effective communication.

### **Comments and Overview**

President Bret Danilowicz welcomed new members and provided a brief overview of where the university is as an institution, national trends and highlighted achievements of the past year. President Danilowicz described the upcoming Retreat to prepare for the next steps, including gaining a better understanding of Artificial Intelligence and preparing for the next six-year strategic plan.

### **GenAI: A Board Perspective**

Samantha Steidle, Ph.D., Assistant Professor of Entrepreneurship, Leadership, and Strategy and Director of the Venture Lab, along with Macie Rice, MBA, Management Instructor and Program Coordinator for the Venture Lab, introduced GenAI and its potential impact on higher education governance. Dr. Steidle and Ms. Rice explained the fundamentals of GenAI, contrasting it with traditional AI, and highlighted its rapid adoption across industries. They emphasized GenAI's potential to transform various aspects of higher education, including teaching, research and operations. The presenters discussed key benefits such as increased productivity, cost savings and improved decision-making. They also addressed important considerations like ethical guidelines and legal compliance. The presentation focused on governance implications, outlining critical areas for board oversight including policy development, strategic planning, budget allocation and compliance. Through interactive workshops, the presenters encouraged board members to engage with GenAI tools and consider how they could be leveraged to support Radford University's strategic plan.

### **Strategic Planning 2026-2031**

Senior Vice President Scott Nostaja and Vice President Christopher Nickson, with The Segal Group, discussed with the Board and University Leadership the planning methodology for the next strategic plan, the opportunities and challenges that have been identified and the assumptions going forward in developing the plan.

The Retreat adjourned at 4:48 p.m.

### **Tuesday, July 23, 2024**

The Retreat resumed at 8:00 a.m.

### **Strategic Planning 2026-2031**

Scott Nostaja and Christopher Nickson continued with leading a discussion on the critical and important priorities that should be addressed in the six-year plan and ways to enhance Radford University's reputation and institutional pride.

**CLOSED SESSION**

Rector Smith requested a motion to move into closed session. Mr. Tyler Lester made the motion that the Radford University Board of Visitors convene a closed session pursuant to **Section 2.2-3711 (A) Items 1 and 8** under the Virginia Freedom of Information Act for the discussion of for the discussion of personnel matters related to the president’s performance plan and compensation, and consultation with legal counsel related to these matters. Mrs. Jennifer Wishon Gilbert seconded the motion. The Board of Visitors went into closed session at 11:00 a.m.

**RECONVENED SESSION**

Following closed session, public access to the meeting was reconnected. Rector Smith called the meeting to order at 12:28 p.m. On the motion made by Mr. Tyler Lester and seconded by Mr. George Mendiola, the following resolution of certification was presented.

**Resolution of Certification**

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

Roll Call	Vote
Mr. Tyler Lester	Yes
Mr. Dale S. Ardizzzone	Yes
Ms. Jeanne S. Armentrout	Yes
Ms. Betsy D. Beamer	Yes
Ms. Joann S. Craig	Yes
Ms. Callie Dalton	Yes
Dr. Betty Jo Foster	Yes
Mrs. Jennifer Wishon Gilbert	Yes
Mr. George Mendiola	Yes
Mr. David A Smith	Yes
Mr. Jonathan Sweet	Yes
Mr. Marquett Smith	Yes

**Approval of Performance Plan for 2024-2025**

Rector Smith asked for a motion to approve the resolution for President Bret Danilowicz’s Performance Plan for 2024-2025. Mr. Tyler Lester so moved, Mr. George Mendiola seconded, and the motion carried unanimously. A copy of the resolution is attached hereto as ***Attachment A*** and is made a part hereof.

**SACSCOC ANNUAL SELF-EVALUATION**

Rector Smith introduced the annual self-evaluation and asked Board members to complete the questionnaire.

**ADJOURNMENT**

Following a discussion of the Retreat, Rector Smith adjourned the Retreat at 1:45 p.m.

Respectfully submitted,

Karen Castele

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


**Radford University Board of Visitors  
Resolution**

**Performance Plan Approval for 2024-2025  
President Bret Danilowicz**

**Now Therefore Be It Resolved**, that the Board of Visitors hereby approves President Bret Danilowicz's Performance Plan for 2024-2025 and compensation, as discussed in closed session on July 23, 2024, and that said performance plan pursuant to Section E of the Employment Agreement with President Bret Danilowicz, dated December 7, 2021, is considered a personnel record.

Adopted: July 23, 2024

  
\_\_\_\_\_  
Marquett Smith  
Rector  
Radford University Board of Visitors

  
\_\_\_\_\_  
Karen Castele  
Secretary to the Board of Visitors  
Radford University

# End of Board of Visitors Materials

